



OUR MISSION

Higher education is New England's most critical sustainable resource. The region's governors knew that 60 years ago when they founded the New England Board of Higher Education.

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.

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FROM THE PRESIDENT

Dear Colleagues:

The New England states have a shared history and culture of leadership and innovation. At the heart of the people and communities that exemplify such leadership are New England's 270 colleges and universities—mainstays of the human talent, intellectual capital, cultural vibrancy and technological innovation that set us apart and make us the envy of many.

A critical dimension of New England's culture of leadership is collaboration. Over 60 years ago, six New England governors envisioned and established the New England Board of Higher Education (NEBHE) as the platform to unite the region's colleges and universities, policymakers and business leaders to collaboratively address shared challenges and opportunities. During the 2016-17 academic and fiscal year, our regional organization:



- Launched an expert commission to examine specific opportunities for leadership and innovation to increase the employability and economic contribution of graduates from New England colleges and universities.
- Helped New England students and families save millions in tuition, supported access and completion, and helped colleges and universities drive enrollment growth in new and specialized programs.
- Presented outstanding leadership conferences and professional development opportunities, providing New England leaders with affordable ways to access expert knowledge on emerging issues.
- Sustained a vibrant regional dialogue on critical and timely issues via its online journal, *The New England Journal of Higher Education*.
- Supported the New England states and their postsecondary institutions in playing a leadership role to elevate standards for high-quality online learning and to increase consumer protection.
- Provided consulting services, technical assistance, research and analysis to state policymakers and college and university leaders.
- Informed New England lawmakers on critical issues impacting higher education, student access and completion.

NEBHE will continue to play its critical role of providing expertise, assets and resources to address the region's challenges and opportunities. We welcome your participation, input and advice in such efforts.

Sincerely,

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

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

FROM THE CHAIR

Dear Friends:

In his 1972 book *The New England States: People, Politics, and Power in the Six New England States*, author Neal R. Peirce wrote: "Only the most confirmed no-sayer could argue against the desirability of some form of coordinating in a region so compact and beset by common problems. In the words of Vermont's former Governor Philip H. Hoff, 'New Englanders are traditionally an independent and self-sufficient lot, traits to be nurtured and encouraged. But it is clear that in an era of increasing interdependence, independence can creep into a form of provincialism which works to the disadvantage of everyone.'"

NEBHE has been a leading vehicle for leveraging cooperation.



Shortly after its founding, NEBHE created the Regional Student Program (RSP), often known as "Tuition Break." The program has helped New England families save more than \$1 billion on their tuition bills since its first year of enrollment in 1958. RSP students saved about \$60 million on their tuition bills in FY 2017. More than 800 undergraduate and graduate degree programs are offered through the RSP.

On the policy front, NEBHE is widely regarded as the region's top convener of senior leaders on issues related to higher education. NEBHE's *New England Journal of Higher Education (NEJHE)* is the region's primary platform for the timely discussion of the higher education issues affecting colleges and universities. NEBHE's Policy and Research programs and activities provide best practices, resources and information to higher education stakeholders on issues such as college affordability, college readiness and student success.

NEBHE's State Authorization Reciprocity Agreement (SARA) saves New England institutions millions of dollars in fees and increases student access to high-quality online programs. NEBHE provides vibrant conferences and professional development opportunities for leaders of New England colleges and universities and now, with SARA, is reaching out to colleagues in New York and New Jersey.

Such collaborative innovation empowers our students and families ... and, thanks to NEBHE, enriches New England's economy and quality of life.

Sincerely,

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

Todd Leach
Chair
New England Board of Higher Education

62 years
helping
six states
convene
and **collaborate**

NEW ENGLAND BOARD OF HIGHER EDUCATION



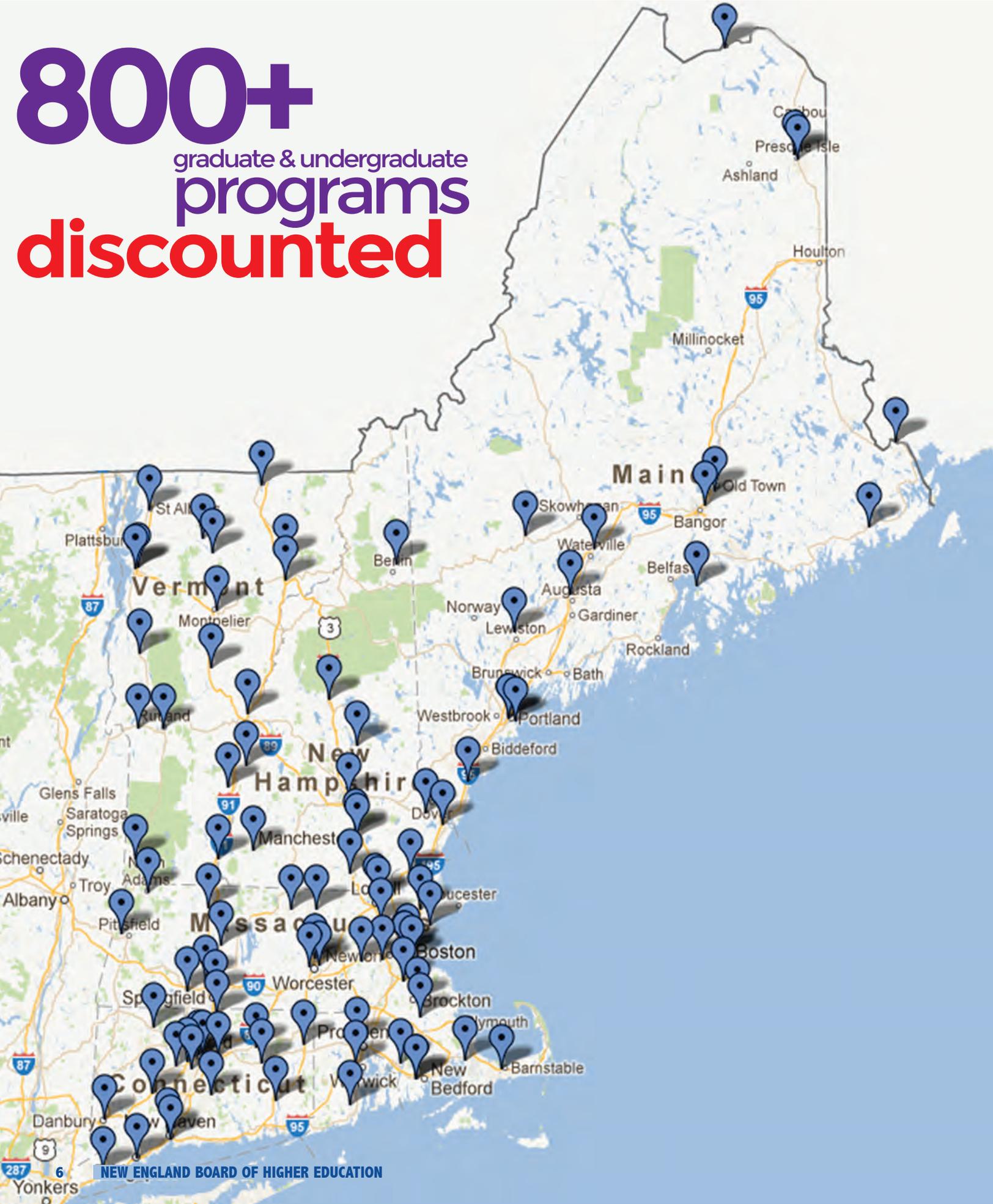
The purposes of the New England Higher Education Compact shall be to provide greater educational opportunities and services through the establishment and maintenance of a coordinated educational program for the persons residing in the several states of New England.”

