



# Transformative Change Initiative

## LEARNING LAB

Scaling Innovations  
for Future Impact

BALTIMORE, MARYLAND • FEBRUARY 17-18, 2015



Dear Colleagues,

We would like to welcome you to the 2015 Transformative Change Initiative Learning Lab! We are delighted to be joined by all four rounds of the Trade Adjustment Assistance Community College and Career Training (TAACCT) consortia grantees, evaluators, employers and industry association representatives, policymakers, and other strategic partners for two days of thought-provoking discussions to advance the scaling of innovations to grow impact. We want to thank the Bill & Melinda Gates Foundation, Joyce Foundation, and Lumina Foundation for their continued generous support for this event.

This year's Learning Lab will highlight and celebrate the "faces of transformative change," individuals who have successfully graduated from programs of study, earned credentials, and have received or advanced in family-sustaining wage jobs, all while navigating the demands of living, working and learning. The stories of these remarkable students renew our collective commitment to real and meaningful change. Behind every success story stands caring, supportive, and wise professionals who work diligently to reform higher education and help to build a skilled and qualified workforce. We encourage you to use your time in Baltimore to celebrate your transformative stories with colleagues as we continue to cultivate the TCI Network that is dedicated to scaling impact.

With all four rounds of TAACCT funding distributed and Round I grantees almost at the completion of their projects, the time is right to share how innovations are spreading and enduring within and across institutions, states, and industries. To facilitate these discussions, the Learning Lab sessions will weave the **TCI Guiding Principles for Scaling** into the agenda, from transformative **leadership** evident in the keynotes of Sir Ken Robinson and Wes Moore to **adoption and adaptation** in the Innovation Labs and Future of Work and Learning sessions to **evidence** in the Evaluation Collaborative sessions to effective **technology** in the Instructional Technologies session to **storytelling** through the Beyond "Once Upon a Time" session, and finally, to **networks and dissemination** in the peer-to-peer exchanges, Innovation Labs, and the TCI community itself.

We hope your participation in the Learning Lab this year inspires you to be bold. We thank you for your commitment to transformative change, and we look forward to our future work together.

Warm Regards,

A handwritten signature in black ink that reads "Mindy Feldbaum".

**Mindy Feldbaum**

CEO, The Collaboratory and  
Vice President, Strategy and  
Programs, ACT Foundation

A handwritten signature in black ink that reads "Debra Bragg".

**Debra Bragg**

Gutgsell Endowed Professor and Director,  
Office of Community College Research  
and Leadership, University of Illinois

## Monday, February 16

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**4:00 pm - 7:00 pm** **Registration**  
Constellation Foyer

## Tuesday, February 17

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**7:00 am - 8:00 am** **Breakfast and Registration**  
Constellation Foyer

**8:00 am - 9:00 am** **Opening Plenary Session**  
Constellation A & B

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### **Welcome and Scaling with Purpose**

- **Mindy Feldbaum**, CEO, The Collaboratory and Vice President, Strategy and Programs, ACT Foundation
  - **Debra Bragg**, Gutgsell Endowed Professor and Director, Office of Community College Research and Leadership, University of Illinois
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### **Faces of Transformative Change Panel**

At its core, every TAACCCT consortium's vision for transformative change is driven by an acknowledged need and desire to impact student success and outcomes. As efforts come closer to full circle, real life inspirational stories drive home positive impacts of the TAACCCT program on the lives of participants, families, colleges, and the community, unleashing potent reminders of the importance of the work itself. In this opening plenary session, four individuals who have graduated from TAACCCT programs of study, earned credentials, and are employed in good jobs will be highlighted, shining a spotlight on their accomplishments and celebrating their success. Their stories, including their experiences in the classroom and the workplace, will reinvigorate our powerful collective commitment to transformative change.

- **Ginny Quillen**, National STEM Consortium
- **Benjamin Nall**, MoHealthWINS Consortium
- **Wayne Jarvis Bears Tail**, DeMaND Consortium
- **Delfina Flores**, C6 Consortium
- **MODERATOR: Debra Bragg**, Gutgsell Endowed Professor and Director, Office of Community College Research and Leadership, University of Illinois



9:00 am - 10:15 am

Constellation A & B

## Keynote Address

### **Transformative Leadership for Student Success**

- **Wes Moore**, Best-Selling Author, *The Other Wes Moore* and *The Work*

Wes Moore's story began in the outskirts of Baltimore City. Despite early behavioral and academic struggles, Wes eventually entered Valley Forge Military Academy where he excelled in his studies and beyond-- playing football in college, earning the distinction of being selected for a Rhodes Scholarship, studying International Relations at Oxford University and eventually becoming a commissioned officer in the United States Army. His first book, *The Other Wes Moore*, follows the challenges faced by another individual who grew up in the same city with the same name. This book is a thought-provoking search for answers about the fate of individuals and the decisions they make in light of their sometimes fragile circumstances.

Wes will share the story of his youth and his transformative journey in a world that can be at times difficult to navigate. Most importantly, he will also share how the importance of mentors in the lives of students strengthen the resolve, confidence, and overall success of our future leaders.

Indeed, students from all walks of life, including nontraditional students and community college educators alike have connected with Wes's powerful story. We all know the role of transformative, caring leaders is a crucial factor in ensuring student success. Wes's story provides the perfect opportunity to reflect on how educational institutions can leverage their resources to provide mentors to our future leaders.

10:15 am - 10:30 am

Constellation Foyer & Atrium

## Break

10:30 am - 12:30 pm

Constellation A & B

## The Future of Work and Learning

Today, a number of forces are beginning to play out in work and learning that will likely start slow but gather increasing momentum over the next 10-15 years. In this session, we will explore some of the research and clues -- from the emergence of massive learning content commons and "extreme earners" to developments in automation and the coordination economy. The Institute for the Future (ITF) has been collecting data and insights on these issues, and will share with the group in this session. In addition to concrete examples of new issues and technologies impacting the way that we will work and learn over the next decade, participants will be invited to work in teams to prototype new or adapt current TAACCCT innovations that take advantage of these shifts.

- **Devin Fidler**, Research Director, Institute for the Future
- **Alessandro Voto**, Research Manager, Institute for the Future

12:30 pm - 2:00 pm

Constellation A & B

## Networking Lunch and Presentations

Lunch service is available in the Constellation Foyer.

### Networking Group Exercise

- **Leticia Barajas**, Vice President of Academic Affairs and Workforce Development, Los Angeles Trade-Technical College
- **Michael L. Powell**, Executive Director, Center for Continuing Education & Workforce Development, Passaic County Community College

### Ignite Talks

**Ignite Talks are brief presentations that are meant to “ignite” the audience about TAACCCT innovations with the goal of provoking awareness, thought, and action. Ignite speakers will present their ideas in 5 minutes, with no more than 20 slides that automatically advance every 15 seconds as they are speaking.**

Ohio is a state of makers, with more than 660,000 workers in the manufacturing sector producing \$50 billion in products. Discover how the **Ohio Technical Skills Innovation Network (Ohio TechNet)**, a consortium of 11 community colleges is

partnering to prepare Ohio’s workforce for jobs in the state’s growing innovation economy. Ohio TechNet is designed to accelerate adoption of innovative program models and approaches to meet talent needs in Ohio’s advanced manufacturing sector. It leverages Ohio’s Completion Agenda, which includes expansion of Prior Learning Assessment (PLA) to recognize college level learning and skills acquired outside the classroom as a means to expand pathways to college and accelerate learning.

