

# **Investing in America's Workforce**

**Volume 1**



**Investing in  
America's Workforce  
Improving Outcomes for  
Workers and Employers**

**Volume 1  
Investing in Workers**

Stuart Andreason  
Todd Greene  
Heath Prince  
Carl E. Van Horn  
*Editors*

2018

W.E. Upjohn Institute for Employment Research  
Kalamazoo, Michigan

## Library of Congress Cataloging-in-Publication Data

Names: Van Horn, Carl E., editor.

Title: Investing in America's workforce : improving outcomes for workers and employers / Carl Van Horn [and three others], editors.

Description: Kalamazoo, Michigan : W.E. Upjohn Institute for Employment Research, [2018] | Includes bibliographical references and index.

Contents: Volume 1. Investing in workers — Volume 2. Investing in work — Volume 3. Investing in systems for employment opportunity.

Identifiers: LCCN 2018044491 | ISBN 9780692163184 (vol. 1 : pbk. : alk. paper)

Subjects: LCSH: Manpower policy—United States. | Manpower planning—United States. | Labor supply—Effect of education on—United States. | Human capital—United States.

Classification: LCC HD6724 .I568 2018 | DDC331.12/0420973—dc23 LC record available at <https://lccn.loc.gov/2018044491>

© 2018

Federal Reserve Bank of Atlanta  
1000 Peachtree Street  
Atlanta, GA 30309-4470

### Editors:

Stuart Andreason, Federal Reserve Bank of Atlanta

Todd Greene, Atlanta University Center Consortium

Heath Prince, The University of Texas at Austin

Carl E. Van Horn, Rutgers University, The State University of New Jersey

### Contributing Editors:

Ashley Bozarth

Rob Grunewald

Alexander Ruder

Janet Boguslaw

Richard A. Hobbie

Jennifer Schramm

Maureen Conway

Kathy Krepcio

Robb C. Sewell

Stephen Crawford

Karen Leone de Nie

Chris Shannon

Brian Dabson

Emily Mitchell

Steven Shepelwich

Nancey Green Leigh

Edison Reyes

The facts, observations, and viewpoints expressed in this book are the sole responsibility of the authors. They do not necessarily represent positions of the Federal Reserve Bank of Atlanta, the Federal Reserve System, the John J. Heldrich Center for Workforce Development, the Ray Marshall Center for the Study of Human Resources, or the W.E. Upjohn Institute for Employment Research.

Cover design by Andrew Giannelli and Gregory Famularo.

Printed in the United States of America.

# Contents

|  |     |
|--|-----|
| Acknowledgments  | ix  |
| <b>Foreword: The Evolving U.S. Labor Market</b><br><i>Patrick T. Harker</i>  | xi  |
| <b>Introduction: Investing in America’s Workforce</b><br><i>Stuart Andreason, Todd Greene, Heath Prince, and Carl E. Van Horn</i>                        | 1   |
| <b>Part 1: Building Employer Investment in Workforce Development</b>   |     |
| <b>1 Leveraging Evidence-Based and Practical Strategies to Reduce Skills Gaps</b><br><i>Anand Marri and Jennifer Schramm</i>                             | 11  |
| <b>2 Turning the Skills Gap into an Opportunity for Collaboration: Case Studies from New York and Puerto Rico</b><br><i>Anand Marri and Edison Reyes</i> | 17  |
| <b>3 Bridging the Talent Gap through Data Insights and Community Action</b><br><i>Bridgett Strickler, Dan Ash, Hadass Sheffer, and Zachary Zimmerman</i> | 33  |
| <b>4 Apprenticeship Benefits and Costs: A Roadmap to Measurement</b><br><i>Jessica Nicholson, Ryan Noonan, Susan Helper, and David Langdon</i>           | 51  |
| <b>5 Engaging Manufacturers to Promote Skills Development</b><br><i>Katherine McClelland</i>   | 67  |
| <b>6 Power Skills for Jobs of the Future</b><br><i>Jeanne C. Meister</i>   | 81  |
| <b>7 Leadership Development for a Twenty-First Century Workplace</b><br><i>Henry G. “Hank” Jackson</i>   | 93  |
| <b>Part 2: Investing in Undervalued Human Capital</b>  |     |
| <b>8 Programs to Increase the Supply of Skilled Workers</b><br><i>Alexander Ruder</i>  | 103 |

