

ACT[®]

WORKFORCE2011

NATIONAL WORKFORCE DEVELOPMENT CONFERENCE

BREAKING
THE **TALENT**
CODE

WESTIN MICHIGAN AVENUE | **CHICAGO, ILLINOIS** | APRIL 18-21, 2011

ASSESSMENTS

CERTIFICATION

TRAINING &
CURRICULUM



JOB ANALYSIS

RESEARCH & ANALYTICS

ACCOMMODATIONS

The Westin Michigan Avenue Chicago

909 N. Michigan Avenue
Chicago, IL 60611

Phone: 312/943-7200

Magnificent Location

The Westin Michigan Avenue Chicago is on the Magnificent Mile across from Bloomingdale's and the upscale shops of Water Tower Place. You'll have the exhilarating excitement of Chicago at your doorstep, or you can enjoy Lake Michigan at Oak Street Beach.

WELCOME RECEPTION AND LOCAL FLAVOR NIGHT

Join us for a welcome reception Monday, April 18, at 5:00 p.m. in the Wellington Foyer. Following the reception, network with other conference attendees and enjoy some delicious food around the Westin Michigan Avenue hotel. Please sign up at the registration desk for one of these restaurants:

Frankie's Scaloppine

Italian

900 N. Michigan Avenue
312/266-2500

Devon Seafood Grill

Seafood

39 E. Chicago Avenue
312/440-8660

Mike Ditka's Restaurant

American

100 E. Chestnut Street
312/587-8989

CONFERENCE POWERPOINT SLIDES

Conference PowerPoint slides made available from presenters will be posted at www.act.org/workforce2011/ppt after the conference.

CONNECT WITH ACT WORKFORCE

ACT Workforce is *the* source for all your workforce updates.



facebook.com/actworkforce



twitter.com/actworkforce



youtube.com/actworkforce



Please help us with our Going Green initiative by using the blue recycling bins located throughout the hotel.

ACT
WORKFORCE2011
NATIONAL WORKFORCE DEVELOPMENT CONFERENCE

Breaking the Talent Code

ACT’s annual conference, which is now in its 14th year, emphasizes ideas that change and advance the workforce in order to build America’s businesses and invigorate our economy. This year’s conference—*Breaking the Talent Code*—will focus on innovative approaches to helping individuals measure and demonstrate their talent and guiding them through career pathways that will improve their lives and benefit our nation as a whole.

Our future depends on a talented, skilled workforce. According to a recent memorandum issued by the White House, “The high-wage jobs of the 21st century will require more knowledge and skills than the jobs of the past. We therefore must develop innovative strategies to train more Americans with the skills that businesses and the economy will need to ensure American competitiveness.”

By implementing a national skills credentialing system, we can effectively identify and measure the skills required for workplace success in economically important industries. Navigating individuals through a career pathway—clearly showing training and certification options—will help address the mismatch between skills in demand and our current skill supply.

Identifying and developing talent is critical to workplace success in an ever-changing economy. Some individuals are good at working with numbers, designing websites, and building things; others are good at working with kids, healing people, listening, and understanding. Everyone has talent. Help us break the code to unleash the collective power of talent to move our nation forward.

Helping individuals find their talent and guiding them through a career pathway will better their lives, advance our workforce, and improve the American economy. Together, we—ACT, educators, employers, workforce development personnel, economic developers, state officials, industry leaders—can create a better model to develop American workers with the skills and talent needed to succeed in the global economy.

TABLE OF CONTENTS

Schedule at a Glance	pages 2–4
Detailed Agenda with Session Abstracts	pages 5–19
Conference Presenter Biographies	pages 20–29
Maps	pages 30–31

Schedule at a Glance

Monday, April 18

TIME	TITLE	LOCATION
2:30–6:00 p.m.	Registration	
5:00–7:00 p.m.	Opening Reception/Local Flavor Night	Wellington Foyer

Tuesday, April 19

TIME	TITLE	PRESENTER	LOCATION
7:00 a.m.–4:30 p.m.	Registration		
7:00–8:00 a.m.	Breakfast		Wellington Foyer
9:45–10:45 a.m.; 2:00–3:00 p.m.	WorkKeys® Internet Version/KeyTrain® Curriculum Demo Room		Windsor
8:00–8:15 a.m.	Welcome	Martin Scaglione	Wellington Ballroom
8:15–9:30 a.m.	Kickoff Panel: Navigating the Education and Workforce Funding Maze	Parminder K. Jassal Holly Zanville Byron Zuidema	Wellington Ballroom
9:30–9:45 a.m.	Break		
9:45–10:45 a.m.	New from ACT! Supervisory Skills Assessment	Wendy Heck Marcia Stientjes	Consulates 1-2
	Creating Order Out of Chaos: The Shift to a Competency-Based Framework	Keith Bird Don Carstensen	North Cotillion Ballroom
	Bill & Melinda Gates Foundation: Breakout Discussion	Parminder K. Jassal	Governor's
	The Nursing Shortage: Policy Issues and Research Related to Hiring and Retaining a Skilled Workforce in the Health Care Industry	Dianne J. De La Mare	Mayfair
	Building a Movement: Social Media Tools for Certificate Success	Nick Westergaard	Buckingham
10:45–11:00 a.m.	Break		
11:00 a.m.–Noon	The 1,000 Worker Skills Initiative: The Power of a Three-Legged Stool	Pat Hayes	Consulates 1-2
	The Greater Cincinnati Workforce Network Journey to NCRC	Janice Urbanik Sara Ratto-Miller Elijah Rudolph	North Cotillion Ballroom
	Lumina Foundation for Education: Breakout Discussion	Holly Zanville	Governor's
	Regional Skill Gap Analysis: Iowa Corridor	Joe Raso Christine Chmura	Mayfair
	Accelerating Degree Completion Through Assessment of Prior Learning	Pamela Tate	Buckingham
	WorkKeys Internet Version: User Management Functions	Amanda Malloy Mary Kosobucki	Windsor
Noon–12:30 p.m.	Lunch—Introduction to Sheila Boyington, VP, ACT Workforce Curriculum		Wellington Ballroom
12:30–1:30 p.m.	Keynote: Jon Whitmore, Chief Executive Officer, ACT		Wellington Ballroom
1:30–2:00 p.m.	Break		
2:00–3:00 p.m.	ACT's Work Readiness System: Power Through Alignment and Integration	Hope Clark Tobin Kyte	Consulates 1-2
	Discovering Talent and Finding Fit: Empowering TANF Women to Move from Entitlement to Employment	Kathy Atkinson Lawra Baumann	North Cotillion Ballroom
	U.S. Department of Labor: Breakout Discussion	Byron Zuidema	Governor's

2:00–3:00 p.m.	Our Talent CODE: Creating Oklahoma’s Dream Employees	Mary Beth Lykins Susan Kuzmic	Mayfair
	Life After the Pink Slip: Creating Opportunities for the Unemployed	Carol Puryear	Buckingham
3:00–3:15 p.m.	Break		
3:15–4:15 p.m.	Working Together to Transform Hiring at a Unionized Manufacturing Plant	Bryan Herrick	Mayfair
	Investing in Workforce Education Using Tuition	John Zappa	Buckingham
	KeyTrain Curriculum Basics	Stan Brodka Mary Molusky	Windsor
	Lorain County Community College: Guiding Individuals Through Career Pathways	Annette McIver Kelly Zelesnik	North Cotillion Ballroom
3:15–4:45 p.m.	Combining Forces to Build Strong Credentialing Programs	Joseph L. Paul Renée Miller Craig Immerfall Keenan Wade Wil Hammond Brian Solomon Krista Heard	Governor’s
3:15–5:15 p.m.	Job Profiling 2011: What’s New for Job Profilers	Helen Palmer Carol Ogletree	Consulates 1-2

Wednesday, April 20

TIME	TITLE	PRESENTER	LOCATION
7:00 a.m.–4:30 p.m.	Registration		
7:00–8:00 a.m.	Breakfast		Wellington Foyer
9:45–10:45 a.m.; 2:00–3:00 p.m.	WorkKeys Internet Version/KeyTrain Curriculum Demo Room		Windsor
8:00–8:15 a.m.	Announcements	Martin Scaglione	Wellington Ballroom
8:15–9:30 a.m.	Industry Panel: Advancing Our Workforce Through Career Pathways	Jennifer McNelly Steve Greene Ann Randazzo Sharon Rice	Wellington Ballroom
9:30–9:45 a.m.	Break		
9:45–10:45 a.m.	Certificate or Certification: Which Fits Your Program?	Lenora Knapp	Consulates 1-2
	Manufacturing Institute: Breakout Discussion	Jennifer McNelly	North Cotillion Ballroom
	Pathways to Talent	Marie Howard Robert Henson	Governor’s
	Using the Career Readiness Certificate as the Foundation for Certified Career and Technical Educators: The Association for Skilled and Technical Sciences Model	John Gaal James Duane	Mayfair
	Education and Workplace Success for a Lifetime: The ACT Portfolio of Solutions	Hope Clark Jim Sconing	Buckingham
10:45–11:00 a.m.	Break		
11:00 a.m.–Noon	National Career Readiness, WorkOne Region 10	Patty Spencer	Consulates 1-2
	National Center for Construction Education and Research (NCCER): Breakout Discussion	Steve Greene	North Cotillion Ballroom
	Documenting a Skilled Workforce: Work Ready Communities	Fred R. McConnel Jeane Burruss Tom West	Governor’s
	Walmart Foundation: Creating Opportunities So People Can Live Better	Michelle Gilliard	Mayfair

11:00 a.m.–Noon	How Community Colleges Can Expand Beyond Their Doors to Help Businesses Find and Retain Talent	Tiffany Keune William Morison	Buckingham
	WorkKeys Internet Version–Reports Portal	Amanda Malloy Mary Kosobucki	Windsor
Noon–12:30 p.m.	Lunch		Wellington Foyer
12:30–1:30 p.m.	Keynote: Tom Karel, Vice President, Organization Talent and Effectiveness, Saint Mary’s Health Care Mike Stebbins, Director of Human Resources, Mercy Hospital Cadillac		Wellington Ballroom
1:30–2:00 p.m.	Break		
2:00–3:00 p.m.	Finding the Sweet Spot Where Learning Takes Off: Deep Practice Using KeyTrain and WorkKeys	Jenny Schanker Jeannette Holton	Consulates 1-2
	Managing Your Career in Operations Management	Lisa Sallstrom	North Cotillion Ballroom
	Skilled Employees Wanted: An Employer Panel Discussion	Steven Busch Paula Dimattia Gilbert Hall	Governor’s
	Career Ready 101	Justin Saylor Alan Artress	Mayfair
	Identifying Critical Skill Gaps Using Data From ACT’s Work Readiness System	Tobin Kyte Mary Bruton	Buckingham
3:00–3:15 p.m.	Break		
3:15–4:15 p.m.	Closing the Skills Gap Using Technology-Based Solutions	Carol Coulter	Consulates 1-2
	Center for Energy Workforce Development (CEWD): Breakout Discussion	Ann Randazzo	North Cotillion Ballroom
	Illinois Employers and Educators Working Together to Improve the Workforce and the Economy Using the National Career Readiness Certificate	Carol DePue Eric Smith Paul Calvagna Steve Kneubuehl	Governor’s
	A Breakthrough Model for Underprepared Workers and Students	Barbara Endel Jenny Schanker	Mayfair
	Support Skills! Building Employer Demand	Paul Scianna Bill Guest	Buckingham
	KeyTrain Curriculum Advanced	Alan Artress Rick Harris	Windsor
5:00–7:00 p.m.	Keynote Dinner: Daniel Coyle, Author, <i>The Talent Code</i>		Wellington Ballroom

Thursday, April 21

TIME	TITLE	PRESENTER	LOCATION
Registration	7:00–10:00 a.m.		
Breakfast	7:00–8:00 a.m.		Wellington Foyer
8:00–8:30 a.m.	Final Announcements	Martin Scaglione	Wellington Ballroom
8:30–8:45 a.m.	Break		
8:45–10:00 a.m.	Workforce Advisory Roundtables		
	<i>Employers and Trade Organizations</i>		Consulates 1-2
	<i>State Agencies</i>		North Cotillion Ballroom
	<i>Educators and Community College Representatives</i>		Governor’s
	<i>Workforce Solutions Providers</i>		Mayfair
10:00–10:15 a.m.	Break		
10:15–11:00 a.m.	Closing Remarks	Martin Scaglione	Wellington Ballroom

Conference Schedule

Monday, April 18

Registration: 2:30 – 6:00 p.m.

Wellington Foyer

5:00 – 7:00 p.m.

Opening Reception and Local Flavor Night

Wellington Foyer

Tuesday, April 19

Registration: 7:00 a.m. – 4:30 p.m.

Breakfast: 7:00 – 8:00 a.m.

Wellington Foyer

9:45 – 10:45 a.m.

2:00 – 3:00 p.m.

WorkKeys Internet Version and KeyTrain Curriculum Demo Room

Windsor

8:00 – 8:15 a.m.

Welcome

Wellington Ballroom

Martin Scaglione, President and Chief Operating Officer, Workforce Development Division, ACT

Session 1

8:15 – 9:30 a.m.

Kickoff Panel: Navigating the Education and Workforce Funding Maze

Wellington Ballroom

Parminder K. Jassal, Ph.D., Program Officer, Special Initiatives, Bill & Melinda Gates Foundation

Holly Zanville, Ph.D., Program Director, Lumina Foundation for Education

Byron Zuidema, Regional Administrator, U.S. Department of Labor–Employment and Training Administration

Philanthropic organizations, government agencies, and other funders are discovering they stand on common ground as

they independently identify and support innovative methods of expanding the capability and capacity of the U.S. workforce. This panel discussion reviews the priorities and strategic initiatives of three prominent organizations—the Bill & Melinda Gates Foundation, the Lumina Foundation for Education, and the U.S. Department of Labor—that are widely recognized for their assertive stance on the need for systematic change in education and training. Representatives from each of the organizations will describe their key initiatives, discuss the commonalities and differences that distinguish them, and provide their perspectives on the value of leveraged resources. Panelists will provide a funder's perspective on sustaining initiatives once external funding is exhausted and on replicating successful outcomes across broader audiences. We will also discuss the role of effective career pathways that include academic achievement and credential attainment within each organization's major initiatives. This discussion serves as a kickoff to Workforce 2011 by helping attendees navigate the education and workforce funding maze.

