



AAAED

46th National Conference

Virtual



Congressman Robert C. "Bobby" Scott



Dr. Nicholas Hartlep



Dr. Juan Sanchez Munoz



Craig E. Leen



Clarence Dumnville, Jr., Esq.



Janet Dhillon



Ruth Bader Ginsburg 1933 - 2020



Congresswoman Maxine Waters



Rev. C.T. Vivian



Elijah E. Cummings



1951 - 2019

John James Conyers Jr.



1924 - 2020



John Lewis

1940 - 2019

TURNING OBSTACLES INTO OPPORTUNITIES

October 7 - 8, 2020



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SPECIAL THANKS TO:

MICHAEL COX

"1898 HYMN" BY MICHAEL COX - DEDICATED TO HIS GRANDMOTHER, THE LATE JANIE SANMANN, PUBLISHED IN THE CD "ABSTRACTIONS, DEDICATIONS & RED DIRT."

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Welcome to the AAAED

46th National Conference - *Virtual!*

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



AAAED
46th National Conference

Virtual

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46th National Conference - *Virtual!*

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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

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

Myron Anderson: 2016 - 2018

Marshall Rose: 2014 - 2016

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

ReNeé 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 Grooms: 1978-1980

Steven A. Faustina: 1977-1978

Garrison Michael Hickman: 1976-1977

Dr. Delores Hunter Hillyer: 1974-1975

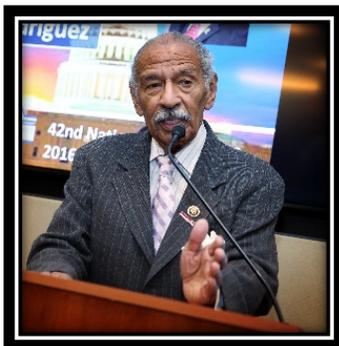
Betty Newcomb: 1973-1974 & 1978-1979



IN MEMORIAM
WE WISH PEACE TO THE
COUNTLESS
ICONS OF ACCESS, EQUITY
AND DIVERSITY WHO
PASSED IN
2019-2020

The American Association for Access, Equity and Diversity (AAAED) mourns the loss of several icons of equal opportunity and excellence in the past 12 months. Among them are: Rep. Elijah Cummings, Rep. John Conyers, Rep. John Lewis, Rev. C.T. Vivian, Civil Rights Icon Charles Evers, Juanita Abernathy, Katherine Johnson, Rev. Joseph Lowery, Phyllis Lyon, Lillian Kimura, Stacey Park Milbern, Larry Kramer, Emma Sanders, Zindiswa Mandela, and Supreme Court Justice Ruth Bader Ginsburg. At the Awards Ceremony on October 8th, we will acknowledge their passing with our appreciation segment following the ceremony.

Rep. Elijah E. Cummings. Rep. Cummings (D-MD) 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.



Rep. John J. Conyers. John Conyers was the longest-serving African American member of Congress in U.S. history. The former Democratic U.S. Representative from Michigan was a member of Congress from 1965 to 2017. During that time, he gained a reputation as a champion of civil rights and was a founding member of the Congressional Black Caucus. He sponsored a bill to establish Martin Luther King Jr. Day as a federal holiday. Conyers was one of the most liberal members of Congress and pushed forward legislation addressing voting rights, domestic violence, and hate crimes. He also championed progressive causes like single-payer health care, prison reform, and reparations for slavery. He held many prestigious positions during his Congressional tenure, including Chairman of the House Judicial Committee and Chairman of the House Oversight Committee. He

was also the Dean of the U.S. House of Representatives 2015–2017, a title given to the longest continuously serving member of the House. *Legacy.com*

Rev. C.T. Vivian. AAAED honored the Reverend C.T. Vivian at its 2015 Annual Conference, where he received the association's highest honor, the Drum Major for Justice Award. Reverend Vivian was a Baptist minister and led the Southern Christian Leadership Conference from 1963 - 1966. Rev. Vivian led sit-ins, protest marches and other activities and was a stalwart supporter of non-violence. Rev. Vivian reportedly said, "Nonviolence is the only honorable way of dealing with social change, because if we are wrong, nobody gets hurt but us."



Charles Evers. Galvanized by the assassination of his brother, Medgar, he helped transform Mississippi politics, running for Congress, becoming a mayor and gaining wide attention. "Hands that picked cotton can now pick the mayor," Mr. Evers said as he mapped changes for a biracial municipality that would throw out Jim Crow ordinances and no longer tolerate disrespect from the police and uncollected trash in Black neighborhoods. *NY Times*

Juanita Odessa Abernathy. The wife of the Rev. Dr. Ralph Abernathy, she was an activist in her own right in the struggle to end segregation and to secure the vote. She taught voter-education classes, housed Freedom Riders and accompanied her husband to the 1963 March on Washington for Jobs and Freedom and to the Selma-to-Montgomery, Ala., marches in 1965. *NY Times.*



Katherine Johnson. Katherine Johnson was an American mathematician who calculated and analyzed the flight paths of many spacecraft during her more than three decades with the U.S. space program. Her work helped send astronauts to the Moon. Johnson also played an important role in NASA's Mercury program (1961-63) of crewed spaceflights. In 1961 she calculated the path for Freedom 7, the spacecraft that put the first U.S. astronaut in space, Alan B. Shepard, Jr. The following year, at the request of John Glenn, Johnson verified that the electronic computer had planned his flight correctly. Glenn subsequently made history aboard Friendship 7, becoming the first U.S. astronaut to orbit Earth. Johnson received numerous awards and honors for her work, including the Presidential Medal of Freedom (2015). In 2016 NASA named a building, the Katherine G. Johnson Computational Research Facility, after her. That year Margot Lee Shetterly published *Hidden Figures: The American Dream and the Untold Story of the Black Women Mathematicians Who Helped Win the Space Race*,

about the West Computers, including Johnson, Dorothy Vaughan, and Mary Jackson. A film based on the book was also released in 2016. *Brittanica.*

Rev. Joseph Lowery. Mr. Lowery helped found the Southern Christian Leadership Conference and gave the benediction at President Barack Obama's inauguration. Mr. Lowery succeeded Rev. Abernathy as president of the S.C.L.C. in 1977. At a time when membership, finances and enthusiasm had plunged, he revived the organization; led a 2,700-mile pilgrimage to Washington through five states to help win renewal of the 1965 Voting Rights Act in 1982; and successfully pushed businesses to hire more black Americans. He also supported gay rights, including marriage equality, and campaigned to end capital punishment by lethal injection. *NYTimes.*





Phyllis Lyon. Phyllis Lyon, an LGBTQ rights pioneer who, with her longtime partner, was among the first same-sex couples to marry in California when it became legal to do so in 2008, died at her San Francisco home. She was 95. “Before cellphones they always had their phone number listed in the phone book in case any young or terrified LGBTQ person needed help or support,” she said. “And they fielded dozens of calls over the years.” *The Guardian*. Lyon lived her life with “joy and wonder”, said Kate Kendell, a longtime friend and former executive director of the National Center for Lesbian Rights. She said

Lyon and her wife Del Martin were activists and mentors long before there was a movement or community.

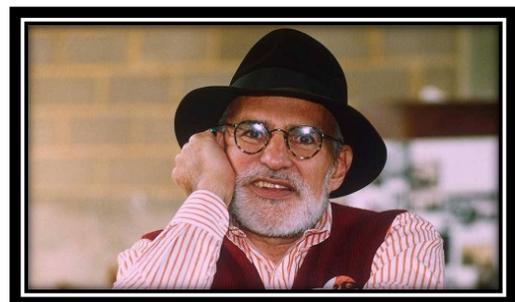
Lillian Kimura. Lillian Chiyeko Kimura, who served as national president of the Japanese American Citizens League (JACL) from 1992-94 and was the first woman to serve in that capacity, died at 91. Born in Glendale, Calif., Kimura was 13 during World War II when her family and she were uprooted and eventually incarcerated at the Manzanar WRA Center in California. Afterward, her family moved to Chicago, where Kimura would attend the University of Illinois, where she earned a bachelor’s degree in 1951 and later, a master’s degree in social work in 1954. Kimura’s career with the YWCA began in Chicago, and she later moved to New York City to work for the YWCA at the national level. Among her awards and recognitions, Kimura received the YWCA’s Racial Justice award and its Ambassador award. In 1993, the government of Japan bestowed upon her a kunshō (medal), the Order of the Precious Crown, Wisteria. She also received the Anti-Defamation League’s Ina Kay Award in 2008 and the Asian American Legal Defense and Education Fund Justice in Action award in 2011. She died from complications of COVID-19. *Pacific Citizen*.



