INAUGURAL MEETING OF THE TASK FORCE ON APPRENTICESHIP EXPANSION

Monday, November 13, 2017

Frances Perkins Building – U.S. Department of Labor
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U.S. DEPARTMENT OF LABOR

TASK FORCE ON APPRENTICESHIP EXPANSION

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LETTER
A Welcome Message from the U.S. Secretary of Labor

The Department of Labor welcomes you to the Task Force on Apprenticeship Expansion.

President Trump is moving a pro-growth, pro-jobs, and pro-America agenda. The President laid out his first three priorities for the Department of Labor—job creation, more job creation, and even more job creation. Since January, nearly 1.5 million jobs have been created. Today, our economy is robustly growing and unemployment measures are at a 17 year low. Yet, there are 6.1 million jobs open right now and, at the same time, there are 6.8 million Americans searching for jobs.

Americans want to work. American job creators want to hire.

Accordingly, President Trump signed an Executive Order Expanding Apprenticeships in America focusing on closing the skills gap between the skills job seekers have and the skills job creators need. Apprenticeships are a solution to closing the skills gap. Apprenticeships provide in-demand skills, the ability to earn while learning, and a pathway to family-sustaining careers.

The President’s Executive Order sets the mission of the Task Force on Apprenticeship Expansion as a report that identifies strategies and proposals to promote apprenticeships. We will achieve this mission by engaging with stakeholders, preserving high quality apprenticeships, and allowing for flexibility to ensure that apprenticeship programs can adapt to the demands of our dynamic American economy.

This Task Force brings together diverse experience and backgrounds representing a vast array of job seekers, job holders, and job creators. I am confident that our work together will achieve our mission.

Thank you for offering your time and expertise in service to the American people.

Sincerely,

Alexander Acosta
Chairman, Task Force on Apprenticeship Expansion
INAUGURAL MEETING AGENDA
Task Force on Apprenticeship Expansion
Meeting Agenda

U.S. Department of Labor
Frances Perkins Building, Washington D.C.
November 13, 2017
3:00 p.m.

I. Introductory Remarks

II. Responsibilities of the Task Force

III. Task Force Member Discussion

IV. Review and Action Items
NATIONAL APPRENTICESHIP ACT
The National Apprenticeship Act  
(50 Stat. 664; 29 U.S.C. 50)

To enable the [U.S.] Department of Labor to formulate and promote the furtherance of labor standards necessary to safeguard the welfare of apprentices and to cooperate with the States in the promotion of such standards.

Be it enacted by the senate and House of representatives of the United States of America in Congress assembled, that the Secretary of Labor is hereby authorized and directed to formulate and promote the furtherance of labor standards necessary to safeguard the welfare of apprentices, to extend the application of such standards by encouraging the inclusion thereof in contracts of apprenticeship, to bring together employers and labor for the formulation of programs of apprenticeship, to cooperate with State agencies engaged in the formulation and promotion of standards of apprenticeship, and to cooperate with the National Youth Administration and with the Office of Education of the Department of the Interior in accordance with the section 6 of the Act of February 23, 1917 (29 Stat. 932), as assembled by the Executive Order Numbered 6166, June 10, 1933, issued pursuant to an Act of June 30, 1932 (47 Stat. 414) as amended.

SEC. 2. The Secretary of Labor may publish information relating to existing and proposed labor standards of apprenticeship, and may appoint national advisory committees to serve without compensation. Such committees shall include representatives of employers, representatives of labor, educators, and officers of other executive departments, with the consent of the head of any such department.

SEC. 3. On and after the effective date of this Act the National Youth Administration shall be relieved of direct responsibility for the promotion of labor standards of apprenticeship as heretofore conducted through the division of apprentice training and shall transfer all records and papers relating to such activities to the custody of the Department of Labor. The Secretary of Labor is authorized to appoint such employees as he may from time to time find necessary for the administration of this Act, with regard to existing laws applicable to the appointment and compensation of employees of the United States: provided, however, that he may appoint persons now employed in division of apprentice training of the National Youth Administration upon certification by the Civil Service Commission of their qualifications after nonassembled examinations.

SEC. 4. This Act shall take effect on July 1, 1937, or as soon thereafter as it shall be approved.
Amendments to the National Apprenticeship Act

§ Sec. 50. Promotion of labor standards of apprenticeship
The Secretary of Labor is authorized and directed to formulate and promote the furtherance of labor standards necessary to safeguard the welfare of apprentices, to extend the application of such standards by encouraging the inclusion thereof in contracts of apprenticeship, to bring together employers and labor for the formulation of programs of apprenticeship, to cooperate with State agencies engaged in the formulation and promotion of standards of apprenticeship, and to cooperate with the Secretary of Education in accordance with Section 17 of Title 20. For the purposes of this chapter the term "State" shall include the District of Columbia.

§ Sec. 50a. Publication of information; national advisory committees
The Secretary of Labor may publish information relating to existing and proposed labor standards of apprenticeship, and may appoint national advisory committees to serve without compensation. Such committees shall include representatives of employers, representatives of labor, educators, and officers of other executive departments, with the consent of the head of any such department.

§ Sec. 50b. Appointment of employees
The Secretary of Labor is authorized to appoint such employees as he may from time to time find necessary for the administration of this chapter, with regard to existing laws applicable to the appointment and compensation of employees of the United States.
EXECUTIVE ORDER ON APPRENTICESHIPS
Executive Order 13801 of June 15, 2017

Expanding Apprenticeships in America

By the authority vested in me as President by the Constitution and the laws of the United States of America, and to promote affordable education and rewarding jobs for American workers, it is hereby ordered as follows:

Section 1. Purpose. America’s education systems and workforce development programs are in need of reform. In today’s rapidly changing economy, it is more important than ever to prepare workers to fill both existing and newly created jobs and to prepare workers for the jobs of the future. Higher education, however, is becoming increasingly unaffordable. Furthermore, many colleges and universities fail to help students graduate with the skills necessary to secure high-paying jobs in today’s workforce. Far too many individuals today find themselves with crushing student debt and no direct connection to jobs.

Against this background, federally funded education and workforce development programs are not effectively serving American workers. Despite the billions of taxpayer dollars invested in these programs each year, many Americans are struggling to find full-time work. These Federal programs must do a better job matching unemployed American workers with open jobs, including the 350,000 manufacturing jobs currently available.

Expanding apprenticeships and reforming ineffective education and workforce development programs will help address these issues, enabling more Americans to obtain relevant skills and good jobs. Apprenticeships provide paid, relevant workplace experiences and opportunities to develop skills that employers value. Additionally, they provide affordable paths to good jobs and, ultimately, careers.

