

**CARL E. VAN HORN**

Distinguished Professor of Public Policy  
Director, John J. Heldrich Center for Workforce Development  
Edward J. Bloustein School of Planning and Public Policy  
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**Education**

B.A. University of Pittsburgh, 1972  
Magna cum Laude in Honors Political Science and Sociology  
M.A. The Ohio State University, 1975  
Political Science  
Ph.D. The Ohio State University, 1976  
Political Science/Public Policy  
Dissertation: The Implementation of CETA in Ohio

**Current Academic Appointments**

**Distinguished Professor of Public Policy, Edward J. Bloustein School of Planning and Public Policy, Rutgers University.** Member of graduate faculties of Public Policy, Education, Political Science, Planning, and Management and Labor Relations

**Director, John J. Heldrich Center for Workforce Development.** Direct 25 faculty and staff with an annual budget of over \$7 million. Since 1998, the Center has raised over \$115 million in external funding to support over 350 research projects. The Center has an endowment of approximately \$4 million. The Center obtained \$16 million in public funding for the construction of a building that houses the Center's offices and conference facilities. Information on the Center's goals, projects, and collaborations is at: [www.heldrich.rutgers.edu](http://www.heldrich.rutgers.edu).

**Visiting Non-Resident Scholar, Federal Reserve Bank of Atlanta, 2013-2021**

**Teaching**

Current: Required graduate courses for public policy master's degree students: public policy formation and research practicum; member of several dissertation committees

Previous: Graduate courses for public policy master's degree students: policy analysis and evaluation, labor market policy, higher education policy; chair or member of 20 dissertation committees

### **Prior Academic Appointments**

1992-1998 Professor of Public Policy and Chair, Department of Public Policy, Bloustein School of Planning and Public Policy.  
1995 Visiting Professor of Public Policy, Georgetown University  
1986-1992 Professor of Political Science, and Associate Director, Eagleton Institute of Politics, Rutgers University  
1982-1986 Associate Professor of Political Science and Associate Director, Eagleton Institute of Politics, Rutgers University  
1978-1982 Assistant Professor of Political Science and Director, Center for State Politics and Public Policy, Eagleton Institute of Politics, Rutgers University  
1976-1978 Assistant Professor of Political Science and Director, Master of Arts Program in Public Affairs, State University of New York at Stony Brook

### **Government and Public Service Appointments**

2018-present Senior Advisor for Strategy and Planning; Member of the Governor's Jobs and Economic Opportunity Council; appointed by New Jersey Governor Phil Murphy  
2017-2018 Senior Advisor to the Gubernatorial Transition, and Co-Chair, Transition Advisory Committee on a Stronger and Fairer Economy; appointed by New Jersey Governor-elect Phil Murphy  
2010-2013 Member, New Jersey Council of Economic Advisors  
2006-2010 Chair, New Jersey Economic Development Authority (Authority provided over \$650 million annually in financial assistance to businesses and non-profit organizations.)  
2005 Vice-Chair, Governor-elect Jon S. Corzine's Transition Office  
1996 Member, Presidential Emergency Board; appointed by President Clinton to mediate labor/management disputes in the railroad industry  
1992-1994 Senior Policy Advisor (Part-time), Office of Governor Jim Florio, State of New Jersey  
1990-1992 Director of Policy, Office of Governor Jim Florio, State of New Jersey  
1990-1994 Member, New Jersey Commission on Science and Technology  
1990-1994 Member, New Jersey Transit Board of Directors  
1984-1985 Senior Economist, Joint Economic Committee, U.S. Congress

### **Other Public Service**

## **Current**

Neutral Trustee, United Mine Workers Health and Benefit Funds, 1998 to present  
Member, Board of Directors, New Brunswick Cultural Center, 2002 to present

## **Prior**

Executive Director, Century Fund Task Force on Retraining America's Workforce, 1994-1996  
Chief Executive Officer, New Jersey Business-Higher Education Forum, 1992-1996  
Trustee, Health Research Educational Trust, New Jersey Hospitals' Association, 1996-1999  
Member, Atlantic Fellowship Screening Committee, Appointed by British Government, 1994-2005  
Member, National Advisory Committee, Center for National Policy, 1992-2000  
Co-Chair, Governor's Task Force on Capital Investment and Infrastructure, 1991  
Member, U.S. House of Representatives, Transportation Committee's Advisory Committee on the Future of Amtrak, 1997  
Member, Special Arbitration Committee on Job Protection for Amtrak Workers, 1998-2002  
Member, Review, Implementation, and Steering Committee on Higher Education Restructuring and Co-chair, Executive Advisory Committee, 2003  
Chair, New Jersey Property Tax Convention Task Force, 2004

