



Transformative Change Initiative Learning Lab

Evolving Innovation and Scaling Impact

Orlando, Florida
February 22-24, 2014

Dear Colleagues,

Welcome to the **2014 Transformative Change Initiative Learning Lab**. We believe this year's convening is going to be very exciting and productive, as it brings together all three rounds of the U.S. Department of Labor's Trade Adjustment Assistance Community College and Career Training (TAACCCT) consortium grantees, along with experts and stakeholders from diverse backgrounds who are committed to scaling innovation. We want to thank our sponsors, the Bill & Melinda Gates Foundation, Joyce Foundation, and Lumina Foundation for Education, for their generous support. We also express our appreciation to the U.S. Departments of Labor and Education for their leadership in creating the TAACCCT program, which provides unprecedented support for community colleges throughout the country.

It is an exciting time to be a leader in higher education as major forces of change are challenging us to reimagine new ways of putting underserved students at the center of our work. Many leaders are taking action by leveraging technologies, by creating new policies to accelerate completion, by building new strategic partnerships for credentialing, and by using data for continuous improvement and accountability. Yet, the path to transformative change is not always clear, and the need to create a community of change leaders is more critical than ever. To that end, we welcome you as members of the Transformative Change Initiative (TCI) community and look forward to engaging you in this participatory learning experience to explore scaling innovations, to gain critical insights and exchange ideas with peers, to hear from national experts on transformative change strategies, and to cultivate this powerful and growing collaborative network dedicated to scaling impact. Further, we are excited this year to welcome third-party evaluators of TAACCCT grants and have included special Evaluation Collaborative sessions for evaluators and other interested parties.

The Learning Lab is our signature event for TCI, yet this is only the beginning of our journey together. We hope you will join us for many of the exciting TCI opportunities available this year, including a number of rich and interactive virtual learning communities and events that support scaling of big ideas, an Evaluation Collaborative sharing common measures and methods to assess the impact of scaling efforts; and a new TCI leaders program. Further, we will continue to document and disseminate TAACCCT promising and evidence-based practices and policies critical to improving community college education and to creating living-wage employment throughout the U.S.

We look forward to learning from you and engaging in conversations at this year's Learning Lab. Most of all, thank you for sharing your knowledge and experience with colleagues across the country and for being a committed leader to scaling transformative change.

Best Regards,



Mindy Feldbaum
CEO, The Collaboratory



Debra Bragg
Director, Office of Community College Research and Leadership, and
Edward William Gutgsell and Jane Marr Gutgsell Endowed Professor,
University of Illinois at Urbana-Champaign



Transformative Change Initiative Learning Lab

AGENDA

Saturday, February 22

6:00 PM - 7:30 PM **Networking Reception**
Casitas Courtyard

Sunday, February 23

8:00 AM - 9:00 AM **Breakfast**
Fiesta 5

9:00 AM - 9:30 AM **Welcome and Scaling Impact**
Fiesta 6

- **Debra Bragg**, Director, Office of Community College Research and Leadership and Edward William Gutgsell and Jane Marr Gutgsell Endowed Professor, University of Illinois at Urbana-Champaign
- **Mindy Feldbaum**, CEO, The Collaboratory

9:30 AM - 10:45 AM **Keynote Address: Scaling Up Excellence**
Fiesta 6

- **Robert I. Sutton**
Professor of Management Science and Engineering, Stanford University

Robert Sutton, along with colleague Hayagreeva Rao, spent six years working to uncover how the best leaders and organizations spread excellence: from people and places that have it, to those that don't. Sutton shows how the fate of every organization depends on building or finding pockets of exemplary performance, and—more importantly—how to spread those splendid deeds from the few to the many. Scaling well requires more than just creating a big footprint in a small amount of time.

He shares principles that can be applied to organizations of every size and stripe: including large and small nonprofits, community colleges, government agencies, schools, universities, and hospitals. Sutton closes by emphasizing that successful scaling requires relentless attention: a concentrated effort throughout the entire organization. There is no quick and easy way to do it well. Indeed, the most successful leaders are so persistent that they seem to take the path of most—rather than least—resistance as they spread excellence from the few to the many.

10:45 AM - 11:00 AM*Fiesta Foyer***Break****11:00 AM - 11:20 AM***Fiesta 6***Ignite Talks: Be the Transformative Change**

Hear how the *Massachusetts Community College Workforce Development Transformation Agenda Consortium (MCCWDTA)* made student support services the central strategy by embedding College and Career Navigators, in close partnership with the workforce system, with evidence that it has significantly improved access, retention, and completion for participants.

- **Dale Allen**, Program Director, MCCWDTA & Vice President for Community Engagement, Quinsigamond Community College

Discover how the *Arizona Sun Corridor - Get Into Energy Consortium* has engaged its industry partners in developing a sustainable supply & demand model in order to support a predictable pipeline from education to industry.

- **Ty Freeland**, Program Manager, Strategic Workforce Planning, Arizona Public Service

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 must present their ideas in 5 minutes, with no more than 20 slides that automatically advance every 15 seconds as they are speaking.

11:20 AM - 11:45 AM*Monterrey/La Mesa Patio***Networking Break****11:45 AM - 12:45 PM***Fiesta 6***Lunch Discussion: A Federal Dialogue on the Vision and Impact of the TAACCCT Program**

The \$2 billion Trade Adjustment Assistance Community College and Career Training (TAACCCT) Program, funded by the Department of Labor in partnership with the Department of Education, is an unprecedented investment in community colleges; presenting an opportunity for community colleges to harness and leverage innovations towards long-term transformative change on campuses and beyond. Learn more about the vision and impact of TAACCCT through a moderated dialogue with senior leadership from the Departments of Labor and Education.

- **Eric Seleznow**, Acting Assistant Secretary, U.S. Department of Labor, Employment and Training Administration
- **Mark Mitsui**, Deputy Assistant Secretary for Community Colleges, U.S. Department of Education, Office of Vocational and Adult Education

MODERATOR:

- **Mindy Feldbaum**, The Collaboratory

12:45 PM - 1:05 PM*Fiesta 6***Ignite Talks: Be the Transformative Change**

Hear how the *Colorado Online Energy Training Consortium* leveraged resources from the TAACCCT grant to enable the State to completely redesign developmental education in reading, English, and math and undergo a dramatic transformation from a two-year sequence to a semester for most students.

- **Casey Sacks**, Grant Project Manager, Colorado Community College System

Learn how **Florida Transforming Resources for Accelerated Degrees and Employment (TRADE) Consortium** is partnering with business and industry to develop and deliver accelerated technical training programs that lead to stackable credentials, articulated credits toward Associate of Science Degrees, and jobs in advanced manufacturing.

• **Gary Graham**, Director, Florida TRADE Consortium

Discover how the **Los Angeles Healthcare Competency to Career Consortium (LA H3C)**, is going to create change at the district level and innovate both instruction and the provision of student services in the largest community college system in the US. LA H3C is centered on systems transformation using the healthcare industry pathway context for community college re-engineering.

• **Leti Barajas**, Vice President, Academic Affairs and Workforce Development, Los Angeles Trade-Technical College

1:05 PM - 1:20 PM

Fiesta Foyer

Break

1:20 PM - 2:20 PM

Fiesta 6

Connecting Business to Skilled Workers: Employers to Employees

The National Network of Business and Industry Associations (National Network) was created to leverage the strategies of multiple industry sectors to better connect people to career-relevant learning and good jobs. Formed under a partnership of multiple foundations, and co-managed by the ACT Foundation and Business Roundtable, the National Network includes leaders in the manufacturing, retail, healthcare, energy, construction, hospitality, transportation, and information technology sectors, which represent the source of nearly 75% of projected job growth by 2020. The following leaders from the National Network will share the group's aggressive agenda to expand industry's role in defining necessary skills, forging new learning pathways, and ensuring that workers have the skills needed for success in a vibrant National Learning Economy:

• **Steve Kramer**, Senior Vice President, National Restaurant Association Education Foundation

• **Maureen Lambe**, Executive Vice President, National Apartment Association Education Institute

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

• **James Wall**, Executive Director, National Institute for Metalworking Skills

MODERATORS:

• **Emily DeRocco**, Strategic Advisor, The ACT Foundation

• **Jacey Wilkins**, Project Manager, National Network of Business and Industry Associations

2:25 PM - 3:50 PM **Concurrent Sessions:
Transformative Change Strategies**

2:25 PM - 3:50 PM
Coronado A **Transformative Change Initiative (TCI) 101:
Assess Your Consortium's Potential to Grow Impact**

New to TCI? Wondering if your consortium colleges' innovations would be a good fit with the goals and activities of the TCI Network? This session will provide an overview of TCI, engage you in assessing your college's readiness to get involved, challenge you to think beyond implementation (it is NOT too early!), and hear words of wisdom from a faculty member who is a leader in a Round 1 TCI Network consortium.