Finally, federally funded education and workforce development programs that do not work must be improved or eliminated so that taxpayer dollars can be channeled to more effective uses.

Sec. 2. Policy. It shall be the policy of the Federal Government to provide more affordable pathways to secure, high-paying jobs by promoting apprenticeships and effective workforce development programs, while easing the regulatory burden on such programs and reducing or eliminating taxpayer support for ineffective workforce development programs.

Sec. 3. Definitions. For purposes of this order:

(a) the term “apprenticeship” means an arrangement that includes a paid-work component and an educational or instructional component, wherein an individual obtains workplace-relevant knowledge and skills; and

(b) the term “job training programs” means Federal programs designed to promote skills development or workplace readiness and increase the earnings or employability of workers, but does not include Federal student aid or student loan programs.

Sec. 4. Establishing Industry-Recognized Apprenticeships. (a) The Secretary of Labor (Secretary), in consultation with the Secretaries of Education and Commerce, shall consider proposing regulations, consistent with applicable law, including 29 U.S.C. 50, that promote the development of apprenticeship programs by third parties. These third parties may include trade and industry groups, companies, non-profit organizations, unions, and joint labor-management organizations. To the extent permitted by law and supported by sound
policy, any such proposed regulations shall reflect an assessment of whether to:

(i) determine how qualified third parties may provide recognition to high-quality apprenticeship programs (industry-recognized apprenticeship programs);

(ii) establish guidelines or requirements that qualified third parties should or must follow to ensure that apprenticeship programs they recognize meet quality standards;

(iii) provide that any industry-recognized apprenticeship program may be considered for expedited and streamlined registration under the registered apprenticeship program the Department of Labor administers;

(iv) retain the existing processes for registering apprenticeship programs for employers who continue using this system; and

(v) establish review processes, consistent with applicable law, for considering whether to:

(A) deny the expedited and streamlined registration under the Department of Labor’s registered apprenticeship program, referred to in subsection (a)(iii) of this section, in any sector in which Department of Labor registered apprenticeship programs are already effective and substantially widespread; and

(B) terminate the registration of an industry-recognized apprenticeship program recognized by a qualified third party, as appropriate.

(b) The Secretary shall consider and evaluate public comments on any regulations proposed under subsection (a) of this section before issuing any final regulations.

Sec. 5. Funding to Promote Apprenticeships. Subject to available appropriations and consistent with applicable law, including 29 U.S.C. 3224a, the Secretary shall use available funding to promote apprenticeships, focusing in particular on expanding access to and participation in apprenticeships among students at accredited secondary and post-secondary educational institutions, including community colleges; expanding the number of apprenticeships in sectors that do not currently have sufficient apprenticeship opportunities; and expanding youth participation in apprenticeships.

Sec. 6. Expanding Access to Apprenticeships. The Secretaries of Defense, Labor, and Education, and the Attorney General, shall, in consultation with each other and consistent with applicable law, promote apprenticeships and pre-apprenticeships for America’s high school students and Job Corps participants, for persons currently or formerly incarcerated, for persons not currently attending high school or an accredited post-secondary educational institution, and for members of America’s armed services and veterans. The Secretaries of Commerce and Labor shall promote apprenticeships to business leaders across critical industry sectors, including manufacturing, infrastructure, cybersecurity, and health care.

Sec. 7. Promoting Apprenticeship Programs at Colleges and Universities. The Secretary of Education shall, consistent with applicable law, support the efforts of community colleges and 2-year and 4-year institutions of higher education to incorporate apprenticeship programs into their courses of study.

Sec. 8. Establishment of the Task Force on Apprenticeship Expansion. (a) The Secretary shall establish in the Department of Labor a Task Force on Apprenticeship Expansion.

(b) The mission of the Task Force shall be to identify strategies and proposals to promote apprenticeships, especially in sectors where apprenticeship programs are insufficient. The Task Force shall submit to the President a report on these strategies and proposals, including:

(i) Federal initiatives to promote apprenticeships;

(ii) administrative and legislative reforms that would facilitate the formation and success of apprenticeship programs;
(iii) the most effective strategies for creating industry-recognized apprenticeships; and

(iv) the most effective strategies for amplifying and encouraging private-sector initiatives to promote apprenticeships.

(c) The Department of Labor shall provide administrative support and funding for the Task Force, to the extent permitted by law and subject to availability of appropriations.

(d) The Secretary shall serve as Chair of the Task Force. The Secretaries of Education and Commerce shall serve as Vice-Chairs of the Task Force. The Secretary shall appoint the other members of the Task Force, which shall consist of no more than twenty individuals who work for or represent the perspectives of American companies, trade or industry groups, educational institutions, and labor unions, and such other persons as the Secretary may from time to time designate.

(e) Insofar as the Federal Advisory Committee Act, as amended (5 U.S.C. App.), may apply to the Task Force, any functions of the President under that Act, except for those of reporting to the Congress, shall be performed by the Chair, in accordance with guidelines issued by the Administrator of General Services.

(f) Members of the Task Force shall serve without additional compensation for their work on the Task Force, but shall be allowed travel expenses, including per diem in lieu of subsistence, to the extent permitted by law for persons serving intermittently in the Government service (5 U.S.C. 5701-5707), consistent with the availability of funds.

(g) A member of the Task Force may designate a senior member of his or her organization to attend any Task Force meeting.

(h) The Task Force shall terminate 30 days after it submits its report to the President.

Sec. 9. Excellence in Apprenticeships. Not later than 2 years after the date of this order, the Secretary shall, consistent with applicable law, and in consultation with the Secretaries of Education and Commerce, establish an Excellence in Apprenticeship Program to solicit voluntary information for purposes of recognizing, by means of a commendation, efforts by employers, trade or industry associations, unions, or joint labor-management organizations to implement apprenticeship programs.

Sec. 10. Improving the Effectiveness of Workforce Development Programs. (a) Concurrent with its budget submission to the Director of the Office of Management and Budget (OMB), the head of each agency shall submit a list of programs, if any, administered by their agency that are designed to promote skills development and workplace readiness. For such programs, agencies shall provide information on:

(i) evaluations of any relevant data pertaining to their effectiveness (including their employment outcomes);

(ii) recommendations for administrative and legislative reforms that would improve their outcomes and effectiveness for American workers and employers; and

(iii) recommendations to eliminate those programs that are ineffective, redundant, or unnecessary.

(b) The Director of OMB shall consider the information provided by agencies in subsection (a) of this section in developing the President’s Fiscal Year 2019 Budget.

