



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

Progress Report 1997–2007



John J. Heldrich at the new Heldrich Center groundbreaking

About the Heldrich Center

The John J. Heldrich Center for Workforce Development at Rutgers University is a research center devoted to strengthening America's workforce by translating independent research into practical solutions that meet the needs of workers, job seekers, employers, and policymakers. 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 and his wife Regina.

Since then, the Heldrich Center has generated over \$50 million in external support to conduct hundreds of research and technical assistance projects for government agencies, associations, foundations, corporations, and educational, labor, and community organizations. In mid-2007, the Heldrich Center moved into its new, state-of-the-art research and conference center.



Groundbreaking Ceremony, 2003

Contents

Solutions at Work: 1997-2007

1. Making a Difference
5. Challenge I: Improving Productivity by Closing the Skills and Education Gap
9. Challenge II: Ensuring Economic Opportunity and Connecting People to Job Opportunities
13. Challenge III: Building Workforce and Economic Development Partnerships
17. Challenge IV: Strengthening Workforce & Education Programs and Building Capacity
21. Partners at Work
24. A Vision Realized



Carl E. Van Horn and John J. Heldrich



Solutions at Work: 1997-2007

Dear Friends:

Ten years after its founding, the Heldrich Center for Workforce Development at Rutgers University is leading the urgent dialogue about the future of America's workforce and economy. More than ever, government, business, labor, community, and education leaders are searching for effective strategies for meeting the critical employment, education, and training challenges that America faces.

This report describes how the Heldrich Center is partnering with employers, educators, unions, community groups, and policymakers to strengthen America's workforce. It identifies major workforce challenges that we must focus on in order to grow our economy and provide economic opportunity for all Americans. The report highlights individuals and organizations being transformed by the Heldrich Center's innovative strategies—helping people address the vexing problems of global competition, complex new technologies, an aging workforce, and a shortage of qualified workers in critical jobs.

As the Heldrich Center celebrates the opening of its new research facility, its work offers exciting new insights for students, job seekers, workers, and employers trying to succeed in an ever-changing economy. And with the generous support of the Robert Wood Johnson Foundation, which has provided a \$3 million endowment to the Heldrich Center, our work and reach will be significantly enhanced. Quite simply, we look forward to the next decade with enthusiasm and renewed commitment to strengthen America's workforce.

Sincerely,

*John J. Heldrich, Chair
National Advisory Board*

*Carl E. Van Horn
Professor and Director*



Independent Research

Heldrich Center faculty and professional staff have written several influential books:

- ***A Nation at Work: The Heldrich Guide to the American Workforce*** (Rutgers University Press);
- ***Work in America: An Encyclopedia of History, Policy, and Society*** (ABC-CLIO Press), a best-selling reference book in 2005; and
- ***Handbook on the Economics of Discrimination*** (Edward Elgar Publishing), designated an “outstanding academic book” by the American Library Association in 2006.

Making a Difference

After a successful first decade, the Heldrich Center has earned a reputation as one of the nation's leading research centers for workforce development. Its faculty and staff have conducted nearly 200 research, education, and service projects for industry, government, organized labor, foundations, and nonprofit organizations. The Heldrich Center's faculty and professional staff have also produced more than 225 reports, presentations, speeches, papers, books, and scholarly journal articles.

One of the Heldrich Center's best-known publications is its acclaimed *Work Trends* series, national public opinion surveys that document the views and concerns of American workers and employers. More than 17,000 workers and employers have been surveyed on



Farm Worker, Southern New Jersey

such topics as retirement, technology, disabilities, and discrimination. *Work Trends* reports received extensive coverage in hundreds of media outlets throughout the United States and the world, including the Associated Press, National Public Radio, *The New York Times*, *The Washington Post*, *The Wall Street Journal*, and network television news programs.

