

# Methodology to Assess Workforce Readiness

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The Conference Board Conference Center  
New York, NY

**LESLIE BELLER**  
**Manager, Career Services**  
**Chicago Public Schools**

Ms. Beller is the manager of a new Career Services division at the Chicago Public Schools that targets K12 career development and post-secondary job placement. In this role, Ms. Beller will develop and execute a workforce development strategy to successfully bridge the aspirations and assets of CPS students to Chicago's diverse economy. Prior to CPS, Ms. Beller was the program director for youth initiatives at the Chicago Workforce Investment Council where she led citywide initiatives to create systemic accountability to 21st century skill development. Looking to improve career readiness soft-skills development, Ms. Beller developed and deployed a new Employability Assessment that is being used by Chicago Public Schools, After School Matters and Department of Family and Support Services impacting over 75,000 youth in 2012. Previously, Ms. Beller served as the associate director of corporate and foundation relations for the University of Virginia where she initiated research, funding and programming in Diversity and Equity. She is co-founder and former President of i.c.stars, a Chicago-based information technology leadership program that strengthens the business and civic potential of inner city young adults. She began her career as a director at Jobs For Youth, one of Chicago's largest job training and placement providers.

**SANDY BOYD**  
**Senior Vice President, Strategic Initiatives**  
**Achieve**

Ms. Boyd joined Achieve in 2006 and currently serves as the senior vice president of strategic initiatives. In this capacity, she is responsible for positioning Achieve's initiatives and major programs for success, directly managing Achieve's strategic alliances and partnerships, and overseeing external affairs and communications so that Achieve can fulfill its mission of ensuring all students graduate from high school ready for college, careers and citizenship. Before joining Achieve, Ms. Boyd was vice president of human resources policy for the National Association of Manufacturers (NAM). There, she served as a senior advocate before Congress and federal agencies on workplace issues, including education, training, competitiveness, immigration, labor and employment. Ms. Boyd, served in leadership roles in a number of broad-based national coalitions, including serving as chair of Compete America and the first employer-based workplace flexibility coalition, the FLECS coalition. She also served on the National Advisory Commission on Workplace Flexibility and is a former board member of the National Immigration Forum. Prior to working for NAM, she was the assistant general counsel to the Labor Policy Association, an association of Fortune 500 senior human resources executives. Ms. Boyd also practiced law at Epstein, Becker and Green and served as an adjunct professor at George Washington University National Law Center. Ms. Boyd is a frequent speaker on education reform and human resources issues and has written extensively on these topics. In addition to her role as an author and editor of various Achieve publications, she co-authored the *Employers Guide to the Fair Labor Standards Act*, the *Fair Labor Standards Handbook for States, Local Governments and Schools* and the law school text *Cases and Material on Federal Labor Standards (2nd Edition)*. She also has contributed to the *American Bankers Association Human Resource Compliance Manual*, *State by State Guide to Human Resources Law*, and the

*Employers Guide to Controlling Sexual Harassment*, published by the Thompson Publishing Group. Ms. Boyd obtained her J.D. from George Washington University and her B.A. magna cum laude from San Diego State University.

**CORDELL CARTER**

**Director, Public Policy**

**Business Roundtable**

Mr. Carter is director of public policy, leading the Education & Workforce and Information & Technology Committees for the Business Roundtable. Previously, he was director of the school support services division, director of business systems and special assistant to the chief financial operations officer, respectively, for Seattle Public Schools. For the urban school district, he led enterprise-wide operational and strategic initiatives such as: creation of balanced scorecards and performance metrics for the central office; delivery of business process redesign training to hundreds of employees; collaborative budget development and labor negotiations with the city teachers' union. Prior to joining Seattle Public Schools, Mr. Carter was visiting attorney for Kreditanstalt für Wiederaufbau (KfW) Bankengruppe's Office of Legal and Executive Strategy in Frankfurt, Germany. In this role, he focused on public-private partnerships and the European carbon emission credits trading system, and advised on several aspects of U.S. law. Previously, Mr. Carter was a strategy consultant for IBM Business Consulting Services – Public Sector, where he focused on enterprise architecture, change management and business process reengineering projects for several federal and state government clients. Mr. Carter has participated in the Broad Residency in Urban Education Cohort 2008, serving his two-year Residency in Seattle Public Schools. He was also a Robert Bosch Foundation Fellow, was appointed as the national student director of the American Bar Association's Client Counseling Competition and a winner of the 2007 Illinois Bar Association's Public Service Award. Mr. Carter earned a Jurisprudence Degree from the University of Notre Dame Law School, Masters of Science in Public Policy and Management Studies from Carnegie Mellon University and Bachelors of Arts in Political Science and Economics from the University of Washington.

