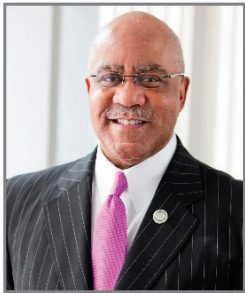


PLEDGE TO AMERICA'S WORKERS

AMERICAN WORKFORCE POLICY ADVISORY BOARD MEMBER BIOGRAPHIES



Walter Bumphus

President and Chief Executive Officer

American Association of Community Colleges

Dr. Walter Bumphus is president and CEO of the American Association of Community Colleges. He served as a professor in the Community College Leadership Program and as chair of the Department of Educational Administration at The University of Texas at Austin, holding the A. M. Aikin Regents Endowed Chair in Junior and Community College Education Leadership. From 2001 to 2007, Dr. Bumphus served as president of the Louisiana Community and Technical College System (LCTCS).

Prior to 2001, he was chancellor of Baton Rouge Community College (BRCC). Before joining BRCC, Dr. Bumphus worked in the corporate world, serving as president of the Higher Education Division of Voyager Expanded Learning. Six years earlier, he served as president of Brookhaven College in the Dallas County Community College District.

Dr. Bumphus holds the distinction of being one of the few leaders in the field of education to receive the ACCT Marie Y. Martin CEO of the Year Award, to chair the AACC Board of Directors, and to receive the John Roueche and Terry O'Banion International Leadership and the AACC Leadership Awards. He also has the distinction of having worked collaboratively with two presidential administrations. He was appointed to the Department of Homeland Security's Academic Advisory Council, the 100,000 Strong Initiative, and the White House Initiative on Educational Excellence for African Americans under President Obama. And, he was selected as 1 of 20 commissioners out of over 400 applicants to serve on the Task Force on Apprenticeship Expansion under President Trump.



Jim Clark

Chief Executive Officer
Boys & Girls Club of America

Jim Clark is president and CEO of Boys & Girls Clubs of America (BGCA), the nation's largest facility-based youth development organization with a primary focus on creating great futures for young people who need Clubs most. In this role, Mr. Clark leads a 111-year old network of 4,300 Boys & Girls Clubs that serve 4 million young people annually in all 50 states and on U.S. military installations across the globe.

Since joining BGCA in 2012, Mr. Clark has spearheaded a major restructuring of the national organization and guided BGCA through the launch of a new strategic direction, the Great Futures Impact Plan. Through this plan, Clubs are increasing their impact on young people they serve by focusing on three priority outcome areas – Academic Success, Good Character and Citizenship, and Healthy Lifestyles. The next evolution of this plan, the Great Futures 2025 strategic plan, will be launched in 2018, providing a greater focus on building organizational capacity, further improving program quality and consistency, positioning BGCA as the leading advocate for youth in the United States, and growing the Boys & Girls Club Movement.

Previously, Mr. Clark was an active board member of the Boys & Girls Clubs of Greater Milwaukee, one of the largest and most successful local BGCA affiliates. In 2004, he became president and CEO of the organization, where he led eight consecutive years of revenue growth and added 17 new service locations during his tenure. As a result of the organization's work and proven outcomes in literacy, Mr. Clark secured a \$4.1 million "Investing in Innovation" (i3) grant from the U.S. Department of Education to take the program to scale.



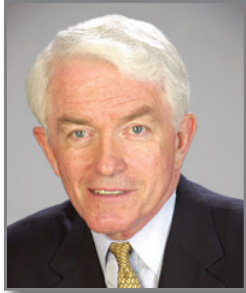
Tim Cook

Chief Executive Officer and Chief Operating Officer
Apple Inc.

Tim Cook is the CEO of Apple Inc. and serves on its board of directors. Previously Tim served as the company's chief operating officer previously under its founder Steve Jobs.

As the chief operating officer, Tim was responsible for all of the company's worldwide sales and operations, including end-to-end management of Apple's supply chain, sales activities, and service and support in all markets and countries. He also headed Apple's Macintosh division and played a key role in the continued development of strategic reseller and supplier relationships, ensuring flexibility in response to an increasingly demanding marketplace.

As Apple's CEO, he has championed for the political reformation of international and domestic surveillance, cybersecurity, corporate taxation, American manufacturing, and environmental preservation. In 2014, *The Financial Times* recognized cook as "Financial Times Person of the Year." He has also been identified by *Fortune* Magazine as the "World's Great Leader" in 2015. Cook serves as the lead independent director of Nike, Inc and as director of the Robert F. Kennedy Center for Justice and Human Rights.



