

Acknowledgments

The publication of the three volumes of *Investing in America's Workforce: Improving Outcomes for Workers and Employers* is one of the capstones of a multiyear initiative that started in 2017. The Investing in America's Workforce (IAW) initiative included planning, listening, brainstorming, researching, and engaging with partners. It involved communicating with stakeholders on workforce development and how it can be understood as an investment in economic growth, business competitive advantage, and worker economic opportunity. The book and the entire initiative could not have happened without the support of dozens of people across many institutions.

First and foremost, thank you to the authors and contributing editors for their contributions and thought leadership. Over 100 authors and editors contributed to the book. Each author and editor deserves special recognition not only for their writing, but also for the efforts they make on a daily basis to advance opportunities for workers and businesses through workforce development. We know their perspectives can help advance your work and thinking on this topic.

The publication team deserves recognition. All the contributing editors identified authors and reviewed drafts, provided critical feedback, and helped frame the book. Ashley Bozarth, Emily Mitchell, Alexander Ruder, Jennifer Staley, Jeanne Zimmermann, and Karen Leone de Nie at the Federal Reserve Bank of Atlanta; Chris Shannon at the Federal Reserve Bank of Boston; Steve Shepelwich at the Federal Reserve Bank of Kansas City; Robb C. Sewell, Christine Jenter, and Kathy Krepcio at the Heldrich Center for Workforce Development; and Rich Wyrwa at the Upjohn Institute managed and participated in the review process, provided advice, and executed strategies to ensure its broad reach into the workforce development practitioner and decision-making communities. Allison Colosky and Ben Jones, editors at the Upjohn Institute, made each chapter cohesive and clear, and Erika Jones typeset the tables and figures. Andrew Giannelli and Gregory Famularo from the Federal Reserve Bank of New York contributed their creativity and skill to design the book covers for each volume.

The 12 Federal Reserve Banks and the Fed Board of Governors were core partners in developing and executing the various components of the Investing in America's Workforce initiative. The John J. Heldrich Center for Workforce Development at Rutgers University, the State University of New Jersey; the Ray Marshall Center for the Study of Human Resources at the University of Texas at Austin; and the W.E. Upjohn Institute for Employment Research

were core institutional partners. Without the various resources, capacities, and expertise of all these organizations, the initiative would not have been possible.

Within each of these institutions, people provided guidance, pulled upon relationships and made connections to other partners, and ultimately rolled up their sleeves and put in countless hours of work, often above and beyond their typical day jobs. This team conceived of, created, and implemented what we believe to be a landmark contribution to the workforce development community. For readers who are not familiar with the initiative in its entirety, it includes a number of components: new training and guidance for bank examiners on workforce-development best practices; listening sessions across the country on how businesses and workforce-development organizations evaluate, engage, and invest in worker skill development; a national report (included as an appendix in the book) based on the listening sessions; a national conference at the University of Texas at Austin; forthcoming special-topic briefs; and finally, this three-volume book.

The sum of the components that made up the initiative were critical to the book's content and messages. With an effort as complex and comprehensive as *Investing in America's Workforce: Improving Outcomes for Workers and Employers*, countless people deserve special thanks for opening doors, making connections, and providing support throughout the IAW initiative and editing of the book. The members of the Federal Reserve System's Workforce Development working group were critical in developing the concept and providing ideas, support, and significant thought leadership in executing the initiative. The community affairs officers from across the Federal Reserve System committed resources, time, and staff. Dean Angela Evans from the LBJ School of Public Affairs and president Gregory Fenves from the University of Texas at Austin were champions of this initiative and gracious hosts of the conference associated with this book. Randy Eberts at the Upjohn Institute was a persistent partner and thought leader. Leadership from the Heldrich Center at Rutgers brought institutional knowledge from previous national efforts on workforce development and support to this effort.

Without all of the support, thought partnership, advice, and effort of everyone involved, the Investing in America's Workforce initiative as a whole and the book would not have the potential to make meaningful changes in the economic outcomes for—and the systems that support—both workers and employers. The successes that come out of it should be seen as the results of all of those involved.