(c) The head of each agency administering one or more job training programs shall order, subject to available appropriations and consistent with applicable law, an empirically rigorous evaluation of the effectiveness of such programs, unless such an analysis has been recently conducted. When feasible, these evaluations shall be conducted by third-party evaluators using the most rigorous methods appropriate and feasible for the program, with preference given to multi-site randomized controlled trials.
(d) The Director of OMB shall provide guidance to agencies on how to fulfill their obligations under this section.

Sec. 11. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:
(i) the authority granted by law to an executive department or agency, or the head thereof; or
(ii) the functions of the Director of OMB relating to budgetary, administrative, or legislative proposals.
(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.
(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

THE WHITE HOUSE,
TASK FORCE CHARTER
1. Committee’s Official Designation:

Task Force on Apprenticeship Expansion (hereinafter “the Task Force” or “the panel.”)

2. Authority:

The Task Force is authorized pursuant to section 8 of Executive Order 13801, entitled “Expanding Apprenticeships in America” (hereinafter “the Executive Order”), issued on June 15, 2017 (82 Fed. Reg. 28229), which directs the Secretary of Labor to establish and chair such a Task Force in the U.S. Department of Labor. The Task Force is being established and will operate in accordance with the provisions of the Federal Advisory Committee Act (FACA), as amended, 5 U.S.C. App. 2, and its implementing regulations (41 CFR 101–6 and 102–3).

3. Objectives and Scope of Activities:

As stated in section 8(b) of the Executive Order (and as elaborated in the “Description of Duties” section of the Charter below), the Task Force is being established by the Secretary of Labor for the purpose of identifying strategies and proposals to promote apprenticeships, especially in sectors where apprenticeship programs are insufficient. Upon completion of its duties, the Task Force will transmit to the President a report recommending strategies and proposals to foster the expansion of apprenticeships in the United States.

4. Description of Duties:

Section 2 of the Executive Order sets forth the following general policy directive with respect to the promotion of apprenticeships:

It shall be the policy of the Federal Government to provide more affordable pathways to secure, high-paying jobs by promoting apprenticeships and effective workforce development programs, while easing the regulatory burden on such programs and reducing or eliminating taxpayer support for ineffective workforce development programs.

Under section 8(b) of the Executive Order, the Task Force is charged with the mission of identifying strategies and proposals to promote apprenticeships, especially in sectors where apprenticeship programs are insufficient. Upon completion of this assignment, the
Task Force shall submit to the President a report which details these strategies and proposals. Pursuant to the Executive Order, the report must specifically address the following four topics:

- Federal initiatives to promote apprenticeships;
- Administrative and legislative reforms that would facilitate the formation and success of apprenticeship programs;
- The most effective strategies for creating industry-recognized apprenticeships; and
- The most effective strategies for amplifying and encouraging private-sector initiatives to promote apprenticeships.

The Task Force is solely advisory in nature, and will consider testimony, reports, comments, research, evidence, and existing practices, as appropriate, to develop recommendations for inclusion in its final report to the President.

As soon as practicable, the Task Force shall prepare an interim report for the Chair, which details the progress made towards the development of apprenticeship-related proposals and strategies, and which identifies areas requiring additional research and discussion by the panel. It is expected that this interim report will be transmitted to the Chair within six months after the date of the filing of this Charter.

5. **Agency or Official to Whom the Task Force Reports:**

The Task Force, through its Chair, will transmit its final report to the President of the United States.

6. **Support:**

Pursuant to section 8(c) of the Executive Order, the U.S. Department of Labor shall provide administrative support and funding for the Task Force, to the extent permitted by law and subject to the availability of appropriations. Within the Department of Labor, the Employment and Training Administration is the agency that has been designated to provide the Task Force with such administrative services, funds, staff, equipment, and other support services as may be necessary to carry out its mission to the extent permitted by law and within existing appropriations.

7. **Estimated Annual Operating Costs and Staff Years:**

As noted below in the “Membership and Designation” section of the Charter, the Secretaries of Commerce and Education shall serve as Vice Chairs of the Task Force. However, in keeping with the requirements set forth in section 8(c) of the Executive Order, and in order to ensure that the operations of the Task Force are conducted in an administratively efficient manner, the U.S. Department of Labor’s Employment and
Training Administration will assume full responsibility for all staffing needs and operational costs associated with the functioning of the Task Force. Accordingly, the U.S. Departments of Commerce and Education will not be contributing any staff or operational funding towards the administration of the Task Force.

FTE: 1.5 staff years

Payments to Federal Staff $200,000
Travel for Non-Federal Members $248,000
Payment to Meeting Logistics Contractor/Consultant/Experts $120,000
Travel for Meeting Logistics Contractor/Consultant/Experts $50,000
Other $60,000

TOTAL $678,000

8. Designated Federal Officer (DFO):

The Assistant Secretary for the Department of Labor’s Employment and Training Administration (or his/her designee) will serve as the DFO for the Task Force. In the absence of the Assistant Secretary, the Secretary of Labor may appoint an interim DFO.

The DFO, as required by FACA, will approve and call all Task Force committee and subcommittee meetings, prepare and approve all meeting agendas, attend all Task Force committee and subcommittee meetings (or designate someone to attend in his or her stead), chair meetings when directed to do so by the Chair of the Task Force, adjourn any meeting when the DFO determines adjournment to be in the public interest, assemble and maintain the reports, records, and other papers of the Task Force, and carry out the provisions of the Freedom of Information Act (FOIA) (5 U.S.C. 552) with respect to the Task Force reports, records, and other papers. In the DFO’s discretion, the DFO may request the assistance of other Federal employees as support staff to assist the DFO in fulfilling these responsibilities.

9. Estimated Number and Frequency of Meetings:

The Chair of the Task Force (or his or her designee) shall determine when the panel will meet. It is anticipated that the Task Force will conduct approximately two to four meetings (virtually or in person) per year, as time and resources permit.

10. Duration:

The Task Force will not be continuing in nature. While the Executive Order does not set forth a definite time frame by which the panel must complete its final report, the duration of its existence is expected to be less than two years. The Charter of the Task Force is subject to renewal every two years pursuant to the requirements of the FACA.
11. **Termination:**

Pursuant to section 8(h) of the Executive Order, the Task Force shall terminate 30 days after it submits its final report to the President.