## **Selected Advising/Consulting**

U.S. Departments of Labor and Education; National Science Foundation; Educational Testing Service; Education Commission of the States; State Higher Education Executive Officers; Manpower Demonstration Research Corporation; Mathematica Policy Research; Council of State Governments; Port Authority of New York and New Jersey; National Commission for Employment Policy; National Alliance of Business; National Center for Research in Vocational Education; John F. Kennedy School of Government, Harvard University

## **Honors and Awards**

Phi Beta Kappa, 1972  
Fellowship for Study in Scotland, 1971  
University Fellow, Ohio State University, 1972-1976  
Congressional Fellow, American Political Science Association, 1984-1985  
Member, U.S. Delegation to the European Community Conference, London, England, 1992  
Participant, White House Conference on Corporate Citizenship, 1996  
Research Fellow, Sloan Center on Aging and Work, Boston College, 2005 to present  
Honorary Doctor of Public Service, Muskingum College, 2005  
Policy Impact Award from the American Association of Public Opinion Research, 2013  
Fellow, National Academy of Public Administration, 2015 to present  
Presidential Public Service Award, Rutgers University, 2019

## **Publications and Research Reports**

Research interests include workforce development, economic policy, economic development and opportunity, education policy, state government, policy implementation, analysis and evaluation.

**A. Books**

1. Policy Implementation in the Federal System (Lexington, Massachusetts: Lexington Books, D.C. Heath and Co.), 1979.
2. The Politics of Unemployment (Washington, D.C.: CQ Press), 1985. With Donald Baumer.
3. Politics and Public Policy (Washington, D.C.: CQ Press), 1989. With Donald Baumer and William Gormley.

*Revised Editions published in 1992, 2001, and 2013.*

4. The State of the States (Washington, D.C.: CQ Press), 1989. Editor and contributor.

*Revised Editions published in 1993, 1996 and 2005.*

5. No One Left Behind: Economic Change and the American Worker (New York, NY: Twentieth Century Fund, 1996).
6. A Nation at Work (New Brunswick, NJ: Rutgers University Press), 2003. Editor and contributor. With Herb Schaffner.
7. America at Work: History, Policy, and Society: A Two Volume Encyclopedia (Santa Barbara, CA: ABC-CLIO), 2003. Editor and contributor. With Herb Schaffner.
8. Starting Out! Navigating Life After Graduation (Damariscotta, ME: Starting Out, Inc), 2008. Consulting Editor. With William Foster.

*Revised Editions published in 2009 and 2010*

9. Working Scared (Or Not at All): The Lost Decade, Great Recession and Restoring the Shattered American Dream (Lanham, MD: Rowman & Littlefield), 2013.

*Revised Edition published in 2014*

- 10: Transforming U.S. Workforce Development Policies for the 21<sup>st</sup> Century, (Kalamazoo, MI: W.E.Upjohn Institute), 2015. Co-Editor and contributor.
11. Investing in America's Workforce: Improving Outcomes for Workers and Employers, (3 Volumes) (Kalamazoo, MI: W.E. Upjohn Institute), 2018. Co-Editor and contributor.

**B. Selected Research Monographs**

1. The Enrichment Program: Strengthening the School to Work Linkage in the Youth Incentive Entitlement Pilot Projects (New York, NY: Manpower Demonstration Research Corporation), 1982. With Robert Ivry and Carl Wolfhagen.
2. An Evaluation of the Targeted Jobs Demonstration Program (Washington, D.C.: U.S. Department of Housing and Urban Development), 1983.
3. Breaking the Environmental Gridlock (New Brunswick, N.J: Eagleton Institute of Politics, Rutgers University), 1988. Editor and contributor.
4. Workforce Futures: Strategic Planning in the States (Washington, D.C.: The National Commission for Employment Policy.), 1989. With William Tracy and Ken Ryan.
5. Enhancing the Connection between Higher Education and the Workplace: A Survey of Employers (Denver, CO.: Education Commission of the States/State Higher Education Executive Officers.), 1995. With Denise Pierson-Balik.
6. An Evaluation of Governance Under the School to Work Act (Washington, D. C.: U.S. Department of Education), 1999. With Bari Anhalt Erlichson.
7. A Five-Year Strategic Research Plan for the U.S. Department of Labor (Washington, D.C.: U.S. Department of Labor), 2000.