Break: 9:30 – 9:45 a.m.

Session 2

9:45 – 10:45 a.m.

New from ACT! Supervisory Skills Assessment

Consulates 1-2

Wendy Heck, Senior Program Development Associate, WorkKeys Development, ACT

Marcia Stientjes, Director, Workforce Development, ACT

We want your input! Based on task lists from more than 95 jobs, WorkKeys Test Development is designing a supervisory skills assessment that will complement stackable certificate programs such as those from NAM, NCCER, and CEWD. This new assessment is intended to measure people's critical knowledge, skills, and abilities as well as personal qualities. This is your opportunity to influence the design of this assessment and share your vision about how you'd use this assessment.

Creating Order Out of Chaos: The Shift to a Competency-Based Framework

North Cotillion Ballroom

Dr. Keith W. Bird, Senior Policy Fellow for Workforce and Postsecondary Education, Corporation for a Skilled Workforce, Kentucky Community and Technical College System

Don Carstensen, Special Advisor, President's Office, Workforce Development Division, ACT

There has never been a more promising alignment between the national priority to upskill the workforce and the will of state and federal policy leaders to increase attainment of market-relevant credentials. While having adequate resources to accomplish the task is always a reasonable concern, many philanthropic organizations are also aligned around this issue with a commitment to act. In many respects, the challenge is not necessarily the infusion of new resources (always welcome) but rather fresh looks at how and where education and training are being delivered and the content and competency focus of that effort as it aligns to industry-recognized needs and credentials. This session will take a look at the national forces in play—the need for a national framework for credentialing, steps that can and should be taken to advance the skill set of the emerging, transitional, and incumbent workforce, and promising practices currently in place with particular emphasis on the work of two-year technical and community colleges and the public workforce development system. This presentation is based on ACT's recent *Breaking New Ground* report and new research on innovative practices linking noncredit work to educational credentials, including informal and nonformal workforce education and training and the growing international shift to learning outcomes and competencies from time-based inputs. This presentation also integrates the implications of European educational reform, the "Bologna" Tuning Process, the work of the Lumina "Tuning USA" program, and the Lumina Degree Framework model and its focus on learning and student achievement.

Bill & Melinda Gates Foundation: Breakout Discussion

Governor's

Parminder K. Jassal, Ph.D., Program Officer, Special Initiatives, Bill & Melinda Gates Foundation

The Bill & Melinda Gates Foundation and its partner organizations are taking a leading role in reinvigorating the U.S. education system. They are investigating innovative methods of instruction, promoting standards-based curricula and teaching, and using data to track and improve achievement. The foundation's overarching goal is to ensure that every American student completes secondary studies

and is ready to achieve success in college-level coursework. Attendees are invited to ask questions during this follow-up to the panel discussion.

The Nursing Shortage: Policy Issues and Research Related to Hiring and Retaining a Skilled Workforce in the Health Care Industry

Mayfair

Dianne J. De La Mare, Vice President of Regulatory Affairs, American Health Care Association

Improving and sustaining quality health care depends upon a stable, well-trained workforce. In particular, the long-term care profession is facing a chronic workforce shortage. Promoting and passing sound fiscal policies designed to strengthen the workforce and facilitate the continued improvement in seniors' care quality should be a top national priority. This session will provide an overview of the regulatory environment and policy issues affecting long-term care providers in their struggle to recruit, hire, and retain a skilled workforce. This session will also highlight a research study of certified nursing assistants (CNAs) assessing the relationship between the National Career Readiness Certificate, the WorkKeys Talent assessment, and various indices of CNA performance. The study, a partnership between the American Health Care Association and ACT, will be used to evaluate areas of strength that can be used to help improve and retain staff in long-term care facilities.

Building a Movement: Social Media Tools for Certificate Success

Buckingham

Nick Westergaard, Creative Director/Consultant/Principal, Westergaard

Congratulations! You've decided to implement the National Career Readiness Certificate in your state or region. What's next? And, more importantly, how can you let people know about this great program? The power of a National Career Readiness Certificate or WorkKeys-based credentialing program is truly unlocked when you reach a critical mass of job-seeker supply and employer demand. It may sound like a daunting communications challenge, but this can be achieved through strategic brand awareness and targeted social media efforts.

During this engaging session from marketing/new media consultant Nick Westergaard, you will learn how you can leverage social media channels like Facebook, Twitter, and YouTube to help promote your Certificate program and build advocacy in your community. You'll also discuss branding and co-branding, tailoring your message to your market, and targeting key audience segments. When you

walk out of the room, you will be armed with several best practices and ideas you can implement right away. If you are responsible for Certificate success in your state, region, or organization, you can't afford to miss this session.

Break: 10:45 – 11:00 a.m.

Session 3

11:00 a.m. – Noon

The 1,000 Worker Skills Initiative: The Power of a Three-Legged Stool

Consulates 1-2

Pat Hayes, Founder and Chairman of the Board, Fabric Images, Inc.

The foundation of a successful program to strengthen a community's workforce can be thought of as a three-legged stool: education, business, and civic involvement. In Elgin, Illinois, these three sectors are cooperating on a plan to benefit job seekers and employers, building the local economy, as well. A crucial component of the plan is to offer job-specific training and WorkKeys assessments, culminating in a National Career Readiness Certificate, to all high school students and at no charge to 1,000 unemployed area residents. The number of individuals earning the Certificate has skyrocketed, helping them stand out from other applicants and giving employers a standardized, validated credential that they can trust for decision making. In addition, the Elgin Chamber of Commerce documents this progress and uses it as a tool to retain and attract employers, furthering the region's economic development. Gain valuable insight into forging this three-way partnership, obtaining commitments from the partners, and keeping the momentum building.

The Greater Cincinnati Workforce Network Journey to NCRC

North Cotillion Ballroom

Janice Urbanik, Construction Career Pathway Director, Greater Cincinnati Workforce Network

Sara Ratto-Miller, Workforce Development Specialist, Urban League of Greater Cincinnati

Elijah Rudolph, Advanced Manufacturing Career Pathway Director, Greater Cincinnati Workforce Network

The Greater Cincinnati region adopted the NCRC using a career pathways approach in construction, health care, and advanced manufacturing. This session covers the journey that was taken, results to date, and future plans. We'll

highlight how the NCRC has been utilized in powerful ways by the Urban League to prepare individuals to "skill up" and support job placement and strengthen impacted communities.

Lumina Foundation for Education: Breakout Discussion

Governor's

Holly Zanville, Ph.D., Program Director, Lumina Foundation for Education

The Lumina Foundation for Education earned nationwide attention when it announced its commitment to the "The Big Goal"—increasing America's total of high-level degrees and credentials by 60% by 2025. As it pursues this ambitious goal of educating more individuals, the foundation is also educating our nation in a crucial principle: helping a greater number of people succeed in postsecondary schools is a key component in addressing our social and economic challenges. Attendees are encouraged to learn more about The Big Goal in this Q&A follow-up session.

Regional Skill Gap Analysis: Iowa Corridor

Mayfair

Joe Raso, President, Iowa City Area Development

Christine Chmura, President and Chief Economist, Chmura Economics & Analytics

This session will overview a recent collaboration among ACT, Chmura, ICAD, PriorityOne, Kirkwood Community College, and Iowa City K–12 Public Schools to conduct a skills gap analysis and a subsequent strategic planning process for the Iowa Corridor region. The project highlights the use of the Chmura JobsEQ database to create a customized regional skill gap analysis. The analysis included the development of a labor market profile detailing the concentration of skills in the region in addition to demand projections and workforce supply needs for the workforce and K–12 pipeline. The session will also highlight next steps for the collaboration including the development of a strategic planning process to better align the regional labor market with the region's target industry markets. This project can serve as a "best practices" model for other state and regional economic development organizations.

Accelerating Degree Completion Through Assessment of Prior Learning

Buckingham

Pamela Tate, President and CEO, Council for Adult and Experiential Learning (CAEL)

This session will introduce a new national initiative called LearningCounts.org, which offers adult learners assessment of their learning from work and life experience for college credit. This online service has been launched by CAEL (Council for Adult and Experiential Learning) to accelerate the degree completion of adults. Since research has shown that those adults who participate in Prior Learning Assessment graduate in significantly higher numbers, LearningCounts.org hopes to bring Prior Learning Assessment to scale nationally for displaced workers, veterans, and other adult populations who may have gained college-level learning from their training and their work experience.

WorkKeys Internet Version: User Management Functions

Windsor

Amanda Malloy, Product Support Coordinator, Workforce Development Division, ACT

Mary Kosobucki, Coordinator, Training and Communication, Workforce Development Division, ACT

User Management is used to grant a user access from one site to another. It also allows you to create additional site administrators and proctors. Learning how to use User Management will enable you to grant others access to these realms. We'll show its key functions and provide hands-on practice.

Lunch: Noon – 12:30 p.m.

Wellington Ballroom

Introduction to Sheila Boyington, Vice President, ACT Workforce Curriculum

Sheila C. Boyington currently serves as Vice President for ACT and leads the Workforce Curriculum division. In her previous role as President of Thinking Media, she and her business partner and husband, Dane, created KeyTrain and Career Ready 101. The products were recently acquired by ACT, Inc., and the Boyingtons are excited to be part of ACT and hope to have a larger impact on upskilling the workforce. Sheila is responsible for the management of the Workforce Curriculum area and expanding its reach in this new role. She holds a bachelor's degree in chemical engineering from the University of Florida and a master's in civil/environmental engineering from the University of California at Berkeley.

Keynote Address

12:30 – 1:30 p.m.

Wellington Ballroom

Jon Whitmore, Chief Executive Officer, ACT



Jon Whitmore assumed the role of Chief Executive Officer of ACT on September 1, 2010. ACT's services include a broad range of assessments encompassing all levels of the educational continuum and a growing array of assessment systems supportive of economic and workforce development worldwide. Currently engaged in an extensive developmental agenda that is

expanding its work in the U.S. and extending its mission abroad, ACT serves millions of people in high schools, colleges, professional associations, businesses, and government agencies.

Whitmore was appointed the 27th President of San José State University in August 2008. With an enrollment of more than 30,000 students, San José State is Silicon Valley's largest university and has delivered quality higher education to the Bay Area for more than 150 years. Prior to that, he served for five years as President of Texas Tech University, where he led successful initiatives to increase academic excellence, raise student retention and graduation rates, and expand the numbers of minority students and faculty at the campus. He served as Provost and Professor of Theater Arts at The University of Iowa from 1996 until 2003. That position followed six years as Dean of the College of Fine Arts at the University of Texas at Austin.

At West Virginia University in the early 1980s, Whitmore served as Chair of the Division of Theater, as assistant to the President, and as interim Dean of the College of Creative Arts. He became Dean of the Faculty of Arts and Letters at the State University of New York at Buffalo in 1985 and moved to Texas in 1990. Whitmore has directed more than 60 theatrical performances and produced more than 50 main stage and 80 second-season productions.

Whitmore earned his bachelor's and master's in speech from Washington State University in 1967 and 1968, respectively. In 1974, he earned the Ph.D. in Dramatic Arts from the University of California, Santa Barbara. His doctoral dissertation focused on the dramatic writings of William Saroyan.

Break: 1:30 – 2:00 p.m.

Session 4

2:00 – 3:00 p.m.

ACT's Work Readiness System: Power Through Alignment and Integration

Consulates 1-2

Hope Clark, Assistant Vice President, Workforce Business Development, ACT

Tobin Kyte, Senior Research Associate, Workforce Business Development, ACT

The ACT Work Readiness System offers comprehensive, evidence-based solutions to support skills advancement and workplace success. Components include job analysis, assessments, training and curriculum, certification, and research and analytical tools that are integrated and aligned into a powerful system not found elsewhere in the marketplace. Learn more about how to use this unique system to identify skill requirements for in-demand jobs and build successful career pathways through skill certification.

Discovering Talent and Finding Fit: Empowering TANF Women to Move from Entitlement to Employment

North Cotillion Ballroom

Kathy Atkinson, Director of Education Services, Mercy Neighborhood Ministries

Lawra Baumann, Ph.D., Executive Director and Grant Manager, Health Careers Collaborative of Greater Cincinnati

NCRC Talent, Fit, and WorkKeys credentialing are integral elements of Greater Cincinnati's employer-led Health Careers Collaborative. The collaborative seeks to meet the needs of health care employers as well as the individuals seeking a career in the industry. NCRC Talent and Fit provides participants with the opportunity for self-discovery. Participants see exactly what they have to bring to the table when seeking employment, and the employer sees the potential for a long-term, career-focused employee. When Talent and Fit are administered at the onset of a 12-week work readiness program for TANF recipients, the participants achieve higher-than-anticipated education gains. They also demonstrate an increase in understanding and a willingness to develop essential workplace habits. Bronze, Silver, and Gold certificates have been earned and incorporated into personal portfolios and resumes as a result of this program. These Certificates are allowing individuals to move more readily into next-level technical training and frontline employment in the health careers pathway arena.

U.S. Department of Labor: Breakout Discussion

Governor's

Byron Zuidema, Regional Administrator, U.S. Department of Labor–Employment and Training Administration

Many of the innovative strategies that are emerging for workforce development can be attributed to ongoing efforts by the U.S. Department of Labor to fund and implement new methods of extending opportunities for postsecondary education to broader segments of the population. The vital work being performed by community colleges figures heavily in the department's campaign to identify the most effective means of increasing the number of highly skilled workers who are equipped for complex job processes and higher levels of responsibility, now and in the future. This follow-up session gives attendees the opportunity to ask questions about the department's plans and progress.

