NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION®

2022 Hybrid Academy Fall Meeting

STRENGTHENING SOCIAL AND ECONOMIC DEVELOPMENT THROUGH MEANINGFUL WORK

November 2-4, 2022

National Academy of Public Administration
1600 K Street, NW, Suite 400
Washington, DC 20006

NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION®

Wednesday, November 2nd	
Host Site: National Academy of Public Administration DC Office	
9:00 a.m. – 11:00 a.m. Eastern Time (ET)	**New Fellows Orientation** (Staats A/B)
9:00 a.m. – 11:50 a.m. Eastern Time (ET)	**Academy Board Meeting** (Board Room)
11:00 a.m. – 11:50 a.m. Eastern Time (ET)	**Academy Strategic Initiatives Update Year in Review: How the Academy's Strategic Initiatives Program Is Improving Government** (Staats A/B)
12:00 – 1:00 p.m. Eastern Time (ET)	**Lunch and Brownlow Book Award Discussion** (Staats A/B)
1:00 – 2:30 p.m. Eastern Time (ET)	**Academy Business Meeting & Awards** (Staats A/B)
2:30 – 3:00 p.m. Eastern Time (ET)	**Break**
3:00 – 3:30 p.m. Eastern Time (ET)	**Remarks from Kiran Ahuja** (Staats A/B)
Concurrent Sessions 3:30 – 5:00 p.m.	**Accessibility, Disability, Neurodivergency and Meaningful Work** (Mezzanine) / **Toward a Federal Workforce of the Future** (Staats A/B)
5:00 – 5:45 p.m. Eastern Time (ET)	**New Fellows Induction** (Staats A/B)
5:45 – 6:30 p.m.	**Reception** (Mezzanine)

Carnegie Mellon University
HeinzCollege
INFORMATION SYSTEMS • PUBLIC POLICY • MANAGEMENT

Thursday, November 3rd	
Morning Host Site: Carnegie Mellon University	
8:00 – 8:30 a.m.	**Breakfast and Sign-In**
9:00 – 10:15 a.m.	**Mayor's Panel on Job Growth and Creation**
10:15 – 10:30 a.m.	**Break**
10:30 a.m. – 11:45 a.m.	**Technology's Impact on Workforce Development**
12:00 – 1:30 p.m.	**Lunch** **12:30 p.m. Elmer B. Staats Lecture featuring:** **Tom Kochan,** George Maverick Bunker Professor of Management, MIT Sloan School of Management

All Virtual	
1:30 – 2:00 p.m.	**Break**
2:00 – 2:50 p.m.	**The Academy's Funded Studies and their impact on DEIA within government organizations**
3:00 – 3:50 p.m.	**Analyzing to Find Innovation: How Academy Studies Help Localities Provide Meaningful Work**
4:00 – 5:00 p.m.	**Data-Driven Meaningful Work: How States and Localities Can Use Data in Workforce Development**

UCONN
SCHOOL OF PUBLIC POLICY

Friday, November 4th	
Morning Host Site: University of Connecticut	
8:30 – 9:00 a.m.	**Welcome Session**
9:00 – 10:15 a.m.	**Identifying challenges facing local and state public workforce development**
10:15 – 10:30 a.m.	**Break**
10:30 a.m. – 11:45 a.m.	**Policies and partnerships to enhance the CT public sector**
12:00 – 12:20 p.m.	**Lunch (in-person)**
12:30 – 12:45	**Special Remarks from Danielle Worthen-Ramos** Chief, Division of Workforce Investment – Region 1, Employment and Training Administration, Department of Labor
12:45 – 1:30 p.m.	**James E. Webb Lecture featuring: Angela Hanks,** Chief of Programs, Demos

All Virtual		
1:30 – 2:00 p.m.	**Break**	
Concurrent Sessions 2:00 – 4:00 p.m. (ET)	**Closing Remarks and Standing Panel Kickoff**	
	Executive Organization and Management Standing Panel Meeting	International Affairs Standing Panel Meeting	Technology Leadership Standing Panel Meeting
	Public Service Standing Panel Meeting	Social Equity Standing Panel Meeting	Intergovernmental Systems Standing Panel Meeting

Wednesday, November 2ⁿᵈ

Host Site: National Academy of Public Administration DC Office.

9:00 am – 11:00 am ET – New Fellows Orientation
A session focused on orientation of the Class of 2022 Fellows to the Academy. Topics covered will include a history of the Academy, the Academy's business model, study work, Standing Panels, and more. A panel of current Fellows will also share their experiences and ways to get involved.

9:00 a.m. – 11:50 am ET – Academy Board Meeting
The Academy's Board of Directors will meet. All Fellows are invited to attend.

11:00 am – 12:00 pm ET – Year in Review: How the Academy's Strategic Initiatives Program Is Improving Government
The Academy's Strategic Initiatives team addresses the major issues facing governments at all levels and develops innovative frameworks for use by practitioners and thought leaders. The team runs the Grand Challenges in Public Administration campaign, the Agile Government Center, the Center for Intergovernmental Partnerships, and sponsored events. They also complete important research projects, including the release of a major report this summer on how regulatory agencies can utilize core agile tenets and practices to improve outcomes, enhance equity, and increase collaboration.

At this session, you will hear from the following speakers about key strategic initiatives:
- Joe Mitchell, Director of Strategic Initiatives & International Programs
- Ed DeSeve, Coordinator of the Agile Government Center
- James Higgins, Senior Research Associate
- Jillian McGuffey, Senior Research Associate

12:00 p.m. – 1:00 pm ET – Lunch and Brownlow Book Award Discussion
Join the Academy for a discussion moderated by the Academy's Director of Strategic Initiatives and International Programs, Joe Mitchell, with this year's Brownlow Book Award Winner, Andrew Rudalevige, Chair of Department of Government and Legal Studies, Thomas Brackett Reed Professor of Government, Bowdoin College, for his book – "By Executive Order".

