



INNOVATION GENERATING IMPACT

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Dear Friends:

As Chair of the Partners Council of the National Fund for Workforce Solutions, I am delighted to welcome you to Baltimore, the site of this year's Fifth Annual Meeting, "Learn. Share. Partner."

During this time of heightened interest in jobs and economic growth, I am proud that the National Fund's approach of building partnerships between employers and workforce development organizations to create quality job and career advancement opportunities has gained so much traction. Having generated substantial impact over the last seven years, the National Fund is excited to continue and expand key partnerships such as the Annie E. Casey Young Adult Project, Business Leaders United, UpSkill America, and our collaborative efforts with Jobs for the Future (JFF): CareerSTAT, the Youth/Industry Partnership Initiative, New Skills at Work, and Delivering the TDL Workforce.

Our direct engagement with businesses and community leaders gives us a unique understanding of changing labor market conditions and regional workforce needs, and as a result, we have leveraged these connections in establishing and supporting high-performing funder collaboratives and industry partnerships.

This year, for the first time, we are making a concerted effort to bring employers to this conference. We are partnering with Business Leaders United to provide a special set of employer-focused workshops that will provide exemplary practices and new ideas to all attendees, but especially to our employer partners.

While I hope you make the most of this year's Annual Meeting and leave with new information and perspectives that will strengthen your work, I also encourage you to spend time enjoying the amazing sights and sounds of this great American city.

Thank you for your continued commitment to the National Fund's work and our mission to help develop the skills of American workers while meeting the changing needs of American businesses.

Sincerely,

Whitney Smith

Chair, National Fund Partners Council

WE THANK ALL OF OUR NATIONAL INVESTORS FOR THEIR SUPPORT



THE ANNIE E. CASEY FOUNDATION



JPMORGAN CHASE & CO.



FORDFOUNDATION



The Harry and Jeanette Weinberg Foundation, Inc.

The Joyce Foundation

THE KRESGE FOUNDATION

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ROCKEFELLER
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SURDNA FOUNDATION



W.K.
KELLOGG
FOUNDATION

NATIONAL FUND 2.0

A partnership of communities, employers, workers, and philanthropy

VISION

Across America, communities are thriving because local leaders are working in partnership so that employers have the skilled workers they require and individuals can succeed in family-supporting careers.

MISSION

Drive practices, policies, and investments to improve family-supporting career opportunities for low-wage and unemployed individuals, provide employers with skilled workers, and advance local economic development.

STRATEGIC PRINCIPLES

TRANSFORM PRACTICES AND SYSTEMS

Strengthen and improve career opportunities and pathways through transformed workforce systems, proven employer practices, and the removal of employment and career barriers.

CATALYZE COMMUNITY COLLABORATION AND ACTION

Catalyze collaboration and collective action to address workforce and economic development challenges through community-designed strategies built on industry partnerships, regional characteristics, and evidence-based research.

LEVERAGE RESOURCES

Support scale and sustainability by mobilizing new and existing public, private, and philanthropic resources toward effective regional workforce and economic development.

ORGANIZE INDUSTRY PARTNERSHIPS

Deeply engage regional employers through sector-specific partnerships that generate industry intelligence, increase employer investment in training and career development services, and support business competitiveness.

VALUE LEARNING AND DEVELOP LEADERSHIP

Build a shared-learning culture based on evaluation, research, and peer engagement to develop leaders and generate continuous improvement.

GOALS AND OBJECTIVES

2013–2017

IMPROVE PUBLIC SYSTEMS AND EMPLOYER PRACTICES

- › Partner with employers to achieve improved career advancement practices for low-wage workers in 100 workplaces.
- › Achieve federal policies supporting industry partnerships, career pathways, and sufficient investments to meet employer needs for skilled workers.
- › In 10 states, generate significant workforce and/or educational policy changes to improve career opportunities for low-wage workers.
- › Complete 12 business impact studies that document the benefits of career advancement investments and innovative workplace practices.

EXPAND AND DEEPEN IMPACT

- › Enable 100,000 low-wage individuals in 45 communities to obtain the skills, credentials, and other supports necessary to acquire and advance in family-supporting careers.
- › Enable 15 new communities to organize, develop, and sustain successful regional funder collaboratives and industry partnerships.
- › Raise \$150 million in local matching investments to match \$20 million in national grants to regional collaboratives.
- › Partner with 3,000 employers to generate industry intelligence to guide investments in worker skills and workplace practices that yield tangible benefits to employers and workers.
- › Scale up and deepen the performance of 50 local industry partnerships by broadening employer leadership, expanding the acquisition of industry-recognized credentials, increasing employer investments in training and career development services, and supporting business competitiveness.

PROMOTE LEARNING AND CONTINUOUS IMPROVEMENT

- › Identify, evaluate, and document 10 key workforce-specific investments that produce the best results and/or illustrate exemplary industry partnerships.
- › Aggressively promote 10 exemplary strategies on the implementation of industry partnerships using case studies, research, and evaluation.
- › Document and disseminate processes and results for both internal and external audiences through compelling publications, professional development activities, peer learning events, and social media channels.

NATIONAL FUND FOR WORKFORCE SOLUTIONS PARTNERS COUNCIL

The National Fund Partners Council provides strategic direction, program oversight, and resource development to the National Fund for Workforce Solutions and its collaborative partners. The National Fund sincerely appreciates the time and expertise of its Partners Council and thanks them for their leadership.

Ivye Allen
President
Foundation for the Mid South

Gina Breukelman
Community Investor
The Boeing Company

Gina Burkhardt
President and CEO
Jobs for the Future

Abigail Carlton
Associate Director
Secure Livelihoods
The Rockefeller Foundation

Laura Chandler
Executive Director
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Denise Cherenfant
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Foundation, Inc.

Chauncy Lennon
Managing Director
Global Philanthropy
JPMorgan Chase & Co.

Ross Meyer
Vice President
Community Impact
United Way of Greater Cincinnati

Kelly Ryan
President and Chief Executive Officer
Inourage Community Foundation

Whitney Smith, Chair
Senior Program Director
Employment Program
The Joyce Foundation

Jennie Sparandara
Director
Job Opportunity Investment Network
(JOIN)

Peter Strange
Chairman Emeritus
Messer, Inc.

NATIONAL FUND FOR WORKFORCE SOLUTIONS STAFF AND COACHES

STAFF

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Principal, Leung Consulting

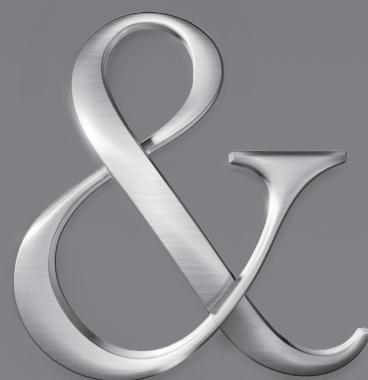
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Independent Consultant

Steve Quimby
Principal, Steve Quimby Consulting

Jennie Sparandara
Director, Job Opportunity Investment
Network (JOIN)

Stacey Jarrett Wagner
Principal, Jarrett Wagner Group, LLC

COMMITMENT TO WORKFORCE READINESS



JPMORGAN CHASE & CO.

We proudly support the National Fund for Workforce Solutions
Fifth Annual Meeting.

THANK YOU TO OUR ANNUAL MEETING SPONSORS

JPMORGAN CHASE & Co.



THANK YOU

THE NATIONAL FUND SINCERELY THANKS ALL OF THE
FACILITATORS AND WORKSHOP PRESENTERS FOR OFFERING
THEIR TIME AND SHARING THEIR EXPERTISE TO MAKE THIS
ANNUAL CONFERENCE A SUCCESS.

AGENDA: QUICK VIEW

WEDNESDAY, JUNE 17TH

| | | |
|----------------|---|---------------------|
| 10:00AM–5:00PM | REGISTRATION | atrium |
| 12:00–1:00PM | LUNCH | harborview room |
| 1:00–2:15PM | WELCOME AND OPENING PLENARY | constellation ab |
| 2:15–2:30PM | BREAK | |
| 2:30–4:00PM | WORKSHOPS ROUND I | |
| | 1. CHARACTERISTICS OF AN EFFECTIVE REGIONAL FUNDER COLLABORATIVE | constellation c |
| | 2. ANCHOR INSTITUTIONS' SECTOR-BASED WORKFORCE DEVELOPMENT STRATEGIES | constellation d |
| | 3. APPRENTICESHIPS: PROPOSED STRATEGIES FOR EXPANSION | constellation f |
| | 4. DOES YOUR COMMUNITY NEED I.T. WORKERS? | columbia |
| | 5. PUTTING SERVICE AND PERFORMANCE DATA TO WORK IN YOUR REGION: THE WORKFORCE BENCHMARKING NETWORK | frederick |
| | 6. THE FUTURE OF HEALTH CARE AND THE IMPLICATIONS FOR ORGANIZATIONS, PARTNERSHIPS, AND PHILANTHROPY | constellation e |
| | 7. REIMAGINING THE TRANSPORTATION, DISTRIBUTION, AND LOGISTICS (TDL) WORKFORCE | Annapolis/Baltimore |
| | 8. NEW SKILLS AT WORK: PROGRESS TO DATE | chesapeake |
| 4:00–4:15PM | BREAK | constellation foyer |
| 4:15–5:00PM | SPECIAL GUESTS: STUDENTS FROM TRAINING PROGRAMS SPONSORED BY THE W.K. KELLOGG FOUNDATION | constellation ab |
| 6:00–9:00PM | RECEPTION: SUNSET CRUISE ON THE INNER HARBOR | |

FOR FULL SESSION DETAILS, SEE PAGES 13–16

AGENDA: QUICK VIEW

THURSDAY, JUNE 18TH



Business Leaders United
for Workforce Partnerships

EMPLOYER-FOCUSED DAY

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS

| | | |
|-----------------|--|---------------------|
| 7:00–8:15AM | BREAKFAST AND REGISTRATION | CONSTELLATION FOYER |
| 8:15–9:15AM | WELCOME AND INTRODUCTION TO THE DAY | CONSTELLATION AB |
| 9:15–9:30AM | REMARKS FROM PAMELA PAULK | CONSTELLATION AB |
| 9:30–10:30AM | CAREERSTAT 2015 FRONTLINE WORKER CHAMPIONS RECOGNITION | CONSTELLATION AB |
| 10:30–10:45AM | BREAK | |
| 10:45AM–12:15PM | WORKSHOPS ROUND II | |
| | 1. CHARACTERISTICS OF AN EFFECTIVE INDUSTRY PARTNERSHIP | COLUMBIA |
| | 2. CAN APPRENTICESHIPS WORK FOR YOU? | CONSTELLATION C |
| | 3. THE BUSINESS IMPACT OF FRONTLINE HEALTH CARE WORKFORCE DEVELOPMENT: EXAMPLES FROM THE FIELD | CONSTELLATION D |
| | 4. HOLDING EDUCATION AND TRAINING PROVIDERS ACCOUNTABLE | FREDERICK |
| | 5. UPSKILL AMERICA: LESSONS FROM THE FIELD | CONSTELLATION E |
| | 6. THE GENESIS MOVEMENT | ANNAPOLIS |
| | 7. ADDRESSING COMPETITIVE CHALLENGES WITH NEW SKILLS | BALTIMORE |
| | 8. TECHHIRE: A NEW WORKFORCE MODEL FOR I.T. | CONSTELLATION F |
| | 9. WHAT DO ALL THESE CREDENTIALS MEAN? | CHESAPEAKE A |
| | 10. THE FUTURE OF WORK: CONSIDERATIONS FOR MILLENNIALS AND THE EMPLOYERS THAT SEEK THEIR TALENT | CHESAPEAKE B |

FOR FULL SESSION DETAILS, SEE PAGES 17–20

| | | |
|--------------|---|---------------------|
| 12:15–1:15PM | LUNCH | CONSTELLATION AB |
| 1:15–1:30PM | YOUNG ADULT EMPLOYER CHAMPIONS | CONSTELLATION AB |
| 1:30–2:30PM | THE IDEA-DRIVEN ORGANIZATION <i>SPONSORED BY JPMORGAN CHASE & CO.</i> | CONSTELLATION AB |
| 2:30–2:45PM | BREAK | |
| 2:45–4:15PM | WORKSHOPS ROUND III 1. BUILDING PRODUCTIVE RELATIONSHIPS WITH TRAINING PROVIDERS | FREDERICK |
| | 2. CORE PRINCIPLES FOR RETAINING ENTRY-LEVEL WORKERS | ANNAPOLIS |
| | 3. DOING WELL AND DOING GOOD | CONSTELLATION C |
| | 4. BUILDING A TALENT PIPELINE FOR THE FUTURE | COLUMBIA |
| | 5. HOW TO TRANSFORM YOUR ORGANIZATION INTO AN IDEA-DRIVEN ORGANIZATION | CONSTELLATION D |
| | 6. INDUSTRY PARTNERSHIPS: FROM EMPLOYER PARTICIPANTS TO EMPLOYER LEADERS | BALTIMORE |
| | 7. CONNECTING FORMERLY INCARCERATED INDIVIDUALS TO JOBS | CONSTELLATION E |
| | 8. EXPANDING JOB ACCESS AND RAISING THE FLOOR: STRATEGIES FOR DEVELOPING HIGH-ROAD EMPLOYERS | CHESAPEAKE A |
| | 9. UNITYPOINT HEALTH, A CASE STUDY | CONSTELLATION F |
| | 10. YOUNG ADULT EMPLOYER CHAMPIONS | CHESAPEAKE B |
| 4:15–4:30PM | BREAK | CONSTELLATION FOYER |
| 4:30–5:30PM | REMARKS BY DREW GREENBLATT <i>SPONSORED BY THE HITACHI FOUNDATION</i> | CONSTELLATION AB |
| 5:30PM | ADJOURN | |

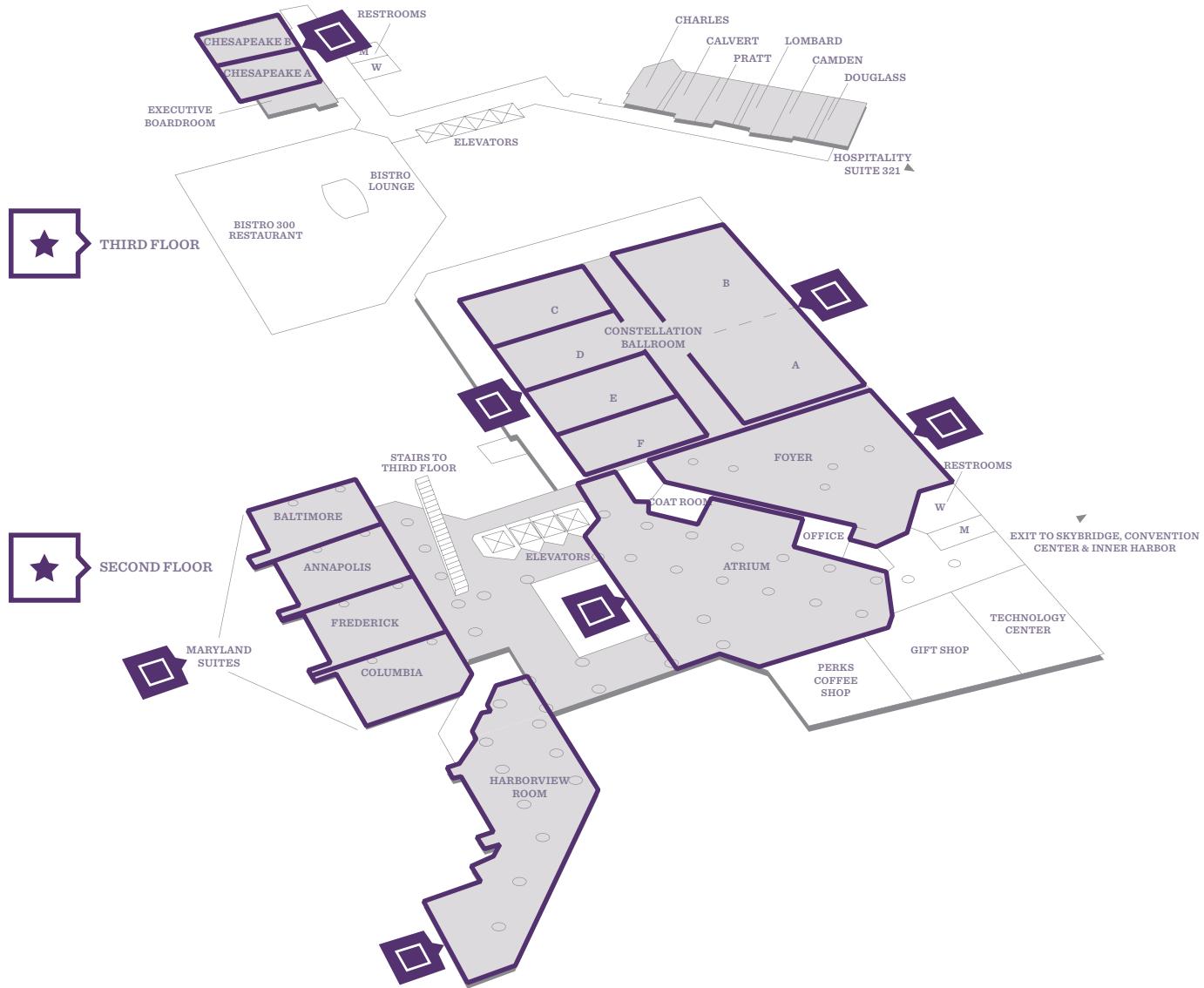
AGENDA: QUICK VIEW

FRIDAY, JUNE 19TH

| | | |
|---------------|---|---------------------|
| 7:30–8:30AM | BREAKFAST | CONSTELLATION FOYER |
| 8:30–9:00AM | WELCOME AND SYSTEMS CHANGE AWARDS | CONSTELLATION AB |
| 9:00–10:00AM | WHAT WE ARE LEARNING ABOUT YOUNG ADULT PATHWAYS TO EMPLOYMENT SPONSORED BY THE ANNIE E. CASEY FOUNDATION | CONSTELLATION AB |
| 10:00–10:15AM | BREAK | |
| 10:15–11:45AM | WORKSHOPS ROUND IV | |
| | 1. DEVELOPING AND EXECUTING A SYSTEMS CHANGE AGENDA | COLUMBIA |
| | 2. WHY “7,500 SERVED” DOESN’T MATTER: COMMUNICATING IMPACT AND TARGETING AUDIENCE IN WORKFORCE DEVELOPMENT | CHESAPEAKE |
| | 3. HOW TO WORK WITH EMPLOYERS TO SECURE BETTER SKILLS AND BETTER JOBS | CONSTELLATION C |
| | 4. DC UPDATE: THE 2016 BUDGET FOR SKILLS AND THE WIOA REGULATIONS | CONSTELLATION D |
| | 5. ENGAGING YOUNG ADULTS IN SECTORAL WORKFORCE DEVELOPMENT STRATEGIES: LESSONS FROM THE YOUTH/INDUSTRY PARTNERSHIP INITIATIVE (YIPI) | ANNAPOLIS/BALTIMORE |
| | 6. HOSPITALITY INDUSTRY PARTNERSHIPS: MAKING THEM WORK FOR YOU | FREDERICK |
| | 7. PREPARING WOMEN FOR CAREERS: LEVERAGING FEDERAL HIGHWAY FUNDS | CONSTELLATION E |
| | 8. STATE INDUSTRY SECTOR INVESTMENT INITIATIVES | CONSTELLATION F |
| 12:00–1:00PM | LOOKING AHEAD: YOUR LEADERSHIP ROLE IN AMERICA’S MAJOR WORKFORCE ISSUES | CONSTELLATION AB |

FOR FULL SESSION DETAILS, SEE PAGES 26–29

THE HYATT REGENCY BALTIMORE HOTEL MAP



SECOND FLOOR

- › Atrium
- › Constellation Ballroom
 - » Constellation AB
 - » Constellation C
 - » Constellation D
 - » Constellation E
 - » Constellation F

THIRD FLOOR

- › Constellation Foyer
- › Harborview Room
- › Maryland Suites
 - » Baltimore
 - » Annapolis
 - » Frederick
 - » Columbia
- › Chesapeake A
- › Chesapeake B

LEARN. SHARE. PARTNER.

SESSION TRACKS

BETTER SKILLS, BETTER JOBS



This series of workshops presents ideas, examples, and strategies associated with improving job quality, raising the floor while building ladders, and uncovering best practices of “pioneer” companies. This track will appeal to employers seeking ways in which to “do well while doing good,” or who have already developed initiatives that are promoting career opportunities for low-wage workers.

EMPLOYER FOCUS



To address the unique needs of employers and businesses, this track will feature employer-focused and employer-led workshops ranging from business transformation through frontline worker investment to best practices for recruiting young adults. The workshops will focus on how businesses use training, education, and strong relationships with workforce intermediaries to help them be more competitive.

HEALTH CARE



This track will provide insights on the current state of health care service delivery and its implications for frontline workers. Speakers will include leading experts from the American Society for Healthcare Human Resources Administration, the American Heart Association, and the Brookings Institution. Employers will discuss their strategies for making the business case for frontline workforce investment and measuring its impact. Employers will also present how they are investing in frontline workforce development within their organizations and communities.

