



AAAED

46th National Conference

Virtual



**TURNING OBSTACLES
INTO OPPORTUNITIES**

June - December '20
Kickoff Edition

JacksonLewis

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Jackson Lewis proudly supports AAAED and its mission of access, equity, and diversity. More than ever, these principles must guide how we address the challenges facing this nation and our workplaces. In that spirit, we take being your partner more seriously than ever. Our Affirmative Action Compliance and OFCCP Defense Practice Group's diverse team of attorneys will work with you to reimagine the future of the employer-employee relationship, while continuing to offer comprehensive and practical solutions to affirmative action compliance.

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SIPHO KUNENE
AND THE SWEET BABY BLUES BAND***

"WE GOT THIS" - MUSIC BY - JEANNIE CHEATHAM

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PIANO, VOCALS, COMPOSER**

**JIMMY CHEATHAM -
BASS TROMBONE**

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DRUMS**

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Welcome to the AAAED 46th National Conference - *Virtual!*

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The year 2020 marks the 46th Anniversary of the American Association for Access, Equity and Diversity (AAAED), formerly the American Association for Affirmative Action. It is also the 30th Anniversary of the Americans with Disabilities Act (ADA). The theme of the AAAED National Conference this year is "Turning Obstacles into Opportunities." In view of the challenges the world faces, with an unprecedented pandemic and health crisis, the AAAED conference theme could not be more appropriate. Like other associations, AAAED was faced with having to cancel its annual conference or convert it to a virtual event. We have chosen to turn this obstacle to an online opportunity. Moreover, we are learning to embrace the technology of today and promote our mission of access, equity and diversity in a virtual environment.

We recently launched PDTI *Virtual*, our Professional Development and Training Institute (PDTI) program, and are now launching a virtual conference. The virtual conference agenda contains many of the programs from the in-person event, but it will be offered in three parts and a longer time frame. First, the conference will begin in June as a Kickoff Summit with some of the keynote speakers previously scheduled, and will continue throughout the summer as separate Virtual Sessions, masterclasses and "Deeper Dives." In October, we will host a virtual conference, including some of the keynoters who were scheduled to speak in Washington, DC, and will continue through December with the conference workshops converted to Virtual Sessions.

Conference attendees have the option of purchasing the entire six-month Conference Package, including the June Virtual Summit and October Virtual Conference, or may choose the events a la carte, including each of the Virtual Sessions, masterclasses or deeper dives. We hope you will enjoy the new 21st Century format. For AAAED, this is equal opportunity re-imagined. It is also turning a daunting obstacle into a wondrous opportunity to learn and share in a virtual space. Thank you for your support of AAAED! We look forward to "seeing" you at the Conference!

AAAED 46th National Conference Planning Committee



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46th National Conference

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INTO OPPORTUNITIES**

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ABOUT THE AAAED

Founded in 1974 as the American Association for Affirmative Action, the American Association for Access, Equity and Diversity (AAAED) is composed of individuals and organizations from higher education and the public and private sectors dedicated to the development and enhancement of equal opportunity, affirmative action, diversity and inclusion, as well as professional development. AAAED has more than four decades of leadership in providing professional training to members, enabling them to be more successful and productive in their careers. It also promotes understanding and advocacy of affirmative action and other equal opportunity and related compliance laws to enhance the tenets of access, inclusion and equality in employment, economic and educational opportunities. AAAED, a 501(c) 6 membership organization, is the oldest operating association of professionals in the Equal Opportunity profession.

The Fund for Leadership, Equity, Access and Diversity (LEAD Fund), a 501(c)(3) charitable organization, was established to provide thought leadership in promoting inclusive organizations and institutions through research and education on issues related to diversity, social responsibility, human and civil rights. The LEAD Fund is a “Think and Do” tank, which advances new knowledge and tested strategies aimed at eliminating prejudice and discrimination.



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MESSAGE FROM THE AAAED PRESIDENT

**TURNING OBSTACLES
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Dear Conference Attendees:



On behalf of the American Association for Access, Equity and Diversity's Board of Directors, welcome to the AAAED's 46th national conference - Virtual! While it's been over a year since we last convened, it is our great pleasure to welcome you to our virtual event and present to you a diverse slate of information that will inspire attendees to enhance their knowledge about the equal opportunity profession. As one of the first organizations established to support the training and development of equal opportunity professionals, the annual AAAED conference is the premier national forum for our members to present and discuss legal updates, compliance standards, best practices and ways to integrate and implement these topics at their respective organizations.

Since joining AAAED 9 years ago, AAAED has not only provided me with professional development opportunities but has enabled me to network with members from across the country. AAAED membership ranges across industries and its conference reflects that diversity and creates the perfect forum for sharing and support by like professionals. Whether it's principles of leadership, or how to create a more inclusive environment, you'll find what you're looking for at this conference.

Our hope is that you enjoy the conference we put together for you. If you are not a member of AAAED, our hope is that your experience at our conference inspires you to join us. Your presence here is an indication that you are committed to fighting inequities and to removing barriers that prevent fairness, not only in your own organization, but throughout your state and the country. As a result of this conference, we hope you see our organization as one that will equip you with the right tools to assist you in that effort.

Meanwhile, we are here to help you. If there is anything we can do, please do not hesitate to contact us.

Richard Anthony Baker

Richard Anthony Baker, M.P.A., JD, Ph.D.
President of the Board



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PAST AAAA/AAAED PRESIDENTS

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Myron Anderson: 2016 - 2018

Marshall Rose: 2014 - 2016

Gregory T. Chambers: 2010 - 2012, 2012 - 2014

ReNée S. Dunman, Esq.: 2006 -2010

Dr. Robert W. Ethridge: 1984-1988, 1990-1992, 2002-2006

Ismael Rivera: 2000-2002

Beth Wilson, J.D.: 1998-2000

Ruth Jones: 1996-1998

Everett Winters: 1994-1996

Gazella Ann Granger Summitt: 1992-1994

Paul C. Bayless: 1988-1990

Sheila J. Nickerson: 1981-1984

Dr. Freddie Lang Groomes: 1978-1980

Steven A. Faustina: 1977-1978

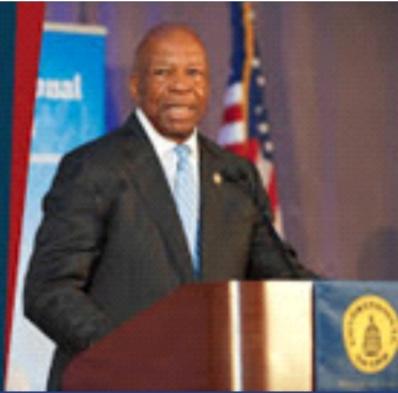
Garrison Michael Hickman: 1976-1977

Dr. Delores Hunter Hillyer: 1974-1975

Betty Newcomb: 1973-1974 & 1978-1979

**ELIJAH
CUMMINGS**

1951-2019



IN MEMORIUM Rep. Elijah Cummings

1951 - 2019



Rep. Elijah Cummings

The American Association for Access, Equity and Diversity (AAAED) mourns the loss of civil rights champion, Congressman Elijah Cummings. Cummings was a strong ally in the fight for civil rights and an advocate for addressing issues related to poverty, such as needle exchange programs as a means to stop the spread of AIDS. Rep. Cummings passed away on Thursday, October 17, 2019.

Prior to his service as a member of the U.S. House of Representatives for Maryland's 7th congressional district (Baltimore and Howard County) and chair of the Committee on Oversight and Reform, Cummings served in the Maryland House of Delegates. In the Maryland General Assembly, he served as Chairman of the Legislative Black Caucus of Maryland and was the first African American in Maryland history to be named Speaker Pro Tempore, the second highest position in the House of Delegates.

Cummings was born in 1951, the third child of seven, whose parents were sharecroppers. He attended Howard University in Washington, DC and graduated with a Bachelor's degree in Political Science with Phi Beta Kappa honors. He graduated from the University of Maryland, School of Law, and practiced law for 19 years before his election to the Maryland House of Delegates in 1996. Cummings received 12 honorary doctoral degrees, including an honorary doctorate of public service from the University of Maryland, College Park in 2017.

Dr. Richard Anthony Baker, president of the Association stated, "The American Association for Access, Equity and Diversity mourns the passing of Chairman Elijah Cummings, a giant among giants who stood for civil rights, democracy, respect for the rule of law and appreciation for the humanity in us all. He will be sorely missed in these times."



AAAED CELEBRATES
ADA30 ★ 1990 - 2020 ★
Americans with Disabilities Act
Celebrate the ADA! July 26, 2020

AAAED RECOGNIZES THE 30TH ANNIVERSARY OF THE AMERICANS WITH DISABILITIES ACT OF 1990

Celebrating 30 Years of Equal Opportunity for All

Passed in 1990, the Americans with Disabilities Act (ADA) was signed into law on July 26, 1990, by President George H.W. Bush. The ADA is one of America's most comprehensive pieces of civil rights legislation that prohibits discrimination and guarantees that people with disabilities have the same opportunities as everyone else to participate in the mainstream of American life -- to enjoy employment opportunities, to purchase goods and services, and to participate in State and local government programs and services. Modeled after the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, religion, sex, or national origin – and Section 504 of the Rehabilitation Act of 1973 -- the ADA is an "equal opportunity" law for people with disabilities.¹

In "The History of the Americans with Disabilities Act," written by Arlene Mayerson for the Disability Rights Education & Defense Fund, Mayerson writes that the history of the ADA long preceded the signing of the Act in 1990:

The ADA story began a long time ago in cities and towns throughout the United States when people with disabilities began to challenge societal barriers that excluded them from their communities, and when parents of children with disabilities began to fight against the exclusion and segregation of their children. It began with the establishment of local groups to advocate for the rights of people with disabilities. It began with the establishment of the independent living movement which challenged the notion that people with disabilities needed to be institutionalized, and which fought for and provided services for people with disabilities to live in the community.²

The disability rights movement is composed of many who, like those in the civil rights movement, made visible the indignities and disadvantages imposed upon individuals with disabilities by a culture that preferred that they be segregated and "out of sight and out of mind." The enactment of the Rehabilitation Act of 1973, which banned discrimination on the basis of disability by recipients of federal funds, signaled a momentous shift and legal and legislative policy in disability rights.

"Enactment of Section 504 evidenced Congress' recognition that the inferior social and economic status of people with disabilities was not a consequence of the disability itself, but instead was a result of societal barriers and prejudices."³ For the first time individuals with disabilities were also regarded as a minority group.

¹ U.S. Department of Justice, Information and Technical Assistance on the Americans with Disabilities Act, ADA.gov, https://www.ada.gov/ada_intro.htm (accessed June 2, 2020).

² Arlene Mayerson, Disability Rights Education and Defense Fund, "The History of the Americans with Disabilities Act," <https://dredf.org/about-us/publications/the-history-of-the-ada/> (accessed June 2, 2020).

³ Ibid.

For the next four years, the movement focused on the regulations, including the definition of what a disability was, and the importance of promulgating meaningful protections. “It was not enough to remove policy barriers – it was imperative that the regulations mandated affirmative conduct to remove architectural and communication barriers and provide accommodations.” The road to the enactment of the ADA included a momentous effort to educate the agency in charge of the regulations, the Department of Health, Education and Welfare (HEW), as well as the courts. Eventually, the Supreme Court assisted by ruling that employment discrimination was included in Section 504 of the Rehabilitation Act (*Consolidated Rail Corporation v. Darrone, 1977*) and that the HEW regulations were accorded great deference.

In the 1980s, the disability rights community was involved in several cases and legislation efforts to overturn case law that severely limited rights under the Rehabilitation Act. “Legislation was passed to reinstate the coverage of anti-discrimination provisions to all airlines, the right to sue states for violations of Section 504, and the right of parents to recover attorney fees under the Education for Handicapped Children’s Act (now called IDEA).”



The first version of the ADA was introduced in 1988 by Senator Lowell Weicker and Rep. Tony Coelho. The community launched a broad education campaign called the “discrimination diaries.” Justin Dart, Chair of the Congressional Task Force on the Rights and Empowerment of People with Disabilities (pictured in the hat and seated next to President Bush), was the indefatigable leader of the effort, traveling nationwide to document the injustices sustained by individuals with disabilities. In September 1988 the Senate Subcommittee on Disability Policy and the House Subcommittee on Select Education held a joint hearing. “Witnesses with a

wide variety of disabilities, such as blindness, deafness, Down’s Syndrome and HIV infection, as well as parents of disabled children testified about architectural and communication barriers and the pervasiveness of stereotyping and prejudice.” More than 700 people attended. Both presidential candidates Bush and Dukakis endorsed broad protections for persons with disabilities.

A new ADA bill was introduced in the 101st Congress on May 9, 1989. After a herculean effort by coalitions, groups and individuals representing the whole spectrum of disabilities including AIDs, the legislation passed the Senate on September 7, 1989. “For the first time in the history of our country, or the history of the world, businesses must stop and think about access to people with disabilities. If the ADA means anything, it means that people with disabilities will no longer be out of sight and out of mind.”⁴

The Americans with Disabilities Act was signed by President George Herbert Walker Bush on July 26, 1990, due to the heroic efforts of the disability community.

⁴ Ibid.



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AAAED 46th National Conference *- Virtual!* Information

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Registration for the AAAED National Conference – Virtual is online and located on the AAAED website at https://www.aaaed.org/aaaed/Conference_Agenda1.asp. Sponsorship information is at <https://www.aaaed.org/aaaed/Sponsorship.asp>. To be a Virtual Exhibitor, go to: <https://www.aaaed.org/aaaed/Exhibiting.asp>.

The June 23rd Kickoff and the October 7th Conference will be produced by Matchbox Virtual Media.



Background music “We Got This,”
produced for AAAED by Jeannie Cheatham and Siphon Kunene.



***AAAED Virtual Door Prizes will be awarded throughout the conference.
You must register for the conference to win!***



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CONFERENCE AGENDA

AAAED *Virtual* SUMMIT “KICKOFF”

JUNE 23, 2020

**TURNING OBSTACLES
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11:00 am – 2:00 pm ET

Welcome:

Richard Anthony Baker, MPA, JD, Ph.D., President, AAAED

Keynote Address:

Mickey Silberman, Esq., Silberman Law PC

“Great Change is Upon Us – How Do We Respond? How Do We Succeed?”



Thus far 2020 has brought profound changes and challenges for society as a whole and for employers across America. No organization has been untouched and all must grapple with the challenges we face now and that lie ahead. So how do we respond? How do we reframe our greatest challenges as our greatest opportunities? It can be done. It shall be done. Let’s chart the path forward, together.

Plenary One:

“ADA Thirtieth Anniversary: Celebration and Challenges”

Join us on June 23rd to hear from disability leaders discussing the 30th ADA Anniversary – from envisioning the future of the ADA, embracing culture change and intersectionality, the role of accommodations and the business leader perspective on disability inclusion. Our panel includes individuals with apparent and non-apparent disabilities as well as organizations that support and advocate for individuals with disabilities in the workforce.