Stacey Park Milbern. Stacy Park Milbern was an activist for disability justice who stressed the importance of listening to the voices of LGBTQ+ people and people of color in the disability community. Milbern, who had muscular dystrophy, spent her adult life working to spread understanding of the issues faced by people with disabilities, and fighting for their equality. In North Carolina, she worked to have high schools add information on disability history added to their curriculum. She spoke out about the importance of disability rights activism including the experiences of LGBTQ+ people with disabilities, as well as those of people of color with disabilities. “I would want people with disabilities 20 years from now to not

think that they’re broken. You know, not think that there is anything spiritually or physically or emotionally wrong with them.” *Legacy.com*.

Larry Kramer. A playwright and AIDS activist, Larry Kramer sought to shock the country into dealing with AIDS as a public-health emergency and foresaw that it could kill millions regardless of sexual orientation. He was a founder of the militant group, Act Up (AIDS Coalition to Unleash Power), whose street actions demanding a speedup in AIDS drugs research and an end to discrimination against gay men and lesbians severely disrupted the operations of government offices, Wall Street and the Roman Catholic hierarchy. Looking back in 2017 on his early days as an activist, Mr. Kramer, frail but still impassioned, explained the thinking behind his approach:



“I was trying to make people united and angry. I was known as the angriest man in the world, mainly because I discovered that anger got you further than being nice. And when we started to break through in the media, I was better TV than someone who was nice.” NY Times.



Emma Sanders. Emma Sanders, one of the few surviving members of a group whose impassioned challenge to an all-white delegation at the 1964 Democratic National Convention brought an end to segregated delegations, died on June 24 in Brandon, Miss. She was 91. She was a founding member of Mississippi's Freedom Democratic Party. Its slate, under the name Freedom Democrats, showed up in Atlantic City to challenge the state's all-white official delegation, which had been empowered by the regular party organization to help choose a presidential nominee (Lyndon Johnson). Officials later banned racial segregation in the delegate selection process; in 1968, the Freedom Democrats, reconstituted as the Loyal Democrats of Mississippi, were seated as the state's official convention delegation. Mrs. Sanders would live to witness great progress on civil rights, but one breakthrough that she had hoped for — the removal of the Confederate battle emblem from Mississippi's state flag — would not occur until four days after her death. *NY Times*.

Zindziswa Mandela. Mandela, who was born to Nelson Mandela and Winnie Madikizela-Mandela on 23 December 1960 in Soweto, stood in as the First Lady of South Africa until her father remarried in 1998. In 2014, Zindziswa Mandela was appointed as the ambassador to Denmark. She was born on December 23 1960 in Soweto. SAHistory.org states Madiba's 27-year jail term began 18 months after Zindzi's birth. Her mother's banishment in 1977 to Brandfort for eight years further deprived Zindzi of a normal upbringing and education. However, she was sent to Swaziland where she finished her secondary education. In 1985 she earned her BA law degree at the University of Cape Town. In her political career she served as deputy president of the Soweto Youth Congress, was a member of the Release Mandela Campaign, was recruited as an underground operative of Umkhonto we Sizwe, worked with the communities of Weilers/Orange Farm to launch the first ANC branch with struggle leader Walter Sisulu in the 1990s, and served in the MK Veterans' Association in the Lesley Moatshe branch. *Times Live* (South Africa)





AAAED MOURNS
THE PASSING OF

REP. JOHN R. LEWIS
AND
THE REV. C. T. VIVIAN

7/17/20

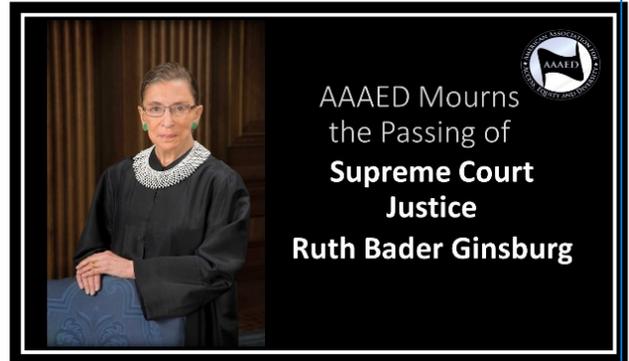





Rep. John Lewis. Lewis was one of the original 13 Freedom Riders, and he was chairman of the Student Nonviolent Coordinating Committee (SNCC) from 1963 to 1966. Lewis was one of the primary organizers of the 1963 March on Washington for Jobs and Freedom alongside Dr. Martin Luther King Jr., as well as the youngest speaker to address the March's crowd. Two years later, he led the famous 1965 march across the Edmund Pettus Bridge in Selma, Alabama. First elected to the U.S. House of Representatives in 1986, Lewis represented Georgia's 5th District, encompassing much of Atlanta and some of its suburbs, for 17 terms. *Legacy.com.*

"Today, we have lost two icons of civil rights whom we call Drum Majors for Justice," [stated AAAED President Richard Baker]. Both Rep. Lewis and Reverend Vivian stood beside Reverend Dr. Martin Luther King, Jr. during the civil rights movement of the 1960s. Rep. Lewis was the younger lieutenant and led activists representing the Student Non-Violent Coordinating Committee (SNCC). Inspired by the words of Dr. King while he was in high school, John Lewis became the head of SNCC, the "front guard" of the movement. At the March on Washington in 1963, Mr. Lewis exclaimed that "If we do not get meaningful legislation out of this Congress, the time will come when we will not confine our marching to Washington ... We must say, 'Wake up, America, wake up!' For we cannot stop, and we will not be patient." *AAAED Press Release on the Passing of Rep. John Lewis and Rev. CT Vivian.*

Supreme Court Justice Ruth Bader Ginsburg. Supreme Court Justice Ruth Bader Ginsburg, the second woman to serve on the high court and a legal pioneer for gender equality whose fierce opinions as a justice made her a hero to the left, died Sept. 18. Born in Depression-era Brooklyn, Justice Ginsburg excelled academically and went to the top of her law school class at a time when women were still called upon to justify taking a man's place. She earned a reputation as the legal embodiment of the women's liberation movement and as a widely admired role model for generations of female lawyers. Working in the 1970s with the American Civil Liberties Union, Justice Ginsburg successfully argued a series of cases before the high court that strategically chipped away at the legal wall of gender discrimination, eventually causing it to topple. Later, as a member of the court's liberal bloc, she was a reliable vote to enhance the rights of women, protect affirmative action and minority voting rights and defend a woman's right to choose an abortion.



"Justice Ruth Bader Ginsburg was a pioneer for women's rights and civil rights. This is a day of sadness and reminiscence; of mourning and deep respect," said AAAED President Dr. Richard Anthony Baker. Justice Ginsburg died the way she lived: fighting and working for justice, even to the end. "With her passing, we have lost a standard bearer; a stalwart to whom we could look to defend the rights of women and minorities – including affirmative action and diversity programs. We, who are equal opportunity professionals owe Justice Ginsburg a debt that is incalculable," added Dr. Baker. *AAAED Press Release on the Passing of Justice Ruth Bader Ginsburg.*

Rest in Power, Justice Ginsburg



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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Information

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 Sipho Kunene.



"1898 Hymn" by Michael Cox - dedicated to his grandmother, the late Janie Sanmann, published in the CD "Abstractions, Dedications & Red Dirt."

AAAED Virtual Door Prizes will be awarded throughout the conference.