- **Cathy Kirby**, Office of Community College Research and Leadership at Illinois
 - **Sue Liu**, The Collaboratory
 - **Dianne Lee**, MoHealthWINs
-

2:25 PM - 3:50 PM
Coronado B **Competency-Based Education:
A Good Fit for Community Colleges?**

Is competency-based education (CBE) the change we have all been looking for, or is it just a new name for what we have been doing all along? Come join this session to learn about the latest innovation sweeping higher education with a particular focus on how CBE, with its emphasis on proficiency over seat time, fits into a transformative change strategy for community colleges. Through a moderated discussion with two leaders in the CBE movement and a TAACCCT grantee implementing CBE, participants will explore the pros and cons of CBE approaches for students and institutions, the nuts and bolts of setting up CBE programs, and the challenges, both practical and political, to making them work.

- **Nancy Thibeault**, Accelerate IT Consortium
- **Sally Johnstone**, Western Governor's University

MODERATOR:

- **Mary Alice McCarthy**, New America Foundation
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2:25 PM - 3:50 PM
Coronado C **Scaling Advanced Technologies for Student Learning
and Success**

Given the complexities and challenges of determining the right advanced technology solutions for your TAACCCT consortium and institution, this session will help provide colleges with a set of frameworks and resources to facilitate conversations regarding the evaluation of adaptive learning suppliers and adoption of their solutions. Come hear from Adam Newman of Education Growth Advisors, who has co-authored several in-depth reports on adaptive learning, to explore the current adoption, opportunities,

barriers, advancements, solutions and adaptive learning systems to watch in higher education. This session will also feature Susan Gallagher from The National STEM Consortium who will share experiences of adopting a personalized learning system for a STEM bridge program, the value for faculty and students, and lessons learned. Lastly, Alyssa Boucher from the Center for Applied Special Technology (CAST) and the Open Professionals Education Network (OPEN) will discuss learner variability through the framework of Universal Design for Learning in the context of advanced technologies and higher education.

- **Adam Newman**, *Education Growth Advisors*
- **Susan Gallagher**, *National STEM Consortium*
- **Alyssa Boucher**, *CAST*

2:25 PM - 3:50 PM
Coronado D

Strategic Partnerships: Collaborating for Success

Eric Seleznow, Acting Assistant Secretary for the U.S. Department of Labor's Employment and Training Administration, will lead an interactive dialogue on key steps that TAACCCT grantees can take to develop deep, lasting partnerships with employers, state and local workforce investment boards and state workforce agencies, and American Job Centers. This engaging discussion will explore the benefits of collaboration with these critical stakeholders, challenges that grantees have faced in developing and implementing these partnerships, actions they have taken to overcome these barriers, and steps grantees can take to ensure deep and sustained partnerships after the end of the federal investment. Grantees can expect to leave this session with ideas for specific steps they can take to enhance their collaborations with these critical partners in their communities.

- **Eric Seleznow**, *U.S. Department of Labor, Employment and Training Administration*

2:25 PM - 3:50 PM
Coronado E

TAACCCT Evaluation: Opportunities and Challenges

This session offers a moderated panel on TAACCCT evaluation with four experienced third-party evaluators. The panelists will give a brief description of their evaluation design, and the opportunities they are observing in the TAACCCT program to measure performance, assess impact, and support the use of data for program improvement. The panelists will also discuss the complexities involved in TAACCCT evaluation along with actions they have taken to overcome them.

- **Judy Alamprese**, *Abt Associates*
- **Paul Bucci**, *PTB Associates*
- **Christopher Spence**, *The New Growth Group*
- **Sarah Stewart**, *Hezel Associates*

MODERATOR:

- **Amy Germuth**, *EvalWorks*

2:25 PM - 3:50 PM*Coronado F***Add Your Voice to the National Network's Agenda**

Representatives from the National Network of Business and Industry Associations will conduct a focus group with community college leaders to discuss:

- Setting national standards for industry credentials,
- Identifying cross-sector knowledge, skills, and abilities to make educational programming more effective and efficient,
- Expanding work-based learning,
- Changing HR practices to "hiring for competency, not degree," and
- Scaling learning pathways that yield employment outcomes.

FACILITATORS:

- **Emily DeRocco**, *The ACT Foundation*
- **Jacey Wilkins**, *National Network of Business and Industry Associations*

4:00 PM - 5:00 PM*Fiesta 6***Transformative Peer Learning Discussions**

Participants may choose a practitioner group to dialogue about sustaining innovations and scaling change.

- **Maximizing Open Education Resources** - Discussion Leader: Robert Pimentel, C6 Consortium
- **Communication and Networking Strategies** - Discussion Leader: Russ Read, C3bC Consortium
- **Prior Learning Assessments** - Discussion Leader: Elizabeth Brown, ATCx3 Consortium
- **Scaling Student Supports** - Discussion Leader: Karen Tamaki, Rural Hawaii Consortium
- **Systemwide Policy Change** - Discussion Leader: Paula Hayes, SUNY T.E.A.M Consortium
- **Effective Outreach and Recruitment Strategies** - Discussion Leader: Ann Beheler, NISGTC Consortium
- **Scaling Pathways and Programs of Study** - Discussion Leader: Stephanie Schroeder, H2P Consortium
- **Using Technology to Enhance Performance** - Discussion Leader: Tracy Brundage, ShaleNet Consortium
- **Strategic Partnership Engagement** - Discussion Leader: Dana Welch, ACT-On Consortium
- **Using Data to Support Continuous Improvement** - Discussion Leaders: John and Maggie Cosgrove, MoHealthWINS & MoManufacturingWINS Consortium

5:00 PM - 5:30 PM*Fiesta 6***Closing****Sunday Evening****Optional Networking Opportunity - Dinner on Your Own**

Monday, February 24

7:00 AM - 8:30 AM

Fiesta Foyer

Breakfast

Optional Breakfast Sessions

7:30 AM - 8:30 AM

Fiesta 6

Assessing and Implementing Advanced Technology Solutions to Support TAACCCT Innovations

- **Matthew M. Muench**, Program Officer, The Joyce Foundation
- **Jeff Carter**, Director, Adult Education Initiative, Digital Promise

7:30 AM - 8:30 AM

Coronado G

Evaluation Collaborative Breakfast

- **Michael Patton**, Founder and Director, Utilization-Focused Evaluation

8:30 AM - 8:45 AM

Fiesta 6

Welcome

- **Mindy Feldbaum**, The Collaboratory
- **Debra Bragg**, Office of Community College Research and Leadership at Illinois

8:45 AM - 10:00 AM

Fiesta 6

Opening Plenary: Play@Work: Unleashing Growth through Creativity and Innovation

- **Kevin Carroll**, Kevin Carroll Katalyst, LLC

As children our days were filled with productive play. What was entertaining was also instructive. Games of tag were exercises in planning, teamwork, strategy, design, decision-making, creativity, interpersonal communication and risk-taking. Play was serious business in our youth—and it should be even more serious business in our professional lives if we hope to unleash the creative genius that spurs organizational growth and transformative change. By cleverly drawing from childhood lessons, Kevin Carroll reveals the relevance of play and how we must continue to tap into those lessons for our future success. An innovator who passionately inspires leaders to create sustainable change in their own organizations, Carroll raises a variety of questions during the session including:

- Are you continuing to strengthen the creative genius of your organization?
- Do you have the necessary passion and creative endurance to deliver consistent and amazing insight and business ingenuity?
- Why should an organization's culture embrace the power of play even more so in the 21st century?
- How can a college culture that incorporates "purposeful play" impact leadership, faculty and staff quality of life, and student retention and resiliency?

