

**SESSION A**  
**WEDNESDAY SEPTEMBER 26**  
**9:15 am – 10:15 am**

**Waters Edge B**

***Priming the Public Works Pipeline***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Seven public works and transportation municipalities, one community college and twelve community non-profits created an amazing program to prepare the next generation of public works talent to work in infrastructure repair, water works, sanitation, waste water treatment, green infrastructure, parks and recreation for west Michigan and move to apprenticeships. We move people from poverty to great jobs.

*Presenters:* Julie Parks, Executive Director Workforce Training, Grand Rapids Community College; John Gorney, Public Works Director, City of Kentwood; and James Hurt, Public Works Director, City of Grand Rapids, MI

**Waters Edge C**

**SILVER SPONSOR**

***Competency Models Drive Competitiveness and Combat the Manufacturing Skills Gap***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

Manufacturers are reevaluating traditional time-based training models in favor of career-relevant competency-based education. Tooling U-SME, an industry leader in manufacturing training and development, explores the skills gap, defines competency models, analyzes the need and benefits of competency modeling, explains the types of models and explores best practices.

*Presenters:* Denise Ball, Workforce Development Specialist and Sue Mueller, Workforce Development Specialist, Tooling U-SME, OH

**Grand Salon A**

**PLATINUM SPONSOR**

***Skip the Referendum: Accelerating Accessibility Through Private Funding***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

In this session, participants will hear how Madison Area Technical College used labor market data to identify opportunity gaps in their region and generate over 14 million in private funding for a new campus to meet that need.

*Presenters:* Ali Zarrinam, Director of Institutional Research and Effectiveness, Madison Area Technical College, WI and David Williams, Vice President, Client Services, ID

**Grand Salon B**

**CREDIT EXEMPLARY PROGRAM AWARD RECIPIENT**

***Beginning with the End in Mind: A Transformational HVAC-R Program Redesign***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

This workshop will highlight the initiatives aimed at increasing student success in the Heating, Ventilation, Air Conditioning and Refrigeration program at Lone Star College-North Harris, including program redesign, strengthening collaboration with employers, and increasing corporate partnerships. Accordingly, program enrollment has increased 42% and the number of degrees and certificates awarded have doubled. With the redesign, we are poised to inject 1,000 well-trained HVAC-R technicians into the field over the next five years.

*Presenters:* Michael Burns, Dean of Career and Applied Technology; Jim Nutt, Director of Career and Applied Technology; Randy Williams, Workforce Skilled Instructor for HVAC-R Technology; and Laura Yannuzzi, Vice President of Instruction, Lone Star College- North Harris, TX

### **Grand Salon C**

#### ***Defining Career Pathways for 21st Century Careers***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

HCC created a marketing campaign, targeting Houston workers, alumni, and employees asking them to identify the jobs they've held during their career. From this data, the college generated maps of the traditional and nontraditional career pathways for local industry sectors. The career pathways information is used to advise potential students during their career exploration discussions.

*Presenters:* Dawnica Jackson, Director of Print and E-Media and Terry Kidd, Dean Division of Extended Learning, Houston Community College, TX

### **Grand Salon G**

#### ***Employer Partnerships and Active Collaboration***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Successful employer partnerships require active collaboration between colleges and employers. Active collaboration means that colleges must create continuous feedback loops with employers. This interactive workshop introduces a dynamic approach to employer engagement. Research findings will support career pathways alignment and industry credentials with employer recruitment, hiring, and retention.

*Presenters:* Debra Mikulka, KanTRAIN Director and Christa Smith, KanTRAIN Research Analyst, Washburn University, KS

### **Marlin**

#### ***Older Workers and Digital Literacy: Challenges and Opportunities for (Re)training***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

Rapid digitalization of employment has fueled demand for adult education and training to improve digital skills. However, low digital literacy presents a potential barrier to success for older students pursuing further education. This presentation explores opportunities and challenges for community colleges (re)training adults 40+ for employment in the digital age.

*Presenters:* Phyllis A Cummins, Senior Research Scholar, Scripps Gerontology Center, Miami University of Ohio; Ronald Gordon, Dean Enrollment Services, and Travis Binkley, Director of Student Services, Clark State Community College, OH

### **Coral**

#### ***Taking Back the Immigration Narrative***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Learn research-based messaging and framing strategies to counter the prevailing narrative, as well as the latest immigration data and facts to refute myths and stereotypes. Afterwards, apply this knowledge in different scenarios through interactive group exercises and worksheets. In this way, you can better serve, empower and advocate for your immigrant students.

*Presenter:* Deniz Mohammed, Director Public Education Institute, The Immigrant Learning Center, MA

## **Dolphin**

### ***Workforce Development in the Global Economy***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Bermuda, impacted by globalization and high unemployment in the native population, partnered with the U.S. State Department Fulbright program and Piedmont Virginia Community College to develop a National Workforce Development Plan, a strategic plan that adapts the Workforce Innovation and Opportunity Act (WIOA) to the Bermudian economy and culture.

*Presenters:* Valerie Palamountain, Dean of Workforce Services, Piedmont Virginia Community College, VA; Judy Lowe-Teart, Career Development Manager and International Visitor Leadership Program Alumni, Bermuda Ministry of Education and Workforce Development; and Tawana Flood, Director Division of Professional and Career Education, Bermuda College

## **EXHIBITOR AND SPONSOR NETWORKING**

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**10:15 – 11:00 AM**

**GRAND SALON FOYER**

### **SESSION B**

**WEDNESDAY SEPTEMBER 26**

**11:00 am – 12:00 pm**

#### **Waters Edge A**

##### ***Generations in the Classroom and Workplace***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

There are five generations in society today, and each of these age groups can be defined by the events during their formative years and the world in which they grew up. Learn how you as an instructor, student, employer or worker can get to know those around you for the most effective interactions and efficiency in the workplace.