- **Terri Burgess Sandu**, Director, Entrepreneurship Innovation Institute and Executive Director for Workforce Development, Lorain County Community College

Learn how the **Community College Consortium for Bioscience Credentials (C3BC)**, a national 12 college consortium, worked to harmonize core skill standards across the bioscience subsectors, resulting in strong student attainment of core skills that have been validated by industry. The continuous process of skill standards revision has led to a longer-term systems impact, resulting in deep rooted collaboration between community colleges and industry, improving preparation for workplace training.

- **Russel Read**, Director, Community College Consortium for Bioscience Credentials (C3BC) and Executive Director, National Center for the Biotechnology Workforce, Forsyth Technical Community College

2:00 pm - 2:15 pm

Constellation Foyer & Atrium

## Break



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**2:15 pm - 4:15 pm**    **Education Innovation Labs: Creating a Shared Vision and Action for Scale and Impact**

Please choose one of six concurrent Education Innovation Lab sessions.

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*Constellation F*

**Prior Learning Assessments: Strengthening Communities & Building Strategic Partnerships**

This session will bring together different perspectives and examples of how Prior Learning Assessment (PLA) programs are being conducted at participating institutions. Through a series of activities and interactions, participants will build a shared understanding of PLA as a community of practice, while developing a repertoire of resources, ideas, and further innovations to be used at their institutions. One specific innovation to be explored is how to use the assessment of workplace learning to develop and enhance strategic partnerships.

- **Nan Travers**, *Director, Office of Collegewide Academic Review, SUNY Empire State College*
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*Constellation E*

**Leveraging Your TAACCCT Grant to Build a Career Pathways System**

This session will focus on scaling career pathway innovations, and will use criteria and indicators for local/regional career pathway systems developed by the Alliance for Quality Career Pathways. Participants will be engaged in a discussion of career pathway systems development criteria, have an opportunity to share innovations they have implemented or that are in progress as part of their TAACCCT grants, and identify challenges and opportunities for scaling career pathway systems. Participants will also learn how the Alliance self-assessment tool can assist them in engaging their local partners in building effective career pathways for current work and under the Workforce Innovation and Opportunities Act (WIOA) work on the horizon.

- **Tim Harmon**, *President, Workforce Enterprise Services and Metrics Consultant, CLASP*
- **Judy Mortrude**, *Director of the Alliance for Quality Career Pathways, CLASP*

Frederick Room

## Scaling Student Support Services

Many TAACCCT grantees have integrated a range of student support services into their programs and the research has shown for many years that an integrated network of academic, social, financial, and employment supports are key elements to student and worker success. When implemented in a coordinated, targeted, and comprehensive way along with strategic partners and the mobilization of formal and informal resources, the results can be profound. Come join this session to discover, share, and learn about TAACCCT innovative student/worker supports, identify the innovations that are most scalable and impactful, and work towards the design of an action scaling plan.

- **Luzelma Canales**, Executive Director, RGV Focus
- **Nikki Edgecombe**, Senior Research Associate, Community College Research Center, Columbia University
- **Julian Haynes**, Associate Director of Programs and Policies, Achieving the Dream

Columbia Room

## Common Employability Skills: A Foundation for Success in the Workplace

Today, employers in every industry sector emphasize the need for employees with certain foundational skills, including a strong academic grounding in math and reading, teamwork, problem solving, work ethic and integrity. The National Network of Business and Industry Associations has brought together the organizations that represent employers from major economic sectors and have worked to identify the core set of fundamental skills that potential employees need in the workplace – and a common vocabulary to explain it. This model is called the common employability skills framework. In this interactive session, participants will share how they have integrated foundational skills and assessments into their grants, discuss how it aligns or differs from the common employability skills framework, identify gaps and where the responsibility lies for closing the gaps, and work towards how educators can help to build a industry-defined foundational skills roadmap to ensure TAACCCT participants have the skills and competencies that employers value.

- **Ann Randazzo**, Executive Director, Center for Energy Workforce Development (CEWD), Member, National Network of Business and Industry Associations
- **Jacey Wilkins**, Communications Consultant, National Network of Business and Industry Associations



Constellation C

## **Building Skills for Success Through Project-Based Learning (PBL)**

PBL has the potential to engage learners more deeply, creating a richer learning experience, promoting persistence, and, most importantly, fostering the interpersonal and intra-personal (“non-cognitive”) skills so essential to success in college, work, and life. PBL is especially well-suited to adult learners in career-oriented programs that are the focus of TAACCCT, as it can maximize the relevance of the learning, and equip individuals with the adaptive, problem-solving, and self-management skills employers seek. This session will explore the state of PBL in TAACCCT programs, and identify ways to help more schools to effectively incorporate PBL into their programs.

• **Matthew Muench**, Program Officer, Joyce Foundation

Constellation D

## **Using Evaluation to Scale Transformative Change**

This session will focus on evaluation methods and measures to advance the spread and endurance of transformative change in a community college setting. Various ways evaluation is being used with respect to TAACCCT, and additional ways that it can be used in the future, in other applications, will be shared in this highly participatory session. Participants will leave the session having developed concrete plans for ways to use evaluation to measure scale-up and sustainability pertaining to TAACCCT and other community college and workforce innovations.

• **Amy Germuth**, President, EvalWorks

4:30 pm - 5:15 pm

Constellation A & B

## **Report Out from Education Innovation Lab Sessions & Closing**

5:30 pm - 7:30 pm

Pisces (15th Floor)

## **Networking Reception**

Please take express elevators directly to Pisces, on the 15th Floor.

## Wednesday, February 18

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**7:30 am - 8:30 am Breakfast**

*Constellation Foyer*

### **Optional Breakfast Sessions**

*Constellation C*

#### **Utilizing Instructional Technologies to Acquire Essential Basic Skills**

Lack of basic literacy and numeracy prevents many students from completing a community college program of study and acquiring a valuable credential. Where and how might technology solutions help more students acquire essential basic skills and proceed to college success?

Tyton Partners, formerly Education Growth Advisors will share findings from a national research effort funded by the Joyce Foundation on the current role and potential for instructional technologies in adult education. This research draws on more than 50 interviews with adult education experts, as well as a survey completed by more than 1,000 administrators and instructors across the country, including at community colleges. It highlights both a widespread interest in the potential for technology to support adult education, and some challenges in trying to do so.

Please join us to hear the findings and discuss ways to take the insights from this research to help students acquire these skills necessary for securing a valuable community college credential.

• **Tanya Rosbash**, *Principal, Tyton Partners*

*Constellation D*

#### **Evaluation Collaborative Breakfast: Informal Sharing Among TAACCCT Evaluators**

TAACCCT third-party evaluators and other participants are encouraged to attend.



**8:45 am - 10:15 am**

*Constellation A & B*

## **Welcome**

- **Mindy Feldbaum**, CEO, The Collaboratory and Vice President, Strategy and Programs, ACT Foundation

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## **Keynote Address: Leading a Culture of Innovation**

- **Sir Ken Robinson**, Internationally Acclaimed Expert on Creativity and Innovation and Author, *Finding Your Element*, *The Element*, and *Out of Our Minds*

The changing fortunes of the Fortune 500 will tell you that no company has a guaranteed place at the top. Keeping up and staying ahead of the game depends entirely on continuous and sustained innovation. We all know that this is true in both business and education, but what do leaders have to do to make it happen? Sir Ken Robinson has worked with some of the world's leading creative organizations in the corporate, educational and cultural fields. In this presentation, he identifies the three myths about innovation that hold many organizations back, and the basic practices that drive the most innovative organizations, including community colleges, ahead of the pack. He presents a three-tier strategy to generate "systemic innovation" across the whole organization. He then identifies the three core roles of creative leaders to make this happen.