1:00 – 2:30 pm ET – Academy Business Meeting and Awards
An annual update from Dave Wennergren, Chair of the Academy's Board of Directors and Terry Gerton, President and CEO, on the state of the Academy as well as a presentation of the Herbert Roback Scholarship and George Graham Award for Exceptional Service to the Academy.

3:00 – 3:30 pm ET – Remarks from Kiran Ahuja
Kiran Ahuja serves as the first South Asian American and first Asian American woman to lead OPM. Director Ahuja started her career as an attorney at the Department of Justice and later spent six years as President Barack Obama's Executive Director of the White House Initiative on Asian Americans and Pacific Islanders. Director Ahuja has spent two decades in public service as a leader in the non-profit sector; as the founding Executive Director of the National Asian Pacific American Women's Forum, and most recently served as CEO of Philanthropy Northwest.

Kiran Ahuja
Director

3:30 – 5:00 pm ET Join one of the Academy's concurrent sessions.

- **Accessibility, Disability, Neurodivergency and Meaningful Work**
  Accessibility of meaningful work is an critical factor in equity and inclusion for Neurodivergent individuals and individuals with disabilities. The discussion draws on professional experience of individuals working with Neurodivergent individuals and individuals with disabilities.
  At this session, you will hear from the following speakers:
    o Keynote Speaker Jim Cook – Vice President for Strategic Engagement and Partnerships, MITRE
    o Craig Leen – Partner at KL Gates Law Firm and Former Director of OFCCP, formerly City Council for Coral Gables
    o Larysa Kautz – President and CEO of Melwood
    o Teresa Thomas – Program Lead, Neurodiverse Talent Enablement, MITRE
    o Mardy Leathers – Director of the Missouri Division of Workforce Development

- **Towards a Federal Workforce of the Future**
  With dueling legislative proposals to protect the merit system and to make all government employees at-will employees, and an ongoing battle in editorial columns and think tank blogs to sharpen the arguments, what is the future of the federal civil service system and of the federal civilian workforce? Each of our Academy Fellow panelists has deep expertise in the federal civil service system and will discuss their recommendations.
    o Terry Gerton, Moderator, President and CEO, National Academy of Public Administration
    o Jeff Neal – Principal at ChiefHRO, LLC
    o Kimberly Walton – CEO DiverseUSA, LLC
    o Angie Bailey – Former Chief Human Capital Officer, Department of Homeland Security
    o Dan Chenok – Executive Director, IBM, Center for the Business of Government

5:00 – 6:30 pm ET – New Fellows Induction and Reception
An in-person and virtual induction ceremony celebrating the new Class of 2022 Fellows will start at 5:00 p.m. An in-person reception at the Academy's DC office will occur from 5:45 – 6:30 p.m.

Thursday, November 3rd

Host Site: Carnegie Mellon University

Carnegie Mellon University's Heinz College of Information Systems and Public Policy will host a morning of conversation around converting a heavy manufacturing economy to a tech-focused one, and the associated challenges to workforce development.

9:00 - 10:15 a.m. ET – Mayor's Panel on Job Growth and Creation (see panelist bios below)

10:30 - 11:45 am ET – Technology's Impact on the Workforce (see panelist bios below)

12:00 p.m. – Lunch (in-person)

12:00 – 1:30 p.m. ET – Staats Lunch and Keynote speaker Tom Kochan, MIT – Upsurge in Worker Organizing and Activism: Flash in the Pan or a Transformational Moment in Employment Relations?

Tom Kochan is the Post-Tenure *George Maverick Bunker Professor* at the MIT Sloan School of Management and a faculty member in the MIT Institute for Work and Employment Research. His recent work calls attention to the need for a new social contract at work, one that anticipates and engages current and future technological changes in ways that build a more inclusive economy and broadly shared prosperity.

Report on Worker Organizing Landscape (2022)

2:00 – 2:50 p.m. ET - The Academy's Funded Studies and their impact on DEIA within government organizations

Learn about the funded studies that have addressed critical elements of Diversity, Equity, Inclusion, and Accessibility. Recent studies with the US Coast Guard Academy, Montgomery County Fire and Rescue Service, and DHS Cybersecurity Infrastructure and Security Agency all have provided findings and recommendations related to strengthening DEIA practices and responding to calls for greater equity in public administration practices at all levels of government.

3:00 – 3:50 p.m. ET – A Look at Local Challenges through Federal and Intergovernmental Lenses

Join the Fireside chat with Teryn Zmuda – Chief Research Officer & Chief Economists for NACo, Nancy Augustine – Director of the Center for Intergovernmental Partnerships, and Brenna Isman – Director of Academy Studies.

4:00 – 5:00 p.m. ET –Data-Driven Meaningful Work: How States and Localities Can Use Data in Workforce Development

A joint panel between the Academy and Results for America will discuss changes in how governments are engaging with data to achieve meaningful work outcomes for local communities through workforce development.

Friday, November 4th

Host Site: University of Connecticut

Developing Connecticut's public sector workforce (state and local) has been on the minds of many over the past few years. Recent waves of retirements have exacerbated an already tight public sector labor market. This interactive conversation will highlight the strategies that state and local governments are deploying to develop the public sector workforce, contributing to a robust economy.

9:00 – 10:15 a.m. ET – Identifying challenges facing local and state public workforce development (see panelist bios below)

10:30 – 11:45 a.m. ET – Policies and partnerships to enhance the CT public sector (see panelist bios below)

12:00 p.m. – Lunch (In-person)

12:20 p.m. Remarks from Danielle Worthen Ramos, Chief, Division of Workforce Investment – Region 1, Employment and Training Administration, Department of Labor

12:40 p.m. ET – Webb Lecture: Angela Hanks, Chief of Programs, Demos
Angela Hanks is Chief of Programs at Demos, where she works with the Legal Strategies, Movement Building, and Policy & Research teams to build and advance towards achieving a just, inclusive, multiracial economy and democracy. Prior to joining Demos, Angela served in the Biden-Harris Administration as Acting Assistant Secretary of the Employment and Training Administration in the U.S. Department of Labor, where she worked to advance worker-centered policies that lead to quality jobs for all workers, particularly those who are marginalized.