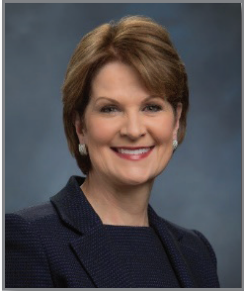
Thomas J. Donohue

President and Chief Executive Officer
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 built the Chamber into a lobbying and political powerhouse with expanded influence across the globe.

In an era of economic and fiscal challenges, Donohue has led efforts to expand trade and domestic energy production, rebuild America's infrastructure, combat an avalanche of new regulations, protect intellectual property, revitalize capital markets, and aggressively advocate legal, tax, education, and entitlement reform. In addition, he has vigorously challenged attacks on free enterprise, while working to protect the business community's right to speak and participate in the political and policy affairs of the nation. Previously, Donohue served for 13 years as president and CEO of the American Trucking Associations, the national organization of the trucking industry.

He is a recipient of the Horatio Alger Award and the Boy Scouts of America National Capital Area Council's Lifetime Achievement Award. He holds the highest civilian honor from Germany and South Korea, as well as the Order of the Crown (Commander Class) presented by the Crown Prince of Belgium.



Marillyn A. Hewson

Executive Chairman

Lockheed Martin Corporation

Marillyn A. Hewson is Executive Chairman of Lockheed Martin Corporation. She previously held several increasingly responsible executive positions with the Corporation, including President and Chief Operating Officer and Executive Vice President of Lockheed Martin's Electronic Systems business area.

Ms. Hewson joined Lockheed Martin more than 35 years ago as an industrial engineer. During her career she has held several operational leadership positions, including President of Lockheed Martin Systems Integration; Executive Vice President of Global Sustainment for Lockheed Martin Aeronautics; and President and General Manager of Kelly Aviation Center, L.P. She has served in key corporate executive roles, including Senior Vice President of Corporate Shared Services; Vice President of Global Supply Chain Management; and Vice President of Corporate Internal Audit.

Ms. Hewson currently serves on the Board of Directors of Johnson & Johnson, the Congressional Medal of Honor Foundation, the Board of Governors of the USO, and as Chair of the Catalyst Board of Directors. She previously served on the boards of DuPont, DowDuPont and Carpenter Technology. She is a member of The University of Alabama's President's Cabinet and the Board of Visitors of the Culverhouse College of Business. Ms. Hewson has served on several U.S. government advisory bodies, including current appointments to the American Workforce Policy Advisory Board and the National Space Council's Users Advisory Group.

Ms. Hewson is former chairman and current Executive Committee member of the Aerospace Industries Association, a member of the Board of Directors of the Business Roundtable, a Director of the Atlantic Council's International Advisory Board, a Fellow of the Royal Aeronautical Society and an Associate Fellow of the American Institute of Aeronautics and Astronautics. Ms. Hewson also serves on the Board of Trustees of the King Abdullah University of Science and Technology in the Kingdom of Saudi Arabia, and the Khalifa University for Science and Technology in the United Arab Emirates.

In 2019, *Time* magazine identified Ms. Hewson as one of the "100 Most Influential People in the World," and *Fortune* magazine ranked her No. 1 on its list of "50 Most Powerful Women in Business" for the second year in a row. In 2018, she was named the "CEO of the Year" by *Chief Executive Magazine*, a Top 10 "Businessperson of the Year" by *Fortune* magazine, and one of the "World's 100 Most Powerful Women" by *Forbes*.

Born in Junction City, Kansas, Ms. Hewson earned her Bachelor of Science degree in business administration and her Master of Arts degree in economics from The University of Alabama and has completed executive development programs at Columbia Business School and Harvard Business School.



Eric J. Holcomb
Governor of Indiana

Eric Holcomb is the 51st Governor of Indiana. Governor Holcomb is a veteran of the United States Navy, served as the state's 51st Lt. Governor, was a trusted advisor to both Governor Mitch Daniels and Senator Dan Coats, and was a former state chairman of the Indiana Republican Party.