**BARBARA A. CHOW**

**Education Program Director**

**The William and Flora Hewlett Foundation**

Ms. Chow began her term as the education program director with the Hewlett Foundation in the fall of 2008, coming from the House Budget Committee where she served as policy director. From 2001-2007 she was the executive director of the National Geographic Education Foundation and vice president for education and children's programs at National Geographic. Ms. Chow served in both terms of the Clinton administration. From 1993 to 1997, she was a special assistant to the president for legislative affairs, acting as White House liaison to Congress on economic, budget, and appropriation matters. From 1997 to 2001, Barbara worked in the Office of Management and Budget, where she was the program associate director for education, income maintenance, and labor. Starting in 2000, she kept the OMB position and added the position of deputy director of the White House Domestic Policy Council. Earlier in her career, she worked as a member of the staff of the U.S. Senate Budget Committee, as staff member of the Senate Democratic Policy Committee specializing in energy and natural resource issues, and

as a manager of federal budget policy at Price Waterhouse. She also served on two presidential transition teams—in 1992 for President-elect Clinton and in 2008 for President-elect Obama. Ms. Chow served as a member of the board of Grantmakers for Education from 2001 to 2006, the last two years as co-chair and then chairperson; as ex-officio board member of the National Environmental Education Foundation from 2004 to 2006; and as a member of the steering committee of the Geography Education National Implementation Plan from 2001 to 2006. Raised in Fullerton, California, Ms. Chow has a bachelor's degree in government from Pomona College and a master's degree in public policy from the University of California, Berkeley. She is married to Steven Ray and has two children, Kate and Lucas.

## **DAVID F. CLUNE**

**President**

**ERB**

Since 2004, Dr. Clune has been president of educational records bureau, a not for profit educational member association, serving nearly 2000 schools in the United States and 50 countries overseas. The mission is to provide schools with computer adaptive assessments and near instantaneous feedback to inform schools with their educational assessment needs, including links to next steps instruction and professional development. From 1982-2004, he was the superintendent of Wilton Public Schools Wilton, CT. Dr. Clune was also: president Headmasters Association, president Suburban School Superintendents Association, a Paul Harris fellow, chair Elizabeth Raymond Ambler Charitable trust, national superintendent of the year finalist, Connecticut superintendent of the year, University of Connecticut superintendent of the year, ABC host family, and on the Wilton Library association board. Dr. Clune obtained his Ph.D. from the University of Connecticut in 1971. His Ph. D. Dissertation: *The Legal Pattern for the Regionalization of Public Schools Districts in Massachusetts*.

## **MICHAEL COHEN**

**President**

**Achieve**

A nationally-recognized leader in education policy and standards-based reform, Mr. Cohen became president of Achieve in 2003. He has held several key roles in education during the past 20+ years, including director of education policy at the National Governors Association (1985-90) and director of planning and policy development at the National Association of State Boards of Education (1983-1985). During the Clinton Administration he served as assistant secretary for elementary and secondary education, special assistant to President Clinton for education policy, and senior advisor to U.S. secretary of education Richard Riley. Created in 1996 by the nation's governors and corporate leaders, Achieve is an independent, bipartisan, non-profit education reform organization based in Washington, D.C. that helps states raise academic standards and graduation requirements, improve assessments and strengthen accountability so all students graduate ready for college, work and citizenship. Under Mr. Cohen's leadership, Achieve launched the American Diploma Project Network, formed the Partnership for the Assessment of College and Career Readiness (PARCC) – one of two multi-state consortia developing common assessments – and helped develop the Common Core State Standards.

**MIKE ECHOLS**

**Executive Vice President, Strategic Initiatives  
Director, Human Capital Lab  
Bellevue University**

Dr. Echols is a significant force in corporate learning. An internationally known thought-leader on evaluating and improving the ROI on human capital, Dr. Echols' three books on the subject, *ROI on Human Capital Investment*, *Competitive Advantage from Human Capital Investment*, and *Creating Value with Human Capital Investment* have been widely read in "C-suites" around the globe. In 2007, Dr. Echols was named one of the "Top 20 Most Influential Training Professionals in the U.S." by *Training Industry, Inc.* His work with Bellevue University's corporate clients has garnered the University several prestigious honors and awards including a CUBIC (Corporate University Best In Class) Award for "Most Innovative Corporate Resource" in 2005. Bellevue University was ranked in the Top Leadership Development programs nationally by *Leadership Excellence* magazine. Previously, Dr. Echols worked as a corporate executive in three senior executive roles with the General Electric Company. He earned his undergraduate degree from Carnegie Mellon University in physics, his MBA from the University of Pittsburgh, and his Ph.D. from the College of Business at the University of California, Berkeley.