Takeaways include:

- The need for "systemic innovation"
- The relationships between imagination, creativity and innovation
- The three levels of systemic innovation
- The basic roles of creative leaders

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**10:15 am - 10:30 am**

*Constellation  
Foyer & Atrium*

## **Break**

**10:30 am - 12:30 pm** **Industry-Workforce Innovation Labs: Shared Vision and Action for Scale and Impact**

These interactive, hands-on sessions will focus on industry and workforce TAACCCT innovations. Participants will hear from industry experts, share, discover and learn from colleagues, identify and target innovations that show promise for scale and impact, and work together to frame a scaling plan to advance the field. Participants should choose a session that aligns best with the sector focus of their grant.

Constellation  
E & F

**Manufacturing**

- **Jennifer McNelly**, President, Manufacturing Institute
- **Brent Weil**, Senior Vice President, Manufacturing Institute

Columbia  
Room

**Information Technology**

- **Tim Harmon**, President, Workforce Enterprise Services and Metrics Consultant, CLASP
- **Charles Eaton**, CEO, CompTIA's Creating IT Futures Foundation

Constellation C

**Energy, Construction, and Mining**

- **Ann Randazzo**, Executive Director, Center for Energy Workforce Development

Annapolis  
Room

**Healthcare**

- **Donna Yurdin**, President, Credo Management Consulting
- **Christy Ralston**, Director, Workforce Development, Norton Healthcare

Frederick  
Room

**Transportation and Logistics**

- **Luzelma Canales**, Executive Director, RGV Focus
- **Laurie Hein Denham**, President, American Society of Transportation and Logistics

Constellation  
A & B

**STEM and Other Industries**

- **Jan Morrison**, CEO, TIES
- **Tami Goetz**, Executive Director, Utah STEM Action Center

**Evaluation Session**

**10:30 am - 12:30 pm**  
Constellation D

**Evaluating Complexity: Propositions for Improving Practice**

This workshop is intended to bring together knowledge about systems change, complexity, and evaluation in a way that clarifies and describes how the practice of evaluation needs to evolve to better serve the social sector. We will examine a set of "propositions," with associated tools and examples, that offer helpful guidance to those engaged in evaluating complex social change initiatives.

- **Srik Gopal**, Director, FSG



**12:30 pm - 2:00 pm Lunch Presentation**

Constellation A & B

Lunch service is available in the Constellation Foyer.

**Transformative Change: A Federal Vision**

Curious about the Federal Government’s vision and priorities for the coming year and its relevance to your TAACCCT work? During this general session, senior administration officials from the U.S. Departments of Labor and Education will discuss their key budgetary and policy priorities as they relate to community colleges, workforce development and other reform efforts. Learn about the TAACCCT program’s evaluation findings to date and the program’s early successes, and the federal agencies’ continued support for community college innovations that are sustainable and impactful.

- **Eric Seleznow**, Deputy Assistant Secretary, Employment and Training Administration, U.S. Department of Labor
- **Demetra Nightingale**, Chief Evaluation Officer, U.S. Department of Labor
- **Mark Mitsui**, Deputy Assistant Secretary for Community Colleges, Office of Career, Technical and Adult Education, U.S. Department of Education

**MODERATOR: Sue Liu**, Senior Director, The Collaboratory

**2:00 pm - 2:15 pm Ignite Talks**

Constellation A & B

Learn how the **Health Professions Pathways (H2P) Consortium**, comprised of nine colleges in five states, has a strong “we are in this together” ethos, and an employer-led collaboration that is transforming the education delivery model for frontline workers through industry recognized stackable credentials.

- **Christy Ralston**, Director, Workforce Development, Norton Healthcare, Health Professions Pathway (H2P) Consortium

Discover how thirteen community colleges in **Strengthening Workforce Alignment in Montana’s Manufacturing and Energy Industries (SWAMMEI)** consortium focused on nine trades-oriented occupations in the manufacturing and energy sectors. By taking a different approach to the role of Workforce Navigators, the consortium has seen better coordination of the workforce training system and better outcomes for students and employers.

- **Matthew Springer**, Director, RevUp Montana, Great Falls College, Montana State University

**2:15 pm - 2:45 pm Networking Break**

Constellation Foyer & Atrium

**2:45 pm - 4:45 pm** **Beyond “Once Upon a Time”**

Constellation  
A & B

Great storytelling should undergird any attempt to create meaningful change or scale innovation. In this introductory session, learn and play with ancient story templates that can infuse your message about TAACCCT innovations and participants in your program with meaning and share-ability. Free Range, a creative storytelling firm, will guide this interactive session in the development of your compelling transformative change story.

- **Ellen Roche**, Director of Brand Strategy, Free Range

**Evaluation Session**

**2:45 pm - 4:45 pm**

Constellation D

*These concurrent sessions are being offered for the Evaluation Collaborative. TAACCCT third-party evaluators and other participants are encouraged to attend.*

**Data Placemats: A DataViz Technique to Improve Stakeholder Understanding of Evaluation Results**

As evaluators we understand the importance of participatory evaluation and its connection to evaluation use. A data placemat is a tool that can be used to communicate preliminary evaluation results before writing the final report. They are used in the analysis phase of the evaluation lifecycle and offer stakeholders an opportunity to form their own judgments about the data and weigh in, prior to the writing of the final report. This session will provide an overview of the different steps involved in creating and implementing data placemats.

- **Veena Pankaj**, Director of Innovation Network, Inc.

**4:45 pm - 5:00 pm** **Closing**

Constellation A & B

- **Mindy Feldbaum** and **Debra Bragg**



## Keynote Speaker

**W**es Moore is an Army combat veteran, national best-selling author, and social entrepreneur. His first book, *The Other Wes Moore*, became an instant New York Times and Wall Street Journal bestseller as a story that conveys the importance of individual decisions as well as community support. He is also the host of "Beyond Belief" on the Oprah Winfrey Network and Executive Producer and host of *Coming Back with Wes Moore* on PBS.



**Wes Moore**

Wes graduated Phi Theta Kappa from Valley Forge Military College in 1998 and Phi Beta Kappa from Johns Hopkins University in 2001. He completed an MLitt in International Relations from Oxford University as a Rhodes Scholar in 2004. Upon graduation, Wes served as a paratrooper and Captain in the United States Army, participating in a combat tour of duty in Afghanistan with the 82nd Airborne Division.

While a student at Johns Hopkins he founded STAND!, which works with Baltimore youth involved in the criminal justice system and still exists today. He has been featured by *USA Today*, *People Magazine*, *Meet the Press*, *The Colbert Report*, *The View*, MSNBC, and NPR, among many others.

More recently, Wes is now the Founder and CEO of BridgeEdU, an innovative college completion platform that addresses the college completion and career placement crisis by reinventing the Freshman Year in a way that engages students in real-world internships and service learning opportunities. He is also the author of *The Work*, to be released in January, which chronicles Wes's journey to discover meaning in his work and how he found that meaning in service. Wes is committed to helping young people redirect their lives and supporting the parents, teachers, mentors and volunteers who care for, and work with, our nation's youth. A portion of the proceeds from sales of *The Other Wes Moore* are being donated to the U.S. Dream Academy and City Year.

An internationally recognized authority in creativity and innovation in education and business, Sir Ken Robinson is also one of the world's leading speakers. Videos of his famous talks to the prestigious TED Conference are the most viewed in the history of the organization and have been seen by an estimated 300 million people in over 150 countries.



**Sir Ken Robinson**

Sir Ken works with governments in Europe, Asia and the US, international agencies, Fortune 500 companies and leading cultural organizations. He led a national commission on creativity, education and the economy for the UK Government, was the central figure in developing a strategy for creative and economic development as part of the Peace Process in Northern Ireland, and was one of four international advisors to the Singapore Government for a strategy to become the creative hub of SE Asia.

