



NEW ENGLAND BOARD OF HIGHER EDUCATION

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After the Crash: A New Reality for Higher Education *Lessons, Strategies and Innovations for New England*

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Federal Reserve Bank of Boston
Boston, Mass.**

Speaker and Panelist Biographies

Craig Alexander



Craig Alexander is senior vice president and deputy chief economist at TD Bank Financial Group. Alexander has more than a decade of experience conducting economic analysis in the financial industry. In his role as deputy chief economist, Alexander travels throughout the U.S. and Canada speaking to clients and business groups about economic trends and prospects. He is also president of the Canadian Association for Business Economics. Prior to joining the private sector, Alexander spent four years as an economist at Statistics Canada. He holds a master's degree in economics from the University of Toronto.

Sandy Baum

Sandy Baum is senior policy analyst at the College Board and former professor of economics at Skidmore College. She is co-author of the College Board's *Trends in Student Aid*, *Trends in College Pricing* and *Education Pays: The Benefits of Higher Education for Individuals and Society*. Other recent work includes studies of setting benchmarks for manageable student debt levels and of tuition discounting in public and private colleges and universities. She co-chaired the Rethinking Student Aid study group, which recently issued comprehensive proposals for reform of the federal student aid system. She has written on issues relating to college access, college pricing, student aid policy, student debt, affordability and other aspects of higher education finance. Baum holds a bachelor's degree in sociology from Bryn Mawr College and a doctorate in economics from Columbia University.



Donald J. Boyd



Donald J. Boyd is senior fellow at the Nelson A. Rockefeller Institute of Government, the public policy research arm of the State University of New York, and former director of the institute's State and Local Government Finance research group. Boyd has more than two decades of experience analyzing state and local fiscal issues and has written or co-authored many of the institute's reports on the fiscal climate in the 50 states. Before joining the institute, he was director of the economic and revenue staff for the New York State Division of the Budget and director of the tax staff for the New York State Assembly Ways

and Means Committee. Boyd holds a doctorate in managerial economics from Rensselaer Polytechnic Institute.

Russell W. Broderick

Russell W. Broderick is senior development manager with Gilbane Development Co. He has special expertise in transaction structuring, project management, development and finance of public-private partnerships for public and institutional clients. With Gilbane since 1992, his responsibilities encompass planning, permitting, budgeting, design, cost analysis, contract negotiation, project and construction oversight and overall management as well as extensive communication with clients, contractors, project architects and consultants. He has worked on a variety of projects, including: Rhode Island School of Design's Living Learning Center dormitory in Providence; Surfside Narragansett, a mixed-use development in Narragansett, R.I, consisting of luxury condominiums and retail components; Loudoun County Government Center in Leesburg, Va.; Innovation Center of Vermont-General Dynamics, a facility containing office, retail and parking in Burlington, Vt.; Sylvan Business Center, a manufacturing facility in Danvers, Mass.; and Mellon Customer Service Center for Mellon Bank in Pittsburg, Pa. Broderick holds an undergraduate degree from Providence College and an MBA from Suffolk University.



John Broida



John Broida is a physiological psychologist by training. He has published extensively on the relationships between hormones and behavior, sex differences and the interaction of genes with the environment. He received the first external grant ever awarded to a member of the psychology department of the University of Southern Maine, from the National Institutes for Alcoholism and Alcohol Abuse, and continues to explore questions in this area. He also has earned national recognition for his work on the effective use of technology in the classroom. He pioneered the use of web-based quizzes to supplement classroom activities, and was an early adopter of the use of classroom response systems ("clickers") to monitor student understanding, increase attention, provide immediate feedback and facilitate discussion. He advises individuals and institutions on how to effectively incorporate technology into their programs and works with publishing companies to improve their web-based quizzing products. Broida holds a bachelor's degree from the University of Colorado at Boulder, a master's from Western Illinois at Macomb, and a doctorate from the State University of New York at Albany.