2:00 - 4:00 p.m. ET – Closing Remarks and Standing Panel Breakout Sessions (Concurrent)
Join one of the Academy's six Standing Panels during these concurrent sessions
- Executive Organization and Management
- International Affairs
  - Joe Westphal and Dan Guttman, new International Panel co-chairs welcome you all to engage with Panel and help shape, and learn from, its work.

    In ongoing global shocks of war, covid, climate disasters and global"decoupling," countries and localities globally are facing common local impacts of global challenges. The International Panel will focus on how public managers (and management scholars) can learn from comparative (cross country) governance efforts to address current challenges. The Panel's fall meeting will begin this focus with a report on the NAPA sponsored Australia/China/US comparative climate adaptation project, and conversation with leading scholar/practitioners (pracademics) from the US and other countries on what US and other country practitioners are learning from global experiences. We welcome all to participate in the Panel's programs-where we hope to develop and share global learning about common local challenges.
- Technology Leadership

- Public Service
  - The Standing Panel on the Public Service is aligned with the Academy's Grand Challenge to "Modernize and Reinvigorate the Public Service." During the Standing Panel meeting, we will very briefly share our accomplishments and describe our proposed goals and activities for the coming year, so that Panel Members can offer their ideas, suggestions, and modifications for these proposals. During the second half of our meeting, we will build on the Panel moderated by Terry Gerton on the first day of the Annual Meetings. Topics will include recommendations being made by the Standing Panel Working Group, proposals concerning "at will" employment and Schedule F in the federal civil service, as well as other issues of concern to Academy Fellows. Your experiences and views will be central to this important conversation. We hope you will join us.
- Social Equity in Governance
  - Join us for the meeting of the Standing Panel on Social Equity in Governance. Our meeting this year will be in two parts: Part one from 2pm to 3pm will be will be an open meeting to present and discuss plans for this coming year. All Fellows and attendees are welcome. The second part of the meeting from 3pm to 4pm will be an off-the-record conversation with Dr. Janice Underwood, Director of the Office of Diversity, Equity, Inclusion, and Accessibility for the U.S. Office of Personnel Management. She will be presenting and soliciting ideas for advancing DEIA within governmental institutions. This part of the meeting is open only to current Fellows who are members of the Standing Panel. We look forward to seeing you there! Gary Glickman, Chair and Jade Berry James, Vice-Chair.
- Intergovernmental Systems
  - The Standing Panel on Intergovernmental Systems (SP) will start its business meeting reflecting on projects completed during the past year, giving attention to lessons learned and common themes across projects. It will also look back at first-year accomplishments of the Center for Intergovernmental Partnerships (CIP). The Panel will then turn its attention to proposed activities for the coming year, including projects under development as well as an invitation for Fellows to discuss other projects they might like to develop and lead.

    Time will be provided to discuss past and proposed projects, clarify the relationship between SP and CIP efforts, and invite suggestions for future meetings. The agenda will allow time to discuss the SP's proposed strategic plan that was distributed at the October 2022 SP business meeting and roles NAPA, CIP, Fellows, and the SP might play to improve intergovernmental arrangements (and, ultimately, outcomes). Possible roles might include preparation of white papers and reports, proposals for larger grant-supported projects, finding and encouraging adoption of better intergovernmental practices, and catalyzing proof-of-concept projects at the local level.

Speakers
Wednesday, November 2nd
Accessibility, Disability, Neurodivergency and Meaningful Work 3:30 – 5:00 pm

James Cook is vice president, strategic engagement and partnerships at MITRE. In this role, he leads our strategic interactions with the elected officials in the executive branch and Congress. He also promotes development of new corporate strategic partnerships with the private sector, academia, and other non-profits, associations, and foundations to address public interest challenges at the federal, state, and municipal levels.

Cook is an active leader in the community on innovation. He was a founding member of the American Council for Technology (ACT) and Industry Advisory Council (IAC) Institute for Innovation, established in 2012, and currently serves as its chair.

As an advocate for better government, he has spent much of nearly 40 year career helping to advance the use of information technology, data and evidence in operational decisions and policy formulation. He has also championed steps to enable the federal workforce to deliver improvements in civilian agency performance. He was previously a partner and executive with IBM Business Consulting and a consulting partner with PricewaterhouseCoopers (PwC), where he led strategic engagements in federal, state, and international tax and financial services. He also provided thought leadership through the IBM Business of Government Center and the PwC Endowment for the Business of Government. At MITRE, he led the use evidence to inform objective policy and launched and chaired the Center for Data-Driven Policy.

In 1997, Cook became one of the few people from industry to receive the IRS Commissioner's Award for his leadership in establishing and planning enterprise architecture to modernize the agency's tax administration business processes and systems. In 2007, he received Federal Computer Week's FED 100 award, given to the top 100 executives in government IT, for his leadership role assisting the IRS in setting a new IT direction. He received Federal 100 awards in 2014 and 2019 for his efforts to harness innovation to help federal agencies transform their missions.

Erin Jones, Executive Director for Workforce Boulder County, has been a leader in workforce development for over 19 years. Her work is focused on local and regional strategies that develop talent pipelines, close skill gaps, assess future industry needs and promote job quality. She is inspired by economic mobility for all, equity and inclusion and the data that supports policy and action that create systems change. She values life-long learning, the creative arts and a well-balanced sense of humor. Erin is a past Results for America, Workforce Fellow and recently participated in The America Council on Germany's Transatlantic Cities of Tomorrow study tour where she examined date driven programming, the future of work and visions for more equitable and accessible community services. Erin is dedicated to public service and maintains a deep focus on improving the community where she works and lives. Erin is a graduate of Rutgers University where she earned a master's degree in Social Work. In her free time, she enjoys hiking, appreciating art and music, yoga, meditation, cooking for friends and family and writing poetry.