Work Trends findings reflect dramatic changes in the U.S. workforce:

- Nearly 7 in 10 American workers plan to continue working full or part time for pay after retiring from their main job; only 13% expect to stop working entirely. (*A Work-Filled Retirement: Workers' Changing Views on Employment and Leisure*, 2005)
- Of the U.S. workers laid off between 2001 and 2004 who found new jobs, half had to accept lower salaries. (*Laid Off: American Workers and Employers Assess a Volatile Labor Market*, 2004)
- Only 1 in 4 employers has hired people with disabilities even though 85% agree that their companies are physically accessible. Most firms found the average cost of accommodation was \$500 or less. (*Restricted Access: A Survey of Employers about People with Disabilities and Lowering Barriers to Work*, 2003)
- 55% of U.S. workers give America's high schools nothing better than a "C" in how they prepare students for success in the workplace. (*Making the Grade? What American Workers Think Should be Done to Improve Education*, 2000)



Farm Supervisor, Southern New Jersey



WORKTRENDS

AMERICANS' ATTITUDES ABOUT WORK, EMPLOYERS, AND GOVERNMENT

A Work-Filled Retirement: Workers' Changing Views on Employment and Leisure

by

Scott Reynolds, Neil Ridley, and Carl E. Van Horn, Ph.D.

August 2005



JOHN J. HELDRICH CENTER FOR WORKFORCE DEVELOPMENT
EDWARD J. BLOUSTEIN SCHOOL OF PLANNING AND PUBLIC POLICY

Educating Workforce Policy Leaders

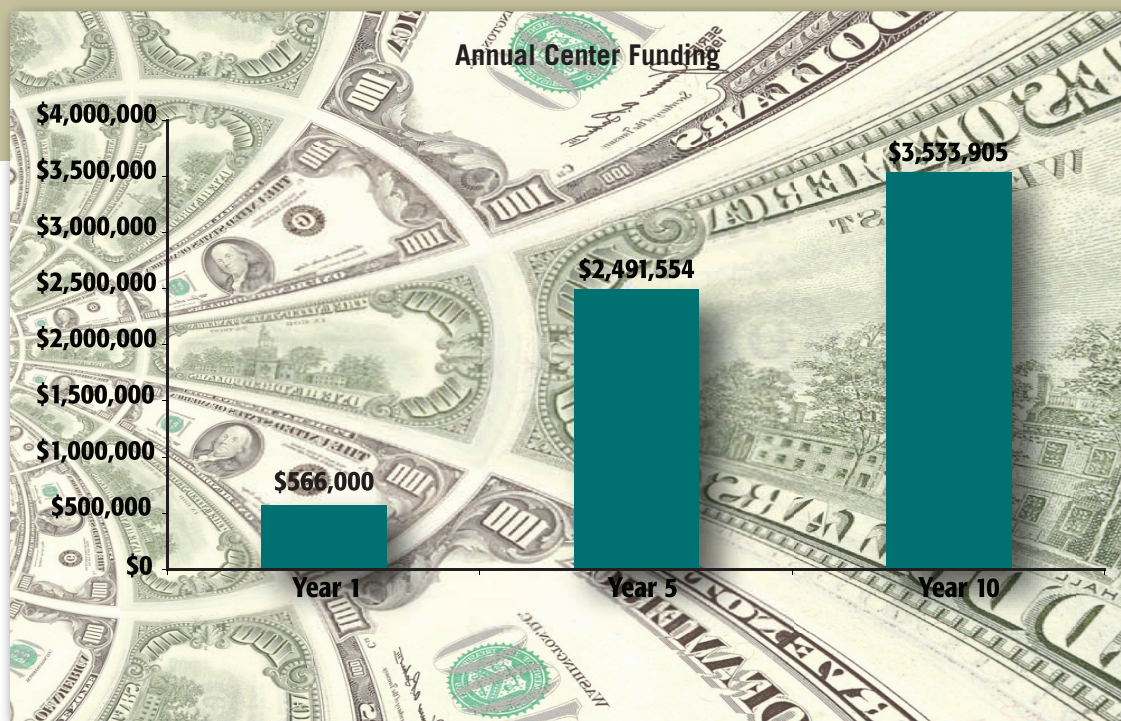
As an integral component of Rutgers University and the Bloustein School of Planning and Public Policy, the Heldrich Center is educating a new generation of workforce development professionals. More than 30 undergraduate and graduate students have studied and worked on Heldrich Center projects, and are now pursuing their careers as educators, workforce consultants, employment center administrators, legislative analysts, government researchers, and budget specialists.