*Revised in 2003 and 2016*

8. Enhancing Lifelong Learning Opportunities for Adults (Washington, D.C.: National Governors Association), 2002.
9. Degrees for What Jobs? Raising Expectations for Universities and Colleges in a Global Economy (Washington, D.C.: National Governors Association.), 2011. With Erin Sparks, Mary Jo Watts, Maria Heidkamp, and Aaron Fichtner.
10. Identifying Gaps and Setting Priorities for Employment and Training Research (Washington, D.C.: U.S. Department of Labor), 2011. With Christopher King and Tara Smith.

### **C. Journal Articles-Refereed**

1. "The Policy Implementation Process: A Conceptual Framework," Administration and Society, Volume 6, Number 4 (February, 1975), 445-488. With Donald S. Van Meter.
2. "How to Analyze Too Many Roll Calls and Related General Issues in Dimensional Analysis," Political Methodology, Volume 4, Number 4 (Fall, 1977), 313-331. With Aage Clausen.
3. "The Congressional Response to a Decade of Change: 1963-1972," Journal of Politics, Volume 39, Number 4 (August, 1977), 624-666. With Aage Clausen.

4. "Implementing CETA: The Federal Role," Policy Analysis, Volume 4, Number 2 (Spring, 1978), 159-183.
5. "Evaluating the New Federalism: National Goals and Local Implementors," Public Administration Review, Volume 39, Number 1 (January/February, 1979), 17-22.
6. "Explaining Benefit Distribution in CETA Programs," The Journal of Human Resources, Volume 14, Number 2 (Spring, 1979), 171-196. With Donald Baumer and Mary Marvel.
7. "Living with Less: New Jersey Copes with Federal Aid Cutbacks," Public Budgeting and Finance, Volume 3, Number 1 (Spring, 1983), 41-56. With Henry Raimondo.
8. "Governmental Assistance to Displaced Workers: An Historical Perspective," in Journal of Health and Human Resources Administration, Volume 6, Number 2 (Fall, 1983), 166-184. With Robert Beauregard and David Ford.
9. "Subgovernment Conflict in Public Policy," Policy Studies Journal, Volume 12, Number 4 (Summer, 1984), 627-642. With Lance DeHaven-Smith.
10. "How Clean is Clean?: A Case Study of the Nation's No. 1 Superfund Site," Environmental Impact Assessment Review, Vol. 8, No. 2 (June 1988), 133-148. With Yvonne Chilik.
11. "Educational Research Information: Meeting the Needs of State Policymakers," Theory Into Practice, Vol. 27, No. 2 (Spring 1988), 106-110. With Beverly Hetrick.
12. "Evaluating State-subsidized Training Programs for Incumbent Workers" International Journal of Manpower, Vol. 24, No. 1(2003). 97-111. With Aaron Fichtner.
13. "Mega-Trends in the American Workforce" in Human Resource Development Quarterly, (December 2006).
14. "Older and Out of Work: Trends in Older Work Displacement" Sloan Center for Aging and Work, Issue Brief 17 (September 2008). With Maria Heidkamp.
15. "Older and Out of Work: Employer, Government and Non-Profit Assistance," Sloan Center for Aging and Work, Issue Brief 18 (October 2008) With Maria Heidkamp.
16. "The New Unemployables: Older Workers Struggle to Find Work During the Great Recession" Sloan Center for Aging and Work, Issue Brief 25 (October 2010) With Maria Heidkamp and Nicole Corre.
17. "Older Workers, Precarious Jobs, Forced Retirement, and Unemployment: Challenges and Policy Recommendations", Generations: Quarterly Journal of the American Society on Aging, (Volume 3, No 3) Fall 2019. With Maria Heidkamp

**D. Journal Articles-Not Refereed**

1. "The Debate on the Deductibility of State and Local Taxes," State Legislatures (July/August 1985), 39-41.
2. "Fear and Loathing on Capitol Hill: The 99th Congress and Economic Policy," PS, Volume 19, Number 1 (Winter 1986), 23-29.
3. "Ending Welfare as We Know It: Lessons from the States." Nor'Easter: Council of State Governments, Volume 1, No.3. (Fall 1996), 1-6.
4. "The Great Recession, and the Impact of Long-term Unemployment," Gerontological Society of America: Public Policy and Aging Report, (Winter 2011). With Maria Heidkamp and Nicole Corre.

