



FEDERAL RESERVE BANK OF PHILADELPHIA

Apprenticeship as a Talent Development Strategy

July 11, 2017



Apprenticeship as a Talent Development Strategy

Tuesday, July 11, 2017

Chemical Heritage Foundation, 315 Chestnut Street, Philadelphia

Organized by the Federal Reserve Bank of Philadelphia in cooperation with the City of Philadelphia; the District 1199C Training & Upgrading Fund; JEVS Human Services; the Pennsylvania Apprenticeship and Training Council; Philadelphia Works, Inc.; Philadelphia Youth Network; the Chamber of Commerce for Greater Philadelphia; and the U.S. Department of Labor

- 8:30 a.m.** Continental Breakfast
- 9:00 a.m.** **The Philadelphia Fed's Interest in Workforce Development and Apprenticeship**
Patrick T. Harker, President and Chief Executive Officer, Federal Reserve Bank of Philadelphia
- 9:15 a.m.** **Talent Development for Middle-Skills Jobs and Careers**
Diane Auer Jones, Senior Fellow at the Center on Labor, Human Services, and Population Urban Institute (PowerPoint)
- 9:50 a.m.** **Opportunities for Private-Sector Employers in Apprenticeships**
Michael DiBerardinis, Managing Director, City of Philadelphia
H. Patrick Clancy, President and Chief Executive Officer, Philadelphia Works, Inc. (PowerPoint)
 Moderator: *Michael Cooper, Senior Vice President & Regional Director of Public Affairs, Citizens Bank*
- This plenary session will describe workforce development priorities for the City of Philadelphia and the city's workforce development corporation. This session includes plans for a Southeast Pennsylvania Region Apprenticeship Initiative designed to create pathways for opportunity youth in information technology and behavioral health.
- 10:45 a.m.** **Break**
- 11:00 a.m.** **Breakout Sessions**
- Health-Care Apprenticeships**
Cheryl Feldman, Executive Director, District 1199C Training & Upgrading Fund (PowerPoint)
Susan B. Thomas, Industry Partnership Director, District 1199C Training & Upgrading Fund
Lucy Corker, Director of Professional Development, SPIN, Inc.
Jeffrey Bond, Apprentice, Philadelphia FIGHT
 Moderator: *Mark Genua, Apprenticeship Program Director, Philadelphia Works, Inc.*
- This session will examine six health-care apprenticeship programs that have been started or are under development by the District 1199C Training & Upgrading Fund. The session will also include a discussion of the new health-care apprenticeships and pre-apprenticeships under development.

11:00 a.m.

Information Technology (IT) Apprenticeships

Includes *Melanie S. Harris, Chief Information Officer, School District of Philadelphia*

Edison Freire, Director of Gateway Initiatives, JEVS Human Services

Jocelyn Stewart, Vice President, Barclaycard US

Moderator: *Stephanie Gambone, Executive Vice President, Philadelphia Youth Network*

This session will focus on IT apprenticeships and pre-apprenticeships that have been started or are under development in the Delaware Valley. It will include the experience of the Urban Technology Project, an IT Registered Apprenticeship that was started in 2005 in partnership with the School District of Philadelphia.

Lessons from Manufacturing Apprenticeships

Michael Giantomaso, Vice President, Philly Shipyard, Inc., and Shawn Cavanaugh, Production Supervisor, Philly Shipyard, Inc.

Paul Anselmo, President and Chief Executive Officer, New Century Careers, Pittsburgh

John Shegda, President and Chief Executive Officer, M&S Centerless Grinding and Meron Medical, LLC, and President, Philadelphia/Delaware Valley Chapter, National Tooling and Machining Association

Clara Console, President, Choice Careers, LLC

Moderator: *Joseph P. Welsh, Consultant and Former Chief Executive Officer, Collegiate Consortium for Workforce and Economic Development*

The experience of three manufacturing apprenticeship programs will be featured in this session. Philly Shipyard, Inc., has operated a registered apprenticeship (RA) program since 2004, and New Century Careers has administered a long-term RA program of the Pittsburgh chapter of the National Tooling and Machining Association (NTMA). NTMA's Philadelphia/Delaware Valley chapter administers a newer RA program. Directors of these three programs will share their experiences for the benefit of manufacturers that are thinking of starting apprenticeship programs.

