

NATIONAL CENTER

for the Study of Collective Bargaining in
Higher Education and the Professions

HUNTER

The City University of New York

52nd Annual National Conference

**Unity in Defense of Higher Education
and Collective Bargaining**

March 23–25, 2025 | New York City

52nd Annual National Conference Sponsors



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March 23, 2025

I am delighted to welcome you to the 52nd annual conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, a valued CUNY institution that has long been regarded as a respected national leader in fostering dialogue and collaboration among labor leaders, scholars and administrators.

For more than 50 years, the National Center has deepened understanding and enhanced the effectiveness of labor relations in higher education — a mission essential to the success of universities including CUNY. I extend my gratitude for your participation in this important conference and your ongoing efforts to build the lasting bridges that help us achieve our highest goal: harnessing our shared purpose and mutual understanding to serve students effectively.

Today's landscape presents significant challenges, underscoring the need for meaningful dialogue on the complex issues we face. The theme for this year's conference, "Unity in Defense of Higher Education and Collective Bargaining," is both timely and vital. Working together in good faith is essential to the vitality of our universities and our society.

The mission of our universities, particularly our great public institutions, is more critical than ever — not only in helping students thrive in the knowledge economy but also in fostering the robust debate, deep intellectual exploration and community-building that define the best academic experiences. The National Center strengthens our collective ability to navigate these complexities and unites us in our mission.

I wish you success in your deliberations and look forward to the insights, ideas and solutions that are sure to emerge over these days.

Sincerely,



Félix V. Matos Rodríguez, Ph.D.
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March 23, 2025

It is my great pleasure to welcome you to Hunter College and the 52nd annual conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions.

Hunter College is proud to be the home of the National Center—a CUNY labor-management research center—that for more than a half-century has served as an important bulwark, fortifying the academy, the professions, campus staff, and the national labor-management community.

The National Center brings together administrators and labor representatives from around the country for conferences, workshops, and webinars to discuss and explore issues and trends in unionization, collective bargaining, and labor relations. Last year, it published two important, widely cited research reports: the 2024 Directory of Bargaining Agents and Contracts in Institutions of Higher Education and Anti-Discrimination Clauses in Higher Education Collective Bargaining Agreements. Both reports were the fruit of tireless effort by a research team of faculty, doctoral candidates, and masters' and undergraduate students

The theme of this year's conference, Unity in the Defense of Higher Education and Collective Bargaining, reflects the essential need for us to have fortitude and empathy, as we engaged in principled and informed discussion of the societal challenges before us.

This year's keynote presentation will include AFT President Randi Weingarten and American Association of Colleges and Universities President Lynn Pasquerella. The conference sessions over the next three days cover a rich array of subjects including a plenary titled Five Years after George Floyd: A New Era for DEI in Higher Education and panels on artificial intelligence, negotiating over tenure and sexual harassment, best practices in bargaining and implementing agreements, advancing equity for classified staff, and much, much more.

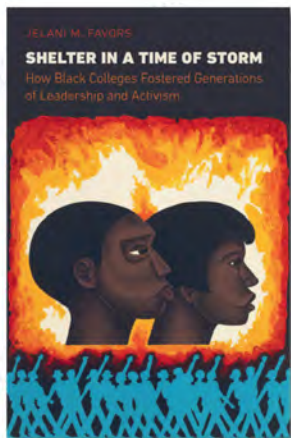
Finally, please join me in recognizing those who worked to make this conference possible. Thanks go to Executive Director Bill Herbert and Administrator Michelle Savarese; to the conference speakers and moderators; to members of the National Centers's Board of Advisors; and to the co-editors of the National Center's Journal of Collective Bargaining in the Academy. Lastly, we thank the conference sponsors and programs advertisers for their support of the National Center's Research and programming mission.

Thank you for attending the conference, bringing your thoughts and your voices to the critically important issues we are addressing together, and supporting the National Center's mission.

Sincerely,



Nancy Cantor,
Hunter College President



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NATIONAL CENTER

**for the Study of Collective Bargaining in Higher
Education and the Professions**

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The City University of New York

March 23, 2025

Welcome to the 52nd annual conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, Hunter College, City University of New York.

We gather this year during a national crisis when core values we share are under attack: higher education, collective bargaining, academic freedom, DEI, scientific research, the administrative state, and democracy itself.