**CHARLES FADEL**

**Senior Fellow  
The Conference Board  
Founder & Chairman  
Center for Curriculum Redesign**

Mr. Fadel is a global education thought leader and expert, author, and inventor, with several affiliations: founder and chairman of the Center for Curriculum Redesign, visiting scholar at Harvard's GSE, MIT's ESG/IAP and Wharton/UPenn's CLO, senior fellow, human capital at The Conference Board, vice-chair of the Education committee of BIAC/OECD, co-author of a best-selling book titled "21<sup>st</sup> Century Skills", board member at Innovate/Educate, angel investor with Beacon Angels in Boston, former Global Education Lead at Cisco Systems. He has worked with a wide variety of education ministries and organizations, and has contributed to education projects in more than thirty countries. He has contributed to and has been featured by media such as National Public Radio (NPR), the Canadian Broadcasting Corporation (CBC), the Huffington Post, and others. He holds a bachelor of science in electronics /physics with a minor in neuroscience, and an MBA. He has been awarded five patents.

**KATHY HUGHES**

**Assistant Director for Work and Education Reform Research  
Community College Research Center  
National Center for Postsecondary Research  
Institute on Education and the Economy  
Teachers College, Columbia University**

Dr. Hughes is the assistant director for Work and Education Reform Research at the Community College Research Center (CCRC), Teachers College, Columbia University. Since joining CCRC

in 1995, Dr. Hughes has led and conducted research on the transition from high school to college and careers, including projects addressing secondary-postsecondary partnerships, dual enrollment, state policies that facilitate transitions and pathways, incoming community college student assessment and placement, student retention, work-based learning, and high school career academies, among other topics. Dr. Hughes has published results from her work in a range of periodicals including *Journal of College Student Retention*, *Community College Review*, *Teachers College Record*, *Techniques*, and *Phi Delta Kappan*, and she co-authored the book *Working Knowledge: Work-Based Learning and Education Reform* (with Bailey and Moore; from RoutledgeFalmer Press). Dr. Hughes serves on the New York City Advisory Council for Career and Technical Education and speaks frequently at conferences and other venues to share research results to inform improvement in education policy and practice. She holds a doctorate in sociology from Columbia University.

### **PATRICK KELLY**

**Director, North America Recruiting Leader  
IBM**

Mr. Kelly is currently responsible for all recruiting for IBM in North America including strategy, programs, policy, process and fulfillment. He is currently based out of the Somers, NY office. He and his family live in Newtown, CT. Mr. Kelly recently filled the role of growth markets recruiting leader and in this role, his responsibility covered recruitment for the IBM Growth Markets Unit worldwide. Mr. Kelly managed the recruitment operations of seven Growth Market Teams (GMT's) around the world and was accountable for demand capture, hiring tracking and overall fulfillment. Mr. Kelly also filled the role of AP recruiting leader. In this role he was responsible for strategy, programs, policy, process and fulfillment. He was also focused on a global transformation project for these GMT's that standardized the recruitment process and aligned the recruitment organization to one globally integrated function. During this international assignment, Mr. Kelly lived with his family in Shanghai, working at the GMU HQ. Previously, Mr. Kelly was the US GBS SAP recruiting leader responsible for strategy, programs, policy, process and fulfillment supporting the SAP Practice's strong growth and profitability. Prior to this role, Mr. Kelly was a strategist in the Alliance Group responsible for developing and supporting Business Consulting Services' (BCS) Alliance Strategy to successfully integrate with OneIBM alliance program. In this role he played a key role in developing and supporting the On Demand and web services points of view, including financial modeling and interlock with other IBM offerings. Mr. Kelly joined IBM via the PwCC acquisition, where he was a managing consultant in the corporate and operations strategy practice. In this role, he was a member of a five-man team within the practice, successfully executing account management activities such as identifying potential industry clients, preparing analysis on financial performance and leverage points, developing matrices of key stakeholders/key executive contacts, creating go-to-market proposals, winning client engagements, successfully exceeding client expectations and positioning follow-on work. He holds a Master's Degree from Boston University and a Bachelor's Degree from Lafayette College.

