



*SOLUTIONS
AT WORK*

*John J. Heldrich Center
for Workforce Development*

Rutgers, The State University of New Jersey

RUTGERS

Edward J. Bloustein School
of Planning and Public Policy

2012
*Annual
Report*

About the Heldrich Center

The John J. Heldrich Center for Workforce Development at Rutgers University is a research and policy organization devoted to strengthening New Jersey's and the nation's workforce during a time of global economic change. The Center, based at Rutgers' Edward J. Bloustein School of Planning and Public Policy, was founded in 1997 with a generous gift from former Johnson & Johnson executive John J. Heldrich.

The Heldrich Center researches and implements strategies that increase workers' skills and employability, strengthen the ability of companies to compete, create jobs where they are needed, and improve the quality and performance of the workforce development system. For over 15 years, the Heldrich Center has worked with partners and clients to translate cutting-edge research

and analysis into practices and programs that companies, unions, schools, community-based organizations, and government officials can leverage to strengthen the nation's workforce.

The Heldrich Center's projects are grounded in a core set of research priorities:

- Work Trends and Economic Analysis
- Evaluation, Management, and Employment
- Disability Employment
- Reemployment
- Industry, Education, and Employment

From the Heldrich Center: The Year in Review

Dear Friends:

It's hard to believe, but it's been 15 years since we came up with the vision for what would become the Heldrich Center for Workforce Development. What was once just an idea has become a reality. What was once a dream is now a flourishing and dynamic research center that is leading the way in conducting research on issues that matter to job seekers, workers, employers, educators, workforce development professionals, and policymakers across the United States.

This report reflects on the Heldrich Center's many achievements and accomplishments in 2012, a year that saw the start of numerous new projects and the successful conclusions of a number of long-term studies. In 2012, the Center attained its largest operating budget to date — nearly \$9.5 million.

We look back on some of our key projects and publications, including the release of two major Work Trends surveys on the struggles of high school and college graduates to find employment in today's turbulent economy, our innovative work in disability employment, and our efforts to promote career awareness in various industries. We reflect on some of last year's events and highlight a number of presentations that our research and professional staff made. Heldrich Center research continued to make headlines in the media across the nation and we highlight some of the most noteworthy media coverage in this report. Finally, as a special feature, we also reflect on the Heldrich Center's key milestones over the past 15 years.

Funding for this report was provided by the Gail and James Kellogg Family Fund of the Community Foundation of New Jersey.

On behalf of the Heldrich Center, we thank you for your support over the past years and look forward to working with you on strengthening America's workforce.

Sincerely,

*John J. Heldrich
Chair, National Advisory Board*

*Carl E. Van Horn
Professor and Director*

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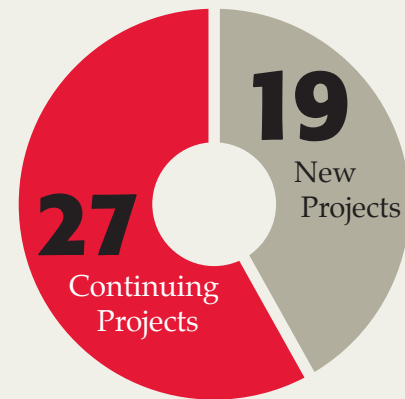
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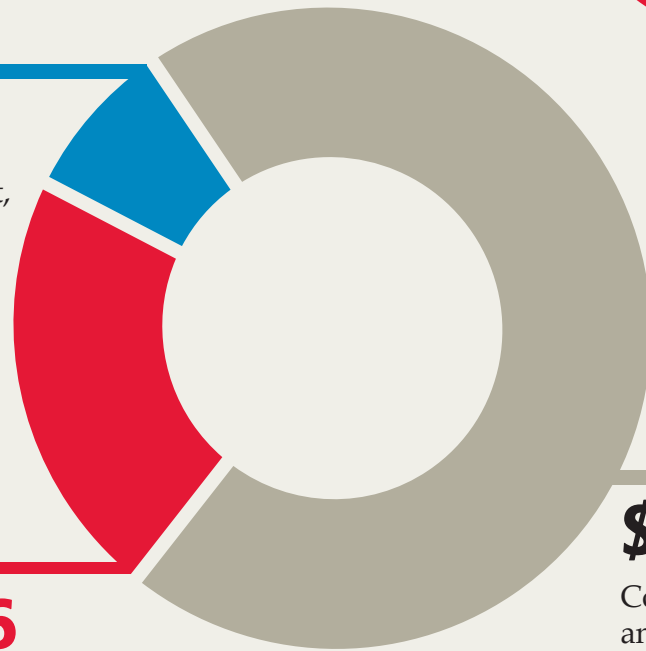
27 Center Faculty and Staff