The New England Higher Education Compact, 1954

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.

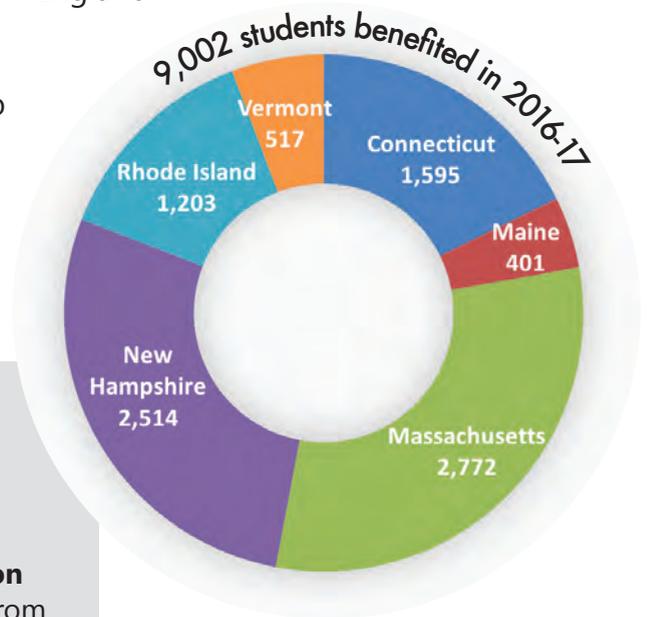
800+
graduate & undergraduate
programs
discounted



Tuition Break, the longest-running tuition reciprocity program in the U.S., now celebrates its 60th year.

The Regional Student Program (RSP) Tuition Break is more important today than ever—as institutions compete for fewer high school graduates, families struggle to afford college, and New England worries about losing students and workers to other regions.

Tuition Break expands college opportunities within New England for eligible students while significantly lowering their tuition. Students gain access to specialized programs not offered by their home-state public colleges and to some colleges near state borders that are closer to home, many in emerging and high-demand career areas—such as allied health, cybersecurity, precision manufacturing and sustainability.



IMPACT AT A GLANCE: FY17

Students

- 9,002 eligible New England students saved more than **\$60 million** on their tuition bills
- A full-time student saved an average of **\$8,000**
- 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 more than **\$94 million** in tuition payments from RSP students as well as an estimated **\$24 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, media coverage and advertisements



4 in 10 New England students transfer at least once in their college career

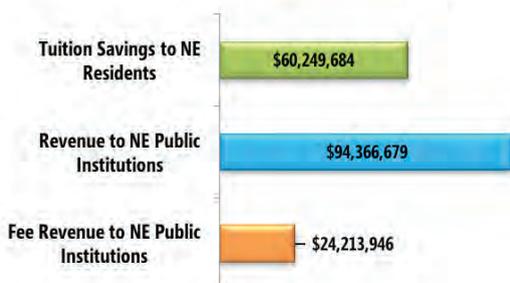
new england board of higher education's

tuition break
TRANSFER
for new england residents

A new transfer initiative targets those students who stand to benefit from the reduced tuition options available to them under the RSP on the bachelor's degree level and develop connections between community college and out-of-state four-year programs.

www.nebhe.org/tuitionbreak/transfer

Savings & Revenue FY17



Celebrating 60 years of providing tuition savings!

NEBHE held briefings in the six statehouses to recognize participating institutions, alumni and students. Alumni and students shared how they benefited from the RSP.



Reed Chuda, aviation science major at Bridgewater State University, with Massachusetts state **Sen. Marc Pacheco** and Bridgewater State University President **Fred Clark**. Reed is a New Hampshire resident benefiting from the RSP.



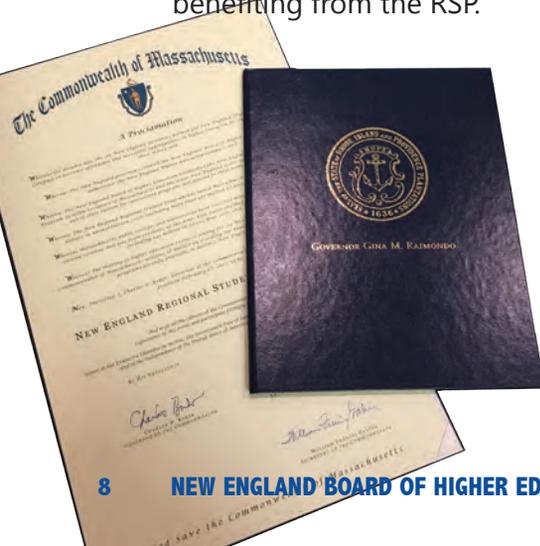
New Hampshire Gov. **Christopher T. Sununu** presents a commendation recognizing the 60th year of the Regional Student Program to NEBHE President and CEO **Michael K. Thomas** and NEBHE Chair **Todd Leach**.