**DOUG LYNCH**  
**Vice Dean**  
**Graduate School of Education**  
**University of Pennsylvania**

Trained as an economist, Dr. Lynch is the vice dean at the University of Pennsylvania Graduate School of Education and also serves as a director for the Wharton School's Aresty Institute for Executive Education and is a senior fellow at the Fels Institute of Government. Dr. Lynch is a leading figure in the field of educational entrepreneurship and is the founder of NEST (Networking Education Entrepreneurs for Social Transformation), a "business incubator dedicated to education entrepreneurs." In collaboration with Gregory Milken of the Milken Family Foundation, Dr. Lynch developed the Penn GSE-Milken Education Business Plan Competition, a competition designed to stimulate innovation in education and to connect entrepreneurs to venture capitalists and funders. He also created a partnership between the University of Pennsylvania and Teach for America to support the corps members serving in Philadelphia. At Arizona State University, he helped to start Genesis Academy, one of the first charter schools in the country. At New York University, he was an early adopter of e-learning and has testified before Congress and the UN on the subject in the mid-90's. Dr. Lynch is also a leading figure in corporate training. At Penn he created the first doctoral program for leaders in the space, the Penn CLO Program, and at NYU he created "Corporate Learning Services," an advisory program for large organizations such as American Express and JetBlue Airways on developing corporate universities. He has sat on the board of the American Society for Training & Development, has been the chair for American Education Research Institute's SIG on Workforce education, chaired the US delegation to ISO setting global standards for workforce training and currently sits on the board of visitors of the Central Intelligence Agency.

**TIMOTHY J. MAGNER**  
**Executive Director**  
**Partnership for 21<sup>st</sup> Century Skills**

Mr. Magner currently serves as the executive director for the Partnership for 21st Century Skills, the leading national organization that advocates for 21st century readiness for every student. Mr. Magner oversees this coalition of education, business, community and government leaders, which provides tools and resources to help transform the U.S. education system by fusing the mastery of core content with the 4Cs (critical thinking and problem solving, communication, collaboration, and creativity and innovation). Mr. Magner has had an extensive career in education, serving most recently as the vice president of keystone for KC Distance Learning (KCDL) as well as the director of the office of educational technology for the U.S. Department of Education. Mr. Magner holds a Master's Degree in Education from Harvard University and is currently pursuing a Doctorate of Organizational Leadership from Pepperdine University.

## **MERRILEA J. MAYO**

**Founder**

**Mayo Enterprises, LLC**

Dr. Mayo, founder of the Mayo Enterprises, LLC consultancy, is currently assisting Innovate+Educate (I+E) and ROI Ventures (ROI) on workforce and education-related strategies for the W.K. Kellogg Foundation. Other projects have included writing an Intel-funded science policy report for the Information Technology and Innovation Foundation (ITIF), providing advice on game-based learning to the Susan Crown Exchange, and assisting the Teaching Institute for Excellence in STEM (TIES) with an overarching strategy for education at NASA, under request of the Office of Administrator. Dr. Mayo was previously director of future of learning initiatives at the Ewing Marion Kauffman Foundation. Her portfolio there included video-game based learning, educational virtual worlds, and cell phone delivered learning. From 2001-2006, Dr. Mayo was director of the Government-University-Industry Roundtable (GUIRR) of the National Academies. GUIRR focused on trisector issues such as the science and engineering workforce, intellectual property rights, the impacts of globalization on national competitiveness, STEM education, deemed exports regulations, and national-laboratory university collaborations. Dr. Mayo's other work included two years at Sandia National Laboratories, 11 years on the faculty of Pennsylvania State University, and a founding role in both ASTRA (an advocacy organization for the physical sciences) and the University-Industry Demonstration Partnership (an organization devoted to improving the ability of companies and universities to conduct joint research). Dr. Mayo is a materials scientist and engineer by training, having received her doctorate degree in that field from Stanford University in 1988, publishing approximately 80 technical articles, and serving as the Materials Research Society's president in 2003.

## **GLENN MILEWSKI**

**Executive Director**

**College Board**

Dr. Milewski is the executive director of the College Board's Preliminary SAT/National Merit Scholarship Qualifying Test (PSAT/NMSQT), a test taken by more than 3.5 million students annually. He oversees all facets of the PSAT/NMSQT Program, including operations, partnerships with districts and states, product development, and communications. Prior to serving in this role, Dr. Milewski was a research scientist for the College Board's Higher Education Research Team, which oversees the research work that supports the SAT, SAT Subject Tests, and PSAT/NMSQT Programs. As a researcher, Dr. Milewski worked on the development and implementation of the new SAT (introduced in 2005) and as the lead psychometrician for the PSAT/NMSQT Program. He has designed, managed, and conducted numerous research studies and is the author of several College Board Research Reports. Dr. Milewski earned his bachelor's degree in psychology from Siena College and his doctorate in psychometrics from Fordham University.