*Presenter:* J. Kyle Dalpe, Dean of Technical Sciences, Truckee Meadows Community College, NV

#### **Waters Edge B**

**GOLD SPONSOR**

##### ***How Stackable Credentials and Noncredit to Credit Can Work Together***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Accelerate credit attainment and increase the likelihood of degree completion among students. We'll review best practices for engaging employers and developing a stackable credential program, plus how to measure success. Session ends with a demonstration of how Ellucian solutions can enable your stackable credentials program and offer a superior student experience.

*Presenters:* Daragh Scaife, Vice President Product Management, and Marcia Daniel, Associate Vice President for Executive Engagement, Ellucian

#### **Waters Edge C**

**SILVER SPONSOR**

##### ***Workforce Centers and Community Colleges: Building Effective Partnerships***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Drawing from profiles of community college and workforce center collaborations in Colorado, Kansas, and Montana, this presentation will describe examples of effective partnership strategies and outcomes, as well as lessons learned. Participants will be asked to compare their partnership experiences with the examples provided and invited to share promising partnering practices with the group.

*Presenters:* Sandra Staklis, Senior Education Research Analyst, and Laura Rasmussen Foster, Director of Adult Education, RTI International, NC; and Christa Smith, Research Analyst, Washburn Tech University, KS

### **Grand Salon B**

#### ***Turning the Tide with Blue Tech Careers in the "Blue Economy"***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

Blue Technology and the Blue Economy is a growing industry sector, employing millions of people in exciting and innovative jobs. MiraCosta College is taking a lead in unique, accelerated work skills programs designed for exciting careers in "Blue Technology." Join us to learn how to support Blue Economy jobs throughout the U.S.

*Presenters:* Linda Kurokawa, Director Community Education and Workforce Development and Carisa Chavez, Coordinator Work Skills Programs, MiraCosta Community College, CA

### **Grand Salon C**

#### ***Building Bridges Between Noncredit and Credit Healthcare Pathways***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

The session will discuss efforts to connect noncredit health professions programs with credit programs in New Jersey community colleges. We will discuss research findings on connecting noncredit and credit programs, and on implementing PLA for noncredit students. We will discuss a college's experience establishing an Applied Associate degree in Allied Health where noncredit programs articulate.

*Presenters:* Michelle Van Noy, Associate Director, and Renee Edwards, Senior Researcher, Rutgers University Education and Employment Research Center; and Patrick Enright, Associate Vice President Workforce Development and Dean Professional Studies and Applied Sciences, County College of Morris, NJ

### **Grand Salon G**

#### ***Aligning Pathway Programs with Student Needs and Employer Initiatives***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Iowa's investment into workforce education has created unique opportunities to invest in pathway training programs aligned with business needs by establishing sector boards, develop training programs and create connections into business and the K-12 system.

*Presenters:* Carla Andorf, Director Skills to Employment; Amy Lasack, Senior Director, Corporate Training; and Stephanie Bredman, Director Job Training/Legislative Relations, Kirkwood Community College, IA

### **Starfish**

#### ***Coast to Coast, Employers are the MOST!***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Building and maintaining relationships with industry partners can make or break the success of a program. Students' success depends on a community college's ability to create programs with relevant industry input and guidance. Come hear our panel discuss the secret to successful college/industry partnerships in Indiana, Michigan, and Tennessee.

*Presenters:* Matthew Cloud, Project Director/Faculty School of IT, Ivy Tech Community College, IN; Julie Parks, Executive Director Workforce Training and MI Technology Education Center, Grand Rapids Community College, MI; Elizabeth Fitch, Smyrna Campus Academic Dean, Motlow State Community College, AL; and Christian Lagarde, IMPACTcommunity Ambassador, California State University - Merlot SkillsCommons, CA

### **Marlin**

#### ***Economic Outcomes of Iowa Community Colleges Completers and Leavers***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

We explore educational outcomes of the students who traditionally are considered to be "unsuccessful" due to lack of graduation or transfer. By tracking such leavers to the workforce we are able to measure their economic outcomes and compare them to their "successful" peers, on as granular level as program of enrollment.

*Presenters:* Vladimir Bassis, Lead Educational Program Consultant, Iowa Department of Education, and Kiyokazu Matsuyama, Labor Market Research Economist, Iowa Workforce Development, IA

### **Coral**

#### ***Building Quality Workforce Programs through Partnerships: Follow-up Results from c<sup>3</sup>bc***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

This session presents strategies used by the Community College Consortium for Bioscience Credentials colleges to build and sustain academic-industry partnerships that facilitate high-quality workforce programs. Featured is St. Petersburg College's collaboration with employers in the Biomedical Engineering Technology curriculum design, job placement, and student professionalization activities.

*Presenters:* Judith A. Alamprese, Principal Scientist, Abt Associates, MD and Giovanna Taylor, Program Director Allied Health Programs and Continuing Education, St. Petersburg College, FL

### **Dolphin**

#### ***Promoting Equity and Diversity: Serving 50+ Job Seekers and Employers***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Age discrimination is hindering employment options for 50+ job seekers and limiting employer access to skilled talent, creating inequity and contributing to the skilled talent shortage. Back to Work 50+ provides strategies and processes for supporting this population and for addressing employer bias in order to establish a multi-generational workforce. Learn how to partner with AARP Foundation to bring the program to your area.

*Presenters:* Peggy Walton, Program Director, Back to Work 50+, Women's Economic Stability Initiative, American Association of Community Colleges and Lori Strauss, Manager Workforce Programs, AARP Foundation, DC

**SESSION C**  
**WEDNESDAY SEPTEMBER 26**  
**1:30 pm – 2:30 pm**

**Waters Edge A**

***STEM Partnership Increases Diversity in IT***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Non-traditional low-income students - 45% women - start college at non-profit JVS, transition into the Health Information Technology Certificate Pathway at Bunker Hill Community College, prepare for multiple industry and Healthcare IT certifications, enhance their academic hands-on experience with internships and move directly into IT and Healthcare IT jobs with companies seeking diversity.

