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EXPERIENCE

January 2015 – Present. Director. Rhode Island Department of Labor and Training (DLT)

- * Cabinet position appointed by Governor Gina Raimondo, confirmed by the Rhode Island Senate. Responsible for all aspects of DLT: \$120 million budget, five departments and hundreds of employees.
- * Conceived, launched and implemented Real Jobs RI, among the nation's most innovative workforce development programs, which in its first two years (as of Jan. 2018):
 - Placed into new jobs, or upskilled, 2126 people in 368 companies by means of 32 sector-partnerships, who developed 91 new, industry-led programs
 - Made significant systems reforms in granting, accounting (cost allocation of braided funds), technology and performance management to make program innovation possible
 - Delivered workforce solutions to reference-customer businesses, while realigning the career pathway network of universities, community colleges, Career and Tech programs in K-12 and apprenticeship programs
- * Led turnaround of what was by important measures the worst administered unemployment insurance program in the country. In 2017 RI was ranked in the nation's top 10 by the same measures.
- * Reorganized and revitalized the enforcement of Rhode Island's laws against the misclassification of employees as independent contractors. In 2015 DLT collected \$1.1 million in stolen wages on behalf of 44 employees; in 2017 DLT returned \$1.6 million in wages to 276 employees.
- * Other notable examples of leadership
 - Founded Skills for Rhode Island's Future, a talent-sourcing workforce intermediary, which was the first national expansion of parent-organization Skills for Chicago's Future
 - Transitioned Data Spark, a non-profit that built RI's longitudinal data system, into the University of Rhode Island after their parent organization closed
 - Led turnaround of a \$20 million unemployment insurance IT system being built in consortium with three other states and the U.S. Dept. of Labor
 - Implemented DLTStat, a performance management effort modeled on Maryland's StateStat program

January 2012 – January 2015. Deputy Secretary. Maryland Department of Labor, Licensing and Regulation (DLLR)

- * Conceived, launched and implemented EARN Maryland, the state's cutting-edge sector strategies workforce/economic development initiative
- * Interim Secretary (May 2012 to October 2012)
 - Directly responsible to Governor Martin O'Malley for all aspects of DLLR with its \$320 million budget, over 2,000 employees and seven divisions
- * Direct oversight of DLLR's administrative units: human resources, budget, information technology, general services and fair practices
- * Drove change by inclusive, collaborative engagement:
 - A hard reset of the agency's implementation of the Workplace Fraud Act of 2009 in response to intense legislative scrutiny of the program (2012)
 - Led overhaul of the Division of Workforce Development's financial infrastructure, having had to replace leadership (2012-2013)
 - Reform of key DLLR's Human Resources processes: recruitment, time-keeping policies and disciplinary procedures (2013-2014)
- * Other notable examples of leadership

- Personally led response to closing of Baltimore's Sparrow's Point steel plant where 2,000 steel workers lost jobs and Baltimore lost its signature industry (formerly Bethlehem Steel) (2012)
- Built the first-in-the-nation Workforce Development Dashboard (2012)
- Responsible for labor relations with DLLR's collective bargaining units, and for the agency's external relations with organized labor

August 2009- January 2012. Assistant to the President for Government and Community Relations, Salisbury University

- *Senior advisor to President Janet Dudley-Eshbach as part of her six person executive staff
- *Led collaborative efforts on numerous University priorities:
 - Base Realignment (BRAC), federal procurement and logistics "2+2" program at Aberdeen Proving Ground
 - Partnered with the Deans of Fulton School of Liberal Arts and the Henson School of Science to start a joint program in cyber security with the Tallinn University of Technology and the University of Tartu in Estonia
 - Conceived, drafted and passed enabling amendment for tuition adjustment worth \$2 million
 - Two Signature Capital Projects:
 - * \$65 million mixed-use dorm/retail project, "Seagull Square"
 - * \$128 million library (broke ground in 2014)
- * Chair of the "Town/Gown Council"
 - Led university's downtown economic redevelopment efforts
 - Represented University Planning and Zoning Commission on all local land use issues
 - Developed and managed relations with numerous civic groups and local businesses

April 2007- August 2009. Special Assistant to the Secretary, DLLR

- * Accountable to Secretary Tom Perez as part of the Office of the Secretary's executive team
- * Led priority initiatives for DLLR and the O'Malley Administration:
 - Implemented Maryland's first-in-the-nation Living Wage Law
 - Political strategy and execution for bringing Adult Education to DLLR
 - Passed the Maryland Workplace Fraud Act of 2009
 - Guided high priority procurements before the Board of Public Works
- * Created departmental legislative tracking system
- * Managed relations with Labor Unions both within and outside of DLLR