12. **Membership and Designation:**

**Representation** – Pursuant to section 8(d) of the Executive Order, the Secretary of Labor shall serve as the Chair of the Task Force. The Secretaries of Education and Commerce shall serve as Vice-Chairs of the Task Force. The Secretary of Labor shall appoint the representative members of the Task Force, which shall consist of no more than 20 individuals who work for or represent the perspectives of trade and industry groups, companies, non-profit organizations, unions, joint labor-management organizations, educational institutions, state or local governments, and such other persons as the Secretary of Labor may from time to time designate. The Task Force's members shall include distinguished citizens from outside the Federal Government with relevant experience or subject-matter expertise concerning the development of a skilled workforce through quality apprenticeship programs. Pursuant to section 8(g) of the Executive Order, a member of the Task Force may designate a senior member of his or her organization to attend any Task Force meeting.

Membership on the Task Force will be balanced. Members will come from a cross-section of those directly affected, interested, and qualified as appropriate to the nature and functions of the Task Force. The composition of the Task Force will depend upon several factors, including: the Task Force’s mission; the geographic, ethnic, social, or economic impact of the Task Force’s mandate; the types of specific perspectives required; the need to obtain divergent points of view on the issues before the Task Force; and the relevance of State, local, or tribal governments to the development of the Task Force’s recommendations.

**Terms of members** – The Executive Order does not set forth a definite time frame by which the Task Force must complete its development of apprenticeship-related strategies and proposals and submit its final report to the President of the United States. Accordingly, each member of the Task Force shall serve at the pleasure of the Secretary of Labor for a term that will cease 30 days after the delivery of the Task Force's final report to the President, at which time the Task Force will be officially disbanded in accordance with section 8(h) of the Executive Order. The Secretary of Labor may also appoint members to fill any vacancies that may emerge while the Task Force is in existence.

**Compensation of Task Force Members** – Pursuant to section 8(f) of the Executive Order, members of the Task Force shall serve without additional compensation for their work on the Task Force, but shall be allowed travel expenses, including per diem in lieu of subsistence, to the extent permitted by law for persons serving intermittently in the Government service (5 U.S.C. 5701 –
5707), consistent with the availability of funds.

**Consultation with Experts** - To assist the Task Force in fulfilling its responsibilities and meeting its objectives, the panel will consult with experts from business, industry, labor organizations, community organizations, State and Federal agencies, and others as appropriate.

13. **Subcommittees:**

The Chair shall have the authority to create Task Force subcommittees as needed. All subcommittees must always report back to the full Task Force, and must not provide advice or work products directly to any Federal agency or official on behalf of the Task Force.

14. **Recordkeeping:**

The records of the Task Force shall be handled in accordance with General Records Schedule 6.2, Federal Advisory Committee Records, and the approved agency records disposition schedule. These records shall be available for public inspection and copying subject to the FOIA.

15. **Filing Date:**

This Charter is filed on the date indicated below:

[Signature]

R. ALEXANDER ACOSTA
Secretary of Labor

AUG 7 - 2017

Date
MEMBERSHIP BALANCE PLAN
U.S. Department of Labor
Task Force on Apprenticeship Expansion
Membership Balance Plan

Name:

Task Force on Apprenticeship (hereinafter “the Task Force” or “the panel”).

Authority:

The Task Force is authorized pursuant to section 8 of Executive Order 13801, entitled “Expanding Apprenticeships in America,” (hereinafter “the Executive Order”) which was issued on June 15, 2017 (82 Fed. Reg. 28229), and which directs the Secretary of Labor to establish and chair such a Task Force in the U.S. Department of Labor. The Task Force was established by the President of the United States for the purpose of identifying strategies and proposals to promote apprenticeships, especially in sectors where apprenticeship programs are insufficient. Upon completion of its duties, the Task Force will transmit to the President a report recommending strategies and proposals to foster the expansion of apprenticeships in the United States. The Task Force is established and operates in accordance with the provisions of the Federal Advisory Committee Act (FACA), as amended 5 U.S.C. App. 2, and its implementing regulations (41 CFR 101–6 and 102–3).

Mission/Function:

The Task Force is an advisory body that will provide advice and recommendations to the President of the United States on identifying strategies and proposals to promote apprenticeships, especially in sectors where apprenticeship programs are insufficient. Strategies will address federal initiatives, administrative and legislative reforms, effective strategies for creating industry-recognized apprenticeships, and methods to amplify and encourage private-sector participation.

Points of View:

Section 8(d) of the Executive Order (as well as the Task Force Charter) stipulates that, in addition to the Secretary of Labor (who will serve as the Chair of the Task Force) and the Secretaries of Education and Commerce (who will serve as the panel’s Vice-Chairs), the Task Force will be comprised of no more than 20 additional individuals “who work for or represent the perspectives of American companies, trade or industry groups, educational institutions, and labor unions, and such other persons as the Secretary of Labor may from time to time designate.” Pursuant to section 8(g) of the Executive Order, a member of the Task Force may designate a senior member of his or her organization to attend any Task Force meeting.
Accordingly, to achieve the balanced representation of points of view and subject matter expertise on apprenticeship-related matters contemplated by the Executive Order and the Charter, the Task Force will include individuals representing the perspectives of:

- Trade and industry groups;
- Companies;
- Non-profit organizations;
- Unions;
- Joint labor-management organizations;
- Educational institutions;
- State or local governments; and
- Such other individuals as the Secretary of Labor may from time to time designate who can offer useful perspectives on apprenticeship-related matters.

**Other Balance Factors:**

Membership on the Task Force will be balanced. Members will come from a cross-section of those directly affected, interested, and qualified as appropriate to the nature and functions of the Task Force.

The composition of the Task Force will depend upon several factors, including: the Committee’s mission; the geographic, ethnic, social, or economic impact of the advisory committee’s mandate; the types of specific perspectives and expertise required, for example, those of consumers, technical experts, the public at-large, academia, business, or other sectors; the need to obtain divergent points of view on the issues before the Committee; and the relevance of State, local, or tribal governments to the development of the Committee’s recommendations.

**Candidate Identification Process:**

The Executive Order does not set forth a definite time frame by which the Task Force must complete and submit its final report to the President of the United States. Accordingly, each member of the Task Force shall serve at the pleasure of the Secretary of Labor for a term that will cease 30 days after the delivery of the Task Force’s final report to the President, at which time the Task Force will be officially disbanded in accordance with section 8(h) of the Executive Order. The Secretary of Labor may also appoint members to fill vacancies that may emerge while the Task Force is in existence.
The following steps are among those that the Department has taken (or will take) to solicit a broad and diverse range of qualified candidates for membership in the Task Force:

To promote notification of the initial public solicitation for nominations to the Task Force, the Department conducted widespread outreach including publishing a *Federal Register* notice on July 25, 2017, posting background information about the Task Force on the Department’s website, and covering the solicitation in the Department’s electronic newsletter. In selecting Task Force members, the Secretary will consider individuals nominated in response to the *Federal Register* notice, as well as other qualified individuals. Should future vacancies occur while the Task Force is in existence, the Department may use similar steps to those stated above in filling such vacancies.