The theme of our conference is Unity in Defense of Higher Education and Collective Bargaining, emphasizing the critical need for an alliance of stakeholders within higher education, in these extraordinary times, to defend our shared fundamental values. An effective alliance of stakeholders requires the adoption of new and modified strategies to defend and advance those values including putting on hold principled differences on issues that can divide us.

We are honored this year to have AFT President Randi Weingarten and AACU Lynn Pasquerella participate in a keynote discussion on the conference theme. We are also grateful to Hunter College President Nancy Cantor, UI Urbana-Champaign Chancellor Robert Jones, CFA President Charles Toombs, Leadership Alliance's Taiese Bingham-Hickman, and Pullias Center's Adrianna J. Kezar for participating in the plenary on DEI in higher education.

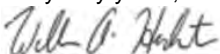
The conference agenda includes sessions on a broad range of subjects impacting all who work on campus. Those subjects include artificial intelligence, the growth in campus unionization, current immigration issues on campus, higher education funding, bargaining over tenure and job security, antiracism and social justice issues in negotiations, best practices in implementing first and successor contracts, best practices in bargaining, mindfulness, advancing equity for classified staff, and unionization of graduate and undergraduate student employees.

Conference attendees this year include administrators, faculty, student workers, and staff from across the country. Consistent with the conference theme, we encourage all attendees to introduce themselves to new acquaintances, attend sessions on subjects you are unfamiliar with, and most importantly, think and act in support of unity in higher education by building bridges.

Our annual conference would not have been possible without the support of CUNY and Hunter College. We thank the many conference sponsors and those who placed advertisements in the conference program. Finally, we must acknowledge the extraordinary planning and work by our Administrator Michelle Savarese and the valuable input and participation by members of our labor-management Board of Advisors.

Thank you for your participation in our 2025 annual conference.

Very truly yours,



William A. Herbert
Executive Director



- The National Center's online peer-review journal
- Advancing research and scholarly thought in academic collective bargaining through:
 - Scholarly articles
 - Op-ed pieces
 - Practitioner perspectives
- Making relevant and pragmatic peer-reviewed research accessible to scholars and practitioners in the field
- Manuscripts may be submitted through the journal website: <http://thekeep.eiu.edu/jcba/>
- The Journal of Collective Bargaining is co-edited by Gary Rhoades, Karen Stubaus, and Jacob Apkarian. It is supported in part by a generous contribution from TIAA and is hosted by Booth Library at Eastern Illinois University.

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The City University of New York

52nd Annual National Conference

Unity in Defense of Higher Education and Collective Bargaining

March 23-25, 2025

Roosevelt House Public Policy Institute at
Hunter College and the CUNY Graduate Center

Support is provided by: AAUP, AFT, AFT NJ, AFSCME, CFA, CSU-AAUP, CSUEU-SEIU Local 2579, Cullen and Dykman LLP, LEO-AFT-MI Local 6244, MB&J, MicroSearch Corporation, NEA, NEA-NCHE, NYS AAUP, Professional Staff Congress-CUNY, Segal, SEIU, The Standard, UAW, and UUP.

Conference Schedule

Sunday, March 23, 2025

Roosevelt House Public Policy Institute of Hunter College, CUNY
47-49 E. 65th St, New York, NY, 10065 (between Park and Madison Avenues)

12:00 pm pm ET Four Freedoms Parlor	Beverage Service and Light Refreshments
12:30 pm ET Auditorium	Welcoming Remarks William A. Herbert, Executive Director, National Center for the Study of Collective Bargaining in Higher Education and the Professions, Hunter College, CUNY Manoj Pardasani, Interim Provost and Vice President of Academic Affairs, Hunter College, CUNY Malini Cadambi-Daniel, Executive Director, Professional Staff Congress-CUNY, AFT Local 2334 Ahsan Ali, Senior Director of Labor Relations, Tufts University Jessica Baker, Hunter College student and National Center intern
1:00–2:30 pm ET Auditorium	Keynote Presentation: Unity in Defense of Higher Education and Collective Bargaining Randi Weingarten, President, American Federation of Teachers Lynn Pasquerella, President, American Association of Colleges and Universities Adrienne Lu, Senior Reporter, The Chronicle of Higher Education, Moderator

