

Summit on Cost in Higher Education
Monday, April 22, 2013
Federal Reserve Bank of Boston

Speaker and Panelist Biographies

Neal Abraham



Neal Abraham is Five College Professor of Physics and the executive director of Five Colleges, Inc., one of the oldest and most successful higher education consortia in the U.S. (serving Amherst, Hampshire, Mount Holyoke and Smith colleges and the University of Massachusetts Amherst).

Prior to assuming his current position in August 2009, he served for 11 years as executive vice president and vice president for academic affairs, and professor of physics and astronomy, at DePauw University in Greencastle, Ind. Before that, he was the Rachel C. Hale Professor of Physics at Bryn Mawr College, where he taught for 18 years and served two terms as department chair.

His research interests are chaos and nonlinear dynamics in lasers and other optical systems, subjects on which he has published more than 200 articles, chapters and books.

His work in academic consortia began at Swarthmore College and Bryn Mawr, which are partners in bilateral, trilateral and quadrilateral arrangements with Haverford College and the University of Pennsylvania. He also served on the Deans Council of the Great Lakes Colleges Association, which he chaired for two years. He served on the steering committee for the Mellon Foundation-funded faculty career enhancement program for 23 private liberal arts colleges and in various leadership roles for the Consortium for Faculty Diversity. He is a founding organizer of the Summer Institute on Collaboration in Higher Education, an annual project of the Association for Collaborative Leadership.

He holds a doctorate in physics from Bryn Mawr and a bachelor's in physics from Dickinson College where he currently serves as a trustee.

David Angel



David P. Angel is the ninth president of Clark University. Under his leadership, the university has introduced LEEPTM (Liberal Education and Effective Practice), a distinctive program that prepares students with the intellectual and practical experiences required to address complex challenges in a rapidly changing world. As a pioneering researcher on industrial environmentalism and clean technologies, Angel has also helped steer Clark's innovations in campus sustainability.

Angel served as Clark's provost from 2003–2010, overseeing all undergraduate and graduate academic programs, as well as admissions, student affairs, sponsored research, and libraries. With a B.A. degree from Cambridge University and a Ph.D. degree from UCLA, Dr. Angel joined the Clark faculty in September 1987 and holds an academic appointment as Professor of Geography.

His background and training are in economic geography, focusing on issues of industrial restructuring, technological change, and the environment.

Angel is the recipient of numerous grants and awards, including an Abe Fellowship from the Center for Global Partnership in conjunction with the Social Science Research Council and the American Council of Learned Societies. He has conducted research for the U.S. Department of Commerce, the U.S. Agency for International Development, the Asian Development

Bank, the John D. and Catherine T. MacArthur Foundation, the U.S. National Science Foundation, and the United Nations Industrial Development Organization; consulted widely for public and private organizations around the world; and published a number of books.

Ellen Bickelman



Ellen Bickelman became the executive director of the Massachusetts Higher Education Consortium in June 2011.

Prior to that, she worked at the Commonwealth of Massachusetts for over 31 years, the last six of those as the chief procurement officer for the Commonwealth. In that capacity, she achieved savings of more than \$116 million by introducing strategic sourcing principles. She also implemented the Commonwealth's first Small Business Purchasing Program in 2010, increased the Commonwealth's annual spending with certified minority- and women-owned businesses, expanded "green/EPP" statewide contracts and transitioned the state's procurement office to a self-funded business model through the implementation of a statewide contract service fee.

Since joining the consortium, Bickelman has focused on expanding membership to include municipalities and nonprofit charter, vocational and technical schools throughout New England. As a result, membership has increased from 86 to more than 400. New contracts have been developed for library supplies, travel management, temporary help and executive search, medical equipment, supplies and services and vehicles including hybrid, plug-in and CNG. The consortium has collaborated with national purchasing consortiums, the Massachusetts Library System and the Commonwealth of Massachusetts to aggregate spending volume and reduce duplication of effort.

Norman Bier



Norman Bier is associate director of the Open Learning Initiative (OLI) at Carnegie Mellon University (CMU).

He has spent his career at the intersection of learning and technology, working to expand access to and improve the quality of education.

A recognized leader in open education and learning engineering, OLI combines leading research in cognitive and learning science with state-of-the-art technology to create scientifically-based courses that enact instruction for independent learners and support instructors to improve effectiveness in traditional classrooms. By rigorously capturing and evaluating learner data, OLI is able to drive

powerful feedback loops that assist learners and educators, improve courses and contribute to a larger understanding of how humans learn.

Prior to joining OLI, he was director of training and development at iCarnegie Inc., a CMU subsidiary chartered to deliver software development education through international partner institutions. Using technology and faculty support, iCarnegie reaches thousands of students who would otherwise not have access to a CMU-level education. He has taught computer science courses as an adjunct faculty member at the Community College of Allegheny County, philosophy courses at CMU and served as a founding member of the Robert E. Cook Honors College at Indiana University of Pennsylvania.

Cheryl Blanco



Cheryl Blanco is vice president for special projects at the Southern Regional Education Board (SREB), where she oversees special initiatives on college readiness and college completion and develops new projects.