The Department will review all proposed candidates through its internal vetting process to ensure compliance with all legal and ethical requirements. The Department will provide a full membership grid during the internal clearance process so that clearers within the Department can provide input to evaluate balance. The Designated Federal Official will keep the Secretary of Labor or his or her designee apprised of the Department’s efforts to ensure that balanced membership on the Task Force is achieved.

**Date Prepared/Updated:**

The Task Force Membership Balance Plan was prepared on August 2, 2017.
SUMMARY OF ETHICS RULES
AND FACA BROCHURE
Summary of the Ethics Rules for Non-Federal Individuals

U.S. Department of Labor
STANDARDS OF ETHICAL CONDUCT

Summary of Ethics Rules
for Non-Federal Individuals Who
Work With the Federal Government

Individuals who are employed directly by the United States Government are required to adhere to high standards of conduct as prescribed by law and regulation. Similarly, persons who work with the United States Government – but not as employees of the Government – are expected to uphold a standard of conduct so as to ensure public confidence in the integrity of the Government.

These rules apply to:
- contractors,
- representatives on Federal advisory committees,
- advisors or consultants to Federal source evaluation panels,
- volunteer student interns, or
- other people working with the Government as determined.

Listed below are some of the rules that you must follow. Violations of some of these rules may subject you to criminal or civil penalties.

For advice about ethics laws and regulations, you should contact the Counsel for Ethics, Rob M. Sadler, at (202) 693-5528; E-mail: sadler.robert2@dol.gov.

Designated Agency Ethics Official:
Solicitor of Labor

Alternate Designated Agency Ethics Official:
Robert A. Shapiro, Associate Solicitor,
Office of Legal Counsel
MISUSE OF GOVERNMENT AFFILIATION

You may not use your association with the Government, including business contacts obtained through your work with the Government, to try to obtain personal benefits or favors for yourself, friends, relatives, or business associates.

Because you are not a Federal employee, you may not represent that you serve or act on behalf of the Federal Government unless you are specifically authorized to do so. You may not use your association with the Government to imply that the Government endorses your personal activities. Therefore, you should not use a Government logo or seal on your personal business card or stationery or refer to a Government office on your business card unless your relationship with the Government is made clear (e.g., contractor for the Occupational Safety and Health Administration, member of the Native American Employment and Training Council, etc.).

In addition, you may not use your Government affiliation for your own personal gain or for that of others, or use that affiliation in any manner to endorse a product service or enterprise.

MISUSE OF GOVERNMENT RESOURCES

Government resources may only be used for official authorized Government activities. For example, this rule applies to use of:

- Government equipment (including computers and copiers);
- Government supplies (including agency letterhead and envelopes);
- Government services (including telephone and fax services); and
- the time of Government personnel.

If you are working in a Government office, you should be careful to preserve Government property. If you are entitled to reimbursement from the Government for certain expenditures, such as travel costs, you must ensure that all charges you claim are legally authorized and are documented. Limited use of Government resources may be made for personal purposes, provided it is done in accordance with the Department's Appropriate Use Policy. See Department of Labor Management Series (DLMS) 9, Chapter 900.
MISUSE OF GOVERNMENT INFORMATION

Certain information you obtain as part of your work with the Federal Government may not be used for your private activities or disseminated to persons outside the Government unless they are specifically authorized to receive the information. This includes:

- nonpublic data;
- nonpublic economic analyses;
- information on ongoing civil and/or criminal investigations;
- private personnel information;
- source selection and other nonpublic procurement information;
- classified national security information;
- nonpublic labor statistics data;
- proprietary business data and trade secrets;
- information about internal, predecisional deliberations of the government; and
- other nonpublic information.

Release or dissemination of such information must be specifically authorized by a Federal official. Improper use or release may result in criminal charges (for example, for misuse of national security information) or civil liability (for example, for misuse of business proprietary information).

CONFLICTS OF INTEREST

If there are Government matters you are asked to work on or discuss in which the organization you represent or your employer has an interest, then we highly recommend that you disclose that interest. If you are a member of an advisory committee or an advisor to a panel, that disclosure should be made verbally and recorded in the public record prior to working on or discussing the issue. If you are a contractor or student intern, the disclosure should be made to your supervisor and you should not work on those projects.

SEPARATING GOVERNMENT AND PRIVATE WORK

Sometimes non-Federal Individuals (or the organizations they represent) have other business with the Department of Labor, especially if they are a member of an advisory committee or an advisor to a panel. You are strongly encouraged to deal with that business on days when you are not here working with the Department or have another representative of the organization handle the matter.
POLITICAL ACTIVITIES

Much like with your outside work, it is best to keep your political activities and your service for the Department of Labor separate. Under the Hatch Act, you may not engage in partisan political activities while on Government premises or with the assistance of Government equipment. A partisan political activity is any activity directed toward the success or failure of a political party, candidate for partisan political office, or partisan political group.

ADDITIONAL RULES

Additional rules may apply depending on the specific arrangement or agreement between you or your employer and the Federal Government. For example, a clause in a contract under which you provide services to the Government may subject you to the same standards of ethical conduct applicable to Federal employees or may restrict you from engaging in certain activities. Similarly, if you are working under a student volunteer agreement or a memorandum of understanding, the terms of the agreement may impose limitations on your activities. In addition, special provisions may require you to disclose information regarding your financial interests or employment, bar you from accepting certain gifts or payments, or otherwise regulate your conduct.
The Federal Advisory Committee Act (FACA) Brochure

An Overview

U.S. General Services Administration
Office of Government wide Policy
Committee Management Secretariat
Washington, DC 20405

Advisory committees have played an important role in shaping programs and policies of the federal government from the earliest days of the Republic. Since President George Washington sought the advice of such a committee during the Whiskey Rebellion of 1794, the contributions made by these groups have been impressive and diverse.

Through enactment of the Federal Advisory Committee Act (FACA) of 1972 (Public Law 92-463), the U.S. Congress formally recognized the merits of seeking the advice and assistance of our nation's citizens. At the same time, the Congress also sought to assure that advisory committees:

- Provide advice that is relevant, objective, and open to the public;
- Act promptly to complete their work; and
- Comply with reasonable cost controls and recordkeeping requirements.

Role of Federal Advisory Committees

With the expertise from advisory committee members, federal officials and the nation have access to information and advice on a broad range of issues affecting federal policies and programs. The public, in return, is afforded an opportunity to participate actively in the federal government's decision-making process.