Called "one of the world's elite thinkers on creativity and innovation" by Fast Company magazine, Sir Ken has received numerous awards and recognitions for his groundbreaking contributions. He was included in Thinkers50 list of the world's leading business thinkers and has been named one of TIME/Fortune/CNN's Principal Voices. In 2003, he received a knighthood from Queen Elizabeth II for services to the arts. His 2009 book, *The Element: How Finding Your Passion Changes Everything*, is a New York Times best seller and has been translated into

21 languages. A 10th anniversary edition of his classic work on creativity and innovation, *Out of Our Minds: Learning to be Creative*, was published in 2011. His latest book, *Finding Your Element: How to Discover Your Talents and Passions and Transform Your Life*, was published by Viking in May 2013 and is also a New York Times best seller.



## Featured Speakers



**Devin Fidler** is a Research Director at the Institute for the Future. Devin's interests center on applying foresight to organizational strategy, with an emphasis on the impacts of emerging technologies and shifting business models. He sees organizations as systems designed to activate know-how in the right places and at the right times. From this perspective, he argues that in a post-globalization world, all management is knowledge management. Devin is a frequent speaker at gatherings of business leaders and others interested in the transformation of organizations. He approaches projects from a strongly international perspective, having lived and worked in several countries throughout his career. Devin's other research areas include shifts in the energy sector, new work models, and emerging disruptions to traditional models for higher education.

Before joining IFTF in 2010, Devin was involved with a number of projects in the areas of technology assessment and the future of business, including work in the Research and Analysis Center of the U.S. Chamber of Commerce, as director of the International Business Trends Center, and as an analyst for the Royal Bank of Scotland in Edinburgh. He holds a BA in history from the University of Colorado, and an MBA with a focus in emerging markets from Budapest University of Economics and Institut des Hautes Etudes Economiques et Commerciales in Paris. Devin also participated in the inaugural class of Singularity University, a NASA and Google-sponsored program focused on harnessing emerging technologies to meet humanity's grand challenges.



**Mark Mitsui** is the Deputy Assistant Secretary for Community Colleges in OCTAE, at the U.S. Department of Education. He most recently served as the President of North Seattle Community College (NSCC). Prior to that, Mitsui served as Vice President of Student Services for South Seattle Community College (SSCC), Assistant Dean at Green River Community College, Director of Student Success and Retention Services at NSCC and as a tenured faculty at Renton Technical College. International student enrollment increased by over 50% during his tenure as president and hosted several international delegations researching the American community college system. He worked on the statewide task force to review and redesign the performance funding system in Washington's Community and Technical Colleges, including the student success metrics. He oversaw the completion of a new Opportunity Center (a one-stop) that brought together three state agencies to provide integrated federal, state and private funding streams and services in order to move low income residents out of poverty through education. He has also worked with a variety of industry-higher education consortia to address skills gaps in high demand sectors. He is very committed to serving under represented, under-served communities and led strategic student success efforts to serve these communities, including initiatives to help both South Seattle and North Seattle Community Colleges become minority-serving institutions.



**Demetra Smith Nightingale** is the Chief Evaluation Officer for the U.S. Department of Labor. As the Chief Evaluation Officer, she is responsible for coordinating the Department's evaluation agenda and working with all agencies to design and implement evaluations. She is an expert in employment policy, workforce development, labor markets, and social policies and programs, and has conducted many evaluations of federal, state, and local programs aimed at increasing employment, skills, and income for workers and families.

Dr. Nightingale is the author or co-author of five books and dozens of articles. Her most recent books are *Repairing the U.S. Social Safety Net* (with Martha Burt) and *Reshaping the American Workforce in a Changing Economy* (with Harry Holzer). Previously, she was a Senior Fellow

## Featured Speakers

at the Urban Institute, directing many evaluations and research projects on employment and social policy and on the faculty at Johns Hopkins University's graduate program in public policy. She is also a Professorial Lecturer at the Trachtenberg School of Public Policy and Public Administration at the George Washington University, teaching Program Evaluation. In addition, she is a Senior Research Affiliate with the Poverty Center at the University of Michigan, a senior research consultant with the World Bank, has served on many boards and task forces, and was an expert advisor to the White House Welfare Reform Working Group in 1992-93. She received her B.A. in Political Science and Ph.D. in Public Policy, both from the George Washington University.



**Ellen Roche** is a seasoned storyteller, educator and brand strategist – her expertise combines deep knowledge of effective education techniques with a passion for narrative and creative writing. Since joining Free Range in 2010, Ellen has led branding, storytelling and online content strategy initiatives with organizations across issue areas, including work with URGE, Call To Action, Autodesk, Good Ventures, Echoing Green, the Disability Rights Fund, Greenpeace, Human Rights First, the Packard Family Foundation and many others.

Prior to joining Free Range, Ellen worked at the intersection of human rights and education with Amnesty, the Crimes of War Project and Human Rights Education Associates – she also taught English and Humanities in DC public schools. She earned undergraduate degrees in English and Music from the University of Maryland and pursued graduate studies at Harvard, where her Master's of Education work focused on the history of women in American schools. While at Harvard, she began a book about one pioneering American school and the women who ran it. The story unfolds over the last century, beginning at Hull House in Chicago in 1890 and culminating in post-WWII Germany. Ellen regularly writes, speaks and leads workshops on storytelling and is always on the lookout for breakthrough narratives.



**Eric M. Seleznow** is the Department of Labor, Employment and Training Administration's Deputy Assistant Secretary, where he focuses on two key outcomes - a properly prepared workforce to meet the current and future demands of the nation's employers, and providing opportunities for all Americans to succeed in the 21st-century workforce. Prior to this, Eric served as the State Policy Director with the National Skills Coalition, where he worked with many states and diverse stakeholders to strengthen state workforce policies. He also served as Executive Director of the Governor's Workforce Investment Board (GWIB) under Maryland Governor Martin O'Malley. Eric focused on increasing services to disadvantaged populations, introducing universal design principles to the state's one stop career system, and led the cross agency effort to implement Skills2Compete Maryland, an innovative approach to measuring Marylanders' degree, credential and basic skills attainment across a broad array of public programs.

Eric has over twenty-five years of experience in the workforce field, including as Director of Workforce Services for the Montgomery County Department of Economic Development, where he oversaw the County's workforce development system. Eric's accomplishments included integrating workforce and economic development efforts, integrating disability services within one-stop operations, and opening the first ever jail-based one stop career center in the nation. He is active in local and national workforce and reentry initiatives and is an experienced trainer and facilitator.



## Speaker Biographies

**Leticia Barajas** is the Vice President of Academic Affairs and Workforce Development at Los Angeles Trade-Technical College (LATTC). Ms. Barajas oversees implementing, organizing, and administering instructional programs and leads the development and implementation of LATTC's Pathways to Academic, Career and Transfer Success (PACTS), its transformative instructional and student success model. Leticia has been instrumental in securing over \$50 million in federal, state and local grants for Los Angeles Trade-Technical College and it partners and most recently, led the effort for LATTC's \$19 million Round 3 Department of Labor TAACCCT consortium grant. Ms. Barajas previously served as Dean of Academic Affairs at LATTC for over seven years, supervising and administering the Construction, Design and Manufacturing, Transportation, Allied Health and Continuing Education departments. Leticia was the founder of the Bridges to Success Center, launching LATTC's K-12 partnerships with over thirty middle and high schools. Ms. Barajas holds a Bachelor of Arts from University of California, Irvine and a Master of Public Administration from California State University, Dominguez Hills.