Speakers
Thursday, November 3rd
Panel 1: Mayor's Panel on Job Growth and Creation 9:00 – 10:15 am

Since taking office, Mayor **Willam Peduto** has led a collaborative effort to make Pittsburgh a leading 21st Century city. The Peduto administration has partnered with the White House on numerous initiatives, resulting in direct access to federal support related to affordable housing, education, economic development, energy efficiency, immigration, manufacturing, community policing, workforce development and technology. Under Peduto's leadership the City of Pittsburgh has played an active role in National League of Cities and U.S. Conference of Mayors initiatives. Pittsburgh was recently selected to join the Rockefeller Foundation network's 100 Resilient Cities, which provides resources to improve city resilience in the face of climate change, globalization and urbanization trends. Mayor Peduto also signed a unique agreement with the U.S. Department of Energy to make the city a world leader in district energy production. Mayor Peduto is a founding member of the MetroLab Network, a national alliance of cities and universities committed to providing analytically based solutions to improve urban infrastructure, services, and other public sector priorities.

As mayor, **Andy Berke** streamlined government with a top to bottom reorganization that eliminated three departments and saved taxpayer dollars in the process. The Berke Administration relentlessly focused on making Chattanooga streets safer, families stronger, growing middle class jobs, and using taxpayer dollars efficiently. Under Berke's leadership, Chattanooga took bold steps to further harness the unique advantage of having fast, cheap and pervasive internet service. Following a robust public engagement process, Chattanooga established an Innovation District -- 140 acres in the heart of downtown that houses a catalytic mix of start-up businesses, incubators, and accelerators alongside investors and public amenities. Berke was named Municipal Leader of the Year by American City and County magazine and City Executive of the Year by State Scoop. He was given the Digital Inclusion Award from Next Century Cities in 2017 and was named Digital Inclusion Trailblazer by the National Digital Inclusion Alliance in 2020.

Panel 2: Technology's Impact on Workforce Development 10:30 – 11:45 am

Ramayya Krishnan was appointed as Dean of the Heinz College of Information Systems and Public Policy in 2009. He is the W. W. Cooper and Ruth F. Cooper Professor of Management Science and Information Systems at Heinz College and the Department of Engineering and Public Policy at Carnegie Mellon University. He is an expert on digital transformation and has worked extensively with firms and policy makers on using technology and analytics to achieve policy goals. He is well known for his work in e-commerce and information risk management where he has made seminal contributions to technology management and policy. His current research interests are in the responsible use of AI and in data driven approaches to support workforce development.

Majd F. Sakr is a Teaching Professor in the Computer Science Department within the School of Computer Science at Carnegie Mellon University. He is also the co-director of the Master of Computational Data Science (MCDS) Program at the School of Computer Science at Carnegie Mellon. From 2007-2013, Majd was a Computer Science faculty at Carnegie Mellon University in Qatar (CMUQ), where he also held the positions of Assistant Dean for Research and Coordinator of the Computer Science Program. He founded the Cloud Computing Lab and co-founded the Qri8 Qatar Robotics Innovation Lab at CMUQ. He also co-founded the Qatar Cloud Computing Center. He has held appointments at the American University of Science and Technology in Beirut and at the NEC Research Institute in Princeton, New Jersey. His research interests include online education, cloud computing, and human-robot interaction. He holds a BS, MS and PhD in electrical engineering from the University of Pittsburgh.

Erica Owen is an associate professor and associate dean in the Graduate School of Public and International Affairs at the University of Pittsburgh. Previously, she was an assistant professor at Texas A&M University. She has been a visiting researcher at the University of Zurich and a post-doctoral research fellow at the Niehaus Center for Globalization and Governance at Princeton University. She received her Ph.D. in political science from the University of Minnesota. Her research focuses on the politics and economics of trade, global production, and automation, with emphasis on the economic well-being and political influence of workers and firms. She has published in leading policy and political science journals, including the *British Journal of Political Science, Comparative Political Studies, International Organization, International Studies Quarterly, Journal of Policy Analysis and Management, Journal of Politics,* and *Political Science Research Methods.*

Jodi Forlizzi is the Herbert A. Simon Professor of Computer Science and Human-Computer Interaction in the School of Computer Science at Carnegie Mellon University. She is also the Diversity, Equity, and Inclusion Lead in the School of Computer Science. She is responsible for establishing design research as a legitimate form of research in HCI that is different from, but equally as important as, scientific and human science research. Jodi has advocated for design research in all forms, mentoring peers, colleagues, and students in its structure and execution, and today it is an important part of the HCI community. Her current research interests include designing human-robot interaction as a service and human-AI collaboration in the domains of eldercare, accessibility, human assistance, and overall wellbeing.

Intergovernmental Systems –Data-Driven Meaningful Work: How States and Localities Can Use Data in Workforce Development - 4:00 – 5:00 p.m. ET

Jessica Valand is the Director of Workforce Development at Results for America. Jess brings over 15 years of experience in workforce and economic development to RFA, having worked at both the local and state level, as well as internationally as a Community & Economic Development Volunteer with the Peace Corps. She has served as a senior state-level administrator for multiple workforce programs, including TANF, SNAP E&T and WIOA, and designed and implemented Colorado's first-of-its-kind transitional jobs program, ReHire.

Prior to joining RFA, Jess spent over 8 years with the Colorado Department of Labor and Employment, where she most recently served as the Director of Workforce Development for a 10-county region of the state. In that role, she administered the public workforce system through multiple offices and staff, and sat on the Board of Directors for the area's Economic Development Administration regions. She recently spearheaded the successful implementation of a good jobs pilot program in partnership with the Aspen Institute and Pacific Community Ventures, and is a strong advocate for job quality as a key driver of successful workforce development strategy. A native of the Rocky Mountain west, she holds an undergraduate degree in political science, and a master's degree in Development Economics from the University of Denver. Jess resides in Steamboat Springs, Colorado with her family.