Holcomb led the way for the largest long-term infrastructure investment in Indiana's history with the 20-year Next Level Roads program, which will invest \$4.7 billion for roads and bridges in the first five years alone. To meet Indiana's rapidly changing workforce needs, he unveiled the Next Level Jobs program to help get more Hoosiers into high-demand, high-wage jobs. Late last year, Governor Holcomb also agreed to become national chairman of the Jobs for America's Graduates (JAG) program, an initiative that has enjoyed a nearly 90 percent success rate in Indiana.

He has a mission to make Indiana competitive in the global economy by "bringing the world to Indiana and taking Indiana to the world." So far, the governor has met with officials and industry leaders in the United Kingdom, Japan, Hungary, France, and more to showcase Indiana's assets and build global economic ties.



Barbara Humpton

Chief Executive Officer

Siemens USA

Barbara Humpton is CEO of Siemens USA, where she guides the company's strategy and engagement in serving the company's largest market in the world, with more than 50,000 employees and over \$23 billion in revenues and \$5 billion in annual exports. In addition, she serves as the Chairman of the Board of Directors of the Siemens Foundation. Previously, Barbara served as president and CEO of Siemens Government Technologies, Inc. (SGT), a leading integrator of Siemens' products and services for federal government agencies and departments.

Prior to joining Siemens in 2011, Barbara served as a vice president at Booz Allen Hamilton where she was responsible for program performance and new business development for technology consulting in the Department of Justice and Department of Homeland Security.

Earlier, Barbara was a vice president at Lockheed Martin Corporation with responsibility for Biometrics Programs, Border and Transportation Security and Critical Infrastructure Protection, including such critical programs as the FBI's Next Generation Identification and the TSA's Transportation Workers' Identification Credential.

She serves on the board of directors of Morgan Franklin, the American Heart Association Greater Washington Region, the Center for Strategic and Budgetary Assessments (CSBA), and The George Washington University Law School Government Contracts Advisory Board.



Alfred F. Kelly, Jr.

Chairman and Chief Executive Officer
Visa Inc.

Mr. Alfred Kelly is the chief executive officer and board member of Visa Inc since 2016. Prior to joining Visa Inc, Mr. Kelly worked in industry-leading companies within the financial services, travel and leisure, and consumer products industries. Most recently he was president and CEO of Intersection, a technology and digital media Alphabet-backed company. Before becoming CEO of Intersection, he was a management advisor at TowerBrook Capital Partners LP.

Previously, Mr. Kelly was president of the American Express Company from 2006 to 2010. During his 23 years at the company, he led numerous groups including the Global Consumer Group, the Consumer Card Services Group, OPEN from American Express, Consumer Travel, Global Travelers Cheques, the US Merchant Group and Prepaid Services, US Customer Service, and Global Risk Management and Interactive Services.

Mr. Kelly joined the board of Visa in 2014 as an independent director and is also presently a director of MetLife Inc. He is active in numerous philanthropic endeavors, including serving as a trustee of the New York Presbyterian Hospital and of Boston College, and as a member of the finance council for the Archdiocese of New York.



Sean McGarvey

President

North America's Building Trades Unions

Sean McGarvey is the president of the North America's Building Trades Unions. Sean began his career in 1981 in Philadelphia, PA with Glaziers Local Union 252 of the International Union of Painters and Allied Trades (IUPAT), and subsequently worked his way up through various leadership positions within the IUPAT.

In 2005, he was elected secretary-treasurer of North America's Building Trades Unions. In 2012 Sean was unanimously elected by the Governing Board of Presidents of North America's Building Trades Unions, and was unanimously re-elected in 2015 by the delegates to the 69th Convention of North America's Building Trades Unions.

Sean currently serves in various capacities for several organizations including being the Co-Chair of the Oil and Natural Gas Industry Labor-Management Committee: a unique partnership between America's Building Trades Unions and the American Petroleum Institute (API), the Co-Chair of the Chemical Industry Labor: Management Committee, and being a Member of the US Council on Competitiveness. Sean also serves on several other union construction industry labor-management committees.



Doug McMillon

President and Chief Executive Officer
Walmart

Doug McMillon is president and chief executive officer of Walmart Inc. As CEO, Doug leads a strong management team that is working to deliver Walmart's purpose of saving people money and helping them live a better life. Each week, nearly 265 million customers and members visit more than 11,200 Walmart stores under 55 banners in 27 countries and eCommerce websites and apps.

From February 2009 to February 2014, Doug served as president and CEO of Walmart International, a fast-growing segment of Walmart's overall operations, with over 6,100 stores and more than 700,000 associates in 26 countries outside the United States at that time. From 2005 to 2009, he served as president and CEO of Sam's Club, an operating segment of Walmart, with sales of more than \$46 billion annually during his tenure.