2:30–3:00 pm ET	Break
3:00–4:30 pm ET Auditorium	Research Panel: 2024 Directory of Faculty Contracts and Bargaining Agents in Higher Education Jacob Apkarian, Associate Professor, Sociology, York College, CUNY and National Center Affiliated Researcher Joseph van der Naald, PhD Candidate in Sociology, Graduate Center and National Center Affiliated Researcher CUNY Mary Taber, Director of Research, UUP, Commentator Dana Fleming, Associate General Counsel, Tufts University, Commentator Susan Kelly, President, Microsearch Corporation Malini Cadambi-Daniel, Executive Director, Professional Staff Congress-CUNY, AFT Local 2334, Moderator
	Break
4:30 - 6:00 pm ET Auditorium	Book Discussion: Organizing Professionals: Academic Employees Negotiating a New Academy (Rutgers University Press, 2025) Gary Rhoades, Professor and Director, Center for the Study of Higher Education, University of Arizona, and author, <i>Organizing Professionals: Academic Employees Negotiating a New Academy</i> Richard Gomes, Staff Representative, AFT New Jersey Jennie Shanker, Staff Representative, AFT New Jersey Laura Murphy, Dutchess Community College Dan Echikson, Organizer, ACT-UAW Local 7902 Ryan Quinn, Reporter, Inside Higher Ed, Moderator
6:00–7:30 pm ET Four Freedoms Room	Reception and Book Signing with Gary Rhoades
Monday, March 24, 2025	
CUNY Graduate Center, 365 Fifth Avenue, New York, NY 10016 (Entrance on Fifth Avenue between 34th and 35th Street)	
8:00–9:00 am ET Concourse	Continental Breakfast
9:00 am ET Proshansky Auditorium	Welcome William A. Herbert, Executive Director, National Center for the Study of Collective Bargaining in Higher Education and the Professions, Hunter College, CUNY
9:10–10:30 am ET Proshansky Auditorium	Plenary: Five Years after George Floyd: A New Era for DEI in Higher Education Nancy Cantor, President, Hunter College, CUNY Robert J. Jones, Chancellor, The University of Illinois Urbana-Champaign Charles Toombs, President, California Faculty Association Lorelle L. Espinosa, Higher Education Program Director, The Alfred P. Sloan Foundation Adrianna J. Kezar, Professor, Higher Education and Director, Pullias Center for Higher Education, University of Southern California, Moderator
10:30–11:00 am ET	Break

Concurrent Sessions

11:00 am – 12:30 pm ET Proshansky Auditorium	Panel: Artificial Intelligence: Changing the Bargaining Landscape Jeffrey M. Hirsch, Associate Dean for Academic Affairs and Geneva Yeargan Rand Distinguished Professor of Law, University of North Carolina School of Law Alec Thomson, President, National Council for Higher Education, NEA Nicholas L. Collins, ArentFox Schiff LLP Arthur Pearlstein, Arbitrator and Mediator, Moderator
11:00 am – 12:30 pm ET C201-202	Panel: Antiracism and Social Justice Issues and Working Conditions as Negotiable Subjects Sharon Elise, Professor of Sociology, California State University, San Marcos and Associative Vice President, Council for Racial and Social Justice, California Faculty Association Kathy Sheffield, Director of Representation and Bargaining, California Faculty Association Karen R. Stubaus, Affiliated Researcher and Visiting Scholar, National Center, and Vice President for Academic Affairs Emerita, Rutgers University Margarita Berta Avila, Professor of Education, Sacramento State University and Vice President, California Faculty Association, Moderator
11:00 am – 12:30 pm ET C198	Panel: Negotiating over Tenure Procedures Joseph P. McConnell, Morgan, Brown & Joy, LLP Jennifer Proffitt, Theodore Clevenger Professor in Communication, Co-Chief Negotiator, UFF-FSU, Florida State University Herman A. Berliner, Provost Emeritus and University Service Distinguished Professor, Professor of Economics Maria Hegbloom, Field Representative Organizer, Massachusetts Teachers Association Timothy Connick, Chairperson, NYS Public Employment Relations Board, Moderator
11:00 am – 12:30 pm ET C204-205	Panel: Loper Bright, Labor Rights, and the Attack on the Administrative State Diana Reddy, Assistant Professor of Law, Faculty Co-Director, Center for Law and Work, UC Berkeley Law Seth D. Harris, Distinguished Professor of Practice, Doctoral Program in Law & Policy and Affiliated Faculty and Senior Fellow, Burnes Center for Social Change, Northeastern University David Lopez, University Professor of Law, Professor Alfred Slocum Scholar, and Co-Dean Emeritus, Rutgers University Deepa Das Acevado, Associate Professor of Law, Emory University Law School, Moderator
12:30 – 1:30 pm ET Concourse	Lunch: Food Service and JCBA Announcement Jacob Apkarian, Associate Professor, Sociology, York College, CUNY and National Center Affiliated Researcher Karen R. Stubaus, Affiliated Researcher and Visiting Scholar, National Center, and Vice President for Academic Affairs Emerita, Rutgers University, and JCBA Co-editor Gary Rhoades, Professor and Director, Center for the Study of Higher Education, University of Arizona, JCBA Co-editor