Blanco's career has focused primarily on higher education policy and research, including the connections between postsecondary and K-12 education. Prior to joining the SREB staff, Blanco was vice president for National College Access Programs and executive director of the Pathways to College Network at TERI, vice president for policy and research at the Council for Adult and Experiential Learning, senior program director for policy analysis and research at the Western

Interstate Commission for Higher Education and educational policy director at the Florida Postsecondary Education Planning Commission.

She has held positions at Arecibo Technological University College, University of Puerto Rico, including assistant to the vice president for academic affairs, director of the division of continuing education, and tenured associate professor in the English Department.

She holds a doctorate in higher education from Florida State University.

Kristine Clerkin



Kris Clerkin is executive director of the College for America (CfA) at Southern New Hampshire University (SNHU).

SNHU was #12 on Fast Company's list of the World's 50 Most Innovative Companies. Southern New Hampshire enrolls 3,000 students on its campus in Manchester, N.H, and more than 20,000 students in nearly 200 online undergraduate and graduate programs.

College for America is a new venture at SNHU that works with employer partners to offer a low-cost, personalized, competency-based degrees for working adults. In 2012, CfA won a \$1 Million Next Generation Learning Challenge Grant funded by the Bill & Melinda Gates Foundation.

Clerkin was formerly president of Houghton Mifflin's Higher Education Division and general manager of Legal Education at Wolters Kluwer.

She holds a master of public administration from the Harvard Kennedy School and a bachelor's in English and history from the University of Wisconsin.

Ruth Constantine



Ruth Constantine is the Vice President for Finance and Administration at Smith College in Northampton, Massachusetts. She is responsible for matters related to the financial operation of the college, including financial planning, accounting and oversight of the outsourced investment function. In addition, she has responsibility for a number of administrative areas, including human resources, facilities management, dining, environmental sustainability and campus police. Prior to her arrival at Smith in 1991, Ms. Constantine worked at Cornell University for ten years in various administrative positions.

She serves on the board of the National Association of College and University Business Officers as past president, and is a past president of EACUBO. In addition, she serves on the boards of Florence Savings Bank and Baystate Health.

Molly Corbett Broad



Molly Corbett Broad is the 12th president of the American Council on Education (ACE), and the first woman to lead the organization since its founding in 1918. She previously served as president of the University of North Carolina from 1997–2006, leading UNC through a period of unprecedented enrollment growth. Minority enrollment at UNC grew at more than double the rate of the overall student body during Broad's tenure. She also spearheaded the creation of a need-based financial aid program for in-state undergraduates and the creation of the College Foundation of North Carolina.

Broad held a number of administrative and executive positions at several universities prior to her tenure at UNC. In the California State University system, she served as senior vice chancellor for administration and finance and as executive vice chancellor and chief operating officer until her election as UNC president. Earlier in her career, Broad served as the chief executive officer for Arizona's three-campus university system and in a succession of administrative posts at SU.

She has written and spoken widely on strategic planning for higher education, K–16 partnerships, information technology, globalization and biotechnology. She currently holds seats on the boards of the Public Broadcasting Service and the Parsons Corporation, and has served on the boards and executive committees of the Business-Higher Education Forum; Council on Competitiveness; National Association of University System Heads; and the Centenary Committee for Fudan University in Shanghai, China.

Broad earned a General Motors Scholarship to SU, where she graduated Phi Beta Kappa with a bachelor's degree in economics from the Maxwell School. She holds a master's degree in the field from The Ohio State University.

Richard W. Cost



Richard W. Cost is a trustee of the Davis Educational Foundation and president emeritus of the University of Maine at Fort Kent.

He retired in July 2010 following eight years as president of the University of Maine at Fort Kent. He was awarded the title president emeritus by the University of Maine System Trustees in 2012.

Cost's career in higher education focused on institutional advancement including service as vice president of the Independent College Fund of New Jersey and vice president for institutional advancement at Moravian College and at Bridgewater State University.

Ronald A. Crutcher



Ronald A. Crutcher is the seventh president of Wheaton College, which recently completed a \$45 million science center to promote science education and interdisciplinary scholarship. A LEED Gold-certified complex, the Mars Center for Science and Technology opened in the fall of 2011 and is one of several priorities in "Go Beyond: Campaign for Wheaton." He currently serves as co-chair of LEAP (Liberal Education and America's Promise), the Association of American Colleges and Universities' national campaign to demonstrate the value of liberal education. He is past chair of the AAC&U's Board of Directors and formerly served on the Board of the American Council on Education.

Crutcher serves on the boards of Berklee College of Music in Boston, the Posse Foundation in New York City, and WGBH in Boston. He is also an international trustee of the Cleveland Orchestra and a member of the Advisory Board for the Sphinx Organization. Formerly, he served as President of Chamber Music America.

Crutcher continues to perform as a cellist with the Klemperer Trio. He was previously a founding member of the Chanticleer String Quartet, and toured the Soviet Union in 1988 with that group. He made his Carnegie Hall debut in March 1985 and has several recordings to his credit. His publications include journal articles on higher education, leadership, chamber music and Black classical music.

Phillip J. DiChiara



Phillip J. DiChiara is managing director for the Boston Consortium for Higher Education. Since joining the Boston Consortium in 1998 as its first chief executive, he has worked closely with the administrations of the consortium's member schools, currently numbering 15, to create productive relationships across every non-academic discipline.