Federal Agency Responsibility

Each federal agency that sponsors advisory committees must adhere to the requirements established by the FACA, as well as those administrative guidelines provided by the U.S. General Services Administration's (GSA) Committee Management Secretariat. GSA has had the responsibility for overseeing the FACA since 1977.

GSA's Role Under the FACA

With approximately 1,000 advisory committees in existence at any given time, special attention is required to assure compliance with the FACA, the Freedom of Information Act, and related regulations, as well as to encourage effective and efficient use of committee resources.

While executive branch departments and agencies are responsible for continually reviewing committee performance in these areas, the General Services Administration
was designated by the President in 1977 to monitor committee activities governmentwide. As part of this responsibility, GSA:

- Conducts annual reviews of advisory committee accomplishments;
- Responds to inquiries from agencies on establishing new committees or the renewal of existing groups;
- Prepares an annual report covering a summary of committee activities; and
- Maintains a FACA database on the worldwide web from which advisory committee information may be obtained via the Internet.

Together, GSA and the federal community work to eliminate the overlap or duplication of advisory bodies, terminate unnecessary or inactive committees, and develop committee management regulations, guidelines, and training in response to requirements of the executive branch and Congress.

Complying with FACA

Any advisory group, with limited exceptions, that is established or utilized by a federal agency and that has at least one member who is not a federal employee, must comply with the FACA. To find out if a group comes under the FACA, any individual may contact the sponsoring agency's Committee Management Officer, or the GSA Committee Management Secretariat (see the last section "For More Information...").

Requirements for Establishing and Managing Advisory Committees

Under the Federal Advisory Committee Act, advisory committees can be created only when they are essential to the performance of a duty or responsibility conveyed upon the executive branch by law. Before committees can be set up, high-level officials within the sponsoring agency must review and approve the request. Once a committee is approved, a charter is prepared outlining the committee's mission and specific duties and forwarded to GSA's Committee Management Secretariat for final review. Following a required public notification period, and the filing of the charter with Congress, the committee may begin operation.

Committee Management Officer and Designated Federal Official

The Federal Advisory Committee Act also provides that each agency sponsoring a federal advisory committee must appoint a Committee Management Officer to oversee the administration of the Act's requirements.

In addition, a designated federal official must be assigned to each committee to:

- Call, attend, and adjourn committee meetings;
- Approve agendas;
- Maintain required records on costs and membership;
- Ensure efficient operations;
• Maintain records for availability to the public; and
• Provide copies of committee reports to the Committee Management Officer for forwarding to the Library of Congress.

Expiration of a Committee's Charter

Unless the renewal of a committee charter is justified under the FACA, the charter automatically expires after a two-year period (or as otherwise provided by law).

Advisory Committee Members

Federal advisory committee members are drawn from nearly every occupational and industry group and geographical section of the United States and its territories. The FACA requires that committee memberships be "fairly balanced in terms of the points of view represented and the functions to be performed."

As a result, members of specific committees often have both the expertise and professional skills that parallel the program responsibilities of their sponsoring agencies. In balancing committee memberships, agencies are expected to assure that major-and sometimes strongly opposing-viewpoints are represented to provide a foundation for developing advice and recommendations that are fair and comprehensive.

Appointing Committee Members

Agency officials, members of Congress, the general public, or professional societies or current and former committee members may nominate potential candidates for membership.

Selection of committee members is made based on the FACA's requirements and the potential member's background and qualifications. Final selection is made by the president or heads of agencies.

Prior to accepting an appointment with a federal advisory committee, each prospective member should meet with the appropriate agency Committee Management Officer and Designated Agency Ethics Official, to discuss duties and obligations, allowable expenses, and compensation limitations.

Federal Ethics and Conflict of Interest Laws

Agency officials must provide prospective advisory committee members with information regarding any applicable standards of conduct—including those imposed by federal conflict of interest statutes. In some instances, members may be subject to special limitations during the course of their service on an advisory committee. For some members, these restrictions also may apply (for limited periods) after their committee assignments have ended.
Some agencies may impose additional administrative requirements as well. To avoid potential conflicts, each advisory committee member should assure that he or she receives adequate information from the sponsoring agency and completes any required appointment papers and disclosure forms prior to service on a committee.

Oral briefings and other explanatory material may be obtained through the sponsoring agency's Committee Management Officer, Designated Agency Ethics Official, or from the Office of Government Ethics, which has government wide jurisdiction on federal ethics issues.

Limits on Membership Terms

Each agency sets limits (unless provided by law) on the lengths of terms for serving on advisory committees to allow for continually new membership.

Open Access to Committee Meetings and Operations

Under the provisions of the Federal Advisory Committee Act, federal agencies sponsoring advisory committees must:

- Arrange meetings for reasonably accessible and convenient locations and times;
- Publish adequate advance notice of meetings in the *Federal Register*;
- Open advisory committee meetings to the public (with some exceptions—see the section on "Government in the Sunshine Act" below);
- Make available for public inspection, subject to the Freedom of Information Act, papers and records, including detailed minutes of each meeting; and
- Maintain records of expenditures.

Government in the Sunshine Act

Advisory committee meetings may be closed or partially closed to the public based upon provisions of the Government in the Sunshine Act of 1976 (Public Law 94-409). Examples of meetings that may be closed under the FACA are:

- Those including discussions of classified information;
- Reviews of proprietary data submitted in support of Federal grant applications; and
- Deliberations involving considerations of personnel privacy.

Today, an average of 1,000 advisory committees with more than 40,000 members advise the President and the Executive Branch on such issues as the disposal of high-level nuclear waste, the depletion of atmospheric ozone, the national fight against Acquired Immune Deficiency Syndrome (AIDS), and on efforts to rid the Nation of illegal drugs or to improve schools, highways, and housing, and on other major programs.
For More Information...

For more information on the requirements of the Federal Advisory Committee Act, contact the General Services Administration’s Committee Management Secretariat at (202) 273-3556.

Examples of materials available from Committee Management Secretariat are:

- Annual Report on Federal Advisory Committees (for current fiscal year)
  - Federal Advisory Committee Act
  - Government in the Sunshine Act
  - GSA Final Rule on Federal Advisory Committee Management
  - List of agency committee affiliations
  - List of agency Committee Management Officers
- The Federal Advisory Committee Act: An Overview

Other materials, such as samples of nominating letters and charters, are available from each sponsoring agency.

- Information on the Federal Advisory Committee Act Training course.

