

## **Coles B. Ruff, Esq.**

### **Professional Experience**

#### **Hearing Officer/Administrative Law Judge**

**2003 – Present**

- Conduct administrative hearings and issue decisions and orders for District of Columbia Public Schools in cases conducted under the Individuals with Disabilities Education Improvement Act (IDEIA).
- Determine appropriateness of public and private school placements for children with disabilities.
- Consider and decide on the appropriateness of educational and related services that are provided to special education students who are residents and/or wards of the District of Columbia.

#### **Business Development and Legal Consultant, Career and Life Learning Systems, Inc. Rockville, Md.**

**2001- 2003**

Enhanced organizational effectiveness and coached senior managers of start-up firm specializing in web and multimedia adult learning products. Assisted in business development, operational and financial management including legal consultation and investor relations; helped lead company to \$1million in sales in its second year of operation.

#### **AT&T Broadband, Washington D.C./Baltimore Md. President & General Manager (2000 – 2001)**

**1999- 2001**

Managed operational and financial performance of a \$60 million, 115,000-customer cable television system, negotiated contract with CWA union and led organization change effort that eventually helped to decertify union after initial contract period; oversaw administration of affirmative action plan in administering \$5 million in annual contracts; responsible for overseeing diversity goals and hiring of under represented persons in the workforce; implemented team building initiatives, organizational development and change management processes in preparation for merger and acquisition.

#### **Regional Director of Government Relations (1999 – 2000)**

Directed government relations strategy in Washington, DC and Baltimore metropolitan markets; fostered and maintained communications and associations with congressional, state and local government officials, liaison to key community and business leaders representing the business interests of the cable television systems; spearheaded team building and appreciative inquiry initiatives in the customer relations call center that resulted in improved customer satisfaction survey results; taskforce leader of strategic initiative to counter emerging video/data competitors.

#### **Coppin State College, Baltimore, Maryland Adjunct Professor**

**2000 - 2001**

Taught undergraduate course in law and business. Course content included contracts, torts, employment discrimination and other areas of employment law and workforce regulation.

**TCI Communications of Baltimore, Md. (Acquired by AT&T)**  
**President and General Manager**

**1993 – 1999**

- Chief Executive and Operations Manager for 115,000+ customer cable television system.
- Generated \$60 million in annual revenues and managed total workforce of 300.
- Grew customer base by 10,000 and achieved annual cash flow growth targets.
- Managed design and construction and relocation to \$5 million state of the art facility using organizational development insights for workforce space design.
- Raised customer satisfaction performance levels of workforce in call center and field technical operations through team building and coaching.

**Department of Consumer & Regulatory Affairs Washington, DC**  
**Administrative Law Judge**

**1986-1993**

- Managed a caseload of administrative trials in which city attorneys sought enforcement of business and consumer laws.
- Ruled on issues of government policy, interpreting relevant statutes and regulations, imposing fines, damages and attorney fees.
- Conducted hearings and advisory decisions on employee relations cases for DC Government.

**DC City Council - Committee on Consumer and Regulatory Affairs**  
**Staff Director/General Counsel**

**1985-1986**

- Spearheaded legislation and budget proposals through committee, council and congressional review.
- Managed committee staff in legislative research and drafting.
- Organized and implemented public hearings on legislation and government agency oversight.

**Westinghouse Broadcasting & Cable New York, NY**  
**Human Resources Associate**

**1983 –1984**

- Corporate counsel in employment discrimination and unemployment compensation hearings.
- Investigated and participated in EEOC and State Office of Human Rights hearings.
- Investigated and assisted in wrongful discharge litigation.
- Drafted briefs for labor arbitration proceedings.
- Conducted analysis of re-training needs that followed organizational restructuring.

**Professional Affiliations/Development**

- District of Columbia Bar
- Georgetown University - Executive Coaching Seminar
- Johns Hopkins University - Fellows in the Management of Organizational Change
- Certified Administrator of Myers Briggs Type Indicator (MBTI)
- Ascend Spiritual Flight Academy -- Senior Life Coach

**Education**

- University of North Carolina at Chapel Hill - Master of Business Administration
- Howard University School of Law - Juris Doctor
- Boston University - Bachelor of Science in Communications & Public Relations