■ Most of the working poor (82%) said they need more education to obtain the job they want. Yet only 18% get financial support from their employer for education or training outside of the workplace, and only 27% receive government assistance. (*Working Hard but Staying Poor: A National Survey of the Working Poor and Unemployed*, 1999)

As these national surveys show, there is an urgent need to develop new workforce strategies that respond to an increasingly volatile U.S. labor market.

The Heldrich Center faculty and professional staff do more than document the challenges facing the nation’s workforce. They partner with industry and educators to seek out practical solutions that translate Center research findings into effective government and workplace policy. The combination of scholarly research and “real-world” solutions enables the Heldrich Center to make a significant difference in the lives and futures of American workers and their employers. Read on to learn more about the Center’s work over the past decade.

The Heldrich Center has raised over **\$50 million** in capital and operational funding from public- and private-sector partners.





The John J. Heldrich Center is a valued partner with the New Jersey Commission on Higher Education. Through our partnership, we have been able to strengthen the technical assistance that we can offer New Jersey colleges.

Jane Oates, Executive Director
New Jersey Commission on
Higher Education

The Heldrich Center has been on the cutting edge in workforce development. Its research has documented the significant gap between the jobs companies like Verizon need to fill and the skills historically provided to people by workforce training systems. Their public- and private-sector initiatives work to close this gap, including an initiative with Verizon that focuses on the critical choices teens must make in choosing a career.

Dennis M. Bone, President
Verizon New Jersey

Challenge I: Improving Productivity by Closing the Skills and Education Gap

Helping young people see the connection between their school work and their future careers is a great challenge for teachers, school counselors, and parents alike. At the same time, employers and labor unions report that many people lack reliable and accessible information about exciting career opportunities and fast-changing skill requirements.

Heldrich Solutions at Work ***Career Counseling in a Knowledge Economy***

In 2004, high school counselors throughout the United States discovered new ways of reviving career education from the Heldrich Center's acclaimed report, *The 70% Solution: Five Principles for Helping Young People Make Decisions During and After High School*. Prepared with support from the AT&T Foundation, the report found most students who enroll in college—and those who never attend—do not get the information and tools they need to make important decisions about their lives, careers, and education. Best practices from schools nationwide chronicled more effective counseling strategies.

21st Century Skill Profiles Available Online

The Heldrich Center's *Ready for the Job* research generates new data on the latest skill and education requirements of emerging and traditional industries,

such as health care, biotechnology, pharmaceuticals and medical devices, information technology, and energy. To make this data more accessible to young adults, the Heldrich Center partnered with New Jersey's State Employment and Training Commission, Department of Labor and Workforce Development, and Department of Education to create www.NJNextStop.org, a user-friendly, interactive career website for New Jersey high school students. This popular resource—which describes dozens of high-demand jobs along with information on wages, benefits, job openings, and educational requirements—attracts almost 5,000 visitors each month. To assist adult workers, the Heldrich Center also created an online consumer report card at www.njtrainingsystems.org to review all occupational training and education providers statewide. Users are able to compare programs based on cost, location, length of training, special services, graduate starting salaries, and trainee job retention rates.

Nanotechnology Workforce

As part of a multi-university consortium funded by the National Science Foundation, the Heldrich Center is examining the future skill needs of the nanotechnology industry. Operating on a molecular level, nanotechnology could have a profound impact on the global economy and workforce as it transforms key industries such as manufacturing, health care, energy, and communications.



The Workforce Needs of New Jersey's Pharmaceutical and Medical Technology Industry

Prepared for
HealthCare Institute of New Jersey and Member Companies

Prepared by
John J. Heldrich Center for Workforce Development
Edward J. Bloustein School of Planning and Public Policy
Rutgers, The State University of New Jersey

May 2007

HealthCare Institute
of New Jersey



People at Work



Mark McGrath, head counselor at Lawrence High School in New Jersey, saw the valuable career information available online at NJNextStop and decided to help students, teachers, and school counselors make the most of this resource. He developed a multi-grade NJNextStop teaching guide that shows students how to access information on an exciting range of high-demand jobs and career options. He leads students through realistic job search exercises that introduce them to the full range of NJNextStop features. Mark's material will be available statewide beginning in fall 2007.