*Presenters:* Barbara Garner, Vice President of Academic Services, Jewish Vocational Service and Guy Armand, Director of Community-Based Initiatives, Bunker Hill Community College, MA

**Waters Edge B**

**GOLD SPONSOR**

***The 8 Soft Skills That Employers Are Looking For***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

Employers are tired of costly turnover and lackluster performance. They want employees to think critically, adapt to change, communicate clearly, handle criticism, etc. In this workshop, I will show you how to improve productivity, decrease turnover and effectively assess and teach the soft skills that employers are looking for.

*Presenter:* Art Janowiak III, Vice President of Sales and Marketing, Conover Company

**Waters Edge C**

**SILVER SPONSOR**

***2030: The Workplace Revolution***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

The workplace is constantly evolving, with jobs going away and others being created. But every 30 years, a new wave fundamentally changes the workplace. Looking ahead to 2030, there is another wave that will crash the future of work in America. Rather than sit back and hope, now is the time to prepare for the coming reality of 2030. Don't get washed out - ride the wave and come out on top!

*Presenter:* Josh Davies, Chief Executive Officer, The Center for Work Ethic Development, CO

**Grand Salon B**

**NONCREDIT EXEMPLARY PROGRAM AWARD RECIPIENT**

***Mobile Learning Labs – Paving New Pathways***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Addressing the need for skilled workers, Pueblo Community College has developed a solution focused on the adult learner through the development of Mobile Learning Labs providing flexible pathways and unique delivery methods. PCC has deployed 7 mobile labs to over 2,100 students, learned key lessons and a formula for success.

*Presenters:* Patricia Erjavec, President; Jennifer Sherman, Dean Business and Advanced Technology Division; and Amanda Corum, Executive Director, Pueblo Corporate College, CO

## **Grand Salon C**

### ***Shipshape Collaboration Helps Special Populations Set Sights on Careers***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Look through the spyglass at two workforce trainings — one for single moms experiencing intergenerational poverty and another for the homeless — to learn how sustainable partnerships were created, what additional supports were needed and how successful outcomes found “gold” for all — most importantly, confidence and self-reliance for newly minted college completers.

*Presenters:* Rick Bouillon, Associate Vice President Workforce and Economic Development; Chuck Parker, Director Workforce Training; Jennifer Saunders, Assistant Vice President Workforce Training and Continuing Education; and Karah Altman, Manager Workforce Marketing and Outreach, Salt Lake Community College, UT

## **Grand Salon G**

### ***Realigning with the 21st Century Workforce***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

UAFS has teamed up with local business partners and K-12 school districts to build a pipeline to success for students. The program is part of a state-wide regional workforce initiative designed to close the skills gap currently seen by business and industry. The presentation will focus on innovative programming to engage the next generation in high-demand opportunities in the regional workforce.

*Presenters:* Amanda Seidenzahl, Director Regional Workforce Grants; Ken Warden, Dean College of Applied Science and Technology; and Ron Darbeau, Dean College of Science, Technology, Engineering, and Mathematics, University of Arkansas - Fort Smith, AR

## **Starfish**

### ***More Jobs Faster: Hybrid Cohorts and Partnerships***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

Lone Star College-North Harris has significantly increased student employability using training cohorts with hybrid classes and increased industry involvement. The Career & Applied Technology Division, made up of 7 programs, awards the largest number of stackable credit workforce certificates in the Lone Star College System. This interactive session will generate workable strategies for you.

*Presenters:* Michael Burns, Dean, Career and Applied Technology Division and Jim Nutt, Director Career and Applied Technology Division, Lone Star College - North Harris, TX

## **Marlin**

### ***Advancing Work-Based Learning in Your Community***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

Communities are facing skills gaps in industries that may not require a BA but do require some post-secondary education or training. Work-based learning activities help students plan career pathways and reach their career goals while creating a qualified workforce for businesses. Join us as we discuss implementation, share best practices and highlight tools and resources to use in your community.

*Presenters:* Marlena Sessions, Vice President of Public and Private Partnerships and Chris Bernhardt, Vice President of Corporate Training, Grant Associates, Inc., NY

## **Coral**

### ***Great Data for Great Decisions: CareerOneStop***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

CareerOneStop (COS) provides free, online tools to help job seekers, students, businesses and career professionals. Sponsored by the U.S. Department of Labor, COS helps workforce professionals serve diverse populations, with specialty portals for ex-offenders, veterans, youth, older workers, workers with disabilities, and career changers.

*Presenters:* Bill McMahon, Content Manager and Kelly Tenner, Outreach Manager, CareerOneStop, MN

## **Dolphin**

### ***Using Collective Impact and Collaboration Essentials for System Change***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

The purpose of this session will be to inform the audience on the lessons learned from Washington's Medical Assistant Collaboration Project. Specifically, the framework (collective impact and collaboration essentials) required to build consensus within a state system of colleges and its effort to create greater alignment in program efficiencies and outcomes across their health workforce programs.