Kate Tromble leads the work of the Data Champions Collaborative for DQC, reaching out and listening to state and national organizations who understand the role high-quality, accurate, secure and timely state data systems play in resolving the most pressing problems facing students, families, and communities today. She guides the Collaborative in developing a shared vision for how federal policy can promote improved data systems in a manner that supports innovative work in states that improves students' educational and career pathways.

Prior to joining DQC, Kate was Vice President of The Institute for College Access and Success (TICAS) and Vice President for Federal Policy at Results for America where her work focused on supporting governments at all levels in using evidence and data to advance economic mobility. Before Results for America, Kate served as the pastoral associate for social justice at Holy Trinity Catholic Church in Washington, DC, and the Director of Legislative Affairs at the Education Trust. Before Ed Trust, Kate practiced law at Drinker Biddle & Reath LLP and Williams & Connolly. She also served as Legislative Counsel to Senator Paul S. Sarbanes (D-MD) and as Legislative and Policy Advisory to Maryland Lt. Governor Kathleen Kennedy Townsend.

Speakers
Friday, November 4th

Welcome: Trends of the Public Sector Workforce

Patrick J. Flaherty is Director of Research and Information at the Connecticut Department of Labor. Previously Patrick was an economist in the Office of Research where his responsibilities included occupational projections and long-term industry projections. He received his Bachelors Degree in Social Studies from Harvard University and his Masters Degree in Economics from the University of Connecticut. Patrick has authored several manuscripts for the Office of Research, has given many talks and presentations to business and jobseeker groups. He is also Adjunct Faculty at the University of Connecticut where he is teaching Principles of Microeconomics at UConn/Hartford (downtown). Among his experiences, Patrick worked for fourteen years for Fleet Financial Group and its predecessor companies where he was Vice President and Senior Economist, and served 10 years as a State Representative in the Connecticut General Assembly. He is also the New England representative on the Local Employment Dynamics Steering Committee.

Panel 1: Identifying challenges facing local and state public workforce development:
9:00 – 10:15 am

Moderator: **Matt Hart** is the Executive Director, Capitol Region Council of Governments (CRCOG), representing 38 municipalities in the Greater Hartford region. Matt has a long history of public service and worked previously as the town manager for the communities of W. Hartford and Mansfield, CT. He is a veteran of the US Army and is an adjunct faculty member with the UConn School of Public Policy. Matt also serves on the CT Advisory Commission on Intergovernmental Relations and other regional boards and commissions. He earned his Juris Doctor (JD) and Master's in Public Administration (MPA) from UConn, and his bachelor's degree in political science from the State University of New York at Potsdam.

Natalie Braswell, CT State Comptroller since early 2022. Previously, Braswell had served 10 years as Comptroller Lembo's General Counsel and Assistant State Comptroller. She is an experienced and accomplished attorney who helped negotiate and lead a number of technology, health care and diversity, equity and inclusion initiatives that have modernized state services and saved taxpayers money. As Comptroller, she has launched two important programs, a retirement savings program for private-sector workers and a relief fund for essential workers who suffered financial loss after contracting COVID19. Braswell is a "Triple Husky" having earned a BA, MPA and law degree from UConn.

Alex B. Johnson was appointed President and CEO of Capital Workforce Partners (CWP) in 2013. CWP is one of five regional Workforce Development Boards in the State of Connecticut, and represents the 37 towns and their consortium of Chief Elected Officials that comprise the North Central Connecticut region. Mr. Johnson is responsible for leading regional efforts to engage businesses, public agencies, labor unions and community organizations to help job seekers build the skills for in-demand occupations. He served for 16 years as the organization's Executive VP & COO where he was responsible for the daily oversight and direction of Capital Workforce Partners staff, programs, and services and provided regular support to the Board of Directors. Mr. Johnson spearheaded the implementation of a new vision for workforce development in the region, under the 2015 federal Workforce Innovation and Opportunity Act (WIOA).

Mary Calorio, Town Manager of Town of Killingly had been working as the Town Administrator of Putnam. While in Putnam, she successfully won the community's support to build a new Town Hall, Library and Senior Center. Prior to the Town of Putnam, Mrs. Calorio worked as the Finance Director for the Town of Killingly. Mary attended Quinebaug Valley Community College and Eastern Connecticut State University where she studied Accounting. She is active in several professional affiliations including as the Treasurer of the Connecticut Town & City Management Association. Mary is driven to serve her community and surrounding area. She enjoys helping others. She is blessed with a wonderful husband and two teenage sons.

Tim Sullivan, Superintendent of CREC Schools, is a visionary educational leader committed to the success of each and every student. With over 33 years of experience in public education, Tim has a long history of fostering school communities where children love to learn because they are connected, challenged, and supported. His leadership is marked by his commitment to building consensus and empowering students, parents, community members, and district staff through shared decision making. Tim first joined CREC in 2012 during a critical period of growth for the organization. In his role as Assistant Superintendent for Operations for CREC schools, he developed essential procedures and systems, enabling the district to better serve its students and families.

Prior to his time at CREC, Tim had a long history with Hartford Public Schools as a teacher and administrator. His career with Hartford Public schools began in the fall of 1989, when Tim joined the staff of Weaver High School as a history teacher. In January of 2001, Tim moved to Bulkeley High School as an assistant principal and master schedule builder. In April of 2004, Tim was appointed principal of Classical Magnet School. Under his leadership, the school grew from a program of 350 students to an inter-district magnet school serving 700 students from 40 towns in grades 6 to 12. In February of 2012, Tim was transferred to the Burns Latino Studies Academy as interim principal.

A lifelong resident of Hartford, Tim was raised in Hartford's Blue Hills neighborhood where he attended St. Justin School. Tim attended high school at the Loomis Chaffee School in Windsor and then went on to Wesleyan University.

Rob Baril has been president of District 1199 NE/SEIU since January 2019. Rob's approach to social justice and organizing combines a belief in the words of abolitionist Frederick Douglas that "power concedes nothing without a demand" and Martin Luther King's guidance that "love is the only cement" that can hold a broken society together. Previously, Rob served as Organizing Director for a decade helping organize over 10,000 workers from nursing homes, group homes, and home care into 1199. He led contract fights for fair wages and benefits, campaigns that secured state funding to raise wages and improve access to benefits like affordable healthcare, training funds, and defined benefit pension plans.