Serving as a vehicle for change, the consortium has helped create 23 self-sustaining communities of practice. Numerous initiatives have validated the importance of mutual learning in the workplace, resulting in significant cost reductions and service enhancements. Several independent business units also function under the umbrella of the consortium. More importantly, the advantages of managers working as a cohesive social network have added to the richness and output of their responsibilities.

Helen G. Drinan



Helen G. Drinan became president of Simmons College in 2008.

She has led Simmons to a position of competitive strength—financially, academically and operationally—in an economic climate that has been especially challenging for the field of higher education. As an alumna of two Simmons graduate programs and former chair of the Simmons Board of Directors, Drinan has been closely connected to the college for more than three decades.

Before assuming the Simmons presidency, Drinan was a senior human resources executive at Caritas Christi Health Care and BankBoston, and was president of the Society for Human Resource Management.

Drinan holds a master of business administration and a master of library and information science from Simmons and a bachelor's from Mount Holyoke College.

Paul W. Ferguson



Paul W. Ferguson became the 19th President of the University of Maine in 2011.

Ferguson began his academic career as a pharmacology and toxicology faculty member at the University of Louisiana, Monroe (ULM). There, he worked to establish an undergraduate toxicology program while leading research and outreach efforts aimed at assessing the potential risks from chemical exposures throughout Louisiana. After five years working as senior toxicologist for Unocal Corp. in Los Angeles, Ferguson returned to ULM as professor and head of the Division of Pharmacology and Toxicology. In 1993, he was appointed ULM's dean of Graduate Studies and Research. He also served as vice provost from 1995 to 1999, when he left ULM for the University of Nevada, Las Vegas (UNLV).

Ferguson helped UNLV realize its vision of becoming a premier metropolitan research university. He joined UNLV as a professor and dean of the Graduate College, before being appointed senior vice provost in 2001. He served as vice president for research and graduate studies from 2003 to 2006, leading the continued development of the UNLV research and graduate education enterprise. During his time at UNLV, annual extramural funding increased from \$59 million to \$95 million, while the number of graduate programs rose from 74 to 108.

In 2006, Ferguson was appointed provost and vice chancellor for academic affairs, and professor of pharmacology and toxicology, at Southern Illinois University's Edwardsville campus. He worked to implement major initiatives defined by five imperatives: academic quality and assessment, student success, faculty development, educational outreach and enrollment management.

Currently, he is leading a campuswide planning and implementation process, the Blue Sky Project, to elevate the University of Maine to be the most distinctively community-engaged and student-centered of American research universities. Ferguson holds a doctorate in pharmacology and toxicology from the University of California, Davis, and a bachelor's from Whittier College.

Gary Gottlieb



Gary L. Gottlieb, M.D., is the President and CEO of Partners HealthCare, a Professor of Psychiatry at Harvard Medical School and a member of the Institute of Medicine of the National Academies. He has served as president of Brigham and Women's/Faulkner Hospitals, as president of North Shore Medical Center and as chairman of Partners Psychiatry.

Previously, Gottlieb spent 15 years in positions of increasing leadership in health care in Philadelphia. As a Robert Wood Johnson Foundation Clinical Scholar at the University of Pennsylvania, he earned an M.B.A with distinction in Health Care Administration from the Wharton Graduate School of Business Administration.

Gottlieb established the University of Pennsylvania Medical Center's first program in geriatric psychiatry and developed it into a nationally recognized research, training and clinical program. He served as Executive Vice-Chair of Psychiatry and Associate Dean for Managed Care at the University of Pennsylvania Medical Center, and as Director and CEO of Friends Hospital in Philadelphia.

He received his M.D. from the Albany Medical College of Union University in a six-year accelerated biomedical program and completed his internship and residency and served as Chief Resident at New York University/Bellevue Medical Center. He serves as Chairman of the Private Industry Council, Boston's workforce development board, and is also a member of the Boards of Directors of the Federal Reserve Bank of Boston and Partners in Health.

Mary K. Grant



Mary K. Grant is the 11th president of Massachusetts College of Liberal Arts (MCLA), which has been designated a top 10 public liberal arts college for the last two years.

Under her leadership, MCLA has expanded academic programming and facilities; provided students with new study away, internship, research, and service opportunities; seen growth in enrollment and strengthened the connections between the college and the community. She launched the college's first comprehensive capital campaign and spearheaded efforts leading to MCLA successfully securing \$54 million to fund a new Center for Science and Innovation as well as renovation of Bowman Hall.

Grant has provided leadership to advance the Commonwealth's science, technology, engineering and math (STEM) agenda and serves on the Governor's STEM Advisory Council.

She has served as president of the Board of the Council of Public Liberal Arts Colleges and chairs the Board of the Massachusetts Campus Compact. She established the Berkshire Compact for Education, a county-wide initiative focused on strengthening education in Berkshire County. She serves on numerous state and regional boards and has received awards for her advocacy for public higher education, civic engagement and community service.

Grant holds a doctorate in social policy from the Heller School at Brandeis University, a master's in public affairs from the John W. McCormack Institute of Public Affairs at the University of Massachusetts, and a bachelor's in sociology from Massachusetts College of Liberal Arts.

Dale Hamel



Dale Hamel is executive vice president of administration, finance, information technology, and advancement at Framingham State University.