This session is moderated by the Disability:IN DC Metro, an employer-led non-profit that brings the business and educational community together to learn and share information about the value of including people with disabilities in the workforce. It provides education, training programs and resources so that employers learn how to proactively include people with disabilities in the workforce, marketplace and supplier diversity. Disability:IN DC Metro is part of Disability:IN national that includes more than 30 chapters across the US.

Learning Objectives:

- Understand the business value of inclusion and culture change
- Learn about intersectionality and the role it plays in disability inclusion
- Leadership as a priority
- Find support systems that work
- Resources for successful inclusion

Panelists:

Matt Glowacki, Civility Speaker

Chris Worth, It's Worth Organizing Consulting Group

Zakiya Mabery, B Global Diversity & Inclusion Strategic Planning, LLC

Melanie Whetzel, Job Accommodation Network

Andrea Hall, General Dynamics and DC Metro Chair, Disability:IN (Moderator)

Plenary Two:

"The Internet and Beyond: Federal Intervention and the Future of Work"

The future of work is enthusiastically anticipated by some, but others are fearful. As all forms of artificial intelligence (AI; e.g., robotics, voice, creativity, etc.) continue to become less "artificial", there is growing concern for how workers will fare in the future.

Examples of the potential pitfalls of workers will face in the future: wage stagnation, gender and racial salary disparities, fewer opportunities for some in their current profession, working multiple gigs, and online bullying. There is also potential promise: self-determination and entrepreneurship. Regulation is needed and many states are attempting to fill the void.

Some say that the void is the result of the lack of federal policy governing the Internet and AI. Others feel that regulation will stifle innovation.

This panel will examine these thorny issues in a conference workshop format that will combine mini-presentations with a town-hall discussion (with audience participation) that will debate what the future of work will be.

The presentation will be interactive and include handouts provided to participants at registration. The moderator will guide the discussion to the individual panelist presentations, in which representatives from several different federal agencies (BLS, DOJ, EEOC, OFCCP, and Census Bureau) will present on how their agencies are shaping the future of work.

Panelists:

Romella Janene El Kharzazi, Ph.D., B.A., SHRM-SCP, EEOC

Jennifer Crane, Ph.D., DOJ

Kristen Monaco, Ph.D., BLS

Bret T. Phillips, Ph.D., OFCCP

Kristin Sandusky, Ph.D., Census Bureau



Closing Session:

Richard Anthony Baker

"Leading to the Conference"



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OCTOBER 7, 2020

**TURNING OBSTACLES
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June - December '20
Kickoff Edition

11:00 am – 4:00 pm ET

Welcome and Opening Plenary Speakers:

Shirley J. Wilcher, AAAED Executive Director
Richard Anthony Baker, AAAED President

Janet Dhillon, Chair, EEOC
U.S. Rep. Bobby Scott, Chair, Committee on Education and Labor (Invited)

Workshop:

“Artificial Intelligence has Landed in HR: The Legal Landscape and Risk Mitigation Strategies for Hiring in the Digital Age,”

Michelle Duncan, Esq., Jackson Lewis PC

Gone are the days of paper applications, telephone screens and hour after hour of in-person interviews. A wave of technology and data science-based tools have hit the HR market. Vendors are offering innovative tools ranging from automated resume review to algorithmic-scored video interviews. Many of these tools promise a better candidate experience, greater efficiency in the hiring process and the ability to predict successful performance or turnover rates. For resource-strapped HR professionals and/or employers who desire to be on the cutting edge of technology, these tools offer exciting solutions to age-old challenges. However, some have not been developed with legal or compliance risks in mind.

This session will provide an overview of the legal framework that applies to these new tools, including recent legal developments. She will tackle questions such as: Do these tools pose greater risk than traditional selection methods? Can they reduce risk by eliminating human bias? How will EEOC and OFCCP evaluate these new tools? Are they pre-employment tests that must be validated? What is the difference between data science and I/O Psychology? Finally, each participant will leave the session armed with practical guidance on a due diligence process to use with vendors. Together, we'll explore the many possible benefits, potential pitfalls and risk mitigation measures related to using these cutting-edge hiring tools.

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LEARNING OBJECTIVES: Join this session with a seasoned practitioner with pre-employment testing expertise to:

- Learn about the legal framework that applies to these new tools;
- Understand the possible benefits and potential pitfalls; and,
- Gain practical tips on risk mitigation and a due diligence process to use with vendors.



Conference Keynote: Craig Leen, Director, OFCCP

Express Talk: *“Resolving Issues with OFCCP through Mediation”*

Marcus Stergio, OFCCP



OFCCP established another resource for contractors – the Ombuds Service. Join us for a discussion about how mediation works generally, as well as how it has been used to help federal contractors resolve disputes with OFCCP. Participants will learn about principled negotiation and participate in an exercise to demonstrate how that works in practice.

Mediation is one form of Alternative Dispute Resolution. It provides opportunities for both parties to be heard, and for creative solutions to be developed, based on the specific needs of the parties. While there is no requirement to come to a resolution, some courts require that parties attempt to resolve their dispute through mediation prior to coming to court. Now that OFCCP has established the Ombuds Service, opportunities for informal resolutions are more accessible to federal contractors. This is especially helpful when parties are at an impasse either before, during or after an audit.

LEAD Fund Panel: *“The Complexities of Addressing Issues of Free Speech and Bias”*

Christopher Metzler, LEAD Fund Board Chair
Margo Foreman, LEAD Fund Board
Cheri Burgess, Princeton University
Sam Starks, University of Pennsylvania
Jerry Knighton, Clemson University



In 2019, the Fund for Leadership, Equity, Access and Diversity (LEAD FUND) issued a Toolkit, Report and Survey on the emerging issue of hate and bias on college campuses. While there has been a surge of acts of incivility on college campuses, organizations opposing efforts to secure campuses that are welcome and safe for students of color, women, members of the LGBT community, religious minorities and others, in the name of free speech, have also become very vocal. Such groups have assailed Institutional efforts to deter harassment and to document incidents of bias, including the filing of bias incident reports. This panel will provide an update on issues affecting the climate on campuses since the 2019 LEAD Fund report, and strategies to promote a bias-free campus community.

ODEP Panel: *“Inclusive Apprenticeship and Equal Access for All: Celebrating 30 Years of the Americans with Disabilities Act”*

Carolyn Jones, ODEP, Scott Michael Robertson, ODEP, Gabrielle Aponte Henkel, ODEP
Angela McDaniel, ODEP

This workshop by staff from the U.S. Department of Labor (DOL) Office of Disability Employment Policy (ODEP) focuses on equal opportunity in inclusive apprenticeship for job seekers, including adults with disabilities, people of color, women, youth, and other disadvantaged populations. Apprenticeship, a ticket to upward socio-economic mobility, represents a proven workforce training model that enables job seekers to develop and hone their skills and talents for long-term careers. DOL’s Apprenticeship Programs Equal Employment Opportunity Rule prohibits discrimination in Registered Apprenticeship (RA) on the basis of race, color, religion, national origin, sex, age (40 or older), genetic information, sexual orientation, and disability.

During the workshop, presenters share initiatives to improve support for diversity and inclusion in apprenticeship. They highlight how this effort aligns with equal opportunity regulations for RA and related provisions under Section 188 of the Workforce Innovation and Opportunity Act (WIOA). They also describe how inclusive apprenticeship supports the vision and priorities for equal access under the Rehabilitation Act of 1973 and the Americans with Disabilities Act, which is celebrating its 30th anniversary.

AAAED National Conference Virtual Closing - AAAED President, Richard Anthony Baker



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MASTERCLASSES, DEEPER DIVES AND VIRTUAL SESSIONS JUNE 30 – DECEMBER 16, 2020

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(All Virtual Sessions begin at 2:00 pm ET; Masterclasses and Deeper Dives are 90 minutes' long and are two-day sessions)

MASTERCLASSES AND DEEPER DIVES

June 30 and July 2 Masterclass

"Leveraging your Affirmative Action Program as a Strategic Tool to 'Move the Needle' on Diversity & Inclusion While Enhancing Legal Compliance"

Mickey Silberman, Esq., Silberman Law, P.C.

In this masterclass we will explore creative and practical ways to "Move the Needle" on diversity and inclusion while also enhancing compliance with changing EEO and OFCCP requirements. In the coming years of reduced budgets and the need for greater efficiency, we'll explore how to do more with less and achieve your diversity and EEO compliance goals.

July 7 and July 9 Masterclass

"Conducting Pay Equity Analyses: The Essentials"

Michael G. Aamodt, Ph.D., DCI Consulting
David Cohen, DCI Consulting
Michelle Duncan, Esq., Jackson Lewis, P.C.

In this interactive session, two consultants and an employment attorney will help the audience understand the essentials of conducting pay equity analyses. The session will begin with a discussion of how to interpret wage gap statistics, move to a discussion of relevant laws and regulations regarding pay, and finish with a discussion of the basic steps in conducting a pay equity analysis. Audience members will participate in several hands-on exercises such as creating similarly situated pay groups and interpreting the statistical results of a pay equity analysis. Learning objectives include:

- Understand how to interpret wage gap statistics
- Learn about the laws and regulations related to pay equity
- Learn how to determine if jobs are similarly situated
- Understand the basic steps in conducting a pay equity analysis

July 14 and July 16 “Deeper Dive”
“Turning Mountains into Molehills: Analyzing Compensation”

Dr. Robert (Bob) LaJeunesse, Acting Director of Enforcement, OFCCP
Edo Navot, Labor Economist, OFCCP
Daniel Kuang, Vice President, Biddle Consulting Group
Moderator: Marilyn Schuyler, Esq., Schuyler Affirmative Action Practice



In this workshop, we will review the guidance provided by OFCCP, including a discussion of compensation included in the Educational Institutions Technical Assistance Guide (TAG) and how it intersects with Title VII requirements. We will also discuss compensation analyses based on base pay, other compensation, and a combination of both. Attendees will be provided with practical tools and guidance, including a private-sector software program, to take back to their institution. The goal of the program is to simplify the process and help participants feel comfortable with the tools available for conducting effective compensation analyses.

Learning Objectives:

Analyzing compensation is like climbing a mountain – challenging and scary, and near impossible. But help is on the way. Participants will learn about:

- OFCCP’s approach to compensation;
- The basics of compensation analyses within Title VII framework; and
- How to conduct compensation analysis.

July 21 and July 23 “Deeper Dive”
“Designing and Executing a Climate Study with a Focus on Diversity and Inclusion”

Patrick McNiel, Ph.D., Affirmity
Julia Méndez Achée, SHRM-CP, CDP, CDR, PHR, CAAP, CELS, Affirmity



Climate surveys are windows into both the minds of employees (psychological climate) and the tenor of thoughts and emotions across groups of employees (organizational climate). These surveys provide information about how employees think of the organization; its operations, its programs, its processes, its environment, its value proposition to employees, and potentially a great many more areas of strategic concern. Increasingly, understanding climate is seen as the first needed step to implementing deep and meaningful organizational change. Without this knowledge, it is much more difficult to predict how group members will respond to the implementation of change. Additionally, various types of strategic climates, such as climates for engagement, innovation, inclusion, and fairness, are significantly associated with a host of important outcomes such as voluntary turnover, performance, job satisfaction, and the positive performance effects of increased organizational diversity. And, information about different climates is useful for understanding how such important outcomes might be changed.

The purpose of this Deeper Dive is to go over the process of implementing a climate survey that is strategically aligned with organizational goals. The primary example goal we will use when going through the process will be that of increasing organizational diversity and inclusion. The class will be laid out in five short fast paced sections: Basic Concepts and Climate Examples, Strategic Design, Survey Implementation, Data Analysis, and Utilizing Results. Each section will incorporate our example goal as a point of reference, and contain workshop activities or discussions to help audience members relate the material to the needs of their organizations.

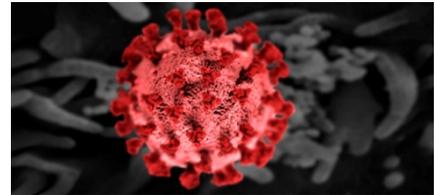
VIRTUAL SESSIONS

June 25 Virtual Session #1

“The EEO Laws in the Time of COVID-19”

Carol R. Miaskoff, Associate Legal Counsel, Equal Employment Opportunity Commission

Sponsored by Schuyler Affirmative Action Practice



The EEO Laws in the Time of COVID-19, focuses on issues under Title VII (ending national origin harassment, providing religious accommodation), the Age Discrimination in Employment Act (declining to employ people aged 65 or older due to vulnerability to severe COVID-19), and the Americans with Disabilities Act (when must an employer provide reasonable accommodation, barring undue hardship, for underlying conditions that make people susceptible to developing severe cases of COVID-19).

July 1 Virtual Session #2

“FACTUALITY the Game: A Crash Course on Structural Inequality in America”

Natalie Gillard, Creator & Facilitator, FACTUALITY, LLC

What if the opportunity to discuss inequality in the United States was presented via an equally unconventional yet interactive, engaging, and harmless platform? During this session, participants will be engaged in an experiential activity that simulates fact-based inequities that are tied to intersectionality. This workshop is appropriate for participants of all levels. FACTUALITY is a facilitated dialogue, crash course, and board game, all in one, that simulates structural inequality, in America. FACTUALITY’s board game delivery creates a comfortable environment for participants to engage in meaningful dialogue regarding the origins of discrimination and its legacy. Participants will simulate, discuss, and unpack the structural limitations and advantages that coincide with various intersecting character identities. There are male and female characters, LGBTQ characters, Muslim and Jewish characters, and a character with a disability. Each character encounters a series of fact-based obstacles based on the intersection of their race, class, gender, faith, sexual orientation, and ability.



Participants are required to select a character that differs from how they identify and are then engaged in a facilitated experience that includes but is not limited to: racial discrimination, religious discrimination, redlining & gentrification, (mental) health disparities, race & gender pay gaps, incarceration & bail disparities, education inequity, environmental injustice, (dis)ability, gender discrimination, sexual orientation discrimination, and intersectionality, FACTUALITY evokes empathy, increases cultural competence, & enhances self-awareness. How will structural inequality impact your character and you, the participant? How can we turn the obstacles that arise, via game play, into opportunities? How do we make this experience applicable to your respective places of employment and communities?

LEARNING OBJECTIVES:

- Participants will become acquainted with the intricacies of inequality’s intentionally structured foundation and its crippling cyclical nature.
- Participants will be able to dismantle the various preconceived biases associated with various marginalized groups.
- Participants will leave self-aware and can (begin to) contribute to inclusive rhetoric regarding the dissolution of structural inequality.

August 4 Virtual Session #3

“Healing Our Divided Society: Turning Obstacles into Opportunities Fifty Years Later”

Alan Curtis, Ph.D.

Gregory D. Squires, Ph.D.