Research done by the Heldrich Center has resulted in the New Jersey Chamber of Commerce establishing the New Jersey Business Leaders Network, an employer-led endeavor that enhances competitive employment opportunities for skilled job candidates with disabilities.

Joan Verplanck, President
New Jersey State Chamber of Commerce

The Heldrich Center has been pivotal in raising awareness of the value of hiring workers with disabilities. The Foundation has referred many of our grantees to the Center for their technical expertise in developing and evaluating projects that create job opportunities for people with disabilities. We salute the Center for the invaluable contributions it has made on behalf of the workforce.

Elaine E. Katz, Vice President of Grant
Programs and Special Initiatives
The Henry H. Kessler Foundation

F-E-G-S values the contributions of the Heldrich Center and its strong commitment to the field. Its research, and evaluation of effective programming and best practices, is highly valued by the practitioner community. Of special note was the Center's expertise during the 9/11 emergency employment program for those displaced from work in the aftermath of that tragedy.

Gail A. Magaliff, Chief Executive Officer
F-E-G-S Health and Human Services System

Challenge II: Ensuring Economic Opportunity and Connecting People to Job Opportunities

Millions of Americans worry about their employment security, while employers struggle to find employees with the skills industries need to remain competitive in today's demanding global economy. The Heldrich Center has pioneered projects that give workers new training and education options, and help businesses to find talented employees.

Heldrich Solutions at Work

New Jobs for the Economic Victims of 9/11

More than 100,000 people throughout the New York metropolitan area lost their jobs due to the terrorist attacks of September 11, 2001. *The September 11th Fund*, a nonprofit organization formed to lead the region's recovery, enlisted the Heldrich Center to design and implement an unprecedented reemployment strategy to assist workers in Lower Manhattan dislocated by the economic disruption there. Led by the Center's executive director Kathy Krepcio, the Fund's Employment Assistance Program, which ultimately aided more than 11,000 individuals, provided over \$36 million in income support and more than \$40 million in job counseling, English language instruction, training, and job placement services.

Work Options for America's Aging Workforce

Between 2002 and 2012, the number of U.S. workers over the age 55 will increase by an astonishing

50%. Employers are eager to retain employees' skills and abilities past retirement age, but businesses are struggling to find ways to accommodate their older workers. Consequently, transition issues facing older workers are now a special focus of Heldrich Center research. In 2005, for example, the Center teamed with the U.S. Chamber of Commerce for a national forum on issues surrounding mature workers. That same year, more than 200 media outlets worldwide reported the findings of the Center's national survey of American workers' changing views on retirement and leisure, *A Work-Filled Retirement*. Heldrich Center research is helping to shape the national debate and workplace practices about older workers.

Career Opportunities for People with Disabilities

People with disabilities represent a group of workers whose talents can be tapped by industries facing shortages of qualified workers. In 2007, the Heldrich Center began a multi-year evaluation of the New Jersey Institute of Technology's "Employ Me!" program, which prepares adults with disabilities for careers in information technology. The evaluation, led by Kathy Krepcio and Neil Ridley, will help program administrators assess the effectiveness of the program in improving the employment prospects for disabled people. The Heldrich Center also began working with the New Jersey Department of Human Services to develop a comprehensive strategy to improve the state's capacity to understand and increase employment of persons with disabilities.

Pioneering Research Promoting Economic Opportunity for All

William M. Rodgers III, Professor of Public Policy and the Heldrich Center's Chief Economist, is undertaking an ambitious research agenda that is shaping the national debate over how to create economic opportunity for all Americans. Professor Rodgers' scholarly articles explore issues such as wage inequality and the special challenges of older low-income workers.

The American Library Association honored his *Handbook on the Economics of Discrimination* as an outstanding academic book for 2006. With funding from the National Science Foundation, he also oversees the national Economics Pipeline Project, which offers special summer training and mentorships to increase the number of minorities that complete Ph.D.s in economics.