*Presenters:* Dan Ferguson, Director Washington State Allied Health Center of Excellence, Yakima Valley College; Jennifer Johnston, Program Manager Healthcare Workforce and Transition Projects, Highline College; and Connie Lieseke, Adult Outpatient Project Manager, Kitsap Mental Health Services, WA

## **EXHIBITOR AND SPONSOR NETWORKING**

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**2:30 – 3:15 PM**

**GRAND SALON FOYER**

## **SESSION D**

**WEDNESDAY SEPTEMBER 26**

**3:15 pm – 4:15 pm**

### **Waters Edge A**

#### ***Survival of the Workforce Fittest: Preparing for the Four Paths of Job Evolution in the 21st Century***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

The session offers a framework for understanding the four different types of job evolution. As we detail, it's not only the blue collar or non-college educated worker that will face job evolution in the coming decades; in fact, the framework posits that in the next wave of job evolution, a house painter may see less disruption than a physician. We also offer prescriptive workforce guidance.

*Presenters:* Scott Latham, Professor, Strategy and Beth Humberd, Professor, Organizational Behavior, UMass Lowell, MA

### **Waters Edge B**

#### ***Leadership Development in Public Safety Certification Program (LDPS)***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Through a collaboration of local public safety organizations, Polk State College was able to develop a three-time award winning program to address a method to train the next generation of leaders to be job-ready on day one. The LDPS Certification Program provides 160 hours of noncredit leadership



training to those who are seeking advancement or who have been recently promoted to a supervisory position.

*Presenters:* Jamie Rowan, Program Manager and Garry Grafton, LDPS Program Specialist, Polk State College, FL

### **Waters Edge C**

#### ***Washington State's Center of Excellence: Employer Engagement Model***

TRACK: All Hands on Deck: Partnerships that Improve Program Design

Washington State's Centers of Excellence are flagship institutions that build and sustain competitive advantages through statewide leadership. Each Center focuses on a targeted industry that drives the state's economy and is built upon a reputation for fast, flexible, quality education and training programs. A targeted industry is identified as one that is strategic to the state's economic growth.

*Presenters:* Barbara Hins-Turner, Executive Director, Pacific Northwest Center of Excellence for Clean Energy, Centralia College; Dan Ferguson, Director Center of Excellence for Allied Health, Yakima Valley Community College; Mary Kaye Bredeson, Executive Director Center of Excellence for Aerospace and Advanced Manufacturing, Everett Community College; and Amy Hatfield, Dean Workforce and Basic Skills, Olympic College, WA

### **Grand Salon A**

#### ***Designing and Developing Programs and Curriculum for Current and Future Careers***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

What skills will students need for future careers and how do you know? Ivy Tech Community College is working closely with industry partners in numerous sectors to answer this and other workforce related questions. Using our highly innovative and newly developed interdisciplinary degree, we work with partner companies to customize degree outcomes to fit their current and future needs.

*Presenters:* Sue G. Smith, Vice President Advanced Manufacturing, Engineering, and Applied Science and Glen Roberson, Assistant Vice President, Dean of Ivy Institute, Ivy Tech Community College, IN

### **Grand Salon B**

#### ***Work-Based Learning Strategies and Employer Needs***

TRACK: Navigating the Complexity of Work-Based Learning

The world of work-based learning has evolved dramatically in the last several years and the rapidity of change is increasing in complexity. Presenters will cover career pathways based on stackable certificate programs; applied baccalaureate degrees; new apprenticeship models based on industry certifications; and, strategies to assist employers as they address the opioid crisis in their workforce.

*Presenters:* Robert J. Visdos, President, Workforce Institute, Inc., OR; Jo Alice Blondin, President and Brian Edwards; Dean of Health, Human, and Public Services, Clark State Community College, OH

### **Grand Salon C**

#### ***SNAP Employment and Training: Supporting Partnerships to Reach High-Barrier Populations***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

The Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) program has the potential to reach and support individuals facing significant barriers to improving their skills and

securing good jobs. SNAP E&T's flexibility to provide targeted employment and training services as well as robust supportive services makes it an effective tool for providers.

*Presenter:* Rachel Gragg, Senior Program Analyst, USDA- Food and Nutrition Service, DC

## **Grand Salon G**

### ***Guided Pathways Through Community College Baccalaureate***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Guided pathways and apprenticeship are the focus of a great deal of national attention. This presentation will take guided pathways beyond traditional associates degrees demonstrate how these techniques can be applied to the community college baccalaureate. The presentation will also highlight the use of professional certificates and apprenticeship along the pathway.

*Presenter:* Holly Moore, Retired - Executive Dean Georgetown Campus, South Seattle College, WA

## **Starfish**

### ***Manufacturing Brave New Futures***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

Educating status quo will not properly prepare a workforce for the Fourth Industrial Revolution. Stanley Kubrick correctly said "Technology is, in many ways, more predictable than human behavior." So, preparing for the future is a human issue. Leadership is required to prepare the platform for educating "New Collar Workers."

*Presenter:* Darrel Kesler, Professor and Dean, Ivy Tech Community College, IN

## **Coral**

### ***Dock Your Independence to Coast with Collaboration***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Participants will learn key strategies to enhance collaboration. Identifying their collaboration style along with ways to better work with collaborative partners will be explored. Addressing conflict situations with partnerships and the collaborative team will be addressed with recommended tips and techniques.

*Presenters:* Ollie Mannino, Director of Corporate and Workforce Training and Joy Zincon, Career Pathways Coordinator, Pikes Peak Community College, CO

## **Dolphin**

### ***Striking a Balancing: Diverse Students, Workforce Demands, and Financial Literacy***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Highline College is the most diverse college in Washington state where  $\frac{3}{4}$  students identify as a person of color. Implementing innovative programming is critical when meeting the needs of all students including formally incarcerated, low-income, immigrants/refugees while remaining responsive to changes with public benefits and the local workforce.