NEBHE Vermont delegates **Jeb Spaulding** and **Joyce Judy** present **U.S. Sen. Bernie Sanders** with the 2017 Vermont Excellence Award (see page 24). Sanders spoke to the value the RSP brings to students and the regional economy.



Rhode Island resident **Samantha Landry** graduated in May 2017 from Eastern Connecticut State with a bachelor's in communication. She shared her story at the Connecticut State Capitol: "Attending Eastern was one of the best decisions I have made. I enjoyed college without being in loads of debt."

Citations presented to NEBHE honoring the 60th year of the RSP from Massachusetts Gov. **Charlie Baker** and Rhode Island Gov. **Gina M. Raimondo**.



Where are they now? Testimonials from Regional Student Program alumni

“ In 2007, I said, ‘It was a big help and definitely made it affordable to attend college out of state. Had it not been for the tuition break, I likely would have selected a different major and attended a less expensive college in my home state, which would have drastically changed my life.’ I stand by those words today—12 years after graduating with a bachelor’s in creative writing. I remain grateful that I had the opportunity to start down a path, thanks to the RSP Tuition Break, that would lead me toward a career in journalism.”

Scott Monroe, *Managing Editor, The Kennebec Journal, Augusta, Maine*
Creative Writing (BFA), Johnson State College, Vermont
Home State: Connecticut



“ I have no doubt that the cachet of UVM’s historic preservation program helped to open doors for me in my career. I know that without the Regional Tuition Program I would not have been able to

afford to attend UVM. Thanks to that program, my loans are paid off, and have been for quite a while. I’m in the office I always wanted to work in, and I get to help Rhode Islanders experience the state’s history around them every day. The RSP helped me achieve my professional dreams.”

Jeff Emidy, *Acting Director, State of Rhode Island Historical Preservation & Heritage Commission*
Historical Preservation, University of Vermont
Home State: Rhode Island

“ The RSP certainly made it more affordable upon graduating by not incurring a mountain of debt like many of my friends experienced. I feel like it gave me a financial head start compared to many of my fellow graduates that had to pay the full out-of-state tuition.”

Andrew Spinale, *Owner, Aquamarine Services, Massachusetts*
Marine Affairs, University of Rhode Island
Home state: Massachusetts

“ It had been my dream to become an occupational therapist, and knowing that none of my state’s schools provided me with that option, RSP Tuition Break gave me the opportunity to attend an out-of-state university while reducing the significant burden of the out-of-state cost. Without RSP Tuition Break, I may not have had the chance to continue my education.”

Sarah Lauretti, *Registered Occupational Therapist, Connecticut*
Occupational Therapy, University of Southern Maine
Home state: Connecticut

“ If it wasn’t for the RSP Tuition Break, I would not be where I am today. Not only did it determine where I went to college, but it enabled me to follow my dreams and passions. This was the stepping stone to my future.”

Sen. Justin Chenette, *Maine State Senator; Digital Advertising Executive, Journal Tribune, Biddeford, Maine*
Electronic Journalism Arts (TV and Broadcasting Studies), Lyndon State College, Vermont
Home state: Maine





“The New England Journal of Higher Education is ‘must reading’ for any member of our region’s higher education community who wants to keep abreast of the latest developments in higher education. The *Journal* is full of engaging stories about innovative campus programs, issues of special interest to educational professionals in New England, and educational trends taking place in the United States and abroad—all written by practitioners.”

Elsa Núñez

President, Eastern Connecticut State University

Numbers, when carefully chosen, can document how higher education shapes New England's economy. *Stories* offer the color and texture ... the connective tissue.

The New England Journal of Higher Education (NEJHE) tells the stories that connect our scholars and *Everything New England*, ranging from the special quality of life in our communities to the innovative policies of our education, government, nonprofit and business thinkers to the cutting-edge knowledge that creates jobs and whole industries.

From its beginnings in the 1950s, NEBHE has offered a platform for the latest thinking among opinion leaders and practitioners in education, business, government and the nonprofit sector. *NEJHE* has told the stories, offering colorful, compelling commentary and analysis about New England higher education and its relationship to the economy and quality of life.

Among recent *NEJHE* articles:

- Trinity College VP **Angel B. Pérez** explains how focusing admissions on personal qualities that help students succeed in college—such as curiosity, love of learning, perseverance and grit—has helped enroll the college's most diverse class yet
- Saint Anselm College President **Steven R. DiSalvo** explores student loans and affordability
- Former Southern Vermont College President **Karen Gross** suggests how “lastic” students exercise decisions that lead not only to their survival but also to their thriving
- New Hampshire Community Colleges Chancellor **Ross Gittell** previews early impressions of NEBHE's Commission on Higher Education & Employability, in the context of the *Two New Englands* paradox that divides research haves and have-nots
- **Tracy Hassett** of the edHealth consortium describes how collaborative work can “bend the trend” in the rising costs of group employee health insurance and other benefits

NEJHE also features event announcements, comings and goings on campus, state education news, and federal news through its *DC Shuttle* column—a collaboration with the New England Council.

NEJHE's outstanding content is distributed via Twitter and Facebook, and emailed to thought leaders in our weekly ***NEJHE NewsBlast***. *NEJHE* material is frequently cited and re-posted by regional and national media, amplifying the journal's impact.

NEBHE collaborates with *Boston* magazine on its well-respected annual directory, the ***Guide to New England Colleges and Universities***. The *Guide* reaches 80,000 readers of *Boston* and *Philadelphia* magazines, and NEBHE distributes 20,000 copies to guidance counselors and public libraries throughout New England, as well as to prospective students and families at college fairs and other events.



1,500+
leaders
directly engaged
in regional policy
discussions
in 2017



“As a legislator, spending my days problem solving and working to be responsive to the education needs of the state and region, NEBHE’s policy and research work “in-service” to policymakers is invaluable. Whether through gatherings of New England legislators or policy discussions among educators, business leaders and legislators, the information and analysis presented, best practices shared or New England solutions described, my knowledge as a policymaker is more informed and my work as a legislator more far-reaching.”