KEY LEARNINGS



This track will provide participants with insights into how to establish a regional workforce funder collaborative, organize an industry partnership, and promote a systems change agenda. The National Fund is built on partnering with communities, employers, workers, and philanthropy to advance new workforce development strategies within communities. By investing in public-private funder collaboratives that organize industry partnerships, the National Fund supports the development of demand-driven training that helps low-wage individuals and closes local skills gaps.

WORKING WITH YOUNG ADULTS



Training and career pathway programs increasingly recognize the importance of preparing low-income and minority young adults for the growing number of middle-skill jobs in the emerging economy. However, too few businesses have the strategies to be successful with this important segment of the talent pipeline. This track will explore the benefits and challenges of working with young adults and the features of programs that are successful in bringing young adults into industry sectors.

AGENDA

WEDNESDAY, JUNE 17TH

10:00AM–5:00PM **REGISTRATION**

atrium

12:00–1:00PM **LUNCH**

harborview room

1:00–2:15PM **WELCOME AND OPENING PLENARY**

constellation ab

Fred Dedrick, Executive Director, National Fund for Workforce Solutions

Whitney Smith, Chair, National Fund for Workforce Solutions and Senior Program Director, Employment Program, The Joyce Foundation

- › Welcome from **Judge Ellen M. Heller**, Chair, The Harry and Jeanette Weinberg Foundation, Inc.
- › Welcome from the Baltimore Workforce Funders Collaborative
 - » **Linda Dworak**, Director, Baltimore Workforce Funders Collaborative, Association of Baltimore Area Grantmakers

PRESENTATION OF THE CHAIR'S AWARD FOR EXEMPLARY COLLABORATIVE

- › Chicagoland Workforce Funder Alliance
- › New York City Workforce Innovation Fund and the New York Alliance for Careers in Healthcare

2:15–2:30PM **BREAK**

2:30–4:00PM **WORKSHOPS ROUND I**



1. CHARACTERISTICS OF AN EFFECTIVE REGIONAL FUNDER COLLABORATIVE

constellation c

Facilitator: Angel Bermudez, President, Strategic Philanthropic Innovations, Inc.

Speakers: Matthew Bruce, Executive Director, Chicagoland Workforce Funder Alliance

Patricia Jenny, Vice President for Grants, The New York Community Trust

Shawna Trager, Executive Director, New York Alliance for Careers in Healthcare

This session will focus on the key components of creating a strong collaborative. Discussion topics will include determining a collaborative mission, targeting workforce demographics served by the collaborative, identifying stakeholders and engaging them in the collaborative's formative process, and determining the collaborative's structure and potential funders.

2. ANCHOR INSTITUTIONS' SECTOR-BASED WORKFORCE DEVELOPMENT STRATEGIES

CONSTELLATION D

FACILITATOR: **Walter Wright**, Program Manager for Economic Inclusion, Levin College of Urban Affairs, Cleveland State University

SPEAKERS: **Sheila Ireland**, Director, West Philadelphia Skills Initiative, University City District
Chelsea Mills, Director of Business Services, Towards Employment

Debbi Perkul, Senior Workforce Development Professional, University Hospitals of Cleveland

Sarah Steltz, Associate Director, University & Community Partnerships, Drexel University

The anchor institution strategy for workforce development (WD) projects is showing some very positive results in neighborhood stabilization and development. This session will address a number of questions including: How does this strategy fit in with the broader regional efforts of National Fund sites? How does the anchor institution strategy fit with the sector-based strategy? What does a hyper-local WD program look like; what is the scale, the results, the impact; and how can it grow to increase impact in neighborhoods and be replicated across a region or a sector? Learn about two anchor institution initiatives in Philadelphia and Cleveland—and about various barriers, lessons learned, and opportunities for other cities.

3. APPRENTICESHIPS: PROPOSED STRATEGIES FOR EXPANSION

CONSTELLATION F

FACILITATOR: **Stephen Tucker**, Director of Industry Partnerships, Partners for a Competitive Workforce

SPEAKERS: **Laura Chenven**, Director, Healthcare Career Advancement Program (H-CAP)

Marie Downey, Founder and Executive Director, Boston Education, Skills & Training (BEST Corp.)

Amanda Duncan, Vice President and Chief Business Development Officer, Workforce Alliance of South Central Kansas

With its American Apprenticeship Initiative (AAI), the U.S. Department of Labor is pushing hard to increase the value and availability of apprenticeships for both employers and workers. But how will AAI leaders accomplish this mission? In this workshop, three communities that are applying for AAI grants will reveal their strategies for expanding American apprenticeships.

4. DOES YOUR COMMUNITY NEED I.T. WORKERS?

COLUMBIA

FACILITATOR: **Abby Snay**, Executive Director, Jewish Vocational Services, San Francisco

SPEAKERS: **Seth Etter**, Application Developer, BalancedComp and Co-Founder, devICT

Gretchen Koch, Executive Director, Workforce Development Strategies, CompTIA

This workshop will provide data on the national demand for IT workers including which specific occupations are most in demand. It will also provide some examples of how communities are responding to this employer demand.

5. PUTTING SERVICE AND PERFORMANCE DATA TO WORK IN YOUR REGION: THE WORKFORCE BENCHMARKING NETWORK

FREDERICK

FACILITATOR: Taryn MacFarlane, Vice President, Business & Community Innovations, Corporation for a Skilled Workforce

SPEAKERS: Linda Dworak, Director, Baltimore Workforce Funders Collaborative, Association of Baltimore Area Grantmakers

Joel Luedtke, Senior Program Officer, The Jay & Rose Phillips Family Foundation of Minnesota

The Workforce Benchmarking Network (WBN) connects community-based organizations providing workforce development services around the country—along with public and private funders and other intermediaries—in order to support better results for jobseekers, employers, and communities. WBN does this by ensuring that quality data about program services and outcomes is available, and by building the field's capacity to use that data to create more effective programs and policies. Join funding collaborative representatives from Baltimore and the Twin Cities to learn more about how they have put data to work through WBN, as well as how your region can become involved.

6. THE FUTURE OF HEALTH CARE AND THE IMPLICATIONS FOR ORGANIZATIONS, PARTNERSHIPS, AND PHILANTHROPY

CONSTELLATION E



FACILITATOR: Larry Beck, Past President/Advisor, Good Samaritan Hospital of Maryland

SPEAKERS: Amy Goble, Vice President, Health Career Center, American Hospital Association

Dawn Rose, Executive Director, American Society for Healthcare Human Resources Administration (ASHHRA)

Martha Ross, Fellow, Metropolitan Policy Program, Brookings Institution

In this interactive session you will hear about the ever-evolving implementation of the Affordable Care Act and the workforce implications across the continuum of care, especially to the frontline worker. Panelists will discuss current and emerging workforce shortages, emerging roles, and changes in role definitions, as well as provide their recommendations for bridging the gap between workforce supply and demand, including the need for new skillsets. Ample time will be provided for discussion and Q&A.

7. REIMAGINING THE TRANSPORTATION, DISTRIBUTION, AND LOGISTICS (TDL) WORKFORCE

ANNAPOLIS/BALTIMORE



FACILITATOR: Steve Quimby, Principal, Steve Quimby Consulting

SPEAKERS: Regina Barboza, Program Director, CareerWorks: Greater Newark Workforce Funders Collaborative

Tammy L. Marcase, Director of Workforce Development and Training, The Manufacturers' Association

The Transportation, Distribution, and Logistics (TDL) industry is projected to grow at a rapid pace over the next ten years. As the industry has grown, the occupations and skills requirements have diversified and increased. Recently, Jobs for the Future was awarded a \$3 million grant from the Walmart Foundation to increase access to middle-skill jobs in the TDL sector. Jobs for the Future then awarded grants to 10 National Fund collaboratives to participate in its Delivering the TDL Workforce initiative. Come hear from a number of TDL grantees about how they are meeting the industry requirements for an upskilled workforce.

8. NEW SKILLS AT WORK: PROGRESS TO DATE

CHESAPEAKE

FACILITATOR: Michelle Henry, Vice President, JPMorgan Chase & Co.

SPEAKERS: Peter Beard, Senior Vice President, Regional Workforce Development, Greater Houston Partnership

David Garza, Executive Director, Henry Street Settlement

Courtney Howard Hodapp, Vice President, Global Philanthropy, Ohio, JPMorgan Chase & Co.

JPMorgan Chase & Co. is investing \$250 million over five years in New Skills at Work, a global workforce readiness and demand-driven training initiative. As part of the initiative, JPMorgan Chase & Co. is working with Jobs for the Future to develop a series of skills gap reports that provide labor market information and intelligence about well-paying middle-skill jobs in a number of cities. This session will present an overview of the initiative and highlight findings from the reports, as well as strategies that are emerging from their release.

4:00–4:15PM

BREAK

CONSTELLATION FOYER

4:15–5:00PM

SPECIAL GUESTS: STUDENTS FROM TRAINING PROGRAMS

CONSTELLATION AB

SPONSORED BY THE W.K. KELLOGG FOUNDATION

FACILITATOR: Denise Cherenfant, Associate Director, Nursing Programs, 1199SEIU Training and Upgrading Fund

SPEAKERS: Margarida Jurgensen, Room Attendant, Ritz-Carlton Hotel and Graduate, BEST Corp. Hospitality Training Center

Candice M. King, Assistant Laboratory Animal Technician, Johns Hopkins School of Medicine and Graduate, BioTechnical Institute of Maryland, Inc.

Graduates from training programs supported by the National Fund will talk about their experiences, including how these programs prepared them to obtain employment and what they have learned since being hired.

6:00–9:00PM

RECEPTION: SUNSET CRUISE ON THE INNER HARBOR

Join us for a cruise on the *Spirit of Baltimore!* The boat will open at 6:00 p.m. and leave the dock by 6:45 p.m., so please make sure you are on board no later than 6:30 p.m. to ensure a timely departure. The boat will return to the dock around 8:30 p.m.

The *Spirit of Baltimore* is located across from the Hyatt at 561 Light Street, adjacent to the Maryland Science Center.

THURSDAY, JUNE 18TH



Business Leaders United
for Workforce Partnerships

EMPLOYER-FOCUSED DAY

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS

| | | |
|---|--|---------------------|
| 7:00–8:15AM | BREAKFAST AND REGISTRATION | CONSTELLATION FOYER |
| 8:15–9:15AM | WELCOME AND INTRODUCTION TO THE DAY | CONSTELLATION AB |
| <ul style="list-style-type: none">› Welcome from Business Leaders United<ul style="list-style-type: none">» Michael Tamasi, Chairman, Business Leaders United and President and CEO, AccuRounds | | |
| <h3>PRESENTATION OF THE PARTNERS COUNCIL AWARD FOR EXEMPLARY INDUSTRY PARTNERSHIP</h3> <ul style="list-style-type: none">› Pittsburgh Works Materials Science Industry Partnership› Baltimore Alliance for Careers in Healthcare | | |
| 9:15–9:30AM | REMARKS FROM PAMELA PAULK | CONSTELLATION AB |
| | Pamela Paulk, President, Johns Hopkins Medicine International | |
| 9:30–10:30AM | CAREERSTAT 2015 FRONTLINE WORKER CHAMPIONS RECOGNITION | CONSTELLATION AB |
| | FACILITATOR: Joyce McDanel, Vice President, Human Resources & Education, UnityPoint Health—Des Moines | |
| | SPEAKERS: Elisabeth Klar, Director, Employee Development, Cleveland Clinic | |
| | Deborah Rowe, Vice President, Genesis HealthCare | |
| | MJ Ryan, Workforce Development Director, Partners HealthCare | |
| | CareerSTAT is proud to pay tribute to hospitals and health care organizations that are being recognized as part of this year's annual CareerSTAT Frontline Health Care Worker Champions program. Frontline Worker Champions invest in the career development of their frontline staff by supporting their education and training. They also build internal career pathways and provide coaching and mentoring to guide workers to the career that best fits their skills and ambitions. <i>See pages 36–37 of your program book for more information on each employer.</i> | |
| 10:30–10:45AM | BREAK | |

10:45AM—
12:15PM

WORKSHOPS ROUND II



1. CHARACTERISTICS OF AN EFFECTIVE INDUSTRY PARTNERSHIP

COLUMBIA

FACILITATOR: Stacey Jarrett Wagner, Principal, JarrettWagner Group, LLC

SPEAKERS: Cynthia Shields, Pittsburgh Works Site Director, Three Rivers Workforce Investment Board

Laura Spada, Executive Director, Baltimore Alliance for Careers in Healthcare

Organizing an industry partnership requires reaching out to many firms and organizations, asking the right questions, and motivating employers to participate in sharing information about their business practices, their technology, and their evolving occupations. This session will discuss how high-quality partnerships are developed and sustained. The recipients of the Partners Council Award for Exemplary Industry Partnership will be featured in the discussion.



2. CAN APPRENTICESHIPS WORK FOR YOU?

CONSTELLATION C

FACILITATOR: Susan Crane, Executive Director, SkillUp Washington

SPEAKERS: Brandon Spence, Apprenticeship Consultant, Division of Economic Development and Workforce Competitiveness, South Carolina Technical College System

William Weier, Director, Human Resources, Fives Machining Systems, Inc.

Can apprenticeships work for non-manufacturers? What about for smaller employers? This workshop will draw upon the experiences of apprenticeship proponents and consider the value of apprenticeships for employers that do not traditionally use them.



3. THE BUSINESS IMPACT OF FRONTLINE HEALTH CARE WORKFORCE DEVELOPMENT: EXAMPLES FROM THE FIELD

CONSTELLATION D

FACILITATOR: Jan Hunter, CareerSTAT Director, National Fund for Workforce Solutions

SPEAKERS: Jennifer Skinner, Director of Organizational Effectiveness, TriHealth

Devon Winey, Principal, Mt. Auburn Associates

This session will describe strategies for investing in frontline health care workers and how two hospitals embarked on a mission to measure the business impact of the dollars they have invested. You will learn about their research approach; the metrics they identified as critical; and their challenges, outcomes, and lessons learned.



4. HOLDING EDUCATION AND TRAINING PROVIDERS ACCOUNTABLE

FREDERICK

FACILITATOR: Steve Quimby, Principal, Steve Quimby Consulting

SPEAKERS: Eddie Clayton, Senior Labor Consultant, Southern Company

Phil Johnston, Vice President of Engineering, Mercedes-Benz U.S. International, Inc.

Rachel Rounsville, Workforce Development Manager, Jacobs Engineering

Employers are often dissatisfied with the quality of students produced by community colleges and other education and training providers. This session will provide two real-life examples of businesses holding education and training providers accountable for producing higher quality training that meets industry needs.

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS





5. UPSKILL AMERICA: LESSONS FROM THE FIELD

CONSTELLATION E

FACILITATOR: Julian Alssid, Chief Workforce Strategist, College for America

SPEAKERS: Kerry Gumm, Director of Talent Acquisition and Diversity and Inclusion, Principal Financial Group

Sandra Koblas, Director of Human Resources, Austal USA

Lisa Schumacher, Director, Education Strategies, McDonald's Corporation

This workshop will highlight the efforts of three employers that participated in the White House UpSkill America Summit in April 2015. Leading employers will talk about how their companies are advancing the careers and lives of working adults while developing a thriving workforce. The panelists will also discuss their companies' roles in this new national effort. Julian Alssid from College for America, a featured speaker at the Summit, will moderate the panel.



6. THE GENESIS MOVEMENT

ANNAPOLIS

FACILITATOR: David Boulay, President, Illinois Manufacturing Excellence Center (IMEC)

SPEAKERS: Matthew Bruce, Executive Director, Chicagoland Workforce Funder Alliance

Bob Greaney, General Manager, Rota Skipper

This session focuses on a new manufacturing initiative in the Chicago region called The Genesis Movement. Led by the Illinois Manufacturing Excellence Center (IMEC), The Genesis Movement is designed to work directly with manufacturers to improve their business practices in ways that benefit both their frontline workers and their overall business. IMEC and Genesis companies will discuss how they work together on business-practice change, what they have learned, and where the initiative is going from here.



7. ADDRESSING COMPETITIVE CHALLENGES WITH NEW SKILLS

BALTIMORE

FACILITATOR: Scott Ellsworth, Director, Business Leaders United

SPEAKERS: Steven Tamasi, Owner & CEO, Boston Centerless

Joe Wesley, Director of Strategic Workforce Development, Wegmans Food Markets

Employers of all sizes and industries are strongly interested in the flexibility of their workforce. A more agile workforce is a more productive workforce, and adaptable employees are better positioned to move up within the company and improve their own financial situation. However, cross-training creates a challenge for companies and employees in tracking which skills they are proficient in, which skills they need or want to be trained on, how to move up in the organization, and how to pay for these new skills. Join two leading employers as we discuss their creative and simple solutions to these problems, which include skills matrices, pay schedules, and other tools to visually track the skills base of their workforce and thereby increase its flexibility.

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8. TECHHIRE: A NEW WORKFORCE MODEL FOR I.T.

CONSTELLATION F

FACILITATOR: Tyra Mariani, Managing Partner, Opportunity@Work

SPEAKERS: Rider Rodriguez, Director of Sector Strategies, KentuckianaWorks

Kristen Titus, Founding Director, NYC Tech Talent Pipeline

More than 20 communities have already joined TechHire, President Obama's new initiative aimed at preparing more American workers for careers in IT. How are TechHire partners planning to meet the goals of the initiative, which include expanding openness to non-traditional hiring in IT, scaling up fast training models, and building local leadership? To find out, come hear the two TechHire partners featured in this workshop.



9. WHAT DO ALL THESE CREDENTIALS MEAN?

CHESAPEAKE A

FACILITATOR: Mary V.L. Wright, Senior Director, Building Economic Opportunity, Jobs for the Future

SPEAKERS: Chris Guidry, Director, Workforce Client Partnerships, ACT

Gretchen Koch, Executive Director, Workforce Development Strategies, CompTIA

Leo Reddy, Chairman and CEO, Manufacturing Skill Standards Council

Are education and training credentials valuable? How do you pick the credentials that are most valuable to your industry? This workshop will explore how your firm can work with other employers to identify the right credentials—and drive educational institutions and training providers to use them.



10. THE FUTURE OF WORK: CONSIDERATIONS FOR MILLENNIALS AND THE EMPLOYERS THAT SEEK THEIR TALENT

CHESAPEAKE B

FACILITATOR: Lou Miceli, Executive Director, JobsFirstNYC

SPEAKERS: Russ Cusick, Chief People Officer, North America, Swiss Post Solutions

Alan Momeyer, Vice President, Human Resources, Loews Corporation

Martha Ross, Fellow, Metropolitan Policy Program, Brookings Institution

Rick Smith, President, The Pinkerton Foundation

In a rapidly changing global economy, the rules of what it means to be ready, willing, and able to engage in the labor market are being wholly rewritten. Where the jobs are, how young people may access them, and what factors lead to successful productivity among these workers are a pressing concern for businesses and local workforce systems. This workshop will explore the most compelling attributes of current and emerging talent as leaders in business strive to engage and harness the economic potential of the millennial generation. Major economic trends—where jobs are now and where they will emerge in the near future—will be considered in the context of the challenges in grooming and supporting young talent in the workplace.

12:15–1:15PM

LUNCH

CONSTELLATION AB

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS



1:15–1:30PM

YOUNG ADULT EMPLOYER CHAMPIONS

CONSTELLATION AB

The National Fund will recognize companies that were selected as Young Adult Employer Champions. These exemplary employers are being honored because they proactively recruit and hire young adults. *See pages 30–31 of your program book for more information about these employers.*

- › AgustaWestland
- › PTR Baler and Compactor
- › Carey-Floyd Manufacturing
- › Sinai Hospital/LifeBridge Health
- › Keats Manufacturing Company
- › Starwood Hotels & Resorts Worldwide
- › Mallory Industries, Inc.
- › Suffolk Construction
- › OpenSquare
- › Swiss Post Solutions, Inc.
- › Pointe Precision, Inc.

1:30–2:30PM

THE IDEA-DRIVEN ORGANIZATION

CONSTELLATION AB

SPONSORED BY JPMORGAN CHASE & CO.

Alan Robinson, Professor, Isenberg School of Management at the University of Massachusetts

Dr. Alan Robinson, best-selling author of *The Idea-Driven Organization: Unlocking the Power in Bottom-Up Ideas* will discuss high-performing idea processes, how they work, and the benefits you and your organization can expect from them. This talk will enable you to leverage the single most powerful source of growth and innovation in your organizations: frontline workers who interact with your customers, make your products, and provide your services.

2:30–2:45PM

BREAK

2:45–4:15PM

WORKSHOPS ROUND III



1. BUILDING PRODUCTIVE RELATIONSHIPS WITH TRAINING PROVIDERS

FREDERICK

FACILITATOR: Abby Snay, Executive Director, Jewish Vocational Services, San Francisco

SPEAKERS: Margaret Baran, Executive Director, Homebridge

Dwight Lavender, Regional Director of Executive Talent, Macy's

Cheryl Neiheisel, Vice President, Human Resources, Richard Industries

Working with training providers such as community colleges or community-based organizations can be an effective way to identify new hires or upskill current employees. However, it can also be challenging to figure out where to start or how to structure a partnership that works well for the business, the training provider, and the training participant. This session will utilize a case study approach to highlight strategies that have worked well for building productive training partnerships.

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS





2. CORE PRINCIPLES FOR RETAINING ENTRY-LEVEL WORKERS

ANNAPOLIS

FACILITATOR: Peter Strange, Chairman Emeritus, Messer, Inc.