**Wayne Jarvis Bears Tail** is employed as a welder at randstad, a position he has held since completing the Welding Program at United Tribes Technical College (UTTC) in the fall of 2013. Before the program it was difficult for him to find a well-paying job that suited him. After completing the 16-week program, he became a certified welder and upon graduation immediately had many local job offers. In Mr. Bears Tail's own words: The UTTC Welding

Program has... helped me in so many aspects of my life... being able to support my family... purchasing our first home and a truck and giving me job stability. This program helped me figure out my career and learn a trade that I can utilize for the rest of my life... and I am able to make enough money to pay my bills and give my daughter a better life.

**Debra D. Bragg** is a Gutsell endowed professor and director of the Office of Community College Research and Leadership (OCCRL) at the University of Illinois at Urbana-Champaign. Dr. Bragg's research on the transition of youth and adults to college and employment is funded by the U.S. Department of Education, U.S. Department of Labor, state governments, and private foundations. She has been studying policy and practice in the institution, state, and national context for nearly 25 years. Dr. Bragg holds a PhD in comprehensive vocational education from The Ohio State University with specialization in public policy analysis and evaluation. She is the recipient of the University of Illinois' College of Education career teaching, distinguished research, and "breakthrough" awards; and the senior scholar award from the Council for the Study of Community Colleges.

**Luzelma G. Canales** recently joined the Communities Foundation of Texas/Educate Texas as the founding Executive Director for the Rio Grande Valley FOCUS collective impact initiative. In this capacity, she is providing leadership for a large-scale initiative launched to transform college readiness, access, and success across a four-county region in the Rio Grande Valley of South Texas.

The collaborative is comprised of over forty partners including postsecondary institutions, school districts, workforce boards, private funders, and community based organizations and nonprofits. Prior to joining Educate Texas, she served as a community college and university administrator for over 25 years where she oversaw resource development, compliance, organizational development, community engagement, continuing education, workforce development, corporate training, and adult basic education. Dr. Canales also served as the lead for South Texas College's Achieving the Dream (ATD), Breaking Through, and several Excellence in Education initiatives from 2004 to 2011. In 2009, Dr. Luzelma was invited to join an elite group of professionals as an ATD Data Coach. She is currently working with colleges in Illinois, California, and a tribal college in Arizona/New Mexico. Dr. Canales holds a PhD in Human Resource Development from Texas A&M University College Station.

**Laurie Hein Denham** is President of the American Society of Transportation and Logistics (ASTL), a nonprofit membership association that provides certification programs in transportation and logistics. During her tenure, ASTL has grown from a domestic to an international organization with offices and affiliates in Asia, India, Europe, and South Africa. She has broadened ASTL's credentials for transportation/logistics professionals to a three-tier career pathway starting at the high school level. In 2012, she was appointed to the Advisory Committee on Supply Chain Competitiveness by the Secretary of Commerce, Rebecca Blank. Ms. Denham serves on the task force with the U.S. Department

of Labor and U.S. Department of Transportation to update the Transportation Distribution and Logistics (TDL) competency model. Ms. Denham holds a Master's Degree from the University of Tennessee.

**Charles Eaton** is CEO of the Creating IT Futures Foundation, the charitable arm of CompTIA, the IT industry association. Focused on inventing better on-ramps to IT careers, the foundation's services help populations that are under-represented in IT and individuals who are lacking in opportunity prepare for, secure and be successful in IT careers. Charles has 21 years of non-profit management experience and has worked in nonprofits serving industries from healthcare to consumer electronics to business intelligence. He graduated with a Bachelor of Arts in English from Duke University and has four kids, who have all been forced to love Duke basketball.

**Nikki Edgecombe** is a Senior Research Associate at the Community College Research Center at Teachers College, Columbia University. She is project lead for the Analysis of Statewide Developmental Education Reform and the implementation portion of the evaluation of CUNY Start, a joint study with MDRC. Previously, she led the Scaling Innovation in the Community College project as well as work on Accelerated Developmental Education Models, Student Success Courses, and Online Courses in Community Colleges. Dr. Edgecombe joined CCRC from private industry, where she was a research analyst responsible for assessing the financial and organizational performance of publicly traded companies and evaluating the effects of federal

## Speaker Biographies

and state policy on strategy and execution. Prior to her work in the private sector, she studied teacher learning and school-based professional development at the Urban Education Institute and Consortium on Chicago School Research at the University of Chicago. Dr. Edgecombe holds a PhD in education from the University of Pennsylvania and a BA in urban studies–economics from Columbia University.

**Mindy Feldbaum**, CEO of The Collaboratory, LLC and Vice President of Strategy and Programs at the ACT Foundation brings more than 22 years of experience and expertise in education and workforce development policies, strategies, and initiatives. Ms. Feldbaum is currently co-managing the Transformative Change Initiative in partnership with OCCRL, working with multiple TAACCCT grantees on implementation activities. Prior to this, Ms. Feldbaum served as Senior Director of Workforce Development at FHI360 and Program Director at the U.S. Department of Labor's (DOL), Employment and Training Administration. At DOL, Ms. Feldbaum directed four major discretionary grants programs and was involved in all aspects of the continuum of grantmaking; from developing the investment strategy to establishing technical assistance, knowledge, and performance systems. She was the Director of the Employment and Training Council at the U.S. Conference of Mayors and started her career at Oakland Community College helping low-income women complete college. She holds a Masters in Public Administration from The George Washington University.

**Delfina Flores**, is a Registered Nurse in the Medical Surgery

Department at the Kern Medical Center in Bakersfield, California. After high school she attempted college but did not complete her courses; instead she held various jobs including Certified Nurse's Assistant, Medical Assistant and Medical Support Technician. In 2006, Ms. Flores returned to college to pursue a nursing degree and in 2010, she had the opportunity to help build her own home through the non-profit organization, Self-Help Enterprises. Working 40 hours per week alongside licensed contractors, she helped build her own home, while attending college. A single parent of three teenage children, Ms. Flores was accepted into the RN program at Bakersfield College in 2012, at which point she quit her job and relied on financial aid, grants, and student loans to complete the program. In 2013, she was awarded the Delores Jones Scholarship through Kaiser Permanente. She completed the RN program at Bakersfield College in May 2014. Ms. Flores attributes her motivation and success to her children and family.

**Amy A. Germuth** is the President of EvalWorks, providing evaluation and training services to nonprofit, education, foundation, government, and corporate organizations for nearly 15 years. As an experienced STEM evaluator, Dr. Germuth has evaluated programs at the local (Wake County Public Schools, Chicago Public Schools, Alaska Humanities Forum), state (New York State Education Department), and national levels (Pew Charitable Trust, NEA Foundation) as well as for federal organizations and private foundations (The Bill & Melinda Gates Foundation, The Rapides Foundation). She regularly collaborates with

other evaluators and firms. Dr. Germuth brings first-hand knowledge and understanding of education organization and policy, having worked for almost ten years as a high school mathematics teacher and middle and elementary school administrator. As an active member of the American Evaluation Association, she has served as chair of the Data Visualization and Reporting Topical Interest Group (TIG) and Independent Consulting TIG, and is current president of NC's local AEA affiliate. Dr. Germuth is the author of multiple papers and reports and regularly conducts evaluation and survey training workshops.