You must register for the conference to win



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Conference Agenda

Wednesday, October 7, 2020
10:00 am – 4:00 pm ET

Welcome and Opening Plenary Speakers:

Richard Anthony Baker, MPA, JD, Ph.D., President, AAAED
Shirley J. Wilcher, AAAED Executive Director
Rosemary Cos, AAAED Awards Chair

Keynote: Chair, Equal Opportunity Commission

Janet Dhillon, Chair, EEOC
Gregory T. Chambers, AAAED Board, Moderator

PepsiCo's Disability Inclusion Initiatives

Monique Lanaux, PepsiCo, AAAED Awards Honoree
James Gravgaard, PepsiCo, AAAED Awards Honoree
Margo Foreman, AAAED Board, Moderator

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
Dean Sparlin, Esq. AAAED Board (Moderator)

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.

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.

AFTERNOON CONFERENCE WORKSHOPS

Keynote: OFCCP Leadership

Robert Gaglione, OFCCP Deputy Director
Patricia J. Davidson, OFCCP Deputy Director
Marcus Stergio, OFCCP Ombud
David Cohen, DCI Consulting, Inc., Moderator



Update on OFCCP Policies and Compliance Initiatives: OFCCP Regional Directors

Diana S. Sen, Northeast Regional Director
Michele Hodge, Mid-Atlantic Regional Director
Sam Maiden, Southeast Regional Director
Carmen Navarro, Midwest Regional Director
Melissa L. Speer, Southwest and Rocky Mountain Regional Director
Jane Suhr, Pacific Regional Director
Sandra K. Hueneman, AAAED Board, Moderator

LEAD Fund Panel: “The Complexities of Addressing Issues of Free Speech and Bias post-George Floyd”

Margo Foreman, LEAD Fund Board, Iowa State University
Cheri Burgess, Princeton University
Sam Starks, University of Pennsylvania
Jerry Knighton, Clemson University
Scott Jaschik, Editor, *Inside Higher Ed*, Moderator



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

Sharron Gatling, AAAED Board, Moderator

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
46th National Conference

Virtual

Thursday, October 8, 2020
10:00 am – 1:00 pm ET

Title IX Panel: “The New Regulations on Title IX and Sexual Harassment: Steps Towards the New Compliance Standards”

Alesia Smith, Clemson University
Christopher Jones, University of Redlands
Olabisi Okubadejo, Georgetown University
Alex Baldino, J.D., Portland Community College
Willette S. Burnham-Williams, Ph.D., Medical University of South Carolina
Vicky Kulicke, University of Toledo
Richard Anthony Baker, AAAED President, Moderator

AAAED Annual Awards Ceremony

Every year, during the AAAED National Conference and Annual Meeting, AAAED confers awards named for historic figures in the civil rights, affirmative action, equal opportunity and diversity fields. The following individuals will receive the AAAED honors on October 8, 2020 during the 46th National Conference and Awards Ceremony – Virtual because of their outstanding leadership, commitment and contributions to the cause of access, equity and diversity.

The Arthur A. Fletcher Lifetime Achievement Award recognizes a lifetime of achievement promoting and advocating for affirmative action, EEO and diversity.

The Cesar Estrada Chavez Award recognizes an individual who has demonstrated leadership in support of workers' rights and humanitarian issues.

The Rosa Parks Award recognizes an individual who serves as a role model and leader for others through their personal achievements, excellence in a chosen field, commitment to human and civil rights as well as social issues and contributions to the betterment of society.

The Edward M. Kennedy Community Service Award is presented to an individual or organization demonstrating outstanding community service.

The Roosevelt Thomas Champion of Diversity Award is given to an organization or corporation for outstanding achievements in promoting diversity in the workforce

The President's Award is presented to an AAAED member(s) who has made an outstanding service contribution to the Association. This award is conferred during the President's reception.

The Drum Major for Justice Award is a special acknowledgement of the extraordinary contributions that an organization or individual, including a public servant or one who has held an elective office or appointment to public service, has made to the cause of equity, access and diversity.

The Emerging Leader Award is given to an individual who is becoming a leader on the national stage and who has demonstrated excellence in his/her workplace and/or community. This is the first year that the award will be conferred.

This Special Appreciation Award is given to Craig E. Leen, Esq., Director, Office of Federal Contract Compliance Programs, U.S. Department of Labor.

This Award is to acknowledge Director Leen for his leadership in advancing the rights of individuals with disabilities in the federal contractor labor force.

AAAED 2020 AWARD RECIPIENTS

The Drum Major for Justice Award

The 2020 AAAED Drum Major for Justice Award Honoree is The Honorable Robert "Bobby" Scott, Chair of the Committee on Education and Labor, U.S. House of Representatives.



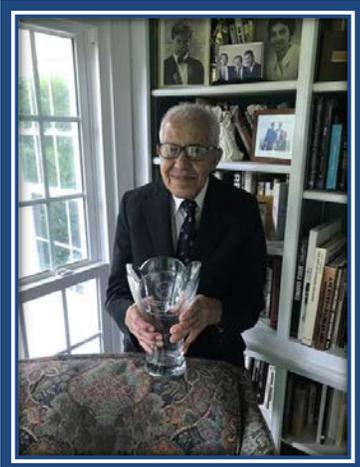
Congressman Robert C. "Bobby" Scott (D-VA) has represented Virginia's third congressional district in the U.S. House of Representatives since 1993. Prior to his service in Congress, he served in the Virginia House of Delegates from 1978 to 1983 and in the Senate of Virginia from 1983 to 1993. Congressman 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. 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.

Chairman Scott is the third African-American chair of the Education and Labor Committee and the second to receive the Drum Major for Justice Award. Rep. Augustus F. Hawkins, for whom the Drum Major Award was created in 2008 to honor him posthumously, was the second African-American Chair. The first was Rep. Adam Clayton Powell, Jr. (1908 – 1972).



The Arthur A. Fletcher Lifetime Achievement Award

The 2020 AAAED Arthur A. Fletcher Lifetime Achievement Award Honoree is Attorney Clarence Dunnville, Jr. of Virginia.



Clarence M. Dunnville, Jr., Esq., was born during the Great Depression in the city of Roanoke, Virginia and grew up during the Jim Crow era. He fought segregation as a child by refusing to use segregated toilets or to sit in the back of the bus. Determined to escape segregation, he excelled at school, skipped two grades and graduated from Lucy Addison High School in Roanoke when he was just 16. Upon graduating from High School, Dunnville left his ancestral home in Southwest Virginia to attend college as far north as his limited funds would take him to escape segregation. He made it to Baltimore, Maryland where he attended Morgan State College. In 1965, he became the first black attorney for AT&T. Dunnville, now a Richmond, Virginia lawyer, has devoted his life to civil rights. He served as a volunteer attorney with the Lawyers' Committee for Civil Rights Under Law in Mississippi in 1967, while on leave of absence from



AT&T. While in Mississippi, seeking to enforce a black citizen's rights, he was driven out of Marks, Mississippi by a white law enforcement official who brandished him with a shotgun, and he was subjected to many other indignities. Still active with the Lawyers' Committee today, Dunnville received its Segal Tweed Founders Award for his lifetime achievements and devotion to fighting for civil rights.

The Cesar Estrada Chavez Award

The 2020 AAAED Cesar Estrada Chavez Award Honoree is Dr. Juan Sanchez Munoz, Chancellor, University of California, Merced.



On May 20, 2020 the University of California Board of Regents approved Dr. Juan Sánchez Muñoz's appointment as UC Merced's fourth chancellor. Muñoz comes to UC from the University of Houston-Downtown (UHD), where he served as president since 2017. Dr. Muñoz is a first-generation college graduate. "Having dedicated my career to student success and creating access to the transformational power of higher education across racial and social lines, I'm excited to continue that work at the University of California, a world-renowned public institution." During his first year at UHD, Muñoz launched the university's largest capital campaign and led the institution's recovery efforts after Hurricane Harvey. Muñoz also presided over UHD's increases in enrollment, retention and graduation, in addition to new degree programs including a bachelor's of science in nursing and



data science; awards from the Texas Higher Education Coordinating Board for the university's model success programs; and a \$1 million grant from the Howard Hughes Medical Institute — the only university in Texas to receive the award in 2018.