12:15 p.m.

Networking Lunch

1:00 p.m.

Breakout Sessions

Approval Process for New Registered Apprenticeship Programs in Pennsylvania, New Jersey, and Delaware

Eric M. Ramsay, Director, Apprenticeship and Training Office, Pennsylvania Department of Labor and Industry

Jim Foti, Regional Director, Office of Apprenticeship, U.S. Department of Labor, Philadelphia, PA

Bernard E. Treml III, State Director, Office of Apprenticeship, U.S. Department of Labor, Iselin, NJ
(PowerPoint)

Kyle Maguire, Apprenticeship Training Manager, Division of Employment and Training, Delaware Department of Labor

This session enables attendees to meet the individuals who approve or assist the development of new RA programs in Pennsylvania, New Jersey, and Delaware. Panelists will provide their perspectives on the future of apprenticeships, will explain the approval process, and will answer employers' questions. This session will include a discussion of how financial institutions and insurance companies can establish RA programs.

Innovation in Apprenticeship and Education

William H. Wunner, Director, Academic Affairs and Director of Outreach Education and Technology Training, The Wistar Institute (PowerPoint)

Anita Pepper, Vice President, Institutional Advancement, The Wistar Institute (PowerPoint)

Nancy Gentile, Academic Coordinator, Finishing Trades Institute of the Mid-Atlantic Region and Partner, PTM Consulting Group LLC (PowerPoint)

Moderator: Joseph P. Welsh, Consultant and Former Chief Executive Officer, Collegiate Consortium for Workforce and Economic Development

This session will explain how and why the Wistar Institute created a Biomedical Research Technician Apprenticeship Program in conjunction with other university biomedical research centers and pharmaceutical companies. It will also explore ways in which new apprenticeship programs can include a strong educational component. The Finishing Trades Institute of the Mid-Atlantic Region enables its apprentices to obtain college credits and an associate degree.

2:15 p.m.

A Regional Vision of Apprenticeships

John L. Colborn, Chief Operating Officer, JEVS Human Services

2:45 p.m.

Adjourn



Paul Anselmo

President and Chief Executive Officer New Century Careers

Paul Anselmo is president and chief executive officer of New Century Careers (NCC) and director of its Training Innovation Center. In this role, he provides design, start-up, and project management functions for all NCC initiatives and has secured and managed numerous grants from federal, state, and foundation sources to operate NCC as a nonprofit. He cofounded NCC in 1999 after 20 years in public education. Anselmo served a pivotal role in establishing the Manufacturing Industry Partnership of Southwestern Pennsylvania. NCC

also works under contract with the Pittsburgh Chapter NTMA (National Tooling and Machining Association) to administer the NIMS (National Institute for Metalworking Skills)-based multiemployer apprenticeship program.

Anselmo was on the design team for the Aspen Institute Workforce Strategies Initiative's Business Value Assessment. In addition to conference presentations, he wrote a chapter for the second edition of the *Manufacturing Workforce Development Playbook*. He also wrote a training column and was on the editorial board for SMC Business Council's *WorkingPARTs* Magazine.

Anselmo is an emeritus founding board member of Propel Charter Schools and is vice president of the School Facilities Development Board.



Jeffrey Bond

Community Health Worker Apprentice Philadelphia FIGHT

Jeffrey Bond has been a community health worker apprentice at Philadelphia FIGHT's Institute for Community Justice (ICJ) Division since 2016 and has been actively involved in community development and civic engagement. In 2007, Bond was elected president of the Stenton Park Community Advisory Board and founded a Youth Tennis Program recognized by the U.S. Tennis Association. Bond, who received two grants to help establish tennis among urban youths, played tennis and competed during his youth.

Bond completed the LandMark WorldWide curriculum for living educational program, and because of his participation in the program, he became active in reentry volunteer work in 2006. Bond is now the group leader of End Violence Project's Freedom by Design program.

Bond was educated in Philadelphia and is a graduate of Martin Luther King High School and completed Temple University's Community Health Worker program.



Shawn Cavanaugh

Production Supervisor Philly Shipyard, Inc.