A Look at the Numbers



\$764,256

Gifts, University Support,
Revenue, Interest



\$2,053,376

New Grants and Contracts

\$6,610,608

Continuing Grants
and Contracts

Spring 2012 gala
raised nearly

\$400,000

Current
Endowment

\$3.52 million



221

Facebook
page fans



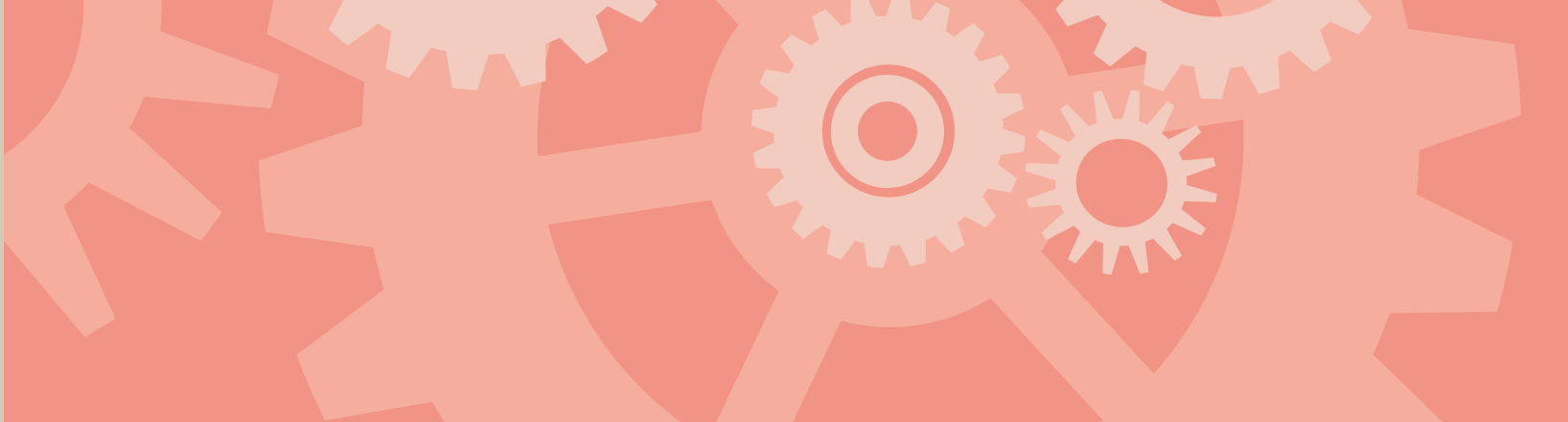
523

Twitter followers

YouTube

2,477

Views of videos on
YouTube channel



Work Trends and Economic Analysis

Working Scared (Or Not at All): The Lost Decade, Great Recession, and Restoring the Shattered American Dream

Carl Van Horn’s new book, *Working Scared (Or Not at All): The Lost Decade, Great Recession, and Restoring the Shattered American Dream*, released in early 2013, provides one of the most comprehensive social science research portraits ever developed on the views of American workers about their jobs, the workplace, and the government’s role in the labor market. Drawing on nearly 25,000 interviews conducted as part of the Heldrich Center’s award-winning Work Trends survey series, the book offers a sobering narrative about the anxieties and hardships that swept the nation during the Great Recession and the broad transformation of the American labor market in the first decade of the 21st century.

Working Scared recounts the devastation of the Great Recession, describes the powerful forces that reshaped the American labor market over the past 20 years, and discusses the impacts of these trends on the American workforce. The book explores the unique challenges experienced by older American workers as well as recent high school and college graduates. Finally, *Working Scared* investigates the response of the nation’s policymakers and explains the large-scale reforms necessary to achieving secure employment and intergenerational progress that will benefit workers, employers, and the nation.

Reviews of Working Scared have been overwhelmingly positive:

Bob Herbert, Distinguished Senior Fellow at Demos and former op-ed columnist at *The New York Times*, said, “*Working Scared* is the most compelling analysis yet of the biggest challenge facing America — its vast army of jobless and underemployed men and women. Van Horn’s insights are masterful and the stories are deeply moving.”

Nitin Nohria, Dean of the Harvard Business School, commented, “Rutgers professor Carl E. Van Horn in *Working Scared*...draws on voluminous survey research to examine the problem, and the results are insightful. He does a particularly good job of capturing the anxiety and vulnerability of working-class Americans in a global economy, especially those with low skills and educational levels.”

Finally, Christopher King, Director of the Ray Marshall Center at the LBJ School of Public Affairs, The University of Texas at Austin, remarked, “*Working Scared* is as compelling a read as any airport novel. Van Horn uses the voices of some 25,000 workers from the Heldrich Center’s unique Work Trends surveys over 15 years to weave a compelling narrative about the forces that have dramatically changed work and the workplace in America since the 1990s. Based primarily on these same voices, he outlines a series of recommendations for reforming workforce development policies and the broken employer-employee compact in the nation. Policymakers at all levels, regardless of their political persuasion, should read — and act upon — these recommendations.”

High School and College Graduates in the Aftermath of the Great Recession

In Spring 2012, the Heldrich Center released two compelling Work Trends surveys, directed by Senior Research Fellow Cliff Zukin, that expressed the difficulties encountered by young people entering the challenging, post-recession labor market. *Left Out. Forgotten? Recent High School Graduates and the Great Recession* and *Chasing the American Dream: Recent College Graduates and the Great Recession* explore the doubts and low expectations of high school and college graduates as they entered the world of work and struggled to achieve the American dream.

To better understand how high school and college students who graduated before and during the Great Recession fared as they entered the workforce, a representative national sample of each was surveyed. Only 27 percent of high school graduates were able to find full-time jobs, most of which were temporary positions. Unfortunately, many high school graduates’ college aspirations were dashed due to economic realities or family responsibilities, but most realize they will need additional education to be successful in their careers. Only half of college

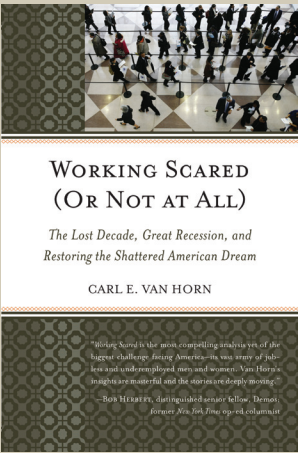
graduates found full-time work and they were often overqualified for jobs that did not place them on a career path. Those who graduated college typically incurred student loan debts that affected the way they live. The uncertainty about their financial future is shared among graduates, as are their doubts around being as successful as generations that came before them.



What Workers Want

Net Impact’s Talent Report: What Workers Want in 2012, by Cliff Zukin and Mark Szeltner, takes a close look at what workers want out of their jobs. The report examines the demand for jobs that make a positive impact, how the youngest generation of workers may differ from their older counterparts, and the extent to which the desire to make a contribution to society affects job choice.

Carl Van Horn’s new book, *Working Scared (Or Not at All): The Lost Decade, Great Recession, and Restoring the Shattered American Dream*



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Surveys of junior, senior, and graduate students attending four-year colleges; Millennial workers; Generation X workers; and Baby Boomer workers indicated that there is great demand for impact jobs. Overall, more than half the people surveyed believe it is their personal responsibility to get involved and make things better for society and they're willing to make sacrifices for the causes in which they believe. In addition to having a positive impact, over half of the students surveyed say they would take a pay cut to work for an organization whose values match their own or to have a job that makes a social/environmental impact on the world.