10:00 AM - 10:15 AM

Fiesta Foyer

Networking Break

10:15 AM - 10:40 AM*Fiesta 6***Ignite Talks: Be the Transformative Change**

Uncover how **MoHealthWINS Consortium** has given the highest priority to scale and implement statewide accelerated, intrusive student support models for moving adult learners successfully through career pathway-integrated programs.

- **Dawn Busick**, *Project Director, MoHealth & MoManufacturingWINS, Missouri Community College Association*

Learn how **Illinois Network for Advanced Manufacturing (INAM) Consortium** successfully manages a consortium to avoid wasted time and effort and offer insights and strategies that ultimately provides accelerated consortium building resulting in the scaling of outcomes, which benefit all students.

- **Rebecca Lake**, *Interim Dean, Workforce and Economic Development, Harper College*

Discover how seven community colleges in the **Northeast Resiliency Consortium** - all affected by crises and natural disasters including Hurricane Sandy, Sandy Hook shooting, and the Boston Marathon bombings - have joined together to build and educate a highly skilled and qualified workforce in industries critical to preparing and preventing disaster and crises.

- **Michael Powell**, *Executive Director, Continuing Education and Workforce Development, Passaic County Community College*

10:45 PM - 12:00 PM**TAACCCT Consortium Breakout Sessions**

Round 1 TAACCCT Consortium - Location to Be Announced

Round 2 TAACCCT Consortium - Location to Be Announced

Round 3 TAACCCT Consortium - Location to Be Announced

12:00 PM - 1:15 PM*Fiesta 6***Luncheon Keynote: Using Knowledge to Support Change: What We Have Learned About Capacity-Building and Systems Change**

- **Michael Patton**, *Founder and Director of Utilization-Focused Evaluation*

The field of program evaluation has been evaluating change efforts of all kinds for nearly 50 years. As a result, evaluation has accumulated a strong knowledge base about key factors that support meaningful and sustainable change in complex dynamic environments like community colleges. Lessons learned include how to generate and support innovation, how to manage implementation, how to adapt to changing conditions using real time feedback, how to increase impact by taking innovations to scale, and how to make evaluation a meaningful and useful part of the change process. Old ways of doing evaluation made evaluation burdensome and part of the problem rather than part of the solution. New directions in evaluation, based on what we have learned works, makes evaluation part of the engine for change rather than just a compliance reporting activity.

1:20 PM - 2:40 PM **Concurrent Sessions: Scaling Change**

1:20 PM - 2:40 PM
Coronado A **TAACCCT Grants as a Driver for Scaling Statewide Policy Changes**

Do you want to better connect the TAACCCT dots between practice and policy to drive longer-term impacts at your institution and within your state? During this session, learn how two leaders from different statewide consortia - Oregon and Arkansas - capitalized on the widespread interest within their state to leverage their TAACCCT grant to place community colleges front and center, in driving reforms in developmental education and credit for prior learning, and in shaping statewide policy implementation.

- **Donna Lewelling**, Oregon Higher Education Coordinating Commission
- **Mike Leach**, Arkansas Association of Two-Year Colleges

MODERATOR:

- **Sue Liu**, The Collaboratory

1:20 PM - 2:40 PM
Coronado B **Competencies of a Transformative Leader to Scale Innovation**

Excellence in leading innovation today is less about the leader having good ideas and much more about creating an enabling environment that fosters innovation and creativity. TAACCCT consortium leaders are challenged to lead by a more...

[Description continued on next page]

1:20 PM - 4:00 PM **Evaluation Collaborative Session**

Fiesta 7

This half-day session is being offered for the Evaluation Collaborative. TAACCCT third-party evaluators and other participants are encouraged to attend.

Developmental Evaluation - Applying Systems Thinking and Complexity Concepts to Enhance Innovation and Use: Integrating Theory and Practice for Transformative Change

- **Debra Bragg**, Office of Community College Research and Leadership at Illinois
- **Michael Patton**, Utilization-Focused Evaluation

The session will open with a review of the niche and principles of Developmental Evaluation in support of innovation. The focus will be on the implications of systems thinking and complexity concepts for evaluation of innovation and scaling. This includes attention to emergence, nonlinearity, adaptation, co-evolution, uncertainty, and systems dynamics.

Participants will then identify and prioritize the issues and tensions they are facing in evaluating the evolution of innovation and scaling impact. The session will be highly interactive with Bragg and Patton consulting with participants on the issues they raise. In that sense, the agenda will be emergent, demonstrating complexity in action.

4:00 PM **Closing**

distributed and collaborative model to foster innovation and to nurture postsecondary excellence and student success, by utilizing effective and open communication methods, taking advantage of networks, harnessing the power of technology, and using data as drivers for large-scale change. Come learn about Los Angeles Trade Technical College's competency model framework that is serving as the foundation for institutional transformative change and from the national leader of the H2P Consortium on what it takes for leaders to bring TAACCCT innovations to scale. Participants will help build consensus on the competencies and skills needed to create real and lasting change in community colleges and have the opportunity to learn about a new Transformative Change Initiative leadership opportunity coming later this year.

• **Marianne Krismer**, H2P Consortium

• **Leti Barajas**, LA H3C Consortium

MODERATOR:

• **Mindy Feldbaum**, The Collaboratory

1:20 PM - 2:40 PM

Coronado C

Scaling Prior Learning Assessments: Challenges and Opportunities

Prior Learning Assessment (PLA) is an important degree completion strategy found in many of the TAACCCT grants, enabling adults to leverage their learning from work or life experience to accelerate progress toward their certificates and degrees. This session will highlight two TAACCCT grantees, both working to connect grant PLA activities to statewide efforts and one, connecting to the Governor's Military Council to standardized PLA across the consortium to help transitioning veterans. Participants will have the opportunity to discuss the challenges and opportunities of building PLA structures and processes to scale in a multistate, regional, or statewide consortium environment.

• **Debra Mikulka**, TRAC-7 Consortium

• **Anne Kamps**, Making the Future: Wisconsin Strategy Consortium

MODERATOR:

• **Holly Zanville**, Lumina Foundation

1:20 PM - 2:40 PM

Coronado D

Catalyzing Resiliency Through Innovative Student Supports and Partnerships

To significantly improve the way students are supported to progress and complete college and enter the labor market, some colleges have used TAACCCT funds to reengineer how students navigate the complexity of the college experience. These efforts include: providing high quality and timely educational and career information, reducing bureaucratic obstacles to help students make the right choices on programs and credentials, engaging with new strategic partners, using technology to track student's

progress, and deploying coaches or navigators for more effective advising and support. Come join a discussion on re-imagining student supports, and learn about two TAACCCT consortia, one using data to support student retention and success, and the other creating sector specific navigators through a strategic partnership with the workforce system, and both having effective, sustainable impacts on college completion and pathways to employment for participants.

- **Suzanne Harbin**, PAVES Consortium
- **Carol Weigand**, Air Washington Consortium

MODERATOR:

- **Marcy Drummond**, Bill & Melinda Gates Foundation

1:20 PM - 2:40 PM
Coronado E

Communication Matters: How to Write A Compelling Case Study To Tell Your TAACCCT Story

Telling your TAACCCT story about the impact and value of your consortium's innovations supported by evidence, and sharing challenges, progress, and lessons learned along the way is not only critical to sustaining and spreading these innovations but also to moving the community college field as a whole. The story that is created can serve as an important vehicle for engaging potential participants, stakeholders, partners, and funders, and one of the most powerful methods is through case studies. Come participate in this engaging session on how to write a case study and leave with an understanding on how to begin to weave a realistic, complex, and contextually rich TAACCCT story.