From 1996-1998, Rob was lead organizer at Direct Action for Rights and and Equality in Providence, Rhode Island, where he led campaigns of Black and Latino victims of police brutality and helped fund the Rhode Island chapter of Jobs with Justice. He joined 1199 out of a belief that unions are the most effective vehicle working people have to achieve racial and economic justice. Rob is working to further 1199's leadership development and build the local into a leading voice on racial justice campaigns in the workplace and remains active in supporting the work of Black Lives Matter across the country and achieving racial justice.

Panel 2: Policies and partnerships to enhance the CT public sector 10:30 – 11:45 am

Moderator: **Dr. Mohamad Alkadry**, Professor and Director, UConn School of Public Policy has held academic and administrative appointments, and was tenured at Florida International Univ. , West Virginia University, and Old Dominion University. Dr. Alkadry has over 50 peer-reviewed articles, peer-reviewed book chapters, and journal symposia. He is also co-editor and co-author of three books: Women and Public Service: Barriers, Challenges and Opportunities (2013, 2014), These Things Happen: Stories from the Public Sector (2002), and Scaling Up Microenterprise Services (1998) Dr. Alkadry has authored in excess of fifty community and professional studies in areas of governance and public management. Alkadry earned his B.A. from Carleton University, his M.P.P.P.A. from Concordia University, and his Ph.D. from Florida Atlantic University.

Dan Livingston is an attorney with Livingston, Adler, Pulda, Meiklejohn & Kelly, PC and he is a labor and progressive activist. He is a life-time member of the United Auto Workers Union. Dan worked for two years as a Union organizer before entering Yale Law School in 1979. He graduated in 1982, and has since been admitted to the Connecticut and Federal district court bars, as well as the to the bar of the Second Circuit Court of Appeals and the United States Supreme Court. He has extensive experience in labor and employment law including arbitrations, and litigation before the State Labor Relations Board, the National Labor Relations Board, the Connecticut Commission on Human Rights & Opportunities, the Connecticut Superior Court, the U.S. District Court, the Connecticut Supreme Court and the U.S. Court of Appeals for the Second Circuit. Dan also serves as chief negotiator in contract negotiations, and lead advocate in interest arbitrations including serving as the General Counsel and Chief Negotiator for SEBAC -- the State Employees Bargaining Agent Coalition -- since 1994

Mayor **Luke Bronin** was sworn in as the 67th mayor of the City of Hartford in 2016 and re-elected in 2019. He also currently serves as the President of the Connecticut Conference of Municipalities. Mayor Bronin is a husband, a father, a veteran, and an attorney, and he is committed to building a stronger Hartford for all of the city's residents. Mayor Bronin led the city through the biggest fiscal crisis in the city's history, working to put Hartford on a path to fiscal stability. In addition to promoting economic development and investment, his administration has focused on building opportunity for Hartford residents through key initiatives like the Youth Service Corps and the Reentry Welcome Center. He has also worked to position Hartford as a center of innovation and establish Hartford a leader in environmental stewardship. Prior to becoming mayor, Mayor Bronin served in senior positions in both federal and state government. In 2013, he was appointed by then Connecticut Governor Dannel P. Malloy to serve as General Counsel. There, he was deeply involved in developing policies to combat veterans' homelessness, pass common sense gun laws, expand economic opportunities, reform our criminal justice system, and protect our environment. Mayor Bronin served as an officer in the U.S. Navy Reserve, and he earned his B.A. and J.D. from Yale University and his M.A. from Oxford University, where he studied as a Rhodes Scholar.

Peter Morrissey, Director of G2U Initiatives, Volcker Alliance since its founding in 2013, supporting its launch and the development of its organizational strategy and core programmatic work. He currently leads the Alliance's talent connection portfolio, strengthening the pipeline of rising leaders from educational institutions into government careers through the Government-to-University (G2U) Initiative and other Alliance projects. Prior to joining the Alliance, Peter served as a staff analyst in Office of Management, Analysis, and Planning of the New York City Police Department. Peter holds a bachelor's from Fordham University, a master of philosophy from the University of Cambridge, and a master of business administration from the University of Chicago's Booth School of Business. The Volcker Alliance is a nonprofit founded by former Federal Reserve Board Chairman Paul A. Volcker dedicated to advancing his vision of an empowered public sector workforce. Their work supports current and aspiring public servants by strengthening public service education, championing public service values, and providing strategies to help them deliver better results.

Kelli-Marie Vallieres, PhD is Vice Chair of the Governor's Workforce Council and the Chief Workforce Officer of the Office of Workforce Strategy. The Office of Workforce Strategy leads the implementation of the first State of CT Strategic Workforce Development Plan. The business led plan requires the coordination, collaboration, and cooperation of multiple stakeholders, including workforce development boards, state agencies, education, and economic and community-based organizations to build the systems, teams, and approaches that will make Connecticut a talent environment that attracts and motivates students, career builders, and companies alike. Dr. Vallieres earned her degree in Educational Leadership and Adult Learning from the University of Connecticut in 2007. She is an owner of two manufacturing companies, where she served as President and CEO for 14 years before stepping down to take on her new role with the State of Connecticut. Kelli combines her roles in industry and education to carry out the mission of Governor's Workforce Council Strategic Plan.

Michelle H. Gilman, Commissioner, CT Department of Administrative Services was appointed Acting Commissioner of the Department of Administrative Services by Governor Ned Lamont on February 11, 2022. She was later confirmed by the Connecticut General Assembly on March 16, 2022. Previous to her appointment, Gilman served as Deputy Chief Operating Officer under the direction of the Office of the Governor and Department of Administrative Services. In that role, she managed numerous COVID-19 initiatives in collaboration with the Department of Public Health (DPH) and other key state and local stakeholders. As Deputy COO, Gilman served as Acting Procurement Director from March through June 2021. This past fall, she oversaw the development and operation of the state employee vaccine mandate program in partnership with DAS Statewide Human Resources and the Office of Labor Relations. Gilman has also engaged in the State's technology optimization with DAS BEST/BITS to ensure that residents and businesses can interact with government as efficiently and effectively as possible. Gilman is a graduate of Central Connecticut State University.