Contributing to society and making the world a better place can also be associated with job satisfaction. In fact, twice as many employees are very satisfied with their jobs when they have the potential to make a positive social or environmental impact.

The State of the U.S. Workforce System: A Time for Incremental Realignment or Serious Reform?

In 2012, the Heldrich Center took the lead on starting a dialogue about the urgent need to re-imagine the nation's antiquated workforce development system, which has become ineffectual in addressing the diverse needs of job seekers. As part of this effort, Heldrich Center staff met with researchers from the Ray Marshall Center for the Study of Human

Resources and the Corporation for a Skilled Workforce to begin discussions about a joint project focused on creating a new vision for the U.S. workforce development system.

In tandem, the Heldrich Center released a research report entitled *The State of the U.S. Workforce System: A Time for Incremental Realignment or Serious Reform?* The report, written by Kathy Krepcio and Michele Martin, explored the flaws and weaknesses in the current workforce system and challenged readers to imagine what a 21st Century workforce system would look like if it were built for today's economy and with today's tools and processes.

The report specifically examines five key trends affecting the current workforce system: "jobless recoveries" and the slow growth economy; changing labor markets and employment relations, including globalization and the shift of responsibility for training from the employer to the employee; advances in information and communications technology; changing U.S. demographics, including aging workers, fewer opportunities for young adults, and the rise of the Hispanic workforce; and reduced funding for the workforce system. The report presents a perspective on where the workforce development system is today and then posits where the system should be headed so that it truly addresses the realities of today's world and economy.

Evaluation, Management, and Employment

Evaluation of Kessler Foundation Signature Employment Grantees

Since 2007, the Heldrich Center has served as the lead evaluator for projects funded by the Kessler Foundation's Signature Employment Grant program, an initiative that provides financial support for projects seeking to lower the high unemployment and underemployment rates of individuals with disabilities. Projects range from efforts to provide competitive employment opportunities for people with disabilities in regional distribution centers (e.g., warehouses) to an innovative virtual reality employment orientation and support center for employers and individuals with disabilities.

The Heldrich Center uses a variety of tested evaluation approaches in order to provide feedback to the Kessler Foundation on the progress and effectiveness of the grant programs in meeting their goals. The Center also offers recommendations to the grantees so that they can manage their programs effectively and thereby maximize the probability that people with disabilities will find and retain employment after completing the program. In 2012, the Heldrich Center produced evaluation reports for 5 grantees and is currently evaluating 11 grantee programs in 2013.

Evaluation of New Jersey's Personalized Student Learning Plan Pilot

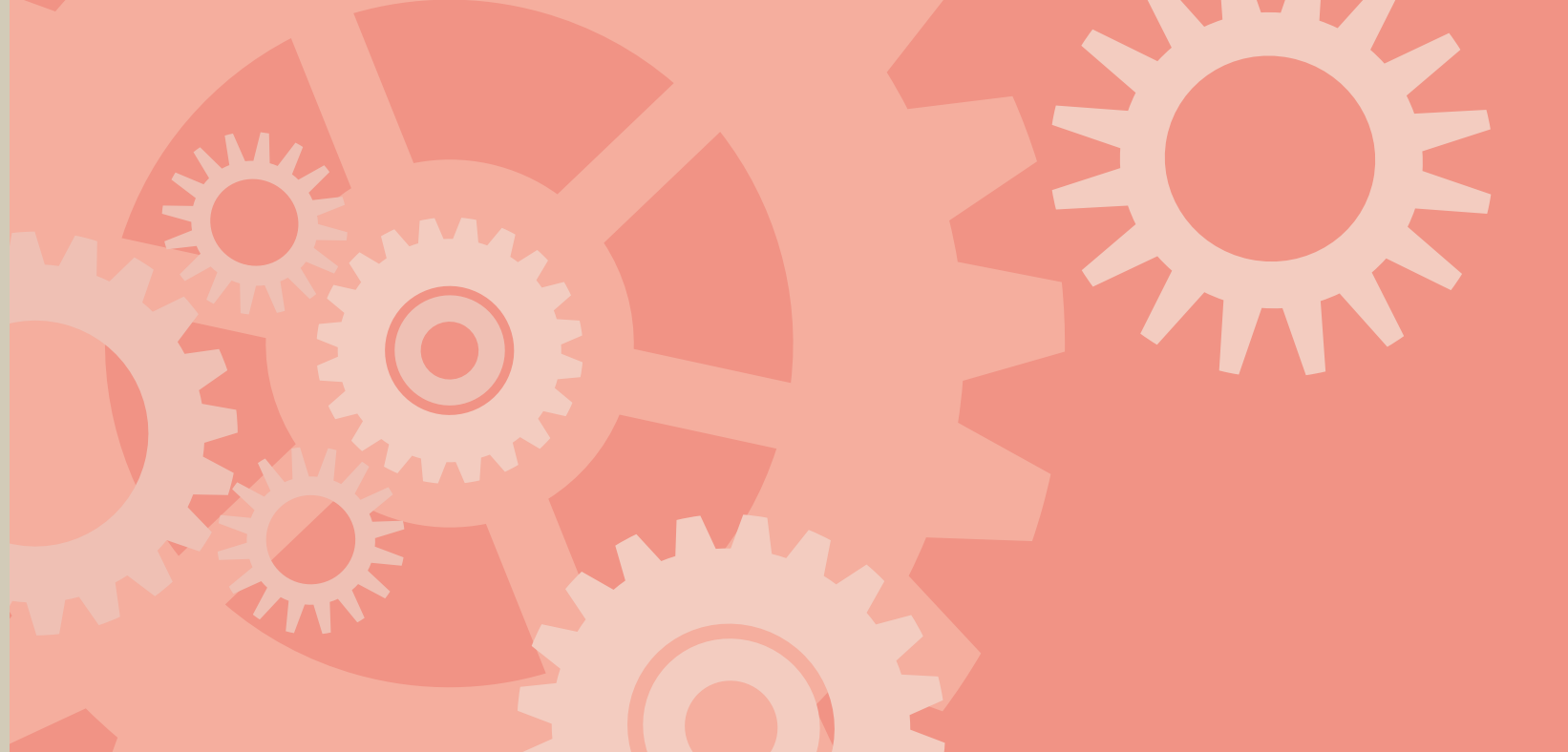
In 2009, the New Jersey Department of Education (NJDOE) launched a pilot program to identify promising Personalized Student Learning Plan (PSLP) formats, curricula, resources, and implementation