- **Jim Honan**, Harvard Graduate School of Education

1:20 PM - 2:40 PM
Coronado F

Harnessing the Power of Networks and Collective Action for Transformative Change

Large-scale transformative change requires fundamentally rethinking how we conduct cross-sector engagement and leverage and mobilize partnerships and networks for greater impact. This session will explore the power of networks with case study examples to show how mapping networks using surveys and software can provide the visuals and metrics needed to dramatically increase the effectiveness, scale, and transformative potential of your network. Participants will also be introduced to the collective impact model that can be utilized to scale and build sustainability for promising practices through authentic cross-sector engagement.

- **June Holley**, Network Weaver Consultants
- **Luzelma Canales**, RGV FOCUS (Collective Impact Initiative) at Educate Texas

2:45 PM - 3:15 PM
Fiesta 6

Closing

Robert Sutton



For nearly 20 years, Robert Sutton has been developing a simple core message: that long-term performance depends on having some good ideas and then implementing them. With his research, his award-winning books and his lectures, Bob has been building an evidence-based management movement that brings together the worlds of management practice and rigorous research in ways that enriches both. Robert I. Sutton is Professor of Management Science and Engineering at Stanford University; co-leads Stanford's Center for Work, Technology and Organization, is a faculty member in the Stanford Technology Ventures Program and a co-founder and active member of the new "d.school," a multi-disciplinary program that teaches and spreads "design thinking." Sutton is also an IDEO Fellow.

In his first book, *The Knowing-Doing Gap*, Bob explains why companies and managers can have good ideas—can know what to do—and still not do it. More importantly, he offers concrete guidance on how to turn this knowledge into effective action. *The Knowing-Doing Gap* was named "Best Management Book of 2000" by Management General.

The No Asshole Rule published in 2007 became a NY Times, Wall Street Journal, and Publishers Weekly Best-Seller. In 2009 Bob was given the privilege of writing the forward to the 40th Anniversary Edition of *The Peter Principle: Why Things Always Go Wrong*, written by Dr. Laurence J. Peter & Raymond Hull. Released in September of 2010, *Good Boss, Bad Boss: How to Be the Best... and Learn From the Worst*, explores what it is that distinguishes great bosses from the good or mediocre ones, based upon the latest research in this field, including fascinating case studies, insights, and prescriptive tips.

Bob's message is that turning sound ideas into action is the key to improving performance and his work shows how to make that happen. A genial, accessible and articulate speaker, Bob has consulted to companies and teaches executives and other professionals in Stanford's professional education program. He has published over 90 articles and chapters in scholarly and applied publications and seven books and edited volumes. His research and opinions are often described in the press, and he has been a guest on numerous radio and television shows.

Bob's latest book is *Scaling Up Excellence* (2014).

Kevin Carroll



Kevin Carroll is the founder of Kevin Carroll Katalyst/LLC and the author of three highly successful books, *Rules of the Red Rubber Ball*, *What's Your Red Rubber Ball?!* and *The Red Rubber Ball at Work*, published by ESPN, Disney Press and McGraw-Hill. As an author, speaker and agent for social change (a.k.a. the Katalyst), it is Carroll's "job" to inspire businesses, organizations and individuals—from CEOs and employees of Fortune 500 companies to schoolchildren—to embrace their spirit of play and creativity to maximize their human potential and sustain more meaningful business and personal growth.

With his consulting endeavors, Carroll has helped turn creative ideas into reality for organizations such as the National Hockey League, ESPN, Nike, Starbucks (his words appeared on 17 million Grande cups), The National Basketball Association, Walt Disney Company, Mattel, Hasbro, Procter & Gamble, Discovery Channel, Capital One and many others.

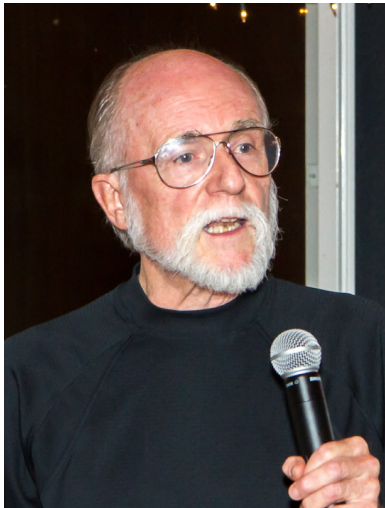
Raised by his grandparents in Philadelphia, Carroll spent endless hours at the neighborhood playground where he found his calling: a red rubber ball. His subsequent pursuit of play and his "red rubber ball" took him overseas with the Air Force, where he served as a language interpreter and translator, gaining fluency in Croatian, Czech, Serbian and German.

After serving in the Air Force for ten years and earning his college degree, Carroll became an athletic trainer at the high school and collegiate levels in Philadelphia. His expertise in sport performance was recognized by the 76ers organization and led to his job as the head athletic trainer for the Philadelphia 76ers in 1995. While at the 76ers, Nike tapped Carroll to bring his unique experiences to the sneaker giant in 1997. Although no job "officially" existed at the time, Carroll was directed to create a position at the company that would add value to the overall mission of the brand. Carroll accepted the challenge and stayed for seven years as "Katalyst" (the 'K' is for Kevin)—a creative change agent. At Nike he was instrumental in helping the company develop a deeper understanding of athletic product performance, team dynamics and interpersonal communication. Carroll left Nike in 2004 to create his own company, Kevin Carroll Katalyst/LLC, committed to elevating the power of sport and play around the world.

Carroll has dedicated his life to advancing sports and play as a vehicle for social change and success. He partners with non-governmental organizations and businesses around the world that share his vision and goals. He was honored to address the United Nations as part of the UN Year of Sports for Development and Peace in 2005. He has been an advisor for Beyond Sport, a global gathering of social innovation leaders and sports organizations, from 2009-2012 (Archbishop Desmond Tutu is the Patron of Beyond Sport). In 2013, Kevin was named by SUCCESS magazine as one of 19 "SEERS - changing the world!"

Carroll holds a MS in Health Education from St. Joseph's University, a BA in Speech Communication with a minor in Physical Education from Angelo State University and an Associates Degree in Interpreting and Translating from the Community College of the Air Force. Carroll is a frequent visiting lecturer across the United States.

Michael Quinn Patton



Patton is an independent organizational development and evaluation consultant. He is former **President of the American Evaluation Association**. He is the only recipient of both the *Alva and Gunnar Myrdal Award* from the Evaluation Research Society for “outstanding contributions to evaluation use and practice” and the *Paul F. Lazarsfeld Award* for lifetime contributions to evaluation theory from the American Evaluation Association. The Society for Applied Sociology honored him with the 2001 *Lester F. Ward Award* for Outstanding Contributions to Applied Sociology. He was the Gwen Iding Brogden Distinguished Lecturer at the 2008 National Conference on Systems of Care Research for Children’s Mental Health.

He is the author of five evaluation books including a 4th edition of *Utilization-Focused Evaluation* (2008) and 3rd edition of *Qualitative Research and Evaluation Methods* (2002). These books have been used in over 500 universities worldwide. He is also author of *Creative Evaluation* (1987); *Practical Evaluation* (1982); and *Culture and Evaluation* (1985). He has co-authored a book on the dynamics of social innovation with two Canadians drawing on complexity theory and systems thinking: *Getting to Maybe: How the World is Changed* (Random House, 2006). That led to his book on *Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use* (Guilford Press, 2011). His latest book is *Essentials of Utilization-Focused Evaluation* (2012).

After receiving his doctorate in Sociology from the University of Wisconsin, he spent 18 years on the faculty of the University of Minnesota (1973-1991), including five years as Director of the Minnesota Center for Social Research and ten years with the Minnesota Extension Service. He received the University’s Morse-Amoco Award for outstanding teaching. He also served as a faculty member with the Union Institute & University for 16 years.

He was the keynote presenter for the launching of the Latin American Network in Peru in 2004, the African Evaluation Society in Nairobi, Kenya in 1999 and at the European Evaluation Society in Switzerland in 2000. He has twice keynoted the American, Canadian, and Australasian Evaluation Society conferences, as well as national evaluation conferences for the United Kingdom, New Zealand, Italy, Denmark, Japan, and Brazil. He is a regular trainer for the World Bank in Ottawa, the American Evaluation Association’s professional development courses, and The Evaluators’ Institute.