*Rep. Mattie Daughy
Maine Legislature
Chair, NEBHE Policy Committee*

NEBHE's Policy and Research (P&R) team is a "go-to" resource contributing timely information, research and analysis to education, government and business leaders throughout New England. NEBHE P&R:

- Helps states and institutions pursue innovative policies and practices
- Offers a platform for exchanging best practices and policy perspectives
- Provides New England higher education decision-makers with custom research and technical expertise
- Supports interstate collaborations to create shared solutions to common challenges and policy issues

NEBHE P&R increases the breadth, depth and impact of regional collaboration in New England through:

Convening Regional Stakeholders

- Gubernatorial Commission on Higher Education & Employability
- *Talent 4.0* conference

Facilitating Multistate Collaboration

- Multistate Longitudinal Data Exchange
- Policy Committee meetings on regional strategies related to shared policy initiatives and challenges

Informing Legislative Discussions

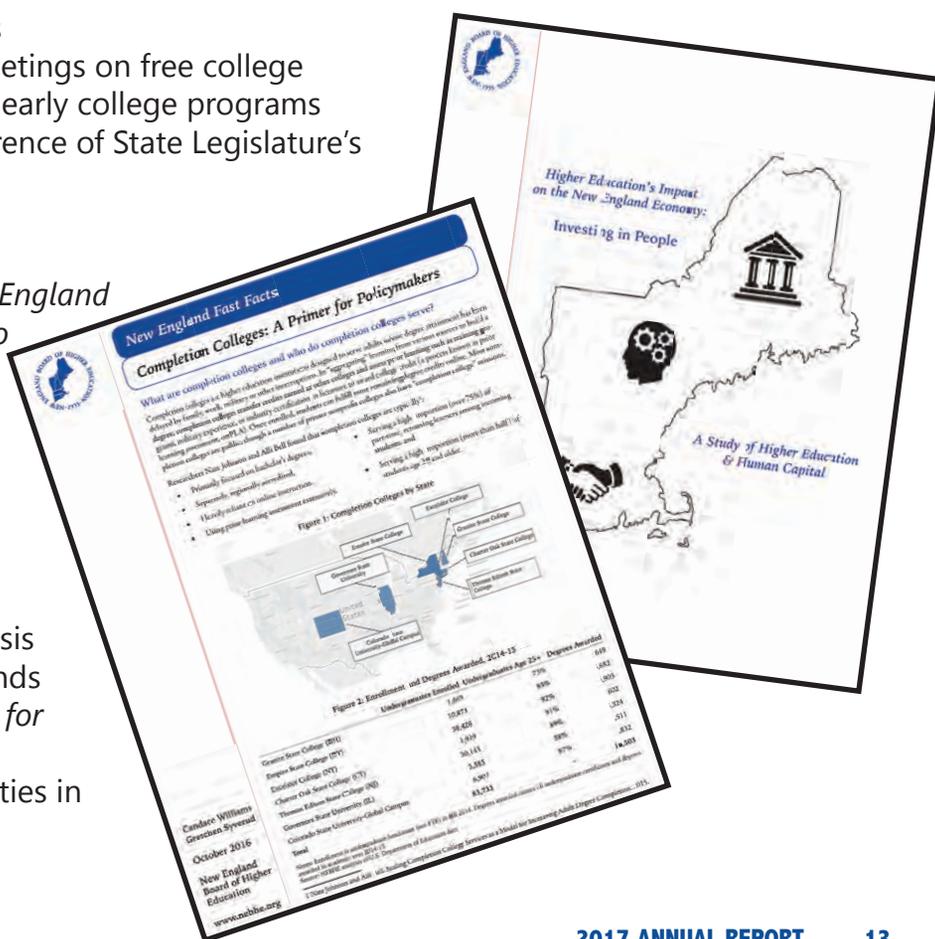
- Statehouse testimony and briefings
- Legislative Advisory Committee meetings on free college initiatives and dual enrollment and early college programs
- Participation in the National Conference of State Legislatures' Higher Education Institute

Policy Reports

- *The Price of Public Colleges in New England*
- *Undocumented Students & Access to Higher Education*
- *Higher Education's Impact on the New England Economy: Investing in People*

Providing Analysis & Technical Assistance

- *Knocking at the College Door*: analysis of New England's demographic trends
- *New Completion Colleges: A Primer for Policymakers*
- Prior Learning Assessment possibilities in New England





University System of New Hampshire Chancellor and NEBHE Chair **Todd Leach**, NEBHE President and CEO **Michael K. Thomas**, Rhode Island Gov. **Gina M. Raimondo** and Rhode Island Commissioner of Postsecondary Education **Brenda Dann-Messier** watch featured speaker **Brandon Busteded**, Gallup Executive Director of Education and Workforce Development, address the inaugural meeting of the Commission in Providence in April 2017.



Eastern Connecticut State University President **Elsa M. Núñez** and Southern New Hampshire University President **Paul J. LeBlanc** engage with Commission members in June 2017.



Gov. Raimondo meets with student members of the Commission. From left: **Desirae LeBlanc** of the University of New England, **Mariela Lucaj** of Community College of Rhode Island, Gov. Raimondo, **Heather Bollinger** of Great Bay Community College, and **Tyler Mack** and **Freddy Cruz**, both of Eastern Connecticut State University.



New England has a world-famous concentration of colleges and universities. Our graduates bring an incredible range of talent and skills to the job market. But our region faces a fast-changing modern economy, as well as challenging demographic shifts. It's time that we optimized how higher education works with other stakeholders in our regional economy—starting by providing our students with the right skills to match tomorrow's jobs.

In spring 2017, **NEBHE launched a Commission on Higher Education & Employability.** Chaired by Rhode Island Gov. Gina M. 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.



COMMISSION ON HIGHER EDUCATION & EMPLOYABILITY

An overwhelming majority of Americans agree that education after high school is important for getting a good job—and our region has the capacity to offer that education, whether a professional certificate, four-year degree, or something else. Yet, according to national data, the number of new high school graduates in New England is expected to decline by 14% during the next 15 years.

Paired with increasing global competitiveness, this trend worries employers, who remain concerned about how to best address their growing needs for skilled workers qualified for jobs in technology-intensive and growth-oriented industries. Absent a reliable pool of such potential employees to draw upon, many businesses will simply pull up stakes and depart for an area with a more suitable talent pipeline.