Hamel has spent more than 20 years in senior policy and finance positions at Massachusetts higher education institutions and as chief financial officer for the Massachusetts Board of Higher Education. In addition to his duties at Framingham State, he is the president of the Board of Directors of the Framingham Downtown Renaissance and a trustee at the Danforth Art Museum in Framingham.

Hamel holds a doctorate in higher education administration with a research focus on the effects of economic cycles on the financing of public higher education, master's degrees in business administration and higher education policy planning and administration and a bachelor's degree in business administration and computer information systems.

John Immerwahr



John Immerwahr is senior research and engagement fellow at the Public Agenda, a nonprofit research and education institution founded by Daniel Yankelovich and Cyrus Vance in 1975.

His research with the Public Agenda has dealt primarily with public attitudes toward higher education, including the following projects: *Still on the Sidelines: What Role will Trustees Play in Higher Education Reform*; *Squeeze Play 2009: The Public's Views on College Costs Today*; and *The Iron Triangle: College Presidents Talk about Costs, Access, and Quality*.

He is a professor of philosophy at Villanova University and has published widely on pedagogy and the history of philosophy. He serves on the Board of Trustees for the Wenner-Gren Foundation for Anthropological Research and is a former member of the National Advisory Board for the National Survey of Student Engagement (NSSE).

He holds a doctorate from the University of Michigan and a bachelor's from Princeton University.

Josh Jarrett



Josh Jarrett has been with the Bill & Melinda Gates Foundation for five years, where he currently leads the Next Generation Models portfolio within Postsecondary Success. The portfolio supports learning innovations and technologies with the potential to dramatically increase low-income student success and improve affordability. Investments areas include interactive courseware and tools, diagnostic assessments, learner relationship management systems and breakthrough delivery models.

Before joining the foundation, Jarrett served as an engagement manager in McKinsey & Company's Social Sector Practice, leading nonprofit organizations on issues of strategy, operations and organization. In particular, his work focused on charter school expansion, adolescent health services, and the effectiveness of foundation grantmaking. Previously, he served as an entrepreneur, helping to launch a customer service software company, and as business planning consultant to the National Park Service.

Jarrett holds a bachelor's degree from Dartmouth College and a graduate degree in business from Harvard Business School.

Dennis P. Jones



Dennis P. Jones is president of the National Center For Higher Education Management Systems (NCHEMS).

A member of the NCHEMS staff since 1969, he has assumed increasing levels of responsibility within that organization, becoming president in 1986. Under his leadership, and in collaboration with a talented staff, NCHEMS has achieved preeminence as a leader in the development and promulgation of information-based approaches to policymaking in higher education.

Jones is widely recognized for his work in developing "public agendas" to guide state higher education policymaking; financing, budgeting and resource allocation methodologies for use at both state and institutional levels; linking higher education with states' workforce and economic development needs; and developing and using information to inform policymaking.

He has served as an advisor to the U.S. Secretary of Education, the Lumina Foundation for Education, the National Center for Public Policy and Higher Education and numerous other policy organizations.

Jones is a graduate of Rensselaer Polytechnic Institute and served RPI as an administrator in business and institutional planning for eight years prior to joining NCHEMS.

James A. Kadamus



James A. Kadamus is vice president and an owner of Sightlines LLC, where he helps public and private colleges and university systems across the country to measure, benchmark and analyze their capital investment needs and facilities operations. Sightlines then helps the campuses develop strategies to optimize use of capital and improve operating cost-effectiveness.

A frequent speaker on finance and facilities, Kadamus is a co-author of two recent publications on the growing problem of deferred maintenance at colleges and universities: “Revival of the Fittest: Strategies for Attacking Deferred Maintenance” for the National Association of College and University Business Officers (NACUBO)’s *Business Officer* and “Climbing Walls and Climbing Tuitions” for the American Institutes for Research Delta Cost Project .

Theodora J. Kalikow



Theodora J. Kalikow is president of the University of Southern Maine and was president of the University of Maine at Farmington from 1994 to 2012.

Kalikow has been widely honored for her work on behalf of women. In 2000, she received the Maryann Hartman Award from the University of Maine Women’s Studies Program. In 2001, she was inducted into the Maine Women’s Hall of Fame. In 2006, she was honored by the University of New England with the Deborah Morton Award, which recognizes women who have achieved distinction in their careers and their service to the public.

In 1968 she began teaching at the University of Massachusetts at Dartmouth, where she attained the rank of professor and served as department chair and faculty union president and then as interim assistant to the president in 1981.

In 1983 she served as an American Council on Education Fellow at Brown University. From 1984 to 1987 she was dean of the College of Arts and Sciences at the University of Northern Colorado. She then moved to Plymouth State College (now University), where she served as dean of the college and one year as interim president, until 1994.

A native of Swampscott, Mass., Kalikow holds a doctorate in philosophy from Boston University, a master’s in philosophy from the Massachusetts Institute of Technology and a bachelor’s in chemistry from Wellesley College.

Karen Kedem



Karen Kedem is vice president-senior analyst and manager for Moody’s U.S. Higher Education and Not-for-Profit Team. She oversees a team of 15 analysts that conducts research and assigns credit ratings to more than 750 colleges, universities and other nonprofit organizations in the U.S.