and assessment practices. Sixteen schools from urban, suburban, and rural districts throughout New Jersey were selected to participate in the pilot program via a competitive review process (two of the schools ultimately dropped out of the pilot). Altogether, the pilot program ran for three years, from July 1, 2009 through June 30, 2012.

NJDOE contracted with the Heldrich Center to conduct a process evaluation of the PSLP pilot program. The evaluation used a variety of qualitative and quantitative methodologies, including focus groups, telephone interviews, and surveys, to assess the implementation of PSLP plans in the school pilot sites and to collect objective performance measures and perceptual outcomes.

The Heldrich Center produced three annual reports for NJDOE detailing findings and key lessons learned from the evaluation. In the first two years of the project, the Center provided NJDOE with recommendations and strategies on ways to improve and enhance the pilot. The Center also developed a comprehensive guide for school administrators and staff interested in learning how to develop and implement a PSLP at their schools.



Disability Employment

NTAR Leadership Center

For nearly six years, the Heldrich Center managed the ambitious, multi-million dollar National Technical Assistance and Research Center to Promote Leadership for Increasing Employment and Economic Independence of Adults with Disabilities (NTAR Leadership Center), funded by the Office of Disability Employment Policy at the U.S. Department of Labor. NTAR's mission was to build capacity and leadership at the local, state, and federal levels to enable change across workforce development and disability systems that will increase employment and economic self-sufficiency for adults with disabilities.

NTAR conducted research on successful employer efforts to employ people with disabilities, older workers and community colleges, ways to include people with disabilities in the green jobs talent pipeline, the disability implications of an aging workforce, and an analysis of long-term unemployed workers with disabilities.

Technical assistance efforts included the State Leaders Innovation Institute, an intensive leadership institute where NTAR assisted the states of Connecticut, Maryland, and Minnesota to become pioneering models for promoting employment of adults with disabilities; the State Peer Leaders Network, a forum that facilitated information exchange, continuous learning, and the sharing of promising practices and strategies among policymakers in 20 states; and intensive customized technical assistance in universal design for the District of Columbia, Hawaii, and Maryland.

The NTAR Leadership Center produced 21 webinars, 38 podcasts, and 20 issue briefs and research reports, all available at <http://www.heldrich.rutgers.edu>.

DiscoverAbility NJ

New Jersey has long believed that people with disabilities are an integral part of the state's labor force and are active and valuable participants in the economic growth and vitality of the state. Yet, people with disabilities are woefully underrepresented in the state's labor market. Since 2007, the Heldrich Center has worked closely with the State of New Jersey on DiscoverAbility NJ, an initiative designed to enhance job and career opportunities for people with disabilities; reform delivery systems; and create partnerships among people with disabilities, their families and employers, as well as the public sector and service organizations to meet the state's critical workforce needs. DiscoverAbility NJ was funded by a Medicaid Infrastructure Grant from the Centers for Medicare and Medicaid Services.

Throughout the project, team members conducted a leadership support program; established and implemented a series of online trainings and in-person regional learning networks for community-based providers, local Workforce Investment Boards, and America's Job Centers; supported the development and maintenance of the state's disability benefits planning Web site; conducted research on various topics related to disability employment, including transportation, effective service delivery systems, and employer partnerships; and provided staff support to the state DiscoverAbility NJ leadership team.

Reports, webinars, and podcasts produced as part of DiscoverAbility NJ can be found at <http://www.heldrich.rutgers.edu>.



Reemployment

Community Colleges and Older Workers

Under the NTAR Leadership Center, the Heldrich Center conducted several studies on older workers and community colleges. The studies, which began in 2011, resulted in three publications that discuss how community colleges serve older students with disabilities and older dislocated workers. The data for these studies were collected by conducting interviews with staff at several community colleges, reviewing existing literature on practices for older students, and examining the programs and practices that community colleges employed to serve these populations. Some of the findings suggest that unlike their younger counterparts, older students often had unidentified disabilities and benefited from practices such as early alert systems, placement test screening, and classroom discussions of learning styles. Another study that focused on dislocated older workers highlighted the importance of a strong connection between community colleges and the public workforce system to promote enrollment of dislocated workers in community colleges, and help them receive training and find employment. All three publications are slated to be released by the Heldrich Center in mid-2013. Additionally, Heldrich Center researchers presented findings from these studies at various association conferences, including the National Council for Workforce Development.

Aging and Older Workers

For a number of years, Heldrich Center researchers have been examining the plight of older and aging workers, including producing a series of research briefs for the Sloan Center on Aging and Work at Boston College. In 2012, the Heldrich Center continued its groundbreaking work in this area by convening two meetings, one strategizing about the aging workforce and the implications for the health care industry and the other a collaboration with the Institute of Medicine to discuss the role of medical professionals in assisting older workers to either return to work or stay at work. Both meetings resulted in policy recommendations that were released in 2013.

Additionally, the Heldrich Center produced a paper, *Older Workers, Rising Skill Requirements, and the Need for a Re-envisioning of the Public Workforce System*, for the Council for Adult and Experiential Learning's Tapping Mature Talent series. The paper reviewed demographic trends regarding the aging workforce, the labor market experiences of older job seekers, and the factors contributing to their experiences. It also included recommendations for improving the nation's public workforce system, including more flexible lifelong learning that makes use of technology and social web tools. Ideas raised in the paper, along with other papers

in the Tapping Mature Talent series, were presented and discussed at a national summit co-sponsored by the Council for Adult and Experiential Learning and the National Governors Association in Spring 2012.