Our Talent CODE: Creating Oklahoma's Dream Employees

Mayfair

Mary Beth Lykins, High School Counselor, Claremore High School

Susan Kuzmic, CRC State Coordinator, Oklahoma Department of Career and Technology Education

Like a banker's vault, potential can be unlocked only if everyone holding their piece of the combination comes together. Without sharing all parts, the vault remains locked. Our key to Breaking the Talent Code includes engaging all partners needed to unlock the vault—the potential—of Oklahoma's workforce. We are breaking the talent code by collaborating with many forces: Oklahoma public schools, Oklahoma CareerTech, Workforce Oklahoma, county economic developers, Oklahoma Department of Commerce, industry captains, and local businesses. By working together, we are creating the next generation of Oklahoma's competitive and credentialed workforce. With the development and implementation of a “work-ready” curriculum, one Oklahoma high school is helping students gain employability skills, earn a Career Readiness Certificate, and secure a competitive edge. This developing talent will graduate from Claremore High School with an established career path, resume, online portfolio, and CRC or CRC+ to complement the traditional high school diploma. Join this session to unlock your community vault and break the talent code by creating highly successful high school credit courses, collaborating with stakeholders, and credentialing tomorrow's workforce. We will share details on how to get started, student results, and ROI data.

Life After the Pink Slip: Creating Opportunities for the Unemployed

Buckingham

Carol Puryear, Director, Tennessee Technology Center at Murfreesboro

The Tennessee Technology Centers (TTC) have been recognized as a model for developing a skilled workforce and helping unemployed workers find occupations that will sustain them and their families. Individuals commit to a training program of 12 to 18 months, and expectations are high: the goal is achieving the Silver-level National Career Readiness Certificate. Touted for its simplicity and intensity, TTC industry-based credentialing combines accessible and affordable training, WorkKeys testing, and the Certificate—with outstanding results. The average placement rate for those completing a TTC program—the vast majority earn either a Silver or Gold Certificate—is an impressive 83% finding jobs in their field of study. Employer satisfaction with these workers is an equally impressive 98%. Significant components of the program’s success are the perceived value of the Certificate—to employers and applicants—and the support of state funding. TTC demonstrates how to transform a pink slip from an end to a beginning.

Break: 3:00 – 3:15 p.m.

Session 5

3:15 – 4:15 p.m.

Working Together to Transform Hiring at a Unionized Manufacturing Plant

Mayfair

Bryan Herrick, Director of Workforce and Community Development, Jefferson College

Creating and keeping jobs in your state and in our nation requires fresh thinking and collaboration. This session will profile a success story involving CG Power Systems USA, a Washington, Missouri, subsidiary of a Mumbai, India-based multinational engineering firm. When a \$20 million plant expansion employing 150 was announced, CG Power Systems USA recognized the challenge but wasn’t sure of the solution. Over time, a collaboration developed involving area educators, CG Power Systems USA management, and union leaders, producing remarkable results for the company and benefiting the local economy. We will share details of this success story, and you’ll see why the Governor of Missouri honored this collaboration with the state’s coveted “Innovative Industry Training Award” for 2010.

Investing in Workforce Education Using Tuition

Buckingham

John Zappa, CEO, EdLink

In today’s economic environment, companies face significant talent management challenges. Many companies are investing in their workforce learning programs, recognizing clear benefits from these important and influential investments in human capital. John Zappa, CEO of EdLink, will provide data on the latest trends in workforce education using up-to-date information from EdLink’s broad base of established clients. Case studies showcasing EdLink’s effective partnerships, including Verizon Wireless and the City of Chicago, will further demonstrate the positive impact that tuition assistance has on workforce development. Using an EdLink-developed framework, Zappa will illustrate how companies today are linking tuition benefits to their company’s talent management and career development pipeline—and getting significant results.

KeyTrain Curriculum Basics

Windsor

Stan Brodka, Director, Marketing Sales, ACT–KeyTrain

Mary Molusky, Manager, Marketing Sales, ACT–KeyTrain

In this hands-on session, attendees will be exposed to the basic functions of ACT’s WorkKeys and NCRC curriculum, KeyTrain. Experience firsthand the steps and tools used to raise WorkKeys and National Career Readiness Certificate skill levels. With this overview, you will learn how to set up students, assign lessons, set goals, use the placement test, and make assignments based on National Career Readiness Certificate levels or job goals. You will leave this session with a solid understanding of the basics of KeyTrain and will have seen the perfect precursor to the advanced curriculum session.

Lorain County Community College: Guiding Individuals Through Career Pathways

North Cotillion Ballroom

Annette McIver, Interim Program Director, University System of Ohio Talent Development Network Resource Center, Lorain County Community College

Kelly Zelesnik, Academic Dean, Lorain County Community College

Lorain County Community College has worked with the National Association of Manufacturers (NAM) and the Bill & Melinda Gates Foundation to provide opportunities for

individuals to succeed in the workplace. The WorkKeys assessments and National Career Readiness Certificate are used to help assess skill levels and pave the way for guiding individuals through career pathways. Lorain County Community College has aligned academic pathways to the career pathways articulated by NAM, enabling individuals to earn credentials that are preferred and recognized by manufacturers. In this session, learn more about how Lorain County Community College, NAM, the Gates Foundation, and ACT are working together.

Session 6

3:15 – 4:45 p.m.

Combining Forces to Build Strong Credentialing Programs

Governor's

Joseph L. Paul, NCRC Coordinator, Kentucky Office of Employment and Training

Renée Miller, Executive Director, IowaWORKS–Central Iowa

Craig Immerfall, Executive Officer and State Coordinator of Iowa's NCRC program, Iowa Workforce Development

Keenan Wade, Manager, Michigan Department of Energy, Labor and Economic Growth

Wil Hammond, Grants Program Manager, Tennessee Department of Labor

Brian Solomon, Director, Wisconsin Job Service

Krista Heard, Program Coordinator, Alaska Department of Education and Early Development Office

Development of a successful career readiness credentialing program doesn't happen in a vacuum. While planning and leadership from the sponsoring organization are essential, these panelists from around the country know that the strongest programs thrive because of a collaborative effort: effective execution and advocacy at the regional and community levels. They describe how some of the tools and tactics developed at the state level have contributed to the success of their respected credentialing programs. After their presentation, they'll open up the discussion for questions from conference participants, addressing challenges that affect local implementation and methods for resolving them.

3:15 – 5:15 p.m.

Job Profiling 2011: What's New for Job Profilers

Consulates 1-2

Helen Palmer, Director, I/O Psychology, Business Development, Workforce Development Division, ACT

Carol Ogletree, I/O Psychologist, Business Development, Workforce Development Division, ACT

A number of changes have been made to job profiling in the last six months. This session is designed for job profilers and will address issues such as the updated SkillPro software, as well as changes to the job profiling process as shown in the updated companions and job profile report template.

Wednesday, April 20

Registration: 7:00 a.m. – 4:30 p.m.

Breakfast: 7:00 – 8:00 a.m.

Wellington Foyer

9:45 – 10:45 a.m.

2:00 – 3:00 p.m.

WorkKeys Internet Version and KeyTrain Curriculum Demo Room

Windsor

8:00 – 8:15 a.m.

Announcements

Wellington Ballroom

Martin Scaglione, President and Chief Operating Officer, Workforce Development Division, ACT

Session 1

8:15 – 9:30 a.m.

Industry Panel: Advancing Our Workforce Through Career Pathways

Wellington Ballroom

Jennifer McNelly, Senior Vice President, The Manufacturing Institute

Steve Greene, Vice President, National Center for Construction Education and Research (NCCER)

Ann Randazzo, Executive Director, Center for Energy Workforce Development (CEWD)

Sharon Rice, Executive Vice President of Professional Development and Industry Content, The Association for Operations Management (APICS)

In tough economic times, transitioning workers need clear skills development pathways to new jobs. Students need well-defined education pathways to graduate with the skills that are in demand. And now, more than ever, employers need a highly skilled workforce to accelerate innovation and stay competitive. Industry-driven skills certifications are educational credentials with real value in the workplace. The Manufacturing Institute, an affiliate of the National Association of Manufacturers; the National Center for Construction Education and Research; the Center for Energy Workforce Development; and The Association for Operations Management exemplify industry associations that are responding to these challenges with novel

approaches. Each has developed its own method to ensure that businesses operating in the sectors they serve can readily access a reliable supply of qualified workers. All four of the organizations recognize the importance of instilling essential, work-related skills as the initial steps along career pathways featuring higher levels of postsecondary education and widely respected credentials of technical proficiency. Panelists will share their experiences and future plans, followed by breakout sessions focused on each organization and addressing questions from attendees.

Break: 9:30 – 9:45 a.m.

Session 2

9:45 – 10:45 a.m.

Certificate or Certification: Which Fits Your Program?

Consulates 1-2

Lenora Knapp, President, Knapp & Associates International, Inc.

People often use “certificate” and “certification” interchangeably, unaware that the terms have very different meanings—and different ramifications for the programs that issue them. Although both can be used to identify qualified individuals, it’s important to understand the distinctions between them before developing a credentialing program. The wrong program wastes an organization’s resources without delivering the desired outcome. The right program is a powerful tool for satisfying stakeholders’ needs while helping to close the skills gap that confronts our workforce and our economy. Learn the characteristics that clearly differentiate “certificate” and “certification,” and the optimal applications for each type of program. Come away better equipped to determine which choice is the best fit for your goals and maximizes the investment of your time and money.

Manufacturing Institute: Breakout Discussion

North Cotillion Ballroom

Jennifer McNelly, Senior Vice President, The Manufacturing Institute

The Manufacturing Institute, the training and research arm of the National Association of Manufacturers, can be credited with performing much of the formative work supporting an industry-related skills credentialing system. This presentation will recap the path the institute forged as it conceived and rolled out the NAM-endorsed Skills Certification System, obtaining stakeholder support from

both inside and outside the manufacturing sector. The current state of the NAM system and its plans for future expansion will be discussed in this follow-up to the panel presentation, with attendees invited to ask questions.

Pathways to Talent

Governor's

Marie Howard, Instructional Director, Francis Tuttle Technology Center Reno Campus

Robert Henson, Coordinator of Career Center, Francis Tuttle Technology Center Reno Campus

Francis Tuttle Technology Center is one of the leaders in developing workforce talent in Oklahoma. However, the scenery on the road to employment is changing. This session will highlight what we are doing to keep up with the changes and the three paths that provide employment enhancement opportunities for all students at our career and technology center. Francis Tuttle is implementing processes that will capture how applied academics are strengthening learning and skill performance. Students are provided the avenue to obtain the Career Readiness Certificate. Resumes, portfolios, and soft skills development are a few points of interest that will be visited along the road with discussions of industry-driven advisory committees, third-party certifications, college credit, and employment opportunities within our state. You will find out who is using the CRC as a part of the hiring process and what Francis Tuttle and the Oklahoma Department of Career and Technology Education are doing to help.

Using the Career Readiness Certificate as the Foundation for Certified Career and Technical Educators: The Association for Skilled and Technical Sciences Model

Mayfair

John Gaal, Ed.D., Director of Training and Workforce Development, Carpenters' District Council of Greater St. Louis and Vicinity

James Duane, Director of Workforce Development, University of Missouri–St. Louis

The Association for Skilled and Technical Sciences (ASTS), a nationally established and respected professional organization serving career and technical education (CTE) professionals, has recently launched an industry-recognized portable credential defining levels of expertise and professionalism in the field of CTE. The three-tiered credential, the Certified Career and Technical Educator (CCTE), was developed by ASTS's leadership and included the participation of business and industry leaders (including the workshop leaders) and secondary and higher education

CTE teachers and administrators. The CCTE credential mirrored efforts in other technical professional certification areas, such as welding (CWI) and safety management (CSP) by being inclusive and offering a structured multistep ladder of advancement from Silver to Gold to Platinum levels in no less than five interrelated areas including academic achievement, occupational/technical qualifications, career commitment and experience, professional affiliations, and commitment to continued education and professional development. This workshop will define the CCTE certificate program, review the process of its development, marketing, and implementation with special emphasis on the role of the National Career Readiness Certificate at all levels of the credentialing process. The workshop will highlight the value and importance of incorporating ACT's WorkKeys into the CCTE certification not only to provide a clear and important benchmark of the applicant's educational, occupational, and technical qualifications but its acceptance and credibility as a valued assessment tool at the local, regional, and national levels.

Education and Workplace Success for a Lifetime: The ACT Portfolio of Solutions

Buckingham

Hope Clark, Assistant Vice President, Workforce Development Division, ACT

Jim Scoring, Assistant Vice President, Applied Research, ACT

ACT is uniquely qualified to help individuals prepare for success in K–12 education, postsecondary education, workforce training, and in the workplace. This session will provide an overview of the ACT portfolio of solutions including the ACT® test, COMPASS®, and the National Career Readiness Certificate and describe the constructs measured, the appropriate application, and intended outcomes of each solution. Discussion will include examples of how these solutions support common core state standards and industry skill credentialing systems that help individuals develop skills for a lifetime of education and workplace success.

Break: 10:45 – 11:00 a.m.

Session 3

11:00 a.m. – Noon

National Career Readiness, WorkOne Region 10

Consulates 1-2

Patty Spencer, Product Development Coordinator, WorkOne Region 10

This session will describe a five-day intensive training program focused on workplace essential skills required for today's job seeker. The 30-hour intensive training includes both hard and soft skills training. It utilizes KeyTrain for technical training in the areas of Reading for Information (measuring comprehension skills), Locating Information (working with maps, charts, and graphs), and Applied Mathematics (measuring the ability to perform many functions of work). This is in addition to soft skills training in the areas of customer service, conflict resolution, communication, networking, teamwork, and business etiquette. Successful program completion allows our customers to take the WorkKeys Internet Version assessment in order to obtain a Gold, Silver, or Bronze National Career Readiness Certificate. Customers are then assisted with adding the newly acquired credentials to their resumes and are encouraged to attend all established workshops including job search, online application, resume, and interviewing in order to further ensure their success.