**DALE RAMEZANI**  
**Director, Strategic Workforce Planning Operations**  
**The Boeing Company**

Ms. Ramezani is the director of university relations for The Boeing Company. In this role, Ms. Ramezani leads the definition, integration and execution of company strategies with colleges, universities and institutions of higher education. Ms. Ramezani has been with Boeing since 1982, starting in the Douglas Aircraft Company Career Advancement Program. She held various Engineering and Information Technology management positions and was responsible for the Baldrige-based Internal Assessment activity for Douglas for several years. Ms. Ramezani previously led Command Media and Vision Support Plan activities for Integrated Defense Systems (IDS) including the Command Media streamlining project. Prior to this, Ms. Ramezani was director of engineering resources for IDS where her responsibilities included coordination of engineering skills management for IDS including: skills identification, acquisition, development, retention and deployment as well as administration of the Technical Excellence selection program for the SW region. As director of engineering processes, Ms. Ramezani also provided oversight to Engineering functional Process Action Teams (PATs) to ensure progress in identifying and implementing common processes and systems for use across Space and Communications (S&C). Ms. Ramezani's special certifications include: California Award for Performance Excellence Judge from 2000-2002 and 2006-2209, National Malcolm Baldrige Examiner and Sr. Examiner in 1997, 1998 and 2005, Internal Corporate Quality Examiner from 1991 – 1997. Ms. Ramezani holds a Bachelor of Science in Mechanical Engineering from the University of Washington and completed graduate courses in Business Management from California State University – Long Beach.

**ELYSE ROSENBLUM**  
**Corporate Voices for Working Families**

Ms. Rosenblum is an attorney who consults with non-profits on social policy issues with a particular focus on education and workforce training policy. For the past several years, she has worked with Corporate Voices for Working Families, developing a robust body of research, business best practices and public policy strategies that advance the shared interests of business and employees. She also works closely with Year Up, a non-profit that provides training and internships for low income urban young adults. She leads a public policy coalition that includes Corporate Voices, Jobs for the Future and Year Up and other organizations working together to develop policy strategies that create opportunities for low skilled young adults while at the same time developing talent pipelines for employers. Previously, Ms. Rosenblum served as general counsel at Bass & Howes, a public policy consulting firm, where she specialized in education policy. Ms. Rosenblum has a longtime commitment to women's leadership, equity and issues that affect working families. She has served on the American Bar Association's Individual Rights and Responsibilities Committee. She was the founder of the Texas Journal of Women and Law at the University of Texas School of Law. At Williams College, she served on the President's Diversity Committee.

**JANE SCHULMAN**  
**Vice President, Adult and Continuing Education**  
**LaGuardia Community College**

Ms. Schulman is the vice president of the division of Adult and Continuing Education (ACE) at LaGuardia Community College, where she leads the division's senior leadership team. ACE served over 35,000 adults, children and businesses, yearly, in a wide variety of programs, courses and workshops. Serving at LaGuardia for over 30 years, Ms. Schulman has greatly contributed to making LaGuardia Community College a city, state and national model in the field of adult and continuing education. Over the years, Ms. Schulman has secured grant funding of more than \$35 million, and created and promoted numerous entrepreneurial programs that are responsive to the needs of individuals, businesses and the community. She is recognized by the New York State Department of Education as a leader in career development, and has authored training materials that have been implemented throughout the state. In 2009, LaGuardia was chosen by Goldman Sachs to be the first community college to pilot Goldman Sachs 10,000 Small Businesses initiative, Ms. Schulman spearheaded the development of Goldman Sachs 10,000 Small Business program at LaGuardia, as well as, the establishment of a Workforce1 Healthcare Career Center on campus, Pre-College Academic and Workforce Development programs for adults returning to education. Ms. Schulman received her Bachelors of Science in Education from SUNY at New Paltz and a Masters of Science in Guidance and Counseling from Brooklyn College.