SPEAKERS: Tony Bohn, System Vice President & Chief Human Resources Officer, Norton Healthcare

Karl Robinson, President, R&R Transportation, Inc.

This workshop will provide examples of how businesses have improved productivity, created better career ladders, fostered employee loyalty, and boosted employee morale—all by investing in their workers.



3. DOING WELL AND DOING GOOD

CONSTELLATION C

FACILITATOR: Mark Popovich, Vice President for Program, The Hitachi Foundation

SPEAKER: Mike Mandina, President, Optimax Systems, Inc.

After working with sector organizations and business leaders, the Hitachi Foundation reported on practices supporting outstanding business success and significant earnings gains and career advancement for frontline workers. These strategies encompassed interrelated innovations in products, processes, and human resources. This workshop features a firm that was included in the research, which will adroitly illustrate the strategies and how they are developed and implemented.



4. BUILDING A TALENT PIPELINE FOR THE FUTURE

COLUMBIA

FACILITATOR: Stacey Jarrett Wagner, Principal, JarrettWagner Group, LLC

SPEAKERS: Michael Kenig, Vice Chairman, Holder Construction Company

Angel Piñeiro, Senior Vice President, ASI System Integrations, Inc.

Alissa Russelburg, Training Specialist, Continuous Improvement Team, Bridgestone Americas Agriculture

Employers often wait until they need new employees before they begin to think about who to hire. Unfortunately, this “band-aid” approach has large opportunity costs, creating a cycle of dysfunction that perpetually hinders business growth and productivity. How can this cycle be stopped? Two employers talk about the strategies they use to build talent pipelines. For them, it’s not just about the hiring process. It’s about systemically institutionalizing a real pipeline of skilled employees who fit with what the business needs and when it needs it. And while their strategies are company-specific, they are not size-specific. Small and large businesses alike can find benefit in their models.

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS





5. HOW TO TRANSFORM YOUR ORGANIZATION INTO AN IDEA-DRIVEN ORGANIZATION

CONSTELLATION D

FACILITATOR: Navjeet Singh, Deputy Director, National Fund for Workforce Solutions

SPEAKER: Alan Robinson, Professor, Isenberg School of Management at the University of Massachusetts

Author Alan Robinson will lead an interactive session on how the best leaders and managers get and implement large numbers of useful ideas from their frontline employees. These workers see a great many problems and opportunities that their managers don't. They have enormous numbers of good ideas to save money or time; make their jobs easier; reduce environmental impact; improve productivity, quality, or the customer experience; or make the company better in some other way. Their ideas are a tremendous resource that most organizations ignore. As Dr. Robinson will explain, some eighty percent of an organization's potential for improvement lies in frontline ideas. When managers gain the ability to implement twenty, fifty, or even a hundred ideas per person per year, *everything changes*.



6. INDUSTRY PARTNERSHIPS: FROM EMPLOYER PARTICIPANTS TO EMPLOYER LEADERS

BALTIMORE

FACILITATOR: Scott Ellsworth, Director, Business Leaders United

SPEAKERS: Frank Cettina, Vice President of Operations, Computer Components Corp.

Victoria Myers, Director, Administration, Piasecki Aircraft Corporation

Troubleshooting your industry partnership often comes down to making sure that employers' voices are consistently being heard. In this workshop, two employers will offer advice on how to transform employer participation into true employer leadership.



7. CONNECTING FORMERLY INCARCERATED INDIVIDUALS TO JOBS

CONSTELLATION E

FACILITATOR: Barbara Endel, Senior Director, Building Economic Opportunity, Jobs for the Future

SPEAKERS: Erick Ajax, Vice President and Co-Owner, E.J. Ajax and Sons

Justin Archer Burch, Community Development Program Associate, Foundation for the Mid South

Pat Steele, Site Director, Central Iowa Works

Working for a living has never been harder, especially for formerly incarcerated individuals trying to transition into today's economy. Reports indicate that there are between 12 and 14 million formerly incarcerated of working age, with many experiencing limited job prospects. What can we do? This session will focus on identifying the most relevant career pathways, crucial support services, key community- and justice-system-based partnerships, and promising employer engagement strategies. This session is designed to provide strategies and tips for better serving communities and employers, and for ensuring everyone has the opportunity to realize long-term financial stability.

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS





8. EXPANDING JOB ACCESS AND RAISING THE FLOOR: STRATEGIES FOR DEVELOPING HIGH-ROAD EMPLOYERS

CHESAPEAKE A

FACILITATOR: Eli Allen, Director of Retrofit Baltimore and New Initiatives, Baltimore Center for Green Careers

SPEAKERS: Chaz Branch, BPI Auditor, EcoMize USA, LLC

Greg Richards, President, EcoMize USA, LLC

This workshop will explore the Civic Works Baltimore Center for Green Careers (BCGC) model for expanding access to quality jobs and developing high-road employers. BCGC helps workers qualify for in-demand careers by providing industry-recognized certifications, on-the-job training, and case management services. BCGC helps businesses raise the quality of and expand access to their entry-level positions by committing them to equitable hiring and employment standards. In exchange, BCGC helps grow these businesses by marketing them as socially responsible and driving consumer demand to them. One of the participating employers will share their perspective on investing in frontline workers and prioritizing job quality as smart business decisions.



9. UNITYPOINT HEALTH, A CASE STUDY

CONSTELLATION F

FACILITATOR: Jan Hunter, CareerSTAT Director, National Fund for Workforce Solutions

SPEAKERS: Joyce McDaniel, Vice President, Human Resources & Education, UnityPoint Health—Des Moines

Randall Wilson, Senior Research Manager, Building Economic Opportunity, Jobs for the Future

In response to the Affordable Care Act (ACA), UnityPoint Health created an ambitious, system-wide, multi-disciplinary approach to implement changes in their model of care, including a strategy to grow, develop, and retain their frontline workforce. Their objective is to ensure that employees can thrive in any health care setting. UnityPoint Health will share their progress on this multi-year initiative and how they are ensuring alignment with business strategies. Learn how they are engaging their leaders, staff, and health care collaborative to move forward. Findings from the CareerSTAT case study of UnityPoint Health's approach will also be presented.



10. YOUNG ADULT EMPLOYER CHAMPIONS

CHESAPEAKE B

FACILITATOR: Terry Grobe, Director, Pathways Through Postsecondary, Jobs for the Future

SPEAKERS: Brent Ford, Director, Human Resources, PTR Baler & Compactor

Michelle Naggar, Vice President, Social Responsibility, Starwood Hotels & Resorts Worldwide, Inc.

Paul Ortega, National Director of Training and Organizational Development, Swiss Post Solutions

You will hear from three of the employers that the National Fund recognized as Young Adult Employer Champions. These employers proactively recruit, hire, and retain young adults for their business. They will share stories, business practices, and lessons learned from their efforts to work with young adults.

THIS DAY IS CO-SPONSORED BY BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS



| | | |
|--------------------|--|---------------------|
| 4:15–4:30PM | BREAK | CONSTELLATION FOYER |
| 4:30–5:30PM | REMARKS FROM DREW GREENBLATT | CONSTELLATION AB |
| | SPONSORED BY THE HITACHI FOUNDATION | |

Drew Greenblatt, President, Marlin Steel Wire Products

The CEO of Baltimore-based Marlin Steel will describe how he and his workforce transformed Marlin Steel into a highly competitive manufacturer through a new business model and smart investments in skills.

| | |
|---------------|----------------|
| 5:30PM | ADJOURN |
|---------------|----------------|

THANK YOU



Business Leaders United
for Workforce Partnerships

FOR CO-SPONSORING THE EMPLOYER-FOCUSED DAY

FRIDAY, JUNE 19TH

| | | |
|---------------|--|---------------------|
| 7:30–8:30AM | BREAKFAST | CONSTELLATION FOYER |
| 8:30–9:00AM | WELCOME AND PRESENTATION OF THE INVESTOR COMMITTEE AWARD FOR SYSTEMS CHANGE | CONSTELLATION AB |
| | <ul style="list-style-type: none">› CareerWorks: Greater Newark Workforce Funders Collaborative› Mississippi Delta Workforce Funding Collaborative | |
| 9:00–10:00AM | WHAT WE ARE LEARNING ABOUT YOUNG ADULT PATHWAYS TO EMPLOYMENT SPONSORED BY THE ANNIE E. CASEY FOUNDATION FACILITATOR: Gina Burkhardt, President and CEO, Jobs for the Future SPEAKERS: Crystal Bridgeman, Senior Director of Workforce Development Programs, Siemens Foundation Abigail Carlton, Associate Director, Secure Livelihoods, The Rockefeller Foundation Allison Gerber, Senior Associate, The Annie E. Casey Foundation Attendees will hear from three foundations actively considering new and/or additional investments in the career development of young adults. They will explain what they have learned in the process of reviewing the state of young adult workforce development. | CONSTELLATION AB |
| 10:00–10:15AM | BREAK | |
| 10:15–11:45AM | WORKSHOPS ROUND IV | |
| | 1. DEVELOPING AND EXECUTING A SYSTEMS CHANGE AGENDA FACILITATOR: Lisa Soricone, Senior Research Manager, Building Economic Opportunity, Jobs for the Future SPEAKERS: Regina Barboza, Program Director, CareerWorks: Greater Newark Workforce Funders Collaborative Justin Archer Burch, Community Development Program Associate, Foundation for the Mid South This session will feature National Fund award winners for exemplary practices in generating systems change and will focus on the key factors that must be taken into account in developing a systems change strategy. What reforms are important to generating greater impact? Where are the opportunities for system improvement? Who are the potential leaders of this effort? What are the challenges to success? | COLUMBIA |



2. WHY “7,500 SERVED” DOESN’T MATTER: COMMUNICATING IMPACT AND TARGETING AUDIENCE IN WORKFORCE DEVELOPMENT

CHESAPEAKE

FACILITATOR: Hoa Pham, Program Manager, Job Opportunity Investment Network

SPEAKERS: Craig Demchak, Director of Marketing and Communications, The Harry and Jeanette Weinberg Foundation, Inc.

Binoli Dua, Senior Account Executive, Anthology Communications

Mark Popovich, Vice President for Program, The Hitachi Foundation

As even communications pros struggle with explaining the impact of their work and communicating why it matters to different audiences, this session will introduce marketing theory, best practices, and tools for effectively using data and personal narrative to demonstrate the impact of your work. For instance, while “7,500 served” doesn’t matter, “7,500 formerly unemployed individuals now working and contributing to their families and communities” does. Participants in this session will have the opportunity to work with peers and experts to craft their own messaging strategy targeted at specific audiences in philanthropy, business, or press media for further refinement after the conference.



3. HOW TO WORK WITH EMPLOYERS TO SECURE BETTER SKILLS AND BETTER JOBS

CONSTELLATION C

FACILITATOR: Steven Dawson, Strategic Advisor, Paraprofessional Healthcare Institute (PHI)

SPEAKERS: Marci Hunn, Program Director, Workforce Development, The Harry and Jeanette Weinberg Foundation, Inc.

Peter Strange, Chairman Emeritus, Messer Inc.

Jodi Sturgeon, President, Paraprofessional Healthcare Institute (PHI)

Shawna Trager, Executive Director, New York Alliance for Careers in Healthcare

Janice Urbanik, Executive Director, Partners for a Competitive Workforce,
United Way of Greater Cincinnati

This session will explore how regional collaboratives have partnered with employers and workforce intermediaries to help develop job-quality initiatives benefiting the frontline employee, the employer, and the regional economy. Two partnerships will be highlighted: the PHI-designed employer-based Homecare Aide Worker Initiative (HAWI) in New York City supported by the New York Alliance for Careers in Health (NYACH) with lead funding from the Harry and Jeanette Weinberg Foundation, and new job-quality initiatives undertaken by Cincinnati-based Partners for a Competitive Workforce.

4. DC UPDATE: THE 2016 BUDGET FOR SKILLS AND THE WIOA REGULATIONS

CONSTELLATION D

FACILITATOR: Maria Flynn, Senior Vice President, Jobs for the Future

SPEAKERS: Mary Gardner Clagett, Director, National Workforce Policy, Jobs for the Future

Kermit Kaleba, Federal Policy Director, National Skills Coalition

Policy representatives from the National Skills Coalition and Jobs for the Future will provide the latest information on the dynamic between the President and Congress on fiscal priorities, where the U.S. Department of Labor stands in implementing the Workforce Innovation and Opportunity Act (WIOA) regulations, and other federal policies related to workforce development.



5. ENGAGING YOUNG ADULTS IN SECTORAL WORKFORCE DEVELOPMENT STRATEGIES: LESSONS FROM THE YOUTH/INDUSTRY PARTNERSHIP INITIATIVE (YIPI)

ANNAPOLIS/BALTIMORE

FACILITATOR: Adria Steinberg, Vice President, Building Educational Pathways for Youth, Jobs for the Future

SPEAKERS: Sam DeCarlo, Supervisor of Workforce Development, Our Piece of the Pie, Inc.

Jason Petrait, Program Administrator, South Seattle College

Don Sands, Executive Director, X-Cel Education

This session will explore key learnings, outcomes, and recommendations from the Youth/Industry Partnership Initiative (YIPI), a joint initiative of Jobs for the Future and the National Fund, which focuses on gaining a deeper understanding of the potential roles of employer partnerships in helping to connect low-income young adults to good careers and employers to skilled young workers. Learn about specific strategies being used in Boston, Hartford, and Seattle for innovative outreach to young adults, ongoing wraparound supports for youth, and engaging and partnering with strong community technical training programs.

6. HOSPITALITY INDUSTRY PARTNERSHIPS: MAKING THEM WORK FOR YOU

FREDERICK

FACILITATOR: Loh-Sze Leung, Principal, Leung Consulting

SPEAKERS: Shawna Gemmell, Regional Director, Human Resources, Fairmont Copley Plaza Hotel

James Mallios, Owner, Amali Restaurant and Steering Committee Member, Restaurants Advancing Industry Standards in Employment (RAISE)

Roxana Tynan, Executive Director, Los Angeles Alliance for a New Economy (LAANE)

Organizing industry partnerships and career pathway programs with hotels, restaurants, convention centers, and sports venues can be challenging. This workshop will provide examples of success in different parts of the hospitality sector and encourage the development of new ideas and strategies that connect workforce development with economic development and community organizing. In this moderated discussion, session presenters will provide an overview of different approaches to organizing industry partnerships that provide training and improve jobs for hospitality sector workers, including apprenticeships, labor-management partnerships, employer organizing, and negotiating community benefits agreements.

7. PREPARING WOMEN FOR CAREERS: LEVERAGING FEDERAL HIGHWAY FUNDS

CONSTELLATION E

FACILITATOR: Latifa Lyles, Director, Women's Bureau, U.S. Department of Labor

SPEAKERS: Ariane Hegewisch, Study Director, Institute for Women's Policy Research

Bryna Helfer, Deputy Assistant Secretary, Public Engagement, U.S. Department of Transportation

This workshop will explore the barriers related to the employment of women in the transportation industry that result from skills deficits and a lack of exposure. We will discuss how federal dollars can be used to increase diversity by improving the recruitment and retention of women in occupations related to transportation. This workshop will also share findings from a new report highlighting examples of how two states, Maryland and Oregon, are using federal highway funding to improve diversity in transportation-related industries.

8. STATE INDUSTRY SECTOR INVESTMENT INITIATIVES

CONSTELLATION F

FACILITATOR: Stephen Herzenberg, Executive Director, Keystone Research Center

SPEAKERS: Aaron R. Fichtner, Deputy Commissioner, New Jersey Department of Labor and Workforce Development

Mary Keller, Grant Advisor, Division of Workforce Development and Adult Learning, EARN Maryland

Mark Rice, President, Maritime Applied Physics Corporation

This panel will examine the development and effectiveness of state sector investment initiatives undertaken to address the workforce needs of employers and workers. This workshop builds on the pioneering work of Massachusetts and Pennsylvania, as well as the more recent work of Maryland and a soon-to-be-announced New Jersey initiative. The discussion will also focus on the integration of the National Fund framework with the alignment of newly released federal Workforce Innovation and Opportunity Act (WIOA) funding guidelines. WIOA prioritizes sector work and the development of industry partnerships, which are key elements of the National Fund model.

11:45AM–
12:00PM

BREAK

CONSTELLATION AB

12:00–1:00PM

LOOKING AHEAD: YOUR LEADERSHIP ROLE IN AMERICA'S MAJOR WORKFORCE ISSUES

CONSTELLATION AB

Fred Dedrick, Executive Director, National Fund for Workforce Solutions

1:00PM

ADJOURN



developing solutions

to build a brighter future for children,
families and communities

WWW.AECF.ORG

2015 YOUNG ADULT EMPLOYER CHAMPIONS

The Young Adult Employer Champions recognition program is an annual initiative designed to recognize employers that proactively recruit, hire, and retain young adults for their businesses. As the number of youth disconnected from the workforce continues to rise, the Young Adult Employer Champions recognition program seeks to uncover best practices and to promote examples of employers that provide high-quality jobs and successfully hire and retain young adults. In this first year of the recognition program, the National Fund for Workforce Solutions is proud to recognize eleven employers from across industries and around the country for their investments in their young adult workforce. Please join us for a plenary session on Thursday, June 18th, at 1:15 p.m. to learn more about the program and hear from three of these exemplary employers.

PTR BALER AND COMPACTOR, PHILADELPHIA, PA



Founded in 1907, PTR Baler and Compactor Company is a Port Richmond-based manufacturer specializing in high-volume recycling and waste removal. While PTR Baler has employed Philadelphia's welders, engineers, technicians, and other skilled workers for over a century, it has struggled to find the right employees with the right skills to fill its job openings. To combat this skills shortage, PTR adopted a three-pronged approach to hiring and development.

First, it developed the overall pool of workers by advocating for vocational training and technical certifications as an option for high school graduates alongside a traditional college education and has worked with partners including the Job Opportunity Investment Network (JOIN) to build awareness and support for vocational training. Second, PTR has led and invested directly in local high schools by providing hands-on experience in welding and manufacturing through its student co-op program, which enables seniors from Edison, Randolph, Mastbaum, Ben Franklin, and Mercy Vocational High School to practice their trade in a work setting while also receiving compensation. Finally, PTR innovatively developed its own employees through strategic, up-front investments. By developing its workforce and investing in young adults, PTR has improved its quality and performance while also benefiting its workers.

STARWOOD HOTELS & RESORTS WORLDWIDE, STAMFORD, CT



Starwood Hotels & Resorts Worldwide, Inc. has a rich history of upholding environmental and social standards throughout its network, and a primary focus of Starwood's Global Citizenship strategy is to provide general skills and job readiness training for unemployed and underemployed individuals in its communities. At its Stamford, Connecticut headquarters, Starwood noted a local need for digital media and IT talent and also saw how rising youth unemployment was negatively affecting the community. To combat this trend,

Starwood partnered with the Stamford Mayor's Youth Employment Program and Sacred Heart University to provide high school students with customized training and internships in IT and marketing. Giving young adults a unique learning experience, the approach combined work-based and classroom learning. By working with its community partners, Starwood has been able to expose young workers to the hospitality industry, train them in new skills, and provide a wider perspective to students while simultaneously addressing a pressing need in the local community. In addition, a critical component of Starwood's workforce development commitment includes the continued training and advancement of its own employees. Strengthening its commitment to this goal, Starwood recently joined UpSkill America, a public-private initiative designed to support frontline employees in advancing their careers.

SWISS POST SOLUTIONS, INC., NEW YORK, NY



a Swiss Post company

As a leading innovator in business process outsourcing and as a world-class provider of outsourcing services, Swiss Post Solutions (SPS) works to recruit qualified individuals, develop their talents, and proactively retain top performers for its locations across North America. They are the industry employer of choice, and they proudly boast 98 percent monthly field employee retention. In alignment with strategic development initiatives, SPS has invested more than \$1 million over the last eight years in workforce and skills

development. Its customized training program, the SPS Leadership Academy (LA) has trained over 600 young adults and has supported them throughout the transition into the workforce. The majority of these individuals had been out of work and out of school at the time of their recruitment, and they have now successfully completed the internship programs to become productive employees within the company. Of the 600 LA graduates, 75 percent have remained employed over time, 83 percent of the graduates hired by SPS are still working within the company, and over half have received special recognitions by SPS Leadership. With a culture that prioritizes employee growth, SPS successfully engages and develops potential young adult workers through the deployment of this skills-building and enhancing program.

2015 YOUNG ADULT EMPLOYER CHAMPIONS

AgustaWestland (Philadelphia, PA)

Carey-Floyd Manufacturing (Cromwell, CT)

Keats Manufacturing Company (Wheeling, IL)

Mallory Industries, Inc. (Farmington, CT)

OpenSquare (Seattle, WA)

Pointe Precision, Inc. (Plover, WI)

PTR Baler and Compactor (Philadelphia, PA)

Sinai Hospital/LifeBridge Health (Baltimore, MD)

Starwood Hotels & Resorts Worldwide (Stamford, CT)

Suffolk Construction (Boston, MA)

Swiss Post Solutions, Inc. (New York, NY)

The Young Adult Employer Champions program is generously supported by:  THE ANNIE E. CASEY FOUNDATION

2015 NATIONAL FUND ANNUAL AWARDS

Each year, the National Fund for Workforce Solutions recognizes the exemplary performance of funder collaboratives and industry partnerships—as well as its collaboratives’ achievements in accomplishing systems change. Congratulations to this year’s award recipients!