CONTACTS

Committee Management Secretariat

- cms@gsa.gov
- View Contact Details

Tabitha Dove
(202) 273-3565

- tabitha.dove@gsa.gov
- View Contact Details

GOVERNMENT LINKS

- Freedom of Information Act (HTML)
- Privacy Act (HTML)

Last Reviewed 08/08/2011
TASK FORCE MEMBER BIOGRAPHIES
Michael Bellaman, President and CEO
Associated Builders and Contractors (ABC)

Mr. Bellaman has lengthy experience in the construction industry and continual leadership on workforce development, safety, and building careers. In his current role, Mr. Bellaman oversees a membership of more than 21,000 construction and industry-related firms that includes both large and small contractors. He oversees a nationwide network of training programs that share a goal of growing the amount of skilled tradesmen and women. ABC and its members together operate the most open shop, DOL registered apprenticeship programs in the country. He is experienced as a project engineer, CDO of a multi-billion-dollar construction company and representative of small businesses across the country.

Joshua Bolten, President and CEO
Business Roundtable (BRT)

Josh Bolten currently serves as the President & CEO of Business Roundtable, a trade association of over 200 CEOs of leading companies, working to promote a thriving economy and expanded opportunity for all Americans. Prior to joining Business Roundtable in 2017, Mr. Bolten served as the Managing Director of Rock Creek Global Advisors LLC, a consulting firm he co-founded that advised large multi-national corporations on economic and regulatory policy. From 2001 to 2009 Mr. Bolten served in the White House under President George W. Bush, as Chief of Staff, Director of the Office of Management and Budget and Deputy Chief of Staff for Policy.

Walter G. Bumphus, President and CEO
American Association of Community Colleges (AACC)

Mr. Bumphus currently serves as President and CEO of the American Association of Community Colleges, which represents 1,108 community colleges. AACC works with employers, economic development agencies, workforce groups and related partners across the country to build effective and efficient talent pipelines. Related to apprenticeship, AACC has supported college engagement, registration on the Registered Apprenticeship-College Consortium (RACC) site, and coordinated to showcase the federal focus on apprenticeship. AACC was also an early partner to establish colleges as apprenticeship sponsors. AACC provides a unique ability to take recommendations from the panel and encourage wide scale adoption and implementation. Mr. Bumphus has worked to encourage community colleges to join the RACC.
Task Force on Apprenticeship Expansion Members

Wesley G. Bush, Chairman, Chief Executive Officer and President
Northrop Grumman Corporation

Mr. Bush is Chairman, CEO, and President of Northrop Grumman Corporation, providing leadership for the more than 65,000 employees of Northrop Grumman. Mr. Bush serves on the board of directors of Norfolk Southern Corporation, as well as the boards of several nonprofit organizations, including the Aerospace Industries Association, Business-Higher Education Forum, Conservation International and the U.S. Naval Academy Foundation.

Dennis Daugaard, Governor of South Dakota

Mr. Daugaard currently serves as the Governor of South Dakota. Governor Daugaard has emphasized job creation, sound fiscal management, and efficient government operation. In 2015, Governor Daugaard assembled the Blue Ribbon Task Force to propose solutions to improve education in South Dakota. The Task Force put forth recommendations which Mr. Daugaard then brought as legislation the following session.

Emily DeRocco, CEO
E3 Engage Educate Employ

Ms. DeRocco is the founder and CEO of a consulting practice focused on linking education, workforce and economic development assets for competitive advantage. She is the immediate past President of The Manufacturing Institute where she launched and implemented a strategic national agenda on education reform and workforce development, innovation support and services, and research on behalf of U.S. manufacturers. Previously, Ms. DeRocco was the Assistant Secretary of Labor for the Employment and Training Administration.

Cari M. Dominguez, Principal
Dominguez & Associates

Ms. Dominguez serves on the boards of Manpower Group Inc., Triple-S Management Corporation, a managed healthcare company, where she serves as Vice Chair of the Board and Independent Lead Director, and the Calvert Funds. A former Chair of the U.S. Equal Employment Opportunity Commission (EEOC), her public service includes two Presidential appointments and unanimous Senate confirmations. She also served in the U.S. Department of Labor in roles including Assistant Secretary of Labor for Employment Standards and Labor Management, and Director of the Office of Federal Contract Compliance Programs. She currently serves on the board of the National Association of Corporate Directors, where she chairs the Nominating and Governance Committee and is on the faculty of their Board Advisory Services.
Thomas J. Donohue, President and CEO
U.S. Chamber of Commerce

Thomas J. Donohue is President and CEO of the U.S. Chamber of Commerce. Since assuming this position in 1997, Donohue has expanded the work and influence of the Chamber in the U.S. and across the globe. Previously, Mr. Donohue served for 13 years as President and CEO of the American Trucking Associations, the national organization of the trucking industry. Earlier in his career, he was Deputy Assistant Postmaster General of the United States and Vice President of Development at Fairfield University in Connecticut.

Montez King, Executive Director
National Institute for Metalworking Skills (NIMS)

Mr. King is currently the Executive Director of NIMS, where he directs all aspects of the organization with 10 employees, more than 1,000 registered organizations, and 12,000 active users. Over the course of his career, Mr. King has instructed apprentices, managed apprenticeship programs, and directed national scale credentialing programs while earning a BS in IT and a ME in Adult Education and Training. Mr. King leads nationwide programs that blend pedagogy and andragogy with work-and-learn settings to advance the U.S. metalworking industry. He is connected to an extensive network of industry employers, associations, and community-based organizations that represent over 6,000 employers and organizations, such as the National Network of Business and Industry Associations, which continue to narrow the gap between educator and employer.

Andrew Liveris, President, Chairman and CEO
The Dow Chemical Company

Mr. Liveris is Chairman and Chief Executive Officer of The Dow Chemical Company. He has been a strong contributor to President Donald J. Trump’s Manufacturing Jobs Initiative, which is working to identify new ways to spur innovation, revitalize the U.S. manufacturing sector and drive economic growth and prosperity with a particular focus on workforce development. Previously, he served as Co-Chair of the prior administration’s Advanced Manufacturing Partnership and as a member of the President’s Export Council. He sits on the Board of Directors of IBM, on the Board of Directors of the Business Roundtable, is an Executive Committee Member and past Chairman of the U.S. Business Council, and is a member of the Concordia Leadership Council and the Australian government’s Industry Growth Center Advisory Committee.
Katherine Lugar, President and CEO
American Hotel & Lodging Association (AHLA)

Ms. Lugar currently serves as the President and CEO of the American Hotel & Lodging Association (AHLA), a position she has held since 2013. AHLA is the largest trade association representing all aspects of the U.S. lodging industry including global hotel brands, hotel ownership companies and REITs, management companies, independent hotels and bed and breakfasts. In the fall of 2016, AHLA and its partners were thrilled to be awarded one of fourteen industry intermediary contracts from the Department of Labor (DOL) to grow apprenticeship programs in new and high growth industries. AHLA’s commitment to the DOL includes enrolling some 2,250 apprentices in our industry over the next five years, while immediately adding 225 apprentices by September.