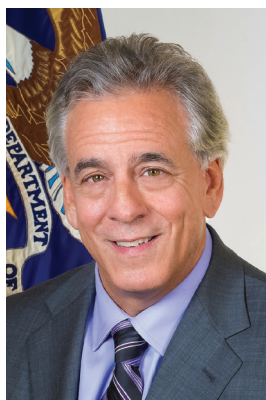
He has worked with organizations and programs at the international, national, state, and local levels, and with philanthropic, not-for-profit, private sector, and government programs. He has worked with peoples from many different cultures and perspectives. He is a generalist working across the full range of efforts at improving human effectiveness and results, including programs in leadership development, education, human services, the environment, public health, employment, agricultural extension, arts, criminal justice, poverty programs, transportation, diversity, managing for results, performance indicators, effective governance, and futuring. He uses a variety of evaluation and research methods, with special focus on mixed methods designs and analysis.



Mark Mitsui

Mark Mitsui is the new Deputy Assistant Secretary for Community Colleges in OVAE. 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 he also 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. He is excited to be working with his new colleagues in OVAE and at the U.S. Department of Education



Eric M. Seleznow

Eric M. Seleznow recently joined the U.S. Department of Labor (DOL) as Acting Assistant Secretary for Employment and Training/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.

Before joining National Skills Coalition, Eric 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.

Eric has also served for nearly 20 years in the corrections system operating jail-based training, employment, and pre-release programs - re-entry efforts for which he is still regarded as a national expert. Eric is active in local and national workforce and reentry initiatives and is an experienced trainer and facilitator.

He holds a bachelor's degree in Criminal Justice from Northeastern University.

Judith A. Alamprese is a Principal Scientist at Abt Associates. Ms. Alamprese has directed research, evaluation, and technical assistance projects in adult education and workforce development for more than three decades. Trained as a sociologist, Alamprese has focused on system and individual-level interventions to promote the social and economic well being of low-skilled adults and at-risk youth. Her work has ranged from leading rigorous evaluations of innovative practices in basic skills instruction to designing state-systemic change initiatives in career pathways. Ms. Alamprese currently is directing evaluations of local career pathways programs and assisting states in scaling career pathways systems. She has published in multiple venues and has served on two committees on adult literacy for the National Academies' Board of Testing and Assessment. She also has served as a U.S. representative to UNESCO's international conferences on adult education.

Dale Allen has served as the Vice President for Community Engagement at Quinsigamond Community College (QCC) since 2008. Dr. Allen oversees the QCC Foundation, grants development, alumni programs, site exploration and strategy partnerships at the College. He leads the College's focus and workforce development needs in Worcester County through partnerships that maximize leveraged resources of public and private entities. Dr. Allen facilitated the development of the Massachusetts Community Colleges Workforce Development Transformation Agenda (MCCWDTA) and serves as the Project Director. In addition, Dr. Allen serves as a Special Assistant to the Massachusetts Commissioner of Higher Education on loan from QCC. His efforts are focused on leading the strategy and development for policy work related to workforce development and pathways at two and four year institutions. He earned his PhD in Public Policy at the University of Massachusetts in Boston.

Letitia Barajas is currently the Vice President of Academic Affairs and Workforce Development at Los Angeles Trade-Technical College (LATTC), a two-year community college serving over 15,000 students each term located in downtown Los Angeles. Prior to this, Ms. Barajas served as Dean of Academic Affairs and Dean of College Advancement LATTC and at Los Angeles Southwest College (LASC). Under her leadership, LATTC has initiated a number of strategies that have shifted the culture and practices

of LATTC to promote acceleration, student competency assessment, and completion. Her innovations linking career technical education in Transportation, Construction/Utilities, and Design and Media Arts Departments have been identified as best practices to significantly increase student completion rates. Most recently Ms. Barajas led an effort to create an institutional one-stop delivery of the student on-boarding experience through the establishment and institutionalization of the Bridges to Success Center. Leticia Barajas holds a Bachelor of Arts in Criminology, Law and Society from the University of California, Irvine and a Masters of Arts in Public Administration from Cal State Dominguez Hills.

Alyssa Boucher is an Associate Research Scientist at the Center for Applied Special Technology (CAST) and serves as the CAST team lead for the course co-development service under the Open Professionals Education Network (OPEN), a project funded by the Bill & Melinda Gates Foundation. CAST uses the UDL framework to ensure that all of the digital content and learning environments developed in this project succeed with the widest range of learners possible. Dr. Boucher's interests include Universal Design for Learning as it applies to students in higher education with disabilities, especially those with language-based learning disabilities and executive functioning deficits. Dr. Boucher is a certified speech-language pathologist

Paul T. Bucci is the President of PTB & Associates. He has three decades of experience as a full-time higher education consultant. Services include institutional strategic planning, federal grant proposal writing, and grant program management and evaluation. He has worked with over 150 colleges and universities in 46 states and authored or co-authored proposals resulting in over \$300 million in federal grant awards for client institutions and strategic partners. He has led over 20 evaluation studies of federal grant projects. Prior to establishing PTB in 2009, Mr. Bucci served for 15 years as Vice President and Director of Higher Education Management Services for the nonprofit Academy of Educational Development (AED).

Dawn Busick serves as the Missouri Community College Association statewide grants director for both Round I MoHealthWINS and Round II MoManufacturingWINS TAACCCT Grants. Prior to this, she served as Executive Director of Ozarks Technical Community College, Center for Workforce Development, Executive Director of the State of Missouri's Public

Workforce System, as well as several Illinois government positions. She possesses years of experience in and knowledge about continuing education programs of study as well as federal workforce development programs. Ms. Busick has a Bachelor's degree in Business Management from the University of Illinois at Springfield; is a certified grant writer and is an alumna of the John F. Kennedy School of Government Program for Senior Executives in Innovations in Governance at Harvard University.

Debra Bragg is the Director of the Office of Community College Research and Leadership and an Endowed Professor at the University of Illinois at Urbana-Champaign. Her research focuses on the transition to college by youth and adults, especially student populations that have not attended college historically. Her work is affiliated with the Office of Community College Research and Leadership (OCCRL), a research organization that she founded and has directed since coming to Illinois in 1989. Dr. Bragg developed and leads an equity-guided outcomes assessment and continuous improvement initiative called Pathways to Results (PTR). Begun in 2009, this initiative has been scaled to the entire Illinois community college system, and it is integrated into two national consortia of community colleges that are implementing federal TAACCCT grants. PTR is also part of the Transformative Change Initiative (TCI), which includes over 230 community colleges that are implementing TAACCCT grants.

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.

Jeff Carter is a recognized national leader on adult education policy. He recently joined Digital Promise as Director of Adult Education. Carter has also worked as an independent public policy consultant for groups such as the National Skills Coalition and the National Council of State Directors of Adult Education. He previously served as the Director of Policy and Government Affairs for ProLiteracy and as Executive Director and President of D.C. LEARNs, Washington D.C.'s literacy coalition. He is a member of the Board of Directors of the National Coalition for Literacy and the Committee for Education Funding.

Emily Stover DeRocco is a Strategic Advisor at the ACT Foundation. In April 2012, Ms. DeRocco launched a Washington, D.C.-based strategic consulting practice focused on linking education, workforce and economic development assets for competitive advantage. DeRocco is the immediate past president of The Manufacturing Institute where she launched and implemented a national agenda focused on education reform and workforce development, innovation support and services, and research on behalf of U.S. manufacturers. Prior to her leadership in U.S. manufacturing, DeRocco was nominated by President Bush and confirmed by the U.S. Senate as the Assistant Secretary of Labor in 2001. In that position, DeRocco was responsible for managing a \$10 billion investment in the nation's workforce. She created and implemented regional economic development initiatives in 39 regions across the nation during her tenure, using talent development strategies to drive competitive advantage for America's businesses. Ms. DeRocco is a graduate of The Pennsylvania State University and received her Juris Doctorate from the Georgetown Law Center.