This session is for practitioners and policy leaders and will focus on lessons learned from a fifty-year update of the 1968 Kerner Commission. The Kerner Commission was formed by President Lyndon Johnson after disturbances in the nineteen sixties in Detroit, Newark and 150 other American cities. White Americans tended to call the events riots. People of color called them protests. The Kerner Commission concluded that America was essentially “two societies, Black and White, separate and unequal.” Most of the Commissioners were privileged White men who bore the imprimatur of the establishment. Yet they found the nation had made little progress in reducing poverty, inequity and racial injustice. Fifty years later, the Milton Eisenhower Foundation’s Kerner Update, *Healing Our Divided Society*, has concluded that America still had made little progress in reducing poverty, inequity and racial injustice. They built on the conclusions of our National Advisory Panel, composed of distinguished Americans like Children’s Defense Fund Founder Marian Wright Edelman, Stanford Professor of Education Emeritus Linda Darling Hammond, and Nobel Laureate in Economics Joseph Stiglitz.

The session will focus on the three most important lessons, or themes, in *Healing Our Divided Society*. By linking data trends since 1968 to the need for evidence-based policy and then to the generation of “new will,” our Healing public education movement, we believe, can make a difference. Sensitive to the theme of the AAAED National Conference –*Turning Obstacles into Opportunities* –the session will discuss how to overcome lack of evidence-based policy and lack of “new will.”

August 6 Virtual Session #4

An All-Female Pay Panel: “Women-splaining’ Pay Equity”

Elizabeth Bradley, Esq.,

Joanna Colosimo, M.A., SHRM-SCP

Lisa Harpe, Ph.D.



An all-female, multi-disciplinary expert panel of I/O psychologists and employment lawyers will converge to discuss their perspective on pay equity, the Pay Gap, and the Glass Ceiling. The purpose of this session is NOT to discuss pay equity methodology or re-hash details already covered at prior conferences, but instead to re-focus the pay equity discussion on practical, purposeful ways that organizations can influence impactful change to overcome identified pay or glass ceiling barriers.

The discussion will focus on what organizations should do –and commitments that must be made –before they get started on a pay equity, pay gap, or glass ceiling review –with the end goals of the project being the main driver for the starting point. The panel will discuss how pay equity and The Glass Ceiling are inter-connected but will also focus on important implications such as the allocation of resources at the start of a project related to salary adjustments or remedies to barriers that are identified.

Many organizations identify pay disparities or selection barriers but are not fully prepared at the start of the project for the important work that comes after the identification of these disparities. The focus of this panel is to ‘start with the end in mind.’ Together, we will review what the pay adjustment process looks like, as well as what salary changes and policy changes may be imperative to address the root cause of the issue.

Participants will leave this session with a heightened understanding of what employers need to know about pay equity analysis.

LEARNING OBJECTIVES:

- Developing knowledge on the interconnection between pay equity and glass ceiling analytics to provide organizational recommendations;
- Avoiding pitfalls when implementing salary remediation strategies;
- Developing practical strategies for establishing a successful pay equity or glass ceiling project-with a focus on the impact of the end result.

August 18 Virtual Session #5

“Tips and Tricks for Navigating the Road to Affirmative Action Compliance”

Julia Méndez Achée, SHRM-CP, CDP, CDR, PHR, CAAP, CELS, Affirmity
Jaden Hyde, Mary Washington Healthcare

Although it is a privilege for organizations to hold contracts with the Federal government or subcontracts with first tier contractors, there are many responsibilities and requirements to be met to be compliant with the regulations enforced by the Department of Labor, Office of Federal Contract Compliance Programs. For new contractors, these requirements can seem overwhelming—especially when challenged with understanding what exactly is required of them. This workshop will discuss steps taken by MWHC to improve the process of collaborating with different team players in developing steps and processes to more efficiently and effectively pull data elements from their applicant tracking system, payroll system, and human resource information system to produce compliant and more accurate affirmative action program results. The discussion will also walk you through their process of selecting a new ERP vendor that includes a new ATS system and key players that were included in discussions to ensure proper hiring steps and disposition codes would be implemented within the new system. During the workshop, the presenters will discuss common challenges that many contractors face when it comes to collecting data from applicants and employees, managing data from various sources and ensuring that the information is accurate and complete, as well as getting buy-in from different key players that have an impact on the efficiency and effectiveness of preparing the annual AAPs and monitoring reports.



August 19 Virtual Session #6

“AAP Development and Implementation Must-Knows and Must-Haves: Data Accuracy is Only Half the Battle”

Marife Ramos, PHR, SHRM-CP, Biddle Consulting Group
Heather Sakamoto, Biddle Consulting Group

Despite plenty of information available, some AAP practitioners still struggle with how and where to start when developing an AAP. Establishment vs. Functional AAP? Who are my employees? How many job groups and how large/small should each job group be? How to identify the most appropriate labor areas and availability data? Determining factor weights? Putting together the data is just half of the overall effort, decisions also need to be made at each step of the AAP development. This presentation will provide practical solutions/actions to help with decision-making through the AAP development process. An affirmative action plan (AAP) can be (and should be) used as a diagnostic tool to determine the EEO-health of an organization. Outreach and recruitment and other good faith efforts are developed based on the analysis results in an AAP. Without question, it is important to ensure accurate and complete data. But gathering the employee and transactions data is only half the effort in developing an effective and actionable AAP. It is equally important to ensure that right and sound decisions are made from the start and at each stage of the AAP development process.

This presentation will walk the attendees, where critical decisions need to be made, through the different development stages and components of an AAP. Even before starting the AAP development process, a contractor is already faced with a basic question that affects, not just the utility of the AAP to the organization, but also the efforts associated with the development: “What is the most appropriate type of AAP for the organization –is it establishment-based, function-based or both?” Our presentation will compare and contrast these two AAP types and provide the pros and cons of choosing one over the other. We will then discuss the development of job groups

and how decisions made to this AAP component affect not just one but all the analyses in an AAP: from the availability analysis, to utilization and disparity analyses, and to some extent the compensation analysis. We will also discuss the different ways appropriate labor areas can be determined and its effect on the availability analysis and consequently, the utilization analysis. Lastly, we will provide different sources of availability data and discuss when and why contractors should consider using them. We plan on having the attendees participate in the decision-making on some of the components of the AAP and show examples of the effect of each different decision they make on the AAP reports.

Learning Objectives:

Participants will have an opportunity to participate in some of the decision-making steps in the AAP development, such as census code assignments and in the determination of factor weights, feeders and feeder weights, and the labor areas. They will see the cascading effects of those decisions and their impact on various analyses in the AAP and in the planning and development of action-oriented programs. They will also explore a variety of ideas and ways to determine the best AAP structure for their organization, determine labor areas, how to develop sound job groups, and provide different sources of availability data outside the traditionally utilized general census data.

September 16 Virtual Session #7

“TAG – You’re It! What OFCCP’s Technical Assistance Guide for Educational Institutions Clarifies (and What It Doesn’t)”

Marilynn Schuyler, Esq., Schuyler Law
Stacey A. Bastone, Esq., Jackson Lewis PC
Christopher Patrick, Esq., Jackson Lewis PC



For years, the higher education contractor community has eagerly awaited the arrival of additional guidance regarding the applicability of the affirmative action regulations to colleges and universities. Questions ranged from whether research assistants and student employees are required to be included in Affirmative Action Plans to how to comply with posting and outreach obligations. Last year, the Agency released 80-page Guide detailing recommendations for the higher education community on topics including preparing a compliant workforce analysis and analyzing compensation and selection decisions for faculty. While the Guide answers several questions that the higher education community has posed, it also raises many more.

LEARNING OBJECTIVES: This session will

- Focus on the key takeaways colleges and universities should focus on in determining compliance with the regulations; and,
- Provide practical feedback and strategies for navigating the technical and legal complexities associated with affirmative action planning in higher education.

September 29 Virtual Session #8

“Functional AAPs – Should We Seek Them and How Should We Organize Them”

Joshua S. Roffman, Roffman Horvitz, PLC
Alissa A. Horvitz, Roffman Horvitz, PLC

A Functional AAP is any affirmative action plan that is not organized by physical location. Under OFCCP’s regulations, the default way to prepare AAPs is by physical location. Until 2019, any contractor wishing to prepare its AAPs other than this default basis had to obtain OFCCP’s permission and follow the 2013 directive (revised in 2016). In 2019, OFCCP did two things: it updated its FAAP Directive and it issued its Technical Assistance Guide (TAG) for Educational Institutions. The previous FAAP directives contained disincentives to seek functional AAP approval. For the privilege of doing your AAPs functionally, you were subject to OFCCP scrutiny of any local, state, and federal EEO violations during the previous three years and were guaranteed at least one OFCCP compliance review every three years for your organization. The new directive is significantly more attractive to employers, and the new TAG makes it clear that college and university employers may, in some instances, sub-divide their AAPs into functional units even without OFCCP approval. Because of these changes, many college and university government contractors would be well-served by having some or all of their organization covered by an option other than physical location-based AAPs.

This session will address:

- The old FAAP directives compared to the new FAAP directive
- Functional AAPs as described in the Technical Assistance Guide: what you can and can't do on your own and without OFCCP's approval
- A discussion of any supplemental FAQs that OFCCP issues in between the time we submit this response to the Call for Presenters and the Conference in June 2020 (at the Educational Institution Town Hall on October 23, 2019, Director Leen indicated that he would like to hold a FAAP Town Hall and might issue additional FAQs)
- The FAAP approval process, the types of information that contractors are expected to disclose in the initial application process and in response to OFCCP follow-up questions
- Different ways to set up functional units
- Strategic considerations for the annual preparation of the AAPs themselves
- Strategic considerations involved in submitting a FAAP for audit versus a location-based plan for audit

October 21 Virtual Session #9

"Engaging Employees to Measure Success: Innovative Approaches to Encouraging Self-Identification"

Ellice Switzer, EARN

Wendy Strobel Gower, EARN

Michael Murray, ODEP

Sponsored by Gaucher Associates, Inc.

This intermediate level conference presentation, entitled Engaging Employees to Measure Success: Innovative Approaches to Encouraging Self-Identification, will highlight the practical application of research on self-identification conducted by Cornell University, and the framework created by the Self-Identification Toolkit available on AskEARN.org. We will summarize critical research findings that are directly relevant to federal contractor organizations seeking to boost their self-identification rates as required by Section 503 of the Rehabilitation Act. Self-identification should not be solely about compliance, or achieving certain numbers or percentages, as compliance efforts alone are not a significant driver of organizational change. Rather, the process of inviting applicants and employees to self-identify should help convey a company's commitment to a workforce inclusive of diverse perspectives and skills. A strong self-identification program can encourage employees to bring their "whole selves" to work and is an essential component of creating a workplace where people feel comfortable self-identifying.

The objectives of the session are as follows:

- To review the relevant research findings to ensure that participants understand their practical implications.
- To understand the potential barriers to self-identification and the development of a culture of inclusion within organizations.
- To present strategies that organizations are currently using to package self-identification campaigns to contribute to a culture of inclusion for applicants and employees with disabilities.



October 28 Virtual Session #10

"Faculty Recruiting for Excellence and Diversity"

Dr. Inderdeep Chatrath, Duke University

Having trouble finding qualified females, minorities, Veterans, and Individuals with Disabilities to fill faculty positions? Participants will learn: 1) recruiting resources and best practices in recruitment to help academic institutions achieve excellence and diversity; 2) the pros and cons of using waivers and nonstandard recruitment methods; and 3) implementation of programs designed to retain diverse faculty. Academic institutions continue to struggle to find qualified females, minorities, Veterans, and Individuals with Disabilities to fill faculty positions. Faculty diversity helps reflect the student body, which improves learning. Diverse perspectives improve performance, and seeing problems in a different way proves useful for innovation and scientific breakthroughs. And diverse faculty broaden the questions and methodologies of research. It will take a concerted and multi-faceted

approach to alleviate underutilization of females, minorities, veterans and individuals with disabilities. Recruitment and retention of diverse faculty must remain a top institutional priority supported by leadership. This workshop will identify several options for focused recruitment and retention initiatives.

November 3 Virtual Session #11

“The Intersection between Title IX Compliance and Prevention Education”

Vicky Kulicke, CAAP, University of Toledo

Lindsay A. Tuttle, University of Toledo

The University of Toledo is looking to be an innovator in the intersection of Title IX and Sexual Misconduct Prevention Education. The Title IX Office is looking to change the landscape of higher education; taking a different approach to awareness of sexual misconduct. The team will provide the basics of the learning outcomes, presentation outline, and the demographics of the campus. The presenters will discuss the evolution of the offices and in how it came to be in its present state of housing Title IX and Sexual Misconduct Prevention Education together as one team in one office; an anomaly in the higher education sector but one that has proved to be successful for the University of Toledo campuses based on preliminary data. The team will discuss how we have been able to intertwine the two areas while still meeting the requirements and expectations of VAWA, ODHE, DOJ, and VOCA. The presenters will elaborate on how we have learned to integrate and partner as a team; including our programming and successful awareness campaigns. We will discuss how this relationship influences the programming and awareness campaigns given the data available in the types of cases the office sees as well as the climate survey data we obtain yearly. We will address what the future looks like for our office including our strengths and opportunities for growth while incorporating the challenges Title IX faces in 2019. We will discuss lessons learned and provide an opportunity to share ideas with our colleagues in the audience.

November 4 Virtual Session #12

“Etiquette & Enlightened Sensitivity”

Tracey Hamilton, Temple University

Janet D. Fiore, CEO, the Sierra Group

Effective recruiting and workplace integration of people with disabilities needs to go beyond the ADA. Participants will learn about TOOLS and STRATEGIES for expanding their understanding and the reach of their etiquette and sensitivity. Real-life STORIES illustrate the who, why and how of bringing qualified applicants with disabilities into your recruiting stream and of retaining those applicants in the long term as employees. Presentation Summary: The Rehab act became law in 1972, the landmark ADA came in 1990, the ADA Amendments Act followed in 2008, and recent OFCCP regulations have further sharpened the legal directives surrounding employment and disability. The actual employment numbers, however, of people with disabilities remain stubbornly low. Major businesses seek, at least, to comply with laws, and many go further to actively recruit, accommodate, and retain employees with disabilities. Why then are the results limited? In this session, University Compliance departments join with Disability and Accommodation Expert to explore the need for etiquette and enlightened sensitivity, supported by extant laws, but also going beyond the mandates to true best practices.

As a starting point, we will look at the definition of disability, both in the official language and beyond. We'll then focus on work-related impairments (related to, but NOT in a 1:1 relationship with disability diagnoses) and their importance as drivers in accommodation. In addition to sound policies and staff training, we'll examine how the Law of Exposure supports enlightened sensitivity and related etiquette. The more involvement your business has with employees with disabilities, the more fluent your staff will become. (60% of the staff of The Sierra Group are people with disabilities.) Fear is a deal stopper, but we're not afraid of a production problem by employees with disabilities. We are afraid of the law and of people's feelings, which can put us on the defensive, which inhibits our outreach, recruitment, and hiring efforts. We will discuss how to overcome this fear to get more applicants with disabilities in the door and then to get them through the interview and hiring processes. Moreover, we will delve deeper into each of these themes, to examine them through the lenses of actual case studies from The Sierra Group's 10,000+ accommodation experiences, spanning over 26 years. In each case study, we will discuss the background of both employer and employee, disabilities and work-related impairments, and the accommodation tools and strategies used. We'll talk about how often simple solutions were reached for seemingly complex problems, and how the employers themselves grew to more enlightened sensitivity as they expanded their own repertoire of etiquette and accommodation knowledge.