National Center for Construction Education and Research (NCCER): Breakout Discussion

North Cotillion Ballroom

Steve Greene, Vice President, National Center for Construction Education and Research (NCCER)

With a well-structured system of curricula and credentials already in place, the National Center for Construction Education and Research concentrated on new strategies for increasing the number of prospective construction workers who have the essential skills for mastering industry training and improving their job performance. NCCER turned to the National Career Readiness Certificate for this purpose and is now incorporating the credential into its wider range of career pathways leading to quality careers in the construction sector. This follow-up to the panel discussion gives attendees the opportunity to ask for details of NCCER's successful program.

Documenting a Skilled Workforce: Work Ready Communities

Governor's

Fred R. McConnel, Deputy Director of External Affairs for the Governor's Office of Workforce Development, State of Georgia

Jeane Burruss, Project Manager, Oklahoma Department of Commerce, State of Oklahoma

Tom West, AICP, Executive Director, Kentucky Workforce Investment Board

Documenting the skills in a community's workforce has helped drive economic growth and the overall success of the Georgia, Oklahoma, and Kentucky certificate programs. To ensure that Oklahoma offers the innovative talent needed to compete in a knowledge-based economy, the Oklahoma Department of Commerce and the Governor's Council for Workforce and Economic Development launched the Certified Work Ready Communities program. As part of the Georgia Work Ready initiative, counties throughout the state have made a commitment to earn the Certified Work Ready Community status, proving they have the talented workforce that businesses demand. Learn how these well-established, successful programs are documenting a skilled workforce in their states.

In an effort to fine-tune its workforce development programs, Kentucky embarked on several strategic initiatives including a Work Ready Communities program. Although creation of a skilled workforce as an economic driver is key to the Work Ready Communities program, the state is also focused on creating collaboration among agencies that may have otherwise not worked as closely together. In this regard, the program leaders feel the Work Ready Community application and preparation process in itself adds a large amount of value to the initiative.

Walmart Foundation: Creating Opportunities So People Can Live Better

Mayfair

Michelle Gilliard, Senior Director, Walmart Foundation

The Walmart Foundation supports initiatives focused on enhancing opportunities in the following areas: education, workforce development/economic opportunity, environmental sustainability, health/wellness, hunger relief, and women's empowerment. In all of its giving efforts, it strives to meet the unmet needs of underserved populations and support organizations that give individuals access to a better life. Guided by a belief in operating globally and giving back locally, the foundation involves associates in determining how Walmart Foundation dollars are used to support causes that are important to them.

The Walmart Foundation believes that a good education creates opportunities that lead to a better life. To help offset rising college tuition costs, the foundation offers scholarship programs for graduating seniors and adults pursuing a range of postsecondary opportunities. ACT's Scholarship and Recognition Services department provides technological, programmatic, and administrative support to the foundation's scholarship programs. Working closely together, ACT's online application capabilities and extensive program support efforts enable the Walmart Foundation to successfully collect applications, review and select scholars, and annually distribute scholarship awards in excess of \$9 million.

How Community Colleges Can Expand Beyond Their Doors to Help Businesses Find and Retain Talent

Buckingham

Tiffany Keune, Workforce Coordinator, Community College of Vermont

William Morison, Workforce Coordinator, Community College of Vermont

The Community College of Vermont spent the past two years expanding its use of WorkKeys and the NCRC to help businesses find and retain talent. This ongoing work includes initiatives such as using WorkKeys to identify potential employees who have the right skill base for high-volume, rapid growth manufacturing environments. Focusing on the health care and manufacturing sectors, where growth is projected, the college has obtained grant funding for coursework with the National Career Readiness Certificate embedded in the curriculum. Goals include improving employee retention, lowering turnover, and increasing productivity and job performance; developing a statewide hub model which includes public WorkKeys testing for individuals who are applying for positions with local employers and pre-screening of applicants for job openings that require WorkKeys; building partnerships with various organizations to help customize and deliver training to incumbent and aspiring workers throughout the state, including Vermont Technical Center, the Vermont Department of Labor, and Vocational Rehabilitation; and exciting new projects focusing on specific populations and their unique needs including the Veterans Administration and the Department of Corrections. These projects will use WorkKeys and the NCRC to help workers reenter the workplace with an understanding of available career pathways.

WorkKeys Internet Version—Reports Portal

Windsor

Amanda Malloy, Product Support Coordinator, Workforce Development Division, ACT

Mary Kosobucki, Coordinator, Training and Communication, Workforce Development Division, ACT

Did you know that the WorkKeys Reports Portal contains eight different reports that can help administrators understand and manage WorkKeys information? We will provide an overview of the reports and hands-on practice.

Lunch: Noon – 12:30 p.m.

Wellington Foyer

Keynote Address

12:30 – 1:30 p.m.

Wellington Ballroom

Tom Karel, Vice President, Organization Talent and Effectiveness, Saint Mary's Health Care

Mike Stebbins, Director of Human Resources, Mercy Hospital Cadillac



Tom Karel is Vice President of Organization and Talent Effectiveness (OTE) at Saint Mary's Health Care. Karel is a recognized innovator and collaborative leader working to advance talent systems on all levels: locally at Saint Mary's, system-wide at Trinity Health, and regionally in West Michigan. He served as a member of the Health Care Regional Skills Alliance convened by the Alliance for

Health. He is a founding member and Chair of the Health Care Employer Council, a West Michigan-based group of industry leaders working to create an adequate pipeline of qualified, competent, and compassionate health care workers to meet the needs of the region for the next 15 years. The council collectively acts as the caretaker of the West Michigan health care labor shed. They recognize that all employers draw from the same pool of workers, therefore they work together to build the quantity and quality of workers in the pool. Together, they must forecast needs, communicate requirements, solve regional problems, and work collaboratively with talent supply-side partners to improve the workforce and education systems.



Mike Stebbins is Director of Human Resources at Mercy Hospital Cadillac. Stebbins has been in the human resources profession in manufacturing and health care for 15 years. He holds a bachelor's in industrial psychology, an MBA, and a Lean Master and Six Sigma Black Belt. He has led and mentored hundreds of process improvement projects in organizations throughout North America.

Break: 1:30 – 2:00 p.m.

Session 4

2:00 – 3:00 p.m.

Finding the Sweet Spot Where Learning Takes Off: Deep Practice Using KeyTrain and WorkKeys

Consulates 1-2

Jenny Schanker, Chair of Transitional Studies, Lake Michigan College

Jeannette Holton, Instructor and Mentor, Lake Michigan College

What happens when the ideas presented in Daniel Coyle's *The Talent Code* are incorporated in the classroom? Lake Michigan College will showcase a model for developing talent in underprepared adults who are pursuing a health care career pathway. Utilizing the concepts of “deep practice” and “ignition” within the framework of its nationally recognized Breaking Through model, the college prepared TANF recipients to enter a nursing assistant training program for which they would not otherwise have qualified. The Step Up program, leveraging funding from Michigan Works! and a local foundation, sparks “ignition” by contextualizing basic skills with health care tasks and concepts. When students see the connection between their desire to become certified nurse assistants and the basic skills they are learning, they have motivation to engage in the deep practice needed to qualify for nurse assistant training. Using WorkKeys and KeyTrain, the students practice in the sweet spot on the edge of their current abilities with real-time feedback on their progress. One-hundred percent of the initial cohort qualified for nurse assistant training in just three weeks. They enrolled in that training with critical thinking skills that will carry them beyond entry-level health care employment to the next steps on their career pathway.

Managing Your Career in Operations Management

North Cotillion Ballroom

Lisa Sallstrom, Director of Certification, The Association for Operations Management (APICS)

As the most widely respected certifying body serving operations management and supply chain professionals, APICS is an important source of credentials and career information for professionals working in the industry. This session explores career path options in operations management, the importance of planning career paths, and tools available for individuals interested in career progression.

Skilled Employees Wanted: An Employer Panel Discussion

Governor's

Steven Busch, Director of Human Resources, Safety, and Environmental Management, Energetx Composites and Tiara Yachts

Paula Dimattia, Senior Project Manager, WorkSource Partners

Gilbert Hall, Senior Training Coordinator, Muskogee Generating Station

What do employers want? This is one of the questions that educators and workforce developers continually ask themselves as they seek to satisfy the needs of their most valuable stakeholders. Although the WorkKeys system and the National Career Readiness Certificate create new opportunities to address employer needs, a solid understanding of business challenges and objectives must form the foundation for effective implementation strategies. This panel discussion offers the opportunity to view workforce challenges from the employer perspective and will help participants position local programs to achieve greater credibility within the business community.

Career Ready 101

Mayfair

Justin Saylor, Assistant Vice President, Marketing Sales, ACT–KeyTrain

Alan Artress, Director, Technology Outreach, ACT–KeyTrain

Find out about the next level in career readiness preparation, the Career Ready 101 course from ACT Workforce Curriculum. This comprehensive career training course is an integrated approach to exploring careers and their skill requirements, building workplace skills using and creating life-literacy with such skills as financial awareness and job searching. Of course the program leads users to certification with WorkKeys assessments and the NCRC. It's a powerful way to build self-esteem, provide real credentials, and set students up for success.

Simply put, Career Ready 101 is: KeyTrain + Soft Skills + Financial Literacy + Career Exploration + Interviewing + Resume Writing + Interest Surveys + Job Searches + Course Calendars + Documents for Instructor-led Options + Tracking for ALL Data ... and much more! Make time for this session and you will see how ACT Workforce Curriculum is bringing skills gap training together into a single, powerful package.

Identifying Critical Skill Gaps Using Data From ACT's Work Readiness System

Buckingham

Tobin Kyte, Senior Research Associate, Workforce Business Development, ACT

Mary Bruton, Research Associate, Workforce Business Development, ACT

This presentation will demonstrate the use of ACT's Work Readiness System to identify foundational skill gaps and subsequent training opportunities. The WorkKeys examinee database provides information on the foundational skill levels of national/regional labor pools while ACT's JobPro database is used to determine the skill requirements of occupations. Labor market data provided by the system's Research and Analytics component will be used to target the analyses on regional high-growth industries and occupations.

Break: 3:00 – 3:15 p.m.

Session 5

3:15 – 4:15 p.m.

Closing the Skills Gap Using Technology-Based Solutions

Consulates 1-2

Carol Coulter, Vice President of Client Relations, Catalyst Learning Company

Learn how a technology-based workforce development model is closing the skills gap and strengthening regional economic competitiveness. The School at Work (SAW) career development system is a work-based education strategy used by more than 450 hospitals nationwide. SAW provides a powerful combination of education and integrated career planning that funnels incumbent workers into high-demand career pathways. SAW graduates are able to sit for the WorkKeys exams from the hospital, providing employers with an important tool to assess employees' upward mobility potential. School at Work is most frequently employer funded. In some areas, it is done in collaboration with workforce investment organizations. This presentation will share details about how Chicago wrapped its arms around SAW to launch a citywide initiative that impacted 150 incumbent workers at 13 hospitals. Attendees will learn about best practices and be provided with a road map that will let them replicate this project in their communities.

Center for Energy Workforce Development (CEWD): Breakout Discussion

North Cotillion Ballroom

Ann Randazzo, Executive Director, Center for Energy Workforce Development (CEWD)

Formed in March 2006, the Center for Energy Workforce Development is a nonprofit consortium sponsored by utilities, business associations, and labor groups collaborating to develop effective responses to projected shortages of qualified workers for the energy sector. This unprecedented partnership is dedicated to building a talent pipeline that will meet future industry needs. Attendees can follow up the panel discussion with questions about how CEWD is teaming with secondary and postsecondary educational institutions and the workforce system to create workable solutions that address the need for a highly skilled, diverse workforce.

Illinois Employers and Educators Working Together to Improve the Workforce and the Economy Using the National Career Readiness Certificate

Governor's

Carol DePue, CTE Coordinator, Elgin School District U-46

Eric Smith, Director of Human Resources, Hoffer Plastics Corporation

Paul Calvagna, Human Resource Director, Berner Food and Beverage

Steve Kneubuehl, President, Berner Food and Beverage

All Illinois high schools participate in the Illinois Prairie State Achievement Examination (PSAE). The PSAE includes two WorkKeys assessments: Applied Mathematics and Reading for Information. Some Illinois high schools now offer the Locating Information assessment so students may earn an NCRC prior to graduation. Presenters will provide information focused on building a collaborative partnership to ensure that education and business work together to develop a highly qualified workforce. We will present NCRC benefits to companies that resulted from hiring individuals who possess an NCRC and how education and business are working to move the NCRC initiative forward in the entire state of Illinois.

A Breakthrough Model for Underprepared Workers and Students

Mayfair

Barbara Endel, Program Director, Jobs for the Future

Jenny Schanker, Chair of Transitional Studies, Lake Michigan College

We all know the stakes are high. About 90 million Americans (half the U.S. workforce) lack the skills to function in the global economy or earn sustainable wages. We need to move from analysis of our workforce issues to implementation of solutions. There are several promising examples of “what works” including a model that Jobs for the Future and several community colleges across the country have been implementing. This session will present a “Breaking Through” model for how to address skills deficit in students and workers. We will highlight relevant national issues and then present actual campus-based models that have produced strong evidence of success, including using the NCRC upon exit.