CHAIR’S AWARD FOR EXEMPLARY COLLABORATIVE

THE CHICAGOLAND WORKFORCE FUNDER ALLIANCE



Photograph courtesy of Calumet Green Manufacturing Partnership

Formed in 2012, the Chicagoland Workforce Funder Alliance (CWFA) is focused on strengthening the Chicagoland regional economy by engaging local, regional, and national funders to pool resources and to collaborate around shared challenges. Focusing on manufacturing and information technology, CWFA with employers and other workforce stakeholders to increase employment and earnings for underprepared workers in the Chicago region by identifying growing markets and aligning public and private resources to overcome regional skills gaps. Committed to building ladders out of low-wage work and raising the floor of low-wage jobs, CWFA is working with new partners like the Illinois Manufacturing Excellence Center (IMEC) and a consortium of worker centers like the Raise the Floor Alliance.

Through projects like IMEC’s Genesis Movement, CWFA is deploying a Better Skills, Better Jobs strategy with dozens of local manufacturers. Operating in multiple growing sectors, the Chicagoland Workforce Funder Alliance has been recognized for its outstanding work in developing relationships with key regional leaders to better develop the skills and jobs of new and incumbent workers.

NEW YORK CITY WORKFORCE INNOVATION FUND AND THE NEW YORK ALLIANCE FOR CAREERS IN HEALTHCARE



Photograph courtesy of The New York Alliance for Careers in Healthcare (NYACH)

The New York City Workforce Innovation Fund (NYC WIF) is a public-private funder collaborative of the NYC Workforce Funders and the NYC Department of Small Business Services, which is now being expanded to other city agencies. The NYC WIF is committed to helping disadvantaged jobseekers and workers obtain and advance in family-sustaining jobs, helping employers meet their labor force needs, and fostering positive change in the NYC workforce system. Focusing on industry and employer engagement, the NYC WIF launched the New York Alliance for Careers in Healthcare (NYACH) to bring together multiple partners in New York City’s health care workforce development system in order to address the industry’s rapidly changing workforce needs.

NYACH’s mission is to build a collaborative and sustainable health care workforce development system in New York City by identifying health care employers’ needs, helping education and training organizations meet those needs, and ensuring that low-income and unemployed New Yorkers have access to viable career opportunities in health care. In addition to collecting and sharing real-time labor market information and convening various workforce and industry stakeholders, NYACH’s initiatives have trained over 900 New Yorkers through innovative and collaborative training models, with over 650 graduates obtaining jobs or promotions.

PARTNERS COUNCIL AWARD FOR EXEMPLARY INDUSTRY PARTNERSHIP

BALTIMORE ALLIANCE FOR CAREERS IN HEALTHCARE



Photograph courtesy of MedStar Good Samaritan Hospital in association with BACH

The Baltimore Alliance for Careers in Healthcare (BACH) is a major collaborative initiative that creates opportunities for low-income residents to pursue health care careers while meeting the urgent employment needs of local health care institutions. BACH, launched in 2005 with support from the Baltimore Workforce Funders Collaborative, brings together 28 partners, including health care employers, government agencies, educational institutions, community organizations, and foundations. These partners work closely with BACH staff to identify effective ways to meet industry employment needs and create new workforce pathways for Baltimoreans. A key focus is providing hands-on coaching for incumbent health care workers. BACH hospital-based coaches work closely with employees to help them take steps

that can lead to higher-paying jobs and improve their job performance while also increasing employee retention rates. Of the 830 frontline health care workers who have received coaching through BACH, 93 percent have stayed employed for at least six months. With support from the State of Maryland's EARN program, BACH recently began coordinating connections between member employers and local nonprofit and faith-based training organizations that enable low-income jobseekers to prepare for and access quality jobs in the sector. In 2014, 171 participants had enrolled in training through the industry partnership.

PITTSBURGH WORKS MATERIALS SCIENCE INDUSTRY PARTNERSHIP



Photograph courtesy of Three Rivers Workforce Investment Board/Pittsburgh Works

Supported by Pittsburgh Works, the Materials Science Industry Partnership (MSIP) seeks to foster a progressive group of materials-related firms to increase the regional industry's capacity and competence for innovation in engineering, science, and technology. The MSIP has focused on difficult-to-find, "innovation" skills, i.e., those addressing company needs for science, engineering, design, and technical talent. Since its creation in 2007, the MSIP has trained over 1,877 individuals in advanced technological skills, providing a critical leverage point to enable industry expansion. The MSIP seeks to nurture innovation within the region by teaching skills related to problem solving, process improvement, and product commercialization.

Aside from training, the MSIP performs other critical functions including: speaking regularly with materials, manufacturing, and technology companies; conducting a "continuous survey" to assess the industry's needs; and sharing best practices among participating firms.

INVESTOR COMMITTEE AWARD FOR SYSTEMS CHANGE

CAREERWORKS: GREATER NEWARK WORKFORCE FUNDERS COLLABORATIVE



Photograph courtesy of CareerWorks: Greater Newark Workforce Funders Collaborative and JVS MetroWest

As the only National Fund for Workforce Solutions regional collaborative in New Jersey, CareerWorks: Greater Newark Workforce Funders Collaborative links and leverages public and private dollars as it taps businesses, civic organizations, and philanthropic stakeholders to develop a sustainable workforce pipeline that advances low-skill workers in northern New Jersey's growth industries. Operating a highly successful industry partnership in health care and developing another partnership in transportation and logistics, CareerWorks has contributed to substantial systems change in both public and private investment in workforce development. Partnering with the region's largest employer, Jersey City Medical Center, CareerWorks has worked to change Jersey City Medical Center's workforce development

practices. This has resulted in a reform in the employer's tuition benefit program: it now assists in covering up-front costs as opposed to reimbursing workers, which has expanded access to training for many lower-wage workers. Additionally, CareerWorks has influenced state policy by encouraging the state of New Jersey to invest public funds into multi-million dollar statewide industry sector initiatives utilizing CareerWorks' and the National Fund's employer-led industry partnership model.

MISSISSIPPI DELTA WORKFORCE FUNDING COLLABORATIVE



The Mississippi Delta Workforce Funding Collaborative (MDWFC) is a partnership of philanthropic, public sector, private sector, and community leaders designed to improve job growth and retention in Mississippi. With key members ranging from the Foundation for the Mid South to the Mississippi Department of Employment Security, the Mississippi Community College Board, South Delta Planning and Development District, Mississippi Economic Policy Center, and Tri-County Workforce Alliance, the collaborative strives to increase the skills and education of unemployed and underemployed residents of Mississippi. In order to best serve the Mississippi region, MDWFC targets key industries including health care, manufacturing and skilled trade, and transportation and logistics. MDWFC has established robust industry

partnerships to collaborate on common solutions to shared challenges and skills gaps. Furthermore, it has championed the creation and implementation of innovative initiatives such as Mississippi Energy Institute's Get on the Grid program, which uses web platforms to provide individuals with real-time labor market information and has links to training providers for high-demand jobs in Mississippi's growing energy and exploration sectors, improvement possibilities for state regulations, and guidelines to better connect ex-offenders to employment opportunities.



The W.K. Kellogg Foundation helps communities build innovative pathways for skills and training that lead to higher paying careers and help families move up the ladder of success.



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CAREERSTAT'S 2015 FRONTLINE HEALTH CARE WORKER CHAMPIONS

The Frontline Health Care Worker Champions recognition program is an annual initiative designed to recognize health care employers that provide substantial skill and career development opportunities for their frontline workers. The program is run by CareerSTAT, a national network of health care leaders promoting investment in the development of frontline workers. In this second year of the recognition program, CareerSTAT is proud to recognize ten health care employers as 2015 Frontline Health Care Worker Champions. Please join us for a plenary session on Thursday, June 18th, at 9:30 a.m. to learn more about the program and hear from three of these exemplary employers.

CLEVELAND CLINIC, CLEVELAND, OH



Photograph courtesy of Cleveland Clinic, Cleveland, OH

As one of the nation's most respected health care institutions and a global leader in health research and education, Cleveland Clinic is a nonprofit multi-specialty academic medical center employing approximately 42,000 employees with more than 25,000 individuals filling frontline positions. Training thousands of employees each year including almost 12,000 workers in 2014, Cleveland Clinic uses various training programs to provide the best development to its caregivers. Some of its most popular programs include the Cleveland Clinic Learning Academy, which uses on-site workshops to provide training in specific professional skills and its School at Work (SAW) program, which is a six-month health care program designed to help frontline caregivers sharpen math, communications, computer, and reading

skills. With a "Patients First" motto, Cleveland Clinic looks to advance the knowledge and skill base of those who connect most directly with the patients: the frontline caregivers.

GENESIS HEALTHCARE, KENNETT SQUARE, PA



Photograph courtesy of Genesis HealthCare, Kennett Square, PA

As one of the nation's largest skilled nursing and rehabilitation therapy providers, Genesis HealthCare employs almost 100,000 workers nationwide and is committed to frontline worker investment. Following its mission to "Grow Our Own," Genesis HealthCare uses multiple programs including its expansive CNA training program, its employee-focused career mapping guides, and its deep community engagement to develop its workforce. As an early leader in workforce development, Genesis HealthCare launched its highly successful Certified Nursing Assistant (CNA) training program in 1999 and has graduated 4,367 workers in its 15-year history. By providing standardized curriculum for CNA courses, on-site training and examination, and candidate recruitment, Genesis HealthCare assists its workers by removing

obstacles to education while also providing opportunities for professional growth. In addition to providing Genesis HealthCare with a consistent pool of talented workers, its training programs define the organization's culture. As CEO George Hager says, "Our employees are the service we provide and the product we deliver. They are our most valuable assets, because they know our health care setting, our patients, and our residents."

PARTNERS HEALTHCARE, BOSTON, MA



Photograph courtesy of Partners HealthCare,
Boston, MA

Employing more than 67,000 health care workers, Partners HealthCare is a Boston-based nonprofit health care system founded by Massachusetts General Hospital and Brigham and Women's Hospital. Comprised of several community and specialty hospitals, a managed care organization, and community health centers, Partners HealthCare offers multiple development programs to its frontline workers including its Online College Preparation Program, which has helped prepare more than 700 workers for advanced education, as well as an innovative new partnership with College for America (CfA) of Southern New Hampshire University, which provides employees with access to free or low-cost online self-paced, competency-based AA and BA degree programs. Having trained more than 2,000 workers since

2007, Partners HealthCare is committed to developing its current and future workforce, because its programs ensure the delivery of high-quality care to its patients while also creating economic opportunity for its employees.



2015 FRONTLINE HEALTH CARE WORKER CHAMPIONS

Cleveland Clinic, Cleveland, OH

East Boston Neighborhood Health Center, Boston, MA

Homebridge, San Francisco, CA

Partners HealthCare, Boston, MA

Penn Medicine, Philadelphia, PA

The League of Voluntary Hospitals and Homes of New York,
New York, NY

Jersey City Medical Center—Barnabas Health, Jersey City, NJ

UnityPoint Health, Des Moines, IA

Genesis HealthCare, Kennett Square, PA

Urban Health Plan, New York, NY

CareerSTAT is generously supported by: **The Joyce Foundation**

NATIONAL FUND INITIATIVES

ANNIE E. CASEY YOUNG ADULT PROJECT



Building upon the Youth/Industry Partnership Initiative (YIPI), the Annie E. Casey Young Adult Project assists National Fund collaboratives in developing effective strategies for moving young adults into good careers. Through the Young Adult Project, multiple National Fund collaboratives receive coaching and technical assistance in using employer-focused industry partnerships to create young adult career development initiatives.

BETTER SKILLS, BETTER JOBS



Through its Better Skills, Better Jobs campaign, funded by the Prudential Foundation, the National Fund is partnering with employers and regional funder collaboratives to foster improvements in employer practices and workforce policies. The initiative will generate numerous examples of employers that invest in their frontline workers and achieve business benefits from those investments. The practices of these exemplary employers will be highlighted and promoted throughout the National Fund partner communities.

BUSINESS LEADERS UNITED FOR WORKFORCE PARTNERSHIPS



Business Leaders United
for Workforce Partnerships

Business Leaders United for Workforce Partnerships (BLU) is an employer-led initiative which communicates to federal policymakers the shared experiences and insights of local businesses focused on closing their communities' skills gaps. Its goal is to elevate the importance of providing adequate resources to develop effective regional talent supply chains. BLU is jointly managed by Skills for America's Future, the National Skills Coalition, and the National Fund for Workforce Solutions.

CAREERSTAT



CareerSTAT is an employer-led national coalition of health care leaders focused on promoting employer investment in the skill and career development of frontline health care workers. An initiative of the National Fund for Workforce Solutions and Jobs for the Future, CareerSTAT is generously funded by The Joyce Foundation.

NEW SKILLS AT WORK

JPMORGAN CHASE & CO.

An unprecedented \$250 million five-year effort to address industry skills gaps, the New Skills at Work initiative is focused on creating regional reports to identify skills gaps in major U.S. metropolitan areas. The National Fund and Jobs for the Future are partnering in the JPMorgan Chase & Co. New Skills at Work initiative.

SOCIAL INNOVATION FUND



The Social Innovation Fund (SIF) partnered with the National Fund to invest in worker skills and their key regional industries using an evidence-based model of substantial employer engagement. Since 2010, SIF awarded the National Fund \$15.7 million, 80 percent of which was subgranted to regional funder collaboratives across the country.

YOUTH/INDUSTRY PARTNERSHIP INITIATIVE (YIPI)

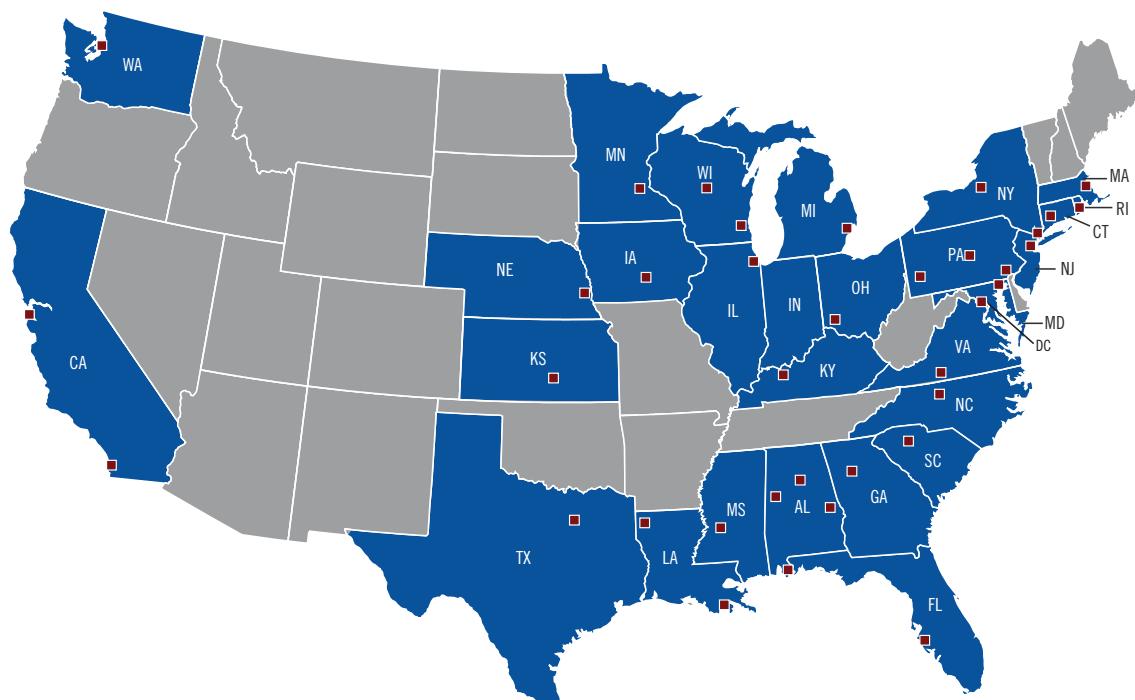


The Youth/Industry Partnership Initiative (YIPI) is a joint initiative between Jobs for the Future and the National Fund focused on developing a deeper understanding of how strong employer engagement can help connect low-income young adults to good careers. Supported by the Rockefeller Foundation, YIPI is investing in six National Fund collaboratives to learn how the relationships and information generated from industry partnerships can lead young adults to successful employment and career advancement.

THE **HITACHI**
FOUNDATION

IS PROUD TO SPONSOR
THE NATIONAL FUND'S
FIFTH ANNUAL MEETING

NATIONAL FUND COLLABORATIVES



ALABAMA

Central Six Development Council (Birmingham)
East Alabama Workforce Investment Network (EAWIN)
Southwest Alabama Workforce Development Council (SAWDC) (Mobile)
West Alabama Works (Tuscaloosa)

CALIFORNIA

San Diego Workforce Partnership
Bay Area Workforce Funding Collaborative (BAWFC)

CONNECTICUT

Workforce Solutions Collaborative of Metro Hartford (WSCMH)

FLORIDA

CareerEdge Funders Collaborative (Bradenton-Sarasota)

GEORGIA

Atlanta CareerRise

ILLINOIS

Chicagoland Workforce Funder Alliance (CWFA)

IOWA

Central Iowa Works (CIW) (Des Moines)

KANSAS

Preparation for Advanced Career Employment System (PACES) (Wichita)

KENTUCKY

WIRED65 Regional Workforce Partners (Greater Louisville)

LOUISIANA

New Orleans Works (NOW)
Workforce Innovations for Northwest Louisiana (WINLA)

MARYLAND

Baltimore Workforce Funders Collaborative (BWFC)

MASSACHUSETTS

SkillWorks: Partners for a Productive Workforce (Greater Boston)

MICHIGAN

Detroit Regional Workforce Fund (DRWF)

MINNESOTA

Minneapolis Saint Paul Regional Workforce Innovation Network (MSPWin)

MISSISSIPPI

Mississippi Delta Workforce Funding Collaborative

NEBRASKA

Heartland Workforce Solutions (HWS) (Omaha)

NEW JERSEY

CareerWorks: Greater Newark Workforce Funders Collaborative

NEW YORK

Work Train (Syracuse)
New York City Workforce Innovation Fund

NORTH CAROLINA

Triad Workforce Solutions Collaborative (Greensboro)

OHIO

Partners for a Competitive Workforce (PCW) (Greater Cincinnati)

PENNSYLVANIA

Job Opportunity Investment Network (JOIN) (Greater Philadelphia/New Jersey)

Central PA Works

Pittsburgh Works

RODE ISLAND

Skill Up Rhode Island

SOUTH CAROLINA

Greenville Region Workforce Collaborative (GRWC) (Greenville)

TEXAS

Pathways to Work (Dallas)

VIRGINIA

Dan River Region Collaborative (DRRC)

WASHINGTON

SkillUp Washington (Seattle)

WASHINGTON, DC

Greater Washington Workforce Development Collaborative

WISCONSIN

Milwaukee Area Workforce Funding Alliance (MAWFA)

Workforce Central (Greater South Wood County Region)

SPEAKER BIOGRAPHIES

ERICK AJAX

Vice President and Co-Owner, E.J. Ajax and Sons

Erick Ajax is the Vice President and Co-Owner of E.J. Ajax, a third-generation company providing innovative metal forming solutions. Seventy-six percent of new hires at E.J. Ajax during 2014 were previously long-term unemployed or underemployed persons. These hires included military veterans, single mothers, first-generation Americans, and youthful offenders.

In addition to a range of other civic positions, Erick is a trustee of the Precision Metal Forming Education Foundation and a board member for “M-Powered,” a sector project involving employers, foundations, Minnesota trade associations, HIRED, Hennepin Technical College, and the National Association of Manufacturers to train entry and incumbent level workers for careers in precision metal forming.

ELI ALLEN

Director of Retrofit Baltimore and New Initiatives, Baltimore Center for Green Careers

Eli co-directs Civic Works' Baltimore Center for Green Careers (BCGC), overseeing its Retrofit Baltimore program, fund development activities, and the creation of new green career initiatives. He launched the Retrofit Baltimore program in 2011, and since then it has become a national leader in developing strategies to ensure that local job creation benefits underserved residents. Prior to starting Retrofit Baltimore, Eli helped design BCGC's Energy Retrofit Installer Training Program and its Energy Retrofit Contractor Development Pilot Project. He is committed to creating a thriving and more inclusive green economy.

JULIAN ALSSID

Chief Workforce Strategist, College for America

Julian L. Alssid is a nationally recognized expert in workforce development innovation and policy. He has over 20 years of experience working with decision makers who seek to grow the economy and create a pipeline of skilled talent. Prior to joining College for America, Julian founded the Workforce Strategy Center, where he advised over 20 states on workforce policy establishing himself as a leader in promoting effective, practical solutions for implementing career pathways initiatives. Julian has also held senior positions in education and workforce development at the New York City Partnership and Chamber of Commerce (now the Partnership for New York City), LaGuardia Community College, and the Office of the Mayor of New York City.

MARGARET BARAN

Executive Director, Homebridge

Margaret Baran is Executive Director of Homebridge in San Francisco/San Mateo. Homebridge is a \$28M non-profit corporation with 475 Home Care Providers and 70 administrative personnel and, since 1994, has provided over 9 million hours of home care services to approximately 14,000 clients. It operates a state-of-the-art training academy that offers a 12-day Basic Training course, specialized trainings, and continuing education to Homebridge employees and independent workers. Homebridge partners with JVS as a training provider for the San Francisco Healthcare Academy, and for years has contracted with JVS to provide Vocational English as a Second Language and job-readiness classes.