**RANJIT SIDHU**  
**Senior Vice President, Strategic Initiatives**  
**ACT, Inc.**

Mr. Sidhu is the senior vice president of strategic initiatives at ACT. Mr. Sidhu serves as part of the organization's executive leadership team, which focuses on providing effective research, assessment, and intervention services that impact millions of people each year. In his role, he is responsible for overseeing the Office of Strategic Initiatives and executing the organization's external leadership agenda through advocacy, policy development, and the formation of key partnerships. Prior to assuming his current leadership role, he served as a senior vice president in ACT's Education Division, overseeing the Division's research, test development, and policy areas. Before joining ACT, Mr. Sidhu served as executive vice president of the National Council for Community and Education Partnerships (NCCEP). In that role, he had senior leadership responsibility for the organization's staffing and operations, as well as programmatic and policy initiatives, including national leadership of the GEAR UP program. In addition, he was active in building corporate and community relations services in order to promote the council's mission of forming partnerships among schools, communities, and colleges for the purpose of helping minority and underprivileged children obtain a higher education. Prior to joining NCCEP, Mr. Sidhu served as the executive vice president and chief operating officer for the National Association of Partners in Education, where he was responsible for external strategic alliances as well as operations.

**DOUG STEIN**  
**Vice President**  
**Product Development and Innovation**  
**ERB**

Mr. Stein has spent much of his career in mathematically- or educationally-related positions. After earning 2 Physics degrees by 1983, he spent four years teaching (with technology) Computer Science, Math, and Physics to 7-12<sup>th</sup> grade students at a Boston area independent school. He then shifted into software development – including serving as lead developer on an NSF project to develop a computer-based math curriculum on Chaos and Nonlinear Dynamics spanning high-school and university levels. In 1990 he moved to Illinois and joined Wolfram Research to develop the Mathematica technical computing system. During his time in Illinois, Mr. Stein also helped co-found with several other families the Countryside School - a K-8 independent school that uses a project-based curriculum in mixed-age classrooms; Countryside is still thriving and serves 148 students on its 14-acre campus. After his time at Wolfram Research, he joined Pearson Addison Wesley in 1994 to start a postsecondary interactive publishing unit focused on Math, Physics, Engineering, and Economics and released successful simulation-rich titles in each discipline. In 1997 Mr. Stein took a 6-year break from education and served as the CTO for a quantitative investment firm, as a strategy consultant for Microsoft, and as the CTO for a quantitative investment technology firm. In 2003 he joined Learning.com as its VP development to lead the creation of its web-based instruction and assessment titles and the internet-scale platform on which they would run. From 2007-2011 he ran his own strategy consultancy serving ed-tech and publishing firms. In March 2011 he joined ERB (Educational Records Bureau) as its VP product development and innovation. He's charged with developing a new generation of authentic assessments and services that support ERB's mission to light the pathways of learning.

**BERNIE TRILLING**  
**21st Century Learning Advisors**

Mr. Trilling is a 21st century learning expert, advisor, author, and the former global director of the Oracle Education Foundation, where he directed the development of education strategies, partnerships, and services for the Foundation and its ThinkQuest programs. He has served as board member of the Partnership for 21st Century Skills and co-chaired the committee that developed the highly regarded “rainbow” learning framework. Mr. Trilling has worked on a number of pioneering educational products and services and is an active member of a variety of organizations dedicated to bringing 21st century learning methods to students and teachers across the globe. Prior to joining the Oracle Education Foundation, Mr. Trilling was director of the technology in education group at WestEd, a U.S. national educational laboratory, where he led a team of educational technologists in integrating technology into both the instructional and administrative realms of education. He has also served in a variety of roles in both education and industry, including executive producer for instruction at Hewlett-Packard Company, where he helped lead a state-of-the-art global interactive distance learning network. As an instructional designer and educator, Mr. Trilling has held a number of professional educational roles in settings ranging from preschool to corporate training. Mr. Trilling co-authored the widely acclaimed book, *21st Century Skills: Learning for Life in Our Times*, published by Wiley. He has

also written dozens of articles for educational journals and magazines and is a featured speaker at numerous educational conferences. Recently, Mr. Trilling has been researching the common practices of over 400 schools that are models for 21st century learning as part of the Hewlett Foundation's Deeper Learning initiative. Mr. Trilling is a lifelong, self-propelled learner. He has devoted much of his career to furthering the kinds of learning experiences he has found most engaging, collaborative, relevant, and powerful, working to make these experiences available to learners of all ages.

## **TOM VANDER ARK**

### **CEO**

#### **Open Education Solutions**

Mr. Vander Ark is author of *Getting Smart* and founder of GettingSmart.com. Mr. Vander Ark is also CEO of Open Education Solutions and a partner in Learn Capital, a venture capital firm investing in learning content, platforms, and services with the goal of transforming educational engagement, access, and effectiveness. Previously he served as president of the X PRIZE Foundation and was the executive director of education for the Bill & Melinda Gates Foundation where he implemented \$3.5 billion in scholarship and grant programs. Mr. Vander Ark was the first business executive to serve as public school superintendent in Washington State. Mr. Vander Ark is a director of the International Association for K-12 Online Learning (iNACOL) and several other nonprofits.