She has direct analytical responsibility for a diverse portfolio of institutions, including Ivy League universities, large public university systems, complex academic medical centers and nationally prominent nonprofit organizations. Kedem also helps coordinate the work of credit analysts globally for a growing number of universities, including ratings on universities in Australia, the United Kingdom, Canada, Singapore and Mexico.

She has authored publications on topics including governance and management of U.S. universities, the importance of market position to U.S. higher education ratings, and privatized student housing and debt capacity.

Kedem holds a master’s in public administration from the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin and a bachelor’s from Brown University.

Molly Kerr



Molly Kerr is a leader in Bain's performance improvement practice, focusing on full potential programs, organization redesign, cost reduction and major change programs.

She has worked in higher education, healthcare and a variety of other industries focusing on transformation work. She is an active member of Bain training and recruiting teams.

Prior to joining Bain, Kerr worked for Price Waterhouse Coopers and for Pacific Equity Partners, a private equity firm based in Sydney, Australia.

Kerr holds a master's in business administration from Wharton and a bachelor's from Stanford University.

Carol A. Leary



Dr. Carol A. Leary became president of Bay Path College in December, 1994. During her tenure, she has led a team that has transformed Bay Path by increasing the size of the student body, expanding program offerings to adult women through the on ground One-Day-A-Week Saturday Program and online degrees, and establishing career-focused graduate degrees for women and men.

A Phi Beta Kappa graduate of Boston University, Leary earned her doctorate degree at The American University – Washington, D.C. Dr. Leary previously served as vice president for administration and assistant to the president at Simmons College and held administrative positions at Siena College and Boston University.

Leary is an emerita trustee and former chair of the Community Foundation of Western Massachusetts, and she currently serves on the boards of The Frank Stanley Family Beveridge Foundation, Inc. and United Bank. Previously, she was chair of the Association of Independent Colleges and Universities of Massachusetts (AICUM) and is currently serving on the AICUM board.

Among Leary's numerous awards and recognitions are the Women of the Year Award from the Women's Partnership of the Affiliated Chambers of Commerce of Greater Springfield, the District I Chief Executive Leadership Award from CASE (Council for the Advancement and Support of Education), and the Pynchon Award for Distinguished Public Service given to a citizen who has provided exemplary and distinguished civic service to the Pioneer Valley region.

Edward R. MacKay



Edward R. MacKay is a trustee of the Davis Educational Foundation and recently retired chancellor of the University System of New Hampshire (USNH).

Starting in 1987, he served the USNH in a number of senior roles, including responsibility for the system's operating and capital budgets; policy analysis, management information systems and finance and treasury functions.

He was involved with the National Association of College and University Business Officers (NACUBO), serving as chairman of the board and was a recipient of the association's highest recognition, the Distinguished Business Officer Award.

In New Hampshire, he is the chair of the College Savings ("529") Commission and board member for New Hampshire Public Broadcasting, the New Hampshire Business and Industry Association, and the Havenwood-Heritage Heights Trust Fund. He was the chair of the New Hampshire Higher Education Commission and the New Hampshire Higher Education Loan Corporation, and is one of the state's delegates to the New England Board of Higher Education.

MacKay holds a doctorate from Vanderbilt University, a master's from Lehigh University and a bachelor's from Bloomsburg University of Pennsylvania.

Jamie Marisotis



Jamie P. Marisotis is president and CEO of Lumina Foundation, the nation's largest private foundation committed solely to enrolling and graduating more students from college. Lumina employs a strategic, outcomes-based approach in pursuing the Foundation's mission of expanding college access and success.

Before joining Lumina Foundation in January 2008, Marisotis was founding president of the Institute for Higher Education Policy, where he helped establish the Alliance for Equity in Higher Education, an unprecedented coalition of national associations whose members include Historically Black Colleges and Universities, Tribal Colleges and Universities, and Hispanic-Serving Institutions. Prior to founding IHEP, Marisotis served as executive director of the National Commission on Responsibilities for Financing Postsecondary Education, a bipartisan commission appointed by the U.S. president and congressional leaders. Marisotis also helped create the Corporation for National and Community Service (AmeriCorps), serving as an adviser to senior management on issues related to the quality and effectiveness of national service initiatives.

Marisotis' work has been published extensively in the higher education field. He has written and edited several books and monographs, and he is a frequent contributor to magazines, journals and newspapers. He serves as a regular commentator on the award-winning PBS program *Nightly Business Report*, and his writing has appeared in *The Washington Post*, the *National Journal*, the *Times Higher Education Supplement* (London), *The Chronicle of Higher Education*, the *Huffington Post*, and *Politico*.

Marisotis has served as trustee and director for numerous organizations around the globe. He is a member of the board of trustees of Bates College in Lewiston, Maine, and previously served as president of the college's alumni association. He serves on several boards and commissions based in Indiana, and also previously served as chairman of the board for Scholarship America, the nation's largest private-sector scholarship and educational support organization; as vice chairman of the board of directors for the Washington Internship Institute; and as a member of the executive committee of the London-based European Access Network.

James McCarthy



James McCarthy is the ninth president of Suffolk University.

McCarthy strongly supports the faculty in its focus on excellent teaching and rigorous scholarship, and is working to build a cohesive campus community with strong professional governance. He has been involved in studying new models of education and sees technology as a way to complement and enhance the traditional Suffolk education. He is committed to taking advantage of the university's Boston location to build partnerships.