Concurrent Sessions

1:30–3:00 pm ET C197	Facilitated Workshop: Mindfulness as Both a Life Skill and a Negotiator's Asset Lili Palacios-Baldwin, Deputy General Counsel, Tufts University Joshua Wright, Lecturer, Department of Psychology, The City College of New York
1:30–3:00 pm ET C198	Panel: Beyond the Table: Best Practices for Collaboration in the Implementation of Collective Bargaining Agreements Kim C. O'Halloran, Ph.D., Vice President for Academic Planning & Administration, University Academic Affairs, Rutgers University Heather Pierce, Ph.D., Lecturer, Political Science, Contract Enforcement Chair, PTLFC-AAUP-AFT, Local 6324, Rutgers University Kamil Robakiewicz, Senior Labor Relations Representative, College of Literature, Science and Arts, University of Michigan Kirsten Herold, President, LEO, AFT-MI Local 6244 Scott M. Sommer, Commissioner, Federal Mediation and Conciliation Service, Moderator
1:30–3:00 pm ET C201-202	Research Panel: Work Stoppage Across the Educational Continuum: K-12 to Higher Education Jacob Apkarian, Associate Professor, Sociology, York College, CUNY and National Center Affiliated Researcher Melissa Arnold Lyon, Assistant Professor of Public Policy Rockefeller College of Public Affairs and Policy, University at Albany, SUNY Daniel Iskhakov, National Center Graduate Research Fellow Rhiannon M. Maton, Associate Professor, Foundations and Social Advocacy, SUNY Cortland and National Center Visiting Scholar, Panelist and Moderator
1:30–3:00 pm ET C204-205	Panel: Administrator Responses to Campus Protest: Lessons from History Ellen Schrecker, Professor of History (retired), Yeshiva University, member Committee A on Academic Freedom and Tenure, AAUP Paul Ortiz, Professor of Labor History, Cornell ILR Jelani Favors, Author of <i>Shelter in a Time of Storm: How Black Colleges Fostered Generations of Leadership and Activism</i> , Henry E. Frye Distinguished Professor, Department of History and Political Science and Director, Center of Excellence for Social Justice, North Carolina A&T State University Dale Kapla, Senior Associate Provost, Northern Michigan University, Moderator
3:00–3:30 pm ET	Break
<h2 style="text-align: center;">Concurrent Sessions</h2>	
3:30–5:00 pm ET C197	Panel: Faculty Members' Perceptions of the Impact of Unionization on Shared Governance Brian Rossman, Associate Professor, Open Educational Resources (OER) and Scholarly Communication Librarian, Montana State University Library, Bozeman Ernesto Longa, Professor of Law, The University of New Mexico School of Law, Commentator Catherine Bond Hill, Managing Director, Ithaka S+R, and former President, Vassar College, Commentator Rotua Lumbantobing, Vice President, AAUP, Moderator
3:30–5:00 pm ET C198	Panel: Collective Bargaining and Labor Relations: Looking Back, Looking Forward Carl Levine, Levy Ratner, P.C. Faye Moore, Director of Contract Administration, Professional Staff Congress, CUNY, AFT Local 2334 Thomas H. Riley, Jr., Executive Director of Labor and Special Counsel, University of Illinois System Peter A. Jones, Bond, Schoeneck & King PLLC