Support Skills! Building Employer Demand

Buckingham

Paul Scianna, Assistant Vice President, Business Development, Workforce Development Division, ACT

Bill Guest, President and CEO, Metrics Reporting

Employers work to hire the best people. The best people are willing and able to do the work that needs to be done. This session will present the value of the NCRC to employers. If you are an employer or speak regularly to employers about the NCRC, this session will be of interest to you. Employers work to make things predictable, uniform, and certain. Predictability, uniformity, and certainty are universal goals of executives. The NCRC does this by becoming the cornerstone of the evidence-based hiring process. Evidence-based hiring enables managers to consistently hire top talent. This session will provide you with the tools and information you need to help employers use the NCRC as a tool to improve the quality of their hiring process.

KeyTrain Curriculum Advanced

Windsor

Alan Artress, Director, Technology Outreach, ACT-KeyTrain

Rick Harris, Regional Representative, ACT-KeyTrain

In this hands-on session, attendees will be led through more advanced functions of KeyTrain and Career Ready 101. Learn how to use the power of these learning tools as diagnostic and intervention tools. This session will focus on advanced uses of KeyTrain and will dive deeper into the world of Career Ready 101.

Attendees will learn best practices in reporting and will gain experience in using Career Ready 101's interest inventory tool, resume builder, and course calendar. Further, the session will explore our newest curriculum for soft skills and other important life skills such as financial literacy. Finally, you will see how the new curriculum can be used online as well as in instructor-led forums. Don't miss this informative session!

Keynote Dinner

5:00 – 7:00 p.m.

Wellington Ballroom

Daniel Coyle



Daniel Coyle is the author of *The Talent Code: Greatness Isn't Born. It's Grown. Here's How*, which describes a new way to get really good at almost anything based on how our brains work. The secret comes down to the physiology of learning, or what happens to the architecture of the brain during practice.

In his research for *The Talent Code*, Coyle visited nine hotbeds of talent around the world in different fields to find out how they consistently produce extraordinary performers. The key, he found, is the right kind of practice, coaching, and motivation, all of which work together to improve the function of the brain. *The Talent Code* is Coyle's third book on performance. *Lance Armstrong's War*, a *New York Times* bestseller, chronicles the year Coyle spent following Lance Armstrong when Armstrong won his record-breaking sixth consecutive Tour de France. *Hardball: A Season in the Projects* was *Sporting News*' book of the year and became the Keanu Reeves movie of the same name. It describes his experiences coaching little league in a Chicago housing project.

Coyle is a Contributing Editor at *Outside* magazine and a former Senior Editor. He has been nominated twice for the National Magazine Award, and he's been featured in *The Best American Sports Writing*. He has written for *Sports Illustrated*, *The New York Times*, and *Play*. He has appeared as a guest on *Good Morning America*, *ABC World News Tonight*, *Nightline*, ESPN, CNN, *All Things Considered*, *Weekend Edition*, *Talk of the Nation*, and other national programs. Coyle has worked as an adjunct faculty member at Medill School of Journalism, Northwestern University.

Thursday, April 21

Registration 7:00 – 10:00 a.m.

Breakfast 7:00 – 8:00 a.m.

Wellington Foyer

8:00 – 8:30 a.m.

Final Announcements

Wellington Ballroom

Martin Scaglione, President and Chief Operating Officer, Workforce Development Division, ACT

Break: 8:30 – 8:45 a.m.

8:45 – 10:00 a.m.

Workforce Advisory Roundtables

Employers and Trade Organizations

Consulates 1-2

State Agencies

North Cotillion Ballroom

Educators and Community College Representatives

Governor's

Workforce Solutions Providers

Mayfair

Although our annual workforce conference has provided an extremely valuable forum where thought leaders and workforce practitioners share ideas and best practices, ACT is enthusiastic about pursuing a different approach next year. We recognize that budget constraints and schedule limitations can make it difficult for key workforce stakeholders from around the country to physically gather in one location. With this in mind, we would like your view on alternative ways to convene in the future. The advisory roundtable will be divided into four discussions: Employers/Trade Organizations, State Agencies, Educators/Community Colleges, and Workforce Solutions Providers. Your input at this advisory roundtable is critical so that we can hear from you about how to best meet your needs going forward.

Break: 10:00 – 10:15 a.m.

10:15 – 11:00 a.m.

Closing Remarks

Wellington Ballroom

Martin Scaglione, President and Chief Operating Officer, Workforce Development Division, ACT

Conference Presenter Biographies

Kathy Atkinson is Director of Education Services for Mercy Neighborhood Ministries, a neighborhood-based, nonprofit community services organization. For more than 30 years, the organization has offered workforce development, education, and training to youth and adults in low-income, urban areas of the Greater Cincinnati region. Atkinson has done extensive work promoting a national workforce credential in her community, seeking to strengthen the employment pool.

Lawra J. Baumann, Ph.D., is Executive Director and Grant Manager at Health Careers Collaborative of Greater Cincinnati. Baumann was hired in June 2010 by the Cincinnati State Technical and Community College and the Health Careers Collaborative of Greater Cincinnati (HCC) to serve as Grant Manager for the collaborative's \$4.9 million Department of Labor ARRA grant. In her role, Baumann manages all aspects of execution, reporting, and financial management of the DOL grant for the collaborative and supports the contributions of 11 subrecipient partners. In January 2011, the collaborative asked Baumann to assume the additional role of Executive Director of the HCC. Baumann's professional experience includes diverse executive and consulting responsibilities in the corporate, government, and nonprofit sectors, philanthropy, and politics. She holds a master's of public administration and a doctorate in political science and public policy.

Keith W. Bird currently serves as Senior Policy Fellow for Workforce and Postsecondary Education, Corporation for a Skilled Workforce, Kentucky Community and Technical College System. Bird's responsibilities with CSW include advancing national projects related to helping low-income, nontraditional, and other adult students gain access and successfully complete postsecondary education. He also continues to build and expand partnerships with networks of community college leaders and advance public policy development related to the community college, workforce investment board, adult learning, and certification fields. He has served as an evaluator for a wide variety of accrediting associations and projects and is a member of the American National Standards Institute's Committee on Certificate Programs. His international work involves a leadership role with the Transatlantic Training Alliance (TA3) and with the U.S. Department of Education's international work including the European and German models of Qualifications Frameworks and skill standards. Bird is a frequent speaker at international, national, and regional conferences on the involvement of community colleges in economic and workforce development, workforce and skill standards certifications, career pathways, secondary/postsecondary alignment and collaboration, and business/industry partnerships.

Jeane Burruss is Project Manager for the Office of Workforce Solutions of the Oklahoma Department of Commerce. Her primary responsibility is the staff of the Governor's Council for Workforce and Economic Development, which she has been a part of since its inception. She was involved in the initiative to credential Oklahoma's workforce, which produced Oklahoma's Career Readiness Certificate. She also supports the Governance and Communications teams of the council and serves as lead staff to the State Youth Council. In addition, Burruss is responsible for the coordination and implementation of the Oklahoma Work Ready Communities project, designed to meet the needs of Oklahoma business, upskill the state's citizens, and engage the education community. She has also served as Chief of Workforce Systems for the Oklahoma Employment Security Commission. Burruss sees her extensive interaction with the local workforce service providers and state agency leaders as a springboard to her current role as an advocate for the state workforce system building efforts.

Steven Busch is Director of Human Resources, Safety, and Environmental Management for Energetx Composites and Tiara Yachts in Holland, Michigan. He has more than 20 years of executive human resources leadership experience in several industries including automotive, heavy truck, paper/pulp, and composite manufacturing. He has worked extensively on significant workforce development ventures for large manufacturing projects throughout the United States. Busch has a bachelor's degree from Jacksonville University and a master's degree in labor and industrial relations from Michigan State University. He specializes in organizational development, labor law, employee relations, and employee selection. He has extensive plant startup experience throughout the United States. Under Busch's guidance, Energetx Composites and Tiara Yachts utilize ACT workplace readiness assessment tools as part of an 80-hour training curriculum that all prospective employees complete prior to company employment evaluation. This program is a collaborative effort with Grand Rapids Community College located in Grand Rapids, Michigan.

Paul W. Calvagna is Human Resource Director at Berner Food and Beverage. Calvagna is a graduate of Western Illinois University with a bachelor's degree in operations management and minors in economics, marketing, and accounting. His finance career culminated as Vice President of Finance, then he shifted his career to human resources. Calvagna, along with Stephen Knuebuehl, has a passion for WorkKeys and the National Career Readiness Certificate. They speak at numerous venues in Illinois and will not stop until the NCRC is consistently recognized first throughout the state and finally the nation.

Donald J. Carstensen is currently serving as Special Advisor, Office of the President, within the Workforce Development Division of ACT. He served from 1983 until his retirement in February 2003 as Vice President, Educational Services. During his retirement, Carstensen remained active with ACT and its WorkKeys program and has been involved in the Skills Advantage certificate program (based on WorkKeys), embraced by the Iowa City/Cedar Rapids, Iowa, technology corridor. More recently, Carstensen has advised Iowa Workforce Development (IWD) as it has provided leadership to Iowa's adoption of the National Career Readiness Certificate, Michigan's Department of Energy, Labor and Economic Growth with its implementation of the NCRC, and various Kentucky agencies including the Kentucky Community and Technical College System in its consideration of adopting the NCRC. His 37-year relationship with ACT has engaged Carstensen in developing or promoting programs and services to assist institutions and organizations to help individuals in their transition to work, college, and further training.

Christine Chmura is President and Chief Economist for Chmura Economics & Analytics (Chmura), a quantitative research and economic development and workforce consulting firm located in Richmond, Virginia. She is a quoted source on regional and national trends in the media throughout the nation. She writes a monthly column on the economy for the *Richmond Times Dispatch*. In addition, she is a member of the "Blue Chip Financial Forecasters." As the founder of Chmura Economics & Analytics, Chmura and her team provide applied economic consulting with an emphasis on economic and workforce development. On the workforce side, Chmura and her business partner, Leslie Peterson, have developed patented, interactive, Web-based workforce development tools (JobsEQ[®] suite) that enable practitioners to create strategies to close the gap between the expected supply and demand for occupations in their region by identifying training needs and industries for recruitment. Chmura's quantitative research covers a broad range of statistical and econometric applications that help management in decision making, planning, and realizing goals. Chmura founded Chmura Economics & Analytics in March 1999. Previously, she was the Chief Economist at Crestar Bank (the 30th-largest bank in the nation before its merger with SunTrust). Prior to joining Crestar in 1990, she was an Associate Economist at the Federal Reserve Bank of Richmond. She received her doctorate in business with a specialization in finance and economics from Virginia Commonwealth University (1993). Her bachelor's degree in business administration (1981) and master's degree in economics (1983) are from Clemson University.

Carol Coulter serves as Vice President of Client Relations for Catalyst Learning, a company that specializes in the delivery of education via technology to adults in the workplace. Catalyst Learning aspires to make a unique contribution by making education more accessible for adults

in entry-level jobs and for those navigating a change from the Industrial Age to the Information Age. Coulter has been with the company for 15 years. She served as Project Director for the School at Work "Building a Career Ladder in Healthcare" program funded by the U.S. Department of Labor. Her responsibilities included management of the following areas: Department of Labor grant management and reporting, curriculum and technical development, Client Relations support and services, and budget management. Coulter has experience with client services from a variety of industries. She is responsible for developing relationships that leverage Catalyst Learning's technological capabilities on behalf of the customers. Coulter received a bachelor of science degree in business from Indiana University.

Dianne J. De La Mare is Vice President of Regulatory Affairs at the American Health Care Association (AHCA), where she oversees a wide range of policy issues affecting long-term care providers in the areas of quality, Medicare, Medicaid, survey, certification, enforcement, medical liability, workforce, and technology. Prior to working at AHCA, De La Mare worked as a public policy attorney at the American Association of Homes and Services for the Aging (AAHSA). At AAHSA, De La Mare wrote and edited the *Legal Memo*. Her areas of concentration included Occupational Safety and Health Administration regulatory compliance, Fair Labor Standards Act, Family and Medical Leave Act, Fair Housing Act, Americans with Disabilities Act, and end-of-life issues. She also coauthored *Keeping the Long-Term Care Workplace Safe: How to Identify and Correct Environmental Hazards*, a two-volume educational resource developed as a tool for long-term care organizations to create and maintain a safe workplace and comply with significant federal requirements. De La Mare is a graduate of the South Texas College of Law and received her juris doctorate in 1991. She holds a master's of communication disorders and worked as a speech pathologist for 10 years. She is a member of the American Bar Association, the Texas Bar Association, and American Health Lawyers Association. De La Mare served as AHCA Vice Chair for the LTC Practice Group from 2001–2008 and has served on the AHCA LTC and the Law Curriculum Committee since 2006.

Carol DePue is employed by School District U-46 in Elgin, Illinois. She brings 24 years of teaching experience to her position of District U-46 CTE Coordinator and Northern Kane County Regional Vocational Education for Employment System #110 Director. She oversees career and technical education curriculum development in the second-largest K-12 district in Illinois, which serves 41,000 students. DePue administers the flow of all state and federal monies to Northern Kane districts and works collaboratively with staff to identify targets and benchmarks to measure college/career readiness achievements of all students. She advocates for education, business, and government to partner in developing a highly qualified future workforce via initiatives such as articulation with community colleges, programs of

study development, WorkKeys, KeyTrain, and the National Career Readiness Certificate.

Paula Dimattia, Ed.M., is a Senior Project Manager at WorkSource Partners, a nationally recognized workforce development consulting firm that integrates the employment needs of businesses with the career goals of the unemployed, underemployed, and incumbent entry-level workers. Dimattia has eight years of experience designing, implementing, and managing employee development and training programs for organizations in the retail and health care industries. She has been working closely with client teams to integrate the WorkKeys system into new and existing workforce development programs.