Before joining Suffolk University, McCarthy served for five years as provost and senior vice president at Baruch College of the City University of New York. Previously he was dean of the School of Health and Human Services and professor of health management and policy at the University of New Hampshire.

McCarthy served as director of the Heilbrunn Center for Population and Family Health at Columbia University and as the Heilbrunn Professor of Public Health in Columbia's School of Public Health. He was a professor at the Johns Hopkins School of Public Health and director of the Hopkins Population Center. A sociologist, he has worked and conducted research in Latin America, the Middle East, Africa, Europe and the U.S. and published widely on community, adolescent and reproductive health issues.

He holds a doctorate from Princeton University, a master's from Indiana University and a bachelor's from the College of the Holy Cross.

Josephine S. Modica-Napolitano



Josephine S. Modica-Napolitano is provost and vice president for academic affairs at Merrimack College.

After completing her doctoral studies, Modica-Napolitano was appointed as a postdoctoral research fellow in pathology at the Dana-Farber Cancer Institute, Harvard Medical School, and later as a senior research associate and assistant professor in the Department of Biology at Tufts University. She joined Merrimack College as an associate professor of biology in 1995 and was promoted to full professor in 2004.

Modica-Napolitano chaired the Department of Biology from 2006 to 2009, as the founding director of the Center for Biotechnology and Biomedical Sciences from 2007 to 2009. She served as dean of Merrimack's School of Science and Engineering from 2009 to 2012. She was appointed provost and vice president for academic affairs in January 2012. Modica-Napolitano has authored numerous research and review articles in peer-reviewed scientific journals on mitochondrial dysfunction in human disease. Her primary research focus is on identifying differences between the mitochondria of normal cells and cancer cells that can be used as site-specific targets for novel anti-cancer agents.

She holds a doctorate in biology from Tufts University and a bachelor's in biology from the University of Massachusetts Boston.

Carol A. Moore



Carol A. Moore was president of Lyndon State College for 13 years until her retirement in 2011. Moore started her career in education as a high school science teacher. After three years, she moved to the college level as professor of biology, division chairperson of science and technology, and subsequently assumed administrative roles at several private two-year and four-year educational institutions. In 1992, she became provost and vice president of academic affairs at Mercy College in New York, where she was responsible for the overall academic leadership of three branch campuses, 13 satellite sites, libraries and computer services. In 1998, she assumed the presidency of Lyndon.

Throughout her administrative career, Moore has been committed to strategic planning, establishing a clear vision to ensure student success, new program development, retention, assessment, building a development effort, curricular "rightsizing" and women's advancement in higher education.

During her tenure at Lyndon, Moore became deeply involved in local and regional economic development issues. She partnered with Northeastern Vermont Regional Hospital to help solve the shortage of qualified nursing candidates and worked with Northeastern Vermont Development Association to build a manufacturing training initiative critical for business growth. As chair of the Northeast Kingdom Collaborative—a consortium of regional education, community, and business leaders—Moore dedicated herself to developing a comprehensive economic and community development action plan.

Between 1991 and 1992 she was a Senior Fellow at the American Council on Education (ACE). In 2007, ACE appointed her chair to its Commission on Women in Higher Education after having served on the Commission on Leadership and Institutional Effectiveness from 2004 to 2007.

Moore served a one-year term as president of the Vermont Higher Education Council. Since 1991, she has been a visiting scientist at the Marine Science Institute of Northeastern University. She holds a doctorate in marine biology from Northeastern University and bachelor's and master's degrees in biology from Montclair State University.

Maureen Murphy



Maureen Murphy is vice president for administration and finance at Emerson College.

Previously, she was vice president for financial affairs and treasurer at Brandeis University and chief financial officer at New York University in Abu Dhabi.

Prior to her assignments at Brandeis and NYU, she worked at Tufts University and at the KPMG accounting firm.

Murphy has managed operating budgets of more than \$200 million and an endowment of \$600 million. She has more than 25 years of experience and leadership in financial management, administration and capital project planning and oversight. She has also held leadership positions with the National Association of College and University Business Officers (NACUBO), the Eastern Association of College and University Business Officers, and The Boston Consortium of colleges and universities in Greater Boston.

She holds a master's degree in accounting from Northeastern University and a master's in taxation from Bentley University.

Mark R. Nemeč



Mark R. Nemeč is president and CEO of Eduventures, an industry leader in research, data, consulting and advisory services for the higher education community.

He joined Edvisors in 2011 after serving on Forrester Research's executive team. Nemeč brings to Eduventures extensive leadership experience and research and advisory expertise along with a passion for higher education. He is responsible for creating value for clients and shareholders through the strategic guidance and growth of the company. Previously, he was on the faculty in political science at Davidson College, where his work focused on how organizations and their leadership manage innovation and navigate constraints.

Nemeč's book, *Ivory Towers and Nationalist Minds* (University of Michigan Press, 2006), assessed the impact of American universities on the establishment of the American state. He is also a contributing author to *The Educational Legacy of Woodrow Wilson* (University of Virginia Press, 2012) stemming from his presentation at a Princeton University conference on the same subject.