The Global Logistics Chain

Revolutionary changes in information technology have transformed global logistics into one of the world's fastest growing industries. A new study, led by Professor Rodgers, examines how the industry's rapid restructuring is affecting the regional labor market of the Port of New York and New Jersey. Funded by the National Science Foundation, the project is a joint effort of the Heldrich Center and Rutgers' School of Management and Labor Relations and College of Engineering.

Assisting Workers with Limited Basic Skills

Concerned by the high rates of the unemployed who have difficulty reading and writing or who have a learning disability, the Heldrich Center issued a guidebook for career center personnel, *Helping Job Seekers Who Have Limited Basic Skills*. Developed with support from the JPMorgan Chase Foundation, thousands of copies of this report have been downloaded from the Heldrich Center website.



David Chen, Executive Director, Chinese-American Planning Council, New York City

People at Work



Class Studying English, Chinese-American Planning Council, New York City

Chun Yin Cheung was one of the 11,000 individuals who benefited from the September 11th Fund's Employment Assistance Program (EAP). Before the terrorist attacks, Mrs. Cheung worked as a seamstress in Lower Manhattan. She was among the one in four adults in Chinatown who lost their jobs when factories closed. Through the Heldrich Center-managed EAP, Mrs. Cheung was enrolled with the Chinese-American Planning Council, which offers social services to people of all ages in the community. Mrs. Cheung was trained to become a home health aide in a program that also helped her to improve her ability to speak, listen, and write in English. In time, Mrs. Cheung received her home health aide certificate and began a new career.



Surgeon, Robert Wood Johnson University Hospital



Any company is only as good as its employees...a highly trained and skilled workforce is essential. For over 10 years, the Heldrich Center has been an unmatched leader in workforce development, training, and policy. New Jersey Resources is proud to support the important work you do.

Laurence M. Downes, Chairman and CEO
New Jersey Resources

The professional team at the Heldrich Center provided us with an insightful and meaningful report on the economy and workforce of the greater Meadowlands region, which had never been done before...an invaluable tool for our member businesses.

James Kirkos, Chief Executive Officer
Meadowlands Regional Chamber
of Commerce

Challenge III: Building Workforce and Economic Development Partnerships

Innovative workforce strategies require the active support of workers, employers, educators, and training providers working together. Knowing that collaboration is the key to success, the Heldrich Center encourages partnerships as an essential part of its workforce development initiatives.

Heldrich Solutions at Work A Talent Pipeline for the Nation's Energy Utilities

Energy utilities across the United States will lose significant numbers of their most experienced workers to retirement within the next five years. These utilities must recruit a new generation of workers with the skills necessary to fill critical jobs. The Heldrich Center is working closely with energy companies to create business-education partnerships that will serve as a vital supply of talented workers. Center research, surveys, and advice are assisting the energy sector's training and recruitment efforts through industry groups such as the Center for Energy Workforce Development and the Electric Power Research Institute. The Heldrich Center has also partnered with top energy utilities in New Jersey to create a customized workforce strategy at the state and regional level.

Linking Workforce Development to State Economic Growth

The Heldrich Center assisted the New Jersey Governor's Office of Economic Growth (OEG) in develop-

ing a state economic growth strategy that recognizes the specific workforce challenges of key industries. OEG not only coordinates economic efforts across all state departments and agencies, but supports permanent industry advisory groups whose members report on workforce needs in each sector.

Regional Workforce and Economic Growth Strategies

The Meadowlands region, just west of New York City, is home to more than 9,000 businesses employing 154,000 workers. To assess the area's future employment needs, the Meadowlands Regional Chamber of Commerce asked the Heldrich Center to examine important local industries such as supply chains, manufacturing, and retail. The groundbreaking report, *A Profile of the Economic Landscape of the Meadowlands Region*, is now a powerful tool that local employers, educators, and government leaders are using to develop a coordinated workforce and economic growth strategy.

The Port Authority of New York and New Jersey called on the Heldrich Center to identify possible worker shortages or skills gaps that could jeopardize warehousing and distribution operations at the ports. Center faculty and professional staff also partnered with the Union County Workforce Investment Board to identify local educational resources that can help the region's top industries develop a coordinated plan to meet projected hiring needs.