The Rosa Parks Award

The 2020 AAAED Rosa Parks Award Honoree is the Honorable Maxine Waters.



Congresswoman Maxine Waters (D-CA) is considered by many to be one of the most powerful women in American politics today. She has gained a reputation as a fearless and outspoken advocate for women, children, people of color and the poor. Congresswoman Waters made history as the first woman and first African American Chair of the House Financial Services Committee. An integral member of Congressional Democratic Leadership, Congresswoman Waters serves as a member of the Steering & Policy Committee and is the Co-Chair of the bipartisan Congressional Task Force on Alzheimer's Disease. She is also a member of the Congressional Progressive Caucus, and member and past chair of the Congressional Black Caucus.



The Edward M. Kennedy Community Service Award

The 2020 AAAED Edward M. Kennedy Community Service Award Honoree is Disability:IN.



The Disability:IN story started with the common misperception that people with disabilities could not work. “Our roots stem from government, with ties to the Americans with Disabilities Act, but we soon realized without an active collaboration with corporate America, people with disabilities would never be able to participate fully, nor meaningfully, in business.” Disability:IN, formerly the US Business Leadership Network (USBLN), has since become the leading nonprofit resource for business disability inclusion worldwide. Disability:IN represents a new era for disability inclusion in business. At the same time, the organization remains committed to building a stronger bridge between business and the disability communities. With more than 220 corporate partners, 27 Affiliates, and enduring alliances with LGBTQ individuals, Women, and People of Color, Disability:IN aims for the day when the organization is no longer needed.



The Roosevelt Thomas Champion of Diversity Award

The 2020 AAAED Honoree of the Roosevelt Thomas Champion of Diversity Award is PepsiCo.



PepsiCo has a strong legacy of leading in diversity practices, starting in the 1940s as a pioneer in hiring African American salespeople, in the 50s as among the first major companies to have a woman on its Board, and into the 80s as a vanguard of multicultural marketing. Together, with their different perspectives, experiences, and backgrounds, PepsiCo's people are building on this legacy and creating a future across the more than 200 countries and territories in which it operates. Since 2016, PepsiCo has made external commitments around gender parity, pay equity, and prosperity for all of its communities, and each year the company continues to celebrate champions of diversity and inclusion with the Harvey C. Russell and Steve Reinemund Awards.



The Emerging Leader Award

The 2020 AAAED Emerging Leader Award Honoree is Dr. Nicholas Hartlep, Berea College, Kentucky.



Nicholas D. Hartlep (Ph.D., University of Wisconsin, Milwaukee) is the Robert Charles Billings Endowed Chair in Education at Berea College where he Chairs the Department of Education Studies. Founded in 1855, Berea is the first interracial and coeducational college in the South and consistently ranks among the nation's leading liberal arts colleges. Before coming to Berea College, Dr. Hartlep Chaired the Department of Early Childhood and Elementary Education at Metropolitan State University, an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) in St. Paul, Minnesota. While there he also served as the Graduate Program Coordinator. Dr. Hartlep has published 22 books, the most recent being (2019) *What Makes a Star Teacher? Seven Dispositions that Encourage Student Learning* which was published by the Association for Supervision and Curriculum Development. His book *The Neoliberal Agenda and the Student Debt Crisis in U.S. Higher Education*, with Lucille L. T. Eckrich and Brandon O. Hensley (2017) was named an Outstanding Book by the Society of Professors of Education. In



2018, the Association of State Colleges and Universities (AASCU) granted Dr. Hartlep the John Saltmarsh Award for Emerging Leaders in Civic Engagement Award.

The AAAED President's Awards

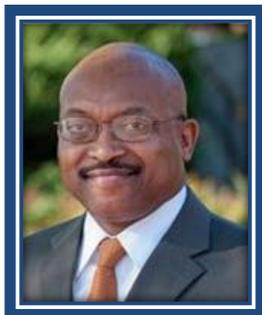
The 2020 President's Award Honorees are:



Sharron Gatling, College and William and Mary, Conference Co-Chair and AAAED First Vice President



Sandra Hueneman, Sr. CAAP, Manchester Consultants, AAAED Treasurer and Webinar Administrator



Jerry Knighton, Jr., Clemson University, AAAED Conference Planning Committee Chair



Marilynn Schuyler, Esq., Schuyler Affirmative Action Practice, AAAED Sponsorship Chair and Board Member



Tonisha Thorpe, University of Arkansas, AAAED Conference Volunteer Committee Chair

The AAAED Special Appreciation Award

This Special Appreciation Award is given to Craig E. Leen, Esq., Director, Office of Federal Contract Compliance Programs, U.S. Department of Labor.



This Award is to acknowledge Director Leen for his leadership in advancing the rights of individuals with disabilities in the federal contractor labor force. Craig E. Leen 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. 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. 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 received his Juris Doctorate from Columbia Law School, graduating as a Harlan Fiske Stone Scholar, and having served as a teaching fellow in Contracts and Torts. Mr. Leen received his Bachelor of Arts, cum laude, from Georgetown University, where he majored in both Government and Economics.



IN MEMORIAM:

Rosemary Cox, Awards Chair

Music by: Michael Cox

ADJOURNMENT AND CLOSING:

Dr. Richard Anthony Baker, AAAED President



Attorney Dunnville with Rep. John Lewis



AAAED
46th National Conference

Virtual

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

(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 **(Previous Session)**

“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 **(Previous Session)**

“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” (Previous Session)
“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” (Previous Session)
“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.

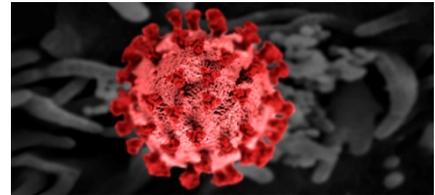
VIRTUAL SESSIONS

June 25 Virtual Session #1 (Previous Session)

“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 (Previous Session)

“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 (Previous Session)

“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 (Previous Session)

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 (Previous Session)

“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 (Previous Session)

“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 (Previous Session)

“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 (Previous Session)

“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.



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SPEAKER BIOGRAPHIES



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).



Alex Baldino. Alex is the Director of Compliance and Title IX Coordinator at Portland Community College (PCC). Alex joined PCC in 2016 and has led a collaborative effort to advance the college’s development of a clearer and more responsive civil rights and responsibilities policy approach. He and his team are responsible for all protected class claims at PCC and strive to create policies and procedures that are equitable, responsible, and support the college’s mission of equitable student success. When not working, Alex enjoys making pottery and spending time with his dog, Cousteau.



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.



Willette Burnham-Williams, Ph.D., M. Ed. Dr. Willette S. Burnham-Williams is an experienced senior leader in higher education with over 30 years of progressively complex executive-leadership roles. Burnham-Williams is a proven leader in developing strategic diversity initiatives and multi-faceted programs in small and large, public and private organizations. She is intuitively skilled at taking a consultative and collaborative approach to successfully drive organizational change management initiatives and shift organizational culture and priorities. Dr. Burnham-Williams has a strong, demonstrated business acumen, which she uses to help organizations align their diversity and inclusion strategic initiatives with their business needs, values, mission and vision. Burnham-Williams earned her BA from Trinity College, Hartford, CT, her M Ed. and Ph.D. from the University of South Carolina and postdoctoral certificates in leadership from Harvard University in Boston, MA and George Washington University, Washington DC. As Assistant Professor and Chief Equity Officer at the Medical University of South Carolina, the state's only comprehensive academic health science center, Burnham-Williams is the senior strategist for diversity, equity and inclusion. During her tenure she has successfully led the planning and implementation of MUSC's inaugural strategic plan for diversity and inclusion. A member of the President's Council, Burnham-Williams is charged with further elevating, empowering and prioritizing innovative infrastructure, programs and resources across the enterprise of more than 3,000 students, approximately 800 residents and more than 17,000 employees.