Social Media and the Job Search

With social media users numbering in the hundreds of millions, businesses have begun leveraging social media platforms such as LinkedIn and Facebook as key recruitment and talent development tools. The Heldrich Center released a series of three research briefs in 2011-12 to introduce social media use to workforce professionals and educators so that they may utilize this valuable resource to aid job seekers.

Social Networking for Workforce Professionals: A Primer introduces basic social networking sites and features specific strategies that can be used by business service professionals.

Graduating to Success in Employment: How Social Media Can Aid College Students in the Job Search looks at how college career services centers can and should use social media. Real-world examples of social media use in college career centers, as well as professionals who used it to find a job, are cited. Finally, *Social Media for One-Stop Career Center Frontline Staff: Supporting Job Search and Improving Customer Service* discusses the growth of social media and how America's Job Centers (formerly known as One-Stop Career Centers) can use it to support job seekers.

Additionally, the Heldrich Center released a two-part presentation on how job seekers can use social media in their employment search. The presentation, available at <http://www.youtube.com/user/HeldrichCenter>, discusses the importance of social media in the job search and examines various social media tools, including LinkedIn, Twitter, Facebook, blogs, and videos, among others.



Industry, Education, and Employment

Transportation, Logistics, and Distribution Talent Network

Approximately 10 percent of New Jersey workers are employed in the transportation, logistics, and distribution (TLD) industry. To ensure this industry's continued success, the State of New Jersey implemented the New Jersey TLD Talent Network. The TLD Talent Network works to increase industry awareness for job seekers so that they are educated about employment opportunities in TLD and the necessary skills for those positions. The Heldrich Center assumed management of the TLD Talent Network in 2011 and has focused its outreach on high schools and community colleges in an effort to highlight the diverse career paths in the industry and to close the existing skills gap. Through its educational initiatives and promotion of job fairs and programs, the TLD

Talent Network builds strong connections with job seekers. As it continues to increase awareness, the TLD Talent Network is also beginning to gather information from industry employers to understand what qualifications are needed for these positions and will relay that information to educational and training institutions so that they can alter and develop curricula that teach skills that align with the industry's needs. Ultimately, the TLD Talent Network strives to create and sustain a pipeline of qualified workers into the industry.

Central New Jersey Health Care Talent Network

This year concludes the Heldrich Center's three-year involvement in the Central New Jersey Health Care Talent Network. As New Jersey's population ages, the demand for a skilled workforce in the health care industry is growing and workers need to be adequately prepared to meet that demand. Funded by a grant from Johnson & Johnson, the Heldrich Center developed the talent network to provide up-to-date labor market and career education information for high school students and entry-level workers to help them make informed career decisions in the health care industry. The Heldrich Center created an advisory board consisting of education stakeholders, health care employers and providers, and members of trade associations to assist in finalizing a list of health care occupations that were expected to grow and employ large numbers of workers. The network then developed a poster and Web site that mapped out various health care occupations and their necessary training and educational requirements. The poster and Web site also highlighted opportunities for career advancement in the industry with

additional training and education and the institutions that offered the appropriate programs. The poster was distributed at high schools throughout central New Jersey where Heldrich Center researchers made presentations for students about their potential career pathways in the health care industry.

Public Transportation Workforce Mapping Project

In partnership with the National Transit Institute at Rutgers University, the Heldrich Center launched the Public Transportation Workforce Mapping Project to conduct an assessment of the workforce needs of the transit industry. The project, which began in 2009 and concluded in 2012, consisted of gathering information and data through interviews with transit agencies to understand the structure of jobs in the industry and using that information to create educational tools. In September 2012, the Center published *Get Moving: Public Transportation Occupational Guidebook*, a comprehensive guide that profiles over 175 occupations in the industry and outlines their job descriptions, qualifications, salary ranges, and alternate titles. *Get Moving* helps transit agencies convey the structure of work in the industry and provides industry members with a common language when planning policy initiatives and distributing information to job seekers. Supplemental materials were also developed, including a poster/brochure that condensed the information provided in the guide, along with user guides to help people navigate the materials. All materials were made available in print and online formats for use by industry members and job seekers. Future initiatives include the development of a "Transit Virtual Career Network," a Web site that expands upon the workforce mapping project to provide occupational information as well as access to training and career resources. It is expected to launch in 2015.



Career Readiness Course

Currently many college graduates are unemployed or underemployed because they possess degrees and skills that are no longer widely sought in today's rapidly changing labor market. To prevent similar pitfalls for future graduates, the Heldrich Center partnered with Rutgers University's Office of Career Services and the School of Arts and Sciences to develop a pilot one-credit, 10-week course that focuses on skills assessments and understanding the labor market to help students become desirable candidates for employers. The course was first held in Fall 2011 and again in the Spring 2012 and Fall 2012 semesters. Targeted at college sophomores, the curriculum is designed to have students identify the necessary skills for the 21st century, understand the increasing demands and requirements by potential employers, understand the value of internship and work experience, and improve their marketability as future job candidates. The course seeks to impart the value of a liberal arts education while encouraging students to begin examining the labor market and develop career plans earlier in their college terms so that they can make maximize the benefits of their college experiences.



Heldrich Center Milestones: 1997 to 2012

The Center for Employment Policy and Workforce Development is founded by Carl Van Horn and financed with a monetary gift from John J. Heldrich.

The America at Work lecture series, featuring presentations by scholars and business executives, debuts.

The New Jersey Consumer Report Card System, an interactive directory of New Jersey training providers, is launched.

Demolition begins on the land where the new Heldrich Center building will be constructed.

Ground is broken for the Heldrich Center's new building, part of a multi-use complex featuring a hotel, condominiums, and retail/restaurant space.

William Tracy retires; Kathy Krepcio is appointed Executive Director.

A Nation at Work: The Heldrich Guide to the American Workforce is published by Rutgers University Press.