*Presenters:* Loyal Allen Jr., Workforce Education Services Director and Mariela Barriga, Student Success Coordinator, Highline College, WA

## EXHIBITOR AND SPONSOR NETWORKING

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4:15 – 4:45 PM

GRAND SALON FOYER

## LEARN MORE ABOUT NCWE AND HOW YOU CAN BECOME INVOLVED

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4:45 – 5:15 PM

STARFISH

## PRESIDENT'S RECEPTION – ALL ATTENDEES WELCOME

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5:30 – 7:30 PM

PRESIDENTS DECK

### SESSION E

THURSDAY SEPTEMBER 27

9:15 am – 10:15 am

#### Waters Edge A

##### ***An Entrepreneurial Approach to Work-Based Learning and Industry Partnerships***

TRACK: Navigating the Complexity of Work-Based Learning

This session covers partnerships benefiting business and industry, student groups, and your budget. You will have the opportunity to design your own innovative work-based program resulting in the trifecta of effectual learning groups, engaged business partnerships, and additional revenue generation for the college. Hear from national strategists and partnership experts.

*Presenters:* Alicia R. Hooks, Executive Director of the Entrepreneurship and Workforce Center; Kansas City Kansas Community College; Tiffany Stovall, President, MidAmerica Manufacturing and Technology Center; Sam Desue, Deputy CEO, Kansas City Area Transportation Authority; and Wesley Stith, Vice President of Purchasing, Clark Construction, KS

#### Waters Edge C

**SILVER SPONSOR**

##### ***The New Virtual Career Center: Connecting College and Careers***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

The new Virtual Career Center boasts interactive career development tools designed specifically for students. These tools are made more dynamic and informative by our proprietary labor market information and matching technology, removing the guesswork common in exploration. See firsthand how the new Virtual Career Center connects college and careers, guiding students to make good college and career decisions that will enable them to lead fulfilling lives and careers.

*Presenters:* Dan Cobus, Business Development Manager and Cynthia Portugal, Inside Sales Specialist, Geographic Solutions, FL

#### Grand Salon A

**PLATINUM SPONSOR**

##### ***Work-Based Learning: Design for Success with SkillsCommons***

TRACK: Navigating the Complexity of Work-Based Learning

Developed by California State University, Apprenticeships: Design for Success with SkillsCommons showcases free and open access to apprenticeship-related curriculum as well as exemplary practices for

the design and implementation of apprenticeship programs. Discover how you can freely use and reuse materials on SkillsCommon.org that are readily available for you.

*Presenters:* Rick Lumadue, Senior Program Manager; Maria Fieth, Program Manager; Christian Lagarde, IMPACTcommunity Ambassador; and Bruce Rankin, SkillsCommons Ambassador, California State University – Merlot, SkillsCommons, CA

### **Grand Salon B**

#### ***The Future of Financial Aid: State Innovation, Federal Opportunity***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

Throughout the country, there is growing interest in whether expanding access to high-quality, short-term programs via dedicated financial aid can help students get the in-demand credentials they need to be successful in an evolving labor market. Join a conversation on how policymakers are stepping up to close the student "opportunity gap" while also addressing the shifting needs of industry.

*Presenters:* Rachel Unruh, Chief of Staff, National Skills Coalition, DC; Girard Melancon, Executive Director for Workforce Education, Baton Rouge Community College, LA; Katie Brown, Senior Federal Policy Analyst, National Skills Coalition; and Randall Stamper, Assistant Vice Chancellor Career Pathways and Workforce Programs, Virginia Community College System, VA (invited)

### **Grand Salon C**

#### ***Utilizing Workforce Education to Stimulate the Manufacturing Industry in Eastern Washington***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

With the assistance of workforce training, a Washington state steel company doubled production output, more than quadrupled sales, increased throughput by 15 million pounds, and created additional employment opportunities in the northwest - over the span of just two years.

*Presenter:* Nolan Gruver, Executive Director Center for Workforce and Continuing Education, Spokane Community Colleges, WA

### **Starfish**

#### ***Commitment to Diversity, Inclusion and Equity in Workforce Education***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Washington State Centers of Excellence for Construction, Marine and Education have teamed with Dr. Rita Cameron-Wedding, an international expert, to develop training on impacts of implicit bias and lack of diversity in the workforce; creating a model that can be replicated by two-year institutions and apprenticeship programs nationally.

*Presenters:* Ann Avary, Director Center of Excellence for Marine Manufacturing and Technology, Skagit Valley College; Shana Peschek, Director Construction Center of Excellence, Renton Technical College; Rita Cameron-Wedding, Retired Professor of Women Studies, Sacramento State University; and Jamie Wells, Director Careers in Education Center of Excellence, Green River Community College, WA

### **Marlin**

#### ***Career Pathway...Guided Pathway... Huh?***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

For over 10 years, workforce educators have built comprehensive career pathway models now codified in WIOA and HEA. A new reform effort, guided pathways, is sweeping post-secondary education systems

across the US. How can the two pathway efforts leverage each other? How do we move past the confusion to build a complementary relationship between the workforce and academic sides of the college?

*Presenters:* Judy Mortrude, Senior Policy Analyst and Anna Cielinski, Senior Policy Analyst, Center for Law and Social Policy, DC

## **Coral**

### ***Innovative Partnership Models for Skilled Immigrant Integration***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

The integration of immigrant skills into academic and professional pathways is a challenge for many immigrant serving institutions. This session will explore innovative multi-sector partnerships taking place across the country through a new pilot program aimed at helping address systemic barriers to skilled immigrant integration.

*Presenters:* Katherine Gebremedhin, Director Partnerships and Program Development, WES Global Talent Bridge; Jill Casner Lotto, Director Community College Consortium for Immigrant Education, Westchester Community College; and Barbara Lindsay, Director Workforce Development and Careers, Emily Griffith Technical College, NY

## **Dolphin**

### ***Intrusive Advising and Employment Partnership Linkages for Student Success***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Selingo (2014) suggests that early intervention by a faculty advisor is a strong indicator of student success and retention. In this session, we will describe our intrusive and embedded faculty advising model, and its relationship with program-wide internship and employment partnerships.