Kimberly M. Crone

Kimberly M. Crone is director of admissions and enrollment management at Eastern Connecticut State University. Crone coordinates recruitment initiatives designed to attract undergraduate students appropriate for the university's public liberal arts mission and collaborates with the campus community on retention strategies which focus on timely graduation of students. Since Crone joined Eastern in 1996, the university has experienced a 97% increase in undergraduate applications and a 45% increase in undergraduate enrollment. Crone was instrumental in developing the Transfer Compact initiative for Eastern, which provided individualized advising and academic planning to enrolling community college students to ensure timely graduation from both the two- and four-year institutions. She also serves on the statewide Transfer Compact Oversight Committee that developed and implemented a System-to-System Transfer Compact between Connecticut's four state universities and 12 community colleges and on the National Association of System Heads' *Access to Success* Initiative Transfer Work Group. She holds bachelor's degrees in psychology and sociology from Bloomsburg University of Pennsylvania and a master's in education from Lehigh University.



Richard Garrett



Richard Garrett is the managing director of Eduventures' Learning Collaborative programs in Online Higher Education and Continuing & Professional Education. Prior to joining Eduventures, Garrett served as the deputy director of the Observatory on Borderless Higher Education in the United Kingdom, a position he held from 2001 to 2005. His research and consulting work has focused on higher education trends worldwide, particularly online learning, internationalization, and commercial activity. Among his recent publications is *E-learning in Tertiary Education - Where Do We Stand?*, a 2005 book commissioned by the OECD, Paris. Garrett has been quoted in the *London Times* higher education supplement, Australia's *Campus Review*, and the *South China Morning Post*. He also has served as a researcher in the School of Education, University of Surrey, and at the Quality Assurance Agency for Higher Education in the U.K.. He earned both a bachelor's and master's degree from Kings College, University of London, as well as a post-graduate certificate of education from the University of Cambridge.

Michael Goodman

Michael Goodman is associate professor and chair of the Department of Public Policy at the University of Massachusetts Dartmouth. Prior to joining UMass Dartmouth, Goodman served eight years as director of economic and public policy research for the UMass Donahue Institute, the public service outreach and economic development arm of the five-campus UMass system. A leading analyst of the Massachusetts and New England economies, Goodman is a past president of the New England Economic Partnership, a nonprofit organization made up of leading regional analysts that produces semi-annual economic forecasts of the economic outlook for each of the six New England states. He currently serves as an executive editor of *MassBenchmarks*, a journal published by UMass, in cooperation with the Federal Reserve Bank of Boston, that presents information on the performance of the Massachusetts economy, including periodic economic analysis of major geographic regions and key industries that make up the economic base of the state. Goodman holds a master's degree and doctorate from Boston University.



Karen Gross



Karen Gross is president of Southern Vermont College, a private four-year college in Bennington, Vt. SVC offers a "career-launching" education with a liberal arts core, and many SVC graduates enter the fields of healthcare, criminal justice, entrepreneurship and social service. Gross also is a distinguished visiting professor of law at New York Law School where she was a tenured law professor for more than two decades before becoming SVC president. Her academic area of expertise is consumer finance, over-indebtedness and community economic development. She is the past president and CEO of an educational nonprofit organization in New York City that designs, implements and studies programs to provide financial empowerment skills to consumers. Prior to entering academia, Gross taught at the high school and college levels and practiced law in Chicago and New York. She holds degrees from Smith College and Temple University School of Law.

David L. Hautanen, Jr.

David L. Hautanen Jr., director of undergraduate admissions and recruitment at Northeastern University where he is directly responsible for the strategic recruitment and admission of more than 4000 domestic and international undergraduate students through traditional and non-traditional channels. He has 17 years of experience in admissions and recruitment in both the public and private sectors developing, implementing and overseeing national and international recruitment strategies. Hautanen leads the Northeastern enrollment strategies



operations team charged with implementing the operational aspects of the online delivery of more than 37,000 admission, financial aid and scholarship decisions annually. Before joining Northeastern he was director of admissions operations at the University of Massachusetts Amherst. Hautanen is active professionally as a member of the American Association of Collegiate Registrars and Admissions Officers, the College Board, the National Association for College Admission Counseling, and is serves as the president of the 3,500-member New England Association for College Admission Counseling.