The Center assists the U.S. Chamber of Commerce in developing recommendations on workforce topics for the White House Conference on Aging.

The Heldrich Center's new building, featuring the state-of-the-art Raritan River Conference Center, opens to the public.

The Center receives a \$3 million endowment from the Robert Wood Johnson Foundation.

The Heldrich Center celebrates its 10th anniversary with a gala fundraiser.

The Heldrich Center develops career awareness materials for the biotechnology industry. The materials are so well received that they are later followed by similar campaigns for health care; transit; transportation, logistics, and distribution; and green jobs.

The Heldrich Center and the Kessler Foundation launch a joint series reporting research on disability employment.

The National Technical Assistance and Research Center to Promote Leadership for Increasing Employment and Economic Independence of Adults with Disabilities (NTAR Leadership Center) is funded by the U.S. Department of Labor's Office of Disability Employment Policy. The NTAR Leadership Center receives \$6 million in funding over a five-year period.

The Center hosts the first in a series of annual forums on workforce diversity.

Work Trends begins a compelling, multi-year examination of workers who lost jobs during the Great Recession.

The Center starts hosting visiting scholars who conduct research and share their ideas and insights with Center faculty and researchers during their residence periods.

Carl Van Horn finishes the manuscript for *Working Scared (Or Not at All): The Lost Decade, Great Recession, and Restoring the Shattered American Dream*, a book reporting findings from Work Trends surveys conducted from 1998 to 2012. The book is published by Rowman & Littlefield in 2013.

The Heldrich Center celebrates its 15th anniversary with a gala fundraiser that raises nearly \$400,000.

Publications

The following publications were produced by the Heldrich Center in 2012:

Barber, Paula. *College Students with Disabilities: What Factors Influence Successful Degree Completion? A Case Study.*

Barber, Paula. *DiscoverAbility NJ: New Jersey's Strategic Plan to Create a Comprehensive Employment System for People with Disabilities: Final Public Progress Report.*

Harrington, Laurie, and Heidkamp, Maria. *The Aging Workforce: Challenges for the Health Care Industry Workforce.*

Heidkamp, Maria. *Older Workers, Rising Skill Requirements, and the Need for a Re-envisioning of the Public Workforce System* (published by the Council for Adult and Experiential Learning).

Heidkamp, Maria, and Christian, Jennifer. *The Aging Workforce: The Role of Medical Professionals in Helping Older Workers and Workers with Disabilities to Stay at Work or Return to Work and Remain Employed.*

Heidkamp, Maria, Mabe, William, and DeGraaf, Barbara. *The Public Workforce System: Serving Older Job Seekers and the Disability Implications of an Aging Workforce.*

Herzog, Christina, Cleary, Jennifer, and Shen, Qianqi. *Get Moving: Careers in Public Transportation: Career Awareness Poster.*

Herzog, Christina, Cleary, Jennifer, and Shen, Qianqi. *Get Moving: Public Transportation Occupational Guidebook.*

Katz, Elaine, O'Connell, Meg, and Nicholas, Robert. *Strategies to Support Employer-Driven Initiatives to Recruit and Retain Employees with Disabilities.*

Krepicio, Kathy, and Martin, Michele. *The State of the U.S. Workforce System: A Time for Incremental Realignment or Serious Reform?*

Lattimer, Robert, and Jenter, Christine. *The State of Workforce Diversity 2012: Forum Proceedings.*

Lubin, Andrea. *Persons with Disabilities Seeking Employment and Public Transportation: Findings of a New Jersey Survey.*

Martin, Michele, Barnett, Savannah, and Sewell, Robb C. *Social Media for One-Stop Career Center Frontline Staff: Supporting Job Search and Improving Customer Service.*

Rodgers III, William M. *Future Work 2.0: Life After the Great Recession.*

Rodgers III, William M. "The Great Recession's Impact on African American Public Sector Employment." *Public Jobs and Political Agendas: The Public Sector in an Era of Economic Stress* (published by the National Poverty Center, University of Michigan).

Salzman, Hal, with Lynn, Leonard, and Meil, Pamela. "Reshaping Global Technology Development: Innovation and Entrepreneurship in China and India." *Journal of Asia Business Studies*, 6(2), 143-159.

Stone, Charley, Van Horn, Carl, and Zukin, Cliff. *Chasing the American Dream: Recent College Graduates and the Great Recession.*

Tishman, Francine M., Van Looy, Sara, and Bruyère, Susanne M. *Employer Strategies for Responding to an Aging Workforce.*

Van Horn, Carl, Zukin, Cliff, Stone, Charley, and Szeltner, Mark. *Left Out. Forgotten? Recent High School Graduates and the Great Recession.*