Doug has served on the board of directors for Walmart since 2013 and currently is the chair of the Executive and Global Compensation committees. In addition, he serves on the board of directors of the Consumer Goods Forum, the U.S.-China Business Council and Crystal Bridges Museum of American Art. He also serves on the executive committee of the Business Roundtable and the advisory board of the Tsinghua University School of Economics and Management in Beijing, China.



Dr. Michael S. Piwowar

Executive Director

Milken Institute Center for Financial Markets

Michael S. Piwowar is the executive director of the Milken Institute Center for Financial Markets. Dr. Piwowar is also a distinguished policy fellow at the Center for Financial Markets Policy at Georgetown University's Center for Financial Markets and Policy. Dr. Piwowar served as a Commissioner at the U.S. Securities and Exchange Commission from August 15, 2013 to July 6, 2018. Dr. Piwowar was first appointed to the SEC by President Barack Obama and was designated Acting Chairman of the Commission by President Donald Trump from January 23, 2017 to May 4, 2017.

Previously, Dr. Piwowar was the Republican chief economist for the U.S. Senate Committee on Banking, Housing, and Urban Affairs under Senators Mike Crapo (R-ID) and Richard Shelby (R-AL). He was the lead Republican economist on the four SEC-related titles of the Dodd-Frank Act and the JOBS Act. Dr. Piwowar also worked on a number of important SEC-related oversight issues under the jurisdiction of the Committee, such as securities, over-the-counter derivatives, investor protection, market structure, and capital formation.

During the financial crisis and its immediate aftermath, Dr. Piwowar served in a one-year fixed-term position at the White House as a senior economist at the President's Council of Economic Advisers (CEA) in both the George W. Bush and Barack Obama Administrations. While at the CEA, Dr. Piwowar also served as a staff economist for the Financial Regulatory Reform Working Group of the President's Economic Recovery Advisory Board.



Scott Pulsipher

President

Western Governors University

Scott Pulsipher has served as president of nonprofit Western Governors University (WGU), the nation's first and largest competency-based university, since April 2016, leading all academic, operational, and organizational functions. At WGU, he is driving continuous innovation to improve student outcomes by focusing on rapidly advancing curriculum quality, new faculty models, data-driven learning, and a different cost model.

Before coming to WGU, Pulsipher had more than 20 years of leadership experience in technology-based, customer-focused businesses, including Amazon, Sterling Commerce (now part of IBM), and two successful startups that traverse retail, supply chain, banking, payments, and manufacturing sectors.

Pulsipher holds positions on various higher education and technology boards, including: the Education Co-Chair for Committee for Economic Development (CED), advisory board member at the Presidents' Forum, and board member at the Utah Technology Council. From 2010 to 2016, he served as Tech Chair member at Brigham Young University, working with administration and faculty to assist students transitioning from their studies to their professional pursuits.



Kim Reynolds
Governor of Iowa

Kim Reynolds is the 43rd Governor of Iowa. Reynolds understands the challenges families face because she's faced them herself. A fifth-generation Iowan, she grew up in a working-class family in St. Charles, Iowa. A recognized leader in state and local issues, Kim served as county treasurer and state senator before becoming Lieutenant Governor and Governor.

As Lt. Governor, she served as the chairwoman of the National Lt. Governors Association. In this role, she led nationwide discussions on policy, economic development, and issues affecting states across the country. Kim has made Iowa a national leader in STEM education; and she's led economic development trade missions to China, Germany, South Korea, Vietnam, the Philippines and Thailand, working towards increased exports, more foreign direct investment and new jobs for Iowa.

Her top priorities as governor are creating good-paying jobs, cutting taxes, investing in public schools and increasing opportunity in every part of Iowa.



Virginia M. (Ginni) Rometty

Executive Chairman

IBM

Virginia M. (Ginni) Rometty is chairman, president and chief executive officer of IBM. Since becoming CEO in January 2012, Ginni has led IBM through the most significant transformation in its history, reinventing the company to lead in the new era of AI, blockchain, cybersecurity and quantum technologies, all delivered on IBM's enterprise-strength cloud platform. Today, IBM is the world leader in AI and cloud computing for business, underpinned with trust and security.