3:30–5:00 pm ET C201-202	Panel: Sexual Harassment Adjudication in Graduate Student Employee Contracts Tamiko Strickman, Special Advisor to the President and Executive Director, Equity, Civil Rights and Title IX Office, University of Michigan Emily Weintraut, Teaching Assistant, UC Davis Karen R. Stubaus, Affiliated Researcher and Visiting Scholar, National Center, and Vice President for Academic Affairs Emerita, Rutgers University Melissa Sortman, Assistant Provost for Faculty and Academic Staff Affairs, Michigan State University, Moderator
3:30–5:00 pm ET C204-205	Panel: The Uses and Abuses of Title VI Rana Jaleel, Associate Professor, Gender, Sexuality, & Women's Studies and Asian American Studies, University of California-Davis, Chair, Committee A on Academic Freedom and Tenure, AAUP Risa Lieberwitz, Professor of Labor and Employment Law, Cornell University School of Industrial and Labor Relations Frederick P. Schaffer, former General Counsel, CUNY Suzanne B. Goldberg, Herbert and Doris Wechsler Clinical Professor of Law, and Director, Center for Gender & Sexuality Law & Sexuality and Gender Law Clinic, Columbia University Law School, Moderator
Tuesday, March 25, 2025	
CUNY Graduate Center, 365 Fifth Avenue, New York, NY 10016 (Entrance on Fifth Avenue between 34th and 35th Street)	
8:00–9:00 am ET Concourse	Continental Breakfast
Concurrent Sessions	
9:00–10:30 am ET Proshansky Auditorium	Panel: Current Immigration Issues in Higher Education Channing Cooper, Deputy Director, AFT Legal Department Miriam Feldblum, co-founder and Executive Director, Presidents Alliance on Higher Education and Immigration Cianna Freeman-Tolbert, Whiteman Osterman & Hanna LLP
9:00–10:30 am ET C197	Workshop: The Fundamentals for Labor Management Committees in Higher Education Stephanie Burkes, Program Associates for Labor Management Services, NYS-CSEA Partnership Daniel Shook, Program Associates for Labor Management Services, NYS-CSEA Partnership Phyllis Volpe, Assistant Director, Contract Negotiations and Administration Unit, New York State Office of Employee Relations Liesl K. Zwicklbauer, Associate Vice Chancellor and Chief Counsel for Employee Relations, Moderator
9:00–10:30 am ET C198	Panel: New Developments, Old Problems for Contingent Faculty Elizabethada Wright, Professor, University of Minnesota Duluth, and Contract Administrator, UEA Rebecca Ropers, Interim Executive Vice Chancellor, University of Minnesota Duluth Gretchen McNamara, President, Wright State University AAUP, Commentator Randa B. Wahbe, Vice President, Community College Association (CTA/NEA), Commentator Christina Gallup, Associate Professor, University of Minnesota Duluth, Moderator
9:00–10:30 am ET C201-202	Panel: Lessons from Negotiating: Selection of Bargaining Team Members and Dealing with Rogue Bargaining Team Members Andre' L. Poplar, J.D., Vice Chancellor for Human Resources, Oakland Community College Martin Balinsky, Ph.D., Professor, Tallahassee State College, President, United Faculty of Florida-Tallahassee State College and Vice-President, College Bargaining Council Deborah H. Williams, J.D., Ph.D., Professor and Chair, Johnson County Community College, Former JCCC Faculty Association President and Lead Negotiator, Moderator