Gregory Chambers has spent 47 years as a public servant serving in various professional and volunteer capacities in the State of Delaware and the City of Wilmington. Gregory Spent 13 years with the City of Wilmington in police community relations, bridging the gap between police and community, police youth aid division diverting kids from the juvenile justice system, City Law Department investigating police for misconduct and police brutality, Mayor's Office Director of Community Affairs addressing issues related to employment, housing, economic development, street and sewer services, police and fire protection. Gregory was appointed by the Governor of Delaware to serve as the Equal Employment Opportunity and Diversity Manager for 24 years retiring in September 2009. In October 2009, he continued his public service career as the Equal Employment Opportunity and Diversity Manager for the Delaware River and Bay Authority, a transportation organization between Delaware and New Jersey. In December of 2017, he was promoted to Senior Human Resources Business Partner to build and strengthen workplace relationships between the Department of Human Resources and all operating departments, as well as employees, managers and executive leadership. Gregory retired from the Delaware River and Bay Authority in January of 2020.

Gregory is a graduate of Wilmington University with a Bachelors of Arts in Behavioral Science from Wilmington University. He was elected president of the American Association for Access, Equity and Diversity (formerly American Association for Affirmative Action) for two consecutive terms from July 2010 to June 2014. Gregory joined the Association in 1989 and served as State Coordinator and Region Director before becoming president. Gregory has spent his life addressing issues of fairness professionally or as a volunteer on a number of boards, commissions and task forces and by writing columns in the Delaware News Journal. In 2010, Diversity, Inc profiled him as an "advocate for the undeserved".



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.



Rosemary Cox, M.S.A., is a Principal Consultant at DCI Consulting Group, headquartered in Washington, DC, where she provides consultation specific to equal employment opportunity and affirmative action statutes and regulations. Her area of expertise includes AAP reporting, data reconciliation and management, recruitment process and metrics, strategic audit discussions, mock audits, compliance and diversity/inclusion training and strategy. Prior to moving to DCI, Rosemary was a Principal Consultant for Peoplefluent where she provided senior level AA/compliance strategy support to clients. She was also responsible for training webinars and classroom courses such as Principles of Affirmative Action, Beyond the Written AAP, Measuring and Evaluating Resources, Preparing for an Audit, Diversity & Inclusion, Unconscious Bias and Microaggressions.

Rosemary holds a MSA in Human Resources from Central Michigan University, has senior level certifications through, SHRM, HRCI, AAAED and the State of Ohio. With more than 20 years of human resource compliance experience, she supports a variety of corporations in various industries, writes blogs and video blogs for DCI, conducts webinars and training.



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.



Patricia "Patty" Davidson has been a part of the Department of Labor since 1987, when she began her federal career as an investigator for the Wage and Hour Division (WHD) in their Dallas, Texas District Office. Throughout her time with the Department, she has held a variety of management positions focused on enforcement and education at the district, regional, and national levels. In 2010, Patty joined WHD's National Office as the Director of the Division of Enforcement Strategy and Support, a role that offered her the opportunity to bridge the work of the field and headquarters. There she developed the National Accountability Review process, advancing quality, consistent and strategic enforcement across the agency, and ensuring that education and enforcement efforts remained on an upward trajectory.

Patty next served as WHD's Deputy Administrator for Program Operations, serving as a change agent for strategic enforcement fostering innovative and enhanced compliance strategies. In October of 2019, she focused her efforts leading the agency's new Office of Regional Enforcement and Support. In February of 2020, Patty joined the Office of Federal Contract Compliance Programs as the Deputy Director. As the career Deputy and an experienced, ethical, and transitional leader, Patty leads OFCCP to achieve its mission to promote and facilitate maximum federal contractor compliance with OFCCP requirements in alignment with our guiding principles of transparency, certainty, efficiency, and recognition. Patty graduated Baccalaurei in Arbitus from the University of Dallas in 1987. She lives in Alexandria, Virginia with her husband, Larry. The Davidson's share their home with Owen, a canine refugee from the Mary Ann Morris Animal Shelter.



Tonisha Davis, M.B.A., CAAP. Tonisha Davis is the Deputy Compliance Officer, Deputy ADA Coordinator, Title IX Investigator, and AA/EO Specialist in the Office of Inclusion, Access, and Compliance at the University of Arkansas System Division of Agriculture, Research, and Cooperative Extension in Little Rock, Arkansas. Before joining the University of Arkansas System Division of Agriculture, Research, and Cooperative Extension in 2018, Tonisha worked for a diverse range of organizations, including legislative work as a Legislative Assistant to Arkansas State Senator Henry “Hank” Wilkins, as a Community Liaison in Mayoral Office of Mike Fayhe in Omaha, Nebraska, and the Get Out the Vote Campaign on former U.S. President’s Bill Clinton’s second term and Volunteer Community Organizer for Barrack Obama. She has also worked as an educator in the Omaha Public School System for seven years and as a Certified Paralegal.

Tonisha Davis earned her Bachelor’s degree in Political Science from the University of Arkansas at Pine Bluff, a Graduate Certificate in Paralegal Studies from the College of St. Mary in Omaha, Nebraska, and obtained her Master in Business Administration degree from Webster University in St. Louis, Missouri. Most recently she earned her Certified Affirmative Action Professional (CAAP) credential from AAAED in July 2019. She lives in Little Rock, Arkansas, with her husband Brian Davis and one dog “King”. Tonisha loves giving back by serving her community through volunteering. She believes and lives whole-heartedly by the famous quote from Shirley Chisholm, “Service is the rent we pay for the privilege of living on this earth”. She currently serves as Treasurer on the Board of Director’s for the Dunbar Historic Neighborhood Association (DHNA), Habitat for Humanity Woman Build Team Lead, Sister Friends United, Inc. where she is the Benevolent Committee Chair, Outreach Coordinator for Wesley Chapel, and AAAED 46th National Conference Volunteer Chair.



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.P.H., 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.



Bob Gaglione, Esq., serves as the Deputy Director of the Office of Federal Contract Compliance Programs (OFCCP) at the U.S. Department of Labor. Mr. Gaglione has over 30 years of legal experience, including most recently, serving as founder and principal of Gaglione Law Group in San Diego, CA, where he practiced civil litigation including business, employment, insurance, real estate, and tort litigation. He previously served as a partner at the law firm of McInnis, Fitzgerald, Rees & Sharkey – one of San Diego’s largest law firms at the time. For more than a decade, Mr. Gaglione also served as a member of the American Arbitration Association National Roster of Neutrals and Panel of Arbitrators. He served as an Arbitrator or Mediator in close to 100 cases. Mr. Gaglione was elected by his peers to a three-year term on the San Diego County Bar Association Board of Directors from 2011-2014. He is a founding Director of the San Diego Chapter of the Federalist Society and a Chair of the Board of Advisors of this chapter. Mr. Gaglione is a Past President of the Todd American Inn of Court and a past Chair of the Bar History Committee and Litigation Section of the San Diego County Bar Association. He has also served on the Board of Directors of the San Diego-Imperial Council of Boy Scouts of America.

Mr. Gaglione has taught law and political science courses at DeVry University, Keller Graduate School of Management, and JP Catholic University. He is also a frequent lecturer at the University of San Diego School of Law, San Diego State University, and California Western School of Law. Mr. Gaglione received a Bachelor of Science degree in Business Administration from the University of Southern California and a Juris Doctor degree from the University of San Diego School of Law. He is a member of the California, District of Columbia, and New York Bars. He is also admitted to practice before the United States Supreme Court, the Ninth Circuit Court of Appeals, and all United States District Courts in California.



Sharron Gatling, M.A., is the Equal Employment Opportunity Officer and Employment Policy Analyst at the College of William & Mary. Although she has been at the university for almost 20 years, her role shifted from educating parents and teachers on gifted education to educating faculty, staff and students on diversity, equity, and inclusion. She approaches her work by promoting inclusivity and an appreciation of cultural, generational, gender expressive, racial, ethnic, religious, socioeconomic, and educational diversity that influences campus climate; just to name a few. She often uses tenets of an Ombuds to build trust across lines of difference. Sharron is involved in various areas of administration to include governing faculty and administrative recruitment, conducting search committee meetings and training on best practices in recruitment and implicit bias affecting compliance with federal and state equal opportunity laws. When issues found in regards to recruitment and employment practices, she works with management to correct problem areas and propose policies/procedures to remove barriers in achieving diversity and affirmative action goals. She interprets federal and state laws to meet compliance mandates, manages EEO reporting, prepares the university’s Affirmative Action Plan, and reviews policies to ensure university actions are fair, equitable, and enabling.