Nancy Hoffman



Nancy Hoffman is vice president of the Youth Transitions Cluster at Jobs for the Future, a national nonprofit policy organization based in Boston. She guides JFF's work to improve the outcomes for low-income youth in attaining postsecondary credentials. The cluster includes: the Early College High School Initiative, a network of more than 200 schools blending high school and the first two years of college, funded by the Bill & Melinda Gates Foundation; state policy work for the Lumina Foundation-funded Achieving the Dream project; and collaboration on the Lumina-funded Making Opportunity Affordable initiative whose goal is to increase the productivity of higher education. The cluster also includes the JFF demonstration site, which trains small school developers to implement the leadership strategies and instructional techniques that have led to universal college readiness at the University Park Campus School Institute in Worcester, Mass., and early colleges. Hoffman joined JFF from Brown University, where she was a senior lecturer in education. She has held teaching and administrative posts at Temple University, Harvard Graduate School of Education; the Fund for the Improvement of Postsecondary Education; MIT, the University of California, Santa Barbara; and the University of Massachusetts Boston. She holds a bachelor's degree and doctorate in comparative literature from the University of California, Berkeley.

Dennis P. Jones

Dennis P. Jones is president of the National Center For Higher Education Management Systems. A member of the NCHEMS staff since 1969, Jones assumed increasing levels of responsibility within that organization, becoming president in 1986. He is widely recognized for work developing "public agendas" to guide state higher education policymaking, financing and resource allocation methodologies for use at state and institutional levels and linking higher education with state workforce and economic development needs. Jones is a graduate of Rensselaer Polytechnic Institute where he worked as an administrator in business and institutional planning for eight years before joining NCHEMS.



David A. Kadamus



David A. Kadamus is the founder and president of Sightlines and the main architect of the company's Return of Physical Assets Process which measures, monitors and benchmarks the physical assets of colleges and universities. This service and its consistent on-campus data-collection method and unique analysis tying together facilities operation and capital expenditures is being used at approximately 200 institutions. The goal is to turn data into knowledge, so institutions can take action and make the case for change in the context of reliable benchmarking against peers. Before founding Sightlines, Kadamus was a founding partner and vice president of Facilities Resource Management, where he worked closely with more than 150 colleges and universities and developed standards and approaches for operations and facility planning and measurement that were adopted nationally. He also created a project-specific methodology for measuring and managing the backlog in campus deferred maintenance. Kadamus earlier served as a business officer at Hobart and William Smith Colleges where he was responsible for the institutional

budget, auxiliary services, facilities, purchasing, insurance and management systems. He holds a bachelor's degree from Hobart College and an MBA from Rochester Institute of Technology.

Martha J. Kanter

Martha J. Kanter is U.S. under secretary of education where she oversees policies, programs and activities related to postsecondary education, vocational and adult education and federal student aid. From 2003 to 2009, Kanter was chancellor of the Foothill-De Anza Community College District, one of the largest community college districts in the nation, serving more than 45,000 students with a total budget of approximately \$400 million. She is the first community college leader to serve in the under secretary position. In 1977, after serving as an alternative high school teacher at Lexington High School in Massachusetts, the Public Schools of the Tarrytowns (N.Y.) and the Searing School in New York City, she established the first program for students with learning disabilities at San Jose City College in California. She then served as a director, dean and subsequently vice chancellor for policy and research for the California Community Colleges Chancellor's Office in Sacramento, returning to San Jose City College as vice president of instruction and student services in 1990. In 1993, she was named president of De Anza College and served in this position until becoming chancellor. In 1994, she opened the first Advanced Technology Center in California's community college system and promoted local and state policies to advance Foothill-De Anza's legacy of excellence and opportunity for California's increasingly diverse student population. Kanter holds a bachelor's degree in sociology from Brandeis University, a master's in education with a concentration in clinical psychology and public practice from Harvard University, and a doctorate in organization and leadership from the University of San Francisco, where her dissertation addressed demographic, institutional and assessment factors affecting access to higher education for underrepresented students in California's community colleges.