November 18 Virtual Session #13

“Behind the Scenes: Best Practices and Lessons Learned for Managing Your Organization During an Agency Review”

Cheri Burgess, Princeton University
Sam Starks, University of Pennsylvania

Sooner or later, if not already, your organization will come under a government agency investigation or audit that will involve an on-site review –and you will be the key point person representing your organization. Government reviews can go on for years, and on-site visits can last hours, days or weeks. Regardless of the outcome, how you manage the review on behalf of your institution—and especially how you manage the experience for stakeholders within your institution or organization—not only can earn you kudos for a job well done, but can also result in opportunities to advance your work further. Colleagues from Princeton and UPenn lead a discussion that includes their best practices and lessons learned for defining your role; managing internal/external relationships; utilizing in-house and external counsel; preparing and presenting data and information strategically; preparing for and managing the agency’s phone interviews and on-site review; and more! The session will be interactive to invite knowledge sharing with the aim of every audience member leaving the conversation with more confidence to handle the next agency review.

December 2 Virtual Session #14

“Impacting Perceptions: Evolving Views of Social Identities to Promote Inclusion”

Hailima Yates, CEO/Founder, Luv Mrk

We project what is within, which is why Impacting Perceptions is a transformative, interactive workshop challenging the messages measuring a person’s value that influence how we treat self and others. Impacting Perceptions consists of illusions, videos, brainteaser exercises and thought-provoking group discussion to understand how our views are developed and what choices we make because of those beliefs. As we uncover these origins, from personal experiences and our environment to the media, we can re-wire our minds to release destructive perceptions allowing us to consciously minimize and cease mistreatment of people due to their race, sex, gender expression, creed, religion, politics, socioeconomic status, sexuality, ability, age and appearance. Participants receive empowerment strategies to heighten self-awareness necessary to intentionally build sincere relationships and cultivate a kinder and more respectful environment.

Objectives and Outcomes:

- Participants will have increased insight into the development of our perceptions.
- Participants will have a heightened self-awareness of how we view ourselves and others in regard to our identity.
- Participants will have a higher comprehension of beliefs driving our choices.
- Participants will have their critical thinking skills enriched.
- Participants will be able to strengthen communication and cooperation capabilities between diverse groups.
- Participants will have their understanding of others and empathy enhanced.

December 10 Virtual Session #15

“What EEOC and OFCCP Trends Tell us About Compliance Readiness”

Sandra Hueneman, Sr. CAAP, President, Manchester Consultants & AAAED Treasurer

With over 50 years since the passage of Title VII of the Civil Rights Act of 1964 and 30 years since the passage of the Americans with Disabilities Act, much has changed in the protections for American workers. After 50 years, OFCCP and EEOC trends indicate there continue to be challenges in implementing non-discriminatory hiring and employment practices with specific attention to being able to identify what triggers compliance gaps in the area of recordkeeping, reasonable accommodations, compensation, impact of selection decisions, policies and practices.

While regulatory requirements continue to intensify, resources to identify and defuse such non-discriminatory hiring and employment practices are limited.

In an attempt to defuse some of that pressure, this session will provide a brief overview of the EEOC and OFCCP's latest Enforcement Trends, Lessons Learned, Examples of What Could Trigger Compliance Gaps, A Call-to-Action on What Could Have Been Done Differently, and Ten Key Essentials to EEO and Affirmative Action.

Agenda

- An overview of EEOC and OFCCP's latest Enforcement Trends
- Lessons learned from Enforcement Trends and Findings
- Examples of what could trigger compliance gaps

A Call-to-Action on what could have been done differently.

- Ten Key Essentials to EEO and Affirmative Action
- Questions and Answers

As so many that have been cited with violations learn, being an Equal Employment Opportunity Employer is much more than an EEO tagline!

December 16 Virtual Session #16

"Strategic Planning for EO/AA Complaint Investigations"

Joyce Pratt, T&J Associates of New Jersey LLC

Strategic planning is a tool used to allow you to come up with the right decision in many, if not all, walks of life. It helps you to see two steps ahead of your goal and anticipate obstacles. It begins with the desired-end and works backward to the current status. The who, why, where, and what must be searched because it's the investigator's job to simply find out the truth, and weigh each piece of evidence against this requirement. Evidence gathering can be the most time-consuming part of the investigation and involves collecting both physical and digital evidence. Everything you find out is potential evidence and it's important to consider every piece of evidence you uncover. To accomplish this an investigator needs an organized strategic plan. In addition, the company may have a timeline for complaint investigations and a strategic plan will enable an investigator to stay focused, maintain areas needing follow-up, and reach a conclusion supported by evidence or no evidence. An inconclusive investigation is a failed investigation.

Your company's investigative policies and procedures must be considered for each complaint and serve as the basis for each case decision. Don't gamble with your company's investigation process. Many investigators don't receive targeted training on how to conduct a workplace investigation from start to finish. This workshop shares that proper planning helps to focus on the allegation or incident being investigated and ensures your investigation stays on course per company guidelines. The strategic plan template will be your blueprint.



AAAED BUSINESS MEETING

June 18, 2020

The AAAED By-Laws require that a “meeting of members for the transaction of business of the Association to be brought before it, shall be held each year, the exact time and place to be decided upon by the Board of Directors.” (AAAED By-Laws, Art. II, sec. 4 – Meetings) The AAAED Annual Meeting is the essential venue for the conduct of Association business and for the inclusion of its membership in the issues and activities of the organization.

We urge the members to attend the AAAED Business Meeting to hear the leadership’s report, to share their views and vote on the issues affecting the organization and its business. Only those who are “confirmed” members, *i.e.*, those whose membership dues are current, may vote on matters brought before the membership at the Annual Meeting. Please make sure you can exercise your right to vote by paying your AAAED membership dues before the meeting on June 18, 2020.

Go to the AAAED website and click on “Join Us.” <https://www.aaaed.org/aaaed/Join Us.asp>





AAAED

46th National Conference *Virtual*



SPEAKER BIOGRAPHIES

**TURNING OBSTACLES
INTO OPPORTUNITIES**

June - December '20
Kickoff Edition



Michael G. Aamodt, Ph.D. is a Principal Consultant for DCI Consulting Group, Inc. He spends most of his days conducting pay equity analyses, computing adverse impact statistics, and helping develop employee selection systems for federal contractors and other organizations. Prior to working for DCI, Mike spent 26 years as a professor of industrial/organizational psychology at Radford University. He received his B.A. in psychology from Pepperdine University in Malibu, California and both his M.A. and Ph.D. from the University of Arkansas. He is the author of Applied Industrial/Organizational Psychology, now in its 8th edition, Research in Law Enforcement Selection and the coauthor of Understanding Statistics: A Guide for I/O Psychologists and Human Resource Professionals and Human Relations in Business.



Julia Méndez Achée is Principal Business Consultant for Affirmity. She is based out of the New Orleans area. Mrs. Achée's current duties include overseeing the training programs for customers as well as creating content and delivering training in areas such as equal employment opportunity (EEO), affirmative action (AA) compliance, and diversity. She also has 25 years of experience in assisting clients through OFCCP compliance reviews and offering technical assistance both to clients and internal customers. She has also been invited to speak at national, regional and local conferences on topics such as recruiter compliance with AAPs, regulatory requirements for veterans, and individuals with disabilities, updates on EEO laws and settlements, as well as recognizing unconscious bias and other diversity topics. Ms. Achée is a graduate from University of New Orleans where she obtained a Bachelor of Science degree in General Business Administration and a Master of Business Administration. She also has a Master of Arts in Professional Counseling from Liberty University. She has been appointed by the governor of Louisiana to the Louisiana Commission on Human Rights. She holds a Professional in Human Resources certification from the HR Certification Institute, a Society of Human Resources Professional Certified Professional, is a Certified Employment Law Specialist from Columbia Southern University, is a Certified Affirmative Action Professional from the American Association for Access, Equity and Diversity as well as is a Certified Diversity Professional through the Institute for Diversity Certification. Ms. Achée also is a Certified Belief Therapist through Therapon Institute.



Richard Anthony Baker, MPA, JD, PhD

Despite Dr. Richard Anthony Baker being a native of Compton, California, he considers Texas to be his home. Soon after his arrival in 1994, Dr. Baker began college and eventually matriculated from the University of Texas at Austin with honors. After graduation, Dr. Baker attended Texas Tech University where he had the distinction of being the first African American to graduate from with a doctorate of jurisprudence and a Ph.D. (Higher Education). Dr. Baker is currently Executive Director for Institutional Equity and EEO at Rice University. Previously, Dr. Baker served as the Assistant Vice Chancellor and Vice President of the Office of Equal Opportunity Services (“EOS”) for the University of Houston System and University of Houston (“University”). As a clearinghouse for best practices in the area of diversity, affirmative action, and equal opportunity, EOS coordinates and enforces the federal and state equal opportunity regulations for the University. Specifically, Dr. Baker was responsible for managing the University’s affirmative action, anti-discrimination, and anti-harassment efforts, including providing administrative guidance, conducting formal investigations of complaints as well as providing prevention training for the entire University community. Dr. Baker has been re-elected for a second term as president of AAAED (2020 – 2022).



Stacey A. Bastone is a Principal in the Long Island, New York, office of Jackson Lewis P.C. Stacey is also a member of the Firm’s Pay Equity Resource Group and frequently works with national clients to design and conduct pay equity analyses. She is also a member of the Firm’s Affirmative Action Compliance and OFCCP Defense Practice Group and successfully has defended federal government contractors during audits conducted by the OFCCP. Stacey works closely with national clients to design and implement affirmative action compliance procedures relating to recruitment, applicant tracking, compensation systems and other diversity and affirmative action compliance obligations.



Elizabeth B. Bradley, is a Partner at Fortney Scott and has over ten years of experience representing employers and federal contractors in litigation and mediation matters before state and federal agencies and courts, as well as counseling and training private, public, and non-profit employers in all aspects of employment law. Specifically, Ms. Bradley has extensive knowledge and experience in advising employers on wage and hour compliance under federal and state laws; litigating discrimination and retaliation claims advanced under Title VII, ADA, ADEA, and comparable state and local statutes; counseling on ADA and FMLA compliance; advising and defending federal contractors in OFCCP compliance proceedings; performing wage and hour compliance reviews. She served as a law clerk to the Honorable Ronald L. Buckwalter on the U.S. District Court for the Eastern District of Pennsylvania after graduating from the University of Pittsburgh School of Law. Ms. Bradley is admitted to practice in Washington, D.C. and Pennsylvania, as well as in various federal courts.



Cheri Burgess, J.D., PHR, Director for Institutional Equity and EEO, Princeton University, helps to lead efforts to support the University's commitment to diversity and inclusion by overseeing coordination of the University's affirmative action programs and ensuring compliance with state and federal obligations related to equal employment opportunity; developing and implementing initiatives and learning opportunities related to campus climate and inclusion; and overseeing the University's process for investigating complaints of harassment, discrimination and retaliation. With more than 25 years' experience in the areas of non-discrimination and fair employment practices, Cheri has held positions in private practice, municipal government, corporate, and higher education. In her career she has served as a labor and employment associate at Cullen and Dykman in Brooklyn, New York; an in-house staff attorney concentrating in employment and education law at the New York City Board of Education; and an equal employment opportunity specialist at Home Depot U.S.A., where she advised regional officers, directors and managers on employment law issues and handled EEOC charges in multiple jurisdictions in the Northeast and Mid-Atlantic regions. She also maintained an individual law practice before joining Princeton in 2006.

Cheri has a B.A. in Journalism and Media Arts from Long Island University, a J.D. from Fordham University School of Law, and is licensed to practice law in New Jersey and New York. She has served as a mediator in Small Claims Court, and is a certified human resource professional (PHR) and a certified facilitator for Development Dimensions International (DDI) Learning Systems. Cheri is also a member of AAAED and the New Jersey chapter of the Industry Liaison Group.



Inderdeep Chatrath, Ph.D., is the Assistant Vice President of Equal Opportunity & Affirmative Action Programs in the Office for Institutional Equity, Duke University and Duke Health. In this role, she is responsible for designing studies, compiling and reporting institutional data pursuant to federal regulations, and coordinating research and evaluation studies to identify progress and trends. During her tenure at Duke, Dr. Chatrath has been responsible for institutional research functions and has managed programs for harassment prevention, diversity, and disability management. Dr. Chatrath is a member of the American Association for Access, Equity and Diversity (AAAED) and is actively involved in evaluating, developing, and teaching courses for the AAAED Professional Development and Training Institute. She also teaches in the Duke Executive Certificate in Nonprofit Leadership program that provides experienced nonprofit professionals the opportunity to increase their capacity for effective entrepreneurial leadership.

Dr. Chatrath holds leadership roles in a Consortium of Ivy League and Select Universities, the Federal Diversity Institute, the North Carolina Diversity and Inclusion Partners, and the National Advisory Committee on Racial, Ethnic, and Other Populations of the US Census Bureau. Dr. Chatrath was awarded the 2017 TILG EEO/AA Practitioner Award that recognizes the accomplishments of an individual for his or her leadership, contributions, and commitment to promoting equal opportunity and affirmative action in employment. Dr. Chatrath has worked on an initiative focused on engaging officials from the Department of Labor's Office of Federal Contract Compliance Programs to consider regulations as they apply to institutions of higher education.



David Cohen, M.A., is the founder and President of DCI Consulting Group, Inc. He provides consulting services to employers and management law firms on a wide range of human resource risk management strategies, particularly in the areas of EEO/affirmative action program development, systemic compensation statistical analyses, comprehensive human resources self-audits, and employee selection and test validation.

In addition, Mr. Cohen is the co-founder of The Institute for Workplace Equality, a national nonprofit employer association that trains and educates federal contractors in understanding and complying with their affirmative action and equal employment obligations.

Recognized as a national EEO and affirmative action compliance expert, Mr. Cohen speaks frequently before corporate leaders from Fortune 500 companies, and at regional and national ILG conferences and OFCCP events. In 2006, he co-authored a book entitled, *Understanding Statistics: A Guide for I/O Psychologists and Human Resource Professionals*. Mr. Cohen has a master's degree in Industrial and Organizational Psychology from Radford University and a bachelor's degree in Psychology from West Virginia University.



Joanna L. Colosimo, M.A., is the Director of EEO Compliance and Principal Consultant at DCI Consulting Group, where she provides guidance and support to clients regarding employment discrimination statutes and regulations, OFCCP audits, affirmative action planning, pay equity, and diversity and inclusion. Joanna manages DCI's EEO Compliance division, consisting of consultants and analysts who consult with large organizations on pay equity, talent distribution, and related issues. She is an Industrial-Organizational Psychologist with over 13 years of experience with EEO and pay related work.