Shawn Cavanaugh joined Philly Shipyard, Inc., as part of the apprenticeship program in July 2006. He has served in various positions at the shipyard, including as an apprentice, multitasked outfitter, and team leader. In 2016, Cavanaugh was promoted to supervisor, with responsibility for the preparation and execution of the tasks according to the rules of the shipyard's quality management system. Cavanaugh has gained extensive shipbuilding experience during his tenure.



H. Patrick Clancy
President and Chief Executive Officer
Philadelphia Works, Inc.

H. Patrick Clancy, the president and chief executive officer of Philadelphia Works, Inc., has more than 20 years of senior-level experience developing and managing career and workforce development programs. He had been a special advisor for the employment and training programs for the Pennsylvania Department of Human Services, where he oversaw the implementation of an \$80 million Welfare to Work program across the Commonwealth and helped to draft the Workforce Innovation and Opportunity Act (WIOA) state plan for the U.S. Department of Labor. He also was an advisor for the secretary of Human Services on all employment and training issues for Temporary Assistance for Needy Families recipients.

Clancy spent nearly 15 years in various roles at Philadelphia Works. For seven years, he was vice president of the training programs with the former Philadelphia Workforce Development Corporation (PWDC), which merged with the Philadelphia Workforce Investment Board in 2012 to form Philadelphia Works, Inc.

After PWDC, Clancy led strategic planning and development of 16 industry-sector partnerships across southeastern Pennsylvania, connecting employers, unions, and community colleges to create cost-effective training programs.



John L. Colborn
Chief Operating Officer
JEVS Human Services

John L. Colborn is chief operating officer of JEVS Human Services, a multifaceted, nonprofit organization serving the greater Philadelphia region. In this role, he oversees the organization's efforts to enhance opportunities for more than 30,000 young people and adults. JEVS has more than 2,000 employees and 40 programs, providing skills development, job readiness and career services, vocational rehabilitation, recovery services, adult and residential day services, and in-home personal assistance.

Before joining JEVS, Colborn spent more than 30 years with community-based and national nonprofits, including the Aspen Institute, the Ford Foundation, and the Philadelphia-based Reinvestment Fund. He maintains leadership roles with a range of national boards of directors, including the Foundation Center, the Council for Adult and Experiential Learning, the SkillsUSA Foundation, and the Graduate Network.

Colborn has an M.S. in business administration from the Wharton School of the University of Pennsylvania and a B.A. from Oberlin College.



Lucy Corker
Director of Professional Development
SPIN Inc.

Lucy Corker, who leads the professional development team at SPIN Inc., began her career with SPIN in the 1990s providing direct support to children and adults with intellectual disability and autism. More than 20 years later, she provides high-quality support across the organization with innovative training and leadership development.

Corker is a Pennsylvania Quality Assurance System (PQAS)-certified instructor and has trainee certifications to teach American Association of Pediatrics and Red Cross Infant, Child, and Adult CPR and First Aid as well as Pennsylvania-approved medication administration classes for those who work in community homes and day program facilities and fire safety. Corker has an M.A. in strategic communication and leadership from Seton Hall University and a B.A. (with honors) in psychology and sociology from Liverpool University.



Michael DiBerardinis

**Managing Director
City of Philadelphia**

Michael DiBerardinis is the managing director for the City of Philadelphia. He reports directly to Mayor Jim Kenney. In this role, he oversees and coordinates activities across most major operating departments of city government. He provides quality day-to-day service to citizens while simultaneously implementing the major policy goals and initiatives of the Kenney administration.

Previously, DiBerardinis was deputy mayor for Environmental and Community Resources. In this role, he provided leadership for departments that managed more than 10,000 acres of land, 150 recreation centers and playgrounds, 150 neighborhood and regional parks, 54 library branches and thousands of programs and events throughout Philadelphia.

DiBerardinis also was secretary of the Pennsylvania Department of Conservation and Natural Resources under Governor Edward G. Rendell. In this position, he protected 150,000 acres of land in Pennsylvania and led the creation/development of Pennsylvania Wilds, a project that increased economic development and ecotourism in Pennsylvania's northern counties.

DiBerardinis was recreation commissioner to the City of Philadelphia from 1992 to 2000, during which time he developed a preventative maintenance program for facilities, reopened previously shuttered swimming pools and playgrounds, established employee training procedures, and increased variety and access to recreational programs.