### **E. Chapters in Edited Books**

1. "The Implementation of Intergovernmental Policy" in C.O. Jones and R. Thomas (eds.), Public Policy-Making in a Federal System, Volume III, Sage Yearbooks in Politics and Public Policy (Beverly Hills, CA: Sage Publications, 1976), 39-62. With Donald Van Meter. *Selected by editors from all policy articles presented at the 1974 APSA meetings.*

Reprinted in Stuart S. Nagel (ed.), Policy Studies Annual Review (Beverly Hills, CA: Sage Publications, 1977). *Selected by Editorial Board from all policy articles published in 1976.*

2. "Coordinating Employment and Training Programs: Evaluating a Reform for All Seasons," in Thomas Dalton (ed.), Coordinating the Employment and Training System: The Implementation and Evaluation of Organizational Innovations, Conference Proceedings (Seattle, WA: Institute of Public Service, Seattle University), 1981, 21-48.
3. "Integrating Manpower and Economic Development Strategies," in G.M. Hellstern, F. Spreer, and H. Wollman (eds.), Applied Urban Research (Bonn, West Germany: Bundesforschungsanstalt für Landeskunde und Raumordnung), 1982. With Peter Kobrak.
4. "Policy, Implementation, and Politics," in Ian Masser (ed.), Evaluating Urban Planning Efforts: Approaches to Policy Analysis (London, England: Gower Press), 1983, 57-69.
5. "Economic Development and Job Targeting" in Edward Bergman (ed.), Local Economies in Transition (Durham, NC: Duke University Press, 1986), 226-247. With Robert Beauregard and David Ford.
6. "Economic Development Policy," in Gerald Pomper (ed.) The Political State of New Jersey (New Brunswick, NJ: Rutgers University Press) 1986, 227-240.
7. "Congress and Public Policy," in Chris Deering (ed.) Legislative Politics (Dorsey Press: Homewood, Ill.), 1989.
8. "The Myth and Reality of Privatization," in Privatization and Its Alternatives, edited by William T. Gormley, Jr. (Madison, WI: University of Wisconsin Press) 1991.

9. "The Costs and Benefits of Telework," in Telework in America, Edited by William Rodgers, (Washington, D.C.: U.S. Department of Labor), 2001. With Duke Storen.
10. "Meeting the Needs of the Workforce," in Beyond Post 9/11, (Woodrow Wilson School, Princeton University), 2005. With James W. Hughes and Joseph J. Seneca.
11. "Public and Private Strategies for Assisting Older Workers" in Older and Out of Work: Jobs and Social Insurance for a Changing Economy. Edited by Randall W. Eberts and Richard A. Hobbie (W.E. Upjohn Institute, Kalamazoo, MI), 2008. With Kathy Krepcio and Neil Ridley.
12. "Eligible Training Provider Lists and Consumer Report Cards," in The Workforce Investment Act—Implementation Experiences and Evaluation Findings. Edited by Phoebe H. Cottingham and Douglas J. Besharov, (W.E. Upjohn Institute, Kalamazoo, MI) 2011. With Aaron Fichtner.
13. "Unemployed Workers and the Great Recession: Findings from *Work Trends* Surveys, 2009-2010" in Policy Responses for the New Economy. Edited by Christopher King (Austin, TX: University of Texas), 2012. With Cliff Zukin, and Mark Szeltner.
14. "Long-term Unemployment in the United States," in The Cambridge Handbook of Social Problems, Edited by A. Javier Trevino, (Cambridge, MA: Cambridge University Press,) 2017. With Ofer Sharone and David Blustein
15. "Difficult Adjustments: Older Workers and the Contemporary Labor Market," in Current and Emerging Trends in Aging and Work, Edited by Sara J. Czaj (Springer Publishing Company: New York, NY), 2019. With Maria Heidkamp.