REGINA BARBOZA

Program Director, CareerWorks: Greater Newark Workforce Funders Collaborative

Regina Barboza draws upon her expertise in philanthropy, workforce development, advocacy communications, and public relations to strategically engage partners for CareerWorks, New Jersey's only regional collaborative of the National Fund for Workforce Solutions. She is responsible for the day-to-day operations of CareerWorks, which includes: developing RFPs; overseeing the Collaborative's various workforce partnerships; engaging employers within key sectors; analyzing and presenting labor market data to the Funders Group; convening the Funders Group; convening industry roundtables; engaging stakeholders such as educational institutions, trainers, and community-based organizations; marketing; and representing CareerWorks at National Fund conferences.

PETER BEARD

Senior Vice President, Regional Workforce Development, Greater Houston Partnership

Peter Beard serves as Senior Vice President for Regional Workforce Development at the Greater Houston Partnership, whose mission is to make the Houston region the best place to live, work, and build a business. In his role, Peter leads the implementation of the UpSkill Houston initiative.

Previously, Peter served as Senior Vice President for Community Impact at United Way Worldwide in Alexandria, VA. He also worked for the Fannie Mae Foundation in Washington, DC, and served in various executive positions including executive director. Prior to the Fannie Mae Foundation, he served as the general counsel at Habitat for Humanity International in Americus, GA, and was in private legal practice at Semmes, Bowen & Semmes in Baltimore, MD.

Peter received his A.B. in economics from Davidson College (NC) and J.D. (magna cum laude) from Syracuse University College of Law (NY).

LARRY BECK

Past President/Advisor, Good Samaritan Hospital of Maryland

Larry Beck is the past president of Good Samaritan Hospital. He joined in 1990 as a senior vice president, and assumed the role of president in 1994. During his tenure, he led the tremendous growth of the institution, including opening a full-service emergency room; strengthening specialty services in rehabilitation, joint replacement, medical, and surgical services; growing admissions 130 percent; and positioning the organization as one of Maryland's fastest growing hospitals.

His extensive experience in hospital leadership includes positions with Bon Secours, Carroll County General, and Garrett County Memorial. He previously served as the Chair of the CareerSTAT Executive Committee and is a member of professional societies, and he serves on the American Hospital Association Governing Board for Metropolitan Hospitals.

Larry has a Bachelor's in Business Administration from Wayne State University, Detroit, Michigan, and a Master's of Business Administration with Health Administration from George Washington University.

ANGEL BERMUDEZ

President, Strategic Philanthropic Innovations, Inc.

Angel Bermudez is an independent consultant who has worked in philanthropy and the nonprofit sector across the United States. Founding Strategic Philanthropic Innovations in 2010, Angel currently works to provide philanthropic organizations nationwide with insightful project coaching.

Angel previously worked for The Boston Foundation for nearly 15 years. While there, he spearheaded the SkillWorks program, focusing on workforce development activities. SkillWorks established itself as the benchmark for how other workforce development initiatives are measured.

In addition to his consulting work, Angel served as president of the Board of Directors for *¿Oíste?* until 2011, helping to cultivate Latino political representation and civic participation in Massachusetts. There, he played a vital role in developing the Civic Engagement Initiative, which was responsible for registering over 15,000 new voters of color and for motivating many inactive registered voters to become engaged in the electoral process in Boston.

TONY BOHN

System Vice President & Chief Human Resources Officer, Norton Healthcare

Tony Bohn is the System Vice President & Chief Human Resources Officer for Norton Healthcare, which is Louisville, Kentucky's leading hospital and health care system and third largest private employer. Tony is responsible for the planning, organizing, implementing, and strategic oversight of all human resources functions and acts as a strategic advisor to senior management, the board of trustees, and various business partners regarding a full range of human resources and organizational issues. The scope of responsibility extends to all phases of human resources

including: employee relations, compensation and benefits, training and development, talent acquisition, workforce planning/development, and employee health/wellness. Tony graduated from Bellarmine University with a Bachelor of Arts Degree in Business Administration and from Webster University with a Master of Arts Degree in Human Resources Development. He has over 20 years of progressive human resources leadership experience in the healthcare arena.

DAVID BOULAY

President, Illinois Manufacturing Excellence Center (IMEC)

Dr. David Boulay is President of the Illinois Manufacturing Excellence Center (IMEC), a public-private partnership with the mission to be a catalyst for transforming the state of manufacturing. In this role, Boulay focuses his passion at the intersection between economic development, workforce development, and manufacturing competitiveness.

Prior to joining IMEC, Boulay held leadership positions with several manufacturing companies, primarily in the food industry. He also worked at The Ohio State University South Centers leading a team comprised of a mixed used incubator, Small Business Development Center, and a Rural Cooperative Development Center. Boulay also served as Deputy Director at North Carolina State University's Industrial Extension Service.

Boulay holds a Ph.D in Workforce Development and Education, an M.B.A., and a B.S. in Operations Management.

CHAZ BRANCH

BPI Auditor, EcoMize USA, LLC

Chaz was born and raised in Baltimore, Maryland. He received his diploma from the New Era Academy High School. He attended St. Mary's College of Maryland for 1.5 years. The eldest of eight children, he was forced to leave college when it became necessary for him to get a job to help support his large family. After previous involvement with the criminal justice system, Chaz found it difficult to find and keep a job that paid a living wage. He had the opportunity to attend Civic Works' Baltimore Center for Green Careers to gain a new skill set in the energy efficiency industry. He was hired immediately after his training at EcoMize USA, LLC. Since he began working, he was able to add the Building Performance Institute's Building Analyst Certification to his credentials and is well positioned to further his career.

CRYSTAL BRIDGEMAN

Senior Director of Workforce Development Programs, Siemens Foundation

Crystal Bridgeman is Senior Director of Workforce Development Programs for the Siemens Foundations, a role she began in October 2014. Crystal has more than ten years of professional experience in workforce development and postsecondary education.

Previously she was the Senior Education Policy Advisor on workforce development issues for former U.S. Senator Tom Harkin (D-IA) in his role as Chairman of the Senate Committee

on Health, Education, Labor and Pensions. During her tenure with the Chairman, Crystal was the majority committee staff lead for the Workforce Innovation and Opportunity Act, signed into law by President Obama on July 22, 2014, re-authorizing the Workforce Investment Act of 1998. Crystal also managed career and technical education and policy issues related to community colleges for the Chairman.

Crystal earned her graduate degree in public administration at the University of North Carolina at Chapel Hill and her undergraduate degree at Mercer University.

MATTHEW BRUCE

Executive Director, Chicagoland Workforce Funder Alliance

Matthew Bruce became the first Executive Director of the Chicagoland Workforce Funder Alliance in October 2012. The Funder Alliance is a workforce development funder collaborative working with employers and other workforce stakeholders to increase employment and earnings for underprepared workers in the Chicago region. In two years the Alliance has grown from five to seventeen funders and has initiated a set of strategic initiatives focused on industry partnerships, systems change and workforce innovation. Prior to moving back to Chicago, Matt was Manager of Regional Sector Initiatives for the Boston Office of Jobs and Community Services, where he started sector workforce initiatives such as Green Jobs Boston and the Skilled Careers In Life Sciences initiative. Matt has a Masters in Public Policy from the Harris School at the University of Chicago.

JUSTIN ARCHER BURCH

Community Development Program Associate, Foundation for the Mid South

Justin Archer Burch is the Community Development Program Associate at the Foundation for the Mid South and is leading the work with the Delta Workforce Funding Collaborative. He previously served with the Do Gooders Campaign and the Bush Clinton Katrina Fund. Mr. Burch has also worked with the Mississippi Senate, the 2012 NC Gubernatorial Campaign, and the 2012 Presidential Election. Justin holds a B.A. from The University of Mississippi (Ole Miss), a M.S.S. from Mississippi College, and an honorary diploma at Princeton University. Mr. Burch is also a W.K. Kellogg Community Leadership Fellow, a Delta Regional Authority ESO Fellow, and has earned a certificate in leadership management from the Harvard University Division of Continuing Education. He is an active member of the Beta Theta Pi Alumni Association and is the philanthropy advisor for his local chapter. Justin is also a fan of Mississippi's history and works to recognize historic properties.

GINA BURKHARDT

President and CEO, Jobs for the Future

Gina Burkhardt is the president and CEO of Jobs for the Future. Prior to joining the organization in early 2015, Gina served as the executive vice president and director of Education Program for the American Institutes for Research. Prior to joining AIR, Gina was CEO of Learning Point Associates, a nonprofit education

reform organization. She has also served in executive roles for several regional education laboratories.

Gina earned her BS in biology from Rochester Institute of Technology. She began her career as a math and science teacher. She holds an MEd and ABD in Educational Psychology from the University of North Carolina. She has served on a number of boards and done multiple presentations and publications throughout her career.

ABIGAIL CARLTON

Associate Director, Secure Livelihoods, The Rockefeller Foundation

Abigail Carlton joined The Rockefeller Foundation in 2009. As associate director, secure livelihoods, Ms. Carlton develops and implements initiatives focused on expanding opportunity and creating inclusive markets in the changing global economy.

Prior to joining The Rockefeller Foundation, Ms. Carlton was a researcher and project manager at New York University's Institute for Education and Social Policy. Her previous experience also includes positions in the U.S. Department of Labor's International Labor Affairs Bureau, the Georgetown Public Policy Institute, the National Association of Schools of Public Affairs and Administration, and the law firm Cravath, Swaine & Moore, LLP.

Ms. Carlton received a bachelor's degree from the School of Industrial and Labor Relations at Cornell University and a master's degree in Public Policy from Georgetown University.

FRANK CETTINA

Vice President of Operations, Computer Components Corp.

LAURA CHENVEN

Director, Healthcare Career Advancement Program

Laura Chenven is director of the Healthcare Career Advancement Program (H-CAP), an industry-based partnership of healthcare employers and SEIU unions in support of career pathways and workforce development, and the Vice President of the H-CAP Education Association, a related organization comprised of a network of regional training partnerships in 13 states serving hundreds of employers and tens of thousands of healthcare workers. Ms. Chenven has extensive experience in the field of adult education and workforce development and has played a leading role in the development of a new National Center for Healthcare Apprenticeship supported by the two largest healthcare unions, SEIU and AFSCME and major employers from around the country.

DENISE CHERENFANT

Associate Director, Nursing Programs, 1199SEIU Training and Upgrading Fund

Denise Cherenfant is the Associate Director for nursing programs at 1199SEIU League Training and Upgrading Fund (TUF), a joint labor-management health care training partnership. With more than 300 contributing employers, TUF is responsible for providing educational services to 150,000 health care workers in

the greater New York City metropolitan area. Denise directs the academic and support services for entry-level health care workers seeking to become nurses, serving more than 600 nursing students annually. She led TUF's efforts to increase enrollment in Bachelor-level nursing programs and created an innovative series of transition-to-practice programs for newly licensed nurses. Denise holds a Bachelor of Science in Nursing from Lehman College and is a licensed RN.

MARY GARDNER CLAGETT **Director, National Workforce Policy, Jobs for the Future**

Mary Gardner Clagett is deputy director of workforce policy for the Workforce and Education Policy Group at Jobs for the Future. Mary works with workforce policy leaders and practitioners from around the country to shape effective policy recommendations to meet the skills needs of America's workers and the U.S. economy. Mary has more than 25 years of experience working with the U.S. Congress in the fields of education, workforce development, and human services policy.

Before joining JFF, she served in a similar capacity for the National Center on Education and the Economy, and before that served as the lead staff for Republicans on the U.S. House Committee on Education and the Workforce. She also served in the U.S. Senate on the Labor and Human Resources Committee for West Virginia Senator Jennings Randolph. Mary earned her undergraduate degree from Marshall University in Huntington, West Virginia, and carried out her graduate work at the George Washington University in Washington, D.C.

EDDIE CLAYTON **Senior Labor Consultant, Southern Company**

Eddie Clayton supports Southern Company's Generation Business Unit with developing and implementing labor, workforce development and contracting strategies. His responsibilities include supporting the Southern Company's generating plants and construction projects with workforce development guidance and support for Southern Company's indirect hire needs, labor market analyses, labor relations, and project optimization through improved processes and contracting strategies. Eddie is the Chairman of the Construction Users Roundtable (CURT) Workforce Development Committee. In addition, he serves as Vice President for the Central Gulf Industrial Alliance, a local construction users' council. Eddie has been with Southern Company for over 33 years. He is a graduate of the University of Alabama with a B.S. degree in Chemical Engineering.

SUSAN CRANE **Executive Director, SkillUp Washington**

Susan Crane joined SkillUp Washington as Executive Director in 2010. For the prior 13 years, Ms. Crane served as Executive Director of Port Jobs. Ms. Crane previously worked as a Supervising Analyst and policy analyst for the Seattle City Council, focusing on public safety, labor policy, personnel, and housing and human services. She served as the public member of the Washington State Apprenticeship and Training Council

1999–2013, and is a member of the Adult Education Advisory Council (AEAC) of the State Board of Community and Technical Colleges.

She holds a master's degree in public administration from Seattle University and is an alumna of Harvard University's Program for Senior Executives in State and Local Government.

RUSS CUSICK **Chief People Officer, North America, Swiss Post Solutions**

Russ Cusick is an advocate and frequent speaker on diversity and the opportunities that exist in the employment of individuals who have real or perceived obstacles to overcome. Working closely with the SPS Academy and People Office both in the United States and Switzerland, he is able to deliver best practices in training and development, and ensure a rewarding employment life cycle across a broad geographic and economic reach. Holding a degree from Southern Methodist University, Russ is certified as a Senior Professional in Human Resources with the Society for Human Resources. Russ is currently serving as Chairman for the Board of Directors for Abilities, Inc. and the National Business Disability Council at the Viscardi Center.

STEVEN DAWSON **Strategic Advisor, Paraprofessional Healthcare Institute (PHI)**

As its founding president for 20 years, Steven Dawson guided the Paraprofessional Healthcare Institute (PHI), to become a nationally respected workforce intermediary. PHI is recognized as fielding the nation's first nonprofit "sectoral workforce strategy," with Steven co-authoring in 1995 with the Aspen Institute, the first paper to define the sectoral employment field in *Jobs and the Urban Poor*.

Steven provides leadership assistance to Cooperative Home Care Associates (CHCA), PHI's affiliated \$60 million home care agency—the largest worker cooperative in the country. He also advises, and was the founding chair of, Independence Care System (ICS), one of New York's first Medicaid-funded chronic care demonstration programs. Nationally, Steven was the founding co-convenor of the Eldercare Workforce Alliance which is the country's only coalition organized to strengthen the caregiving workforce serving older adults.

SAM DECARLO **Supervisor of Workforce Development, Our Piece of the Pie, Inc.**

Sam DeCarlo has been the Supervisor of Workforce Development at Our Piece of the Pie (OPP) for three years. Sam oversees all workforce development programming, supervising all fulltime direct service staff members in the department. Notable recent projects include: OPP's Pathways to Careers Initiative; Hartford's largest annual Summer Youth Employment and Learning program, serving 500+ youth; and a year-round program providing work training and experience for in-school youth at Hartford Public School's Journalism and Media Academy (JMA).

Sam has been with OPP for seven years and has worked as a Youth Business Instructor and Workforce Development Specialist. Sam is a member of the National Association of Workforce Development Professionals and holds a Bachelor of Arts degree in Graphic Design from Central Connecticut State University.

FRED DEDRICK

Executive Director, National Fund for Workforce Solutions

Fred Dedrick joined the National Fund for Workforce Solutions as its first Executive Director in March of 2010.

Fred has more than 30 years of experience in addressing local and regional needs, including improving workforce development through partnerships. Most recently, he served as Pennsylvania's Deputy Secretary for Workforce Development. He also served on the executive committee of JOIN, Philadelphia's regional collaborative supported by the National Fund. Prior to his tenure as Deputy Secretary, Fred was the Executive Director of Pennsylvania's statewide Workforce Investment Board, developing recommendations for Governor Ed Rendall regarding workforce policy and strategy.

Fred earned his Bachelor's degree in English from the University of Notre Dame and his MPA from Princeton University. He currently serves on the leadership council of the National Skills Coalition and the Department of Commerce's Council on Innovation and Entrepreneurship.

CRAIG DEMCHAK

Director of Marketing and Communications, The Harry and Jeanette Weinberg Foundation, Inc.

Craig Demchak is Director of Marketing and Communications for The Harry and Jeanette Weinberg Foundation. His duties include public relations and media outreach; management of video and photography, web and graphic design, and social media; community relations; Israel Mission coordination; and events planning and logistics.

Craig worked in television news for more than 30 years. He began his career in radio at the age of 15 and went on to report, anchor, and/or manage his way through stays at WBOC-TV/Salisbury, MD, WTAJ-TV/Altoona, PA, WHTM-TV/Harrisburg, PA, WBFF-TV/Baltimore, MD, WTTA-TV/Tampa, FL, and Sinclair Broadcast Group. He is a seven-time Emmy winner, two for news writing.

MARIE DOWNEY

Founder and Executive Director, Boston Education, Skills & Training (BEST Corp.)

BINOLI DUA

Senior Account Executive, Anthology Communications

With more than six years of public relations experience, Binoli Savani Dua focuses on media relations and public relations for government and nonprofit clients at Anthology Communications. Her specialty is taking client successes and turning them into real world, relatable stories.

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Prior to joining Anthology, Binoli spent three years as the coordinator for North America media relations activity for Towers Watson. She began her career doing media relations for the National Influenza Vaccination campaign for FHI360 (formerly the Academy for Education Development).

Binoli's experience spans social media strategy, media training of associates, website content implementation, internal communications, branding, and the creation and execution of media campaigns for surveys and research reports.

AMANDA DUNCAN

Vice President and Chief Business Development Officer, Workforce Alliance of South Central Kansas

Amanda Duncan joined the Workforce Alliance of South Central Kansas, Inc. in 2007 and has held several positions in the organization; she was promoted to her current position of Vice President and Chief Business Development Officer in 2012. Amanda currently oversees the daily operations of the Workforce Centers Employers Services division; she also serves as a liaison to the U.S. Department of Labor and the Kansas Department of Commerce, overseeing a number of grants for the Wichita region. In addition, Amanda is the Site Director for the PACES, the Wichita Collaborative of the National Fund for Workforce Solutions.

LINDA DWORAK

Director, Baltimore Workforce Funders Collaborative, Association of Baltimore Area Grantmakers

Linda Dworak is the Director of the Baltimore Workforce Funders Collaborative at the Association of Baltimore Area Grantmakers (ABAG). ABAG maximizes the impact of philanthropic giving on community life through a growing network of diverse, informed, and effective grantmakers. At ABAG, Linda directs the Baltimore Workforce Funders Collaborative (BWFC), a group of public and private funders which work together to seed and support local workforce partnerships. Linda also develops programming for ABAG's Workforce Affinity Group and provides support to the Baltimore Integration Partnership. She formerly served as the Executive Director of the Garment Industry Development Corporation—one of the first nationally recognized sector-based workforce partnerships, and as Senior Consultant to the Aspen Institute's Workforce Strategies Initiative.

SCOTT ELLSWORTH

Director, Business Leaders United for Workforce Partnership (BLU)

Scott directs Business Leaders United for Workforce Partnerships (BLU), an employer-led project of National Skills Coalition, National Fund for Workforce Solutions, and Skills for America's Future. In this role, he supports a diverse national network of employers working to strengthen the business voice in skills policy discussions. Scott assumed leadership of BLU in 2014.

Prior to leading BLU, Scott was Vice President of U.S. Operations and General Manager of Tipco Punch, Inc., in Hamilton, OH. He also served as Chairman of BLU and on the Partner Council of Partnership for a Competitive Workforce, an affiliate of the National Fund for Workforce Solutions, which serves the Greater Cincinnati region.

Scott holds a Bachelor's in Industrial Engineering with Honors from the University of Louisville. He is based in Cincinnati, OH.

BARBARA ENDEL

Senior Director, Building Economic Opportunity, Jobs for the Future

Barbara Endel co-leads Jobs for the Future's Accelerating Opportunity: A Breaking Through initiative. Before joining JFF, she served as a policy consultant to the organization on the Developmental Education Initiative, a six-state subproject of Achieving the Dream focused on mining and utilizing data to improve student success in community colleges. Barbara also coaches Cincinnati's Partners for a Competitive Workforce Network, a nationally recognized regional collaborative with multiple career pathways for over 6,000 participants through a project funded by the National Fund for Workforce Solutions. She has also developed career pathways and managed policy initiatives for KnowledgeWorks Foundation and designed and implemented community college assessments and research solutions for ACT. Dr. Endel has a Master's and Ph.D. from the University of Iowa. She earned her Bachelor's from The College of Wooster in Ohio.

SETH ETTER

Application Developer, BalancedComp and Co-Founder, devICT

Seth Etter is application developer at BalancedComp, a high-tech Wichita, KS based consulting firm. Seth, who has been coding since he was a teen, is also an instructor at Ad Astra Coding Academy and is the co-founder of devICT, a community for developers with a goal to support and improve the coding profession in Wichita. devICT, which has approximately 200 active members, is a platform for discussion forums, monthly educational presentations, and social activities to promote coding and developers. Seth is also currently in development of TableVibe, an app that would help restaurant patrons communicate their needs to wait staff.