James Duane has been the Director of Workforce Development for the Regional Center for Education & Work at the University of Missouri–St. Louis since 2001. He is responsible for leading a regional collaborative workforce development/school-business effort involving local companies, labor, school districts, and institutions of higher education. In addition, the center is the WorkKeys Solutions Provider for the St. Louis region. Under Duane's leadership, the center has implemented three major components that include using computer technology to address career awareness and development, assessment, and curriculum for work-related skills and the implementation of a major pre-assessment project for two local labor unions. Among Duane's past experiences are serving as Director of a regional school-to-work initiative that coordinated the efforts of eight partnering organizations, as an operations manager of a large, federally funded entity, as President of the Missouri Employment and Training Association, and as a member of Missouri Vocational Association Executive Committee. In 1996, he received the Missouri Governor's Award for Excellence in Leadership in workforce development (based on the Malcolm Baldrige quality management criteria).

Barbara Endel co-leads ABE to Credentials, a national initiative that enables low-skills adult learners to complete technical and occupational degrees across 10 states and 40 community colleges nationwide. Most recently, Endel served as a Policy Consultant to Jobs for the Future on the Developmental Education Initiative, a six-state subproject of Achieving the Dream focused on mining and utilizing data to improve student success in community colleges. Before that, she helped the Greater Cincinnati Workforce Network create career pathways for more than 3,000 participants through a project funded by the National Fund for Workforce Solutions. Endel has also developed career pathways and managed policy initiatives for the KnowledgeWorks Foundation and designed and implemented community college assessments and research solutions for ACT.

John Gaal, Ed.D., is Director of Training and Workforce Development for the Carpenters' District Council of Greater

St. Louis and Vicinity, the largest federally approved apprenticeship training program serving Missouri. He also serves as a labor representative with the St. Louis County Workforce Investment Board and the Missouri Workforce Investment Board. He chairs the Trade and Industrial Division of the National Association for Career and Technical Education. Gaal has received awards from SkillsUSA, the Missouri NEA (Horace Mann Award), St. Louis Council of Construction Consumers (Diversity Champion Award), and the NAACP. He recently completed a Fulbright Fellowship in Labor and Industrial Relations in Japan and performed postdoctoral research on trade union leadership at Harvard University.

Michelle D. Gilliard is Senior Director at the Walmart Foundation, leading its national giving programs: education, workforce development/economic opportunity, environmental sustainability, and women's empowerment, in addition to international corporate giving. Walmart maintains one of the world's largest corporate foundations. Between February 1, 2009, and January 31, 2010, the foundation made charitable cash and in-kind contributions globally of \$510 million—\$467 million of that within in the U.S. Gilliard has more than 20 years' experience with a range of education issues, such as college preparation and access, student success, faculty development, student retention, service learning, college/community engagement, and organizational change and development in university settings. Expanding educational access among low-income, first-generation, and racial and ethnic minorities has been a constant focus of her work. Her past positions include Vice President for Programs at the Foundation for Independent Higher Education and Vice President for Planning and Evaluation and Executive Director of the Consortium for the Advancement of Private Higher Education at the Council of Independent Colleges. Gilliard is an advisor for national foundations for the Washington Regional Association of Grantmakers and co-chairs the Ways to Work Advisory Council.

Steve Greene is Vice President of the National Center for Construction Education and Research (NCCER). He has more than 30 years of construction management experience (as Superintendent, Project Manager, Director of Human Resources, and Senior Director of Global Workforce Development) with three major international contractors: Fluor, KBR, and Bechtel. Greene has also been the COO and owner of an industrial construction services company in Atlanta, Georgia, and the Vice President of Operations with two postsecondary colleges. He has held Board of Trustee positions with the American Vocational Association, the National Center for Construction Education and Research, the National Technical Honor Society, the Piedmont Council for the Prevention of Child Abuse, the Associated Builders and Contractors Construction Education Foundation, and the Fluor Foundation Scholarship Board. Greene currently participates on a number of Workforce Development boards

and committees, including CURT National, CURT local user councils, SkillsUSA, and industry-specific organizations.

Bill Guest is President and CEO of Metrics Reporting, a West Michigan-based workforce development and information technology consulting firm. He is an international consultant, conference speaker, and practitioner in the areas of workforce development, innovation, and metrics. His consulting practice focuses on human capital supply-chain challenges at all levels. Guest has developed a straightforward approach to organizational performance improvement, drawing on 25 years of industry experience with various organizations in the roles of engineer, Supervisor, Vice President of Sales, General Manager, Executive Vice President, and CEO. Since 1999, he has worked with clients around the world, providing step-by-step coaching to help them achieve their goals. Guest is active in a variety of National Career Readiness Certificate initiatives. Most recently, he held the role of innovation champion for the West Michigan WIRED certificate initiative, striving to promote the NCRC as an effective alignment tool for addressing the foundational skills gap in today's workforce. Michigan is now a leader in certificates earned and has achieved extraordinary results with an innovative method of employer engagement. More than 500 Michigan organizations have signed a Letter of Commitment to the Certificate, posted on a public website. This has led to the formation of employer councils, which are incorporating national best practices including sector strategies and career pathways. Guest is currently Executive Director of the National CRC Advocates and chairs its Michigan chapter.

Gilbert R. Hall is a 33-year employee of OGE Energy Corporation and is currently the Senior Training Coordinator of the Muskogee Generating Station. He is the Chairman of the Eastern Workforce Investment Board, the Oklahoma Partnership of Industry and Education, a Trustee of the Muskogee Medical Center Authority, Director of First National Bank of Muskogee, the President of the Oklahoma Association of Workforce Board Chairs, and he serves on the Governor's Council for Workforce and Economic Development. Hall will complete his 22nd year as an Adjunct Instructor of Economics and Management for Connors State College this spring semester. He holds bachelor's degrees in economics and marketing and has an MBA.

Wil Hammond serves as a Grants Program Manager for the Tennessee Department of Labor and Workforce Development in the West Tennessee Region. Hammond is responsible for implementation and management of the Tennessee National Career Readiness Certificate. Since the program was launched statewide in 2007, Tennessee has issued more than 65,000 certificates. Hammond also has overseen the implementation and management of Tennessee's Elevate America program, congressional career center tours, several grant applications, and other special

projects managed by the Tennessee Department of Labor and Workforce Development. Hammond has a background in political communications from the University of Tennessee at Martin.

Pat Hayes is Founder and Chairman of the Board of Fabric Images, Inc., a global leader in the creation of custom printed textiles and support structures for exhibit, museum, point of purchase, retail environs, and corporate interior applications. His involvement in the Elgin, Illinois, community includes participation in the Elgin Chamber of Commerce as Board Director, Past Chair of the Economic Development Committee, and Past Moderator of the Workforce Development Committee, of which he is still a board member. Hayes promotes workforce development by speaking to both student and adult audiences on the merits of WorkKeys. His efforts support linking government, education, and industry to foster a commonality of purpose in strengthening the American workforce. Hayes is also active in industry trade associations, as a past director of their boards, as a speaker at international trade events, and as a writer for trade publications.

Krista Heard is in her second year with the Alaska Department of Education and Early Development and currently serves as a Program Coordinator for the Assessment and Accountability unit. She is responsible for ensuring that the 54 school districts in Alaska comply with state regulation, which requires all juniors to take WorkKeys. Some of her responsibilities include informing districts about methods of test administration, the importance of the NCRC and the use of the KeyTrain curriculum, as well as providing training on test administration and score interpretation. Heard started as an Education Associate while in the career and technical education team, which assisted the Alaska Career Ready program, before taking the program lead and moving to the assessment team. Heard holds a bachelor's of business administration from the University of Alaska Southeast.

Robert Henson is Coordinator of the Career Center at the Francis Tuttle Technology Center Reno Campus, Oklahoma City, Oklahoma. His responsibilities include tutoring, student portfolio management, facilitating KeyTrain sessions, WorkKeys assessments, ODCTE competency exams, NCCER exams, and math enhancement for any of the career technology classes.

Bryan Herrick is the Director of Workforce and Community Development at Jefferson College in Hillsboro, Missouri, one of the first institutions in the Midwest to use WorkKeys for outcomes assessment. He leads and supervises the operations of the Business and Workforce Development Center, encompassing customized training, continuing education, AEL/GED services, WorkKeys/NCRC, and other workforce development initiatives. He assisted in the development of a statewide initiative to create a WorkKeys Missouri Career Readiness Certificate that will link

educational outcomes with occupational standards set by business and industry. Herrick, a WorkKeys job profiler with 25 years of experience in the field of education, chaired the Student Outcomes Committee and led a campus outcomes assessment initiative to implement WorkKeys as the standard for assessing career education programs. He participates in a state task force to implement the WorkKeys Missouri Career Readiness Certificate.

Jeannette Holton is an Instructor and Mentor for Step Up, a basic skills course for low-skill adults seeking to enroll in certified nurse aide training at Lake Michigan College (LMC), Benton Harbor, Michigan. Drawing on her experiences in health care, workforce development, and working with disadvantaged adults, she led the design of the program and is a member of the instructor team, as well as a mentor to the students. She also designed and teaches Career and College Knowledge, one of LMC's strategies for the national Breaking Through initiative, and advises students at LMC's Michigan Technical Education Center (M-TEC).

Marie Howard is Instructional Director of the Francis Tuttle Technology Center Reno Campus in Oklahoma City, Oklahoma. She has 11 years of combined administrative experience from public education as well as career technology education. She has also been a teacher, coach, and high school counselor with a combined experience of 23 years. Her various roles have allowed her to be involved in many different educational avenues. As Instructional Director, she works closely with educators who are helping students receive quality training and obtain gainful employment. Howard has been a strong proponent of the Oklahoma Career Readiness Certificate as a valid measure of applicable knowledge within the workforce.

Craig Immerfall has been employed with Iowa Workforce Development (IWD) for 16 years. His previous duties as a Workforce Advisor included job placement, job development, and employer recruitment. Over the last 14 years, his duties have included being a Business Services Representative. In this capacity, he has worked with employers to make them aware of IWD services and has written and reviewed employee handbooks, job descriptions, and employee retention and new employee orientation programs. He has given numerous presentations on workforce issues to employer groups and Chambers of Commerce throughout Iowa. His duties also include the marketing and delivery of various assessment programs offered by IWD. As an Executive Officer, his most recent duties have been as the State Coordinator of Iowa's National Career Readiness program and the WorkKeys program. Prior to IWD, he was a Manager at Mercy Hospital in Des Moines. He has a bachelor's degree from the University of Northern Iowa.

Parminder K. Jassal, Ph.D., currently serves as a Program Officer in Postsecondary Success at the Bill & Melinda Gates Foundation. She oversees an investment portfolio that targets the intersections between postsecondary education and employment. As an entrepreneurial technologist and strategic planner and implementer, Jassal has enjoyed a rewarding career in research as well as launching new products and developing innovative programs. Previously, she served as the Director of Workforce Solutions at Greater Louisville, Inc., where she designed and implemented workforce and higher education strategies for the Greater Louisville region. Selected highlights of her work include creating an innovative business/academia connection process that resulted in the formation of the HIRE Education Forum and the creation and launch of www.LouisvilleWorks.com, a platform for efficiently connecting job seekers with employers that integrates colleges and universities, government, and the Employee Cost Turnover Program to support business labor planning. The majority of Jassal's career has been spent in the private sector with Fortune 100 companies and startups representing firms such as Ford Motor Co., Atlantic Richfield Oil Co., International Network Services, Lucent Technologies, and Technology Solutions & Consulting. Jassal holds a Ph.D. from the College of Education at the University of Louisville. Her research focuses on the linkages between higher education and economic development.

Tiffany Keune is Workforce Coordinator for the Community College of Vermont at the Rutland campus. Her work in corporate training and workforce development includes curriculum design, business outreach, instructor training, and oversight of the statewide National Career Readiness Certificate program. She also works with trainers, teachers, and graduate and undergraduate students to improve instructional practices and assessment strategies and has served as Program Manager for Developmental Education. Her classroom experience includes teaching courses in the environmental sciences, quantitative reasoning, and career readiness.

Lenora G. Knapp is President of Knapp & Associates International, Inc., a consulting firm that has served more than 130 organizations which administer certificate and certification programs. Her work focuses on helping organizations to develop successful and effective credentialing programs that accomplish desired business outcomes. Knapp coauthored *The Business of Certification*, a best-selling publication recognized by the American Society of Association Executives as one of "Six Books You and Your Association Need." She led the development of the first national standard for certificate programs and authored the Institute of Credentialing Excellence's (ICE) groundbreaking publication on the defining features of quality certification and certificate programs. In 2007, Knapp received ICE's Industry Leadership Award for her contributions to the field of certification.

Susan Kuzmic is Coordinator for Oklahoma's Career Readiness Certificate (CRC), an initiative of the Governor's Council for Workforce and Economic Development at the Oklahoma Department of Career and Technology Education. She serves as the primary point of contact for employers, employees, potential employees, and CRC assessment sites currently working on the implementation, as well as for those who are interested in joining this effort. In this position, Kuzmic provides technical assistance and support for the entire project. She also is responsible for ensuring that all CRCs issued by the state are processed in a professional and timely manner. Kuzmic chairs the CRC Advisory Committee and Oklahoma's ACT-authorized WorkKeys job profilers and the ACT WorkKeys liaison for Oklahoma. She previously worked for the Oklahoma Department of Commerce, the Oklahoma State Department of Education, and the Oklahoma State Insurance Commission.

Mary Beth Lykins is a High School Counselor at Claremore High School in Claremore, Oklahoma, in a school district that enjoys a growing population, a stable workforce, supportive patrons, and outstanding academics. Her teaching credentials include secondary English, school counseling, and public school administration and national certification in adolescent young adult language arts. Lykins has worked both sides of the fence, with nine years in private industry and more than a dozen years' education experience as a classroom teacher and counselor. This work history has provided her with a unique perspective and an ability to share with her students what it takes to be a part of the world of work. She is a member of a roundtable consortium that includes Claremore Public Schools, Northeast Technology Center, Rogers State University, Rogers County Workforce, and Rogers County Economic Development Authority. The consortium is advancing toward a Work Ready community to provide graduates with a proven work credential—the Oklahoma Career Readiness Certificate—by developing elective classes using the KeyTrain and WorkKeys programs.