#### **F. Selected Sponsored Research Reports**

1. The Implementation of CETA in Ohio (Washington, D.C.: U.S. Department of Labor), 1977. With Randall Ripley et al.
2. CETA Prime Sponsor Management Decisions and Program Goal Achievement (Washington, D.C.: U.S. Department of Labor), 1978. With Randall Ripley et al.
3. Area Wide Planning in CETA (Washington, D.C.: U.S. Department of Labor), 1979. With Randall Ripley et al.
4. Improving Local Transportation Planning and Implementation in New Jersey (Eagleton Institute of Politics, Rutgers University and New Jersey Department of Transportation), 1980. With Ralph Craft.
5. Evaluating Private Sector Initiative Programs: A Guide for Private Industry Council Members and Their Staffs. Center for Human Resources, Rutgers University, 1980. Distributed to local government personnel by the National League of Cities.



6. A Formative Evaluation of the Private Sector Initiative Program 1979-1981 (Washington, D.C.: U.S. Department of Labor.), 1981. With Randall Ripley et al.
7. Transportation Fare Policy in New Jersey (Eagleton Institute of Politics, Rutgers University), 1981. Newark, NJ: New Jersey Transit Corporation. With Henry Raimondo and Ralph Craft.
8. The Implementation of the Targeted Jobs Tax Credit (Columbus, Ohio: Ohio State University), Prepared for the U.S. Department of Labor. 1981. With Randall Ripley et al.
9. Coordinating Economic, Community, and Small and Minority Business Development with Employment and Training Programs: An Essay, Annotated Bibliography and List of Related Readings, Prepared for the U.S. Department of Housing and Urban Development. 1981.
10. The Impact of Reductions in Federal Aid to New Jersey (Eagleton Institute of Politics, Rutgers University). Prepared for the Division of Budget and Program Review, New Jersey Legislature. 1982. With Henry Raimondo.
11. Economic Development Projects and Jobs (Washington, D.C.: U.S. Department of Housing and Urban Development), 1983.
12. State Economic Development: Problems and Policies (Eagleton Institute of Politics, Rutgers University and New Jersey Department of Commerce and Economic Development), 1984, With Cliff Zukin and Henry Raimondo.
13. Alternative Methods of Delivering Public Services in New Jersey (Eagleton Institute of Politics, Rutgers University), Prepared for New Jersey State and Local Expenditure and Revenue Policy Commission, 1986. With Cliff Zukin.
14. Partnerships for Quality in Higher Education (Eagleton Institute of Politics, Rutgers University), 1994.
15. Worker Adjustment Strategies for the Unemployed (Trenton, New Jersey: State Employment and Training Commission), 1994.
16. Comparing Welfare to Work Reforms in the States, (Eagleton Institute of Politics, Rutgers University and New Jersey Department of Human Services), 1996. With Aaron Fichtner.
17. Turning Brownfields into Jobfields: A Handbook for Practitioners and Citizens on Making Brownfields Development Work. (Prepared for the Ford Foundation), 1999. With K.A. Dixon.
18. An Evaluation of the Workforce Development Partnership Program (New Jersey State Employment and Training Commission), 2000. With Aaron Fichtner and Julie Whittaker.
19. One-Stop Innovations: Leading change under the WIA One-Stop System. (Washington, D.C.: U.S. Department of Labor), 2002

20. Looking Ahead: A Workforce Supply and Demand Analysis for New Jersey's Pharmaceutical and Medical Technology Industries. (Prepared for the Health Care Institute of New Jersey), 2002. With K.A. Dixon.

21. Winning the Workforce Challenge: A Report on New Jersey's Knowledge Economy. (Trenton, New Jersey: New Jersey State Employment and Training Commission). 2003. With Jennifer Cleary.

22. The 70% Solution: Five Principles for Helping Young People Make Better Choices During and After High School (Heldrich Center for Workforce Development, Rutgers University), 2004. With Denise Pierson-Balik and Herb Schaffner.

23. Getting Back to Work: New Public/Private Strategies for Laid-Off American Workers (Heldrich Center for Workforce Development, Rutgers University), 2004. With William Rodgers and Neil Ridley.