AARON R. FICHTNER

Deputy Commissioner, New Jersey Department of Labor and Workforce Development

As Deputy Commissioner, Dr. Aaron R. Fichtner directly oversees the Department's program areas including: Workforce Development, Research and Information, Income Security and Labor Standards and Safety Enforcement.

Prior to assuming this position in January 2012, Aaron served as the Department's Assistant Commissioner for Labor Planning and Analysis (LPA). He also served as chairman of the Labor Market Information Committee of the National Association of State Workforce Agencies. Prior to joining the Department in 2010, Aaron was the Director of Research and Evaluation at the Heldrich Center for Workforce Development at Rutgers University.

Aaron earned his Ph.D. in Planning and Public Policy at Rutgers University, his Master's degree in City Planning from the Georgia Institute of Technology and a B.A. in History from Vassar College. He lives in Lawrence Township.

MARIA FLYNN

Senior Vice President, Jobs for the Future

As senior vice president and the head of Jobs for the Future's Building Economic Opportunity Group, Maria guides JFF's workforce development and adult education portfolio as well as the organization's federal policy efforts.

Maria has over 20 years of experience in the workforce and education field. As a member of the Senior Executive Service, Maria was the administrator of the Office of Policy Development and Research in the U.S. Department of Labor's Employment and Training Administration, she oversaw the assessment and development of employment and training policies, managed the design of the agency's research and evaluation strategy, and provided direct support to agency budget and appropriations activities. Her responsibilities at the Labor Department also included coordinating the agency's legislative, regulatory, and international affairs agendas and outreach to philanthropic organizations.

Maria earned her Bachelor's in international relations and economics at Saint Joseph's University in Philadelphia and a Master's of Government Administration at the University of Pennsylvania.

BRENT FORD

Director, Human Resources, PTR Baler & Compactor

Brent is an accomplished Human Resources executive with over 10 years experience leveraging human capital to advance company strategies. Having worked in multiple industries, he is recognized as a leader in the manufacturing community as both a training and development expert and an implementation business partner, striving for continuous improvement in education and industry.

DAVID GARZA

Executive Director, Henry Street Settlement

David Garza was appointed as Executive Director of Henry Street Settlement in February 2010. In his short tenure as Executive Director, David has already implemented several key internal changes to optimize organizational effectiveness, including: launching a \$20 million dollar capital campaign to improve agency facilities and infrastructure; identified resources and strategies to strengthen HR and IT functions, realigned the development department's structure to streamline the institutional funder component and strengthen individual giving, support a focus on individual giving, and supervise an expanded volunteer capacity; and added resources to advocacy and community engagement efforts. In 2013, David received two awards for his leadership of the settlement in response to Hurricane Sandy (OTTY, AAFE).

SHAWNA GEMMELL

Regional Director, Human Resources, Fairmont Copley Plaza Hotel

ALLISON GERBER

Senior Associate, The Annie E. Casey Foundation

Allison Gerber joined the Annie E. Casey Foundation's Center for Community and Economic Opportunity as a senior associate in November 2013. In this role, she is responsible for administering the Foundation's workforce development portfolio. She brings a wealth of experience in promoting social and economic opportunity for low-income Americans from a range of institutional perspectives; including that of a direct service provider and program manager, researcher and program evaluator, and local public policy maker and funder. Prior to joining the Foundation, Gerber was the executive director of the District of Columbia's Workforce Investment Council and a senior associate with the Workforce Investment Council.

AMY GOBLE

Vice President, Health Career Center, American Hospital Association

Joining AHA Solutions in 1995, Amy's responsibilities span the strategic direction, account service and client management of various products and services that have earned the exclusive AHA Endorsement. Amy is responsible for the operations, growth and development of the AHA CareerCenter.org and manages the AHA partnership with the National Healthcare Career Network.

Amy has a Bachelor's degree in English from the University of Texas, Austin, TX and is a Certified Employee Benefits Specialist.

BOB GREANEY

General Manager, Rota Skipper

Bob's academic training and risk management certifications have been sharpened through a series of successful management positions, project launches, and a career filled with C level responsibilities. He has used his skills in hospitals, healthcare facilities, analytical laboratories, manufacturing, technology projects leadership, and engineering. Early career exposure to the highly regulated nuclear industry, proficiency with ISO 17025 (the Department of Energy Laboratory Accreditation Program) and the National Voluntary Laboratory Accreditation Program has prepared him well to foray into JCAHO and HFAP (Hospital Facilities Accreditation) Programs; Illinois and Indiana regulations pertaining to hospitals and healthcare; and CMS measures.

DREW GREENBLATT

President, Marlin Steel Wire Products

Drew Greenblatt bought Marlin Steel in 1998 when it was a small maker of a commodity product. Since then, he has grown revenue seven fold and is currently expanding its factory floor space 53 percent.

Greenblatt serves as Vice Chairman of the Small & Medium Manufacturers and Executive Board Member of the National Association of Manufacturers and Chairman of the Board of the Regional Manufacturing Institute and is the Co-Founder and Chairman of the Board of the National Alliance for Jobs & Innovation. He has a BA from Dickinson College and an MBA from Tulane University. He lives in Maryland with his wife and three sons.

TERRY GROBE

Director, Pathways Through Postsecondary, Jobs for the Future

Terry Grobe is a program director on Jobs for the Future's Pathways Through Postsecondary team. She works with city, state, and national initiatives directed at improving outcomes for struggling students and out-of-school youth.

Before joining JFF, Ms. Grobe developed and co-convened (with the Boston Private Industry Council) the ongoing Youth Transition's Task Force. She has been a teacher at and director of alternative high schools, on staff at the Boston Compact, and project manager in the Governor's Education Office in Massachusetts. Ms. Grobe holds a Bachelor's in education from the University of Nebraska and Master's of Education in secondary school administration from Northeastern University.

CHRIS GUIDRY

Director, Workforce Client Partnerships, ACT

KERRY GUMM

Director of Talent Acquisition and Diversity and Inclusion, Principal Financial Group

Kerry Gumm, Director of Talent Acquisition and Diversity and Inclusion has been with the Principal Financial Group for seventeen years and has represented the organization on workforce development issues throughout the region. In addition to her role within The Principal, Kerry also serves as co-chair of the financial sector board of Central Iowa Works. In addition to workforce issues, Kerry has also been actively engaged in other state lead initiatives which are focused on the education and development of the state's future workforce.

Throughout her career at The Principal, Kerry has spent time in benefit administration, technical project management in addition to talent acquisition. Kerry received her undergraduate degree from Iowa State University.

ARIANE HEGEWISCH

Study Director, Institute for Women's Policy Research

Ariane Hegewisch is a Study Director at the Institute for Women's Policy Research, a think tank concerned with women's economic and social equality in Washington, D.C. She works on issues of workplace discrimination, workforce development, and job quality. Prior to coming to the United States in 2001, she worked for over a decade as a senior researcher and lecturer on human resource management at one of Europe's top business schools, Cranfield School of Management. Prior to that she was a policy advisor on gender, employment and industrial policy in local government in London. She has a BSc Econ from the London School of Economics and an MPhil in Development Studies from the IDS, University of Sussex.

BRYNA HELFER

Deputy Assistant Secretary, Public Engagement, U.S. Department of Transportation

Dr. Bryna Helfer is the Deputy Assistant Secretary for Public Engagement for the U.S. Department of Transportation (USDOT). In this role, Bryna is responsible for facilitating an open dialogue with diverse communities to help meet the President's goal of making government inclusive, transparent, accountable and responsible. She is also the Senior Advisor on Accessible Transportation at USDOT. Bryna also serves as the U.S. DOT liaison to the White House Office of Public Engagement. Prior to joining the Administration, she was the Senior Director of Civic Engagement for the National Academy of Public Administration. Her earlier federal experience includes the U.S. Government Accountability Office and the Federal Transit Administration. From 2002–2007, Bryna served as a senior staff advisor for the Federal Interagency Coordinating Council on Access and Mobility.

JUDGE ELLEN M. HELLER

Chair, The Harry and Jeanette Weinberg Foundation, Inc.

Judge Ellen M. Heller is Chair of The Harry and Jeanette Weinberg Foundation. She is a retired Judge of the Circuit Court for Baltimore City, where she was appointed the Judge in Charge of the Civil Docket and ultimately the Circuit Administrative Judge overseeing the entire court—the first woman in Maryland to hold that position. Judge Heller is the former President and Chair of the American Jewish Joint Distribution Committee.

Judge Heller, who graduated with honors from both The Johns Hopkins University and the University of Maryland School of Law, is a member of the American Law Institute.

MICHELLE HENRY

Vice President, JPMorgan Chase & Co.

STEPHEN HERZENBERG

Executive Director, Keystone Research Center

Stephen Herzenberg is the Executive Director of Keystone Research Center (KRC), an independent, non-partisan, think and do tank, and holds a PhD in economics from MIT. At KRC, Steve was an architect of and helped implement Pennsylvania's nationally recognized workforce reform founded on investment in Industry Partnerships. He also led the successful coalition effort to enact legislation that put Pennsylvania's Industry Partnership program into statute and established the Pennsylvania Fund for Workforce Solutions (PFWS). In support of Pennsylvania's workforce strategy, Steve co-authored studies on skill shortages in manufacturing and on the workforce challenges of a dozen of Pennsylvania's targeted industries. Before joining KRC, Stephen worked at the U.S. Congressional Office of Technology Assessment (OTA) and the U.S. Department of Labor, where he served as assistant to the chief negotiator of the labor side agreement to the North American Free Trade Agreement.

COURTNEY HOWARD HODAPP

Vice President, Global Philanthropy, Ohio, JPMorgan Chase & Co.

Courtney Howard Hodapp serves as Vice President, Global Philanthropy, Ohio for JPMorgan Chase & Co. She is responsible for executing JPMorgan Chase's Global Philanthropy strategy across the state of Ohio, investing in the firm's focus areas of workforce readiness, financial capability, small business and community development. Courtney received a B.A. in History from Trinity College—Hartford and an M.S. in Journalism from Ohio University's Scripps School of Communication.

MARCI HUNN

Program Director, Workforce Development, The Harry and Jeanette Weinberg Foundation, Inc.

Marci Hunn focuses on the workforce development portfolio at the Harry and Jeanette Weinberg Foundation. In this capacity, she serves as co-chair of the Baltimore Workforce Funders Collaborative and serves on the Executive Committee of the National Fund for Workforce Solutions.

Other responsibilities at the Foundation include her role as the liaison for the Weinberg Foundation's place-based funding initiative in the Kiryat HaYovel community in Jerusalem, Israel. Marci is the liaison for the Foundation's Weinberg Fellows Program.

Marci also co-managed the implementation of the Homecare Aide Workforce Initiative (HAWI) in New York City. Prior to joining The Weinberg Foundation, Marci spent more than six years as a program officer with the Corporation for National and Community Service (CNCS) in Washington, D.C.

JAN HUNTER **CareerSTAT Director,** **National Fund for Workforce Solutions**

Jan Hunter directs CareerSTAT, an initiative of the National Fund for Workforce Solutions and Jobs for the Future that documents and promotes employer investments in the skill and career development of frontline workers in health care. Jan has extensive experience in health care workforce development and with grassroots efforts to help disparate groups come together to create a strong system for workforce development and pipeline development.

As Director of Workforce Planning and Organizational Effectiveness at John Muir Health, Jan led the effort to hire underserved youth into meaningful internships and develop numerous other back-to-work programs with the workforce board. Most recently, Jan worked at Banner Health as their Director of Workforce Planning and Outreach. Jan holds a B.S. degree in Marketing and Merchandising from Ball State University and an MBA in International and General Business from the Kellogg School of Management.

SHEILA IRELAND **Director, West Philadelphia Skills Initiative,** **University City District**

For 30+ years Sheila has been responsible for the successful leadership of human resources and/or training and organizational functions in the non-profit, healthcare, consulting, government, and public utility fields. Currently Sheila leads the West Philadelphia Skills Initiative for University City District. In less than five years she has taken this program from the conceptual stage to a program recognized nationally and locally for innovation and effectiveness. With more than \$3M of philanthropic funds raised to support the program, she has proven that place-based partnerships, which leverage the power of anchor institutions, can be effective models for building workforce capacity. Previously she served as Human Resources Director for Encore Healthcare LLC, Training Director for the City of Philadelphia's Human Resources Department and Training Manager for Philadelphia Water. Sheila holds degrees in Finance, HR Management, and Human Capital Development, and is a published author and sought after speaker.

PATRICIA JENNY **Vice President for Grants, The New York Community Trust**

Patricia Jenny is Vice President for Grants at The New York Community Trust, New York City's community foundation, overseeing a \$40 million annual program supporting the City's nonprofits across 20 different issue areas. Patricia also manages a philanthropic collaborative focused on improving the workforce development system for New York City job seekers and employers. Mayor de Blasio appointed her to be a leader of his Jobs for New Yorkers Task Force in May 2014. She holds a Masters in Regional Planning from the University of North Carolina, Chapel Hill, and a B.A. degree in History from Brown University.

PHIL JOHNSTON **Vice President of Engineering, Mercedes-Benz USA International, Inc.**

Phil Johnston is Vice President of Engineering for Mercedes-Benz U.S. International, Inc. (MBUSI). He joined the Alabama automaker in February 2001, and has more than 35 years of diverse experience in the global automotive industry. Mr. Johnston began his career at General Motors of Canada Ltd. in St. Catharines, Ontario components plant, where he held positions ranging from Mechanical Engineer to Maintenance Superintendent. Mr. Johnston also worked for Toyota Motor Manufacturing of Canada. Prior to coming to MBUSI, Mr. Johnston was employed at General Motors Corporation in Ingersol, Ontario as Vice President/Production of their CAMI joint venture with Suzuki, and also as the Vice President/ Manufacturing for General Motors Thailand. His final assignment before joining MBUSI, was at General Motors in Warren, Michigan as Director of Advanced Manufacturing Technology Development for North American Vehicle Operations.

MARGARIDA JURGENSEN **Room Attendant, Ritz-Carlton Hotel** **(Graduate, BEST Corp.)**

Margarida Jurgensen came to the U.S. from Cape Verde in 2007 and lives in Dorchester, Massachusetts. A single mother of two children, she worked at a fast food restaurant for five years, earning \$9.50/hour with no benefits. In January 2013, Margarida took BEST Corp.'s Room Attendant Training program and was hired at the Ritz-Carlton Hotel as a Room Attendant. Her life changed almost overnight.

Today she makes \$19.36/hour. She gets the Local 26 family benefits for \$12/week—including health, dental, vision, legal, retirement, and education benefits. In April, Margarida completed a Home Buyers Program. She hopes to buy a house using her union's \$10,000 first time homebuyer's benefit.

KERMIT KALEBA **Federal Policy Director, National Skills Coalition**

As Federal Policy Director, Kermit directs the organization's Washington-based efforts to advance a national skills strategy within federal legislation, agency regulation, and national funding

initiatives. Kermit assists state and local leaders in federal policy advocacy. Kermit was previously NSC's Senior Policy Analyst from 2008-12 before he left to develop his on-the-ground knowledge of workforce development and administration at the Washington DC Workforce Investment Council, where he rose to the position of Executive Director. In addition to helping set workforce development policies for the District of Columbia, Kermit was the primary author of the District's five-year workforce development strategy. He also helped to develop DC's first industry-focused workforce intermediary programs, as well as new programming for opportunity youth. Kermit holds a J.D. and a Bachelor's degree from the College of William and Mary. He is based in Washington, D.C.

MARY KELLER **Grant Advisor, Division of Workforce Development and Adult Learning, EARN Maryland**

Mary Keller, the Grant Administrator for the Employment Advancement Right Now (EARN) Maryland Program, began her career in healthcare. After completing a Masters of Arts in Counseling, Mary assisted with the implementation of the Affordable Care Act in the Maryland Governor's Office of Healthcare Reform. From there, Mary began her work with the EARN Maryland Program, providing technical assistance to each of the healthcare grants within the program. In January of 2015, Mary became administrator of the program and now manages 40 Strategic Industry Partnerships throughout the State of Maryland.

MICHAEL KENIG **Vice Chairman, Holder Construction Company**

Michael Kenig is Vice Chairman of Holder Construction Company. Michael served as the first Chair of Associated General Contractors (AGC) of America's Training Education and Development Forum's Steering Committee. Michael has also served on AGC of America's Executive Board and is a past Chair of the Building Division. He currently is the chair of the AGC Owner's Council, the Public/Private Industry Advisory Council (PIAC).

Michael also serves as a member of several Construction Industry Owners groups including the Construction Users Roundtable (CURT) on their Workforce Development Committee and the Construction Owner's Association of America (COAA). He has presented to numerous industry groups and is also an active member of the National Association of State Facilities Administrators (NASFA) and co-chairs their Industry Liaison Committee.

CANDICE KING **Assistant Laboratory Animal Technician, Johns Hopkins School of Medicine (Graduate, BioTechnical Institute of Maryland, Inc.)**

Candice M. King is a graduate of the BioTechnical Institute of Maryland, and is currently cultivating a new career at the Johns Hopkins School of Medicine as a Laboratory Technician. Candice recently earned her certification as an Assistant Laboratory Animal Technician (ALAT). A proud mother of one, the opportunity that BTI provides for second chances has changed her life. She

feels that her son will be the ultimate beneficiary of her success and credits the program with positively changing her son's outlook on life.

ELISABETH KLAR **Director, Employee Development, Cleveland Clinic**

Elisabeth's passion for workforce learning and development ignited early in her career as a retail banking center manager. She has since performed numerous learning and development roles spanning across the financial services, higher education and healthcare industries, including classroom/online facilitator, adjunct faculty member, instructional designer, and training & implementation manager. Elisabeth joined the Office of Learning & Performance Development (now Cleveland Clinic Learning Academy) in September 2013 as the Director of Employee Development.

Elisabeth is a Certified Professional in Learning and Performance with the Association for Talent Development (ATD). She holds a PhD in Organization and Management with an emphasis in Management Education, and conducted her doctoral research on learning style differences amongst today's multi-generational workforce.

SANDRA KOBLAS **Director of Human Resources, Austal USA**

Sandra Koblas is a senior professional in human resources with 20 years' experience ranging from plant level to corporate leadership in rapidly growing organizations. She is currently serving as the Director of Human Resources for Austal USA in Mobile, Alabama.

Prior to joining Austal, Sandra was the Director of Human Resources for Standard Furniture Manufacturing Company, a global leader in furniture manufacturing recognized as one of the largest employers in Baldwin County, AL. In this capacity she directed HR activities globally for corporate functions including Supply Chain, Information Technology, Engineering, Accounting, Sales, and HR.

Parallel to her private sector experience Sandra has served on several workforce development boards and is currently a member of the Alabama Workforce Council and the Chair of the Southwest Alabama Workforce Development Council (SAWDC).

GRETCHEN KOCH **Executive Director, Workforce Development Strategies, CompTIA**

Gretchen Koch is responsible for CompTIA's Creating IT Futures Foundation's information technology (IT) workforce development and education initiatives. She joined the foundation in 2014 after eleven years of developing national workforce initiatives for CompTIA.

She works closely with the U.S. Department of Education on its Data Sharing Project and currently leads efforts with the State of Illinois and the Chicago Workforce Funders Alliance to develop and promote IT career pipelines in the state. She is also the National IT Career Cluster Leader for the States' Career Clusters

Initiative and the Lead Entity for the IT Learning Exchange for Illinois' Race to the Top Pathways Initiative.

Before joining CompTIA and its foundation, Gretchen had more than 20 years of experience in IT management at Digital Equipment, Compaq and Hewlett-Packard corporations. Her most recent IT Industry position was national education manager, Global Services Division at Compaq & Hewlett-Packard Corporation.

DWIGHT LAVENDER

Regional Director of Executive Talent, Macy's

Dwight Lavender is the Regional Director of Executive Talent for Macy's. In this role, he supports Executive Talent Development efforts for the Mid-Atlantic Region. In addition, he serves as the HR Generalist partner to the Region's Loss Prevention, Visual and Operations teams. Prior to his current role, Dwight spent nine years with Target, in a number of roles.

Dwight received a Bachelor of Arts degree from the University of Missouri—Columbia. He holds an MBA in Finance and a Juris Doctor degree from the University of Missouri—Kansas City. In addition, Dwight is certified as a Senior Professional in Human Resources (SPHR) by the HR Certification Institute, and as a Senior Certified Professional by the Society for Human Resources Management (SHRM).

LOH-SZE LEUNG

Principal, Leung Consulting

Loh-Sze Leung is a site coach the National Fund for Workforce Solutions. She was formally the executive director of SkillWorks: Partners for a Productive Workforce. Prior to SkillWorks, Ms. Leung was the assistant executive director of the Los Angeles Youth Opportunity Movement, a youth education and workforce development program. Ms. Leung has also served as a program development, research, and fundraising consultant for organizations including the Los Angeles Regional Foodbank, the Boston Private Industry Council, and the Commonwealth Corporation. Ms. Leung has a Masters of Public Policy from the UCLA School of Public Affairs with a concentration in community economic development. She is a founding member of Saffron Circle, the first Asian American giving circle in Boston, and she also serves as a member of the Governor's Advisory Council on Refugees and Immigrants.