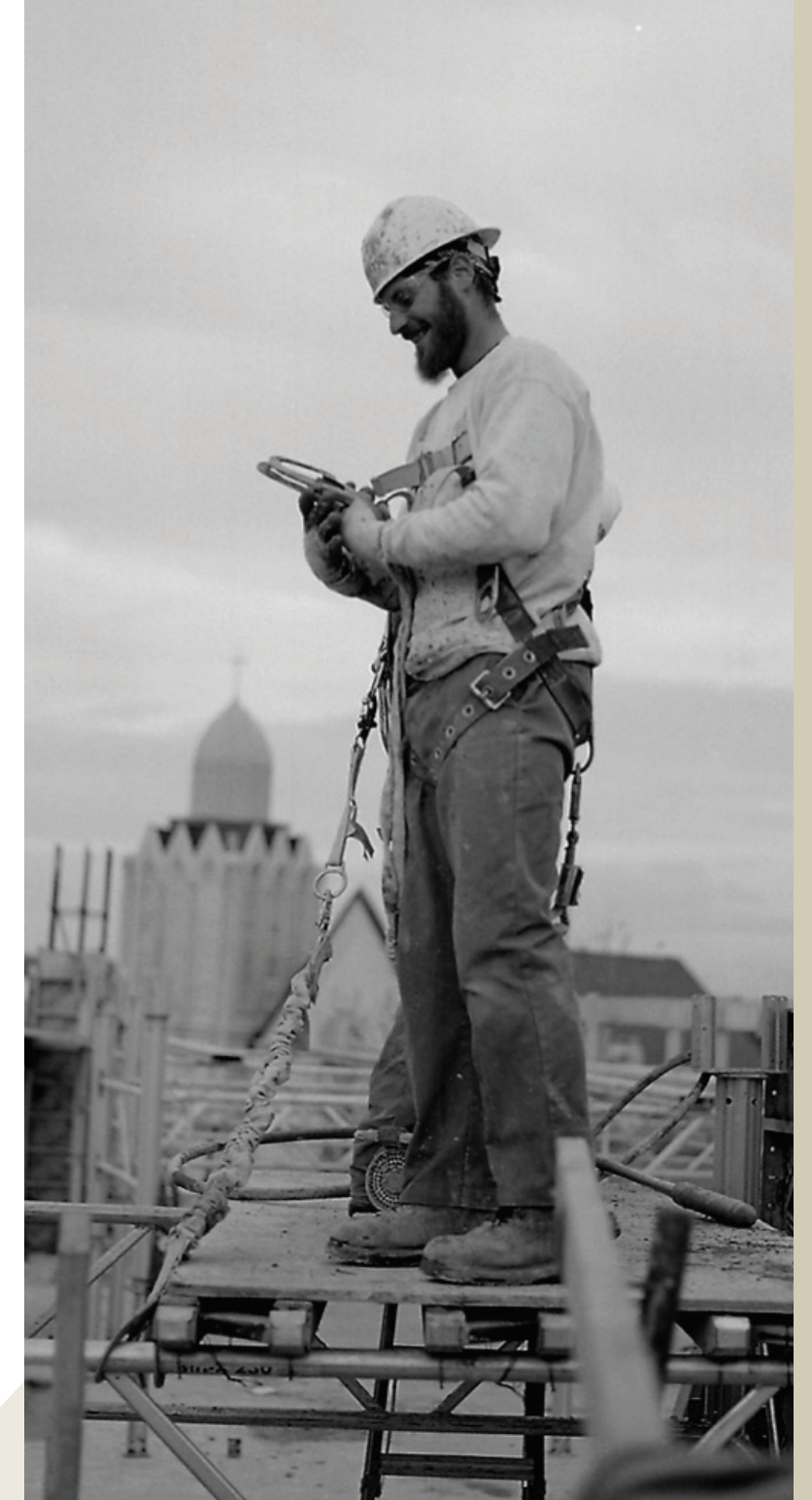
Van Noy, Michelle, and Heidkamp, Maria. *Working for Adults: State Policies and Community College Practices to Better Serve Adult Learners at Community Colleges During the Great Recession and Beyond.*

Van Noy, Michelle, Heidkamp, Maria, and Kaltz, Cecilia. *How are Community Colleges Serving the Needs of Older Students with Disabilities?*

Van Noy, Michelle, Heidkamp, Maria, and

Manz, Emily. *Community College Practices that Serve Older Dislocated Workers.*

Zukin, Cliff, and Szeltner, Mark. *Net Impact's Talent Report: What Workers Want in 2012.*



Key Events

January

Thirty thought leaders and policymakers gathered in New Jersey to discuss the challenges that the aging workforce poses to the health care industry, and explored strategies to improve the retention of older health care professionals.

February

The Heldrich Center and the Rutgers Center for European Studies hosted the European Union-New Jersey Business Forum on Technology and Innovation, which explored opportunities for expanding trade, research, and commercial partnerships. Forum participants also discussed regulatory developments in the European Union and New Jersey.

March

Hundreds of friends, supporters, and advocates of the Heldrich Center attended a fundraiser to celebrate the Center's 15th anniversary. The event included a videotaped welcome message from New Jersey Governor Chris Christie and a video highlighting the Center's research priorities and accomplishments.

April

Heldrich Center National Advisory Board member Dr. Edwin Meléndez presented "Pathways to Economic Opportunity: The Puerto Rican and Other Latinos Experience," part of the Heldrich Conversations series.

Over 125 people attended the Center's third annual state of workforce diversity forum, featuring Bill Weldon, former Chairman and CEO of Johnson & Johnson. Also included was a panel discussion about the Hispanic consumer market.

June

Researchers from the Heldrich Center, the Corporation for a Skilled Workforce, and the Ray Marshall Center for the Study of Human Resources at the University of Texas met to begin strategizing about a new project designed to re-imagine the workforce development system.

September

DiscoverAbility NJ hosted a panel discussion for New Jersey service providers about the state's various industry talent networks.

Over 30 people representing the medical field, government, and research, convened in Washington, D.C. to discuss and strategize about the role of medical professionals in helping older workers and workers with disabilities return to work or stay at work. The event was co-sponsored by the Institute of Medicine.

November

DiscoverAbility NJ hosted "Planning for Change: What You Need to Know About Federal Contracts and Compliance" for corporate leaders and staff from the Office of Federal Compliance Control Programs.

The Heldrich Center hosted a screening of the documentary *Set for Life*, which chronicles the stories of three Baby Boomers who lost their jobs during the Great Recession. The screening featured a Q&A with the filmmakers Susan Sippelle and Sam Newman.

Presentations

Paula Barber and Maria Heidkamp presented “Community College Efforts to Prepare Special Populations for the Workforce: Older Workers, Dislocated Workers, and Students with Disabilities” at the League for Innovations in the Community College 2012 Conference in Philadelphia, PA.

Laurie Harrington gave a presentation about the health care labor market in New Jersey to high school students at a Middlesex County College symposium.

Maria Heidkamp presented “Older Workers, Rising Skill Requirements, and the Need for a Re-envisioning of the Public Workforce System” at a forum held in Washington, D.C. entitled “Tapping Mature Talent: Policies for a 21st Century Workforce.” The event was co-sponsored by the Council for Adult and Experiential Learning and the National Governors Association.

Kathy Krepcio presented “The State of the U.S. Workforce System: Time for a Realignment or Revolution?” at the Building Workforce Partnerships Conference 2012, sponsored by the California Labor Federation.