24. Aftershock: Serving 9/11 Displaced Workers. (Prepared for the 9/11 Fund,) 2004. With Kathy Krepcio.

25. Ready for the Job: Understanding Occupational and Skill Demand in New Jersey's Major Economic Sections: A Series of 8 Reports (Trenton, New Jersey: New Jersey State Employment and Training Commission), 2004-2005. With Aaron Fichtner and Jennifer Cleary.

26. Human Resource Management in New Jersey State Government. (Prepared for the New Jersey Department of Personnel), 2006. With Kathy Krepcio.

27. Energy Security, Innovation, and Sustainability Initiative (ESIS): Brief Background on Workforce Challenges. (Prepared for the U.S. Competitiveness Council), 2007.

28. An Evaluation of the Newark/Essex Construction Careers Consortium Pre-Apprenticeship Training Program. (Heldrich Center for Workforce Development, Rutgers University) 2007.

29. A Profile of Nanotechnology Degree Programs in the United States, (Prepared for the National Science Foundation Project on Nanotechnology), 2009. With Jennifer Cleary, Leela Hebbar and Aaron Fichtner.

30. An Overview of U.S. Corporate Practices in the Employment of People with Disabilities: Spotlight on the Retail Trade Sector. (Heldrich Center for Workforce Development, Rutgers University, Prepared for the U.S. Department of Labor), 2008.

31. The Workforce Needs of Pharmaceutical Companies in New Jersey That Use Nanotechnology: Preliminary Findings (Prepared for the National Science Foundation Project on Nanotechnology), 2009. With Jennifer Cleary, Leela Hebbar, and Aaron Fichtner.

32. Leveraging State Economic Development Resources to Create Job Opportunities for People with Disabilities. 2009. With Allison Kopicki and Kathy Krepcio

33. Leveraging State Economic Development Resources to Create Job Opportunities for People with Disabilities. 2009. With Allison Kopicki and Kathy Krepcio

34. The Labor Market, Then and Now: Changing Realities in the 21<sup>st</sup> Century. (Heldrich Center for Workforce Development, Rutgers University), 2010. With Nicole Corre.

35. Can Lessons from the Great Recession Guide Policy Responses to the Pandemic-Driven Economic Crisis? Federal Reserve Bank of Atlanta, 2020. With Jane Oates

**G. Work Trends: American Attitudes about Work, Employers, and Public Policy**  
**John J. Heldrich Center for Workforce Development, Rutgers University, 1998-2018**

*Co-Directed with Professor Cliff Zukin, Rutgers University, 2008 to 2016*

Recipient of the American Association of Public Opinion Research organization's Policy Impact Award in 2013.

36 research reports on national random surveys of American workers:

1. The Anxious American Worker, August 2008.
2. The Distressed American Worker: Fears of Permanent Job Loss Soar, April 2009.
3. Healthy at Work? Unequal Access to Employer Wellness Programs, May 2009
4. The Anguish of Unemployment, September 2009.
5. The No Confidence Economy, November 2009.
6. What a Difference a Decade Makes: The Declining Job Satisfaction of the American Worker, December 2009.
7. No End in Sight: The Agony of Prolonged Unemployment, May 2010.
8. American Workers Assess an Economic Disaster, September 2010.
9. The Shattered American Dream: Unemployed Workers Lose Ground, Hope, and Faith in their Futures, December 2010.
10. Unfulfilled Expectations: Recent College Graduates Struggle in a Troubled Economy, May 2011.
11. Out of Work and Losing Hope: The Misery and Bleak Expectations of American Workers, September 2011.