Cheryl Feldman

**Executive Director
District 1199C Training & Upgrading Fund**

Cheryl Feldman has worked at the District 1199C Training & Upgrading Fund, a labor-management educational trust fund and workforce intermediary, for more than 39 years. She currently directs the activities of the Training Fund, which provides educational opportunities for members of District 1199C, the National Union of Hospital and Healthcare Employees, the American Federation of State, County, and Municipal Employees, and community residents, with an emphasis on workforce and career ladder programs.

Feldman has assisted in developing the fund's Learning Center, providing a range of literacy and skills training programs to serve 5,000 adults and youths residing in southeastern Pennsylvania and southern New Jersey. She has helped bring federal, state, and foundation grant funds to the Philadelphia region to provide career pathway training and employment in nursing, allied health, health information, behavioral health, community health, child-care work to low-wage incumbent workers, the long-term unemployed, immigrants, and out-of-school youths.

Feldman is also involved in the Philadelphia Workforce Development Board, the U.S. Department of Labor Advisory Council on Apprenticeship, the National Skills Coalition, the National Advisory Panel on Work-Based Learning for Youth and Adults, the Philadelphia Academies Board, and the Generation Work leadership team. She has an M.A. in social work from the University of Pennsylvania and a B.A. from Oberlin College.



James Foti

**Regional Director, Office of Apprenticeship
U.S. Department of Labor**

James Foti is the regional director for the Philadelphia region's Office of Apprenticeship at the U.S. Department of Labor's (DOL) Employment and Training Administration. Previously, he was deputy administrator and senior policy advisor of DOL's National Office of Apprenticeship in Washington, D.C. Foti has had 25 years of management experience and more than a decade in senior leadership positions, focusing on workforce training, education, and technology. His executive-level experience includes positions as executive director of the

American Institute for Innovative Apprenticeship; director of the National Healthcareer Association, the largest U.S. allied healthcare certification agency; and chief executive officer of the National Council of NGOs (nongovernmental organizations) in Kenya, an association of 4,000 nonprofit organizations. Earlier in his career, Foti completed a four-year apprenticeship making precious metal parts. He has an M.P.A. from Columbia University and a bachelor's degree in management from Rutgers University.



Edison Freire

**Director of Gateway Initiatives
JEVS Human Services**

Edison Freire is the director of Gateway Initiatives at JEVS Human Services, dedicated to expanding apprenticeship opportunities for underserved populations by developing sector-based career pathways programs. As part of this work, he is developing technical assistance strategies and support for employers interested in starting apprenticeship programs. His experience includes more than two decades of working with youths as a teacher, mentor, coach, supervisor, and employer.

Before JEVS, Freire was a director of the Office of Educational Technology at the School District of Philadelphia where he founded the Urban Technology Project (UTP), the nation's longest running, continuous Information Technology Registered Apprenticeship program. UTP's extensive pre-apprenticeship programming begins with service learning activities for middle and high school students and continues with postsecondary apprenticeship opportunities, providing on-site technical support throughout district schools and offices. He has an M.Ed. from Eastern University and graduated from Brown University.



Stephanie Gambone

**Executive Vice President
Philadelphia Youth Network**

Stephanie Gambone is executive vice president of Philadelphia Youth Network (PYN), where she leads the external relations division and oversees pilot programs and systems to generate better outcomes for youths in Philadelphia. Throughout her nearly 20 years at PYN, she has developed strategic partnerships for the organization. Gambone has supervised partnerships for collaborative efforts and employment partners, development, and marketing and communications departments.

As a first-generation college graduate, Gambone understands the importance of education and is committed to creating career-connected education solutions to help young people succeed. In 2014, Gambone received the Executive Management Award for her collaborative and creative leadership and support of the organization's mission on behalf of *Smart CEO* magazine. She was also recognized as a Connector & Keeper several times by Leadership Philadelphia and often presents at local and national conferences. She was a fellow at Bryn Mawr College's nonprofit Executive Leadership Institute and is on the board of the National Adoption Center. She has an M.S. in administration from West Chester University and a B.A. in criminal justice from La Salle University.