Welcome Class of 2022 Fellows

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Executive Director and CEO, The Council of State Governments

TONY ALLEN, PH.D.
President, Delaware State University

STEPHANIE BARNA
Principal, SABarna, LLC

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Professor Titular, Fundação Getulio Vargas (FGV) - EAESP, São Paulo, Brazil

BETH BLAUER
Associate Provost for Public Sector Innovation, Johns Hopkins University

CLINTON T. BRASS
Specialist in Government Organization and Management, Congressional Research Service, Library of Congress Washington, DC; previously U.S. Office of Management and Budget and U.S. Department of the Treasury, Internal Revenue Service

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School of Public Policy;
Distinguished Professor of Public Policy, Pharmacy, and
Economics, University of Southern California;
Co-Director, Schaeffer Center for Health Policy &
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SARA MOGULESCU
President, Volcker Alliance

SUSAN SHIRASAWA MURANISHI
County Administrator, County of Alameda, California

KIMBERLY L. NELSON
Professor, School of Government, University of North
Carolina - Chapel Hill

From all of us at the Volcker Alliance,

CONGRATULATIONS TO THE 2022 CLASS OF ACADEMY FELLOWS!

And congratulations to our President, Sara Mogulescu, on her election to the 2022 Class of Academy Fellows!

Sara Mogulescu has dedicated her career to the civic sector and has established an expansive record of working with leaders of public agencies, national foundations, and community organizations to achieve impact and implement change. As a nationally recognized expert in program design, nonprofit management strategy, and innovation in government, she will contribute meaningfully to the Academy's critically important effort to identify solutions for government to operate more effectively, efficiently, and equitably. Ms. Mogulescu joined the Volcker Alliance in 2018, previously having served as the founding director of the Center on Youth Justice at the Vera Institute of Justice and as a partner at Bennett Midland, a civic sector consulting firm.

THE VOLCKER ALLIANCE
Empowering and Inspiring Public Servants

JANINE O'FLYNN
Professor of Public Management,
The University of Melbourne and The Australia and New
Zealand School of Government

STACY L. RODGERS
County Administrative Officer,
Baltimore County Government, Maryland

IAN H. SOLOMON
Dean and Professor of Leadership and
Public Policy,Frank Batten School of
Leadership & Public Policy,
The University of Virginia

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TIM STOREY
Chief Executive Officer,
National Conference of State Legislatures

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DR. JEREMY S. WU
Founder and Co-organizer, APA Justice Task Force

BALTIMORE COUNTY GOVERNMENT
CONGRATULATES

STACY RODGERS
on her induction to the
**2022 Class of the National Academy
of Public Administration Fellows**
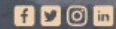
THE 2022 HERBERT ROBACK SCHOLARSHIP AWARD

Andrés Morana is a Masters Candidate of International Relations, International Economics at The Johns Hopkins University, Paul H. Nitze School of Advanced International Studies. He is a linguistics student and former Army officer with limited speaking ability in Arabic, French, and Italian. After graduating Summa Cum Laude from Virginia Tech, Andres spent 4 years as a U.S. Army Officer, gaining experience in operations, management and strategy consulting, project management, logistics and supply chain management – leading cross-functional teams towards solutions in enterprise resource planning and training program administration. Andrés applied to John Hopkins SAIS since he felt it was the clear choice to develop his professional skills to navigate the complex machinery of international and interagency relationships. He also wanted to build his quantitative skills and expertise to better prepare himself for a world that is increasingly dependent on data analysis and felt that SAIS's rigorous program was the perfect program for this.

After graduating, Andrés looks forward to applying the skills he learned from his experiences at SAIS and from his peers in an international career. He recently became an EU dual-citizen, which has opened a world of possibilities for working in EU Institutions and multilateral institutions. He plans to work with NATO or OSCE and eventually as an American Foreign Service Officer.

Clemintine G. Starling is a Masters candidate at Georgetown University's Walsh School of Foreign Service. After graduating from the London School of Economics and Political Science, she worked under Jessica Morden in the House of Commons before joining the Atlantic Council, rising to the position of Deputy Director, Foward Defense and Resident Fellow, Trans-Atlantic Security Initiative at the Atlantic Council. As the Deputy Director, she oversees the Initiative's programming and research, and leads the defense policy and European security practice areas. Her own research focuses on great power competition with China and Russia, deterrence and US force posture, and transatlantic security.

THE 2022 BROWNLOW BOOK AWARD

By Executive Order – Bureaucratic Management and the Limits of Presidential Power
Andrew Rudalevige

Dr. Andrew Rudalevige serves as the Chair of the Department of Government and Legal Studies, and Thomas Brackett Reed Professor of Government at Bowdoin University. Dr. Rudalevige is a political scientist who is well respected as an expert on the uses of presidential power. He has written extensively regarding the presidency of George W. Bush with regard to his shift towards what Rudalevige considers an "imperial presidency." Dr. Rudalevige has authored several other books, including *Understanding a New Presidency in the Age of Trump, The New Imperial Presidency: Renewing Presidential Power After Watergate, Managing the President's Program* and other periodical pieces. Dr. Rudalevige is the host of "Founding Principles," an acclaimed video series on American government and civics.
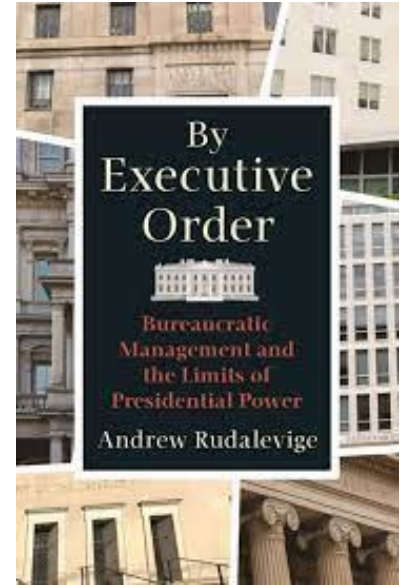
GEORGE GRAHAM AWARD
FOR EXCEPTIONAL SERVICE TO THE ACADEMY