Eva Klein



Eva Klein is president of Eva Klein & Associates, a consulting practice focused on higher education, and a managing member of IDEA Partnerships, a firm specializing in real estate development partnerships with institutions. She has assisted universities, public agencies and other organizations with planning knowledge-based regional economic development strategies—in the US and abroad. She is known for her 20-plus years of leadership in engagement strategies of institutions and her work in strategic, academic, organizational and capital planning for universities and colleges. Klein's 35 years of higher education experience include senior positions in administration (American University); consulting (KPMG Peat Marwick); and higher education finance (Chemical Bank). She has served on the boards of the Association of University Research Parks and the International Economic Development Council. Klein holds a bachelor's degree in French from Rutgers University; a master's in French Literature from New York University/Université de Paris; a master's in education from the University of Pennsylvania and an MBA from UPenn's Wharton School.

Yolanda Kodrzycki

Yolanda Kodrzycki is a senior economist and policy advisor at the Federal Reserve Bank of Boston. She specializes in regional, labor market and public sector economics. Her research has examined diverse topics, including the long-term implications of job loss, the migration patterns of college graduates, causes of regional differences in educational attainment, privatization of government functions and corporate tax policy at state and national levels. Kodrzycki is co-editor of *MassBenchmarks*, a journal published jointly by the University of Massachusetts and the Boston Fed. During 1991-92, Kodrzycki took a leave of absence from the Federal



Reserve to consult for the U.S. Treasury advisory program in Central and Eastern Europe. Prior to joining the Boston Fed in 1986, she taught economics at Amherst College. A graduate of Radcliffe College, Kodrzycki holds a master's degree and doctorate from the University of Pennsylvania.

John Maguire



John (Jack) Maguire is founder and chair of Maguire Associates. Maguire is credited with introducing market research to the field of college admissions when he became dean of admissions at Boston College in the early 1970s. There, he tripled the number of applications and transformed the quality and national character of the student body. He created the first enrollment management model for the recruitment and retention of students and is the principal author of a patent on innovative research technology and methods, which was approved by the U.S. Patent Office in 2000. He holds a doctorate in theoretical physics from Boston College and received a postdoctoral fellowship from Rice University.

June Matte

June Matte is managing director and head of PFM's Higher Education Practice. The PFM Group of companies, which includes Public Financial Management Inc. and PFM Asset Management LLC, is the nation's leading provider of independent financial and investment advisory services with offices throughout the United States. Prior to joining PFM in 1988, Matte was an investment banker with a major Wall Street firm, where she focused on lease and project finance. She has served as financial advisor to numerous higher education institutions, including the University of Illinois, University System of Maryland, University of Massachusetts, the University of Maine System, the University of Arkansas Fayetteville, Boston College, Georgetown University and the University of Chicago. Matte's other current clients include the Connecticut Health and Educational Facilities Authority, the Vermont Educational and Health Buildings Financing Agency, and the Rhode Island Health and Educational Building Corp. She holds a bachelor's degree in economics from the School of Foreign Service at Georgetown University and an MBA from Boston University.



Janet C. Moore



Janet Moore is chief knowledge officer for the Sloan Consortium, an institutional and professional leadership organization dedicated to integrating online education into the mainstream of higher education and helping institutions and individual educators to improve the quality and breadth of online education. Moore is an editor for the *Sloan-C View*, the *Journal of Asynchronous Learning Networks*, and annual volumes in the Sloan-C quality series. She participates in various initiatives, including helping design and conduct Sloan-C workshops and seminars, and Sloan-C Catalog reviews. She is the author of *Elements of Quality: The Sloan-C™ Framework, Pillar Reference Manual*. Currently, she is editing *The Road to Retention*, a workbook, workshop and case study collection.

Mary Peloquin-Dodd

Mary Peloquin-Dodd is managing director in Standard & Poor's Corporate and Government Ratings. She heads U.S. higher education and not-for-profit corporation ratings and manages higher education analysts in New York, Boston, Chicago, Dallas and San Francisco. She has worked extensively in the U.S. higher education sector and other nonprofits such as hospitals and health systems, cultural institutions, foundations, membership organizations and research institutions. Currently her responsibilities include ratings for public and private colleges in the U.S., independent schools and domestic nonprofit corporations. Standard & Poor's rates



the uninsured debt of several-hundred U.S. colleges and universities and more than 100 other nonprofit corporations. Pelouquin-Dodd holds a bachelor's degree in geology and a masters in city and regional planning from the University of North Carolina at Chapel Hill.