Nancy Gentile

Academic Coordinator, Finishing Trades Institute of the Mid-Atlantic Region, and Partner, PTM Consulting Group, LLC

Since 1974, Nancy Gentile has worked in the higher education administration with returning adult students at New York University, Syracuse University, the Maryland Higher Education Commission, Catholic University, the Association of American Medical Colleges, and National Labor College. Currently, she is an academic coordinator of the Finishing Trades Institute of the Mid-Atlantic Region. Over the past two years, she has successfully led 10 construction apprenticeship schools to full accreditation as two-year colleges. She is currently supporting an additional seven schools through this process.

Gentile has a doctorate from Argosy University, a master's degree from New York University, and a bachelor's degree from the University of Maryland, College Park.



Mark Genua

**Apprenticeship Program Director
Philadelphia Works, Inc.**

Mark Genua is the apprenticeship program director at Philadelphia Works, Inc., where he provides direction and strategic implementation in developing, expanding, and aligning pre-apprenticeship and registered apprenticeship programs across the greater Philadelphia region. Before joining Philadelphia Works, Genua worked in the development, coordination, and operation of youth workforce and business assistance programs as business partnership specialist at the Philadelphia Youth Network (PYN), as business development manager at Southwest Brooklyn Industrial Development Corporation (SBIDC), and in other positions at nonprofits in the Philadelphia, New York City, and Boston regions. Genua has an M.A. in urban policy and planning from Tufts University and a B.A. in sociology from Shippensburg University.



Michael Giantomaso

**Vice President of Human Resources
Philly Shipyard, Inc.**

Michael Giantomaso has been vice president of human resources at Philly Shipyard, Inc., since August 2001. He joined Philly Shipyard as human resources manager in May 1998, was the shipyard's first locally hired manager, and has more than 20 years of human resources experience in the manufacturing and health-care fields. Giantomaso has a B.A. in business administration and human resources from Temple University.



Patrick T. Harker

**President and Chief Executive Officer
Federal Reserve Bank of Philadelphia**

Patrick T. Harker took office on July 1, 2015, as the 11th president and chief executive officer of the Federal Reserve Bank of Philadelphia. In this role, Harker participates on the Federal Open Market Committee, which formulates the nation's monetary policy. Before taking office at the Philadelphia Fed, Harker was the 26th president of the University of Delaware. He was also a professor of business administration at the university's Alfred Lerner College of Business and Economics and a professor of civil and environmental engineering at the

College of Engineering.

Before joining the University of Delaware in 2007, Harker was dean and Reliance Professor of Management and Private Enterprise at the Wharton School of the University of Pennsylvania. Prior to being appointed dean in 2000, Harker was the Wharton School's interim dean and deputy dean as well as the chair of its operations and information management department. In 1991, he was the youngest faculty member in Wharton's history to be awarded an endowed professorship as UPS Transportation Professor of the Private Sector. He has published/edited nine books and more than 100 professional articles. From 1996 to 1999, he was editor-in-chief of the journal *Operations Research*.

In 2012, Harker was named a fellow of the Institute for Operations Research and the Management Sciences and a charter fellow of the National Academy of Inventors. He was also named a White House fellow by President George H. W. Bush in 1991 and served as a special assistant to FBI Director William S. Sessions from 1991 to 1992. Harker is a member of the Select Operating Committee of Select Greater Philadelphia. He previously was on the boards of Catholic Relief Services; Pepco Holdings, Inc.; and Huntsman Corporation and was a founding member of the board of advisors for Decision Lens, Inc. Harker was also a nonbanking Class B director of the Philadelphia Fed from 2012 to 2015. He has a Ph.D. in civil and urban engineering, an M.A. in economics, and an M.S.E. and B.S.E. in civil engineering, all from the University of Pennsylvania.



Melanie S. Harris

**Chief Information Officer
School District of Philadelphia**

Melanie S. Harris, who joined the School District of Philadelphia in 1999, is the chief information officer. In this role, she oversees the team responsible for all aspects of technology delivery and support for schools and administrative offices.

Previously, Harris was the executive director of information systems and the director of systems and applications. In those positions, she was responsible for developing and implementing an online technology strategy as well as building a more customer service-oriented

approach to support schools. Harris has an M.B.A. from Eastern University and a B.A. in international relations from Saint Joseph's University.