9:00–10:30 am ET C204	<p>Panel: The New Wave of Campus Student Workers: The Historic Unionization of CSU Student Assistants</p> <p>Joseph Jelincic, Assistant Vice Chancellor for Collective Bargaining, The California State University</p> <p>Jim Philliou, Executive Director, California State University Employees Union, SEIU Local 2579</p> <p>Catherine Hutchinson, Statewide President, California State University Employees Union, SEIU Local 2579</p> <p>Kaily Brooks, Student Leader, CSUEU San Diego State University</p> <p>J. Felix De La Torre, General Counsel, California Public Employment Relations Board (PERB), Moderator</p>
9:00–10:30 am ET C205	<p>Panel: Demographics & the Doctorate: Predictors of Graduate Student Organizing at Research Universities</p> <p>Lauren McGuire, M.P.P., Ph.D. Student, Educational Leadership, Policy, & Human Development, College of Education, North Carolina State University</p> <p>Alissa G. Karl, Statewide Vice President for Academics, UUP, Commentator</p> <p>Joseph van der Naald, PhD Candidate in Sociology, Graduate Center and National Center Affiliated Researcher CUNY, Commentator</p> <p>Alexandra (Sascha) Matish, Associate Vice Provost for Academic and Faculty Affairs and Senior Director, Academic Human Resources, University of Michigan, Moderator</p>
10:30–11:00 am ET	Break
Concurrent Sessions	
11:00 am–12:30 pm ET Proshansky Auditorium	<p>Panel: Annual Legal Update (CLE)*</p> <p>Damien DiGiovanni, Morgan, Brown & Joy</p> <p>Amy L. Rosenberger, Willig, Williams & Davidson</p> <p>Aaron Nisenson, Senior Legal Counsel, AAUP</p> <p>Brian Selchick, Cullen and Dykman LLP</p> <p>Ayanna T. Blake, Director Labor Relations, Weill Cornell Medicine, Moderator</p>
11:00 am–12:30 pm ET C197	<p>Panel: “We have a first contract – now what?”</p> <p>Katherine H. Hansen, Gladstein, Reif & Meginniss, LLP</p> <p>John H. Gross, Ingerman Smith LLP</p> <p>John Coverdale, Arbitrator and Mediator</p> <p>Ahsan Ali, Senior Director of Labor Relations, Tufts University</p> <p>Sean Collins, SEIU Local 200/United/Troy Area Labor Council, AFL-CIO</p> <p>Katie Rosen, Arbitrator & Mediator, Moderator</p>
11:00 am–12:30 pm ET C198	<p>Panel: A New Approach to Interest-Based Bargaining in the State of Florida: Successful Bargaining in Challenging Times</p> <p>Eric Scarffe, President UFF-FIU, Assistant Professor of Philosophy, Florida International University</p> <p>Daniel Saunders, Chief Negotiator UFF-FIU, Associate Professor of Higher Education, Florida International University</p> <p>Heather Russell, Vice Provost, Faculty Leadership and Success, Florida International University</p> <p>Dan Greenstein, Ph.D., Managing Director, Higher Education, Baker Tilly</p> <p>Andrea Cancer, Commissioner and Todd Austin, Commissioner, FMCS, Co-Moderators</p>
11:00 am - 12:30 pm ET C201-202	<p>Panel: Funding of Higher Education over the Next Decade</p> <p>Thomas L. Harnisch, Vice President for Government Relations, State Higher Education Executive Officers Association (SHEEO)</p> <p>Matt Richmond, Education Finance Consultant, New America</p> <p>Ken Redd, Senior Director, Research and Policy Analysis, NACUBO</p> <p>Frederick G. Floss, Professor, and Co-Director, Center for Economic Education, Buffalo State University, Panelist and Moderator</p>

11:00 am – 12:30 pm ET C204	Panel: Empowering Classified Staff: Advancing Equity and Mindfulness in Higher Education through Collective Bargaining Anel Gonzalez, President, CCE/Local4522 Anthony Solis, CFT Field Representative, Lead Negotiator Carmelino Cruz, CCE Negotiator and Steward Anna Pedroza, Vice President Human Resources, Palomar College John Rose, Dean, Diversity and Compliance, Hunter College, CUNY, Moderator
11:00 am – 12:30 pm ET C205	Panel: Graduate Unions as a Training Ground for Higher Education Collective Bargaining Sikander Khare, UF-GAU Bargaining Chair Cassandra “Cassie” Urbenz, UF-GAU Co-President Maggie Bernish, President, URI-GAU Danielle Dirocco, Higher Education Organizational Specialist, National Education Association Kate Birdsall, Director of Faculty and Academic Staff Affairs, Michigan State University, Moderator
12:30 – 1:30 pm ET Concourse	Lunch: Food Service
<p>*CLE Credits are provided by the Community Legal Resource Network at CUNY School of Law:</p> <p>This CLE program is approved for both experienced and newly admitted attorneys. Consistent with NY State regulations, CLE credit will be offered only to those attorneys completing the entire session; attorneys attending only part of a session are not eligible for partial credit. Attorneys arriving late are welcome to attend the program but will not be eligible for credit.</p>	

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The National Council for Higher Education (NCHE) values the vision and excellence of the National Center for the Study of Collective Bargaining in Higher Education and the Professions. NCHE appreciates the Center's dedication to collective bargaining as an important means for advancing higher education and postsecondary institution working conditions.