Jennifer Crane, Ph.D., U.S. Department of Justice, Civil Rights Division, is a Statistician in the U.S. Department of Justice Civil Rights Division. She assists staff in the Employment Litigation Section in its enforcement responsibilities through investigations and compliance reviews regarding allegations of workplace discrimination and harassment. Jennifer did her graduate work at George Mason University and received her Ph.D. in Developmental Psychology in 2010. During graduate school, she worked on large applied research projects involving multiple universities, school systems, non-profits and other agencies as partners. While at GMU, she specialized in early childhood education, assessment, school readiness, and developmental disabilities. Prior to her time at GMU, Jennifer taught special education, taught classical guitar at Shenandoah Conservatory, and worked as a music therapist. Jennifer spent several years after graduate school as an independent consultant conducting research, doing adverse impact analysis, and associated data work.



Alan Curtis, Ph.D., is President and CEO of the Eisenhower Foundation in Washington DC. The Foundation is the private sector continuation of the 1968 National Advisory Commission on Civil Disorders (the Kerner Commission) and the 1969 National Commission on the Causes and Prevention of Violence (the Violence Commission). Dr. Curtis served as Executive Director of President Carter’s Urban Policy Group and as Urban Policy Advisor to HUD Secretary Patricia Roberts Harris, the first African American woman to be appointed a Cabinet Secretary. Earlier, he was a Task Force Co-Director on President Lyndon Johnson’s Violence Commission, formed after the assassinations of Dr. Martin Luther King and Senator Robert Kennedy. Dr. Curtis is Co-Editor of the Choice Award winning book: *Healing Our Divided Society: Investing in America 50 Years after the Kerner Report*, the Eisenhower Foundation’s Fifty-Year Update of the Kerner Commission (Temple University Press, 2018). The update concludes that the nation has made relatively little progress in reducing poverty, inequality and racial injustice since 1968. Curtis holds an A.B. in Economics from Harvard, an M.Sc. in Economics from the University of London and a Ph.D. in Criminology and Urban Policy from the University of Pennsylvania.



Janet Dhillon, Chair, Equal Employment Opportunity Commission. Janet Dhillon was sworn in as Chair of the U.S. Equal Employment Opportunity Commission on May 15, 2019. She is the 16th Chair of the EEOC. Dhillon was first nominated by President Donald J. Trump on June 29, 2017 and confirmed on May 8, 2019. Her term will end on July 1, 2022.

Dhillon practiced law in the private sector for over 25 years. Prior to joining the EEOC, Dhillon served as Executive Vice President, General Counsel and Corporate Secretary of Burlington Stores, Inc. Previously, Ms. Dhillon served as Executive Vice President, General Counsel and Corporate Secretary of JC Penney Company, Inc., and before that, as Senior Vice President, General Counsel and Chief Compliance Officer of US Airways Group, Inc.

Dhillon began her legal career at the law firm of Skadden, Arps, Slate, Meagher & Flom LLP, where she practiced for 13 years. She is a graduate of Occidental College, magna cum laude, and the UCLA School of Law, where she ranked first in her class. A native of California, Dhillon currently lives in Virginia.



Michelle Duncan, Esq., is a Principal in the Denver office of Jackson Lewis P.C. Michelle is a member of the Affirmative Action Compliance and OFCCP Defense Practice Group and the Pay Equity Resource Group. Michelle represents employers in affirmative action and employment discrimination matters before OFCCP. She counsels employers on the design and implementation of company-wide AAP structures, applicant tracking systems, pre-employment tests and other compliance issues. She also advises employers on pay equity issues and directs pay equity analyses for employers in many industries including higher education. Michelle joined the firm after working for nearly fourteen years as a trial attorney with the U.S. Department of Labor, Office of the Solicitor. During her tenure with the Solicitor’s Office, Michelle was widely regarded as a leading expert on OFCCP litigation. She litigated numerous OFCCP cases and provided counsel to high-level OFCCP officials. This experience allows Michelle to offer unique insights into the inner workings of OFCCP and the Solicitor’s Office as well as what she is seeing in audits today.



Janet Fiore is CEO of The Sierra Group, President/Co-Founder of Workplace Technology Foundation, d/b/a The Sierra Group Foundation, and a female entrepreneur with a disability. A breast cancer survivor and PTSD overcomer, Fiore has dedicated her career to increasing employment opportunities for Americans with disabilities. At the Sierra Group, Inc. and Workplace Technology Foundation, d/b/a The Sierra Group Foundation Fiore's teams employ people with disabilities to train, consult and accommodate other people with disabilities in Philadelphia, southeastern PA and across the USA. Since 1992 Fiore's company has expanded to be a recognized national leader and "one-stop shop" for job seekers and employers alike. The Sierra Group coined the phrase "Workplace Technology," and was one of the first AT vendors to the Commonwealth of PA's Office of Vocational Rehabilitation. Sierra Group created and runs Philadelphia's premier training school for adults and transition age people with disabilities. As a national authority on disability & employment policy, Fiore and her organization garner routine media exposure (Forbes online, SHRM, INC. Magazine, Microsoft PRESS, Philadelphia Inquirer) and are recipients of many awards including Philadelphia Business Journal's Woman of Distinction, US Department of Labor's Female Entrepreneur with a Disability, National Rehabilitation Association's President's Award.



Margo Foreman, M.Ph., CAAP, is the Assistant Vice President for Diversity, Inclusion, and Equal Opportunity at Iowa State University (ISU). Margo has been instrumental in the growth and development of the administration's efforts to build and sustain a more inclusive ISU since she started in April 2016. A major portion of her Office of the Vice President for Diversity and Inclusion (VPDI) work portfolio is dedicated to oversight of all aspects of equal opportunity, affirmative action, discrimination, harassment, and sexual misconduct programs and serves as the university's Title IX Coordinator. The scope of her work included supporting excellence in teaching and learning through the recruitment, development, and retention of a diverse workforce. In addition, she has developed conflict resolution practices designed to enhance a work and learning environment which is welcoming of all students, staff, and faculty.



Natalie Gillard. During her undergraduate experience, Natalie Gillard found that support for individuals from diverse backgrounds was rather limited. The latter ignited her desire to pursue diverse professional opportunities and a self-designed graduate study in Race and Ethnic Relations. Natalie has held various inclusion roles over her 12-year career, most recently serving as Stevenson University's Assistant Vice President for Multicultural Experience. Natalie is the creator of FACTUALITY, a facilitated dialogue, crash course, and board game, all in one, that simulates structural inequality in America. FACTUALITY has supported the diversity, equity, and inclusion initiatives of Fortune 500 company Lockheed Martin, Bloomberg Industry Group, the College Board, the American Heart Association, the National Institutes of Health, Bill Gates Millennium Scholars, Princeton, UCLA, and The University of Arizona, where author and civil rights activist, bell hooks participated. FACTUALITY has reached over 16,000 participants, in 26 states, and has been featured in Amazon Best Seller | The Memo: What Women of Color Need To Know To Secure A Seat At The Table, Baltimore Magazine's Best of Baltimore issue, the Afro American Newspaper, The Johns Hopkins Newsletter, and The Baltimore Jewish Times. Factuality is listed in the Kellogg Foundation's Racial and Equity Resource Guide and became an ice cream flavor through a partnership with social justice ice cream brand, Taharka Brothers.



Matt Glowacki was born in 1973 in Janesville, Wisconsin. His birth drew attention because even though he was healthy, he was born without legs. Campus Activities Magazine named Matt Glowacki Best Speaker in 2014, Best Diversity Artist for 2010, and again in 2013. He has presented at over 100 local, regional, and national conferences for AHEAD, AFLV, BACCHUS, NCSL, APCA, NODAC, NACA, and NODA. Matt is the most booked disability/inclusion lecturer on college campuses for the past ten years. Matt has delivered his messages to over a million people and two sitting presidents of the United States.

In 2017, he published his first book, *Able-Bodied Like Me*. Matt was also member of the US Paralympic Sitting Volleyball Team for eight years. While playing matches in 26 countries, he competed in the 2000 Paralympic Games in Sydney, Australia, and in the World Championships in Cairo, Egypt in 2002.



Wendy Strobel Gower is the Program Director for Disability Inclusion and Accommodation at the Yang-Tan Institute on Employment and Disability at Cornell University (YTI). She serves as the Co-Project Director of EARN, the Director of the Northeast ADA Center, and manages employer-based fee for service work for YTI. The primary goal of Wendy's work is to ensure that the knowledge collected from research and the requirements of disability law and policy are translated to ensure easier adoption by the employer community. Her teams have developed tools such as the Just-in-time Toolkit for Managers, The Employee Just-in-Time Toolkit, The Diversity Partners Curriculum, and the micro learning content that populates the Northeast ADA Center site. Wendy is a member of AAAED and the Central New York ILG.



Romella Janene El Kharzazi, Ph.D., is a Social Science Research Analyst for the Equal Employment Opportunity Commission and a People Governance expert with over 15 years of experience in helping organizations operate more efficiently and ethically, both as an internal and external consultant. She specializes in Organizational Behavior, Organizational Research, Strategy, and Talent Management. She has performed expert witness work in employment related matters in both private and public sector cases. Her work has led to policy and management changes at major employers. As a measurement expert, Romella has contributed to several US governmental data products, including equal employment demographic data governance policy, the Bureau of Labor Statistics' 2018 Standard Occupation Classification Manual, OMB Race & Ethnicity Statistical Management Directive, and the 2021 American Community Survey. Romella also currently serves on EEOC's Vulnerable Worker Task Force. Romella earned a doctorate in Industrial and Organizational Psychology from Wayne State University in Michigan. She obtained dual bachelor's degrees in psychology and economics from Occidental College in Los Angeles, California. Upon graduation from Occidental, she was nominated to the National Economic Honor Society. She is a Green Belt in Lean Six Sigma and is a SHRM certified Senior Human Resources professional.



Andrea Hall, M.A., currently serves as the Diversity & Inclusion Sr. Manager for General Dynamics Mission Systems, driving the strategic and tactical D&I efforts and initiatives across the organization. In this role Andrea focuses on diversification of the workforce, identifying program gaps and supporting efforts around gap closure, internal inclusion programming & retention activities and external culture branding. She collaborates with the various teams across the organization to increase employee engagement and to broadcast inclusion efforts internally and externally. Andrea is a graduate of Frostburg State University with a Bachelors in Sociology, and from Western Kentucky University with a Masters in Counseling. Andrea spent her previous 14 years at CSC/DXC in various HR and D&I global roles. She has also supported a number of Department of the Army Programs under the Army G1, Pentagon and was involved in the roll-out of the Army Wounded Warrior Program (AW2) assisting traumatically injured soldiers recently returning from combat. In her travels as a military spouse she has worked in four Army Education Centers.



Lisa D. Grant Harpe, Ph.D., is an Industrial Psychologist and Principal Consultant at DCI. In this role, Dr. Harpe assists companies in the evaluation of the fairness of their employment practices. This includes statistical and qualitative analysis of hiring, performance appraisal, compensation and promotion practices, as well as coordination with attorneys and employers involved in discrimination litigation or Office of Federal Contract Compliance Program (OFCCP) audits. She brings 20 years of expertise in industrial psychology and statistical analysis. Dr. Harpe holds a bachelor's degree in psychology from Wake Forest University and a master's and Doctor of Philosophy degree in psychology from North Carolina State University.



Tracey Hamilton, Assistant Director of Equal Opportunity Compliance at Temple University, is a senior certified affirmative action professional (Sr. CAAP) with over 25 years of applied experience in the areas of compliance and equal opportunity/affirmative action (EO/AA), including small business supplier diversity programs, minority/woman/disadvantaged-owned business enterprise (M/W/DBE) development and equal employment opportunity (EEO) and affirmative action (AA) within several industries. Proven project development and project management skills with strong interpersonal and leadership abilities enhance a career in transportation, housing, and higher education industries. She is recognized as a detailed, comprehensive, problem-solver, and a skilled compliance officer with commitment to integrity through ongoing collaboration and professionalism.



Gabrielle Aponte Henkel, M.A., serves as project lead for the Office of Apprenticeship (OA) State Apprenticeship Expansion (SAE) grant program and as co-lead for the American Apprenticeship Initiative (AAI) grant program. As a program analyst with OA, she helps to ensure that grant activities and milestones are implemented effectively. Gabrielle supports SAE and AAI grant programs to: 1) advance Registered Apprenticeship as a workforce development strategy and postsecondary education career pathway; 2) support integrated apprenticeship strategies and capacity to engage industry and meet the demand for new programs such as IT, Healthcare, Advanced Manufacturing, Building Trades, Cybersecurity, and Business Services; and 3) catalyze innovations to significantly increase apprenticeship opportunities for all American workers, particularly underrepresented populations in apprenticeship including youth, women, communities of color, Native Americans, and persons with disabilities. Gabrielle holds a Master's degree in Education Theory and Practice from Ohio State University and a Bachelor's degree in Psychology the University of Louisville.



Alissa Horvitz, Esq., advises government contractors on many compliance issues, including the preparation of affirmative action plans, compliance reviews, mock audits, the filing of EEO-1s and VETS-4212s, diversity initiatives, privileged compensation audits, and OFCCP's changing regulatory requirements. Alissa receives many compliments for her live and web-based training courses on topics such as Internet Applicant Best Practices, Preparing for an OFCCP Compliance Review, Understanding Affirmative Action Plans, and Compliance Obligations for Managers. Alissa is a frequent contributor to publications aimed at providing practical compliance advice to government contractors.



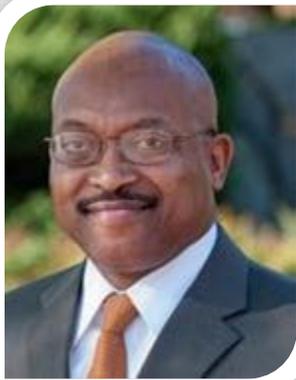
Sandra Hueneman, Sr. CAAEP is the President and Founder of Manchester Consultants, serves as the AAAED Treasurer and a member of the AAAED Professional Development Institute faculty. Following retirement from the Office of Federal Contract Compliance Programs (OFCCP) where Sandra held Assistant District Director, Sr. Regional Liaison Specialist, Compliance at the District, Regional and National Office during which time Sandra developed systemic cases of discrimination, negotiated settlements, co-authored the Quality Assurance Procedures and developed and delivered associated training to OFCCP staff. Today, Sandra provides consulting and advisory services in all facets of EEO Affirmative Action Compliance, diversity, complaint investigations and associated gap and risks assessments; advise and represent clients before the OFCCP, EEOC and local civil rights agencies; provide Consent Decree and Conciliation Agreement monitoring; Mock OFCCP and EEO Self-Audits; Compensation Analyses, advise clients on the design and development of AAPs to meet OFCCP, FTA and local obligations, design and deliver HR training to all levels within an organizations and institutions. Sandra works with clients across the U.S. Sandra has over 35 years success in the EEO and affirmative action arena.