Major General Arnold Fields is a veteran of the U.S. Marine Corps. He served nearly 35 years on active duty and retired December 2003. He enlisted April 1969 and was commissioned a lieutenant November 1969. He led U.S. Armed Forces personnel and civilian employees based in the U.S. and in more than 30 countries around the world. He was promoted to brigadier general in 1996 and major general in 1999. He retired from the Marines in December 2003 while serving as Deputy Commanding General of Marine Corps Forces in Europe and Africa. Other assignments included Director of the Marine Corps Headquarters Staff at the Pentagon, Commanding General of Marine Corps Bases in Hawaii, Inspector General of U.S. Central Command, and Commander of Central Command's Forward Headquarters. General Fields is a combat veteran of the 1991 Gulf War during which he led a motorized infantry battalion in combat against the Iraqi Armed Forces.

After retirement, Fields held several civilian federal appointments including Chief of Staff of the Department of State Iraq Reconstruction and Management Office, U.S. Embassy Iraq; Deputy Director of the Department of Defense Africa Center for Strategic Studies; U.S. Special Inspector General for Afghanistan Reconstruction (SIGAR); and most recently, a Senior Advisor to the United States of America Vietnam War Commemoration, under the secretary of defense. Fields earned a Bachelor of Science Degree in Agriculture at South Carolina State University and Master of Arts in Human Resources Management at Pepperdine. Military decorations include the Navy Distinguished Service Medal, Defense Superior Service Medal, Bronze Star Medal, and Vietnam Service Medal. Civilian awards include the Department of State Superior Honor Award, Department of the Navy Superior Civilian Service Award, and the South Carolina Order of the Palmetto. General Fields is proud to have been born and raised in Early Branch, SC.

ELMER B. STAATS LECTURE

The *Staats Lecture Program* honors Elmer B. Staats, whose exemplary contribution in government serves as a standard. Mr. Staats' long and distinguished career was capped by his service as Comptroller General of the United States.

Thomas A. Kochan is the Post-Tenure *George Maverick Bunker Professor* at the MIT Sloan School of Management and a faculty member in the MIT Institute for Work and Employment Research.

Kochan focuses on the need to update America's work and employment policies, institutions, and practices to catch up with a changing workforce and economy. His recent work calls attention to the need for a new social contract at work, one that anticipates and engages current and future technological changes in ways that build a more inclusive economy and broadly shared prosperity. Through empirical research, he demonstrates that fundamental changes in the quality of employee and labor-management relations are needed to address America's critical problems in industries ranging from healthcare to airlines to manufacturing. His most recent book is *Shaping the Future of Work: A Handbook for Action and a New Social Contract* (Routledge, 2021).

In 2010, Kochan led the formation of the Employment Policy Research Network (EPRN), an employment research repository and virtual collaboration space on the subject of employment, a project of the Labor and Employment Relations Association, supported by the Rockefeller and Russell Sage foundations. The EPRN web site launched in January 2011 with 100 researchers from 35 universities, including MIT, Harvard, California-Berkeley, Columbia, Cornell, Illinois, Michigan State, Pennsylvania State University and UCLA.

He is a member of the National Academy of Human Resources, the National Academy of Arbitrators, and past president of the International Industrial Relations Association and the Industrial Relations Research Association. Currently he is member of the MIT Task Force on Work of the Future.

Kochan holds a BBA in personnel management as well as an MS and a PhD in industrial relations from the University of Wisconsin.

JAMES E. WEBB LECTURE

The *Webb Lecture Program* honors James E. Webb. Mr. Webb's career, capped by his exemplary contributions as Director of the Bureau of the Budget and Administrator of the National Aeronautics and Space Administration, serves as a standard for those who want to improve and strengthen the capacities and performance of government. The Lecture Program is sponsored by the Academy's Fund for Excellence in Public Administration, through a generous grant from the Kerr Foundation. The annual lecture is presented by a distinguished American.

Angela Hanks is Chief of Programs at Demos, where she works with the Legal Strategies, Movement Building, and Policy & Research teams to build and advance towards achieving a just, inclusive, multiracial economy and democracy. Prior to joining Demos, Angela served in the Biden-Harris Administration as Acting Assistant Secretary of the Employment and Training Administration in the U.S. Department of Labor, where she worked to advance worker-centered policies that lead to quality jobs for all workers, particularly those who are marginalized. Her work has been cited in various publications including the New York Times, Washington Post, and The Atlantic and was previously a regular contributor to http://forbes.com/.

Angela brings with her deep experience in advancing progressive policies in the nonprofit and government sectors. Prior to joining the Administration, Angela was Deputy Executive Director at the Groundwork Collaborative, where she worked to advance an equitable, people-centered vision for the economy. She has also held roles at think tanks and policy organizations where she has written extensively about how to make the labor market more inclusive of marginalized workers.

Angela began her career on Capitol Hill as a legislative assistant to the Honorable Elijah E. Cummings, and later became a counsel on the House Oversight and Government Reform committee.

Angela earned her bachelor's degree in political science from George Washington University and her law degree from the University of Maryland School of Law.

25 YEARS
EDUCATING TOMORROW'S LEADERS

The Bush School congratulates the city of Navasota (TX) on being awarded an International Economic Development Council (IEDC) Award. The capstone project brought Bush School Public Service & Administration students together with Navasota to develop a brochure highlighting the city's capital improvement projects called "Navasota Works!"

The project is another example of Bush School students tackling projects in the real world, often working in conjunction with a government agency or nonprofit organization.

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