Marcy Drummond serves as Lead Senior Program Officer, Postsecondary Success, at the Bill and Melinda Gates Foundation where she leads the foundation's efforts to develop solutions that support increasingly mobile learners whose path to a postsecondary credential is rarely a linear one. Prior to her current position, Ms. Drummond was at Los Angeles Trade-Technical College for nearly a decade serving as Dean of Research and

Planning, Vice President of Academic Affairs, Vice President of Workforce and Economic Development, and more recently as Vice President of Institutional Effectiveness and Innovation. Ms. Drummond also served as an administrator, researcher, budget analyst, and as an expert consultant in research, evaluation, strategic planning, and program development projects across virtually every sector of US postsecondary education. Her journey in college administration began in the classroom teaching Applied Psychology at Eastern Washington University and as an instructor at Kinman Business University.

Mindy Feldbaum, CEO of The Collaboratory, LLC, 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 with partner, OCCRL, working with multiple TAACCCT grantees on implementation activities, and serving as a strategic advisor for the new ACT Foundation. Prior to The Collaboratory, 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.

Ty Freeland is the Program Manager of Strategic Workforce Planning at Arizona Public Service (APS), the largest electric utility company in Arizona. He currently serves as the chair of the Workforce Planning Committee for the Arizona Sun Corridor-Get Into Energy Consortium (ASC-GIEC), leveraging his workforce planning expertise by leading the development of a sustainable supply and demand model. Mr. Freeland received his Bachelor's degree from Southern Illinois University, and has worked in talent management for 10 years. In his work, he is responsible for implementing a strategic workforce plan focusing on demand forecasting and talent analytics. Prior to his work in talent management, Mr. Freeland was

an Intelligence Officer in the United States Air Force.

Susan Gallagher has worked as Project Director for the National STEM Consortium (a ten-college multi-state TAACCCT Round 1 project) at Anne Arundel Community College since 2010. She has extensive experience managing a variety of workforce programs, creating policy and writing grants. Ms. Gallagher earned a degree in psychology from the College of Notre Dame of Maryland and has more than 30 years of experience in workforce development with the Maryland Department of Labor, Licensing and Regulation (DLLR). After leaving DLLR, she became the director of Workforce Investment Programs for the Anne Arundel Workforce Development Corporation (AAWDC) in Maryland. She was a member of the teams that wrote the successful proposals for the Maryland Energy Sector Partnership grant and the Pathways to Cybersecurity Careers Consortium grant, both collaborative efforts between Anne Arundel Community College, the AAWDC and the US Department of Labor.

Amy A. Germuth is the president of EvalWorks. She has provided 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 to her work an understanding of education organization and policy, having worked 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 around the country.

Gary W. Graham is the Director of the Florida TRADE Consortium and has over 40 years of experience in education and training. Prior to Florida TRADE, he spent almost 25 years with General Motors as an Education and

Training Manager in charge of a 25,000 square foot High-Tech Training Center in Northeast Indiana. In addition, Dr. Graham served as an adjunct professor at Indiana/Purdue University in Fort Wayne, Indiana where he taught Applied Leadership and Leadership skills. He has a B.S. in Education (Western Carolina University), a MBA (Indiana University) and a PhD (Capella University) in Education with a specialization in Adult Learning.

Suzanne Harbin currently serves as the Director of Advancement on the DOL TAACCCT project, PAVES. Suzanne has over 20 years of experience in grant writing, implementation, and administration, including Department of Education, National Science Foundation, and Department of Labor grants. The PAVES project has been extremely successful in meeting and exceeding the project outcomes for their TAACCCT grant with innovative strategies including the student "success coaching", prior learning assessments, and the development and integration of 3D/4D learning objects into the targeted curriculums.

June Holley is a Consultant and Coach at Network Weaver. She provides consulting, training and coaching to organizations around the world interested in creating healthier networks through self-organization, collaboration, innovation and learning. Ms. Holly has developed face-to-face and virtual training programs and communities of practice for network leaders, pioneering in the use of the social web to support network efforts. She recently organized an international network of consultants and leadership development organizations to support network strategies around the world. She is author of *The Network Weaver Handbook* and *An Introduction to Network Weaving*. Ms. Holley led the Appalachian Center for Economic Networks (ACEnet), a regional network in Appalachian Ohio that helped more than 1000 lower income residents start up food, artisan and technology businesses and facilitated regional partnerships that led to the formation of hundreds of new collaborative services, projects, and activities.

James P. Honan is a Senior Lecturer at the Harvard Graduate School of Education. Mr. Honan's teaching and research interests include financial management of nonprofit organizations, organizational performance measurement and management, and higher-education administration. At Harvard, he is Educational Cochairman of the Institute for

Educational Management (IEM) and is a faculty member in a number of Executive Education programs for educational leaders and nonprofit administrators. Mr. Honan has served as a consultant on strategic planning, resource allocation, and performance measurement and management to numerous colleges, universities, schools, and nonprofit organizations, both nationally and internationally. Previously, he served as Institutional Research Coordinator in the Office of Budgets at Harvard and as a Project Analyst in the Harvard University Financial Aid Office.

Sally M. Johnstone is the Vice President for Academic Advancement at the Western Governors University, a competency-based, on-line institution. Prior to joining WGU, she was the Provost and Vice President for Academic Affairs at Winona State University in Minnesota. She also spent over 15 years at the Western Interstate Commission for Higher Education (WICHE). Dr. Johnstone serves on the U.S. UNESCO Commission, and on the editorial boards for *Change* magazine (USA) and the *Journal of Open Learning* (UK). She has given scores of talks and authored dozens of articles, books, and reports on issues of integrating information and communication technology into academics. Dr. Johnstone earned her PhD at the University of North Carolina at Chapel Hill.

Anne Kamps is the Dean of Learning Solutions at Northeast Wisconsin Technical College and she represents the project management lead college role for the TAACCCT 2 grant. Ms. Kamps has nine years' experience leading diverse projects for NWTC resulting in strong relationships both internal and external to the college. Her project management skills have been utilized on a wide range of projects producing new or improved educational opportunities to meet learners' needs. Ms Kamps commitment to flexible, affordable access to education is at the forefront of her attention. With an educational background in the Wisconsin technical college system, she brings a solid understanding of the needs of technical college students as well as recognition that both academic and technical skills are components of a well-rounded education and a complete career skill set.

Catherine Kirby is a Research Information Specialist at the Office of Community College Research and Leadership (OCCRL), where she provides leadership in evaluation, research, and development projects related to the Department of Labor's TAACCCT grants,

The Transformative Change Initiative, and Perkin's Programs of Study. Ms. Kirby formerly served as the Project Manager for Illinois' Shifting Gears Initiative. Her work history includes teaching at Parkland College in Health Science and in a bachelor's degree completion program in the School of Technology at Eastern Illinois University. She is an experienced educational consultant and trainer in leadership, career development, and career pathways. She holds an Ed.M. degree and has completed advanced coursework from the University of Illinois at Urbana-Champaign with an emphasis on higher education and Community College Leadership.

Steve Kramer is the Vice President for the National Restaurant Association Educational Foundation (NRAEF). He joined the NRAEF in July 2013 and was charged with leading communications and strategic partnerships to advance the Foundation's programming. Founded in 1987 and headquartered in Washington, D.C., NRAEF's educational initiatives, partnered with those of the National Restaurant Association, provide culinary, management, food safety and employability skills training to a create pipeline of work-ready talent for the hospitality sector - one of the nation's largest private-sector employers. Mr. Kramer previously served for 10 years as senior vice president with Home Builders Institute (HBI), a national leader for career training in the residential construction sector. He developed HBI's industry training and certification programs utilized by secondary and post-secondary institutions nationwide. He also served in leadership positions at international public relations/public affairs consultancies representing corporate and industry-wide interests. He is a graduate of American University.

Marianne Krismer is the National Director of the Health Professions Pathway Consortium at Cincinnati State Technical and Community College. Her career at Cincinnati State spans over 35 years having served as faculty, program chair, associate dean and dean in the health and public safety professions. She is now directing a \$19.6 million Department of Labor, Trade Assistance Act Community College Career Training (TAACCCT) Grant for 9 community colleges, with a focus on transforming health education pathways to employment in healthcare in five of them. Dr. Krismer has been a community leader and innovator in health and public safety education. She is one of the founders of

the Health Careers Collaborative of Greater Cincinnati, a college access program for entry-level health care workers into Nursing and Allied Health careers. Her most recent accomplishments include implementation of the Bridge to Employment Program sponsored by the Johnson and Johnson Foundation and acquisition and oversight of three Department of Labor grants in excess of \$26 million. Dr. Krismer is a Registered Dietitian and earned her Doctorate in Education from the University of Cincinnati in 2005.