12. Chasing the American Dream: Recent College Graduates and the Great Recession, May 2012.
  13. Left Out. Forgotten? Recent High School Graduates and the Great Recession, June 2012.
  14. Diminished Lives and Futures: A Portrait of America in the Great Recession Era, February 2013.
  15. Unhappy, Worried, and Pessimistic: Americans in the Aftermath of the Great Recession, August 2014
  16. Left Behind: The Long-term Unemployed Struggle in an Improving Economy, September 2014
  17. Turning Points: Americans' Growing Confidence in the Job Market, September 2016
  18. A Glass Half-Full, Half Empty: Americans Agree the Economy is Strong, but Worry about the Future, September 2018
  19. What me Worry? Most Americans Not Concerned about the Impact of Technology on Jobs, October 2018
  20. Healing the Wounded Economy: Large Majorities of Americans Support Government Action to Create Jobs, January 2021
  21. Twin Crises: The Economic Impact of COVID-19 and Americans' Outlook for the Future, January 2021
- Co-Directed with Professor Ken Dautrich, University of Connecticut, 1998 to 2005*
22. A Work-Filled Retirement: Workers' Changing Views on Employment and Leisure, August 2005
  23. At a Crossroads: American Workers Assess Jobs and Economy Security Amid the Race for President, October 2004
  24. The Benefits and Burdens of the Part-time American Worker, May 2015.
  25. Laid Off: American Workers and Employers Assess a Volatile Labor Market, April 2004
  26. The Disposable Worker: Living in a Job-Loss Economy, July 2003
  27. Restricted Access: A Survey of Employers About People with Disabilities and Lowering Barriers to Work, March 2003

28. Taking Stock of Retirement: How Workers and Employers Assess Pensions, Trust, and the Economy, May 2002
29. Standing on Shaky Ground: Employers Sharply Concerned in Aftermath of Recession and Terror, February 2002
30. A Workplace Divided: How Americans View Discrimination and Race on the Job, January 2002
31. Holding On: Americans Assess a Changing Economic Landscape, May 2001
32. Second Wind: Workers, Retirement, and Social Security, September 2000
33. Making the Grade? What American Workers Think Should Be Done to Improve Education, June 2000
34. Nothing But Net: American Workers and the Information Economy, February, 2000.
35. Who Will Let the Good Times Roll? A National Survey on Jobs, the Economy, and the Race for the President, September, 1999
36. Working Hard but Staying Poor: A National Survey of the Working Poor and Unemployed, July 1999.
37. Work and Family: How Employers and Workers Can Strike the Balance, January 1999
38. Americans' Attitudes about Work, Employers, and the Government, September 1998.

### **Selected Public and Media Presentations**

#### **Presentations at Meetings of:**

Governors of the Federal Reserve Board, U.S. Department of Labor, National Governors Association, National Association of State Workforce Agencies, National Association of Workforce Development Boards, Education Commission of the States, National Journal, Council of State Governments, State Higher Education Executive Officers, College Board, National Academy of Social Insurance, Society for Human Resource Management, Academy of Human Resource Development, American Association of Community Colleges, Economic Policy Institute, National Association of Counties, U.S. Conference of Mayors, National Conference of State Legislatures, Business-Higher Education Forum, University Continuing Education Association

**Interviews/Reports about Research:** *New York Times, Washington Post, Wall Street Journal, Forbes, Newsweek, Bloomberg/Business Week, PBS NewsHour, National Public Radio, CNN, Fox News, ABC News, NBC Nightly News, CBS Evening News, BBC America*

**Service to Rutgers University**

Co-Chair, By-Laws Committee, Bloustein School, 1994  
Chair, Curriculum Committee, Bloustein School, 1995 to 1998  
Member, Dean's Search Committee, School of Management and Labor Relations, 2000  
Member, Executive Committee, Bloustein School, 1995 to 2001  
Chair, Strategic Planning Committee, Bloustein School, 2001  
Chair, Steering Committee, Bloustein School, 2002 to 2003  
Chair, Review of Dean Committee, Bloustein School, 2003-2004 and 2013-2014  
Member, Appointments and Promotion Committee, Bloustein School, 1995 to 2002, 2005, 2014  
Elected Member, Personnel Evaluation Committee, Bloustein School, 2001-2009  
Elected Chair, Faculty Council, Bloustein School, 2002 to 2004; 2008 to 2010  
Chair, Annual State of Workforce Diversity Conference, Heldrich Center for Workforce Development, 2007 to 2020.  
Member, Presidential Search Committee, Rutgers University, 2011 to 2012  
Elected Member, Faculty Workload Equity Committee, 2011 to 2013  
Member, Dean's Search Committee, Bloustein School of Planning and Public Policy 2016-2017  
Member, President's Task Force on Carbon Neutrality and Climate Resilience, 2019 to 2020

**Professional Organization Memberships**

American Political Science Association  
Association for Public Policy Analysis and Management