Daniel F. Shimkus Jr.



Daniel F. Shimkus Jr. is senior vice president and director of nonprofit, healthcare and higher education lending at TD Bank. His career with TD Bank spans more than two decades. Shimkus is former president of the Worcester Economic Club, serves on the boards of the Greater Worcester Chamber of Commerce and the YMCA of Greater Worcester and is fundraising chairman of the Schwartz Foundation. He holds a bachelor's degree from Saint Anselm College and an MBA from Assumption College.

Yvonne Simon

Yvonne Simon is chief operating officer of Southern New Hampshire University's College of Online and Continuing Education, where she is responsible for the growth and development of SNHU's online division, which has been serving non-traditional students since 1996. Currently, the College of Online and Continuing Education includes a student population of more than 2,500 undergraduates and graduates students and offers more than 400 courses. Prior to her work at SNHU, Simon co-founded and was executive vice president of Six Red Marbles, an educational software company focusing on innovative authoring systems and products. She is a graduate of Harvard University Graduate School of Education with a focus on instructional technology.



Michael K. Thomas



Michael K. Thomas is president and chief executive officer of the New England Board of Higher Education. Before being appointed president, Thomas served as interim president and CEO from January to November 2008. Before that, Thomas served as NEBHE senior vice president and directed NEBHE's policy, research and programmatic activities, primarily focused on expanding innovative K-12, postsecondary and lifelong learning policies and on promoting collaboration among leaders in business, government and education. He directed NEBHE's College Ready New England initiative, a regional alliance to increase college readiness and success among residents of the six New England states. Prior to joining NEBHE, Thomas served as coordinator of institutional research and executive assistant to the president at Lesley University. He holds a bachelor's degree in philosophy from Brigham Young University and master's degrees in higher education from Teachers College, Columbia University and Harvard University. He holds an MBA from Boston University and a doctorate in education and social policy from Harvard University.

Michael Townsley

Michael Townsley is a business professor and special assistant for finance to the president at Becker College in Massachusetts. In addition, he works with Stevens Strategy as a financial consultant for higher education. He is the former president of the Pennsylvania Institute of Technology, where he implemented a strategic redesign of the curriculum in response to major changes in the institute's student market, as well as new marketing to reach new student markets. Previously, Townsley was senior vice president for finance and administration at Wilmington College, where he helped craft a turnaround strategy. When he began, the college



had a declining enrollment of 700 and a decade of deficits. During his tenure, the college did not report another deficit, and enrollment rose to 7,800 students when he left. Townsley has worked as a senior consultant at Stevens Strategy where he provided financial strategies and forecasts for many private institutions on the East Coast. Townsley authored *Weathering Turbulent Times and The Small College Guide to Financial Health Beating the Odds* on strategically managing private colleges. He has produced financial toolboxes for the National Association of College and University Business Officers, such as *The Financial Toolbox for Colleges and Universities*. Townsley holds a doctorate from the University of Pennsylvania, where his dissertation analyzed the impact of market share on pricing policies in higher education.

Carol A. Twigg



Carol A. Twigg is president and CEO of the National Center for Academic Transformation, which provides leadership in how effective use of information technology can improve student learning while reducing instructional costs. Twigg is an authority on the impact of telecommunications on restructuring higher education, the need to improve productivity in higher education and the process of engaging college faculty in using instructional technology effectively. In 1995, *Newsweek* named her one of the 50 most influential thinkers in the information revolution. From 1993 to 1998, Twigg was vice president of Educom (now EDUCAUSE), a national association of colleges and universities dedicated to the effective use of information technology in higher education. At Educom, she advanced the need for new models of student-centered, online teaching and learning, now commonly accepted in higher education. She also initiated the Instructional Management Systems project, which is establishing interoperable technical standards for online education and training. Before joining Educom, Twigg was associate vice chancellor for learning technologies for the State University of New York and held a number of senior academic administrative positions at SUNY Empire State College, SUNY's college without a campus. Twigg holds a bachelor's degree from the College of William and Mary and a doctorate in English literature from the State University of New York at Buffalo.