Sharron has a Master's degree and two certifications: CAAP (Certified Affirmative Action Professional) and Professional in Human Resources® (PHR®). Sharron continues to be involved in the university’s governance by serving as the Co-Chair of the Forum an affinity group and in the past served as President and Vice-President of Professionals and Professional Faculty Assembly, and Co-Chair of the Equal Opportunity Committee all influencing policy and practices at the university. Nationally, she serves as the first Vice President for the American Association for Access, Equity, and Diversity, an organization formed in 1974.



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.



James Gravgaard. Jamie Gravgaard – Senior Director, PepsiCo Supply Chain.

Jamie is a skilled Supply Chain professional with over 30 years of experience. Jamie joined PepsiCo in 1997 and has a rich history with the company in manufacturing, warehousing, planning, and strategic operations. Currently, Jamie leads Supply Chain operations for the North American Coffee Partnership (NACP), a Joint Venture between PepsiCo and Starbucks. Jamie has played a key role in driving the Diversity and Engagement agenda at PepsiCo. He is the project champion of Pepsi ACT, an initiative launched in 2013, focused on attracting, hiring, and retaining job seekers with disabilities. In addition, Jamie is the North American chair for the EnAble Employee Resource Group (ERG). Jamie received his BS in Engineering from the University of Illinois and lives with his wife and three daughters in Connecticut.



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.



Michele Hodge Michele Hodge is the Regional Director of the Mid-Atlantic Region of OFCCP. Michele is responsible for providing agency leadership throughout the Mid-Atlantic, consisting of District Offices in Washington, DC, Richmond, VA, Baltimore, MD, Pittsburgh, PA, and Philadelphia, PA with an Area Office in Arlington, VA. She leads a committed staff of approximately 90 men and women who are charged with protecting workers, promoting diversity and enforcing the law. Ms. Hodge has more than twenty-five years' experience in the fields of Civil Rights and Equal Employment Opportunity. She has received numerous awards and accolades in honor of public service. She has been honored for her achievements and the recipient of numerous commendations.



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.



Scott Jaschik is one of the three founders of Inside Higher Ed. With Doug Lederman, he leads the editorial operations, overseeing news content, opinion pieces, career advice, blogs and other features. Scott is a leading voice on higher education issues, quoted regularly in publications nationwide, and publishing articles on colleges in publications such as The New York Times, The Boston Globe, The Washington Post, Salon, and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. Scott served as a mentor in the community college fellowship program of the Hechinger Institute on Education and the Media, of Teachers College, Columbia University. From 1999-2003, Scott was editor of The Chronicle of Higher Education. Mr. Jaschik is a graduate of Cornell University (A.B.).



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.



Christopher Jones, J.D. is the Senior Diversity and Inclusion Officer (SDIO) at the University of Redlands. As the SDIO, he leads the efforts to integrate and sustain a culture of diversity, inclusion and equity through development of a vision and strategy to create a welcoming, inclusive, learning and working environment for all University constituents. As a senior leader, he directs the implementation of multidimensional processes through which the University of Redlands can achieve excellence in learning; teaching and research; curriculum and co-curriculum development; community engagement, and development of faculty, staff and students. Prior to coming to the University of Redlands, Mr. Jones held positions at Wayne State University (WSU) and Case Western Reserve University (CWRU). At WSU, he was the Director of Equal Opportunity. As the Director of Equal Opportunity, he led WSU's Office of Equal Opportunity, which is the office that carries out the university's Affirmative Action/Equal Opportunity Program. After WSU, Mr. Jones was the Assistant Vice President and Director of Diversity and Inclusion in the Office for Inclusion, Diversity, and Equal Opportunity (OIDEO) at CWRU. In this role, he provided strategic leadership in the OIDEO's efforts to promote equitable and fair treatment in employment, education, and all other aspects of campus life.

Mr. Jones' professional experience as an attorney and administrator has involved service in the public and private sectors. Prior to going to Wayne State, he served as the Deputy Executive Director of the Hawai'i Civil Rights Commission. Mr. Jones practiced law in Washington, D.C. with the Law Offices of Robert L. Bell, where he was responsible for the firm's appellate practice and operated as trial counsel in employment discrimination and civil rights cases. He is a veteran of the U.S. Air Force and also served as an Attorney-Advisor with the U.S. Department of Justice. Mr. Jones is a graduate of the University of Michigan (B.B.A.) and Howard University (J.D.).



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.



Monique Lanaux. Monique is Sr. Director, Global Diversity and Engagement, PepsiCo. She is an experienced Human Resources professional with over 15 years of Leadership experience in initiatives linking human capital to strategic business. Currently, Monique is the Sr. Director of Global Diversity & Engagement at PepsiCo leading the Global Women's Agenda. In this position Monique plays a key role as a cultural architect linking key stakeholders to broader business priorities. She also plays a key role in shifting the image of leadership at all levels across the enterprise. Prior to her current role, Monique has held various HR business partner roles of increasing responsibility in the Frito-Lay, US business. Monique is a Board Member of SheRises- a non-profit organization focused on empowering young mothers in the Washington DC metro area, she is a published author, *From Glass to Stone: 10 Transformational Stories of Resilience*. Monique is also a classically trained violinist. Monique and her family currently reside in Upper Marlboro, MD.



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.



Sam Maiden. Currently, OFCCP's Southeast Regional Director, Maiden began his career with OFCCP as a compliance officer in the Miami area office. Throughout his career with OFCCP, Sam has served in various leadership positions, including his tenure as the deputy regional director for the Northeast Region. Sam also served as a Peace Corps volunteer in rural Haiti and has a Master's Degree in Public Administration



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.



Carmen Navarro is the Regional Director for the Office of Federal Contract Compliance Programs (OFCCP) Midwest Region. In her current role, she leads a team of 84 skilled employees charged with carrying out the agency's mission of protecting workers, promoting diversity and enforcing federal employment law. Ms. Navarro has more than 32 years of federal service, over 20 of them with OFCCP where she has played a key role in identifying and resolving numerous cases of systemic discrimination. During her tenure with OFCCP, she has served in numerous roles including: Compliance Officer with the Chicago District Office; Regional Liaison, Assistant District Director for the Kansas City and St. Louis District Offices; District Director of the Kansas City and Minneapolis District Offices; Director of Quality Assurance and Training for the Midwest Region; Director of Planning and Support; Deputy Regional Director and Regional Director.



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.



Carol R. Miaskoff, Esq., 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.



Matt Nusbaum consults federal contractor employers regarding the nondiscrimination and affirmative action requirements enforced by the Office of Federal Contract Compliance Programs (OFCCP) of the U.S. Department of Labor. He also regularly consults on other related labor and employment law requirements. Matt has more than nine years of experience as a practicing attorney counseling and representing employers on matters before the OFCCP and other federal, state, and local workplace regulatory and enforcement agencies.

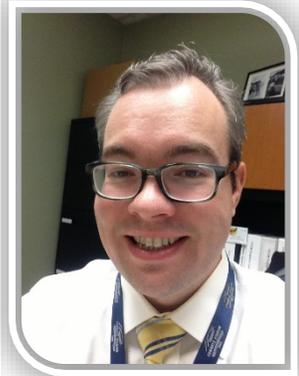
Matt provides a full range of company-specific consulting advice on workplace compliance requirements including, but not limited to conducting federal contractor jurisdictional assessments, structuring, developing, and implementing fully compliant affirmative action programs, preparing OFCCP desk audit submissions and developing strategic responses to specific follow-up requests for information, preparing and advising employers throughout all phases of the OFCCP audit process, including negotiating with OFCCP to resolve alleged violations, conducting statistical disparity analyses for reductions in force and other employment-related decisions and data, developing training programs for HR professionals and management personnel regarding obligations as government contractors, and developing and implementing compliant diversity and inclusion programs.