*Presenters:* Ted McCadden, Associate Professor and Lisa Boone, Associate Professor, Community College of Baltimore County, MD

## **EXHIBITOR AND SPONSOR NETWORKING**

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**10:15 – 11:00 AM**

**GRAND SALON FOYER**

### **SESSION F**

**THURSDAY SEPTEMBER 27**

**11:00 am – 12:00 pm**

#### **Waters Edge A**

##### ***Equity and the Federal Policy Landscape***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Congress and the Administration have been addressing education and workforce policies where equity should be central. We will cover issues well-known to participants, like Perkins Career and Technical Education and WIOA performance, along with some less familiar: Ability-to-Benefit provision for Pell, “work requirements” for public benefits recipients, and career pathways from an equity perspective.

*Presenters:* Anna Cielinski, Senior Policy Analyst and Judy Mortrude, Senior Policy Analyst, Center for Law and Social Policy, DC

## **Waters Edge B**

**GOLD SPONSOR**

### ***Success in the Tech Economy***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

In this session, learn what is causing the huge demand for qualified IT workers and why this won't slow down anytime soon. Also, learn what businesses are looking for in qualified tech workers and how you can help make them job-ready. Finally, learn about some fantastic free resources from CompTIA that your organization can utilize.

*Presenter:* Kirk Smallwood, Vice President Business Development, CompTIA, IL

## **Waters Edge C**

**SILVER SPONSOR**

### ***Choosing Where to Thrive in a Hot Labor Market***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

In today's tight labor market, soon-to-be graduating students and workers have more options to consider when deciding where to locate to launch their careers! Discover how to balance growth forecasts, hiring activity, industry mix, wages, cost of living, and demographics across different regions to increase workers' chances to thrive.

*Presenter:* Wilson Cox, Account Manager, Chmura Economics and Analytics

## **Grand Salon B**

### ***Innovative Strategies: Three College Perspectives on Intricacies of Apprenticeship***

TRACK: Navigating the Complexity of Work-Based Learning

Although work-based learning offers tremendous opportunities for students, community college/employer partnerships for work-based learning, and apprenticeships in particular, remain limited. Three college representatives will share their models, tackle myths and impart their strategies to expand apprenticeships and increase opportunities for a diverse group of students.

*Presenters:* Rebecca Lake, Dean, Workforce and Economic Development, Harper College, IL; Anne Willaert, MnAMP TAA Grant Director, South Central College; and Holly Moore, Retired - Executive Dean Georgetown Campus, South Seattle College, WA

## **Grand Salon C**

### ***The Skills Gap – How Baseline Competency Assessments Can Improve Your Workforce***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

Polk State Corporate College provides assessments, training, and certification resources to develop and sustain Florida's manufacturing workforce. We help organizations understand their skills gaps and align them with specific training and certification pathways to close those gaps.

*Presenters:* Matthew Lenihan, Program Coordinator and Sam Hale, Program Coordinator, Polk State Corporate College, FL

## **Grand Salon G**

### ***Transformational Partnerships to Meet Manufacturing***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

The key to meaningful community impact is a local platform designed to execute that includes industry, government, educators, and students. In the Central Valley such a partnership has emerged within the high-growth Manufacturing Sector. Presenters will highlight how the relationship among stakeholders is a partnership aimed at transformation through incremental change over a several year period.

*Presenters:* Ka Xiong, Special Projects Program Coordinator, Fresno Regional Workforce Development Board; Kris Costa, Dean Career Technical Education, West Hills Community College Lemoore; and Pedro Mendez, Dean Career Technical Education, Modesto Junior College, CA

## **Marlin**

### ***Mental Health First Aid: An Essential for Developing Health Professionals***

TRACK: Turning the Tide: The Future of Work and "New Collar Jobs"

This session will explore the possibilities and challenges of embedding a Mental Health First Aid certification in community college health professions programs. We will discuss one college's experience embedding MHFA in its programs and explore how it can potentially contribute to student employment as well as 21st century healthcare skills.

*Presenters:* Renee Edwards, Senior Researcher and Sara Haviland, Senior Researcher, Education and Employment Research Center Rutgers University; Lisa Duddy, Academic Director Health Professions and Susan Barnard, Dean Health Professions, Bergen Community College, NJ

## **Coral**

### ***Poverty, Inequality and Education***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

This workshop will offer hands on professional development and insight techniques that can be replicated at your campus for your faculty and staff or anyone who comes in direct contact with diverse student populations to help them create a more inclusive learning environment.

*Presenter:* Stacia Thompson, Program Director- Business and Workforce Solutions, Gateway Technical College, WI

## **Dolphin**

### ***Giving Students Voice: Advancing Public Policies that Work for Working Learners***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Every year, state and federal policymakers discuss education policy, all the while missing a key voice at the table: students. Join in a conversation on how community colleges and national advocacy organizations are creating platforms for students to shape education policies that affect them directly: including policies around college access, student supports, and outcomes data.

*Presenters:* Jessie Leslie, National Network Director, National Skills Coalition; David Bathe, Chancellor, Ivy Tech Community College – Lafayette; **TBD, Young Invincibles**; Jessica Cardott, National Network Director, National Skills Coalition

**SESSION G**  
**THURSDAY SEPTEMBER 27**  
**1:30 pm – 2:30 pm**

**Waters Edge A**

***Statewide Transformation: Aligning Industry Sector Partnerships with Regional Training Programs***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Manufacturing is the top private sector in Ohio, employing nearly 700,000. Ohio TechNet, a consortium with 15 colleges, plays a central role in supporting workforce strategies spearheaded by industry leaders within the Ohio Manufacturers' Association. Learn how sector partnerships are leveraged to impact statewide policy addressing Ohio's manufacturing skills gap.