JOEL LUEDTKE

Senior Program Officer, The Jay & Rose Phillips Family Foundation of Minnesota

Joel Luedtke is Senior Program Officer at the Foundation. Joel also serves as the point person for the Foundation's funding strategies in the areas of employment and education. Since 2011, he has managed the Phillips Sectoral Employment Initiative. Joel joined the staff as a Program Officer in 2007 and served in that capacity through 2010. During these four years, he had the opportunity to work closely with dozens of Foundation grantees working in a wide array of issue areas. From 1999 to 2007, Joel served as the Director of the Minnesota Council of Churches' Refugee Services program.

LATIFA LYLES

Director, Women's Bureau, U.S. Department of Labor

Latifa Lyles is the Director of the Women's Bureau at the Department of Labor where she works to advance and improve standards, practices, and opportunities for women in the labor force. In this position, she developed the agency's research agenda and significantly increased the number of policy and research initiatives, including women in high-growth occupations, older workers, and non-traditional jobs. Last year, she oversaw the White House Summit on Working Families in coordination with the White House Council on Women and Girls and Center for American Progress. Before serving as Director, she served as Deputy Director of the Bureau. As Deputy Director, she oversaw all regional office operations and managed the National Dialogue on Workplace Flexibility, a collaborative nationwide event series planned in collaboration with the White House Council on Women and Girls and national advocacy groups and experts.

TARYN MACFARLANE

Vice President, Business & Community Innovations, Corporation for a Skilled Workforce

As Strategy VP of the Business & Community Innovation team at CSW, Taryn leads the cross-fertilization of content knowledge about employer engagement techniques and sector strategies into community college transformation and the use and development of industry recognized credentials. She has provided input and feedback on two recent CSW publications: Sector Strategies Coming of Age: Implications for State Workforce Policy Makers and Making a Market for Competency Based Credentials. From 2010–2013, Taryn was the project manager for CSW's team providing technical assistance to 150+ American Recovery and Reinvestment Act (ARRA) grantees under a USDOL funded and NGA-led technical assistance contract.

JAMES MALLIOS

Owner, Amali Restaurant and Steering Committee Member, Restaurants Advancing Industry Standards in Employment (RAISE)

James Mallios is a former lawyer who left a career in law and opened Amali restaurant as a managing partner in 2011. He resides in New York with his family. Amali's name was inspired by a historical term for lands shared by modern-day Greece, Italy and Turkey. In that spirit, the menu is inspired by the Mediterranean way of life and emphasizes vegetables, olive oil, cheese, grains, and fish. In keeping with the values of that dining tradition, they support sustainability—from the food they buy, the wine they serve, to the finishes in the restaurant and their sustainable economic practices.

MIKE MANDINA

President, Optimax Systems, Inc.

Mike Mandina is a master optician and entrepreneur. After starting two manufacturing businesses providing precision optics to photonics companies, Mike joined Optimax in 1991.

He serves the local community and global industry through his guidance in organizations like the Rochester Regional Photonics Cluster, the NYS Finger Lakes Workforce Investment Board, and the High Tech of Rochester's Manufacturers Extension Partnership. Mike was instrumental in the development of FAME (Finger Lakes Advanced Manufacturers' Enterprise), a nonprofit organization committed to workforce development, where he serves as chairperson. He is involved in steering several committees and boards, and has received numerous honors and awards over the years for his leadership and industry success.

He holds Associate's degrees in optical engineering technology and engineering science from Monroe Community College and a Bachelor's degree in applied physics from Empire State College, as well as an Executive MBA from the Rochester Institute of Technology.

TAMMY L. MARCASE

Director of Workforce Development and Training, The Manufacturers' Association

In her current position at The Manufacturers' Association, Tammy is responsible for overall performance of education and training, which includes successfully managing apprenticeship programs, incumbent worker training, dislocated worker training, youth programs, and customized programs. In addition, she is the workforce development advocate and outreach for the Association. Tammy has worked in the manufacturing sector her entire career including window manufacturing, pharmaceuticals, and snack foods prior to accepting a position at The Manufacturers' Association. She is an impressive and energetic advocate for manufacturing and workforce development. Tammy has been integral in developing innovative programs to educate today's youth to enter the manufacturing environment. She has received numerous awards and recognition for her exemplary skills and dedicated efforts.

TYRA MARIANI

Managing Partner, Opportunity@Work

Prior to co-founding Opportunity@Work, Mariani was appointed Chief of Staff to the U.S. Deputy Secretary of Education and Deputy Chief of Staff to the U.S. Secretary of Education under the Obama Administration—helping shape policies and programs impacting education from early learning through college and career. She also led complex interagency teams that took several administration priorities from vision to implementation including the President's My Brother's Keeper initiative and RESPECT. Prior to serving in the administration Tyra founded the Greater New Orleans Region of New Leaders, worked in a variety of roles, including budget director, for Chicago Public Schools, and worked in the private sector.

JOYCE McDANEL

Vice President, Human Resources & Education, UnityPoint Health—Des Moines

Joyce McDaniel has been involved in healthcare leadership for more than 25 years. Her experience as an administrator, COO and CFO in other healthcare organizations has prepared her well for

her current role as the VP of Human Resources and Education with Iowa Health—Des Moines.

In 2005, Joyce joined Iowa Health—Des Moines as the Executive Director of Integrated Services. Joyce graduated with a Bachelor of Business from Washburn University located in Topeka, Kansas, has her MBA from the University of Iowa and has obtained Senior Human Resource Professional Certification (SPHR) and is a fellow in the American College of Healthcare Executives. She is an active member of the local and national Human Resource Professional organizations.

LOU MICELI

Executive Director, JobsFirstNYC

Lou Miceli is the executive director of JobsFirstNYC, and has served in that capacity since 2010. He brings two decades of practitioner and executive experience in the young adult workforce development system. JobsFirstNYC is an intermediary organization in New York City focused on structural solutions to accelerate labor market access and economic mobility for out-of-school and out-of-work young adults. Prior to this, he founded and led Workforce Professionals Training Institute, a training and professional development organization for workforce practitioners. Lou has advanced degrees in non-profit management and social work. He lives in Brooklyn with his wife and three daughters.

CHELSEA MILLS

Director of Business Services, Towards Employment

Chelsea Mills is the Director of Business Services at Towards Employment and has been with the organization for fifteen years. Early in her career at Towards Employment, Chelsea managed the operational component of Achieve, which began as a research project and transitioned to a revenue generating service designed to promote entry-level employee retention and advancement through worksite based programming. In her role within Business Services, Chelsea oversees job development and customized partnerships with local employers. This includes WorkAdvance, a regional sector-specific career pathway program coordinated by Towards Employment. WorkAdvance delivers a continuum of appropriately aligned services to meet business needs and move unemployed and low-income working adults onto career pathways in healthcare and manufacturing. Chelsea has a B.S.W. from Calvin College and an M.B.A. from Cleveland State University.

ALAN MOMEYER

Vice President, Human Resources, Loews Corporation

Alan Momeyer is Vice President of Human Resources for Loews Corporation. He is responsible for overall strategy and management of the human resource function for the New York-based diversified corporation consisting of Loews Hotels, CNA Insurance, Diamond Offshore Corporation and Boardwalk Pipelines. Alan is Chair of the Board of JobsFirstNYC, an organization devoted to helping workforce development agencies of New York City connect out-of-school and out-of-work young

adults with the economic life of the City. He is the Former President of the Board of Directors of Community Access and Former President and Board Member of Just One Break, Inc.

VICTORIA MYERS

**Director, Administration,
Piasecki Aircraft Corporation**

MICHELLE NAGGAR

**Vice President, Social Responsibility,
Starwood Hotels & Resorts Worldwide, Inc.**

Michelle Naggar is the Vice President of Social Responsibility at Starwood Hotels & Resorts Worldwide, Inc., within the Global Citizenship department, based at Starwood's Corporate Headquarters in Stamford, Connecticut. Michelle also serves as the President of the Starwood Hotels & Resorts Worldwide Foundation, Inc., and President of the Starwood Associate Relief Fund, Inc. Michelle leads the social responsibility efforts for the company and respective Foundations including philanthropy, social governance, disaster response, charitable partnerships and employee engagement programs.

Michelle joined Starwood in 2005 and has held positions in Six Sigma, Global Brand Development, Sheraton Brand Operations, and Global Standards & Assurance. A graduate of Columbia Business School, Michelle has studied in the U.S. and Spain, and has a BSE in Mechanical Engineering and Biology from Duke University in Durham, North Carolina.

CHERYL NEIHEISEL

**Vice President, Human Resources, Richard
Industries**

Cheryl Neiheisel earned her Bachelor's Degree in Communication Arts from the University of Cincinnati and Masters in Organizational Management from the University of Phoenix. She began her career with Richards Industries in 1997 as a Human Resources Assistant and worked her way up to Vice President. She has served as President of the Hyde Park Neighborhood Council, is involved with the Hyde Park Business Association, and an active participant with Team in Training. Cheryl is co-founder of the Hyde Park Blast, and serves as Board President. Cheryl is currently the Employer Chair for the PCW Advanced Manufacturing Industry Partnership Team and a member of the Partners for a Competitive Workforce Partners Council.

PAUL ORTEGA

**National Director of Training and Organizational
Development, Swiss Post Solutions**

Paul Ortega has more than 25 years of consulting, training, and organizational development experience and has worked with Fortune 500 companies across a variety of industries. Paul's professional expertise includes talent strategy and development, performance management, competencies, selection systems, learning and development, coaching, and leadership and management consulting. As the National Director of Training and Organizational Development, Paul created and developed a training program that reaches 1600 employees throughout North America.

Paul holds a degree in education from the University of California Los Angles, an MBA and PhD in Organizational Behavior and Leadership from the Anderson School of Management.

PAMELA PAULK

President, Johns Hopkins Medicine International

Pamela oversees Johns Hopkins Medicine's international enterprises, including high-impact global health care collaborations and the provision of medical concierge services for thousands of international and out-of-state patients, as well as interpretation services for local patients.

Prior to her current role, Pamela was the senior vice president for human resources (HR) for Johns Hopkins Medicine and the Johns Hopkins Health System. Before joining Johns Hopkins in 1998, Pamela worked mostly in the behavioral health field serving as a psychiatric hospital administrator, chief operating officer for a private psychiatric practice and national health care consultant.

Ms. Pault has been active in the community, including the Baltimore Alliance for Careers in Healthcare (past president and co-founder) and Baltimore City Community College (trustee). Ms. Pault currently teaches graduate courses at the Johns Hopkins Bloomberg School of Public Health.

DEBBI PERKUL

**Senior Workforce Development Professional,
University Hospitals of Cleveland**

Debbi Perkul is the Senior Workforce Development Professional at University Hospitals in Cleveland, Ohio. At UH, Debbi has built a portfolio of programs impacting the careers and lives of employees by creating pathways and career ladders that help people move on to college and higher skilled jobs within healthcare. This initiative has received multiple local and national awards, including 2015 Training Magazine Award for Best Training Initiative. In 2014, Debbi received the Archer Award for Innovation and was a finalist for the Northeast Ohio Athena Award. Prior to UH, Debbi was the director of a workforce development organization that concentrated on women in non-traditional jobs. She came to workforce development from a career as a middle school administrator and educator. Debbi is a member of Leadership Cleveland class of 2012, is a licensed teacher and has two master's degrees, one of which is in education.

JASON PETRAIT

Program Administrator, South Seattle College

Jason Petrait currently serves as Interim Director of Special Projects at South Seattle College. With a focus on apprenticeship and pre-apprenticeship, Jason is recognized for his ability to adapt, collaborate, and get things done. Equally comfortable delivering presentations or driving a forklift in shirt and tie, Jason is passionate about providing educational and employment opportunities to under-served populations and searching out new and creative pathways to careers. A Seattle native, Jason received his BA from the University of Washington and is working toward his MPA at Seattle University.

HOA PHAM

Program Manager, Job Opportunity Investment Network

Hoa Pham is the Program Manager for Job Opportunity Investment Network (JOIN), a public-private partnership that seeks to build career pathways for low-skilled workers and a talent pipeline for businesses in Greater Philadelphia. Hoa manages JOIN's investment portfolio, research and thought leadership activities, and serves as the primary for JOIN's communications & convening agenda, which regularly engages over 300 local and national stakeholders from philanthropy, education, and industry.

Hoa has a passion for grassroots efforts and multi-level community engagement. Previously, Hoa worked with LIFT-Philadelphia, where she led their outreach efforts to partner agencies and surrounding communities. Hoa has also worked with university-driven non-profits to build their capacity and expand their strategic partnerships.

ANGEL PIÑEIRO

Senior Vice President, ASI System Integrations, Inc.

MARK POPOVICH

Vice President for Program, The Hitachi Foundation

Mark Popovich is a Vice President for Program at The Hitachi Foundation, where he leads the team managing the Good Companies @ Work program. The program emphasizes the role of business in society in general and the importance of social sustainability. Good Companies @ Work focuses on exemplary employers as they create pathways to greater prosperity and career advancement for lower-wage workers. Over the last few years, these projects garnered the two highest awards from the Council on Foundations. Before joining the Foundation, Mark was a co-founder and Senior Partner of The Public's Work, a consulting practice serving clients from the foundation, nonprofit, and public sectors. Over his thirty year career, Mr. Popovich was also a senior advisor to a state senator, governor, and congressman. At the National Governors' Association, he was a senior staff member on energy and environmental issues.

STEVE QUIMBY

Principal, Steve Quimby Consulting

Steve Quimby is an independent consultant specializing in labor market research, grant writing, and program evaluations for nonprofit organizations in the human services, workforce development, and housing sectors. Steven provides site coaching services for four National Fund for Workforce Solutions sites. He has conducted training for nonprofit boards of directors and senior leadership at local nonprofits and for national convenings sponsored by the U.S. Departments of Housing and Urban Development and Health and Human Services. He previously served as a Senior Project Manager at Jobs for the Future and as director of planning and policy research for the Merrimack Valley Workforce Investment Board, where he authored several studies on local labor markets and the impact of "grow your own" workforce development strategies.

LEO REDDY

Chairman and CEO, Manufacturing Skill Standards Council

Mr. Reddy is the Chairman and CEO of the nationwide Manufacturing Skill Standards Council (MSSC)—an industry-led, non-profit training, assessment, and certification organization focused on the core technical competencies needed by front-line workers in advanced manufacturing and logistics. MSSC offers two industry-recognized, nationally portable certifications: Certified Production Technician (CPT) and the Certified Logistics Technician (CLT). MSSC is the only national certification body accredited under ANSI-ISO 17024 (Personnel Certification) and endorsed by the National Association of Manufacturers for both manufacturing and logistics. MSSC delivers its training and testing through 770 authorized test sites and over 1400 instructors, most at community colleges and high schools, in 44 states. To date, it has delivered close to 100,000 tests and 74,000 credentials.

MARK RICE

President, Maritime Applied Physics Corporation

Mark is President of the Maritime Applied Physics Corporation, which is located in the Fairfield area of Baltimore City. He has a BA in Physics from the University of Maine (1975) and is a licensed Professional Engineer. Mark formed Maritime Applied Physics Corporation in 1986 after working for the Navy as a civilian engineer and has overseen the company's growth. Mark has served on the Maryland District Export Council for 10 years and is a past Chair of the National Advisory Board of the NIST Manufacturing Extension Partnership. Mark is also a past President of the Maryland Business Network for Offshore Wind which is organized to bring manufacturing job opportunities to the State of Maryland and its manufacturing companies.

GREG RICHARDS

President, EcoMize USA, LLC

EcoMize USA, LLC was founded by Greg Richards in 2010. Following a successful career in sales management, his interest in energy savings grew from his experience rehabbing homes in the Baltimore area. He expanded his knowledge of the green energy market through Resnet and BPI Training. The company grew from the realization that the best path to accomplishing energy savings was to take a "whole home" approach. EcoMize now includes in-house energy auditing, weatherization, HVAC, and electrical contracting. They intend to build a cross-trained versatile team that allows the company to grow and thrive. EcoMize offers all employees the opportunity to pursue training and improve their skills. They also participate in the Maryland Keys 4 Employees program.

ALAN ROBINSON

Professor, Isenberg School of Management, University of Massachusetts

Dr. Alan Robinson specializes in creativity management, and is the co-author of seven books including *Corporate Creativity*, *Ideas Are Free*, and *The Idea-Driven Organization*. His books

have received numerous awards including the Academy of Human Resource Management's "Book of the Year" and Fast Company's Reader's Choice awards, and have been translated into 25 languages.

A professor at the Isenberg School of Management, Alan has advised more than 250 organizations in 20 countries and serves on the Board of Examiners for the Malcolm Baldrige Award and the Shingo Prizes. He received his Ph.D. from the Johns Hopkins University and a B.A./M.A. from the University of Cambridge.

KARL ROBINSON **President, R&R Transportation, Inc.**

Karl Robinson is the co-founder of R & R Transportation, Inc. He is a graduate of T. Wingate Andrews High School in High Point, North Carolina, and attended Guilford Technical Community College with a focus on Business Administration. Karl has been a member of the board of the Greensboro Chamber of Commerce and, Council of the Laity of The United Methodist Church and member of Zion Hill United Methodist Church. He serves in different capacities with: The North Carolina Center for Global Logistics, Greensboro Partnership Economic Development, Greensboro, High Point, Guilford County Workforce Development Board, Business Advisory Board for NewBridge Bank, Regional Board of the Small Business and Technology Development Center of North Carolina, The High Point Rotary, and a Past Master of Prince Hall Masonic Lodge #719 in High Point, North Carolina.

RIDER RODRIGUEZ **Director of Sector Strategies, KentuckianaWorks**

Rider Rodriguez is the Director of Sector Strategies for KentuckianaWorks—Greater Louisville's Workforce Investment Board. In addition to responsibility for delivering workforce services, he is leading initiatives like Code Louisville to close the Louisville area's skill shortage in information technology. Prior to this, Rider was a technology project manager with Humana. Rider served as a Signal Officer in the United States Army for nine years to include service in Afghanistan. Rider's experience includes software project management, network architecture and management and IT consulting. He holds a BA in Political Science from Rutgers University.

DAWN ROSE **Executive Director, American Society for Healthcare Human Resources Association**

MARTHA ROSS **Fellow, Metropolitan Policy Program, Brookings Institution**

Martha Ross is a fellow at the Metropolitan Policy Program at Brookings. Her work focuses on human capital and strategies to increase the skills, employment, and earnings of current and future workers. Her Brookings publications have included reports on employment trends among young adults, the healthcare workforce, and recommendations on improving educational options and career pathways for low-income or low-skilled

workers. Prior to joining Brookings, she was a Presidential Management Fellow at the U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation.

RACHEL ROUNSAVILLE **Workforce Development Manager, Jacobs Engineering**

Rachel Rounsville has more than 15 years of related experience in the construction industry and has been actively engaged in workforce development for eight years. Her professional background ranges from being a Legal Assistant, specializing in real estate law, to a Geographic Information Systems (GIS) Technician, preparing permits for submission to the EPA for commercial/residential building and the mining industry, and a Workforce Development Coordinator for NCCER. As the Workforce Development and Special Projects Manager at KBR, she functioned as the NCCER Administrator and facilitated leadership and craft skills development for more than 100 job sites in the United States and Canada. In 2013, Rachel was asked to join Jacobs as the Workforce Development Manager. In addition to managing the NCCER process, she has also been a driving force in the redesign of the company Oracle Learning Management system and development of meaningful workforce analytics and reporting.

DEBORAH ROWE **Vice President, Genesis HealthCare**

Deborah Rowe, Vice President at Genesis HealthCare, currently leads Genesis SelectCare and Staffing Services and has been a registered nurse for over 29 years. Her diverse background includes administration, education, home health, hospice, human resources, nursing, recruitment, and workforce development. Debbie serves on the Executive Board of the Baltimore Alliance for Careers in Healthcare and as a Nursing Assistant Advisory Committee Member of the National Association for Health Care Recruitment Board of Directors.

Debbie also serves on the Advisory Board of the Nursing Spectrum and is a Member of the Baltimore County Health Care Career Workforce Committee and the CareerSTAT Executive Committee. In addition, she was past Commissioner on the Statewide Commission on the Shortage of Healthcare Workers, the Maryland Nursing Workforce Commission, and the Governor's Workforce Investment Board Healthcare for Allied Health.

ALISSA RUSSELBURG **Training Specialist, Continuous Improvement Team, Bridgestone Americas Agriculture**

Alissa Russelburg is on the Continuous Improvement team for Bridgestone Americas Agricultural (BAAG) Division. She is responsible for designing and facilitating training, learning, and development opportunities based on business needs and teammate interest. She has done extensive work in the areas of teammate engagement and DMAIC. She is also the champion for continuing the integration of the Malcom Baldrige Criteria

for Performance Excellence as a framework for improvement and systemization throughout the organization.

BAAG is involved in the work being done with Workforce Partnerships in Central Iowa in collaboration with Central Iowa Works and Project Iowa and various other employers.

MJ RYAN **Workforce Development Director,** **Partners HealthCare**

MJ Ryan is the Workforce Development Director for Partners HealthCare. She has worked in healthcare for over 30 years in various clinical, teaching, and management positions. In her current role, MJ provides technical assistance to hospital-based workforce initiatives and creates and supports collaborations with key partners and stakeholders involved in skill development and job readiness training. Since 2007, MJ has led innovative strategies to increase access to higher education and career advancement for incumbent employees with a focus on Technology as Enabler. MJ holds a BS degree in Education from University of Maine at Orono, a certificate in Nuclear Medicine Technology from Rhode Island Hospital, and a Master's degree in Health Care Management from Cambridge College.