Rebecca S. Lake is an interim Dean for the Workforce and Economic Development at Harper College. She is Director of a 21 college consortium, the Illinois Network for Advanced Manufacturing (INAM) a Round 2 TAACCCT grant and Director of Harper College Round 3 TAACCCT grant art of the Leveraging, Integrating, Networking, Coordinating Supplies (LINCS) consortium in supply chain management. Ms. Lake developed the National Louis University Community College Leadership doctoral program and served for nine years as the Program Director and Assistant Professor. In Illinois Community colleges, Rebecca served as faculty, Dean, and Vice-President of Academic Affairs. She also has served in administrative positions in hospitals and other health care organizations. Ms. Lake holds degrees from Slippery Rock University in Pennsylvania, University of Wisconsin, Madison and National Louis University in Chicago.

Maureen Lambe is the Executive Vice President for the National Apartment Association Education, where she oversees the apartment industry's credential programs: Certified Apartment Manager (CAM), Certificate for Apartment Maintenance Technicians (CAMT), National Apartment Leasing Professional (NALP) and Certified Apartment Portfolio Supervisor (CAPS). Ms. Lambe also leads the apartment industry's career promotion and training efforts, which target high school and college students, veterans and working learners. Ms. Lambe is a graduate of Framingham State University in Framingham, Massachusetts and received her Master's degree from the University of Notre Dame in South Bend, Indiana.

Dianne Lee is a Professor and Academic Lead for MoHealthWINS at St. Louis Community College. She has over thirty years of community college experience as a faculty member and academic administrator. From 1997-2012 Ms. Lee served as Director of St. Louis Community College's Center for Emerging and Advanced Information

Technologies devoted to developing and delivering workforce training in emerging information technologies including health IT. Her current assignment is focused on the expanding role of the community college system afforded through the DOL TAACCCT initiatives, especially programs designed to serve under-prepared adult populations seeking education and training to enter the workforce in high-demand living-wage jobs. As Academic Lead, Ms. Lee is responsible for the College's overall development and delivery of instruction under the MoHealthWINS project. Ms. Lee holds a Master's degree in Telecommunications Management from Washington University, St. Louis, Missouri. and a Bachelor's degree in computer science. Prior to joining the community college faculty, Lee worked as a Systems Engineer, IBM Corp., St. Louis.

Donna Lewelling was recently named Operations and Policy Analyst for the Higher Education Coordinating Commission (HECC). Prior to her role at the HECC, Donna served as an Education and Workforce Coordinator for the Oregon Department of Community Colleges and Workforce Development (CCWD). During her time at CCWD, she coordinated the Oregon Community College Student Success Initiative and Credit for Prior Learning efforts. Before joining CCWD in 2006, Donna worked for the Department of Human Services and spent several years as a consultant for Head Start programs statewide. She has been the recipient of the Oregon Head Start Association Leadership Award, served as chair of the Oregon Inclusive Child Care Committee for over a decade and currently serves as Vice President of Summer Conference for the Oregon Chapter of the American Association for Women in Community College.

Sue Liu recently joined The Collaboratory, LLC as a Senior Director. Prior to the Collaboratory, for the past 4 years, Sue served as a Senior Policy Advisor in the Obama Administration at both the Department of Education (ED) and the Department of Labor (DOL), working on policy initiatives for ED Undersecretary Martha Kanter, and Assistant Secretaries Brenda Dann-Messier (ED) and Secretary Jane Oates (DOL). During her tenure, she advised senior leadership on budgetary and policy priorities related to higher education and workforce matters, advanced and promoted cutting edge programming, building evidence, and supporting promising policies with federal agencies and Executive Office of the President. She was also part of a team that helped to promote funding to Congress for the TAACCCT

program. Sue has over 15 years of experience working for nonprofits, including the National Council of La Raza and Center for Community Change. 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.

Mary Alice McCarthy is a Senior Policy Analyst in the Education Policy Program at New America where she examines the relationship between higher education policy, workforce development policy, and efforts to improve career and educational outcomes for low-income and non-traditional students. She writes on a variety of topics including competency-based education, career pathways, credentials, and the relationship between employers and higher education. Prior to joining New America, McCarthy worked at both the U.S. Departments of Education and Labor. She led a variety of policy reform and evaluation efforts in the areas of postsecondary career and technical education, career pathways, credentialing, and competency-based education. She also established the Interagency Working Group on Career Pathways, which is composed of staff from the Departments of Education, Health and Human Services, and Labor and works to better align federal investments and policy in education, training, and employment services to support career advancement. McCarthy has a Master in Public Administration from the Harvard Kennedy School of Government and a PhD in Political Science from the University of North Carolina.

Debra Mikulka is the Director of Sponsored Projects at Washburn University and the University's Project Administrator for TRAC-7, a Round 1 TAACCCT grant consortium led by Washburn University. She has worked in K-12 education for more than 30 years as a teacher, counselor, school psychologist, and grants administrator. She has successfully written, directed, and/or evaluated grants for K-12 education, post-secondary colleges and universities, local governments, and nonprofits for more than 20 years. Her educational background includes a BS in Elementary Education, a MS in Counseling, an EdS in School Psychology, district leadership licensure, and doctoral work in Education Leadership and Policy Studies from the University of Kansas.

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, he 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. Mr. Muench's professional background was in the aerospace and defense industry, as a consultant providing strategic and tactical advice to Fortune 200 firms, with special focus on market entry and growth strategies, opportunity identification, and M&A. Mr. Muench holds degrees from The University of Michigan (MBA), London School of Economics (MSc), and Tulane University (BA).

Adam Newman is a Founding Partner of Education Growth Advisors, a strategy consulting and financial advisory firm exclusively focused on the education sector launched in 2010. Adam has nearly 20 years experience in consulting and market research, management, banking, and teaching across all segments of the education sector. Previously a Director at Berkery, Noyes & Co., Mr. Newman originated the firm's strategic advisory practice for education companies and investors, in addition to supporting the Education and Training practice's transactional activities. He also served as a Managing Vice President at Eduventures, leading work with executives and institutional leaders to develop and drive organizational and growth strategy initiatives through both syndicated market research and proprietary consulting engagements. Prior to Eduventures, Adam served as a senior manager at the Corporate Executive Board (Nasdaq: EXBD) in the company's Corporate Strategy Board practice, working closely with senior strategy executives at Global 2000 companies. Adam began his professional career as a K-12 educator and athletic coach at schools in Boston and New Orleans.

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. Mr. Powell's area of expertise is using alternative models of community and economic development to benefit distressed urban communities. His work focuses on the intersections between

participatory action research, comprehensive neighborhood revitalization, non-profit management, community organizing, public-private partnerships, and municipal/regional reform—all of which are necessary to create sustainable development and redevelopment. Michael has led, researched, published, and presented on various community-based planning efforts nationally and internationally and he holds a Masters degree in City & Regional Planning from Cornell University.

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.

Casey Sacks has served as the Grant Project Manager for the Colorado Community College System (CCCS) office in Academic Affairs for the past five years. Dr. Sacks specializes in special projects with an emphasis in grant program management. Her project portfolio includes programs in developmental education, career and technical education, analytics, immersive learning, and credit for prior learning. Through the TACT round 1 project, Dr. Sacks led Colorado's efforts for statewide reform in developmental education. She regularly teaches for the community colleges in the Psychology Department. Dr. Sacks completed her doctorate in higher education administration at Bowling Green State University in Ohio, specializing in institutional planning and finance.