***Presenters:*** Terri Burgess Sandu, Director, Talent and Business Innovation, Lorain County Community College; Eric Burkland, President, Ohio Manufacturers' Association; and Emily DeRocco (or designee)

**Waters Edge B**

**SILVER SPONSOR**

***Instructor Leadership and Resources***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

The session will focus on sharing ideas about instructor leadership, how to qualify adjunct instructors and build resources with them, how to manage both part-time and full-time staff, managing resources that support instructors, and knowing that they are ready to teach adult education courses. We will share ideas about how to find, build, and evaluate instructors. We can share the concept of certification and validation of your instructors. Please bring your best ideas to share as well.

***Presenters:*** Girard Melancon, Executive Director Continuing Education, Economic Development and Workforce Solutions, Baton Rouge Community College, LA and Trenton Hightower, Vice President Strategic Partnerships and Business Development, ProTrain, NC

**Grand Salon A**

***Career Pathways and SNAP 50/50 Integration Increases Economic Mobility***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Find out how Oregon's community colleges are using the successful Career Pathways framework and SNAP 50/50 to build partnerships and services that can increase student success, college completions, and career opportunities offering economic mobility. Learn how SNAP 50/50 can expand and improve what colleges are already doing well to better support SNAP recipients to build skills and enter careers.

***Presenters:*** Kate Kinder, Career Pathways and Skills Training Director and Marc Goldberg, Associate Vice President of Workforce Development and Continuing Education, Portland Community College, OR

**Grand Salon B**

***Out With the Old, Now What to Do? Pre-Apprentice Partnerships***

TRACK: Navigating the Complexity of Work-Based Learning

Pre-Apprentice partnership program established with grant funding from the Arkansas Department of Higher Education to assist high school students in filling the growing skills gap in the plumbing and electrical trades nationwide. The program has been developed with input from a community college, local school districts, a traditional apprenticeship program, and industry partners.



*Presenters:* Matthew Cummings, Pre-Apprenticeship Coordinator and Pat Simms, Vice President of Academic Affairs, College of the Ouachitas; Kathy Fulks, Executive Director and Donnie King, Director of Workforce Development, Arkansas Construction Education Foundation, AR

### **Grand Salon C**

#### ***Lessons on 21st Century Skill-Building from Siemens-Aspen STEM Award Winners***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

This session will provide an overview of Aspen CEP's latest research based on hundreds of interviews with employers, K-12 professionals, and college leaders on how to enhance students' "21st Century" skillsets and explore specific case studies from this cycle's Siemens-Aspen Community College STEM Award winners.

*Presenters:* Brittney Davidson, Senior Program Manager and Karthik Ilakkuvan, Program Associate, Aspen Institute College Excellence Program, DC

### **Grand Salon G**

#### ***Putting the Employer in the Middle: An Upskill/Backfill Approach***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

The "gray tsunami" is ravaging the ranks of the highest skilled/most experienced employees as "boomers" retire. Simultaneously, the flow of talent to many entry level positions is insufficient to meet current demand, thwarting growth and succession planning. Time for ... upskill/backfill partnerships!

*Presenter:* John Kim, Executive Director, Seattle Jobs Initiative, WA

### **Marlin**

#### ***Iowa's Statewide Approach to Building and Supporting Collaborative Sector Partnerships***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

The Iowa Department of Education collaborates with Iowa's 15 community colleges to build, connect, and empower employer-led, community-based sector partnerships to combat a shortage of skilled labor. Learn more about newly developed statewide materials, strategies, and initiatives to continue to support the development and growth of collaborative sector partnerships in Iowa.

*Presenter:* Joe Collins, Sector Partnership and Career Pathways Consultant, Iowa Department of Education, IA

### **Coral**

#### ***Challenges and Lessons from a Nine-College Consortium in Washington State***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

In this session, participants will learn of an innovative, collaborative educational partnership which opens a common community college experience to students across multiple colleges. Each college awards versions of the Homeland Security / Emergency Management degree based on common instruction delivered by experts at partner institutions.

*Presenters:* Ron May, Dean of Health and Technology, Pierce College; Amy Hatfield, Dean of Workforce Development and Basic Studies, and Steve Quinn, Advisor, Olympic College, WA

## **Dolphin**

### ***Behavioral Health and Equity: Culturally Responsive Campus and Workforce***

TRACK: Harnessing the Power of a Diverse Crew: Why Diversity and Equity Matter

Are your allied health programs preparing students for behavioral health-primary care integration? Behavioral Health Organizations and Community Colleges collaborate to promote equity on campus and in the workplace. Strategies for recognizing and responding to the diverse needs of students and patients will be examined. In this workshop we will: discuss the prevalence of mental illness in college communities; identify key concepts for college and workforce mental health equity; and examine strategies for meeting these needs.

*Presenters:* Jennifer Johnston, Program Manager Healthcare Workforce and Transition Projects, Highline College and Melissa Glenn, Clinical Services Director, Valley Cities Counseling and Consultation, WA

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## **EXHIBITOR AND SPONSOR NETWORKING**

**2:30 – 3:15 PM**

**GRAND SALON FOYER**

### **SESSION H**

**THURSDAY SEPTEMBER 27**

**3:15 pm – 4:15 pm**

#### **Waters Edge A**

##### ***Flipping the Script on Soft Skills***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

Many people are eager to learn new skills, but sustaining long-term employment requires more. Participants in this session will learn about the innovative Leadership By Design curriculum created to uncover the power and attributes of one's lived experience, and how community curation, power skills, and social capital contributes to career success.