**Tamara Goetz** is the Executive Director of the Utah STEM Action Center. In 2007 she was appointed by Governor Jon Huntsman, Jr. to serve as the Governor's State Science Advisor. She helped to create the Utah STEM Action Center during her tenure with the Governor's Office. Prior to taking becoming the Executive Director, she served as Assistant Dean for External Relations in the College of Health and Sciences at Utah Valley University. Dr. Goetz was recognized by "40 Under 40 Rising Stars" in 2004 and "30 Women to Watch" in 2007 by Utah Business magazine. She also received the Award of Merit by the National Association for Career and Technical Education for her work to support secondary science and math education programs. In addition, Dr. Goetz received the 2008 Women Technology Council's "Community Builder" award and is the recipient of the 2013 Governor's Medal for Science and Technology.

**Srik Gopal** is a Director who co-leads FSG's Strategic

Learning and Evaluation practice. In this role, Mr. Gopal has worked with a variety of clients including the John S. and James L. Knight Foundation, the Carnegie Corporation of New York, National Academies – Institute of Medicine, and the Grand Rapids Community Foundation. Mr. Gopal came to FSG in 2012 with over twelve years of leadership experience in the social and business sectors. Most recently, in his role as Chief Impact and Learning Officer at New Teacher Center, he worked to set up frameworks for impact measurement as well as systems and processes for data-driven learning and improvement. Mr. Gopal holds an MBA from the University of Michigan Ross Business School and has completed a Certification in Advanced Evaluation Study from Claremont Graduate University. He has an undergraduate degree in Mechanical Engineering from the Indian Institute of Technology.

**Tim Harmon** is President of Workforce Enterprise Services, a consulting firm focused on postsecondary education and workforce program improvement. He is currently working with the Center for Law and Social Policy (CLASP) to assist with the development of policy recommendations related to the use of performance metrics in postsecondary education, and led the development of career pathway metrics for the Alliance for Quality Career Pathways (AQCP). Mr. Harmon also worked with the Collaboratory to support the TAACCCT Rounds 2 - 4 applications and to support evaluation of one of the TAACCCT Round I consortia. Prior to this he was a project coordinator with the Office of Community College Research and Leadership (OCCRL) at the University of



## Speaker Biographies

Illinois at Urbana-Champaign, where he managed the Pathways to Results initiative, a continuous improvement initiative focused on equity and outcome improvements in postsecondary CTE programs. He has also managed workforce program performance for the State of Illinois and implementation of the workforce program information system. Mr. Harmon received his Masters in Public Administration from the University of Illinois Springfield.

**Julian A. Haynes** is Associate Director of Programs and Policy at Achieving the Dream (ATD), Inc. In this role, he oversees the day to day management of ATD's Working Families Success Network national expansion. Prior to this, Mr. Haynes was a Program Associate on the Education Team at the Kresge Foundation where he helped manage a national portfolio of grants supporting efforts to increase post-secondary degree attainment for traditionally under-served students. Previously, he was a Research Associate at Guttman Community College in the CUNY system and a Project Coordinator with the United Way of Dane County in Madison, WI. Mr. Haynes holds a Bachelor of Arts in International Affairs from Morehouse College in Atlanta, and a Masters in Nonprofit Management from Milano The New School for Management and Urban Policy in New York City.

**Sue Liu** is Senior Director at the Collaboratory where she leads the Learning Lab Convening and focuses on initiatives that help advance transformative change strategies and policies in the community college sector. Prior to the Collaboratory, Ms. Liu served as a Senior

Policy Advisor in the Obama Administration at both the Department of Education (ED) and the Department of Labor (DOL). During her tenure in both agencies, she advised senior leadership and helped to design budgetary and policy priorities related to higher education and workforce issues. She advanced evidence-based programs through the development of key federal grant solicitations such as TAACCCT. She was part of the early American Graduation Initiative team that helped to design and garner Congressional support for what is now known as TAACCCT. Ms. Liu has over 15 years of experience working in government and at national nonprofits, working on issues related to adult education and workforce development policy and implementation. She holds a double Bachelors of Science degree in Political Science and Sociology from the University of Utah, and, a Master of Social Work from Washington University in St. Louis.

**Jennifer McNelly** is the President of The Manufacturing Institute, the non-profit affiliate of the National Association of Manufacturers (NAM). She is a proven leader at the Institute as the chief architect of one of the organization's flagship initiatives, the NAM-Endorsed Manufacturing Skills Certification System. A set of nationally portable, industry-recognized manufacturing skills certifications, the System is building the next generation of skilled manufacturing employees by influencing secondary and post-secondary education reform efforts which is building the next generation of skilled manufacturing talent. Prior to joining the Institute, Ms. McNelly served as a member of the Senior Executive Service

(SES) for the U.S. Department of Labor's Employment and Training Administration and as the Director of the Business Relations Group. Her strong private-sector experience includes serving as the Senior Vice President of Strategic Partnerships, LLC, an international consulting firm specializing in assisting Fortune 500 corporations build strategic partnerships with government agencies in support of workforce development. Ms. McNelly currently serves as the Chair of the World Economic Forum's Global Agenda Council on Advanced Manufacturing; and is a member of the Precision Metalforming Association (PMA) Education Foundation and the SME Education Foundation Boards.

**Jan Morrison**, President and CEO, TIES (Teaching Institute for Excellence in STEM) and Executive Director, Envision Excellence in STEM Education. Recently named one of the 100 women leaders in STEM, Ms. Morrison is a recognized leader in STEM education for both in school and out of school environments. Ms. Morrison provides vital support in her role as advisor to national clients, including the White House Office of Science and Technology Policy (OSTP), NASA Office of Education, The U. S. Department of Labor, The Bill and Melinda Gates Foundation—Post-Secondary and College Ready, the National Governor's Association, The Clinton Global Initiative and USAID as a lead member of ECASE -The Education Consortium for Advancing STEM in Egypt—building STEM schools in Egypt. Ms. Morrison is also the co-founder, with the Fab Foundation, of FabEd, which provides teacher professional development, curriculum and

technical assistance in advancing Fab Labs (MIT designed Digital Fabrication Labs) into schools, community colleges and communities throughout the world. She serves as the Chief of Staff for the STEM Funders Network, an group of national STEM funders who work together to support innovative and field building opportunities in the country for STEM education, K12. She co-designed the nation's leading STEM school, MC2 STEM High School in Cleveland, Ohio which continues to graduate STEM literate and passionate students and serve as a platform STEM high school for the nation. As a leader in engaging business and industry in the K-16 STEM education pipeline Ms. Morrison has also acted as STEM advisor to numerous corporations and philanthropies including Noyce Foundation, Samuelli Foundation, General Electric, Intel, The Carnegie Foundation, Siemens and Chevron among others.

**Judy Mortrude** directs the 10 State Alliance for Quality Career Pathways at the Center for Law and Social Policy. This Alliance of education, workforce development, and human service providers from across the country has developed quality standards for career pathway system partners to use as they develop and evaluate their aligned efforts. Ms. Mortrude has 30 years of experience developing, delivering, and managing education projects for workforce development, particularly with low literacy and high barrier populations. She was the lead administrator for Minnesota's largest Adult Basic Education (ABE) consortium before moving to the Minnesota Department of Employment & Economic Development in 2009 to staff the Minnesota FastTRAC Adult Career Pathway cross-system initiative.

## Speaker Biographies

MN FastTRAC aligns workforce development, community and technical colleges and Adult Basic Education to produce better education and employment results for Minnesota's working learners. Minnesota FastTRAC has helped over 5000 adults re-engage with career pathway education and employment and changed the way public workforce development and education do business together.