Jaden Hyde is the HR Manager for Compliance, AAP and EEO at Mary Washington Healthcare. Ms. Hyde's current duties include the overseeing of the 11 Affirmative Action Plans for MWHC, ensuring HR compliance with local, state, federal and agency regulations to include state licensures and training Associates and Managers on all equal employment opportunity components. She has worked at Mary Washington Healthcare for eight years. This is her first year managing Affirmative Action Plans. She has previous experience with political campaigns and event planning. MS. Hyde is a graduate of the University of Maryland University College where she obtained a Bachelor of Science in Communication Studies. She is a national and local member of SHRM and volunteers with National MS Society.



Carolyn Jones, MBA, CWDP, CDP, VREP, Senior Policy Advisor, Youth Policy Team, U.S. Department of Labor, Office of Disability Employment Policy. Carolyn Jones serves as a senior policy advisor on the Youth Policy Team in the U.S. Department of Labor's Office of Disability Employment Policy (ODEP). She provides expert policy and program analysis and recommendations in support of competitive employment for youth and young adults with disabilities. Ms. Jones has previously served as the Division Chief of the City of Alexandria's One-Stop Workforce Development Center. Her One-Stop Center focused on the integration of workforce systems, capacity building, and seamless service delivery to advance greater employment opportunities. It facilitated collaboration and program alignment for the Workforce Innovation and Opportunity Act (WIOA), public benefits systems (e.g., TANF, SNAP, Medicaid, childcare), and Alexandria's related employment initiatives. Ms. Jones holds a master of business administration in human resource management from Roosevelt University. Her bachelor's degree in administrative studies is also from Roosevelt University. She has certifications in workforce development, diversity and inclusion, and veteran employment and recruitment.



L. Jerry Knighton, Jr., M.P.A., serves as Assistant Vice President for Access and Equity and Executive Director of Supplier Diversity at Clemson University. In this role, he is responsible for monitoring the university's compliance with state and federal laws related to Affirmative Action, Equal Employment Opportunity and Equitable Treatment. In August of 2018, he was also appointed Executive Director of Supplier Diversity where he is responsible for monitoring efforts to increase minority business participation which includes all Clemson University capital projects both public and private. Knighton has been employed in higher education administration for 31 years. A 2008 graduate of the Riley Institute's Diversity Leadership Academy at Furman University, Knighton also provides a variety of training workshops designed to address issues related to unlawful discrimination and harassment, workplace diversity, and procurement inclusion.

Knighton served two terms as president of the South Carolina Professional Association for Access and Equity (SC-PAAE) and currently is state coordinator for Region IV of the American Association for Access, Equity, and Diversity (AAAED). In April 2010, he was recognized by SC-PAAE for his outstanding service and dedication to the field of access and equity in the state of South Carolina. Knighton also currently serves as Chair of the South Carolina Industry Liaison Group (SCILG) Board. This professional organization is an affiliate of the NILG and supports excellence in AA/EEO compliance. In the area of supplier diversity, Knighton serves as Chair-Elect of the Upstate SC Regional Industry Networking Group (RING). This group is an affiliate of the Carolinas Virginia Minority Supplier Development Council (CVMSDC). In 2017, CVMSDC recognized Clemson for Best New Program for supplier diversity initiatives. Knighton is from Clinton, SC. He is a graduate of the University of South Carolina where he obtained both a Bachelor's Degree in political science and a Master's Degree in Public Administration. He is currently pursuing his doctorate in Educational Leadership at Clemson University. He and his wife Brenda have two children, Travis and Tawanna (Willie) and a grandson, Dallas.



Dan Kuang, Ph.D., is the Vice President of Legal and Audit Support Services at Biddle Consulting Group where he is primarily responsible for ensuring that clients are in compliance with Federal guidelines and regulations and are prepared to respond to external legal threats and challenges. Dr. Kuang is an expert in analyzing and modeling complex and messy data, concentrating on high-stakes data analytics and social psychological research. He has extensive experience with Title VII related matters. Specifically, he specializes in adverse impact and adverse treatment in class action employment matters including hiring, selection, promotion, termination, compensation, and discipline. Dr. Kuang has successfully applied his expertise to defend federal contractors against OFCCP audit actions and claims of discrimination in compensation, selection/hiring, and funneling.



Vicky Kulicke, CAAP, has an extensive background in compliance, specifically specializing in Title VII and Title IX. Kulicke is a well-qualified Equal Employment Opportunity (EEO) Compliance, Equity and Diversity, Title IX and Affirmative Action regulatory professional with over 25 years' combined experience in Higher Education and in the Private Sector. Her career has had her monitoring and ensuring Title IX Compliance, equal employment opportunity (EEO), and affirmative action compliance with federal, state and local laws. She received her BS in Criminal Justice from Illinois State University and worked after graduation in Victim/ Witness within the criminal division at the McLean County States Attorney's office. She also accepted a position at Mohave Community College in Lake Havasu, AZ as adjunct faculty in the division of Applied Sciences and Technology. Following her academic experiences here, she sought more explicit Title IX work at Bowling Green State University, where she served as an Equity Officer and Title IX Deputy Coordinator for 7 years, having received her CAAP certification in the process. Kulicke is currently the Director, Title IX and Compliance for the University of Toledo. Kulicke is a social justice advocate and introduced the national grassroots campaign Not In Our Town initiative to BGSU and Bowling Green Ohio.



Robert (Bob) LaJeunesse, Ph.D., is Acting Director of Enforcement for Office of Federal Contract Compliance. Bob oversees the OFCCP's statistical and economic analysis program and serves as the agency's expert technical advisor in the development and resolution of systemic discrimination cases. Before joining OFCCP, Bob was a labor economist at the Equal Employment Opportunity Commission (EEOC), working in the Office of General Council as a consulting and testifying expert on Title VII cases. He also served as an Economist for the U.S. Treasury and the AFL-CIO. Prior to joining federal service, Dr. LaJeunesse was an assistant professor of economics at the State University of New York (New Paltz) and a senior lecturer at the University of Newcastle in Australia. Bob's scholarly publications are primarily in the field of labor economics, including a book on the socioeconomic and ecological virtues of work time regulation. Bob holds a Ph.D. in Economics from Colorado State University, and he also completed two years of service in the Peace Corps in Liepaja, Latvia.

Craig Leen, Esq., serves as the Director of the Office of Federal Contract Compliance Programs (OFCCP) at the U.S. Department of Labor, after previously



-serving as Deputy Director and Senior Advisor. He leads a staff of professionals around the country who are dedicated to protecting workers, promoting diversity, and enforcing the law. OFCCP administers and enforces three equal employment opportunity laws: Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 793; and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212. Collectively, these laws make it illegal for contractors and subcontractors doing business with the federal government to discriminate in employment because of race, color, religion, sex, sexual orientation, gender identity, national origin, disability or status as a protected veteran. In addition, contractors and subcontractors are prohibited from discriminating against applicants or employees because they inquire about, discuss, or disclose their compensation or that of others, subject to certain limitations.

Prior to serving at OFCCP, Mr. Leen was the City Attorney of Coral Gables, Florida, where he was the general counsel and chief legal officer. In that role, he practiced in the areas of constitutional law and civil rights, labor and employment, land use and zoning, ethics, procurement, real estate, construction, code enforcement, and appellate law, including his work on a comprehensive inclusion program for individuals with disabilities in all aspects of government services and employment. Before serving as City Attorney, Mr. Leen was the Chief of the Appeals Section and then the Chief of the Federal Litigation Section at the Miami-Dade County Attorney's Office. In these roles, Mr. Leen litigated and provided counsel in numerous legal areas, including on many civil rights matters. Mr. Leen has also worked at several international law firms, and served as a law clerk to the Honorable Robert E. Keeton, United States District Judge, District of Massachusetts. Mr. Leen is also board certified by the Florida Bar in City, County, and Local Government law, and is admitted to practice law in Florida, Massachusetts, New York, and the District of Columbia. Mr. Leen received his Juris Doctorate from Columbia Law School, graduating as a Harlan Fiske Stone Scholar, and having served as a teaching fellow in both Contracts and Torts. Mr. Leen received his Bachelor of Arts, cum laude, from Georgetown University, where he majored in both Government and Economics.



Zakiya Mabery is now a CEO of B. Global Diversity & Inclusion Strategic Planning, LLC. Triple diversity threat; a woman of color with disabilities. Zakiya turns challenging experiences, successes, knowledge, skills and abilities into teachable moments. In the spring of 2019 Zakiya is became a published author of collaborative book called, "Then Human Behind the Resource." A dynamic collaborative book in which HR professionals share stories from various perspectives. Additionally, Zakiya has written a book solo called, "A Complete Guide to: Diversity, Inclusion & COVID19 Culture First Edition Workbook," which will be available this summer.

Zakiya strongly believes authentic storytelling is one of the most powerful tools for catalyzing effective change. Hence in the fall of 2018 launched a digital show, "Game Changer Chat with Zakiya," which places the spotlight on various extraordinary professionals. These LinkedIn Live interviews facilitate meaningful discussions. Deciding to leave the security of being a W2 employee was a tough decision in 2018 however being an entrepreneur has been quite rewarding. Using Zakiya's authentic voice while speaking, encouraging leadership and employees in organizations the need to work to respect the whole spectrum of diversities in their organization is Zakiya's true passion. The best is yet to come from Zakiya Mabery driving impactful change globally.

The Hon. Katherine McCary, President, C5 Consulting, LLC, CEO, Executive Director, Disability:IN DC Metro, is nationally recognized as a go-business disability inclusion subject matter expert. As a national speaker, she has shared her expertise with international, national and regional conference audiences for the past 30 years. After her 21 years at SunTrust Bank as its Chief Disability



Officer responsible for the development of corporate disability strategy, she founded C5 Consulting, LLC, a global disability inclusion strategy consultancy comprised exclusively of private sector disability leaders with more than 50 years combined expertise and a deep knowledge on culture change developed through customized strategies and education. As an individual with a non-apparent disability, as well as a parent and caregiver of family members with disabilities, she also speaks from a personal perspective.

Katherine is also CEO, Executive Director of the Disability:IN DC Metro affiliate. She previously served on its Board of Directors for five years. Katherine served as the founding chair of the Virginia Business Leadership Network, now Virginia Ability and the US Business Leadership Network (USBLN®) – now Disability:IN. She is a SHRM certified Diversity Trainer and an ADA Leadership Network Trainer. In 2002, she participated in US delegations to the UK and EU. She was appointed by President Bush in 2008 to serve on the National Council on Disability.



Angela McDaniel is the Diversity and Inclusion Lead for the U.S. Department of Labor's (DOL) Apprenticeship Office. She currently works with employers, partners and stakeholders to advance opportunities for Minority Serving Institutions, women, persons with disabilities, veterans, and other minorities. Ms. McDaniel is a member of the White House HBCU Initiative interagency work group; a graduate of the Office of Personnel's Women's Executive Leadership Programs; a graduate of DOL/Employment and Training Administrative's Emerging Leaders Program; and is a graduate of the University of Maryland, College Park. She has worked in workforce development for over 20 years.



Patrick McNiel, Ph.D., is a Principal Business Consultant for Affirmity. He is based out of the Irving office. Dr. McNiel's current duties include advising clients on issues related to workforce measurement and statistical analysis, Diversity and Inclusion, and OFCCP and EEOC compliance. He is also heavily involved with compensation analysis and issues of pay equity. Dr. McNiel has over 10 years of experience creating, customizing, and implementing tests, selection systems, and surveys. Roles prior to Affirmity also afforded him the opportunity to work for The City of Houston, Valtera, and Management and Personnel Systems. In these roles he consulted with government agencies and many Fortune 500 companies and helped them to implement valid and effective selection systems and to align their talent management systems with organizational goals. To this end, he has extensive experience with the implementation of tools and systems based on psychological climate, organizational climate, and culture concepts.

Dr. McNiel received his PhD and his master's degree in Industrial-Organizational Psychology from the Georgia Institute of Technology. His specialization was in psychometrics, test development, and measurement of psychological phenomena such as climate. Dr. McNiel is also a co-author of a widely cited book chapter on climate and culture: James, L., Choi, C., Ko, C., McNiel, P., Minton, M., Wright, M., et al. (2008). Organizational and psychological climate: A review of theory and research. *European Journal of Work and Organizational Psychology*, 17(1), 5-32.



Christopher J. Metzler, M.A., Ph.D., M.L., is President and CEO of HFW¶ a global Consultancy based in Boca Raton, Florida. Prior to this appointment, Dr. Metzler was Associate Dean at the School of Continuing Studies at Georgetown University in Washington, D.C. Prior to joining Georgetown University, he was on the faculty at Cornell University’s ILR School where he directed the EEO and Diversity Studies program. At Cornell, he created the nation’s first certification program for diversity professionals and established the Chief Diversity Officers’ Roundtable. He is also the author of *The Competencies of the Chief Diversity Officers* (2008), the first comprehensive analysis of CDO competencies to date. He was also an adjunct Associate Professor at CUNY (The City University of New York) where he taught Civil Rights, among other courses. Dr. Metzler is the author of a book, *The Construction and Rearticulation of Race in a Post-Racial America* (University of Aberdeen Press, 2008). He lectures globally on diversity, global employment practices, corporate social responsibility, human rights, human resources and comparative employment systems. A frequent T.V. and radio commentator, he has appeared on BBC, Sky News, News Channel 8, Channel 7 News, Channel 9 News, BBC Arabic, BBC Radio, 1290 Radio and The Joe Madison show, among others. Dr. Metzler holds a M.A. in Human Rights from Columbia University, a Ph.D. in Law from the University of Aberdeen, and a Master’s in Law from Oxford University. Dr. Metzler is Vice Chair of the Fund for Leadership, Equity, Access and Diversity.



Carol R. Miaskoff is the Associate Legal Counsel of the Equal Employment Opportunity Commission (Commission or EEOC). As deputy director of the Office of Legal Counsel, she is responsible for managing development of the Commission regulations and guidance under the Americans with Disabilities Act, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Equal Pay Act, and the Genetic Information Nondiscrimination Act. She also provides legal advice to the Commission on a wide range of matters, and oversees defense of the Chair and the Commission in litigation when stakeholders challenge Commission rules, guidance, and actions in court.

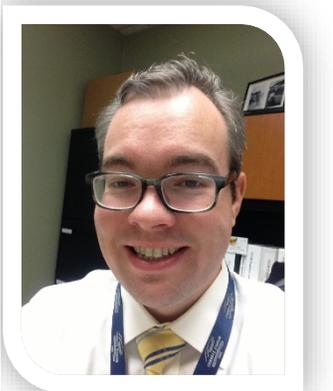
During her career at the EEOC, Ms. Miaskoff has supervised the development of proposed Commission policy on workplace harassment and final Commission guidance on retaliation and national origin discrimination. She is a member of the EEOC’s equal pay task force and speaks frequently to labor and employment groups about issues ranging from the use of big data in employment to psychiatric disabilities and the ADA. Ms. Miaskoff graduated from Harvard University and from the George Washington University Law School, with high honors. In the community, Ms. Miaskoff has been active in the Montgomery County, MD, Mental Health Advisory Committee, and guest lectures at a Georgetown University undergraduate class on Women and the Law.