People at Work



Mary Burks, a school workforce relations coordinator in Trenton, New Jersey, believes partnerships are vitally important to creating career and education opportunities for her students. Her outreach to local employers has led to generous donations of equipment that allow students to learn and train at school. Her outreach to the local community college helped launch a new stream of skilled utility trainees that begins in high school and leads to a college-level certificate.

Mary is a valued member of the Heldrich Center's Career Connections steering committee. Organized with support from Verizon New Jersey, this coalition brings together top state-level policymakers, educators, counselors, employers, and organized labor. The group is expanding its outreach through the statewide Access New Jersey broadband network, linking more than 200 New Jersey schools and colleges to new career information and programming online.

Thanks to Verizon New Jersey, the new Heldrich Center research and conference facility has a state-of-the-art videoconference center that enables Career Connections to share exciting information about jobs and career options with a vastly expanded audience in classrooms and offices worldwide.



The Heldrich Center is a nationally recognized institution. The New Jersey State AFL-CIO is proud to be their strategic partner in the development of programs that address workplace issues of concern to every man and woman, while expanding businesses that provide quality jobs. We believe our joint industrial safety management programs have achieved a “gold standard” in protecting workers, combating occupational injury and illness, and promoting workplace safety.

Charles Wowkanech, President
New Jersey State AFL-CIO

The New York City Workforce Investment Board engaged the Heldrich Center to conduct a comprehensive review of New York City’s labor market information and to recommend ways to analyze and disseminate information about the City’s workforce and economy. The knowledge, insight, and dedication that the Heldrich Center brought to the project were of tremendous value to the Board and of critical importance in moving one of the Board’s key strategies forward.

Marilyn Shea, Executive Director
New York City Workforce Investment Board

Challenge IV: Strengthening Workforce & Education Programs and Building Capacity

Billions of public and private dollars are invested in education and training programs each year. Public officials, employers, and job seekers want to make sure that those investments have a positive impact. The Heldrich Center conducts in-depth, independent evaluations of workforce programs and recommends tactics and strategies for improving performance and program effectiveness.

Heldrich Solutions at Work

Los Angeles Consumer Report Card

The workforce development system in Los Angeles annually delivers over \$80 million in employment services to more than 100,000 unemployed and disadvantaged youth and adults. The city's Workforce Investment Board asked the Heldrich Center to help create a more responsive workforce investment system driven by performance and accountability, rather than a heavily regulated process. To achieve both accountability and fairness, the Center collaborated with California State University, Northridge to develop an online consumer report card rating the performance of the 42 diverse workforce contractors. The balanced scorecard goes beyond traditional measures of job placement and customer satisfaction to enable customers to identify the contractor that meets their specific needs.

Global Workforce Diversity Conference

With employers throughout the world grappling with the opportunities and challenges of managing a

multi-cultural, multi-lingual, and multi-generational workforce, the Heldrich Center is preparing to host an international conference on workplace diversity in 2008. The event will showcase best practices from employers around the world.

Mapping New York's Labor Market Resources

In 2006, the Heldrich Center created a comprehensive visual map of labor market information resources for the New York City Workforce Investment Board to help users of labor market data and analysis match their needs to the city's extensive data resources. The Center also interviewed experts from private firms, nonprofit organizations, and government agencies whose recommendations are helping the Board to collect and distribute helpful, accurate labor market information throughout the city.

Evaluating Employment & Training Grants and Programs

Since its inception, the Heldrich Center has conducted numerous evaluations of training grants and programs. Examples include evaluations of programs that prepare women and minorities for apprenticeships in the construction trades, and programs that increase parental involvement in low-income schools. Other evaluations include a measurement of the employment experiences of dislocated workers who received training grants, an examination of New Jersey's customized training grant program, and evaluations of the Lucent Technologies Foundation's primary youth and education grant programs.



People at Work



Don Witt, Operations Manager at FlintGroup, was searching for an affordable way to provide up-to-date safety training to the 17 employees at his manufacturing facility. His small team produces and distributes two million pounds of ink each month for newspapers from Virginia to Canada. Don obtained the extra training he needed via the New Jersey Occupational Safety and Health Education Program (OSHEP), an initiative led by the New Jersey State AFL-CIO in partnership with the Heldrich Center.