Nemeč holds a doctorate in political science and a master's in education from the University of Michigan, where he was awarded a Regents Fellowship and a Rackham Dissertation Fellowship. He has a bachelor's from Yale.

John J. Neuhauser



John J. Neuhauser was named president of Saint Michael's College in 2007 after serving as University Professor of Boston College.

Neuhauser was academic vice president and dean of faculties at Boston College from 1999 to 2005 and dean and professor of Boston College's Carroll School of Management from 1977 to 1999.

During his six years as academic vice president and dean of Boston College, Neuhauser was responsible for the leadership of 670 full-time faculty members in seven schools and colleges. As dean of the School of Management, he led a redesign of the MBA program to promote socially responsible, ethical management and to offer several joint degree programs: MBA-MSA, MBA-JD and MBA-PhD.

A Brooklyn, N.Y. native, Neuhauser holds a doctorate in operations research from Rensselaer Polytechnic Institute, a master's in operations research and statistics from Rensselaer and a bachelor's in physics from Manhattan College.

Michael S. Noetzel



Michael S. Noetzel is managing director of Institutional Client Services, responsible for business strategy for TIAA-CREF's 15,000 client institutions. In this role, he oversees client segmentation and the delivery of TIAA-CREF's retirement plan offer and pricing to plan sponsors across the country.

Noetzel is based in Boston and has 18 years of financial services experience in relationship management and marketing at TIAA-CREF. Before his current role, he was the managing director of TIAA-CREF's Premier Segment, where he led national teams dedicated to the company's largest retirement plan relationships in excess of \$1 billion in assets. Earlier in his career, he was a regional vice president for TIAA-CREF's Large Plan business in the Northeast Region. He has served as vice president of Enterprises Marketing for TIAA-CREF where he ran a marketing division dedicated to the college savings business.

Prior to joining TIAA-CREF, he worked for nine years as executive assistant to the chancellor at the Massachusetts Department of Higher Education. During his tenure, he developed higher education policy for the Commonwealth of Massachusetts, managed governmental and public affairs for the Chancellor's Office, and helped start up the state's Optional Retirement Program. Earlier, he was program manager for the National Association of College and University Business Officers (NACUBO) where he served as staff director for the organization's Benefits and Personnel Committee.

Noetzel holds a master's degree from Columbia University and a bachelor's from Siena College.

James H. Page



James H. Page was appointed chancellor by the University of Maine System Board of Trustees in March 2012 to lead the repositioning of the University System to meet Maine's 21st century higher education needs.

Prior to becoming chancellor, Page was principal and CEO of the James W. Sewall Co., a national consulting organization founded in 1880 and headquartered in Old Town, Maine, specializing in forestry, natural resources and civil and spatial engineering.

He taught at several universities before joining the private sector and has served on a number of boards in the public, private and NGO sectors.

Page is the first University of Maine System Chancellor who was born in Maine and educated at one of the system's universities. He was born and raised in Caribou, and earned a bachelor's in history from the University of Maine at Fort Kent. Subsequently he completed a master's in the philosophy of physics at St. Andrews University in Scotland, and obtained a doctorate in the philosophical foundations of mathematics from the Massachusetts Institute of Technology.

Mary A. Papazian



Mary A. Papazian is the 11th president of Southern Connecticut State University, a comprehensive public institution serving nearly 12,000 students that is part of the Connecticut State Colleges and Universities system.

She has a notable career as an educator, administrator and scholar of English literature. Prior to joining Southern, Papazian was provost and senior vice president for academic affairs at Lehman College in The Bronx, part of the City University of New York (CUNY) system.

Previously, Papazian was dean of the College of Humanities and Social Sciences and professor of English at Montclair State University in New Jersey, a position she held since August 2004. For the previous five years, she was associate dean of the College of Arts and Sciences at Oakland University in Rochester, Mich., where she had been on the faculty of the English Department since 1988.

Her scholarly work focuses on the 17th-century English poet and clergyman John Donne, and she has been published in a wide range of academic venues.

A native Californian, Papazian earned her bachelor's, master's and doctorate in English literature at the University of California, Los Angeles (UCLA).

Lisa Petrides



Lisa Petrides is president and founder of the Institute for the Study of Knowledge Management in Education (ISKME), an independent, nonprofit research institute based in Half Moon Bay, Calif.

Dedicated to improving the practice of continuous learning, collaboration and change in the education sector, ISKME conducts social science research, develops research-based innovations, and builds capacity to improve information access and knowledge sharing.

Petrides has led research that contributes to the ways in which those in K-20 formal and informal education foster sharing of data and information, apply it to well-defined problems and create knowledge-driven environments focused on improved learning and organizational success. Petrides also brings extensive experience as an innovator working at the forefront of understanding how developments in open source learning and social media can impact—and already have impacted—educational practice and policy. This includes the creation of OER Commons, a teaching and learning network that supports and facilitates the creation and sharing of open educational resources as well as Big Ideas Fest, a dynamic, action-oriented convening focused on education innovation.

Petrides is a former professor in the Department of Organization and Leadership at Columbia University's Teachers College.

She holds a doctorate in education from Stanford University and a master of business administration from Sonoma State University.

Claire Ramsbottom



Claire Ramsbottom is executive director of Colleges of the Fenway Inc. (COF), a collaboration of six Boston colleges.