## **JOYCE WALTERS**

### **CEO & Founder**

#### **Corporate Education Strategies**

Corporate Education Strategies was launched by Ms. Walters in 2012. The organization provides consulting to organizations, affiliations and corporations to increase business support for national, state and local education reform. Ms. Walters brings over 20 years of experience managing business/education partnerships, building corporate community investment and employee engagement programs and launching public/private education partnerships. As director of education and workforce initiatives for The Boeing Company, Ms. Walters had overall responsibility for building the company's community investment programs in education. She provides program subject matter expertise, philosophy and strategic direction and interfaces with a network of U.S. and international community investors who act on behalf of The Boeing Company. Ms. Walters held key leadership roles leading educational initiatives and partnerships, including the company's Science, Technology, Engineering and Mathematics (STEM) Education team. Ms. Walters chaired The Conference Board's Business and Education Council from 2009-2012 and served on Change the Equation's committee focused on underrepresented students – a White House led initiative. She was a member of the company's Higher Education Integration Board and the External Technical Affiliates Integration Board. She was a founding member of For Inspiration and Recognition of Science and Technology (FIRST) Robotics corporate partners team and served as a board member for the Erikson Institute Graduate School in Child Development. Ms. Walters is also a member of Wolf Trap's Early Childhood STEM Learning through the Arts advisory committee based in Washington, D.C. Previously, Ms. Walters served on the Washington State Early Learning/K-12 Transition and Early Learning Finance/Access study teams, and the Governor's K-12 Math Study Group.

She has served as a member of the company's Northwest Technical Excellence Leadership Team, focusing on future workforce development and retention. She also served as a board member for Washington Aerospace Scholars and was a steering committee member for Thrive by Five Washington, an early learning public/private partnership, and Washington Leadership and Assistance for Science Education Reform (LASER). She served on the Museum of Flight's education steering committee and is a former board member for the Foundation for Early Learning, South Pierce County Chamber of Commerce and Washington Special Olympics games management team. She earned a Bachelor of Arts in Psychology from Antioch University and has completed graduate level courses in Organizational Leadership at Gonzaga University. Ms. Walters is a native of Washington State and resides in Renton, Washington with her husband. They have four grown children.

### **From The Conference Board:**

**MARY WRIGHT**  
**Associate Director**  
**The Conference Board**

Ms. Wright is associate director at The Conference Board. Ms. Wright has significant experience linking the public and private sectors. This expertise is leveraged in several ways within The Conference Board where she has a portfolio of responsibilities focusing on the goal of working with business to better serve society. She serves as the director of The Conference Board Workforce Readiness Initiative; as program director for the Business and Education Council and for the Research Working Group – Improving Employment Outcomes for Employees with Disabilities. Most of her work focuses on how business engages in preparing the 21st century workforce. She has been the project manager and co-author for many research and publications including: *Are They Really Ready to Work*; *Ready to Innovate: Are Educators and Executives Aligned on the Creative Readiness of the U.S. Workforce*; *The Ill-Prepared Workforce*, a Gates grant to develop the case for businesses to invest in post-secondary credentialing programs; and *Employers and U.S. Public Education – Facilitating an Open Discussion about the Role of Business in U.S. Public Schools*. Current work includes developing Ready to Innovate 2, developing employer-ready material on improving employment outcomes for employees with disabilities, developing a business-sponsored awareness campaign on education reform, and designing a national tool for measuring workforce readiness. Ms. Wright is a Phi Beta Kappa graduate of Connecticut College with a degree in Urban Affairs and an M.B.A. in public nonprofit management from Columbia University. Before joining The Conference Board, Ms. Wright worked for Financial Guaranty Insurance Company, a GE Capital company, as a vice president in the Public Finance Department and later in new product development and manager of government affairs.

**GAD LEVANON**  
**Director, Macroeconomic Research**  
**The Conference Board**

Dr. Levanon is director of macroeconomic research at The Conference Board. He currently oversees a group of economists conducting research in various macroeconomic and labor market

topics. Dr. Levanon developed *The Conference Board Employment Trends Index*<sup>™</sup>, which aggregates eight labor market indicators to more accurately depict underlying trends in employment. Before coming to The Conference Board, Dr. Levanon worked at the Israeli Central Bank where he participated in the analysis of financial markets and monetary policy. Dr. Levanon received his Ph.D. in economics from Princeton University, and he holds undergraduate and master's degrees from Tel Aviv University in Israel.