OSHEP develops and provides occupational safety and health training for New Jersey employers and employees. These programs not only help businesses achieve significant reductions in their occupational injury and illness rates, but also foster more cooperative labor-management relationships and boost overall performance and productivity.

In addition to workplace health and safety training, the Heldrich Center and OSHEP's partners at the New Jersey AFL-CIO have launched a new security awareness and preparedness training initiative for the chemical and petroleum sectors.



PARTNERS

The Heldrich Center is a renowned and respected leader on workforce issues. Over the past decade, we have been a proud partner with the Heldrich Center on two landmark workforce studies, both of which have garnered a great deal of attention from policymakers in the state.

The Honorable Bob Franks, President HealthCare Institute of New Jersey and former Member of Congress from New Jersey

We have consistently enjoyed and benefited from the wide-ranging and invaluable research, continuing education, and networking offerings the Center has sponsored. We continue to look to the Heldrich Center as a leader and innovator in the field of workforce education.

Dr. Leonard C. Schneider
Executive Director
Jewish Vocational Service of MetroWest

For a decade, the Heldrich Center has been providing the Port Authority with first-class analysis that has informed our decision-making at every level. Their conferences and frequent reports have encouraged us to think strategically about the critical workforce challenges in our region.

Anthony Shorris, Executive Director
Port Authority of New York and New Jersey

Partners at Work

The Heldrich Center's work would not be possible without the support of its partners—corporations; foundations; national, state, and local governments; and employer, professional, and labor associations. Here are just a few of the Heldrich Center's many supporters:

Foundations

The **Robert Wood Johnson Foundation**, which, through its wide-ranging initiatives, strives to improve the health and health care of all Americans, has generously funded a \$3 million endowment that will enable the Heldrich Center to enhance and expand its research, scholarship, communications, and public education initiatives.:

Employers

Johnson & Johnson, one of the world's leading pharmaceutical companies, has provided generous financial support and thoughtful advice to the Heldrich Center since its founding. Its support has enabled the Center to offer the acclaimed *Work Trends* survey series and to craft more effective ways to assist displaced workers in today's volatile economy.

Verizon New Jersey, one of New Jersey's largest employers, has long been a leader in workforce development and also promotes literacy, disability awareness, education, health, and the arts. It has provided generous financial support to numerous Heldrich Center projects including the Career Connections initia-

tive. Verizon New Jersey was the first in the nation to deliver broadband technology to schools through Access New Jersey, and has contributed a state-of-the-art web and video conferencing center to the Heldrich Center's new research and training facility.

New Jersey Resources provides reliable retail and wholesale energy services to customers in New Jersey, other states, and Canada. The company supports many Heldrich Center initiatives, including an examination of the nation's energy utilities and annual surveys of the concerns of employers.

Government

The **Port Authority of New York and New Jersey** is a \$6 billion interstate agency that manages and maintains the bridges, tunnels, bus terminals, airports, PATH rapid transit system, and seaport that are critical to the bi-state region's trade and transportation capabilities. The Port Authority's facilities serve as a vital link to the global economy, and provide essential support to the workforce of the New York-New Jersey metropolitan region. The Port Authority has teamed with the Heldrich Center on many initiatives, projects, and events.

The **National Science Foundation** (NSF), an independent federal agency, promotes the progress of science; advances national health, prosperity, and welfare; and secures the national defense. NSF has funded a number of Heldrich Center initiatives, including workforce studies for the nanotechnology industry and the international ports of New York and New Jersey.



PARTNERS

The Heldrich Center has established itself as a premier policy and research center, demonstrating an understanding of today's complex workforce challenges. It has been a valued partner working with state policymakers to create 21st century workforce development systems capable of meeting the career needs of workers and talent needs of business.

Martin Simon, Program Director/Workforce and Economic Development
National Governors Association -
Center for Best Practices

Whether by helping to improve our Customized Training Program, or through its valuable research, or through its promotion of best practices from workforce programs around the nation and across the globe, the Heldrich Center is a vital partner in our efforts to build an effective workforce development system in New Jersey.