The Commission is charting a strategic action plan to align the work of higher education institutions, policymakers, and businesses toward the shared goal of increasing the career

readiness of regional graduates and facilitating successful transitions throughout their careers in New England.

The Commission's action agenda is to help New England's colleges and universities educate students who are ready to excel in New England in the 21st century. Skilled labor is already one of the biggest reasons that companies choose New England. Building upon the world-class strength of our institutions and human capital will confirm that this reputation is long-lasting and indisputable.

“Together, we can ensure New England will have a future as a hub for cutting-edge technology, innovative entrepreneurship, and high-skill, career-ready graduates prepared to tackle the challenges that lay ahead for us all.”

Michael K. Thomas
NEBHE President & CEO
Providence Journal, June 26, 2017

over
1 million
students
have enhanced **access**
to **high-quality**
programs

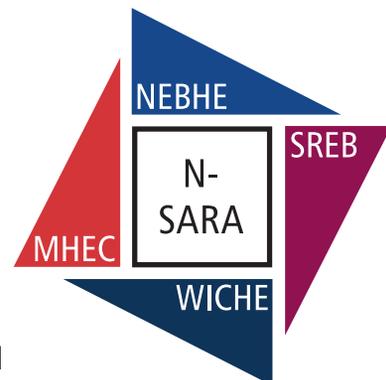


“SARA has opened access to quality programs for military members and their families no matter their location or re-location. They have accomplished this in an amazingly short period of time as ‘interstate compacts’ go. This is a direct reflection of the dedication of the regional staffs and the desire of states to improve access to education wherever you are.”

*Harold E. Cooney Jr., CIV OSD OUSD P-R
Northeast Region Liaison
Office of the Deputy Assistant, U.S. Secretary of Defense*

NEBHE enables the New England states and their higher education institutions to increase distance education opportunities for students with robust consumer-protection measures through a partnership among the four regional higher education compacts (including NEBHE) and a national council. **The State Authorization Reciprocity Agreement (SARA) has been the catalyst for change** in distance education.

In 2016, 5.8 million students enrolled in online courses, resulting in a 263% increase over the past 12 years. Today's students are unique: According to the Online Learning Consortium, 75% of undergraduates are age 25 or older and 85% of Americans enrolled in postsecondary institutions are nontraditional learners.



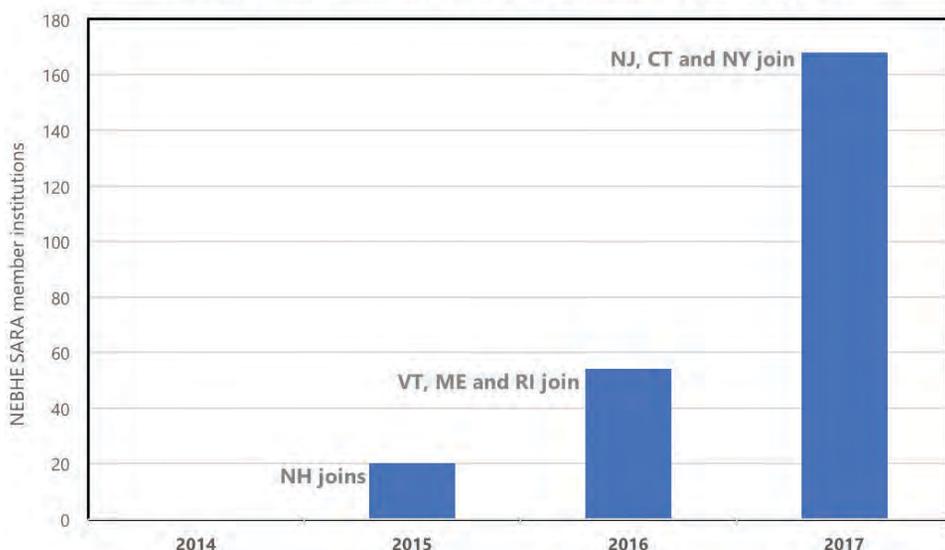
Prior to SARA, federal regulations required colleges and universities be authorized in every state to which they delivered online programs; this resulted in an inconsistent, complicated and expensive maze of regulatory processes and fees. (Imagine having to obtain a different driver's license for every state in the nation!) As enrollment in distance-education programs expanded, it was clear that a solution was needed.

In 2014, national leaders, regulators and higher education stakeholders developed a reciprocity framework that makes it possible for institutions to provide distance learning across state borders. with a single authorization obtained from the institution's home state. SARA essentially creates a single driver's license for participating states and approved institution members.

What have the results of NEBHE's work—and that of its state, regional and national collaborators—been for the Northeast and the nation?