Throughout IBM's reinvention, Ginni has worked to ensure that new technologies are developed and deployed in a way that is ethical and enduring. IBM was the first, for example, to publish long-held principles of trust for AI, data responsibility and data transparency. IBM under Ginni's leadership also has led the way on ensuring society is prepared for this new era of data. This includes equipping workers for "new collar" job roles in emerging technology fields that do not always require a bachelor's degree.

She serves on the Council on Foreign Relations, the board of trustees of Northwestern University and the boards of overseers and managers of Memorial Sloan-Kettering Cancer Center. She is co-chair of the Aspen Institute's Cyber Group and is a member of the advisory board of Tsinghua University School of Economics and Management.



Scott B. Sanders

Executive Director

National Association of State Workforce Agencies

Scott B. Sanders is the executive director of the National Association of State Workforce Agencies (NASWA). He previously served as Commissioner of the Indiana Department of Workforce Development (DWD) since May 2012 and was a member of the cabinet of Governor Michael Pence and Governor Mitchell Daniels.

Prior to his appointment as Commissioner, Scott served in various capacities at DWD since 2006. He also served as the chief financial officer for the Bureau of Motor Vehicles from May 2005 to November 2006.

Scott has many years of financial management experience prior to his role at DWD. Before joining state government, he was with First Commonwealth, Inc., a managed health care company, based in Chicago, IL. There he served as president from 2002-2004 and as chief financial officer from 1995-2002. Following the purchase of First Commonwealth, Inc. by Guardian Life Insurance Company of America, Scott continued as Second Vice President.



Robert Smith

Founder, Chairman and CEO
Vista Equity Partners

Robert F. Smith is the Founder, Chairman and CEO of Vista Equity Partners. He directs Vista's investment strategy and decisions, governance and investor relations. Vista currently manages equity capital commitments of over \$57 billion and oversees a portfolio of more than 60 enterprise software, data and technology-enabled companies that employ over 70,000 people worldwide. Since Vista's inception, Mr. Smith has supervised over 440 completed transactions representing more than \$140 billion in aggregate transaction value.

Born in Colorado to two parents with Doctor of Education (EdD) degrees, Mr. Smith trained as an engineer at Cornell University, earning his B.S. in Chemical Engineering. While earning his MBA from Columbia Business School with honors, he served as President of the Black Business Students' Association and President of the Japan Business Association. After graduation, he worked at Goodyear Tire and Rubber, followed by Kraft General Foods, where he obtained two United States and two European patents.

In 1994, he joined Goldman Sachs in tech investment banking, first in New York City and then in Silicon Valley. As Co-Head of Enterprise Systems and Storage, he executed and advised on over \$50 billion in merger and acquisition activity with companies such as Apple, Microsoft, Texas Instruments, eBay and Yahoo. He was the first person in San Francisco at Goldman to focus solely on mergers and acquisitions of technology and software companies.

In 2000, Mr. Smith founded Vista Equity Partners, along with Co-Founder Brian Sheth, to invest in businesses that develop and use technology, software and data to promote economic equity, ecological responsibility and diversity and inclusion for the prosperity of all. Vista achieves its mission of creating opportunity through the power of technology by using a variety of private equity, permanent capital, credit and public equity investment strategies.

As one of the top experts on investing in the software and technology industry in the world, Mr. Smith has been invited to speak about finance, entrepreneurship, innovation, leadership and related topics at a variety of venues, including the World Economic Forum and The Milken Institute, among others. He has also appeared in numerous interviews for television, written publications, podcasts and other media.



Julie Sweet

Chief Executive Officer
Accenture

Julie Sweet is chief executive officer of Accenture and serves on the company's board of directors.

Prior to becoming CEO in September 2019, Julie served as chief executive officer of Accenture's business in North America, the company's largest geographic market. Previously, she was Accenture's general counsel, secretary and chief compliance officer for five years. Prior to joining Accenture in 2010, Julie was a partner for 10 years in the law firm Cravath, Swaine & Moore LLP.

Outside of Accenture, Julie is a leader on topics including innovation, technology's impact on business, and inclusion and diversity. She is a member of the World Economic Forum's International Business Council, the Business Roundtable and the TechNet Executive Council. Julie also serves on the board of directors for Catalyst, the board of trustees for the Center for Strategic & International Studies and the board of trustees for the Marriott Foundation for People with Disabilities - Bridges from School to Work. In 2019, she was named to FORTUNE's list of "Most Powerful Women" for the fourth consecutive year.