David J. Socolow, Commissioner
New Jersey Department of Labor
and Workforce Development

The **New Jersey Department of Labor and Workforce Development** ensures employment and economic opportunity for the state's workforce, stimulates economic growth, and administers support services to workers. The Department has been a longtime partner of the Heldrich Center, supporting efforts as varied as the New Jersey consumer report card, the Ready for the Job initiative, and the Occupational Safety and Health Education Program.

The **New Jersey State Employment and Training Commission** promotes efforts to ensure that workers, job seekers, and students meet the knowledge and skill needs of employers throughout the state. Its work with the Heldrich Center includes Ready for the Job, the consumer report card, an evaluation of the New Jersey Workforce Development Partnership Act, and NJNextStop, a popular youth-oriented career website.

The **New Jersey Department of Education** administers state and federal aid programs for the state's public and non-public elementary and secondary students, and oversees student services and education programs. Joint projects with the Heldrich Center include the state consumer report card and an evaluation of New Jersey's career and technical education programs.

Organized Labor

The **New Jersey State AFL-CIO** represents more than one million Garden State workers in many industries—from health care and manufacturing, to transportation and construction. It offers a variety of workforce initiatives, including customized training services and apprenticeships, and partners with the Heldrich Center on the statewide Occupational Safety and Health Education Program.

Industry Groups

The **HealthCare Institute of New Jersey** is a trade association for the state's pharmaceutical and medical technology industry and seeks to raise awareness, understanding, and public support for the industry. Its work with the Heldrich Center includes analyses of the industry's workforce needs.

PARTNERS

Goodwill is grateful to the Heldrich Center for applying its expertise to our Member for Life survey. Through our collaboration with the Center, Goodwill better serves our "graduates" to reach final independence, which is the ultimate goal of workforce development.

Joan Meinking, Vice President
Administration and Compliance
Goodwill Industries of Greater New York
and Northern New Jersey

For nearly a decade, the State Employment and Training Commission and the Heldrich Center have formed a partnership that is a veritable model of how state government can work effectively with a great research university. We congratulate the Center on reaching this historic milestone and look forward to our continued work in the future.

Dr. Henry Plotkin, Executive Director
New Jersey State Employment
and Training Commission

A Vision Realized

The Heldrich Center's leadership and supporters long shared the vision of building a permanent home for the Center in a state-of-the-art office, conference, and training facility. After years of planning and construction, that vision has become a reality. In spring 2007, the Heldrich Center opened its new headquarters in Heldrich Plaza, an exciting addition to New Brunswick's downtown cultural and civic district. The complex also features a hotel and executive conference center, condominiums, and retail space.

The Heldrich Center's new headquarters provides the faculty, professional research staff, and students with space to expand their workforce development projects and services. It also offers New Jersey and the region an outstanding training and education center for employers, labor unions, educators, government officials, and nonprofit organizations. The conference facilities include a multi-purpose room accommodating up to 200 people, several conference and breakout rooms, a focus group room and adjoining observation room, an information center/library, and the state-of-the-art Verizon New Jersey video and web conferencing center. All meeting spaces offer wireless high-speed Internet access and the latest in audio-visual technology.

To learn more about the John J. Heldrich Center for Workforce Development, visit www.heldrich.rutgers.edu

To discuss how you can participate in the Heldrich Center's success, contact Jeff Stoller, Deputy Executive Director, at jstoller@rci.rutgers.edu or 732.932.4100, x6311.


This report was funded by the John J. Heldrich Center for Workforce Development.

Editorial: Jeffrey N. Stoller and Robb C. Sewell

Design and Production: Chris VanCleaf, DotArt Design Solutions, www.dotartdesignsolutions.com

Printing: Premier Graphics, www.premiergraphics.com

Photography: Jason Francisco, Mason Gross School of the Arts, Rutgers University and Elliot Gabor, EG Productions



John J. Heldrich Center for Workforce Development
Rutgers, The State University of New Jersey
30 Livingston Avenue
New Brunswick, NJ 08901
732.932.4100 Website: www.heldrich.rutgers.edu

RUTGERS

Edward J. Bloustein School
of Planning and Public Policy



John J. Heldrich Center for Workforce Development

Rutgers, The State University of New Jersey

30 Livingston Avenue

New Brunswick, NJ 08901

732.932.4100 | www.heldrich.rutgers.edu