She has worked in higher education administration for 32 years, holding positions at SUNY Cortland, Simmons College and Wheaton College. She was extensively involved in Wheaton's transition from an all-women's college to a coeducational institution.

In 1996, she was hired to help develop COF, which was formally incorporated as a 501(c)(3) in 2003 as a collaboration of six Boston colleges: Emmanuel College, Massachusetts College of Art and Design, Massachusetts College of Pharmacy and Health Sciences, Simmons College, Wentworth Institute of Technology and Wheelock College. COF was created to add value to student academic and co-curricular opportunities while seeking innovative methods of investing in services and containing higher education costs. Ramsbottom works closely with the college presidents and senior leadership to identify and implement opportunities to strengthen the individual colleges and the collective through collaborative initiatives including shared services, cross-registration, professional development, joint academic programs and joint contracts.

Ramsbottom is the current president of the Association for Collaborative Leadership (ACL) and president-elect of the Framingham State University Alumni Association Board of Directors. She is one of the founding faculty for ACL's Summer Institute.

She holds a master's degree from Springfield College and a bachelor's from Framingham State University.

William S. Reed

William S. (Will) Reed is chair of the Davis Educational Foundation Board of Trustees.

Reed has held a variety of high-level positions in higher education. His career includes work with the U.S Atomic Energy Commission, the Ford Foundation, Princeton University as director of personnel, Kenyon College as vice president for development and alumni affairs, Williams College as vice president for finance and administration and treasurer, and Wellesley College as vice president for finance and administration and treasurer.

He played a key role in the creation of United Educators Insurance Company and the Boston Consortium for Higher Education.

Kumble R. Subbaswamy



Kumble R. Subbaswamy became the 11th chancellor of the University of Massachusetts Amherst in 2012.

Before coming to Amherst, Subbaswamy, a physicist, was provost at the University of Kentucky since 2006. He joined Kentucky's physics faculty in 1978 after serving as a postdoctoral fellow at the University of California, Irvine. During his first 18 years at Kentucky, he served as associate dean of arts and sciences and as chair of the Department of Physics and Astronomy.

Subbaswamy was also dean of the college of arts and sciences at the University of Miami from 1997 to 2000, when he left to become dean of arts and sciences at Indiana University in Bloomington, serving until 2006. He promoted life sciences-related economic development efforts in Indiana and Kentucky. He has been active in academia nationally and internationally, including serving on the American Council on Education and the German-American Fulbright Commission.

He was elected a fellow of the American Physical Society in 1989. His primary research area as a physicist is the optical properties of novel materials and nonlinear excitations. He has published more than 60 articles and co-authored a book on the local density theory of polarizability.

Subbaswamy holds a doctorate in physics from Indiana University, a master's in physics from Delhi University and a bachelor's in physics from Bangalore University.

Michael K. Thomas



Michael K. Thomas is president and chief executive officer of the New England Board of Higher Education (NEBHE).

Thomas works extensively on higher education issues with governors, state legislators, K-12 commissioners, state higher education commissioners, college presidents/chancellors and other business, education and government leaders.

Thomas joined NEBHE in 2002 as director of policy and research. He subsequently served as senior director and senior vice president. He has worked in corporate training and human resources and has held administrative positions at both public and independent higher education institutions, including executive assistant to the president at Lesley University.

He has been a faculty member, adjunct professor and lecturer at several New England universities and served as trustee and vice chair of the board of Worcester State University.

Thomas 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 a master of business administration from Boston University and a doctorate in education and social policy from Harvard.

In 2008, Thomas was selected as a Millennium Leadership Initiative Fellow by the American Association of State Colleges and Universities (AASCU), recognizing the next generation of America's higher education leadership. He serves as a senior fellow at the American Association of Colleges and Universities (AAC&U).

Michael Townsley



Michael Townsley is a senior consultant at Stevens Strategy where he has provided financial strategies and forecasts for many private institutions on the East Coast.

Previously, he was the special assistant for finance to the president and professor of business at Becker College in Worcester, Mass. He was also president of the Pennsylvania Institute of Technology and senior vice president for finance and administration for Wilmington College.

Townsley has authored *Weathering Turbulent Times* and *The Small College Guide to Financial Health Beating the Odds* and produced numerous financial templates such as: The Financial Toolbox for Colleges and Universities, Capital Investment, and Strategic Turnarounds. He has published widely on financial management, strategic management and other major issues facing colleges and universities and has made presentations at national conferences on finance and management in higher education.

Ben Wildavsky



Ben Wildavsky is a senior scholar in research and policy at the Ewing Marion Kauffman Foundation and a guest scholar at the Brookings Institution.

A leading education analyst and popular speaker, he is the author of the critically acclaimed book *The Great Brain Race: How Global Universities Are Reshaping the World* (Princeton University Press, 2010). He is also a co-editor of *Reinventing Higher Education: The Promise of Innovation* (Harvard Education Press, 2011). His articles have appeared in the *Washington Post*, the *Wall Street Journal*, *Foreign Policy*, *The New Republic*, *The Atlantic* and many other publications.

As a consultant, he has provided strategic advice to education leaders and written influential policy reports. Wildavsky graduated from Yale University (Phi Beta Kappa, summa cum laude).