Chris Spence currently serves as Principal of The New Growth Group. Mr. Spence specializes in evaluation and strategic planning in postsecondary education and workforce development. He has worked with a wide range of clients in both the public and private sectors, as well as regional collaborative partnerships. Currently, he is leading or partnering in five TAACCCT evaluations involving 44 colleges. Previously, Mr. Spence consulted at Workforce Strategy Center, a New York-based nonprofit that

specializes in education and workforce development. He has a Master's in Urban Planning and a Master's in Program and Policy Evaluation, both from New York University's Wagner School of Public Service. Early in his career, Mr. Spence was a captain in the United States Army 10th Mountain Division.

Sarah Stewart is a Senior Research Analyst with Hezel Associates in Syracuse, NY. She has extensive experience in qualitative and quantitative analysis of evaluation data, particularly of STEM (Science, Technology, Engineering and Mathematics)-related education programs. She manages numerous evaluation projects, serving as external evaluator for NSF- and US Department of Education-funded research projects, as well as recently became involved in workforce development projects, such as the TAACCCT program (Hezel Associates currently evaluates five of these programs). Prior to joining Hezel Associates, Ms. Stewart served as coordinator for PK-12 recycling education at a local solid waste agency, which involved design of lessons and educational materials, as well as recycling program evaluation throughout multiple schools. In addition, she assisted with various data analysis projects while working as an Environmental Scientist at SRC, Inc., in Syracuse. Ms. Stewart holds a Master of Public Administration with a concentration in Environmental Policy from Syracuse University, and a B.S. in Zoology from SUNY Oswego.

Nancy Thibeault is the Dean of Distance Learning and Instructional Support at Sinclair Community College. She recently assumed the role of Director for the College's \$12M Department of Labor TAACCCT grant to develop three IT programs for competency-based delivery. Dr. Thibeault has full responsibility for Sinclair's online programs, including course development, faculty training, student support, and media development. During her tenure, she led the expansion of eLearning, growing the program from a handful of online courses to offering 13 fully online programs. Sinclair's online program has won numerous state and national awards. With over 30 years of experience in higher education, she previously served as Director of Learning Technologies, Chair of Computer Information Systems, Director of Computer Facilities, and Associate Professor of Computer Science. Dr. Thibeault was recognized as one of the top 50 innovators in the 2011 Converge Yearbook and co-leads Ohio's State Authorization Network.

James Wall is the Executive Director at the National Institute for Metalworking Skills. He has the combined experience as a metalworking company owner and educator. He taught at both the secondary and postsecondary levels and has served as a school administrator in technical education. Previous to being named Executive Director of NIMS in 2012, Mr. Wall had been Deputy Director since 2002 and has been responsible for the continued development and maintenance of NIMS standards, performance requirements and theory exams. Prior to joining NIMS, Mr. Wall directed the statewide metalworking program at The Pennsylvania State University.

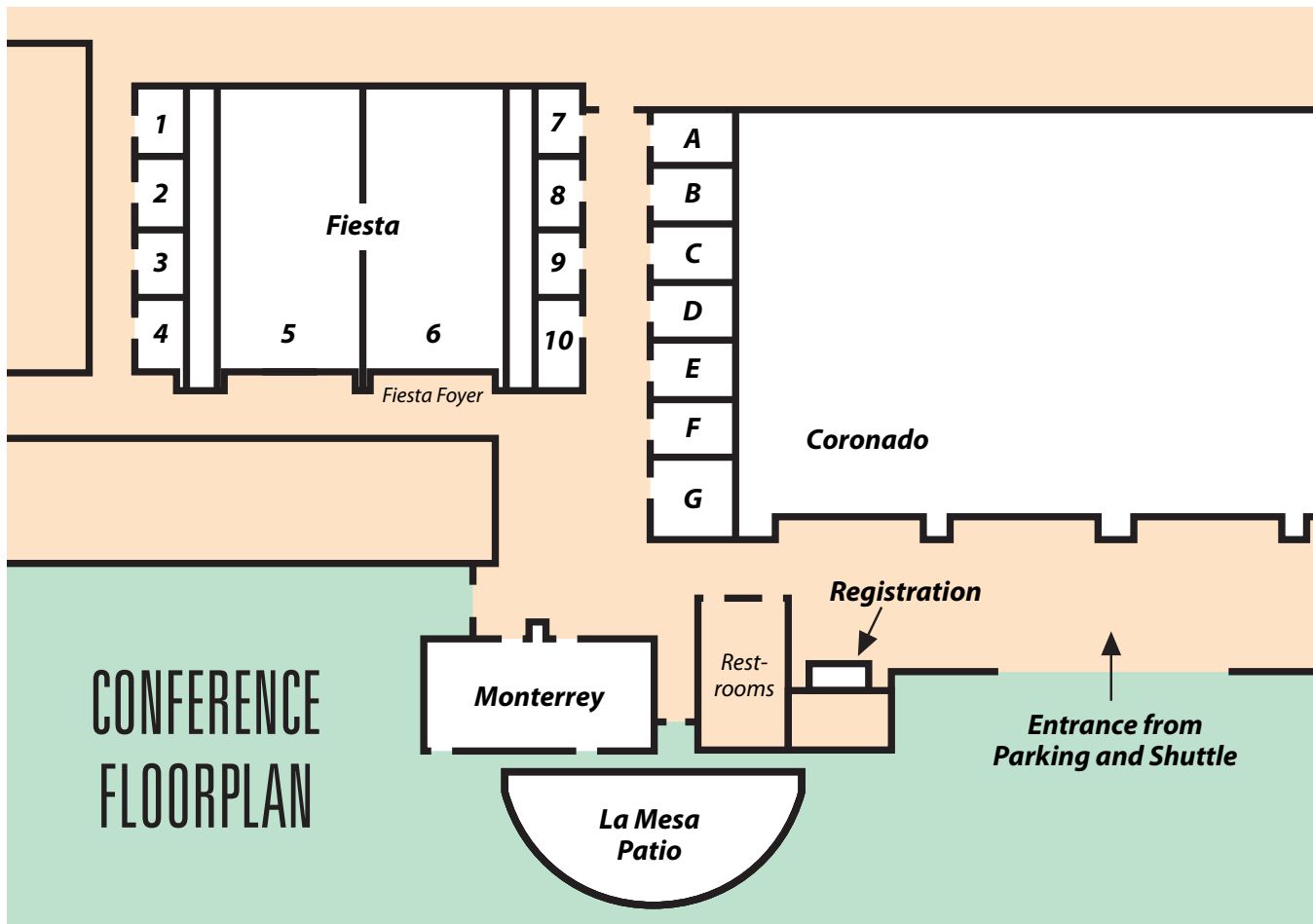
Carol Weigand is the Project Director for the U.S. DOL TAACCCT funded Air Washington initiative at Spokane Community College. In this capacity, she leads 11 Community and Technical Colleges in this Statewide aerospace workforce initiative serving over 2,800 students across 7 counties. Ms. Weigand also oversees the 7 Workforce Development Council partners that co-locate Navigators who support the project by leveraging Worksource resources.

Prior to this, she served as the Director of the Inland Northwest Aerospace Training Center with the responsibility for aerospace workforce education and training in the Spokane region. Ms. Weigand serves on the board of directors of the Inland Northwest Aerospace Consortium and is active in Aerospace and Advanced Manufacturing Workforce initiatives in the state of Washington.

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. 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 B.A. in English from Georgetown University.

Holly Zanville is a Strategy Director at Lumina Foundation where she leads the

development of strategies to help create new systems of quality credentials and credits defined by learning and competencies, clear and transparent pathways to students, and alignment with workforce needs and trends. Her portfolio includes a focus on improving outcomes of developmental education, increasing degree completion for returning adults with prior college/no credential, and statewide approaches to reverse-transfer degrees through the national Credit When It's Due initiative. Dr. Zanville's work experience spans the educational pipeline with service in K-12, community colleges, universities, and higher education governance systems. Most recently, Dr. Zanville served as Coordinator of Oregon's Joint Boards K-20 Redesign Initiative; Senior Academic Officer, Washington Higher Education Coordinating Board; and Associate Vice Chancellor for Academic Affairs, Oregon University System. Dr. Zanville received her PhD in Educational Administration from the University of Minnesota; MA in English from the University of Wisconsin-Madison, and BA in English and Biology from Lindenwood University.



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