**Matthew Muench** is a Program Officer at the Joyce Foundation where he manages an Innovation Fund that seeks new ways to help adults develop valuable skills and build careers. The fund is currently focusing on adaptive learning and other education technology for adults; alternative financing mechanisms, such as social impact bonds; and behavioral science-informed interventions. In addition, Mr. Muench manages a grant portfolio that seeks to bolster the role of employers in improving economic opportunity, through incumbent worker training and clearer articulation of skill needs and career paths. His professional background was in the aerospace and defense industry, as a consultant providing strategic and tactical advice to Fortune 200 firms, with especial focus on market entry and growth strategies, opportunity identification, and M&A. Immediately prior to joining the Foundation, Mr. Muench was a Management Fellow at the Chicago Workforce Investment Council (now the Chicago-Cook Workforce Partnership), where he advised City of Chicago agencies on effective program design and management. Mr. Muench holds degrees from The University of Michigan (MBA), London School of Economics (MSc), and Tulane University (BA).

**Benjamin Nall** is a Field Service Engineer at Schnuck Markets, Inc., one of the largest supermarket chains in Illinois and Missouri. In 2012, after working for years in IT, he was laid off and most IT jobs required a bachelor's degree. Through a career center, Mr. Nall learned that MoHealthWINS was offering free job training in Healthcare IT. After completing a skills and interest assessment, Mr. Nall was notified that he been accepted into the program and cites this moment as the start of his career path transformation. In Mr. Nall's words: "I started the program and worked day and night to finish. An Optimal workshop helped me with my resume and a portfolio of my work. I was in the MoHealthWINS lab studying for the certification when I was asked to interview with Schnucks. I passed the networking test the day of my interview and also met my future co-workers and bosses that day. I was offered the job and I said yes."

**Veena Pankaj**, Director of Innovation Network, Inc has over a decade of experience leading organizations through the evaluation design and implementation process. She works closely with foundations and nonprofits to answer questions around program design, implementation, and impact. As a skilled facilitator she has navigated dozens of organizations through all phases of the evaluation lifecycle: evaluation planning, data collection, analysis and reporting, and action and improvement. Ms. Pankaj completed a Certificate in Organization Development from Georgetown University, and has received a BA in Sociology from University of Virginia, and an MA in Social Sciences from University of Chicago.

**Michael L. Powell** is the Executive Director of the Center for Continuing Education & Workforce Development at Passaic County Community College. The Center focuses on creating opportunities that empower participants to become lifelong learners and obtain the practical skills necessary for work in a dynamic, ever-changing economy. The Center provides innovative and diverse educational, occupational, and professional development programs that meet the various needs of Passaic County communities and residents as well as non-credit certificate programs to businesses, government agencies, non-profit organizations, healthcare institutions, and individuals throughout the County. Mr. Powell's area of expertise is using alternative models of community and economic development to benefit distressed urban communities. Mr. Powell holds a Masters degree in City & Regional Planning from Cornell University and is also a lecturer at the Bloustein School of Planning & Public Policy at Rutgers University.

**Virginia Quillen** is currently a Network Operations Specialist for the Information Management Services division of Rockwell Collins in Annapolis, MD; a leading provider of communication and aviation electronics for commercial and military customers around the world. Prior to this, Ms. Quillen had faced considerable challenges in her life: she was abused as a child; she was involved with drugs and served time. But through hard work and resilience, she's overcome the adversity. Through the Information Assurance and Security certificate she earned at Anne Arundel Community

College, she is employed in a job she loves and a field she's passionate about. Ms. Quillen has a Bachelor of Science in Management Studies from the University of Maryland and an Associate of Applied Science from Anne Arundel Community College.

**Christy Ralston**, Director of Workforce Development for Norton Healthcare drives the strategic initiatives in workforce planning and forecasting as well as the daily operations of the educational assistance programs for the organization. Ms. Ralston served on the 2014 Mayor's SummerWorks Advisory Board and is a champion for the program. She is a committee member for Health Careers Collaborative of Greater Louisville; a regional health profession collaborative set to identify potential health care workers and develop career pathways to meet the demanding workforce needs of health care institutions. She also served as committee chair for the American Girl Show benefitting Kosair Children's Hospital and the project lead for Young Women Lead Conference. Prior to Norton Healthcare, Ralston worked as a registered nurse in critical care, clinical research, regulatory affairs and research compliance.

**Tanya Rosbash** is a Principal at Tyton Partners in the strategy consulting practice. She joined Tyton Partners in August 2012 as a 2012-2013 Education Pioneers Analyst Fellow. The fellowship is part of a national program that places talented early-career professionals into leading education organizations. Ms. Rosbash's professional background is focused in consulting in multiple industry sectors. Prior to joining Tyton Partners, she worked



## Speaker Biographies

for Corven (now part of Oliver Wyman), where she served as a management consultant for Fortune 500 energy companies, helping to improve business performance and reduce operational risk. Ms. Rosbash began her career as a consultant with IHS Global Insight, a global economic consulting firm, where she helped public-sector and private-sector clients with market planning, strategy, and economic impact analysis of regulatory and investment changes. Ms. Rosbash holds a BA in economics from Colby College.

**Ann Randazzo** is the Executive Director of the Center for Energy Workforce Development. She assumed this position when the organization was incorporated in March 2006. Ms. Randazzo has spoken on energy industry workforce needs in numerous national, regional and state forums and has been instrumental in creating the Get Into Energy Career Pathways model adopted by the industry. She has spent her entire career in the Electric and Natural Gas Utility industry as an employee, consultant, and now with CEWD. Ms. Randazzo has a BS in Mathematics from Northwestern State University in Louisiana and has recently been named as one of the 100 Women in STEM by STEMConnector. She is also a member of the Arlington-Alexandria Workforce Board.

**Russel H. Read**, Executive Director, National Center Biotechnology Workforce, NCCCS BioNetwork has worked in the bioscience industry for over thirty five years. Formerly he was an executive with the Burroughs Wellcome and Glaxo Wellcome companies. He was heavily involved with the commercial development of antivirals like AZT and 3TC, which are mainstay

treatments for HIV illness. Russ has a special interest in the bioscience workforce and led a national biotechnology workforce effort for ten years called the National Center for the Biotechnology Workforce (NCBW). The NCBW focuses on achieving best practices for bioscience workforce training with its national partners, such as the U.S. Department of Labor (DOL) and the National Science Foundation. Mr. Read is the Project Director of a twelve-member national consortium of community colleges, led by Forsyth Tech and funded through a DOL Trade Adjustment Assistance grant looking at building biosciences workforce skill standards and credentials. Mr. Read is also the Principal Investigator for the NSF ATE Project grant named the Biosciences Industrial Fellowship Program, currently serves as Past-Chair of the Advisory Committee for the NC Biotech Center's Piedmont Triad regional office and is a Director of NC BIO.

**Terri Burgess Sandu**, Director of the Entrepreneurship Innovation Institute and Executive Director for Workforce Development at Lorain County Community College in Elyria, Ohio has over 25 years of experience in the community services and economic development industries. Working closely with workforce and economic development partners, Ms. Sandu plays a key role in supporting local companies to achieve their business goals. She facilitated a statewide consortium of eleven community colleges that successfully competed for a \$15 million investment from the U.S. Department of Labor for an initiative focused on job-driven training in partnership with advanced manufacturing

companies, industry and workforce leaders. Prior to this, Ms. Sandu served as executive director and development director at Hard Hatted Women; program director at Common Ground, Oberlin, OH; assistant director of head start and development director at Lorain County Community Action Agency; and planning and research associate for the Council for Economic Opportunities in Greater Cleveland. She is a 2011 recipient of the Excellence in Workforce Development Innovation Award from the Ohio Economic Development Association for her work with the Ohio Energy Workforce Consortium. Ms. Sandu has a bachelor's degree in political science from Oberlin College.