Diane Auer Jones

**Senior Fellow at the Center on Labor, Human Services, and Population
Urban Institute**

Diane Auer Jones is a senior fellow at the Center on Labor, Human Services, and Population at the Urban Institute, where her work focuses on expanding postsecondary education and training opportunities, including registered apprenticeship programs. She is a recognized expert on higher-education access and accountability, federal student aid programs, and policies and innovation in educational delivery. She was assistant secretary for postsecondary education at the U.S. Department of Education and was on the faculty and in

the senior administration at the Community College of Baltimore County, Princeton University, and the Career Education Corporation.

Jones taught biology for more than a decade, starting her career in science and education policy. Her science policy work included senior roles at the National Science Foundation; the Research Subcommittee of the U.S. House of Representatives Committee on Science, Space, and Technology; and the White House Office of Science and Technology Policy. She has published on the future of university research, improving STEM (science, technology, engineering, and mathematics) education and the power of apprenticeship in improving postsecondary completion rates. She launched her career as a nursing assistant through a youth apprenticeship-style cooperative education program.

Jones completed doctoral coursework in cellular and molecular biology and has an M.S. in applied molecular biology and a B.S. in biology.



Anita Pepper

**Vice President of Institutional Advancement
The Wistar Institute**

Anita Pepper has been vice president of institutional advancement at the Wistar Institute since 2015. Pepper develops and implements strategic fundraising opportunities to strengthen and cultivate individual and philanthropic support and creates new, complementary relationships with individual, corporate, and nonprofit partners.

Before Wistar, Pepper was the director of the Pew Biomedical Programs at the Pew Charitable Trusts. For eight years, she oversaw all aspects of Pew's biomedical research programs, including the Pew Scholars program, the Pew-Stewart Scholars for Cancer Research program, and the Pew Latin American Fellows program.

Pepper has a Ph.D. in developmental genetics, an M.S. in molecular systematics from New York University, and a B.S. in plant sciences from Cornell University. She has also completed postdoctoral research at the Department of Genetics at the University of Pennsylvania.



Eric M. Ramsay

**Director, Apprenticeship and Training Office
Pennsylvania Department of Labor and Industry**

Eric M. Ramsay is the director of apprenticeship and training for the Commonwealth of Pennsylvania. In this role, he is responsible for all registered apprenticeship activities statewide with the goal of increasing the number of apprentices in Pennsylvania, educating the uninformed about the merits of registered apprenticeship, and expanding into the nontraditional areas of apprenticeship.

Ramsay has been with the Pennsylvania Department of Labor and Industry for 18 years, having spent most of his time with the Bureau of Labor Law Compliance. He was a labor law investigator, administrative officer, assistant director, and acting director of the bureau before his current position.

Ramsay has a B.A. in political science from St. Francis College. He is also a graduate of the Management Development Institute of Pennsylvania Department of Labor and Industry.



John Shegda

President and Chief Executive Officer, M&S Centerless Grinding, Inc./Meron Medical, Inc., and President, Philadelphia/Delaware Valley Chapter, National Tooling and Machining Association

John Shegda started in the family business in 1987 and has since grown M&S Centerless Grinding, Inc./Meron Medical, Inc. more than tenfold. Local president of the National Tooling and Machining Association, Shegda advocates for workforce development and for changing the existing misperceptions about manufacturing. He is on a mission to raise awareness about the opportunities that a career in manufacturing offers to the millennial generation and beyond. He sees the manufacturing industry — and the development of a talented workforce — as having an impact on individuals, families, companies, and the nation.

generation and beyond. He sees the manufacturing industry — and the development of a talented workforce — as having an impact on individuals, families, companies, and the nation.



Jocelyn Stewart

**Vice President
Barclaycard US**

Jocelyn Stewart directs the community investment effort for Barclaycard US. Since the company's founding in 2000, she has developed its community strategy and managed volunteer and financial resources to achieve Barclays' community goals. She has created innovative partnerships with Johns Hopkins School of Public Health and the National Institutes of Health to create and evaluate entrepreneurship programs. She is also responsible for Barclaycard US compliance with the Community Reinvestment Act, which is audited by the

Federal Deposit Insurance Corporation.

Before Barclays, Stewart worked at First USA Bank, where she started and led the event marketing department, generating more than 1 million new credit card accounts per year. She also founded and led At Your Request, a value-added concierge service for credit card customers.