DON SANDS **Executive Director, X-Cel Education**

Don Sands co-founded X-Cel Education in 2000 and has served as its Executive Director for the past 15 years and overseen the growth of X-Cel from one GED class with a volunteer instructor to an organization serving 250+ youth and adult students at five locations in Boston. X-Cel was recently awarded a contract to run the Connection Center in Boston, recruit and coach Opportunity Youth, and connect them to workforce development and college bridging programs. Don Sands has developed HSE curriculum and worked as a trainer for teachers and program directors; he has twenty-nine years of experience in youth and adult education with extensive experience as an instructor and administer in High School Equivalency (HSE) and English for Speakers of Other Language (ESOL) programs.

LISA SCHUMACHER **Director, Education Strategies,** **McDonald's Corporation**

Lisa Schumacher is the Director of Education Strategies at McDonald's Corporation. She has more than 15 years of experience in organizational learning and development and is currently responsible for leading the development and execution of McDonald's education strategy to enhance workforce capability and the employee talent pipeline. In her previous role at the Council for Adult and Experiential Learning (CAEL) as the Director of WorkforceChicago, Lisa collaborated with Chicago-area CEOs and managed a business-led initiative that identified and disseminated best-practice learning strategies and policies. Prior to that, Lisa was the Director of the Learning Academy at The University of Chicago Hospitals. Lisa completed her Bachelor's and Masters in Communications at Purdue University.

CYNTHIA SHIELDS **Pittsburgh Works Site Director,** **Three Rivers Workforce Investment Board**

Cynthia Shields is a tireless advocate for systemic improvements on behalf of individuals with high barriers to success and self-sufficiency. At 3 Rivers Workforce Investment Board (3RWIB), Cynthia has led the development and implementation of Pittsburgh Works, a groundbreaking public/private collaboration of workforce development stakeholders dedicated to helping low income, low skill workers obtain career pathway employment. Cynthia continues to lead this initiative, recognized nationally as a promising practice for workforce investment, guiding the efforts and outcomes of over \$4 million in Federal, State, and philanthropic funds annually.

NAVJEET SINGH **Deputy Director, National Fund for Workforce Solutions**

Navjeet Singh is deputy director for the National Fund for Workforce Solutions. He has more than 25 years of experience in workforce and economic development, and in the technology sector.

Most recently he served as vice president at Commonwealth Corporation leading its Applied Research and Evaluation team that researches trends in education and workforce and measures the success of related programs. Navjeet has also served on the staff of the Southeastern Massachusetts Partnership, an innovative economic development partnership of a university and five cities.

Navjeet holds a Bachelor's in mechanical engineering from the Indian Institute of Technology in Kanpur, an MBA from the Indian Institute of Management in Ahmedabad, and a Master's from Rensselaer Polytechnic Institute. He serves on both the Advisory Board of the New England Public Policy Center at the Federal Reserve Bank of Boston and the Oversight Committee of English for New Bostonians.

JENNIFER SKINNER **Director of Organizational Effectiveness, TriHealth**

Jennifer Skinner is Director of Organizational Effectiveness for TriHealth, a health care system in Cincinnati employing over 11,000 employees across 80 physical locations. A highly accomplished and dedicated educational leader, she has a track record of implementing workforce training and leadership development strategies to achieve business objectives including TriHealth's Leadership Academy and School at Work program. Jennifer began her career in health care as a registered nurse and has served in various nursing leadership positions prior to focusing her professional experience in organizational development and employee training. She earned her nursing diploma from Bethesda School of Nursing, her bachelor's degree at Miami University and her masters degree in Nursing Administration from Xavier University.

Jennifer currently serves as co-chair for the Health Careers Collaborative of Greater Cincinnati, a collective partnership among healthcare and education institutions, and community agencies to envision and create an industry driven comprehensive Healthcare Career Pathway.

RICK SMITH **President, The Pinkerton Foundation**

Rick Smith is President of The Pinkerton Foundation, a New York-based non-profit that provides support to programs serving the needs of at risk young people in poor communities. Before joining the foundation, he worked at Newsweek magazine for 37 years, serving as Editor-in-Chief for 23 years and concurrently CEO for 16 years. During his tenure Newsweek won national magazine awards, recorded the most profitable years in its history, and Rick earned the magazine industry's lifetime achievement award. He is also chairman of Merrick, USA, a CEO mentoring firm, and on the boards of the Forestar Group, Videolicious.com, the Columbia Graduate School of Journalism and the Harvard AIDS Initiative.

WHITNEY SMITH **Senior Program Director, Employment Program, The Joyce Foundation**

Whitney Smith joined The Joyce Foundation in November 2005 as the Director of the Employment Program. The Employment Program is focused on improving the labor market outcomes of low-income, underprepared adults in the Great Lakes region. Whitney has broad experience on welfare, workforce, and adult education policy, most recently as Associate Director of the Chicago Jobs Council. She is currently serving as co-chair of the Chicagoland Workforce Funder Alliance; a member of the National Workforce Matters Funder's Network steering committee; and an advisor to the Clinton Global Initiative. In her free time, Whitney serves as the President of the Board of Directors for the Oak Park Regional Housing Center and is the busy mom to six-year-old twins. She holds a Bachelor's degree from Bowdoin College and a Master's degree from the School of Social Service Administration at the University of Chicago.

ABBY SNAY **Executive Director, Jewish Vocational Services, San Francisco**

Abby Snay began her career with JVS in 1975 as a part-time counselor to high school students and served as assistant director for several years before becoming Executive Director of JVS in 1984. Under Snay's leadership, the JVS budget has increased from \$300,000 to \$7 million, the staff has grown from 15 to a team of 75, and tens of thousands of JVS clients have built their skills and found new jobs.

A native of Chicago, Snay holds a bachelor's degree in English and a master's degree in Counseling from Washington University in St. Louis, Missouri. She has also completed executive education programs at Harvard School of Business and Stanford Graduate School of Business.

LISA SORICONE **Senior Research Manager, Building Economic Opportunity, Jobs for the Future**

Lisa Soricone helps evaluate the success of Jobs for the Future programs that help adults succeed in community college, such as Accelerating Opportunity and the Adult Degree Completion Project.

Before joining JFF, Dr. Soricone was a research and evaluation analyst at Commonwealth Corporation. Before that, she served as research associate for the National Center for the Study of Adult Learning and Literacy.

Dr. Soricone has a doctorate in Community Education and Lifelong Learning from Harvard University, a Master's in International Education (also from Harvard), a degree in literature, linguistics, and French as a foreign language from Université Paul Valéry in France, and a Bachelor's in French and political science from Hobart and William Smith Colleges.

LAURA SPADA **Executive Director, Baltimore Alliance for Careers in Healthcare**

Laura has been involved in education for 30+ years. The last 20 have been committed to creating linkages between education and workforce development. These efforts extended to working with business leaders to expand opportunities for the working poor by providing educational opportunities on-site and increasing the minimum wage. While living in Vermont, Laura served on the Committee for Welfare Reform and was recognized as a leader in the area of Career and Technology Education. She completed her doctoral work at the University of Vermont. Since her arrival in Maryland she has participated in Workforce Development through her involvement with the Susquehanna Workforce Investment Board and the Youth Council. Most of her career has been focused on serving the more vulnerable members of the population.

BRANDON SPENCE **Apprenticeship Consultant, Division of Economic Development and Workforce Competitiveness, South Carolina Technical College System**

PAT STEELE **Site Director, Central Iowa Works**

Pat Steele is the Site Director for Central Iowa Works, a position he has held since 2013. He has over 35 years of experience in employment services for people with barriers to employment. He has held positions with private and public organizations, including Goodwill Industries, Options of Linn County, the Iowa Division of Vocational Rehabilitation Services, the University of Iowa Health Policy and Disability Center, and Mainstream Living. In addition to his present position with Central Iowa Works, he also consults for the Arc of East Central Iowa and is a surveyor for CARF, an international accrediting body.

ADRIA STEINBERG

Vice President, Building Educational Pathways for Youth, Jobs for the Future

Adria Steinberg leads Jobs for the Future's program and policy development efforts to improve the educational options and prospects of young people who have disengaged or disconnected altogether from the educational and workforce systems. Ms. Steinberg also is the senior advisor to JFF's Students at the Center team.

When she joined JFF in 1996, Ms. Steinberg brought years of experience as an educator, school reformer, and writer/editor. She was co-founder of an alternative high school, the academic coordinator charged with reinventing a vocational high school program within a large comprehensive high school, and co-principal in a consulting company that staffed national advocacy efforts such as Our Children at Risk, a commission chaired by Marion Wright Edelman and Harold Howe.

SARAH STELTZ

Associate Director, University & Community Partnerships, Drexel University

Sarah Steltz is the Associate Director of University & Community Partnerships at Drexel University in Philadelphia, Pennsylvania. Sarah has been at Drexel since 2007 and brings rich experience in talent management, adult education, and training to her current role, which focuses on increasing economic opportunity for residents of West Philadelphia as part of Drexel's comprehensive community engagement strategy. Sarah was appointed as the first professional staff member dedicated to shaping Drexel's workforce development efforts and has since expanded her portfolio to include increasing construction inclusion and local purchasing. Sarah also serves on the leadership and launch team for the Dornsife Center, Drexel's new "urban extension center" located in the Mantua neighborhood that borders Drexel's campus. Sarah is a Certified Human Resources Professional (PHR) with a BA in Communications from Susquehanna University and is pursuing her MS in Human Resources Development at Drexel.

PETER STRANGE

Chairman Emeritus, Messer, Inc.

Pete is the retired chairman of Messer, Inc., the parent company for Messer Financial Services and Messer Construction Co., a regional general contractor that performed approximately \$759,000,000 worth of construction in 2012. A graduate of the University of Cincinnati in Civil Engineering, he began his career with Messer as a co-op student. He joined Messer full-time upon graduation in 1972 and progressed through increasing levels of responsibility. In 1989, he led negotiations resulting in the purchase of all outstanding Messer stock by management and employees. In January 1990, at the completion of the buyout transaction, he was named President of the company. He became Chairman and CEO of Messer Construction Co. in 2005 and transitioned to his current role of Chairman of Messer, Inc. in 2010. As of April 1, 2013, Pete has retired but remains "Of Counsel" to the company.

JODI STURGEON

President, Paraprofessional Healthcare Institute (PHI)

Jodi brings two decades of nonprofit experience to her role as PHI President. Under her leadership, PHI is promoting a strategic understanding of direct-care work as one of few growing employment opportunities for women in low-income communities. Jodi formerly served as Vice President for a statewide Community Development Financial Institution, helping to strengthen housing, community facilities, jobs, and services for low-income individuals and families in New Hampshire. She currently serves as the Board Treasurer for PHI's founding affiliate, and she serves on the Board of Directors for both PHI and its affiliate. She has a B.S. in Accounting, and she did graduate work at Southern New Hampshire University, with a concentration in Nonprofit Finance that included an advanced certificate in Governmental Finance.

MICHAEL TAMASI

President and CEO, AccuRounds and Chairman, Business Leaders United

Michael Tamasi is President and CEO of AccuRounds located in Avon, Massachusetts, an advanced manufacturer providing contract precision machining services. He is a second-generation, family business owner.

Michael is very active in several industry and educational organizations including NTMA, Audit Team; NIMS, Auditor; GBMP, Chairman; Massachusetts STEM Advisory Council, co-chair Workforce Training subcommittee; Massachusetts Advanced Manufacturing Collaborative, Executive Committee; Federal Reserve Bank of Boston, New England Advisory Council member; Business Leaders United for Workforce Partnerships, Chairman.

Michael received a Bachelor of Science degree in mechanical engineering from the University of New Hampshire, and a Master's degree in business administration from Babson College.

STEVEN TAMASI

Owner & CEO, Boston Centerless

Steven Tamasi is CEO of Boston Centerless, located in Woburn, Massachusetts. For thirty years, Steven has actively led efforts to improve and expand educational efforts for precision machining at both the local and national level. He currently leads the National Robotics League (NRL). Boston Centerless sponsors the SkillsUSA Massachusetts State competition for Precision Machining and acts as a sponsor and mentor for the Winchester, Massachusetts High School Robotics team. Steven holds a Bachelor of Science degree in OR&IE from Cornell University, and is a graduate of the Owner/President Management (OPM) Executive Education Program at Harvard Business School.

KRISTEN TITUS

Founding Director, NYC Tech Talent Pipeline

Kristen Titus is the Founding Director of New York City's Tech Talent Pipeline, leading the Mayor's \$10 million commitment to support the growth of the tech sector. Kristen is the former

Executive Director of Girls Who Code, a national organization working to close the gender gap in technology and engineering.

Kristen is a former consultant to startups, nonprofit organizations, foundations, and corporate partners working at the intersection of philanthropy and technology, and the former Managing Director of Jumo.com. Kristen helped to launch Jumo in 2010, where she led the organization's programming, fundraising, communications and operations; in 2011, she managed the organization's merger with GOOD Worldwide, LLC. Prior to founding Jumo, Kristen was as a consultant to nonprofit organizations and institutions in the areas of strategic planning, management, and communications.

SHAWNA TRAGER

Executive Director, New York Alliance for Careers in Healthcare

Shawna Trager is Executive Director of the New York Alliance for Careers in Healthcare (NYACH), an initiative of the New York City Workforce Innovation Fund, a public private partnership between the NYC Workforce Funders and NYC Department of Small Business Services. Shawna works closely with NYACH's industry, education, funding, and government partners to ensure that workforce and education systems are aligned with the healthcare industry's needs and that low-income and unemployed New Yorkers have access to innovative training initiatives leading to viable careers in healthcare. Before coming to NYACH, Shawna was the Director of Grants and Workforce Programs at the Greater New York Hospital Association. She has a Bachelor of Arts from Cornell University and received her Masters in Public Administration from the NYU Robert F. Wagner Graduate School of Public Service with a focus on health policy.

STEPHEN TUCKER

Director of Industry Partnerships, Partners for a Competitive Workforce

Stephen Tucker is the Director of Industry Partnerships with Partners for a Competitive Workforce in Cincinnati, Ohio. Stephen leads Industry Partnerships in Construction and Advanced Manufacturing, engaging key stakeholders including employers, educators, community based organizations, and the workforce investment system to address the skills gap of the local labor pool and provide businesses with a qualified workforce. His main objectives are aligning education with industry, developing industry career pathways and utilizing industry intelligence to develop the talent supply pipeline. Stephen has an MBA from Indiana Wesleyan University and a BS in Criminal Justice from Wilberforce University. He is a Certified Global Career Development Facilitator Instructor and a Murano Fellow as a graduate of Aspen Institute's Sector Skills Academy.

ROXANA TYNAN

Executive Director, Los Angeles Alliance for a New Economy (LAANE)

Roxana Tynan joined LAANE in 2001 and served as deputy director for six years until assuming the position of executive

director in February 2012. She has spent her entire career advancing the cause of social and economic justice.

Prior to joining LAANE, Ms. Tynan served as economic development deputy to L.A. City Councilmember Jackie Goldberg. She also worked with the Yucca Corridor Coalition to fight slum conditions and successfully advocate for the city to build affordable housing and public parks.

Ms. Tynan worked as an organizer for the Hotel and Restaurant Employees Union in Las Vegas and Los Angeles for four years. A graduate of Yale, she is bilingual in English and Spanish.

JANICE URBANIK

Executive Director, Partners for a Competitive Workforce, United Way of Greater Cincinnati

Janice Urbanik is the Executive Director of Industry Partnerships for Partners for a Competitive Workforce, an initiative of the United Way of Greater Cincinnati. Her focus is developing talent supply chains for the regional manufacturing and construction industries by aligning education with industry needs through career pathways. She is on the Board/Leadership Council for the Women's Fund of the Greater Cincinnati Foundation, JustIn Construction, the National Network of Sector Partners, and the Spirit of Construction Foundation, and is heavily involved in efforts to increase the number of women in nontraditional careers. Janice and her work teams have been recognized nationally for their work in assisting underrepresented populations attain careers in construction and manufacturing.

STACEY JARRETT WAGNER

Principal, JarrettWagner Group, LLC

Stacey Jarrett Wagner has more than 20 years of experience in workforce development, conducting research and providing strategic thinking and technical assistance on workforce development issues for the U.S. Department of Commerce, Manufacturing Extension Partnership, the American Society for Training and Development, the National Association of Manufacturers, the American Association of Community Colleges, the National Center for Education and the Economy, the Center for Energy Workforce Development, ARAMARK, and the National Fund for Workforce Solutions, among others. Her work for the Manufacturing Extension Partnership (2011–2014) focused on integrating workforce development as a critical business strategy for small and medium-sized manufacturers through the creation of a software program analyzing the alignment between a business' operational goals and its workforce investments. She also authored the workforce chapter in "Remaking America," a 2013 publication of the Alliance for American Manufacturing describing policies that support advanced manufacturing in the 21st century.

WILLIAM WEIER

Director, Human Resources, Fives Machining Systems, Inc.

William Weier is the Director of Human Resources with responsibility for the local Human Resources organizations

located at Fives Giddings & Lewis, Fives Cincinnati, and Fives Global Services MSI.

Mr. Weier serves on the Technical Advisory Board for both the Brighton Center and Gateway Community and Technical College, is a member of the Veterans Board for Gateway as well as serving on their Manufacturing Consortium.

Mr. Weier has over 20 years' experience in Human Resources and currently directs the activities of 5 HR professionals focused on safety, security, environmental issues, and all transactional requirements to support more than 500 employees.

JOE WESLEY

Director of Strategic Workforce Development, Wegmans Food Markets

Joe has 30 years of service at Wegmans Food Markets with a very diverse background covering such areas of the company as Accounting, Store Management, Construction, Procurement, Bakery Manufacturing, and currently works in the Legal Department aligning Community workforce efforts with attention around Middle Skill jobs. Joe facilitates weekly meetings with representatives from business, organized labor, government, not for profits and academic institutions to promote job growth for both youth and adults. Joe is part of Governor Andrew Cuomo's Regional Economic Development Council for the Finger Lakes region and is also a member of the Workforce Investment Board for Monroe County and holds a Lean Six Sigma Green Belt certification.

RANDALL WILSON

Senior Research Manager, Building Economic Opportunity, Jobs for the Future

Randall Wilson works on Jobs for the Future projects designed to help low-skilled adults advance to family-supporting careers, while enabling employers to sustain a productive workforce. With more than 20 years' experience in research and program evaluation in the areas of workforce development and urban community development, Randall conducts research and provides technical assistance for CareerSTAT, which employs best practices learned through Jobs to Careers, a six-year initiative he co-managed.

Randall has authored numerous studies and was a research associate in the Center for Social Policy at the University of Massachusetts, Boston. He has taught at UMass Boston's College of Public and Community Services and served as planning data manager for the Cambridge Community Development Department. Randall has a Ph.D. in public policy from the University of Massachusetts, Boston. He earned his B.A. in politics and environmental studies from the University of California Santa Cruz, and a Master's in regional planning from Cornell University.

DEVON WINEY

Principal, Mt. Auburn Associates

With 12 years of experience at Mt. Auburn Associates, Devon directs multiple projects, primarily evaluations. She serves

as the project lead on both Boston's SkillWorks Phase II and Workforce Solutions Collaborative of Metro Hartford. She also serves as the lead evaluator on specific efforts within those evaluations, including program evaluations of workforce partnerships in healthcare, hospitality, and energy. Devon is also as a senior member of the national evaluation team for The Integration Initiative, a current flagship investment of the funder collaborative, Living Cities.

Devon previously worked at Monitor Company, a global strategic management consulting firm. Devon holds an M.B.A. from Harvard Business School and a B.A., magna cum laude, in Economics and Political Science from Wellesley College.

MARY V.L. WRIGHT

Senior Director, Building Economic Opportunity, Jobs for the Future

Mary V.L. Wright directs Jobs for the Future initiatives that help low-skilled adults move into and through postsecondary education and on to careers that pay family-supporting wages. One such initiative is Credentials That Work, which seeks to utilize innovations in the collection and use of real-time labor market information to better align investments in education and training with the needs of the economy. Mary has more than 20 years of experience in municipal finance, government affairs, and workforce development.

Before joining JFF, she served as director at The Conference Board in New York City, driving its work in workforce readiness, business, and education partnerships. During her tenure, she also served on the boards of three nonprofits that support educational opportunities for underrepresented youth, housing options for low-income families, and the arts. Mary has an MBA in public/nonprofit management from Columbia University and a Bachelor's degree in urban affairs from Connecticut College.

WALTER WRIGHT

Program Manager for Economic Inclusion, Levin College of Urban Affairs, Cleveland State University

Walter Wright is the program manager for economic inclusion at Cleveland State University Levin College of Urban Affairs, working to increase opportunities for residents through the Greater University Circle initiative. He has worked for 23 years in community development, most recently as a project director at the Cleveland Foundation. Prior to joining the foundation he worked as a senior program officer at Cleveland Neighborhood Progress, and as the director of economic development at the Tremont West Development Corporation. Currently, he directs the Greater University Circle Economic Inclusion Initiative, conducting research and evaluation of programs, facilitation, and network building in urban community transformation. He is a board member for the Center for Population Dynamics at Cleveland State University. He earned a Master's and Bachelor's Degree (summa cum laude) in Art Education from Case Western Reserve University. He is a certified Economic Development Professional with the National Development Council.