Olabisi Okubadejo, Esq. Olabisi “Bisi” Okubadejo currently serves as Associate Vice President of Equal Opportunity, Affirmative Action, and Compliance at Georgetown University. At Georgetown, Bisi oversees the university’s office that conducts investigations of discrimination and harassment and ensures compliance with Title IX, federal and local non-discrimination statutes, and the university’s affirmative action obligations. Prior to transitioning to Georgetown, Bisi worked as an attorney in private practice focused on civil rights and employment issues in higher education, particularly on matters arising from alleged discrimination on the basis of race, disability, religion, age, and sex, including sexual harassment and sexual violence. Bisi also has experience as a supervisory attorney with the U.S. Department of Education’s Office for Civil Rights (OCR). She has advised colleges and universities on their compliance with federal laws, including Title IX, the ADA, Section 504, the Clery Act, Title VI of the Civil Rights Act, the Age Discrimination Act, FERPA, and Title VII. She has experience working with educational institutions and business entities on digital accessibility issues, including compliance with government settlement agreements and ensuring the accessibility of websites and course materials. Bisi’s experience includes providing interactive training on civil rights issues to coordinators, administrators, hearing panels/judicial boards, campus safety departments, and students. She also has significant experience conducting and overseeing internal investigations and program reviews of higher education institutions and other employers, and reviewing policies and procedures.



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.



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.



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).



Diana S. Sen, Esq., is the Regional Director of the Office of Federal Contract Compliance Programs (OFCCP) for the Northeast Region. In this capacity, she leads the agency's enforcement and outreach efforts in the Northeast, Puerto Rico and the Virgin Islands. She is based in New York City. Diana is an experienced and highly skilled civil rights lawyer and advocate for the most vulnerable populations in our country, with significant experience in government, non-profit and in the private sector. Prior to coming to OFCCP, Diana served as Senior Counsel at LatinoJustice PRLDEF (formerly the Puerto Rican Legal Defense and Education Fund) where she litigated major civil rights cases in the southeastern United States. Earlier, Diana was an attorney at the international law firm Fried, Frank, Harris, Shriver & Jacobson LLP in New York City for six years, specializing in general commercial and white-collar litigation. The firm sponsored Diana for a two-year fellowship with the Mexican American Legal Defense and Educational Fund, where she helped establish the organization's Atlanta office. She is a Past National President of the Hispanic National Bar Association and a Past President of the Network of Bar Leaders in New York City. She is on the Executive Committee of the New York State Bar Association. Diana received her J.D. from Emory Law School and her BA and MA in Political Science/International Relations from the University of Florida.



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.



Alesia A. Smith, M.A., currently serves as the Executive Director of Equity Compliance and Title IX Coordinator at Clemson University. She received a Bachelor’s degree in Communications and a Master’s in Political Science with an emphasis in Public Administration from Illinois State University. She is currently enrolled in the Ph.D. program for Policy Studies at Clemson University.

She has over 20 years of experience in higher education administration. Ms. Smith served on the National Advisory Board for Take Back the Night and National Campus Advisory Board for the Grants to Reduce Violent Crimes Against Women on Campus. Ms. Smith is a respected resource having participated on national panel discussions for interpersonal violence, racial injustices and student conduct-related issues, assumed leadership roles in the regional and national organizations and presented numerous workshops on topics ranging from sexual assault, hazing, diversity and alcohol and other drug use. She is the Chair for the Clemson University Commission on the Black Experience. Ms. Smith is also an elected official and serves as a council member for the City of Clemson. She is the second African-American to serve in this role.

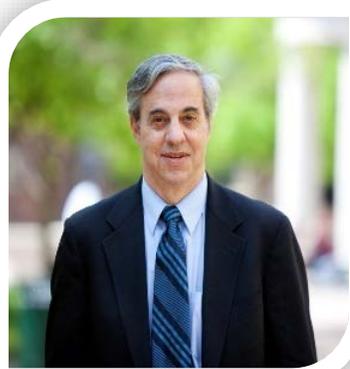


Dean Sparlin, Esq. Dean Sparlin is a lawyer and affirmative action consultant based in Fairfax, Virginia. He represents and advises management on employment issues, specializing in affirmative action plans and other applications of sophisticated statistical techniques to the field of employment law. In doing so, he draws upon his legal education at the College of William and Mary, a Master's degree in statistics at George Mason University, and more than 25 years of experience as a practicing attorney and affirmative action consultant. Mr. Sparlin earned his J.D. in 1986 from the Marshall-Wythe School of Law at the College of William and Mary. While at William and Mary, he served as Managing Editor of the William and Mary Law Review and became a member of the Order of the Coif, a national honor society for top law students at select member institutions. He is a member of the bars of the Commonwealth of Virginia, the District of Columbia, and various federal courts.

Immediately after his graduation, Mr. Sparlin became associated with the Washington, D.C. office of Gibson, Dunn & Crutcher LLP, a leading national law firm, where he practiced law for 17 years. In 2003, Mr. Sparlin left Gibson, Dunn & Crutcher LLP to establish an independent practice, offering his services as a lawyer and affirmative action consultant. This move also facilitated an opportunity to formalize and expand his qualifications as an affirmative action consultant through graduate study in statistics at George Mason University. Mr. Sparlin completed his M.S. in Statistical Science at George Mason in 2006.



Melissa L. Speer, M.B.A., OFCCP, Southwest and Rocky Mountain Regional Director. Melissa L. Speer has been with the Office of Federal Contract Compliance Programs (OFCCP), for over 31 years. She began her career as a Compliance Officer in Little Rock, Arkansas where she spent ten years before being promoted to the Dallas, Texas. She has worked throughout the SWARM Region as a Liaison Officer, District Director in Dallas, Director of Regional Operations, Deputy Regional Director and Regional Director. Melissa was the Acting Deputy Director for Regional Operations of the Office of Federal Contract Compliance Programs (OFCCP), Department of Labor from June of 2019 to January of 2020. She works closely with Craig Leen, the Director of OFCCP, Deputy Director and the Director of Enforcement. As the Regional Director, she provides leadership for more than 50 employees spanning 11 states and 5 offices. Speer received a Bachelor's of Science in Accounting from the University of Arkansas at Little Rock in 1988 and Masters of Business Administration from the University of Arkansas at Little Rock in 1991. Melissa is a dedicated civil servant and is committed to fairness in the workplace.



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.



Marcus Stergio, M.A., serves as the Ombudsman for the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP). Spearheading the agency's Ombuds Service, Mr. Stergio is a neutral and confidential resource available to all OFCCP stakeholders nationwide, including federal contractors and subcontractors, contractor representatives, industry groups, law firms, complainants, worker rights organizations, and current and potential employees of federal contractors and subcontractors.

Given the agency's mission to protect workers, promote diversity, and enforce civil rights laws, Mr. Stergio addresses concerns related to OFCCP policies and practices and serves as an informal facilitator of disputes. Mr. Stergio operates independent of other agency divisions, allowing him the autonomy to advocate for transparency, fair processes, and efficient operations as they relate to and include relevant constituents.

Mr. Stergio is a versatile conflict resolution practitioner whose experience outside of ombudswork includes mediation, arbitration, organizational systems design, dispute resolution systems management, group facilitation and conflict resolution training. His prior mediation practice focused primarily on workplace and employment cases. As an external consultant to organizations small and large, Mr. Stergio has facilitated agreements among disputing co-workers, managers and their direct reports, employees alleging discrimination, and entities negotiating termination, dissolution, and business transition plans. As an organizational conflict analyst, he has experience identifying systemic issues while developing and delivering programs to address the needs of workers and employers. Mr. Stergio served on the Equal Employment Opportunity Commission's mediation panel for workplace discrimination and the Massachusetts Bar Association's arbitration panel. Mr. Stergio received his Master of Arts degree in Conflict Resolution from the University of Massachusetts with a concentration in organizational and international dispute resolution systems, and his Bachelor of Arts degree from Northeastern University where he majored in Communication Studies and Business Administration.