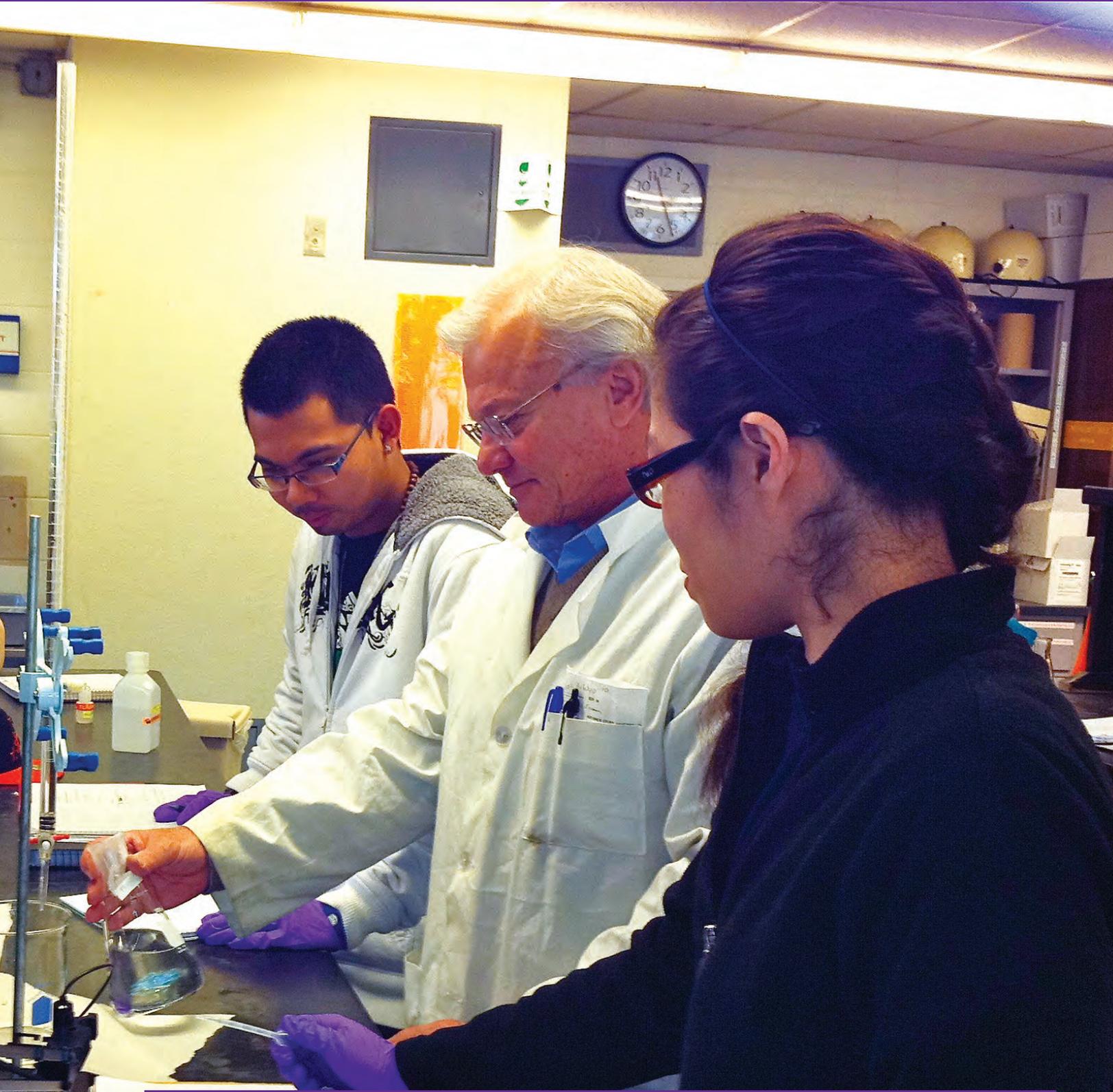
- As of July 1, 2017, 47 states and territories have joined SARA
- Nationally, over 1,500 institutions (131 regionally) have become members
- Continued streamlined complaint-reporting processes have ensured adherence to rigorous guidelines and transparency for students and parents
- Mandated Data Enrollment Reporting delivers on SARA's promise of transparency: Detailing distance education enrollment by institution and students' location

NEBHE SARA member state and institution growth by year



NEBHE continues to engage regional leaders in the assessment, development and implementation of sound education practices and policies of regional significance. NEBHE's affiliate members, New York and New Jersey, more than doubled regional SARA institution membership in 2017 while engaging new regional leadership.

PROBLEM-BASED LEARNING RESOURCE CENTER



“ We’ve had really great success with getting industry to help design and teach programs.”

Marge Valentin

Dean of Workforce and Community Development

Three Rivers Community College, Norwich, Connecticut

The Problem-Based Learning Resource Center builds upon NEBHE's decades-long involvement in hands-on programs supporting critical and emerging industries by ensuring students and workers have practical, real-world skills.

The Resource Center works with industry, education providers and policymakers to design and implement pathway programs to prepare traditional and nontraditional learners in careers that address workforce skills and employment demand in industries that are essential to local, state and regional economies.

The Resource Center provides industry-informed training, professional development, technical assistance, and facilitation for secondary teachers, faculty of community and state colleges and universities, and other training and education providers to enable them to address industry needs.

NEBHE is uniquely positioned to take the lead in addressing new ways of teaching and learning and employability by leveraging our resources and collaborative capacity to work with state and federal agencies, legislators, education systems and industry partners.

This work generally focuses on STEM (science, technology, engineering and mathematics) fields in an effort to support the growth and competitiveness of New England's technical workforce.

The Resource Center's pathway programs help industry to find workers, and workers to find jobs, with the ability to face rapidly advancing technologies that require employees to be engaged in continuous learning. Our programs focus on the key employability skills—including critical thinking and problem-solving as well as content-based skills—that are most valued in the workplace.

NEBHE's Resource Center creates pathways that:

- Identify and develop degree and credential pathways to address labor supply and skills needs
- Transform education and training programs using problem-based methodologies that incorporate critical employability skills
- Address employer and industry needs in responsive timeframes
- Reduce costs to students and employers
- Improve career and employment outcomes and industry productivity

CONFERENCES & EVENTS

In October 2016, NEBHE convened over 300 education leaders, employers and state and national workforce development experts for a conference titled ***Talent 4.0: How Employable Are New England's College Graduates and What Can Higher Education Do About It?***



At a session on “Preparing Students for the Jobs of Tomorrow: What Higher Education Must Learn in Order to Teach It to Students,” New England College of Business President **Howard Horton** interviewed keynote speaker **Jeff Selingo**, a professor of practice at Arizona State University, former editor of the *Chronicle of Higher Education* and author of *There Is Life After College*.

Steve Lynch, director of workforce and economic development at Burning Glass Technologies, noted that his company’s goal is to crack and map the genome for jobs. Despite attention paid to the proliferation of “badges” and “microcredentials,” Lynch reported that among job ads that explicitly request credentials, most requested just one of 50 specific creds. “It’s really challenging to create and grow a credential that has labor-market demand.”



Jeff Forbes, a Duke University professor and expert with the National Science Foundation’s Directorate for Computer and Information Science and Engineering, recommended that computer science programs in the early grades should engage students with more relatable problems such as tracking temperature readings in their community. *From left: Forbes, **Susan Buck**, Co-Founder, Women’s Coding Collective; **Tom Ogletree**, Director of Social Impact, General Assembly; and **Pat Yongpradit**, Chief Academic Officer, Code.org*

As a precursor to NEBHE's Commission on Higher Education & Employability, the *Talent 4.0* event held at the Federal Reserve Bank of Boston, explored key questions: Is higher education to blame for the challenge New England employers face in finding sufficient numbers of skilled workers in key tech-intensive and growth-oriented industries like information technology, healthcare and advanced manufacturing. Are our colleges and universities still operating in "old economy" modes, in terms of services, practices and strategies for preparing students for career transitions and employability?