February 2004 - April 2007. Political Organizer, American Federation of State, County and Municipal Employees

- * Passed significant legislation for state employees
 - 20 year retirement for Correctional Maintenance and Supply Officers
 - Overturned efforts to defund Maryland's enforcement of labor law
 - Protected numerous agency budgets from unwarranted cuts
- * Built collaborative, engaged state-wide grassroots lobbying efforts for good government with numerous constituents of state employees

May 2001- May 2009. City Council, Easton, Maryland (did not seek re-election after two terms)

- * Represented over 3,000 constituents of Easton's Ward II
- * Managed all communications & interviews, provision of background information, many opinion editorials
- * Notable accomplishments include:
 - Negotiated consensus between developers and community groups for two controversial development projects: Easton Village and Easton Marketplace
 - Developed and passed Easton's first-on-the-shore architectural standards ordinance for new commercial development
 - Expanded Easton Historic District, the only expansion in Maryland at the time
 - Led revitalization efforts in Easton's historic downtown:
 - * "Main Street Community" designation
 - * Streamlined approval for innovative development proposals
 - * Freed Easton from antiquated "blue laws" that prohibited sidewalk dining

-- Spearheaded state legislative efforts to retain local Hospital

July 2001-February 2004. Higher Education Organizer, American Federation of Teachers

* Implemented and designed field strategy for higher education

* Developed and executed lobbying efforts on behalf of full-time faculty

TEACHING EXPERIENCE

2015 – Present. Instructor at the Honors Program (political philosophy), University of Rhode Island

1999-2001 and 2010, Lecturer in Philosophy and the Honors Program at Salisbury University in Salisbury, Maryland

1998 Instructor of Philosophy at Towson University in Towson, Maryland

EDUCATION

1993-1999 PhD Candidate (ABD) in Philosophy at the Graduate Faculty of the New School for Social Research in New York, New York (Husserlian Phenomenology, Heidegger)

1991 MA Liberal Education from St. John's College in Annapolis, Maryland and Santa Fe, New Mexico

1989 BA History from Illinois State University in Normal, Illinois

INVITED PRESENTATIONS (selected)

“Supporting Career Readiness Systems” with General Dynamics/Electric Boat President Jeffery Geiger at “America Working Forward”, a conference held by the U.S. Chamber of Commerce Foundation. October 16, 2017 in Washington, D.C. <https://www.youtube.com/watch?v=iAMMMWFPNaw>

“Skills for Chicagoland’s Future and the Next Chapter for Skills for America’s Future” a discussion with Marie Lynch, Skills for Chicagoland’s Future moderated by Ellen Alberding, President, Joyce Foundation. At the Aspen Institute’s “Celebrating Skills for America's Future”, May 17, 2016 in Washington, D.C.

“The Needs of Maryland’s Workforce: Demand-Driven Policy Levers to Improve Success in Higher Education”(presentation and Q&A) at “Counting on Our Future: Redefining Quantitative Literacy in Maryland”, a conference co-hosted by the University System of Maryland, The Maryland Higher Education Commission and the Maryland Department of Education. October 31, 2014 in Towson, Maryland

“Operationalizing EARN Maryland” (presentation with Elisabeth Sachs) for The Greater Newark Workforce Funders Collaborative and the New Jersey Department of Labor. September 23, 2014 in Newark, New Jersey

“Overview of State Skills Development Strategies” (panelist and Q&A with Deidre Myers, Oklahoma Department of Commerce), and “State Approaches to Cultivating a Skilled Workforce” (presentation and Q&A), for “Prosperity in Minnesota: Skills and Workforce” a policy convening held by The Brookings Institution for Minnesota Governor Mark Dayton. July 22, 2014 in Minneapolis, Minnesota

“Preparing Workers for Today and Tomorrow’s Jobs” (panelist and Q&A) at “Opportunities of Working Families in Tight Budget Times: A Leadership Forum for State Lawmakers” held by the National Conference of State Legislatures. June 22, 2014 in Denver, Colorado

Testified hundreds of times before the various committees of the Maryland and Rhode Island General Assemblies on just as many pieces of legislation. 2001-Present

"Heidegger's Reflective Philosophy," paper given at a meeting of The Society for Phenomenology and Existential Philosophy (SPEP). October 1998 in Denver, Colorado

"Metaphysical Rhetoric in Heidegger's *Being and Time*," paper given in 1997 at DePaul University, Chicago, Illinois

"Heidegger and Authenticity American Style," paper given in 1996 at Kent State University, Kent, Ohio