|  |   |     |
|--|---|-----|
| <b>9</b>   | <b>Adult Learners: Activating Prior Knowledge and Acquiring New Skills</b><br><i>E. Wilson Finch</i>  | 107 |
| <b>10</b>  | <b>The Challenges Facing Veteran Workers</b><br><i>R. Jason Faberman and Thomas Haasl</i>   | 125 |
| <b>11</b>  | <b>Narrowing Gaps through Educational Investments for American Indians and Alaska Natives</b><br><i>Patrice H. Kunesh and Richard M. Todd</i> | 139 |
| <b>12</b>  | <b>The Middle-Skills Gap: Community-Based Solutions to Meet Employer Demands</b><br><i>Maurice A. Jones</i>                                   | 157 |
| <b>13</b>  | <b>Manufacturing Connect: Teaching Advanced Manufacturing Skills to Inner-City Students</b><br><i>Rick Mattoon and Susan Longworth</i>        | 171 |
| <b>Part 3: Investing in Historically Black Colleges and Universities</b> |   |     |
| <b>14</b>  | <b>The Critical Role of Historically Black Colleges and Universities in Workforce Development</b><br><i>Todd Greene and Ashley Bozarth</i>    | 189 |
| <b>15</b>  | <b>HBCUs as Pipelines for Diversified Intellect, Creativity, and Innovation</b><br><i>Ronald A. Johnson</i>                                   | 195 |
| <b>16</b>  | <b>Assessing Infrastructural Health: Optimizing Return on Investment in HBCUs</b><br><i>John Silvanus Wilson, Jr.</i>                         | 205 |
| <b>17</b>  | <b>Promoting the Health of Communities for Long-Term Benefits</b><br><i>Valerie Montgomery Rice and David Hefner</i>                          | 219 |
| <b>Part 4: Investing in Workers with Different Abilities</b>             |   |     |
| <b>18</b>  | <b>Creating Economic Opportunity through Work and Support</b><br><i>Kathy Krepcio</i>   | 233 |

|   |  |            |
|---|--|------------|
| <b>19</b>   | <b>Empowering Workers with Disabilities: A Philadelphia Story</b>                              | <b>239</b> |
|   | <i>John Colborn, Stephanie Koch, and Laura Welder</i>  |            |
| <b>20</b>   | <b>Philanthropy: Building Best Practices in Disability Inclusion</b>                           | <b>253</b> |
|   | <i>James Emmett, Meg O'Connell, and Judith M. Smith</i>  |            |
| <b>21</b>   | <b>Reducing Job Loss among Workers with New Health Problems</b>                                | <b>267</b> |
|   | <i>Yonatan Ben-Shalom, Jennifer Christian, and David Stapleton</i>                             |            |
| <b>Part 5: Investing in Workers of the Future</b> |  |            |
| <b>22</b>   | <b>The Workforce Development Pipeline from Cradle to Career</b>                                | <b>291</b> |
|   | <i>Rob Grunewald</i>   |            |
| <b>23</b>   | <b>Early Childhood Investments: Paving the Way for the Future Workforce</b>                    | <b>297</b> |
|   | <i>Rob Grunewald</i>   |            |
| <b>24</b>   | <b>Workforce Policies and Programs to End Child Poverty in Puerto Rico</b>                     | <b>315</b> |
|   | <i>Barbara Rivera-Batista, Amanda Rivera-Flores, Eduardo Carrera Morales, and Javier Silva</i> |            |
| <b>25</b>   | <b>Reintegrating the Formerly Incarcerated into the Workplace</b>                              | <b>329</b> |
|   | <i>Emily Engel</i>   |            |
|   | Authors  | <b>343</b> |