Stewart is the chair of the board for Teach for America Delaware and the Summer Collaborative and vice chair of East Side Charter School. She is also on the Land Bank of Wilmington Board and Wilmington Leaders Alliance and Bright Spot Ventures and a trustee for Christiana Care Health Services. She was appointed by the governor of Delaware to serve on the Judicial Nominating Committee and the Early Education and the Economy Committee. She was also past vice chair of the Early Childhood Council.



Susan B. Thomas

**Director of Industry Partnerships
District 1199C Training & Upgrading Fund**

Susan B. Thomas, who is the industry partnership director, has been with the Training Fund for more than seven years. With her extensive experience in corporate human resources and training, she manages the Greater Philadelphia Healthcare Partnership, which is a sector partnership of employers that works together on incumbent worker training and related human resources issues. She also manages a large federal grant providing On-the-Job Training and Apprenticeship to long-term unemployed individuals in nursing, health information, community health careers, and other apprenticeship-focused grants.

Thomas has an M.B.A. from George Washington University and a B.A. from Muhlenberg College.



Bernard E. Treml III

**State Apprenticeship Director for the State of New Jersey
U.S. Department of Labor, Office of Apprenticeship**

Bernard E. Treml III is the state director for the U.S. Department of Labor Office of Apprenticeship in New Jersey. In this position, he is responsible for the registration, promotion, education, development, and expansion for the New Jersey Registered Apprenticeship program while maintaining apprenticeship training standards for all trade occupations. His responsibilities include registering, reviewing, maintaining, and overseeing the registration and program evaluation of more than 600 registered apprenticeship sponsors and more than 6,700 registered apprentices and candidates. His other responsibilities include consulting with federal and state agencies, labor unions, and private industry as well as local educational institutions and community groups for apprenticeship training and program activities. He is a standing board member of the Eastern Seaboard Apprenticeship Committee.



Joseph P. Welsh

**Consultant and Former Chief Executive Officer
Collegiate Consortium for Workforce and Economic Development**

Joseph P. Welsh, an attorney, consultant, and educator in the greater Philadelphia region, focuses on workforce and economic development. He is the president of the National Defense Industrial Association and vice president of the Philadelphia Chapter of the Society for Human Resource Management. Previously, he was the chief executive officer of the Collegiate Consortium for Workforce and Economic Development.

Welsh is a member of the faculty of the Fox School of Business at Temple University in the legal studies department where he teaches business and employment law and is a senior advisor supporting Fox Management Consulting. He also teaches education law at Gwynedd Mercy University and leadership and employment law at Penn State Abington.

**William H. Wunner****Professor****Director, Academic Affairs****Director of Outreach Education and Technology Training****The Wistar Institute**

William Wunner, who is a professor at the Wistar Institute, has been an adjunct professor of microbiology at the University of Pennsylvania School of Medicine in Philadelphia. He is currently director of academic affairs and director of outreach education and technology training at the Wistar Institute. He is also director of the Biomedical Technician Training program and Biomedical Research Technician Apprenticeship program, a collaborative partnership between Wistar and the Community College of Philadelphia, which trains students as research assistants for the workforce.

Wunner conducted his postdoctoral research and started his career as a research scientist in biochemistry at Glasgow University, Scotland, and was a lecturer in the Department of Biochemistry at Glasgow University, before joining the research staff of the Medical Research Council (London) at the Institute of Virology, Glasgow University.

Wunner joined the Wistar Institute as an associate professor in 1976 and was promoted to full professor in 1988. He was a founding member of the board of directors of the Pennsylvania Biotechnology Association, Life Science PA, and a leader of biotechnology education workshops for PA Bio. He has served on advisory committees at the University of Pennsylvania School of Medicine, the Wistar Institute, the Community College of Philadelphia, and the Camden County College in New Jersey. He has been a member of the Viral Diseases Panel of the U.S.-Japan Cooperative Medical Sciences program. He is coauthor of 120 scientific publications and a recipient of research grants. He is named on the patent for the development of a live recombinant virus vaccine for the protection of wildlife animals against rabies.

Wunner has a Ph.D. and an M.S. in biochemistry from Rutgers University and a B.A. from Gettysburg College.

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