Robert Lattimer gave presentations for the American Society for Competitiveness, Trinity College, Dublin City University, and Rutgers University, among others. He addressed topics such as the transformation and reconstruction of the Republic of South Africa, diversity and sustainability, methods of strategy for community development, and universal sustainability.

William M. Rodgers III presented “America’s Fork in the Road” to the Life Long Learning Group in Dallas, TX. He also presented “2012 Presidential Election: What’s at Risk and the Impact on the Economy?” to the 1199SEIU (Service Employees International Union) and “2012 Presidential Election: What is at Risk and the Impact on the Economy?” to the NAACP Metuchen/Edison Area Branch.

Hal Salzman gave presentations at Georgetown University, the Labor and Employment Relations Association Conference, the International Workshop Engineering Ethics for a Globalized World, the First International Conference on

Urbanization in the Arctic, and the Engineers in the Global Economy Conference. Topics included the supply pipeline and demand for science and engineering workers, global engineering, the global development of and demand for scientists and engineers, the urbanization of the Alaskan Arctic, and engineering demographics in education and employment.

Robb C. Sewell presented about using social media for the job search in the “Career Readiness” course for Rutgers University undergraduates.

Carl Van Horn presented “Implications of Student Loan Indebtedness” to the Governors of the Federal Reserve Board of the United States; “Changing Realities of the American Labor Market” at the LBJ School of Public Affairs, University of Texas-Austin; “Student

Aid and Student Debt” to the Higher Education Committee of the New Jersey Legislature; and “Improving Labor Market Information” at the U.S. Department of Labor’s Regional Meeting in Boston.

Michelle Van Noy presented “Structure in Career-Technical Programs” as part of the City University of New York’s higher education seminar series in New York, NY. She also presented “The Role of Structure in Career-Technical Programs” at the National Council for Workforce Education’s annual conference in Long Beach, CA.

Michelle Van Noy and Maria Heidkamp presented “Serving Dislocated Workers and Older Students in Community Colleges” at the National Council for Workforce Education’s annual conference in Long Beach, CA.



Media

The New York Times

Young, Educated and Seeking Financial Security

Above all other major life goals, today's college students and recent graduates are looking for financial security. That's one finding from a report released today from the Heldrich Center for Workforce Development at Rutgers University. In February the center surveyed juniors, seniors and graduate students at four-year colleges — as well as working college graduates of earlier generations — about life and career. Among the more interesting questions was one about the importance of various life goals.

Don't Think College Is Worth It? Ask People Who Haven't Gone

Last month the Heldrich Center for Workforce Development released data showing that college graduates generally do not regret going to college, despite lots of criticism of the value of higher education. Today the center released a new report focusing on the depressing state of America's recent high school graduates, who seem to agree about the importance of further education.

BusinessWeek

Searching for America's Forgotten Jobless

Many workers have given up hope. More than half the long-term unemployed are pessimistic about finding a job in the near future, according to the John J. Heldrich Center for Workforce Development at Rutgers University, which has been tracking 1,202 jobless since August 2009. That number jumps to 85 percent for those who've exhausted their unemployment insurance. People who

have been unemployed for more than two years say they've cut back on food, health care, and housing expenses, according to the Heldrich Center, and 60 percent reported selling possessions. A similar number said they'd borrowed money from family or friends. A third took on more credit-card debt. Four in 10 used food stamps or went to a food bank.

WALL STREET JOURNAL

For Most Graduates, Grueling Job Hunt Awaits

In a study to be released Thursday, the John J. Heldrich Center for Workforce Development at Rutgers University found that recent graduates are taking awhile to find work. Only 49% of graduates from the classes of 2009 to 2011 had found a full-time job within a year of finishing school, compared with 73% for students who graduated in the three years prior.

Second, the class of 2012 faces tougher competition thanks to what Carl Van Horn, director of the Heldrich Center, calls "the recession hangover." Young adults who graduated into the dire labor market of 2008 and 2009 and have been out of work or underemployed since are applying for the same jobs as new grads are. The same goes for earlier grads who were laid off during the recession. Those job candidates, who likely have more experience than new grads, may have an edge, Mr. Van Horn says.

Bloomberg

Major Matters for U.S. College Graduates Seeking Jobs

Thirty-seven percent of students who graduated between 2006 and 2011 wished they had been more careful when choosing their major,

according to a report this month by the John J. Heldrich Center for Workforce Development at Rutgers University in New Brunswick, New Jersey. Only 39 percent said they thought about job opportunities when picking a field of study. Half of the 444 students in the survey were employed full time.

American Dream Fades for Generation Y Professionals

"This generation will be permanently depressed and will be on a lower path of income for probably all of their life — and at least the next 10 years," says Rutgers professor Cliff Zukin, a senior research fellow at the university's John J. Heldrich Center for Workforce Development. Professionals who start out in jobs other than their first choice tend to stay on the alternative path, earning less than they would have otherwise while becoming less likely to start over again later in preferred fields, Zukin says.



What Workers Want

Paul Klein, blog writer at Forbes.com wrote an interesting post recently on "How to Find Work with Purpose." He cited a study by Net Impact and the Heldrich Center for Workforce Development at Rutgers University, "What Workers Want 2012." According to the study, more students than ever are seeking work that is both interesting and valuable to society.

Daily Record

Uncertainty Today is the New Reality

"The problem for many is that the longer they remain out of work, the harder it is for them to get another job," said Carl Van Horn, Rutgers University professor and author of the new book *Working Scared (Or Not at All)*. "Employers often have an attitude that a person who's out of work for a long period of time must have some flaw."



Success Beyond Limitations

A July research report by the John J. Heldrich Center for Workforce Development and the Kessler Foundation found employers who hire disabled workers in partnership with social service organizations can actually improve their operations significantly. The report studied the case of a Walgreens distribution center in South Carolina that met its goal of hiring 30 percent workers with disabilities. The facility's efficiency improved by 20 percent, Walgreens found.



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