Jane Suhr, J.D., is the Regional Director of the U.S. Department of Labor’s Office of Federal Contract Compliance Programs Pacific Region. In this role, she leads the Pacific Region’s enforcement, outreach, and compliance assistance programs and policies to carry out the mission and objectives of the Agency. Ms. Suhr has devoted her career to government service and protecting the rights of American workers. She began her career with OFCCP in 2001 as a Compliance Officer and quickly rose through the ranks to be the Assistant District Director of the Los Angeles District Office, District Director of that same office, and Deputy Director of the Pacific Region. She has played a vital role in the Pacific Region’s large systemic discrimination cases and has led the Region to successful resolutions in numerous cases. She holds a J.D. from UC Davis and a bachelor’s degree from USC.



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.

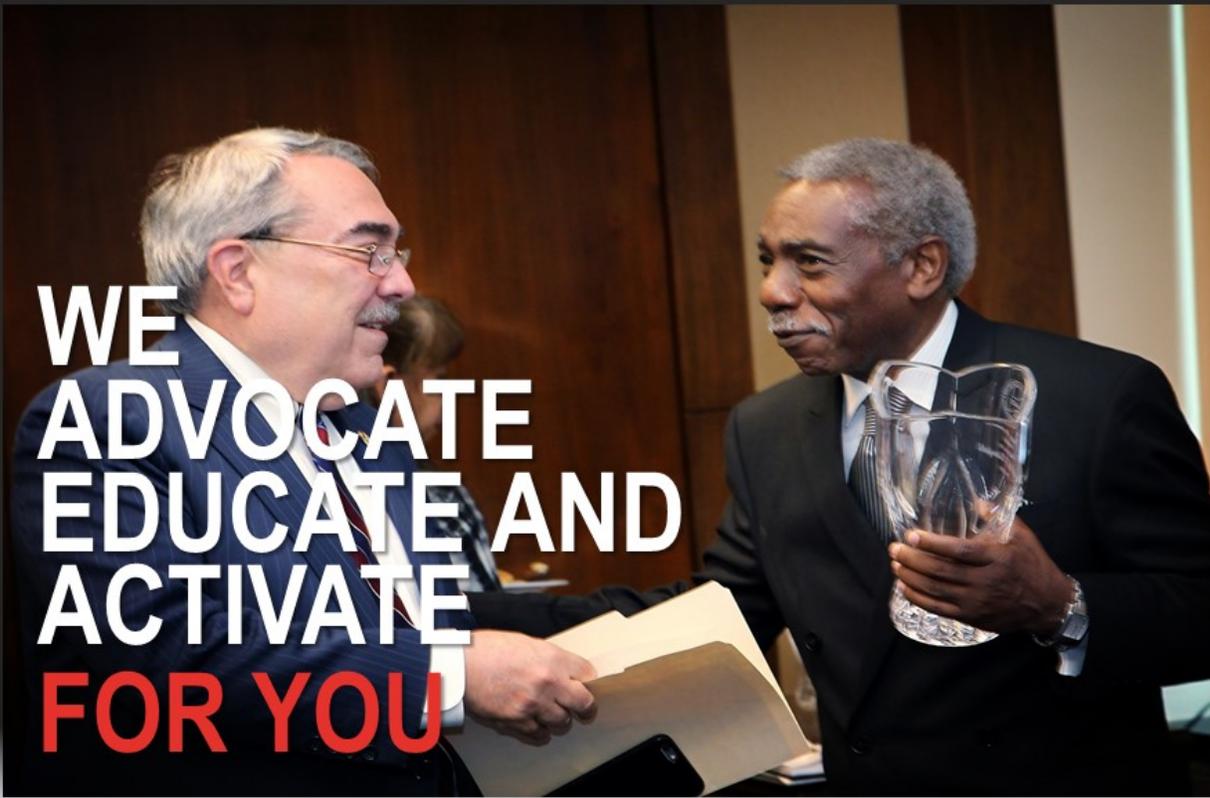


Chris Worth has more than eight years of experience in developing, adapting, presenting, and evaluating high-energy, challenging trainings that meet the needs of a wide variety of organizations and community settings. He has trained both large and small groups in a variety of subjects ranging from the 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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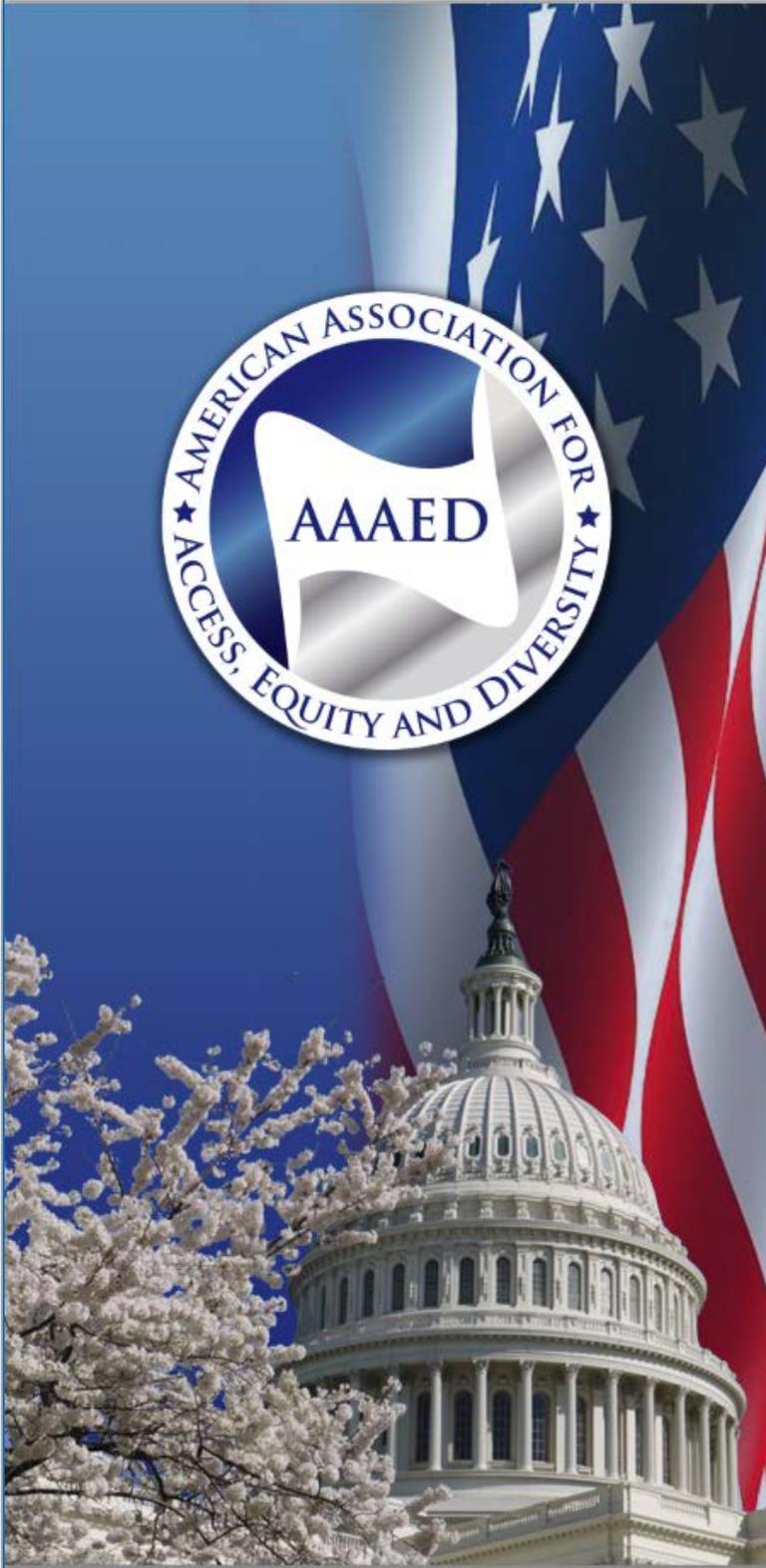
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