Fred R. McConnel is Deputy Director of External Affairs for the Governor's Office of Workforce Development in Georgia. McConnel was named by Governor Sonny Perdue as the statewide Work Ready Community Leader for the Governor's Office of Workforce Development in 2007. He was responsible for the progress and success of the Work Ready Communities throughout the state. As the Work Ready Community Leader, McConnel provided support to all counties participating in the initiative; he coached and mentored team leaders to successfully achieve their goals. In January 2011, McConnel was named Deputy Director of External Affairs for the Governor's Office of Workforce Development. Among his new roles, McConnel now shares the successes of Georgia Work Ready and the Work Ready Community Initiative to businesses, job seekers, and state agencies. McConnel holds two bachelor's degrees in history

and geography from Florida State University. Prior to joining the governor's staff, McConnel worked for the "Perdue for a New Georgia" campaign followed by a brief stint with the Gubernatorial Inauguration and Transition Committee.

Annette McIver has been involved in talent management and training for more than 19 years. As the Interim Program Director for the USO TDN Resource Center, she manages Ohio's talent development program, consisting of more than 60 public two-year colleges and adult career centers and seven vendors. In addition to launching the statewide talent development program, she has also managed several large statewide projects. Her previous experience includes being a Project Coordinator at Lorain County Community College (LCCC), where she promoted and delivered training, assessments, and job profiling services to employers. She has also worked as an Academic Advisor and Instructor at LCCC. She gained additional public sector experience working as a Case Manager and Trainer at the Lorain County Department of Job and Family Services and teaching at Lorain County Joint Vocational School. She has developed and delivered numerous training programs. She also has experience working in the private sector as a Human Resource Manager and Sales Representative. She holds a bachelor of science degree in business administration from Ashland University; completed Six Sigma Black Belt training; and is a Certified Program Planner (LERN), DDI trainer, SHL job profiler and assessment feedback provider, and Lominger provider.

Jennifer M. McNelly joined The Manufacturing Institute—the nonprofit, nonpartisan affiliate of the National Association of Manufacturers (NAM)—in January 2008 as its Senior Vice President. Since assuming this role, McNelly has supported the institute's efforts to launch and implement a strategic national agenda on education reform and workforce development, innovation support and services, and research on behalf of U.S. manufacturers. McNelly is the chief architect of one of the institute's flagship reform efforts, the NAM-Endorsed Manufacturing Skills Certification System. The system is a set of nationally portable, industry-recognized manufacturing skills certifications now influencing secondary and postsecondary education reform efforts in more than 20 states. Prior to joining the institute, McNelly was a member of the Senior Executive Service for the U.S. Department of Labor, Employment, and Training Administration, where she served first as Director of the Business Relations Group and then Administrator for the Office of Regional Innovation and Transformation. Prior to joining the Department of Labor, McNelly served as Senior Vice President of Strategic Partnerships, LLC, an international consulting firm specializing in assisting Fortune 500 corporations to build strategic partnerships with government agencies in support of workforce development.

Renée Miller currently serves as the Executive Director of IowaWORKS–Central Iowa, which is a partnership between Des Moines Area Community College and Iowa Workforce Development. Miller oversees Iowa’s largest workforce region, covering eight counties and six workforce offices, collaborating with a 41-member workforce investment board to set the priorities for a full scope of employment and training services. She leads a team of 106 staff and administers the Workforce Investment Act, Employment Services, Unemployment Insurance, PROMISE JOBS (TANF), Veteran’s Services, RES, and REA through an integrated service delivery approach. In addition to her regional leadership, Miller provides statewide leadership and administration of Iowa’s National Career Readiness Certificate skills initiative. Previously, Miller served as Bureau Chief of Field Operations for Iowa Workforce Development. Her primary responsibilities included leadership, communication, and operational oversight of 55 field offices across the state with a \$35 million operating budget. During her time as Bureau Chief, she assisted in the restructuring of Iowa’s service delivery system using an integrated philosophy, and she led the development and implementation of several statewide initiatives including the National Career Readiness Certificate program, Re-Employment Services Program, Re-Employment and Eligibility Assessment, Offender Re-Entry initiative, and Iowa Career Access Point services. Prior to her workforce development experience, Miller was the Employee Assistance Program Coordinator for a major health care organization in South Dakota and provided 10 years of clinical mental health services as a Licensed Professional Counselor. Miller received her master’s degree in counseling and human resource development from South Dakota State University in 1998.

William Morison is Workforce Coordinator for the Community College of Vermont at the Newport campus. A WorkKeys job profiler and career readiness and supervision instructor, he has statewide responsibilities for workforce development initiatives including business development, WorkKeys training, job profiling and the Career Readiness Certificate program. Morison has extensive business and management experience in line manufacturing, specialty materials, and materials handling for the automotive industry.

Joseph Paul is an NCRC Project Manager with the Commonwealth of Kentucky. Paul has an undergraduate degree in political science from the University of Kentucky and is currently pursuing a master’s degree in public administration. After college, Paul served as a U.S. Naval Supply Officer and took part in several deployments to the Caribbean, North Atlantic, and Mediterranean. He moved back to Kentucky in 1991 and began a professional career specializing in administration, marketing and workplace efficiency—all skills transferred from his education and military experience. He held the titles of Customer Service

Manager, Client Relations Manager, and Product Manager as he succeeded and moved on to greater challenges ranging from writing technical manuals for graphic arts software to selling and servicing large format printers and managing customer accounts. Paul was hired to complete the implementation of a statewide project putting all state-administered WorkKeys assessments under one office for control and coordination. He has experienced firsthand the challenges of creating a database that will tie in with the WorkKeys database, getting many state agencies to coordinate their efforts, and building a system that fulfills Kentucky’s strategic goals of aligning the workforce with the state’s education objectives and economic development strategies. The result: a customer-driven delivery system for both employers and jobseekers.

Carol Puryear became Director of the Tennessee Technology Center at Murfreesboro in July 2007. In this position, she is the chief administrative officer of the center and oversees all aspects of the campus administration. The TTC Murfreesboro offers 15 training programs and enrolls more than 4,000 students in preparatory, supplemental, and workforce training classes. She currently serves as the Chairperson for the Tennessee Technology Centers’ Executive Committee and on various community committees. Prior to being at the TTC Murfreesboro, Puryear was the Assistant Vice Chancellor of Instruction for the Tennessee Technology Centers at the Tennessee Board of Regents. In this role, Puryear worked with the 26 Technology Centers statewide on program and curriculum issues. The Tennessee Technology Centers are part of the Tennessee Board of Regents, which is the sixth-largest higher education system in the United States. Puryear is the former Director of the Regents Online Degree Program with the Tennessee Board of Regents. Her chief responsibilities included planning and managing all aspects of the Regents Online Degree Program. Puryear has held several leadership positions during her 24-year career in the education and training area. She has been involved with public education, nonprofit training, corporate training, continuing studies and special projects. She has worked with secondary and post secondary students as well as corporate staff members. Puryear has been a consultant with LifeWay Christian Resources and presented presentations on customer service, motivating employees, and time management. She has taught as an adjunct at Middle Tennessee State University and East Tennessee State University. Puryear received her doctorate of education in administration and supervision with a concentration in higher education from Tennessee State University, a master’s of vocational technical education and a bachelor’s degree in education from Middle Tennessee State University.

Ann Randazzo is Executive Director of the Center for Energy Workforce Development (CEWD). She assumed this position when the organization was incorporated in March 2006. The Center is a consortium of national energy associations, electric and natural gas energy companies and

is solely focused on addressing the workforce needs of the energy industry. Prior to becoming Director of CEWD, she spent 12 years providing strategic planning consulting to electric utilities, concentrating on Human Resources, Training and Development, and Organization Effectiveness. Randazzo is a former employee of the Georgia Power Company, a Southern Company, and spent 22 years in a variety of positions in IT, finance, customer operations and the Southern Company College.

Joe Raso is President and CEO of the Iowa City Area Development Group, Inc. (ICAD Group), the Iowa City metropolitan area's regional economic development organization. Raso has served in this capacity since November 2000. Prior to ICAD Group, Raso was Director of Economic Development for Delaware County, Iowa, from 1997–2000, and was Director of the national award-winning Cedar Falls, Iowa, Mainstreet Program from 1995–1997. During his 10 years as President of ICAD Group, Raso has led innovative workforce and economic development programming such as the State of Iowa's first demand-driven, work-ready certification program and first regional laborshed and benefits study. In addition, Raso has led the development of the state's only certified shovel-ready sites program and is presently developing a first-in-the-nation combined economic development and co-working facility. These efforts have led to ICAD Group providing assistance to more than 50 primary sector business expansions and relocations, which have created and retained more than 5,000 jobs for the area economy. Raso serves on numerous boards of directors, including the Professional Developers of Iowa, Safeguard Iowa, The University of Iowa's Going Global in Iowa, The University of Iowa Research Park, and the Iowa City Area Chamber of Commerce. Raso received a bachelor's degree in political science and a master's degree in public policy from the University of Northern Iowa in Cedar Falls, Iowa. His advanced studies and postgraduate work focused on economic development with an emphasis on state and local government.

Sara Ratto-Miller is a Workforce Development Specialist for the Urban League of Greater Cincinnati. She provides classroom training and individualized resume development and employment assistance to participants in the Urban League's Solid Opportunities for Advancement and Retention (SOAR) and Re-Entry of Ex-Offenders (RExO) workforce training programs. The primary objective of her work is to assist displaced or dislocated workers with their employment search and career and educational development plans, as well as establish and maintain professional relationships with hiring managers from various industries in order to effectively prescreen potential candidates for employment. She is active in the Advanced Manufacturing Career Pathway, a Greater Cincinnati Workforce Network initiative, and has recently begun offering the WorkKeys assessments to participants of workforce training programs as an additional tool to aid in

professional development. Ratto-Miller is an honors graduate of Northern Kentucky University's criminal justice program, where she specialized in mental health and re-entry.

Sharon Rice is the Executive Vice President of APICS, The Association for Operations Management. APICS is a professional society representing more than 35,000 supply chain and operations management professionals worldwide. Rice is responsible for guiding staff and volunteer leadership teams supporting membership services, courseware and instructor development, certification, research, publications, and marketing of APICS. Rice brings 20 years of association management experience to APICS. Prior to joining APICS in 2007, Rice served as both an association executive and a consultant to nonprofit organizations working specifically in the areas of strategic planning, program development, complex project management, as well as training and development. Previously, Rice led the national business consulting, accounting, and tax firms for RSM McGladrey and served as the director of the association and nonprofit consulting practice at American Express Tax and Business. Additionally, Rice's professional association experience includes the American Society of Clinical Pathology; Krajewski & Associates, an association management consulting firm; the National Association of Minority Engineering Program Administrators; and the American Association of Legal Nurse Consultants. Currently, Rice serves on the American Society of Training and Development Certified Institute Board of Directors.

Elijah Rudolph is currently the Director of the Advanced Manufacturing Career Pathway for the Greater Cincinnati Workforce Network. Rudolph is a seasoned and accomplished professional with more than 34 years of experience in the automotive industry. Rudolph managed operations in Ohio and Michigan and had a consistent history of transforming under-producing operations to exceed goals for safety, quality, delivery, and costs. Creating his own career pathway, Rudolph worked his way up from the line to various management positions and was transitioned to work in Detroit for more than 15 years.

Lisa Sallstrom became the Director of Certification at APICS, the Association for Operations Management, in 2008. Since then, she has launched a computer-based testing program and a new certification program, facilitated a global job task analysis research project, and secured U.S. military partnership for APICS programs. Before joining APICS, Sallstrom served as Director of Certification and Business Development at CompTIA, Information Technologies Trade Association, managing a \$22 million P&L and more than 15 certification programs. She began her career in telecommunications, working for 17 years at AT&T/Lucent Technologies in customer service, project management, and quality assurance management roles, including overseeing installation of a wireless network in Penang, Malaysia. She was a Cofounder and President of a professional development

organization for women pursuing telecommunications careers that has grown to tens of thousands of members with yearly international conferences. She holds several industry certifications, including ROI Methodology Certification, Six Sigma Green Belt, and Project Management Professional from PMI. Her case study research project on the ROI impact of sales training in an association environment was published in the *ROI in Action Casebook* in 2008, and won the Best Published Case Study Industry Global Award in 2007 from the ROI Institute.

Jenny Schanker is Chair of Transitional Studies at Lake Michigan College, Benton Harbor, Michigan, and is responsible for leading the college's nationally recognized Breaking Through initiative model. The college's model integrates GED training and occupational/technical training to accelerate the learning of skills-deficient students. Key to the college's Breaking Through model is the National Career Readiness Certificate, which all students receive upon completion of the program.

Eric Smith is Director of Human Resources for Hoffer Plastics Corporation, one of the largest manufacturers in Kane County, Illinois, and a leader in the injection molding industry. He plays a key role in employee development and training and is working to ensure that the company has a skilled workforce now and in the future. Three years ago, Smith became involved with the Elgin Chamber of Commerce's Workforce Development Committee and has chaired it since January. During this time, the committee has focused on bringing the NCRC to the Elgin area and Illinois. Through the efforts of the Chamber and its partners, Smith has spoken to high school students and employers throughout the Elgin area about the importance of the NCRC. He has been engaged with Human Resources in the manufacturing sector for more than 12 years.

Brian Solomon is the Director of Wisconsin Job Service. Since being with Job Service, Solomon has worked to bring new, innovative approaches to the way Job Service serves customers, including the development of a statewide call center system, an overhaul of the state's labor exchange, and overhauls to all Job Service-administered programs and services. Solomon is originally from Baltimore and moved to Wisconsin to pursue a master's degree in public administration and energy policy. Solomon is a published author (*Sequestered*, Goblin Fern Press) and also serves as an Alder on the Madison City Council.