Julie holds a Bachelor of Arts degree from Claremont McKenna College and a Juris Doctor from Columbia Law School.



Johnny C. Taylor, Jr.

President and Chief Executive Officer
SHRM-SCP

Johnny C. Taylor, Jr., SHRM-SCP, is president and CEO of the Society for Human Resource Management (SHRM), the world's largest HR professional society. Under his leadership, the Society has grown to a record 300,000 members in over 165 countries who impact the lives of 115 million workers every day.

As a global leader on human capital, culture and leadership, Mr. Taylor is a sought-after voice by C-suite executives as well as state and federal elected policy makers on all matters affecting work, workers and the workplace. Mr. Taylor's knowledge and perspectives are shaped by his 20+ year career as a lawyer, human resources executive and CEO in both the not-for-profit and for-profit space. Most recently, Mr. Taylor served as president and CEO of the Thurgood Marshall College Fund, which advocates and represents publicly supported Historically Black Colleges and Universities (HBCUs).

Mr. Taylor serves on the corporate board of Gallup, the world's leading public opinion and consulting firm. In 2018, he was appointed Chair of the President's Advisory Board on Historically Black Colleges and Universities by President Donald J. Trump.



Sebastian Thrun

Founder, President, and Executive Chairman
Udacity

Professor Dr. Sebastian Thrun pursues research on robotics, artificial intelligence, education, human computer interaction, and medical devices. As the Founder, President, and Executive Chairman of Udacity, Thrun's mission is to democratize education by providing lifelong learning to millions of students worldwide. He also is the founder of Google X, where he led projects including the Self-Driving Car, Google Glass, and more. He has been Adjunct Professor of Electrical Engineering and Computer Science at Stanford University since 2016.

Thrun has been named the 5th Most Creative Person in Business (Fast Company), among the 50 Smartest People in Tech (Fortune) and highlighted in 50 Best Inventions of 2010 (Time). He is the first recipient of the inaugural Smithsonian American Ingenuity Award for Education and is also featured in the recent film *Lo & Behold: Reveries of the Connected World* by award-winning writer and director Werner Herzog. Google Scholar ranks Thrun's publication h-index #14 worldwide in all of computer science. He was elected into the National Academy of Engineering and the German Academy of Sciences at age 39 and has won the Max Planck Research Award.



Jay Timmons

President and Chief Executive Officer

National Association of Manufacturers (NAM)

Jay Timmons is president and CEO of the National Association of Manufacturers (NAM) and chairman of the board of the NAM's Manufacturing Institute. The NAM is the largest manufacturing association in the United States representing small and large manufacturers in every industrial sector.

Jay is a leading advocate for the more than 12 million men and women who make things in America, educating the public and policymakers on issues that affect this critical sector of the U.S. economy. He promotes a broad-based agenda to strengthen U.S. competitiveness, improve the lives and livelihoods of American manufacturing workers and build the modern manufacturing workforce. With manufacturers facing an urgent need for talented and skilled workers, he is also a champion for connecting more Americans with rewarding careers in modern manufacturing. Jay and the NAM team have proven effective time and again at navigating the complexities of policymaking in the nation's capital to deliver real results for the NAM's 14,000 members.

Jay is recognized as a best-in-class leader of the association community. He received the Business Citizen Award from the Friends of Adam Smith Foundation in 2014 and was named Association Executive of the Year by Association TRENDS in 2016. Prior to his appointment as NAM president and CEO in January 2011, Jay served as executive vice president beginning in 2008. He is also a member of the board of the U.S. Chamber Institute for Legal Reform.



Marianne Wanamaker

Professor

University of Tennessee

Marianne Wanamaker is an associate professor of Economics at the University of Tennessee and Faculty Research Fellow at NBER. She holds the Kinney Family Faculty Fellowship at UT, is a Center for Business and Economic Research (CBER) Fellow, and is the BB&T Scholar in Markets, Capitalism, and Ethics in the Haslam College of Business.

Her research interests include American economic history, education, demography, and labor economics, and she teaches or has taught introductory economics, business ethics, and the economics of strategy to undergraduate and MBA students. For the 2017–2018 academic year, she was on leave at the President’s Council of Economic Advisers covering labor policy and serving as the chief domestic economist.

Dr. Wanamaker completed her doctoral work at Northwestern University in 2009, and has been on faculty at the University of Tennessee ever since. She is a former business strategy consultant with Bain & Company.