## **SAL VITALE**

### **Executive Vice President, Products and Services The Conference Board**

Mr. Vitale is executive vice president of products & services at The Conference Board, with responsibility for conferences, councils, centers, experiential programs, webcasts, research working groups, and business information. His team drives 40 percent of The Conference Board revenue, primarily through an annual roster of approximately 350 meetings and 175 webcasts in which senior executives and leading subject-matter experts share knowledge and experiences. Previously, Mr. Vitale ran The Conference Board internal operations, overseeing the information technology, publishing, customer service, and facilities functions. In this role, he led numerous projects related to quality-enhancement, website development, and improvements in customer-relationship and database management. Before joining The Conference Board, Mr. Vitale was a principal at Arthur Young and Company, and director of information services at the Nathan Kline Institute for Psychiatric Research. Mr. Vitale has a B.S. degree in Electrical Engineering from Lafayette College, and an M.S. degree in Industrial Engineering from the University of Rhode Island.

## **JUNE SHELP**

### **Vice President, Strategic Initiatives and Centers The Conference Board**

Ms. Shelp is vice president, centers and strategic initiatives, at The Conference Board. She provides direction for a number of Centers, including the Governance Center, the Sustainability Center, and the Demand Institute and directs new initiatives and special projects. Under her direction, The Conference Board developed *The Conference Board Help Wanted OnLine*<sup>®</sup> (HWOL) Data Series, a data series on labor demand that is the only nationally recognized economic data series on occupational labor demand to cover metropolitan areas throughout the United States. Ms. Shelp's career spans government, education, and the private sector. She served as finance director for New York State's Housing Finance Agency, where she developed several new financing programs. Her background in business development includes working with New York State on international business development and, in the private sector, consulting for major corporations, including Westvaco, Rohm and Haas, and Appleton. Ms. Shelp began her career as an economist with the Bureau of Labor Statistics. She holds a master's degree in labor & industrial relations and economics from Michigan State University and a BA from the University of Texas.

**LORRIE FOSTER**  
**Vice President, Foundation Relations**  
**The Conference Board**

Ms. Foster was recently appointed the vice president of foundation relations responsible for cultivating new sources of external funding for The Conference Board. She also leads The Conference Board's new Initiative on Corporate Philanthropy. For the previous 6 years Ms. Foster was vice president of councils at The Conference Board where she managed 75 global and U.S. councils with a team of 70 staff and external consultants. During her tenure she added many new features including peer coaching, cross functional and cross-regional collaborations, on-line forums, webcasts, a publication – *Council Perspectives*<sup>TM</sup> and a benchmarking process – Council Touchstones<sup>TM</sup>. From FY 10 to FY 11 she grew council revenues by 25%. She also launched The Conference Board's research working group program and was responsible for securing a \$2m grant from the Atlantic Philanthropies for a research program on the aging workforce. Prior to joining the Conference Board, Ms. Foster was executive director of the World Trade Institute of the World Trade Center in New York. She also served as the founding executive director of the (NJ) Governor's Commission on International Trade. Ms. Foster held executive positions in strategic planning and public affairs at AT&T International. Ms. Foster was awarded an AB in diplomacy and world affairs from Occidental College and an MPA with a concentration in business and government from Harvard University's John F. Kennedy School of Government.

**FRANNI LUNDY**  
**Foundation Relations**  
**The Conference Board**

Ms. Lundy joined The Conference Board in 1988 and currently serves as a consultant in foundation relations, a department responsible for acquiring sources of external funding. Previously, she was associate director, councils and managed 40 peer networking groups consisting of the senior executives in corporations who are responsible for finance, legal, communications, marketing and citizenship. When the Wharton School and The Conference Board formed a partnership in January, 2010, Ms. Lundy took on the role of co-program director of the newly formed Wharton Fellows at the Conference Board. Ms. Lundy came to The Conference Board from the University of Pennsylvania where she worked as manager of training in the Office of Human Resources and at the Wharton School as assistant to the chairperson of the Marketing Department. In 1987, she served as project director and liaison with the Mayor's office for Penn's participation in the City of Philadelphia's U.S. Constitution bicentennial activities. Ms. Lundy holds a Bachelor of Science degree in Education from the Pennsylvania State University as well as a Masters in Education in Counseling Psychology.