**Matthew Springer** directs the \$25 million RevUp project, a state-wide, Montana-based workforce initiative that engages the MT Department of Labor and Industry and thirteen 2-year colleges in transformational shifts in nine specific occupational areas. Prior to this position, Mr. Springer held a rather non-linear array of positions in higher-education, regional government and the social service sector. Mr. Springer is an employee of Great Falls College MSU and is based in Whitefish, Montana where the snow is deep, the beer is strong and adventure can be found around every corner. Matt and wife, Shareen, stampede through this landscape chasing their 2-year-old twin hellions, Lily and Ben.

**Nan Travers** is the Director of the Office of Collegewide Academic Review at Empire State College and focuses on the policies and practices of adult learning, prior learning assessment, open educational

resources and ePortfolios. Dr. Travers has conducted extensive research and is widely published nationally and internationally in these fields. She currently serves on the board for the Prior Learning International Research Centre (PLIRC) and served on the initial board for LearningCounts.org. She is also the founding co-editor of PLA Inside Out: An International Journal on the Theory, Research, and Practice in Prior Learning Assessment. Prior to this, she held a variety of administrative positions at community colleges in Vermont and New Hampshire. Dr. Travers received her PhD at the University of Connecticut in adult learning.

**Alessandro Voto** is a Research Manager at the Institute for the Future, focused on custom forecasting for large businesses. He uses foresight and design thinking to deconstruct organizational challenges and create a customized lens on the future for senior leaders. Mr. Voto's primary focus is on helping companies imagine scalable new business models based on reciprocal asset sharing with external organizations. By promoting alternative measures of economic wealth and providing foresight that allows leaders to amplify both social and shareholder value, he aims to help make a future for collaborative growth. Mr. Voto holds a BA with honors in Economics at UC Santa Cruz, where he studied macroeconomic growth, game theory, anthropology, and social entrepreneurship.

**Brent Weil** is the Senior Vice President and Treasurer of the Manufacturing Institute where he leads industry engagement and builds partnerships to advance the goal of helping students and workers gain industry-

recognized certifications. Mr. Weil has more than 20 years of combined experience in public- and private-sector workforce development, management, strategic communications, and education. He managed business partnerships on behalf of the U.S. Department of Labor, forging key relationships at the Employment and Training Administration and the National Office of Job Corps. After leaving the public sector, Mr. Weil became the Vice President of Staffing and Mid-Atlantic Operations for PrimeFlight Aviation Services, a leading service provider for airlines and airports nationwide. He spearheaded and managed a paradigm shift in the company's recruiting and staffing, putting a focus on proactive staffing,

upgraded pre-employment screening, on-the-job training, and leadership development. These efforts improved employee qualifications and morale, while markedly reducing turnover across the company. A former classroom educator, Mr. Weil is a graduate of Stanford University and earned a master's in education at George Washington University.

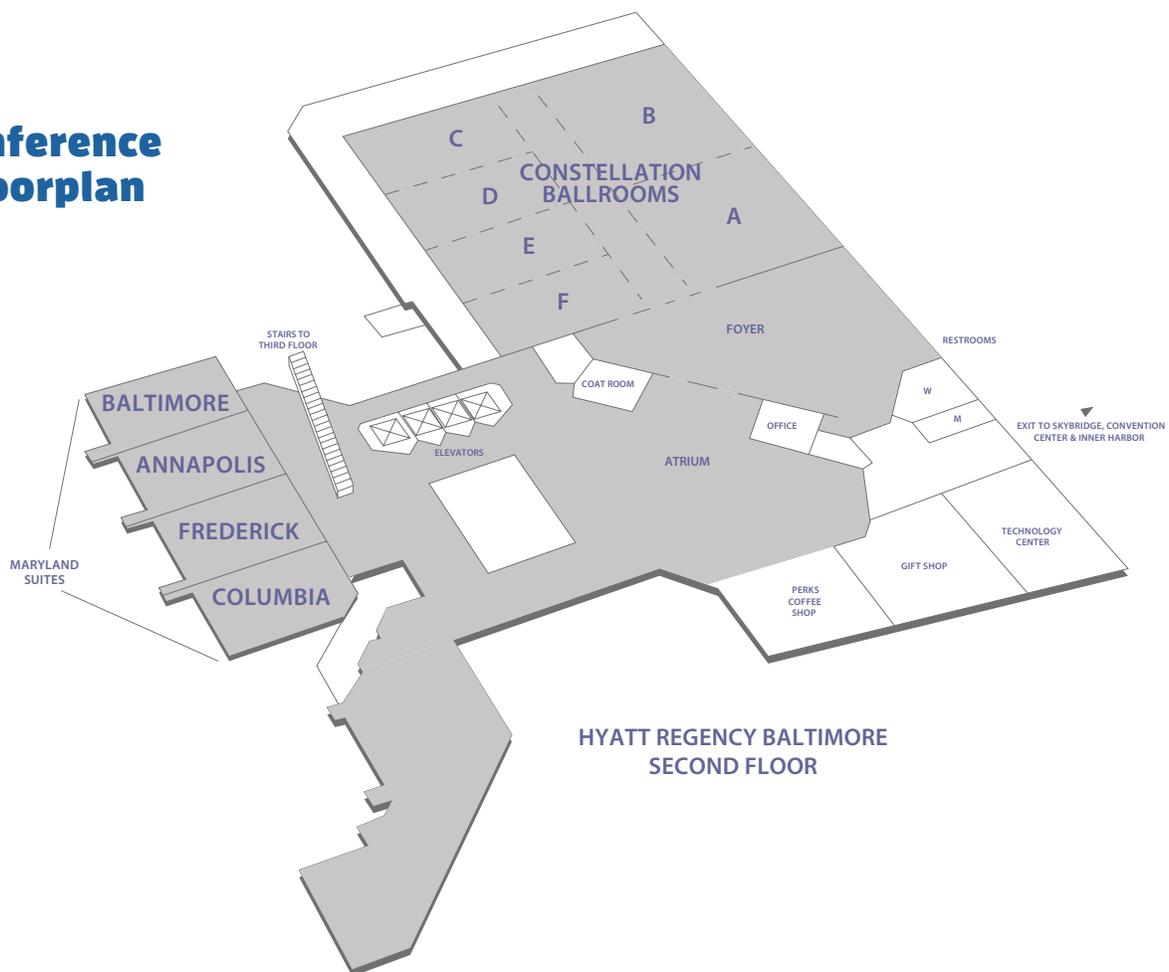
**Jacey Wilkins** is founder and principal of Tiber Creative, a Washington, D.C.-based consulting shop focusing on smart and imaginative communications tactics for both the public and private sectors. Ms. Wilkins works with start-ups, non-profits, foundations, private businesses and associations

to develop sustainable communications practices with the ultimate goal of helping them realize their full potential operating in diverse market spaces. She has a passion for creativity and applying examples from multiple industries and unrelated sources to drive change, empower people, and create impact. Ms. Wilkins holds a BA in English from Georgetown University.

**Donna Yurdin** is an Organization Development Consultant and Executive Coach with over 35 years of business experience in corporate leadership and consulting, including executive positions with healthcare organizations. Ms. Yurdin utilizes her experience,

expertise and knowledge to bring effective solutions to individuals, teams and organizations seeking to enhance leadership effectiveness, team engagement and individual achievement. Her work with clients includes assessing organizational culture, developing learning and talent management strategies, creating and delivering impactful training and coaching individuals to set goals that support long term growth. Ms. Yurdin has worked with clients in healthcare, financial services, government and non-profit environments to develop diversity and inclusion strategies, build competency models, leadership and mentoring programs, and develop approaches to change management.

## Conference Floorplan



OCCRL

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the  
collaboratory LLC