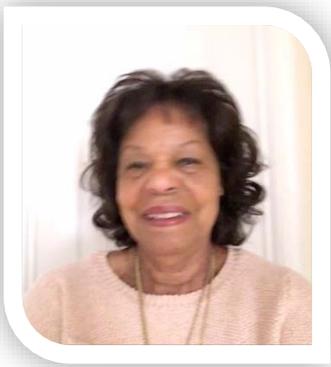
Kristen Monaco, Ph.D., is Associate Commissioner in the Office of Compensation and Working Conditions at the U.S. Bureau of Labor Statistics. From 2014 to 2016, Kristen served as Research Chief in the Office of Compensation and Working Conditions, overseeing research related to the national compensation survey, occupational safety and health statistics, and occupational requirements survey. Prior to joining the federal workforce, Kristen was on the faculty in the department of economics at California State University Long Beach (2001–13) and the University of Wisconsin-Eau Claire (1998–2001). She has a Ph.D. in Economics from the University of Wisconsin-Milwaukee and is the author of many publications covering wages and working conditions, with a specific focus on transportation labor markets.



Christopher T. Patrick, Esq., is a Principal in the Denver, Colorado, office of Jackson Lewis P.C. and is a member of the Firm's Affirmative Action Compliance and OFCCP Defense Practice Group and Pay Equity Resource Group. Chris regularly counsels on pay equity, EEO compliance, affirmative action, and diversity, including analyzing statistical trends in Human Resources practices. He also directs privileged pay analyses under state and federal laws, defends companies in OFCCP audits, and counsels on issues stemming from related state and federal laws and regulations.



Bret T. Phillips, M.A., Ph.D., is a Statistician for the Southwest and Rocky Mountain Region of the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP). With over ten years of experience at OFCCP, Bret conducts complex statistical analyses to support field staff investigations of equal employment opportunity in the federal contractor workforce. Bret has received a number of awards for his work at OFCCP, most recently for developing tools to facilitate investigation of compensation discrimination. Prior to working at OFCCP, Bret worked as a Statistical Analyst for the Georgia Division of Family and Children Services, a Research Specialist and Program Administrator for the Texas Department of Human Services, and a Systems Analyst and Manager for the Texas Education Agency. Bret holds M.A. and Ph.D. degrees in Applied Experimental Psychology from Southern Illinois University at Carbondale, and a B.S. in Psychology from Illinois State University.



Joyce A. Pratt is an employment consultant and freelance writer as President of her small business, T&J Associates of New Jersey LLC and The Oneal Group, respectively. She provides workplace training on behavioral issues to include EEO/AA, conducts employee complaint investigations, and writes on human relationships and social issues as a freelance artist. Joyce provides services for corporations, government agencies, and public and higher educational institutions. She is a highly accomplished executive with national experience in equal opportunity affairs, human resource development, diversity effective programs, leadership development, workplace issues, training curriculum development and presentation, workforce analysis, and public relations. Joyce is a results-oriented, decisive leader with proven success in complaint handling, program development, and conflict resolutions. And, she tends to thrive in fluid environments while remaining pragmatic and focused.

Prior to opening her company, Joyce served as Diversity & Equal Opportunity Affairs Representative and later Manager for Trump Plaza Hotel & Casino in Atlantic City, NJ for over fifteen years and as Supervisor of Grant Storage and Retrieval for the Ford Foundation in New York City for ten plus years. She has been working as a temporary EO/AA Investigator for New Jersey Transit, Newark Headquarters since April 2017. Joyce holds a Bachelor of Arts in Business Studies/marketing minor and Master of Business Studies/management minor from Stockton University, Pomona, NJ; and passed two LST exams for law studies. She also holds certificates of EEO & The Law from Rutgers University, New Brunswick, NJ; Certified Mediator by Capital University, an AAAED (formerly AAAA) partner; and Grant Writing from The Grant Institute hosted by Howard University in Washington, D.C. She was born in Pittsburgh, Pennsylvania and resided and worked in New York City before relocating to Southern New Jersey.



Nakisha Pugh is a Senior Policy Advisor on the Employer Policy Team at the Department of Labor's Office of Disability Employment Policy (ODEP). Nakisha develops policies to address employer needs and promote disability employment. Prior to joining ODEP, Nakisha led the Office of Federal Contract Compliance Program's (OFCCP) Functional Affirmative Action Program Branch where she developed agency guidance and oversaw the negotiation and approval of federal contractor requests for functional affirmative action program agreements. Nakisha is experienced in analyzing employer affirmative action programs and assessing contractor compliance with federal equal employment opportunity laws, regulations and executive orders. While at OFCCP, Nakisha played a key role outlining the agency's procedures for conducting Section 503 focused reviews. Nakisha received a Master of Arts in Education and Human Development with a concentration in Organizational Leadership and Learning from The George Washington University. She also holds a Bachelor of Science in Psychology.



Marife Ramos, PHR, SHRM-CP Dir. of Operations/Sr. Consultant EEO/AA Division, Biddle Consulting Group. Marife has been practicing in the field of EEO and Affirmative Action since 1996 and is currently the Director of Operations and a Sr. Consultant for the EEO/AA Division at Biddle Consulting Group, Inc. (BCG). Her primary responsibilities include the oversight of the day to day operations and staff training for the EEO/AA Division. As a Sr. Consultant, she also works with various clients in projects requiring litigation support, affirmative action plan (AAP) development, and OFCCP audit support. Her breadth of knowledge and expertise include conducting statistical adverse impact analyses of personnel actions (hires, promotions, and terminations), conducting compensation analyses, and providing guidance to AAP practitioners on the laws and regulations around EO 11246, Section 503 of the Rehabilitation Act, and VEVRAA.

Ms. Ramos has conducted numerous training programs across the United States on AAP methodology, adverse impact analysis, and compensation analysis and is a contributing author in the Adverse Impact Analysis: Understanding Data, Statistics, and Risk (Chapter 7, Workforce and Utilization) (Routledge Publishing).



Scott Michael Robertson, PhD., serves as a policy advisor on the Employment-Related Supports (ERS) Policy Team in the U.S. Department of Labor's Office of Disability Employment Policy (ODEP). Dr. Robertson spearheads ERS's partnership on ODEP's \$2 million Apprenticeship Inclusion Models initiative to foster career pathways in information technology, healthcare, and advanced manufacturing for youth and adults with disabilities. He also drives ODEP's activities to enhance national autism policy and increase employment access for autistic adults, and he collaborates on ODEP's FutureWorks initiative as a subject matter expert; this initiative focuses on accessible workplace technology, automated vehicles, and emerging technology like artificial intelligence.

Dr. Robertson previously worked as a Joseph P. Kennedy, Jr. Public Policy Fellow in the U.S. Senate Committee on Health, Education, Labor, and Pensions (HELP). He has also served as the Founding Vice President of the Autistic Self Advocacy Network (ASAN), a national nonprofit organization based in Washington, DC. Dr. Robertson earned his PhD in information sciences and technology at Penn State University. He completed his master's degree in human-computer interaction at Carnegie Mellon University.



Josh Roffman, Esq., and Alissa Horvitz, Esq., have been practicing OFCCP law together since 2003 –first at Morgan Lewis, then at Littler, and finally in their own firm that they started in 2015. Josh and Alissa and their team focus their practice primarily on advising and overseeing the preparation of affirmative action plans and representing clients in various matters before the Office of Federal Contract Compliance Programs (OFCCP) across all six OFCCP regions, preparing for and defending OFCCP audits and onsite visits, responding to OFCCP information requests, evaluating compensation disparity and pay equity claims, submitting FAAP requests, conducting privileged audits of contractor applicant tracking systems, evaluating single entity claims, petitioning OFCCP for separate facility exemptions, evaluating compliance with the Uniform Guidelines on Employee Selection Procedures, and facilitating the identification of Internet applicants per OFCCP regulations. In addition, they also advise clients on EEO-1 and VETS-4212 reporting requirements and conduct client training on OFCCP compliance topics. Their website is www.roffmanhorvitz.com.



Heather Sakamoto, Consultant II, Biddle Consulting Group. Heather has been practicing in the field of EEO and Affirmative Action for nine years and is currently Consultant at Biddle Consulting Group Inc. (BCG). Her primary responsibilities include affirmative action plan (AAP) development and OFCCP audit support for federal contractors of various sizes, ranging from 150 to well over 100,000 employees. Within that capacity, she has become adept and methodically brings large and complex data sets into an analyzable state. Ms. Sakamoto has also been involved in numerous projects by conducting and interpreting results of statistical adverse impact analyses of personnel actions (hires, promotions, and terminations), as well as, assisting experts in compensation analyses. She has conducted numerous online training programs on AAP methodology and compensation analysis.



Kristin Sandusky is an Economist with the U.S. Census Bureau's Center for Economic Studies, Longitudinal Employer-Household Dynamics Program. She is a member of the program's steering committee and her research focuses on alternative work arrangements such as gig work, business ownership, contract work and other forms of self-employment. Specifically, she explores the factors that propel individual workers to make these labor market choices and the impact these choices have on their career progression. More broadly, her work seeks to identify potential enhancements to federal statistics that may illuminate how growth in alternative work arrangements may impact a local, state, or national economy.



Marilynn Schuyler, Esq., established Schuyler Affirmative Action Practice in 2010 and has been developing Affirmative Action Plans for public, private, and academic institutions since 1996. She has been working in the field of Equal Employment Opportunity since 1988. She provides clients with strategic advice and analysis related to all aspects of Affirmative Action compliance, and produces Affirmative Action Plans consistent with OFCCP regulations. She has successfully led clients through audits, from notice of audit to notice of compliance, and develops compliant compensation analyses and all other analyses required for responses to OFCCP. Ms. Schuyler also provides advice and counsel on the Internet Applicant Rule and all related aspects of applicant tracking and recordkeeping. MS. Schuyler began her professional career at the Department of Labor. She served in the Oakland District Office of the OFCCP as Assistant District Director, and in the San Francisco Regional Office as an OFCCP Liaison and as the Regional Civil Rights Officer in the National Office, she was the Department of Labor's Affirmative Action Officer. She also served as the Affirmative Action Officer for the Office of the President at the University of California, for whom she developed the Affirmative Action Plan for four years.

Ms. Schuyler received her J.D. from Georgetown University Law Center and her B.A. in Economics from the University of California, Berkeley, where she was an Alumni Scholar. Ms. Schuyler is Chair of Contra Costa County Advisory Council on Equal Employment Opportunity, Board Member of the American Association for Access, Equity, and Diversity (AAAED), former President of the Washington Metro Industry Liaison Group (WMILG), and former Board Member of Wider Opportunities for Women (WOW).



Congressman Robert C. "Bobby" Scott has represented Virginia's third congressional district in the U.S. House of Representatives since 1993. Prior to his service in Congress, he served in the Virginia House of Delegates from 1978 to 1983 and in the Senate of Virginia from 1983 to 1993. During his tenure in the Virginia General Assembly, Congressman Scott successfully sponsored laws critical to Virginians in education, employment, health care, social services, economic development, crime prevention and consumer protection. His legislative successes in the state legislature included laws that increased Virginia's minimum wage, created the Governor's Employment and Training Council and improved health care benefits for women, infants and children.

Congressman Scott has the distinction of being the first African-American elected to Congress from the Commonwealth of Virginia since Reconstruction and only the second African-American elected to Congress in Virginia's history. Having a maternal grandfather of Filipino ancestry also gives him the distinction of being the first American with Filipino ancestry to serve as a voting member of Congress. Congressman Scott currently serves as the Chairman of the Committee on Education and Labor. In this capacity, he is advancing an agenda that improves equity in education, frees students from the burdens of crippling debt, protects and expands access to affordable health care, ensures workers have a safe workplace where they can earn a living wage free from discrimination, and guarantees seniors have a secure and dignified retirement.

From 2015-2018, he served as the ranking member of what was then called the Committee on Education and the Workforce and developed a strong record of working across the aisle to pass critical legislation. In 2015, he was one of the four primary authors of the Every Student Succeeds Act, which reauthorized the Elementary and Secondary Education Act for the first time in 13 years and replaced the No Child Left Behind Act. Additionally, in 2017, he worked to secure passage of legislation to reform and update our nation's career and technical education system, as well as the juvenile justice system in 2018, which were both signed into law by President Donald Trump. The latter legislation, the Juvenile Justice Reform Act, contained core tenets of Congressman Scott's Youth Prison Reduction through Opportunities, Mentoring, Intervention, Support, and Education (Youth PROMISE) Act, which he had introduced in every Congress since 2007.



Mickey Silberman, Esq., is the founder of and a Shareholder with Silberman Law PC. For more than 25 years, he has represented management in all areas of employment law, specializing in EEO, affirmative action, OFCCP compliance and defense, diversity & inclusion and pay equity. He is a nationally recognized expert and speaker on these topics. Mickey has overseen the preparation of thousands of affirmative action plans for employers in all fields and industries, including colleges and universities, and across the country. The AAPs he prepares are designed not simply as compliance documents but also as strategic tools to uncover and address hidden barriers to EEO. He also has directed the defense of thousands of OFCCP compliance evaluations, including many corporate management compliance evaluations. This high volume of audit defense keeps him on the "cutting edge" of the OFCCP's rapidly evolving enforcement trends. Mickey has excellent relationships with OFCCP's National, Regional and Local office personnel. During the past 10 years, he has obtained Letters of Compliance in more than 99% of the audits he has defended.

In addition, Mickey is recognized as a national expert in the areas of pay equity and systemic pay discrimination. He works closely with statisticians and labor

economists to conduct pay equity analyses, both on a proactive basis and in response to OFCCP and EEOC investigations. He also advises clients on pay system design and administration to identify and address barriers to achieving pay equity. In this complex and quick changing area, Mickey helps employers get pay equity “right”. Mickey spends much of his time counseling employers on complex “real world” issues relating to EEO, pay equity and diversity. In the area of diversity, he develops creative analytics that allow employers to see what is and isn't working and how to “move the needle” on diversity. Mickey also is the Co-Founder and Co-Chair of The Institute for Workplace Equality, a national employer association that provides educational conferences related to employment law developments. In that role Mickey regularly meets with OFCCP national leadership and other federal agency leadership to provide the employer community’s perspective on proposed regulations and agency enforcement trends and priorities.



Gregory D. Squires is a Professor of Sociology, and Public Policy Public Administration at George Washington University. Currently he is a member of the Advisory Board of the John Marshall Law School Fair Housing Legal Support Center in Chicago, Illinois, the Fair Housing Task Force of the Leadership Conference on Civil and Human Rights, and the Social Science Advisory Board of the Poverty & Race Research Action Council in Washington, D.C. He has served as a consultant for civil rights organizations around the country and as a member of the Federal Reserve Board’s Consumer Advisory Council.