Patty Spencer is a National Career Readiness Instructor for WorkOne Region 10 in Southern Indiana, where she was instrumental in developing the region's curriculum and launching the area's first Internet version of ACT's WorkKeys assessment in January 2010. Prior to that, Spencer created the Work Readiness curriculum for JCPS Adult Education in Louisville, Kentucky (featured on KET's Literacylink home page), and delivered that instruction for JCPS Adult

Education from 2005–2008. Her experience in professional business and relationship management spans 20 years.

Pamela Tate is President and CEO of the Council for Adult and Experiential Learning (CAEL). Tate is nationally and internationally recognized for her work in facilitating workforce education and training programs among educational institutions, business, labor, government, and economic development agencies, and for her efforts in assisting colleges and universities to develop systems of Prior Learning Assessment and quality assurance in adult learning programs. Tate has been directly involved with the design and implementation of CAEL's tuition assistance management and employee learning programs since 1986 when CAEL launched its first education, training, and career counseling program for what was then U S WEST Communications and the Communications Workers of America. As a presenter, she is regularly sought out for her vision and insights into adult learning and workforce development and their vital relationship to the competitiveness of our workforce and the future of our economy. She graduated from the University of Illinois at Champaign with master's degrees in English and Journalism. She completed her doctoral coursework at the Annenberg School for Communication, University of Pennsylvania.

Janice L. Urbanik, CDS, CIT, is focused on promoting inclusive, productive and empowering environments. She is Director for the Construction Career Pathway work at the Greater Cincinnati Workforce Network. The objective of her work is to improve the connection of education and training programs with support services and employers for the construction jobs that are so vital to our regional economy. Urbanik is active in the construction industry and community-based activities. She is a member of the National Association of Women in Construction (NAWIC) and is involved in several industry efforts to increase the number of women in apprenticeship programs.

Keenan Wade is the project team leader responsible for implementing the Michigan National Career Readiness Certificate initiative. Wade works at the Michigan Department of Energy, Labor and Economic Growth (DELEG) and has 17 years of experience with the state of Michigan, working in several capacities on workforce and economic development programs and initiatives that directly engage and impact employers and workers. Wade is a graduate of Western Michigan University and is doing graduate work in Wayne State University.

Tom West, AICP, is Executive Director of the Kentucky Workforce Investment Board (KWIB), a 42-member council that advises the governor on issues related to workforce training investments and improvements to the system. In this role, he applies the planning philosophies of linkage and leverage to economic development, education, and workforce training. Prior to joining the Education and

Workforce Development Cabinet, West worked for more than 10 years as a community planning consultant serving communities of all sizes in Kentucky, Indiana, and Ohio.

Nick Westergaard is Creative Director, Consultant, and Principal at Westergaard, a brand development and marketing firm with offices in Central and Eastern Iowa. Westergaard works directly with organizations of all sizes to create powerful marketing communication programs that get results. His areas of expertise include branding and new media. In addition to heading up new media initiatives for the agency's current clients, he is also responsible for new business development. He has worked with ACT and the National Association of Manufacturers in developing marketing initiatives to promote their skills certification systems. In the past, Westergaard held marketing positions at Buckle Down Publishing and ACT. At both organizations, he led efforts in branding, direct marketing, and e-commerce. In 2005, he started his Brand-Driven Insights blog at NickWestergaard.com. Westergaard is a frequent speaker at The University of Iowa, where he sits on the Advisory Council for the Marketing Institute. He is an Iowa City Area Chamber of Commerce Ambassador and serves on the board of directors for United Action for Youth. He is also on the Marketing Advisory Committee for the Iowa City UNESCO City of Literature.

Holly Zanville is a Program Director at the Lumina Foundation for Education, where she leads the development of plans and strategies to support student success in higher education. The success portfolio includes work in strengthening student success in community colleges with a focus on improving outcomes of developmental education, increasing degree completion for targeted populations (returning adults, minority-serving institutions, Latinos), strengthening the capacity to develop and use quality data, and exploring new approaches to credentials. Zanville's work experience spans the educational pipeline, with prior service in K-12, community colleges, universities, and higher education governance systems. Most recently, 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. Zanville received her Ph.D. in educational administration from the University of Minnesota, master's in English from the University of Wisconsin-Madison, and bachelor's in English and biology from Lindenwood University.

John Zappa is the CEO of EdLink, LLC, a market leader in providing tuition benefit administration and consulting services to help organizations gain more business value from their tuition investments. With more than 20 years' experience in the commercial sector, Zappa has been involved in marketing, product management, and operations in technology companies across multiple industries.

Previously, he was Senior Vice President for Learner Services at the Council for Adult and Experiential Learning (CAEL). He led the sales and delivery of services for corporate clients, including the management of tuition assistance programs and educational advising. Prior to his role with CAEL, Zappa was Managing Director of Aceda, a management consulting firm specializing in the creation of growth strategies for software-based businesses. He also headed product management efforts in software startup at ServiceWare by introducing award-winning software products and services, leading the company through a successful IPO in 2000.

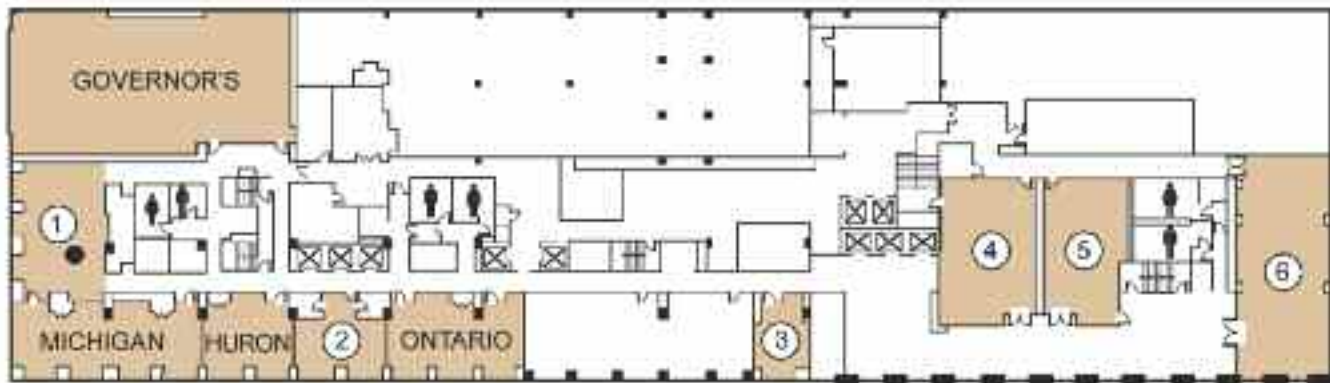
Kelly Zelesnik is currently Dean of the Engineering Technologies Division and the Nord Advanced Technologies Center at Lorain County Community College. She serves as Chair, United States Fab Lab Network (USFLN) and Co-Principal Investigator for the NSF-funded Weld Ed ATE and also a Partnership for Innovation grant with Case Western Reserve University. Prior to her appointment as Dean, Zelesnik was a member of the faculty and coordinator of the Electrical Engineering Technologies program. She has held a number of engineering and management positions in industry, focusing her professional interests on medical devices and power systems. She is a graduate of Cleveland State University with a degree in electrical engineering and received a master's in engineering management from the Gordon Institute of Tufts University.

Byron Zuidema was appointed the U.S. Department of Labor Employment and Training Administration (ETA) Regional Administrator for Chicago in 1998. As a member of ETA's Senior Executive Service, Zuidema provides leadership to national, state, and local leaders to promote workforce solutions that meet the needs of employers, workers, and communities. He recently served as ETA's Administrative Officer while Acting Administrator of the Office of Financial and Administrative Management. His career in workforce and community development spans local, state, and federal levels. At the local and state levels, he chaired a variety of legislative and policy groups. His private sector experience includes working with software and technology companies. Zuidema embraces lifelong learning and actively supports professional standards. He is a Certified Workforce Development Professional and lifetime member of the National Association of Workforce Development Professionals. Zuidema's prior experience includes President of the Minnesota Software Association, Assistant Commissioner of the Minnesota Department of Economic Security, and Chair of the National Governors' Association Workforce Liaisons. He was a Co-Chair/Founder of the Enterprise Council and was honored with Vice President Gore's National Performance Review Hammer Award.

Hotel Maps



SECOND FLOOR



- 1. MICHIGAN/GOVERNOR'S FOYER
- 2. BOARDROOM
- 3. ST. CLAIR
- 4. REGENT 1
- 5. REGENT 2
- 6. MAYFAIR

THIRD FLOOR



CHICAGO

Chicago Downtown Restaurants Serving Lunch and Dinner
 All restaurants are within a 10-minute cab ride.

- 1 **Arlo**
The Fairmont Chicago
305 N. Columbus St.
- 2 **Almond Cafe**
Hotel Harrison
175 Washington St.
- 3 **Beaumont Grill & Tavern**
165 S. Michigan Ave.
- 4 **China Grill**
The Hard Rock Hotel Chicago
200 N. Michigan Ave.
- 5 **Eschwege Restaurant and Pub**
225 S. Wabash Ave.
- 6 **Italian Village Restaurant**
21 W. Monroe St.
- 7 **Luxwood Restaurant & Bar**
The Palmer House Hotel
41 E. Madison St.
- 8 **Nolan's Pub**
124 S. Wabash Ave.
- 9 **The Palm**
The Sycamore
322 E. Wacker Dr.
- 10 **Park Grill**
11 N. Michigan Ave.
- 11 **South Water Kitchen**
Hotel Monaco
321 N. Wabash Ave.
- 12 **The Gage Chicago**
24 E. Michigan Ave.
- 13 **The Walker Room**
Mary's on State Street
113 N. State St., 9th Fl.
- 14 **Bergoff Restaurant**
11 W. Adams St.
- 15 **Grace & Malley's Restaurant - Pub**
1432 S. Michigan Ave.
- 16 **Kirk's South Loop**
1702 S. Michigan Ave.
- 17 **La Cucina Grill**
1211 S. Michigan Ave.
- 18 **Mercat A La Piazza**
622 S. Michigan Ave.
- 19 **Fanucci's Italian Market**
1103 S. Michigan Ave.
- 20 **Siku**
Ivan McCormick Place
2253 S. Martin Luther King Dr.
- 21 **Weather Mark Tavern**
2533 S. Michigan Ave.
- 22 **Zazabito**
1217 S. Wabash Ave.
- 23 **MarketHouse**
Columbian Chicago
Mary Pierce Mall
300 E. Ohio St.
- 24 **HUB 31**
51 W. Hubbard St.
- 25 **615 Restaurant & Bar**
Civic Chicago Hotel
615 N. Michigan Ave.
- 26 **Bistro 119**
112 E. Pearson St.
- 27 **Rafae Gurtu Stringers Creamery**
Navy Pier
104 E. Grand Ave.
- 28 **Buck O'Beigns**
121 N. Rush St.
- 29 **Beau's Beach**
289 E. Ohio St.
- 30 **The Cafe at the Bio-Genetic Chicago**
183 E. Pearson St.
- 31 **Caserm Restaurant**
West Loop Hotel
221 N. St. Clair St.
- 32 **Capital Station Kitchen**
Navy Pier
165 E. Grand Ave.
- 33 **C-House Restaurant**
Arling Chicago Hotel
163 E. Superior Ave.
- 34 **Coco Pazzo Cafe**
234 N. St. Clair St.
- 35 **David Burke's Primehouse**
James Hotel
618 N. Rush St.
- 36 **Devon Seaford Grill**
26 E. Chicago Ave.
- 37 **Ohio's Restaurant**
Beverly Hotel
168 E. Chestnut St.
- 38 **Grand Leo Cafe**
688 N. Michigan Ave., 2nd Fl.
- 39 **Harold Grill**
Chicago Marriott Downtown - Magnificent Mile
548 N. Michigan Ave.
- 40 **The Italian Garden Restaurant**
247 E. Ontario St.
- 41 **Joe's Seafood, Prime Steak and Stone Crab**
66 E. Grand Ave.
- 42 **LE Bismé & Fattoria**
Shirlington Chicago Hotel & Tavern
201 E. North Water St., 1st Fl.
- 43 **M Avenue Restaurant**
Arling Hotel
761 N. Michigan Ave.
- 44 **McCormick & Schmick's**
Seafood Restaurant
41 E. Chestnut St.
- 45 **RoMi**
Park Hyatt
668 N. Michigan Ave., 7th Fl.
- 46 **The Restaurant at Conrad Hotel**
221 N. Rush St.
- 47 **Risk**
Navy Pier
104 E. Grand Ave.
- 48 **Roasted on Bean**
129 N. Rush St.
- 49 **The Salvo's Steakhouse**
Symphony Hotel
268 E. Chestnut St.
- 50 **The Spinnery Room at the Ritz**
175 N. Michigan Ave.
- 51 **Soleil**
114 W. Illinois St.

For more dining options, visit www.chicagochicago.com/monthicago



CONNECT WITH ACT WORKFORCE

ACT Workforce is *the* source for all your workforce updates.



facebook.com/actworkforce



twitter.com/actworkforce



youtube.com/actworkforce

THANK YOU FOR ATTENDING.

ACT is an independent, not-for-profit organization that provides a broad array of assessment, research, information, and program management solutions in the areas of education and workforce development.

Each year, ACT serves millions of people in high schools, colleges, professional associations, businesses, and government agencies—nationally and internationally. ACT has offices across the United States and throughout the world.

OUR MISSION

Helping people achieve education and workplace success

OUR VALUES

- Excellence
- Diversity
- Leadership
- Empowerment
- Learning
- Sustainability



WORKFORCE DEVELOPMENT

500 ACT Drive
P.O. Box 168
Iowa City, IA 52243-0168
1-800/967-5539
www.act.org/workforce