"What the whole world wants is a good job," according to **Brandon Busted**, executive director of education and workforce development at Gallup Education. "That comes ahead of everything else that is important to human beings: health, happiness, safety, family. ... We see accomplishing all of those things through having a good job."

Busted told the audience that the planet's real unemployment number is 1.8 billion, because that's how many people want a good job and don't have one. Even in the U.S., many people have stopped looking for work. And a lot of people lost high-skilled jobs and took lower-paying jobs. "One of the fundamental mission statements that ought to be part of higher education," he said, "is helping people find meaningful work."



In a session on Career Services 4.0, **Christine Yip Cruzvergara**, executive director and associate provost for career education at Wellesley College, noted that career services provides lifelong services to their alumnae, including getting women onto corporate and nonprofit boards and re-entry through encore careers.



University of Massachusetts Lowell Chancellor **Jacqueline Moloney** told *Talent 4.0* attendees that her university is the ninth-fastest growing in the country and the second fastest-rising in the *U.S. News & World Report* rankings. The rise has come about largely because of the topic of the panel Moloney was moderating at the conference: higher ed-industry partnerships.



Addressing the conference session *Career Now: The Future of Experiential and Work-Integrated Learning*, **Lynn Pasquerella**, president of the American Association of Colleges and Universities and former president of Mount Holyoke College, urged all higher education institutions to embed experiential learning in their curricula.



NEBHE held its annual spring Board meeting on April 3, 2017 at the Federal Reserve Bank of Boston. **Terry Hartle**, senior vice president at the American Council of Education's Division of Government and Public Affairs, treated NEBHE delegates to his inside look at *The View from Washington: What to Expect from Congress and the New Administration*. The former aide to the Senate Committee on Labor and Human Resources and longtime friend of NEBHE emphasized the need for higher education leaders to let Congress know how important higher ed is to the New England region.



Bridgewater State University President **Frederick Clark** facilitated the session *Skin in the Game: Public Policy Strategies for Expanding Industry/Industry Connections for Work-Integrated Learning*. Clark said BSU's focus on internships has taken on special significance at a time when the college-educated pipeline is strained and graduates need to be adaptable enough to change careers.

With large numbers of students being low-income or first-generation, many couldn't afford to do internships, Clark said. Bridgewater State created a full internship office right down to helping students "dress for success" and worked hard to fund paid internships, which increased from 12 to over 400 within three years.



Lumina Foundation Chief Operating Officer and Executive Vice President **Holiday Hart McKiernan** spoke at the *Building a New Credentialing System: A Path Forward* session. From left: SUNY Empire State College Director of Collegewide Academic Review **Nan Travers**, Ivy Tech Assistant Vice President of Academic Policy and Assessment **Marcus Kolb**, Barry University Associate Dean of Operations and Enrollment Management **Pamela Luckett**, McKiernan, and American Council on Education Center for Education Attainment and Innovation Midwest Regional Liaison **Patricia Brewer**.



Burning Glass Technologies CEO **Matt Sigelman** spoke at a Commission on Higher Education & Employability meeting in Providence, Rhode Island about his firm's belief that jobs have a "genome." "If you want students to have access to a successful middle class lifestyle in the 21st century, they need to have fulfilling and rewarding careers. There's a ticket they need to have and in many cases that's not aligned with how we're preparing them," Sigelman said. Degrees matter, he added, but how do we make sure they represent a bundle of skills, making them more relevant and sustainable over the life of a career?

Community College System of New Hampshire Chancellor **Ross Gittell** and Connecticut Business & Industry Association Education and Workforce Partnership Vice President **Andrea Comer** facilitate a working group on Targeted Higher Education Partnerships at the second meeting of the Commission on Higher Education & Employability. The working group embraced a role for the full range of education providers—including public, private and new kinds of credentialing organizations—to prepare students and faculty with the talents demanded by the economy.



Since 2003, NEBHE's **New England Higher Education Excellence Awards** have formally recognized people and groups who show exceptional leadership on behalf of higher education and advancement of educational opportunity. Past Excellence Awardees have included the late U.S. Sen. Edward M. Kennedy of Massachusetts, U.S. Sen. Jeanne Shaheen of New Hampshire, noted oceanographer Robert D. Ballard, Dartmouth College President emeritus James Wright and Eastern Connecticut State University President Elsa M. Núñez.

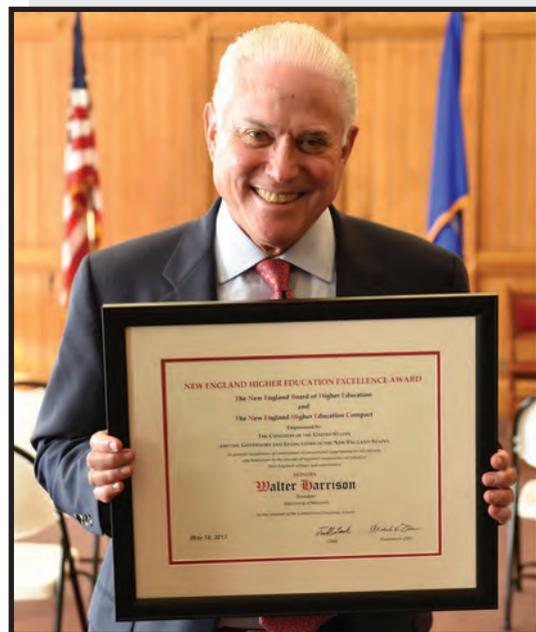


U.S. Sen. Bernie Sanders of Vermont receives his state's Excellence Award at the State House in Montpelier on April 11, 2017. *From left: Community College of Vermont President **Joyce Judy**, Sanders, Vermont State Colleges Chancellor **Jeb Spaulding**, Vermont State Representatives **Alice Miller** and **Johanna Leddy Donovan**.*



Eastern Maine Community College receives the Maine Excellence Award at the Senator Inn in Augusta on March 22, 2017. *From left: Eastern Maine Community College Academic Dean **Elizabeth Russell**, EMCC student **Danielle Thompson**, EMCC President **Lisa Larson**, EMCC student **Crystal Favati**, EMCC Dean of Students **E.J. Roach**, NEBHE delegates University of New England Associate Dean **Karen T. Pardue**, **Wanda Lincoln**, The Hon. **Joan Nass**, and NEBHE President & CEO **Michael K. Thomas**.*

University of Hartford President **Walter Harrison** is all smiles after receiving the Connecticut Excellence Award at the State Capitol in Hartford on May 16, 2017.