He has written for several academic journals and general interest publications including *Housing Policy Debate*, *Urban Studies*, *Social Science Quarterly*, *Social Problems*, *New York Times*, and *Washington Post*. His recent books include, *Meltdown: The Financial Crisis, Consumer Protection, and the Road Forward* (with Larry Kirsch –Praeger, 2017) and his edited book *The Fight for Fair Housing Causes, Consequences and Future Implications of the 1968 Federal Fair Housing Act* (Routledge, 2018).



Sam Starks, M.A., is currently the Executive Director of Affirmative Action and Equal Opportunity Programs at Penn providing leadership ensuring that the University meets its obligations as an affirmative action and equal opportunity employer and educational institution. His responsibilities include working in partnership with colleagues across the University to advance Penn’s diversity and inclusion objectives through the Office’s education, outreach, advisory, and compliance roles. The Office supports the University’s goals of “equalizing opportunity, enriching the educational experience of all students, and educating leaders for all sectors of society,” which are embodied in the Penn Compact.

Prior to coming to Penn, Sam served as the Compliance Manager in the Office of Equal Opportunity, Affirmative Action, and Disability Services at Vanderbilt University. Previously, he held a series of progressively responsible positions at Western Kentucky University, beginning with the Equal Opportunity Office, and the last of which was assistant to the associate vice president for enrollment management.

As a member of the President’ Center, Sam serves on numerous committees and boards at Penn including the University Council Committee on Diversity & Equity, Penn’s Economic Inclusion Committee and the Division of Public Safety’s Advisory Board. Sam has a B.A. from Fisk University and a M.A. from Western Kentucky University. Sam is a member of AAAED and the Philadelphia Industry Liaison Group.



Lindsay Tuttle, M.A., trained as a licensed professional counselor, she has used her skills for the past 5 years in her role to provide trauma informed sexual misconduct prevention education. Her scope and responsibility include providing education for faculty, staff, and students. She also oversees compliance related to sexual misconduct programming. Lindsay and her team have worked to create a 5-star program rated by the State of Ohio while navigating and influx of institutional changes. Prior to serving in her current role, Lindsay has worked in AOD services, Greek Life, Residence Life, and Education. She holds a Bachelors in Education and a Masters in Clinical Mental Health. Outside of work, she spends time with her dog, practices her skills in CrossFit, and enjoys volunteering by serving as President of The Blue Key Honor Society Alumni Board for her local chapter.



Melanie Whetzel, M.A., CBIS, Lead Consultant, Cognitive / Neurological Team, joined the JAN staff as a consultant on the Cognitive / Neurological Team in February 2008. She has a fourteen-year history of teaching and advocating for students with disabilities in the public school system. Melanie holds a Master of Arts degree in Special Education, a Bachelor of Arts degree in English, and has earned sixty hours above masters' level. Her post-graduate work has been primarily focused on special education. She most recently completed a graduate certification in Career Planning and Placement for Youth in Transition.

As a member of the Cognitive / Neurological Team, Melanie specializes in learning disabilities, mental impairments, developmental disabilities, autism spectrum disorders, and brain injuries. She presents nationally on topics ranging from mental health impairments to conduct and performance issues, learning disabilities, attention deficit hyperactivity disorder, brain injuries, and more. Melanie became a certified brain injury specialist in December 2014.



Shirley J. Wilcher, M.A., J.D., CAAP is an authority on equal opportunity, affirmative action and diversity policy. She currently serves as Executive Director of the American Association for Access, Equity and Diversity (AAAED), formerly the American Association for Affirmative Action (AAAA) an organization of equal opportunity, diversity and affirmative action professionals working in higher education, government and the private sector. She is also President and CEO of the Fund for Leadership, Equity, Access and Diversity (LEAD Fund).

During the Clinton Administration, Wilcher served as Deputy Assistant Secretary for the Office of Federal Contract Compliance Programs (OFCCP), in the Employment Standards Administration of the U.S. Department of Labor. OFCCP enforces Executive Order 11246, as amended, and other laws that require equal opportunity and affirmative action by companies holding federal contracts. Her experience includes service as associate civil rights counsel with the Education and Labor Committee, US House of Representatives; Director for State Relations and General Counsel with the National Association of Independent Colleges and Universities, staff attorney with the National Women's Law Center and CEO of Wilcher Global, LLC, a diversity management and consulting firm.

Ms. Wilcher is an honors graduate of Mount Holyoke College in South Hadley, Massachusetts; holds a Master of Arts Degree from the New School for Social Research in New York, NY; and a Juris Doctor from the Harvard Law School in Cambridge, Massachusetts. Among her honors are the NAACP's "Keeper of the Flame Award," the AAAA's "Rosa Parks" Award and the AAAED's President's Award. In 2018 her Alma Mater Mount Holyoke College awarded her the Honorary Doctor of Laws. Wilcher is a member of the American Society of Association Executives.

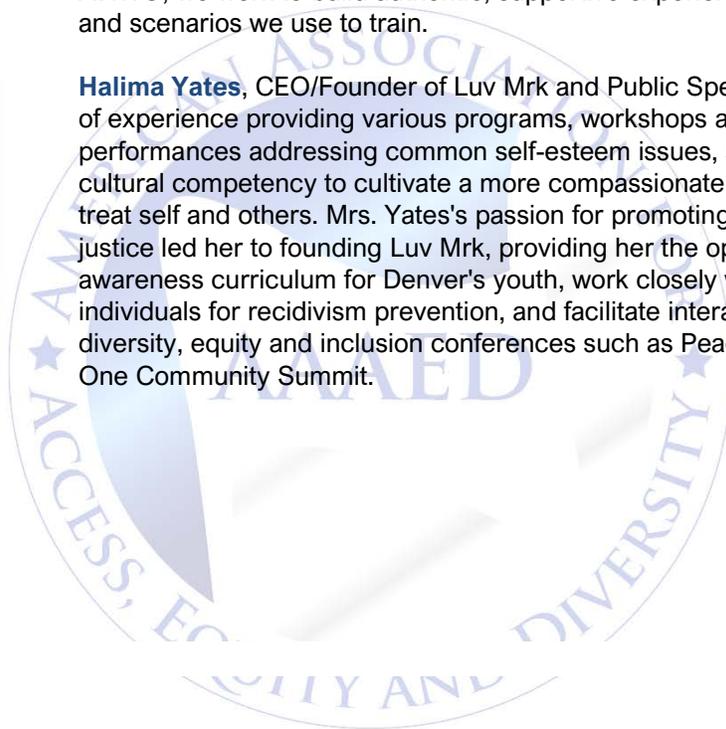


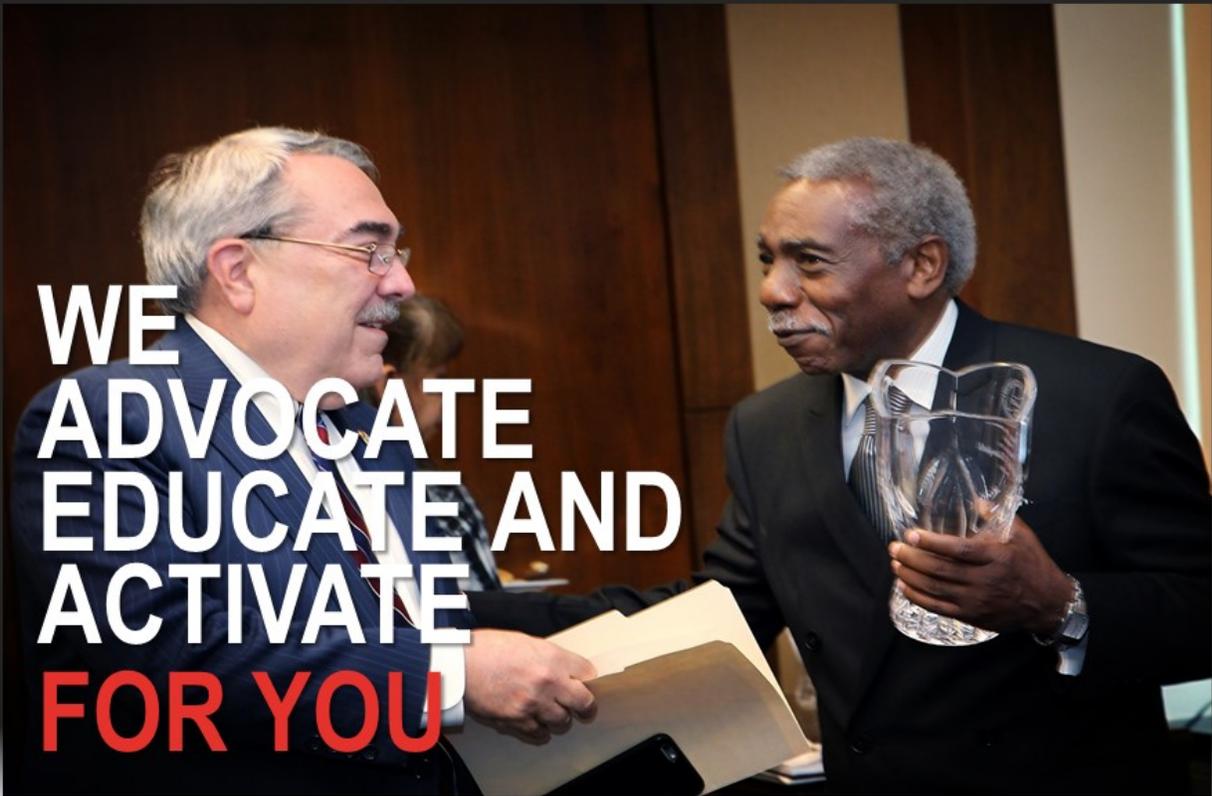
Chris Worth has more than eight years of experience in developing, adapting, presenting, and evaluating high-energy, challenging trainings that meet the needs of a wide variety of organizations and community settings. He has trained both large and small groups in a variety of subjects ranging from the history of people with disabilities as it applies to mass culture to identifying and developing strategies to mediate unconscious bias. Finally, he has trained on the Montessori Method and how it can be used to ensure creative, critical thinking skills in whatever environment and whatever age it is applied to.

At It's Worth Organizing Consulting Group, we believe that trainings should be done in a spirit of enjoyment, but also be challenging. Our theory of learning is a blend between Lev Vygotsky's Social Constructivism and Lave and Wegner's theory of communities of practice. Social Constructivism states that people learn best when they are able to use prior knowledge to construct, or build upon, new life experiences or information. Similarly, Lave and Wegner believe that information is best learned when people are in an authentic, real world situation. At IWO, we work to build authentic, supportive experience into all of the material and scenarios we use to train.



Halima Yates, CEO/Founder of Luv Mrk and Public Speaker, has over 20 years of experience providing various programs, workshops and multi-faceted performances addressing common self-esteem issues, social constructs and cultural competency to cultivate a more compassionate approach to the way we treat self and others. Mrs. Yates's passion for promoting self-love, unity and social justice led her to founding Luv Mrk, providing her the opportunity to create self-awareness curriculum for Denver's youth, work closely with formerly incarcerated individuals for recidivism prevention, and facilitate interactive workshops for diversity, equity and inclusion conferences such as Peace Jam, HEDS365, and One Community Summit.





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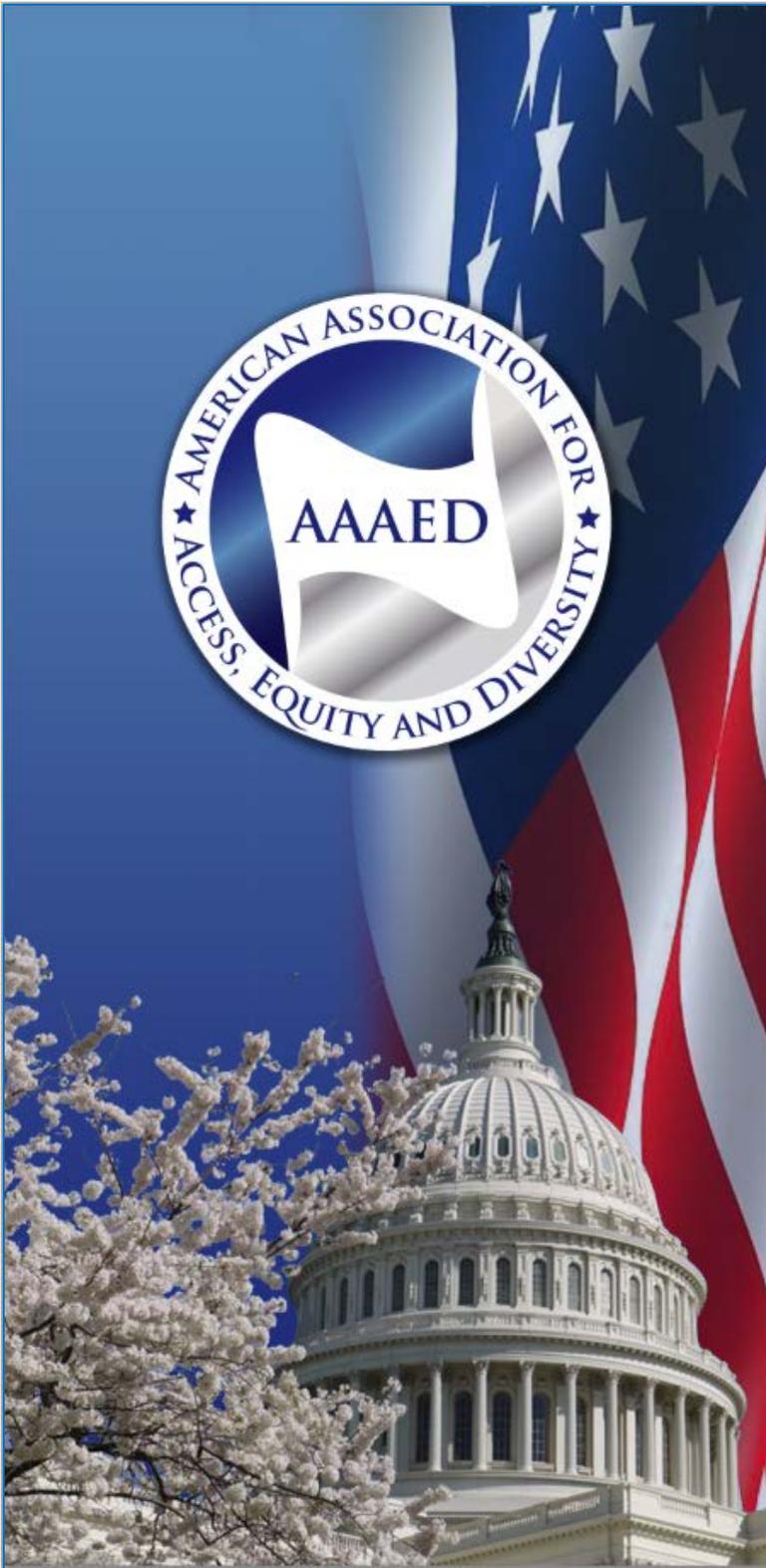
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