*Presenters:* Jamon Alexander, Adult Program Director and Leanne Rhoads, Program Director, West Michigan Center for Arts + Technology, MI

#### **Waters Edge B**

##### ***Intersection Connection Combines 50 million in Private, Public, and Educational Support***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Community colleges don't typically have state-of-the-art sports facilities, inpatient care, or financial classes for K-12, but by partnering with key institutions looking to expand their footprint, we can offer university style services while decreasing the budget and improving student career readiness through practical internships in health care, childhood education, and financial literacy.

*Presenters:* Andrew L. Antonio, Executive Director of Engagement; David Bathe, Chancellor; and Geoff Knowles, Executive Director of Sites and Institutional Research, Ivy Tech Community College, IN

#### **Waters Edge C**

##### ***Creating Innovative Partnership for Today's Workforce***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

The need to establish employer partnerships for today's workforce is imperative. This session will provide tools that build viable relationships with potential employer partners that produces results. This session will identify methods in getting the employer partner to say YES to the partnership, identify goals and work through difficult conversations as needed.

*Presenter:* Janell Hills, American Apprenticeship Initiative Program Director, Houston Community College, TX

### **Grand Salon A**

#### ***Sunny Days and White Sandy Pathways: Living the Credit-Worthiness Dream***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Under the leadership of a Dean whose responsibilities include credit and non-credit career programs, learn how a community college in New Jersey has successfully aligned non-credit career programs, such as Medical Assistant, Hotel Guest Services, Real Estate and more to create a "smooth sailing" pathway towards college credit.

*Presenter:* Donna Vassallo, Dean Career Education and Workforce Development, Atlantic Cape Community College, NJ

### **Grand Salon B**

#### ***Workforce Education and WIOA: A Successful and Sustainable Partnership***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Nashville State Community College is a partner with all Economic and Community Development organizations within Middle Tennessee. The Workforce Innovation and Opportunity Act (WIOA) of 2014 facilitates employment services, workforce development, adult education, and rehabilitation activities. This workshop will share practices of a successful partnership that fosters economic prosperity.

*Presenters:* Reginald Gardner, Executive Director Workforce Community Development, Nashville State Community College, TN

### **Grand Salon C**

#### ***Transformative Partnerships – The Secret of our Success***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Clark State Community College understands that the purpose and value of a degree lies outside the organization, with our employers, and not inside the college. Our degrees add value to our business partners, offering programs and curriculum designed for/by these customers in collaboration with faculty. Our employers are more committed to partnership in order to develop relevant curriculum. What is our secret sauce? Come to the presentation to learn tips and to create relevant curriculum that meets workforce needs for now and tomorrow.

*Presenters:* Aimee Belanger-Haas, Dean Business and Applied Technology and Toni Overholser, Director Workforce and Business Solutions, Clark State Community College, OH

### **Grand Salon G**

#### ***Impactful Faculty Advising as Front-Line Advisors***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

In a time of tight budgets and advising staffs that are left short-handed, faculty advisors can lead the way in creating meaningful relationships with students pursuing a program certificate or degree.

Declaring a meaningful advising role for adjunct faculty to increase the student experience and engagement is a paradigm shift for institutions.

*Presenters:* Travis Binkley, Director of Student Services and Ronald J Gordon, Dean Enrollment Services, Clark State Community College; and Phyllis Cummins, Senior Research Scholar, Scripps Gerontology Center, Miami University of Ohio, OH

### **Starfish**

#### ***Career Pathways: Why Partner on Integrated Education and Training Programs***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

Adult learners are getting a jump start on their careers through Integrated Education and Training (IET) programs that integrate adult basic education and postsecondary training. This session will provide an opportunity to hear from a panel of leaders who have collaborated on the implementation of IET programs.

*Presenters:* Amanda Abens, Dean of Workforce Development and Laurie Kierstead-Joseph, Pima Community College; and Dorothee Harmon, Pima County Arizona@Work, AZ

### **Marlin**

#### ***Unlocking Career Advancement for Immigrant Workers***

TRACK: Seeking the Perfect Wave for Job Success: When Training is Not Enough

English language training has not been traditionally seen as workforce development, but it is key to unlocking career potential for immigrant workers, leading to improved soft skills and technology literacy. This session will explore innovative models designed to help workers move into middle-skill jobs and close the skills gap, including the Forum's retail-contextualized, blended English training.

*Presenters:* Jennie Murray, Director of Integration Programs and Dan Kosten, Policy and Advocacy Assistant Director for Skills and Workforce Development, National Immigration Forum, DC

### **Coral**

#### ***Leveraging External Partnerships - Using Pre-Hire Assessments***

TRACK: All Hands On Deck: Partnerships that Improve Program Design

This session will seek to demonstrate how strategic sector-based partnerships can support both local employers' and institutions of higher learning. Modeled by Forsyth Technical Community College supporting R. J. Reynolds Tobacco Company's candidate recruitment and screening processes utilizing ACT's WorkKeys assessments system. It will identify how the use of WorkKeys assessments in this partnership benefit both the business and community college while meeting the needs of the workforce. It will show how partnerships work to understand complementary goals and how to achieve those goals. The collaboration opens the lines of communication for additional partnership opportunities.

*Presenters:* Juanita Murphy, Director of Career Support and Advancement, Forsyth Tech Community College and Barbara R. Carter, Talent Acquisition Partner-Regulatory, RJReynolds, Inc., NC

### **Dolphin**

#### ***How High-Quality Youth Summer Work Experiences Can Strengthen Local Workforces***

TRACK: Navigating the Complexity of Work-Based Learning

Learn more about how Washington, DC has engaged thousands of disconnected youth through the city's Summer Youth Employment Program. The presenter will explain DC's innovative approach to

strengthening the local workforce through increased private and nonprofit sector engagement in the program, also focusing on the employer and youth experience.

*Presenters:* Unique Morris-Hughes, Interim Director, and Melanie Winfield, Deputy Director for Workforce Development, Department of Employment Services, DC