NCHE is an independent organization open to all higher education members within NEA, plus interested non-higher education NEA members as "associate members." NCHE advocates for higher education services and programs within the union that support NEA's mission and vision while connecting with the needs and aspirations of its higher education members. NEA members are encouraged to join NCHE and lend your voice to the conversation about higher education in our nation and within our union. Please visit the NCHE website for more information: nea.org/nche.

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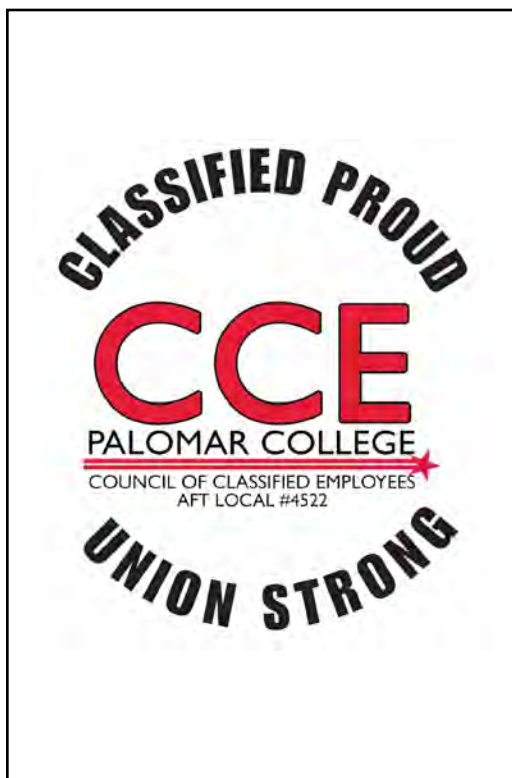
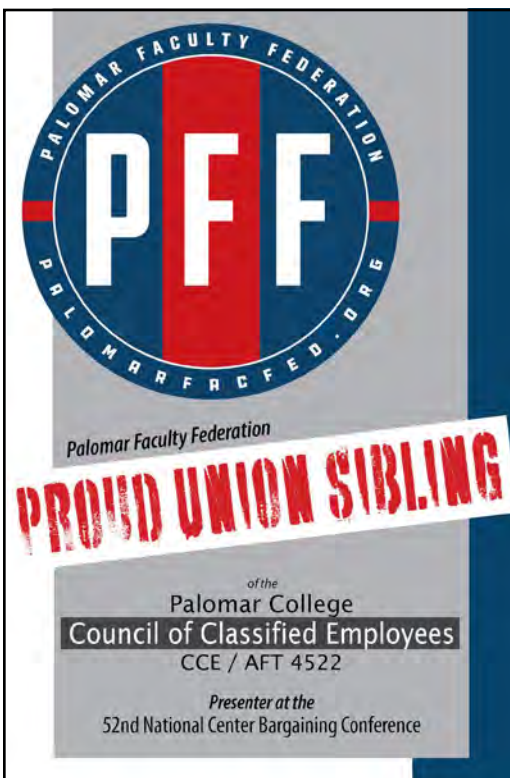
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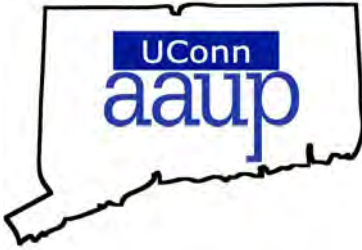
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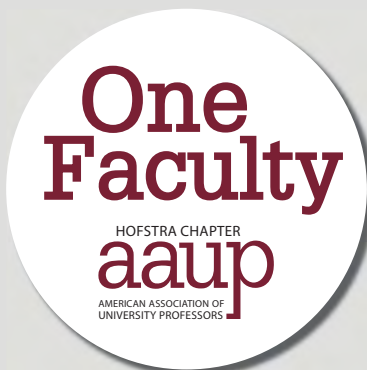


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