Douglas McCarron, General President
United Brotherhood of Carpenters and Joiners of America (UBC)

Since Mr. McCarron has been General President, the UBC has partnered with thousands of employers to create and operate hundreds of apprenticeship, pre-apprenticeship, and other training programs throughout North America over the past century. Collectively, more than $200 million is spent annually on skills training and more than 49,000 apprentices are in the programs. Currently, UBC operates over 250 training centers across North America, in eight distinct craft areas. The union develops, writes, publishes, and teaches curriculum designed to bring skills to high school students, pre-apprentices, apprentices, journey level workers, foremen, and superintendents throughout the industries they serve.

Sean McGarvey, President
North America’s Building Trades Unions (NABTU)

Mr. McGarvey has served as the President of North America’s Building Trades Unions (NABTU) since 2012. As the preeminent organization involved in apprenticeship readiness and apprenticeship education and training today, NABTU and its affiliated unions appreciate efforts by the Federal Government to increase utilization of apprenticeship education. For over 100 years, our affiliate unions and their employer partners have cultivated effective strategies for amplifying and encouraging private-sector initiatives to promote apprenticeships without reliance on federal dollars. The NABTU has a long tradition with joint labor-management apprenticeship training committees in the Building Trades and a prominent role on the overall apprenticeship system in the U.S.

Marc H. Morial, President and CEO
National Urban League (NUL)

Mr. Morial has been President of the National Urban League since 2003 where he oversees a transformation for the 100-year-old civil rights organization. His energetic and skilled leadership has expanded the League’s work around an Empowerment agenda, which is redefining civil rights in the 21st century with a renewed emphasis on closing the economic gaps between Whites and Blacks as well as rich and poor Americans. Under his stewardship the League has had record fundraising success towards a $250 million, five-year fundraising goal and he has secured the BBB nonprofit certification, which has established the NUL as a leading national nonprofit.
John Dezso Ratzenberger, Actor and Entrepreneur

Mr. Ratzenberger is Hollywood’s most outspoken advocate for American manufacturing, skilled labor and the companies that are the foundation of our great country, working tirelessly to shine a light on the importance of manufacturing and trades. He works with legislators on both sides of the aisle to bring back trades training in schools, build apprentice programs for returning veterans and support the reshoring of American companies. He has recently launched phase one of the American Museum of Manufacturing in Bridgeport, CT – once the industrial epicenter of America – which will celebrate the ingenuity and impact of American manufacturing throughout our country’s history.

Kim Reynolds, Governor of Iowa

Ms. Reynolds currently serves as the Governor of Iowa. Iowa currently has 800 total active registered apprenticeship programs; 8,178 total active registered apprentices; and 95 new apprenticeship programs have been created in FY17. Through Ms. Reynolds’ involvement in Future Ready Iowa, the State’s strategic plan to have 70 percent of the workforce with training and/or education beyond high school by 2020, she has proven to be a leader in the area of apprenticeship. In 2016, Iowa received $1.8 million from USDOL to help expand apprenticeship in the state. The projects will expand apprenticeships to diverse populations, focusing on women, minorities, and other underrepresented groups. Expanding Registered Apprenticeships is an important strategy in the Future Ready Iowa Initiative.

Mark B. Rosenberg, President
Board of Directors, Association of Public and Land-Grant Universities

Dr. Rosenberg was the 109th Chair of the Greater Miami Chamber of Commerce and led the Academic Leaders Council of the Beacon Council, Miami-Dade County’s economic development organization, for five years. Mr. Rosenberg is also a member of the Florida Council of 100, a non-partisan organization of business leaders, and the Business Network of South Florida, representing the academic sector. Under the leadership of Dr. Rosenberg, Florida International University has significantly improved student graduation and retention rates generally, and in high demand state and national fields, specifically, demonstrating he has made the alignment between university activity and employer workforce needs a university priority. This commitment is also evident in his significant expansion of internships, the nurturing of the Talent Development Network, which creates internship and other experiential learning opportunities in seven industries, his partnerships with Miami Dade Public schools and Royal Caribbean Cruises LTD, an innovative public private partnership around talent development.
Joseph Sellers, General President
International Association of Sheet Metal, Air, Rail and Transportation Workers (SMART)

Mr. Sellers became SMART’s General President May 1, 2015. He was president of many groups, including the Pennsylvania State and New Jersey State Councils of Sheet Metal Workers; the Mechanical Trades District Council of Delaware Valley; the Metropolitan Association of Presidents and Business Representatives; and the board of directors for the National Energy Management Institute (NEMI). He also was Secretary/Treasurer of the Mechanical and Allied Crafts Council of New Jersey. He has held several positions with the AFL-CIO and Building and Construction Trades Department at the national, state, and local levels.

Dawn Sweeney, President and CEO
National Restaurant Association

As President and Chief Executive Officer of the National Restaurant Association, Dawn Sweeney has been instrumental in focusing the mission of the Association through a unique, multi-year strategic plan, highlighting key areas of opportunity within the restaurant industry. The National Restaurant Association’s members include quick service, fast casual, managed foodservice, casual and fine dining – along with manufacturers, suppliers and distributors. The American restaurant industry is composed of one million restaurant and foodservice outlets and 14 million employees. Since taking the helm at the end of 2007, Sweeney has led the Association in a wide range of policy issues, while offering services and products that promote the industry and help individual operators and large multi-unit companies succeed.

Jay Timmons, President and CEO
National Association of Manufacturers (NAM)

Since 2011 Mr. Timmons has served as the President and CEO of the National Association of Manufacturers (NAM) and the Chairman of the Board of Directors of The Manufacturing Institute. NAM is the largest manufacturing association in the United States representing small and large manufacturers in every industrial sector. His previous experience includes serving as chief of staff to Congressman, Governor and Senator George Allen (R-VA) from 1991 to 2002, and a term as Executive Director of the National Republican Senatorial Committee during the 2004 election cycle. The Manufacturing Institute is leading the response to President Trump’s call to establish industry-recognized apprenticeship programs. In cooperation with key allies in the business community, the Institute is working to design a quality framework that will, for the first time, allow the Institute to recognize apprenticeship programs that are leading to the incredible careers available in manufacturing.