For 2017, NEBHE moved its respected award program and ceremonies to the states. NEBHE this year convened leaders at the region's statehouses to celebrate the work of: University of Hartford President Walter Harrison; the Student Success Center/Summer Success Academics/Student Veterans of America at Eastern Maine Community College; Bristol Community College President John Sbrega; the New Hampshire College & University Council; and U.S. Sen. Bernie Sanders of Vermont. An additional 2017 Excellence Awards will be bestowed on Maine state Rep. James Dill.



Bristol Community College President **John J. Sbrega** (at podium) acknowledges his Massachusetts Excellence Award on March 23, 2017 in the Massachusetts State House's Great Hall in Boston.



New Hampshire Gov. **Chris Sununu** presents his state's Excellence Award to New Hampshire College & University Council President **Thomas R. Horgan**, on April 5, 2017 at the New Hampshire State House. From left: NEBHE Chair and University System of New Hampshire Chancellor **Todd Leach**, Horgan, Sununu, NEBHE President & CEO **Michael K. Thomas**. (Community College System of New Hampshire Chancellor **Ross Gittell** stands behind Thomas.)

Sen. Sanders meets with NEBHE staff after his award ceremony. From left: Director of Government and Community Affairs **Carolyn Morwick**, RSP and SARA Project Coordinator **Rachael Stachowiak**, Sanders, and RSP Senior Director **Wendy Lindsay**.



A TIMELINE

1954: Six visionary New England governors—Abraham A. Ribicoff of Connecticut, Edmund S. Muskie of Maine, Christian A. Herter of Massachusetts, Lane Dwinell of New Hampshire, Dennis J. Roberts of Rhode Island, and Joseph B. Johnson of Vermont—agree to the **New England Higher Education Compact**.

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: The New England Higher Education Compact receives legislative enactment in all six New England states.

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.

1972: NEBHE issues the first of two reports citing the need for a regional veterinary school in New England; Tufts University School of Veterinary Medicine opens seven years later.

1974: NEBHE links nearly 70 academic and public libraries through the **New England Library Information Network**, and provides online bibliographic searches through its Northeast Academic Science Information Center.

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.

1982: NEBHE's Commission on Higher Education and the Economy issues **A Threat to Excellence**, calling for a variety of partnerships among New England colleges, secondary schools and businesses.

1983: NEBHE publishes **Higher Education Telecommunications: A New England Policy Imperative**, urging that New England adopt a regional policy to coordinate educational telecommunications.

1984: NEBHE publishes **Renewing Excellence**, revealing, among other things, that New England legislators see higher education playing an important role in retraining workers for high-demand occupations.

1985: NEBHE creates the **New England South African Student Scholarship Program**, enabling New England colleges to support Black South African students at "open universities" in apartheid-era South Africa.

1986: NEBHE begins publishing quarterly journal, titled **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.

1987: NEBHE asks leaders of business, government and education to peer into New England's future and identify issues critical to the region's prosperity. The result is the **Future of New England Leadership Survey Report**.

1988: NEBHE publishes **Biomedical Research and Technology: A Prognosis for International Economic Leadership**. The report of NEBHE's Commission on Academic Medical Centers and the Economy of New England explores the promise of New England's biotechnology industries and issues major recommendations to encourage biotech manufacturing in New England.

1989: NEBHE issues **Equity and Pluralism: Full Participation of Blacks and Hispanics in New England Higher Education**. The benchmark report of NEBHE's Task Force on Black and Hispanic Student Enrollment and Retention in New England offers 20 major recommendations to ensure greater participation and success among Blacks and Hispanics in New England higher education and the educated workforce.

1989: Through its **Regional Project on the Global Economy and Higher Education in New England**, NEBHE briefs state legislators in all six state capitals on the internationalization of higher education and the economy.



1989: NEBHE issues *Law and the Information Society: Observations, Thoughts and Conclusions about Legal Education, Law Practice and the New England Economy*.

The report of a NEBHE panel of distinguished lawyers, judges, law school deans and business leaders finds that while lawyers have contributed to the region's economy, growth in the legal profession has not worked to curb legal costs, reach more middle class and poor people or ensure professional competence.

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."

1998: NEBHE launches a two-year **New England Public Policy Collaborative** to provide a regional framework for the region's policy research expertise and enhance access to policy research. Funded by the AT&T Foundation, the collaborative hosts two regional "New England Agenda" conferences and introduces a NEBHE web page linking 300 public policy research centers and institutes.

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 in behalf of higher education, public policy or the advancement of educational opportunity.

2003: NEBHE launches **Project PHOTON2**, an initiative funded by the National Science Foundation to give educators the knowledge and resources needed to

implement and teach photonics technology at their own institutions.

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.

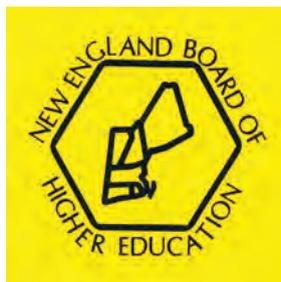
2011: In collaboration with *Boston* magazine, NEBHE revives its well-respected **Annual Directory to New England Colleges and Universities** (now called the **Guide to New England Colleges & Universities**). NEBHE conducts the research and *Boston* magazine manages publishing.

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**.

2012: NEBHE receives a grant from the Lumina Foundation for Education to support the **Developmental Math Demonstration Project** that provides a high-quality, low-cost instructional platform coupling Khan Academy and community college resources.

2015: NEBHE launches the New England component of the national **State Authorization Reciprocity Agreement**, or **SARA**, funded by a \$3 million grant from the Lumina Foundation and \$200,000 from 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. As of August 2017, NEBHE coordinates SARA for five of the six New England states, as well as affiliate members New York and New Jersey.

2017: NEBHE launches the **Commission on Higher Education and 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.



NEW ENGLAND
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