

W.E.  
**UPJOHN INSTITUTE**  
FOR EMPLOYMENT RESEARCH

**President**  
**2018**



The Upjohn Institute invites nominations and applications for the position of president.

## OVERVIEW

The W.E. Upjohn Institute for Employment Research, a private, not-for-profit, nonpartisan, independent research organization, has been studying policy-related issues of employment and unemployment since its founding in 1945. The Institute is headquartered in Kalamazoo, Michigan.

### Mission

According to its charter, the mission of the Institute is three-pronged:

- Research the causes and consequences of unemployment and study and investigate the feasibility and methods of insuring against unemployment;
- Devise ways and means of preventing and alleviating the distress and hardship caused by unemployment; and
- Create, experiment with, and put into effect any plan or device that the Board may determine feasible to accomplish that purpose.

The mission statement underscores the importance of incorporating all three elements in addressing the causes and consequences of unemployment: the fundamental need to conduct rigorous, high-quality research; the importance of experimenting with new ideas; and the necessity of disseminating research findings and providing technical assistance to those who make policy decisions and to those who administer the programs that provide services to workers and the unemployed who need assistance.

The Institute carries out its mission through two complementary program areas:

- **Research:** The research program is focused on issues related to employment and unemployment at the international, national, state, and local levels. Research is primarily conducted by a resident staff of professional social scientists, nine of whom are Ph.D.-level economists. In-house research is supplemented with work by visiting scholars, non-resident affiliates, and post-doctoral fellows and through grants to external researchers. The Institute disseminates research findings through books, working papers, policy briefs, newsletters, and social media.
- **Services:** The Institute operates several direct services supporting state and local workforce and economic development. The largest, the Employment Management and Services Division, has operated continuously since 1973 and administers federal- and state-funded employment and training programs for disadvantaged and dislocated workers in four Southwest Michigan counties.

## **History**

The Institute traces its roots to the concerns of a Kalamazoo industrialist and philanthropist for the well-being of laid-off workers and their families during the Great Depression. In 1932, Dr. W. E. Upjohn (1852–1932), physician and founder of the Upjohn Company, embarked on a grand experiment of providing land for displaced workers in the community to cultivate gardens or work at the farm co-op he created to provide for themselves and their families. To support the initiative for future generations, Dr. Upjohn created the W.E. Upjohn Unemployment Trustee Corporation and donated 1,100 acres of land and shares of company stock to the Trustee Corporation. Three years later, Congress passed legislation that created the Unemployment Insurance System, which replaced the land as a social safety net with cash assistance to displaced workers. After consulting with national experts on how best to continue to serve the unemployed, the Trustee Corporation created in 1945 what is today the W. E. Upjohn Institute for Employment Research.

Today, nearly 86 years since the inception of the Trustee Corporation, the Institute continues to fulfill Dr. Upjohn's original mission by researching the causes and consequences of unemployment, experimenting with innovative ways to help the unemployed, and disseminating research findings. Its in-house staff of researchers, complemented by grants to outside experts, analyzes a host of policy-relevant employment issues. As a modern-day equivalent of the "farm" experiment, the Institute's Employment Management Services Division strategically plans and administers the delivery of federal- and state-funded workforce programs for the region. Its engagement in both research and operations is a unique feature of the Institute, offering researchers greater insight into the daily issues facing workforce program staff and administrators, while in turn providing administrators with state-of-the-art research findings and analytical capabilities to carry out their operations more effectively.

## **RESEARCH**

Institute research is primarily focused on U.S. labor markets and addresses several core areas: the causes of unemployment and the effectiveness of social safety net programs in mitigating its effects; education and training systems to improve individuals' skills and knowledge, thereby improving their employability and earnings; and the influence of state and local economic development policies and practices on local labor markets. In addition, the Institute assesses emerging trends affecting workers and labor markets that have an impact on its core research areas. A current example is its research on nonstandard work arrangements.

These topics often call for an integrated approach that brings together various strains of research that use different methodologies. The Institute's recently launched place-based initiative is a prime example of a comprehensive approach to studying ways to promote employment and create broadly shared prosperity. The initiative integrates research on two broad avenues through which communities can help their residents obtain and maintain

employment: investing in the education and skills of local residents and fostering business growth through local policies and programs that encourage business startups and retention. Communities and states are often laboratories for experimentation through innovative new programs and the improvement of existing programs. Taking a holistic approach, this initiative examines how these two channels interact and contribute to achieving, in a cost-effective way, the goal of more and better jobs, which enhances community well-being and reduces poverty. Through the study of innovative place-based policies in Michigan and across the country, the initiative draws general lessons for local, state, and national policy.

A second major research initiative concerns the changing nature of employment arrangements and its implications for the social safety net. Available evidence points to significant growth in independent contractor and other nonstandard work arrangements, raising concerns that the U.S. system of social insurance and employment protections inadequately protects workers today. The initiative will include a major new data collection to better understand the scope of the phenomenon and analyses of its implications for social safety net programs. This information will guide recommendations concerning possible changes in the design of social insurance programs.

The Institute promotes a healthy exchange of ideas through frequent internal seminars and has a seminar series that hosts 15 to 20 outside speakers during the year. The former allows research staff to receive feedback from colleagues on preliminary work, while the latter provides the opportunity for intellectual exchange between Institute staff and outside scholars.

The research program is financed mostly by income from a trust fund, supplemented with income from grants, contracts, and sales of publications. The program is carried out by a combination of resident staff, visiting scholars, non-resident affiliates, and grant recipients. The Institute, with the support of its endowment, maintains an environment that is conducive to policy-oriented research. Because of the endowment, the Institute enjoys a level of independence from funders that gives its work an extra level of credibility. Since its inception, the Upjohn Institute has used that independence in a responsible way to conduct research and disseminate its findings.

The Institute's research is undertaken by teams led by Ph.D.-level staff and supported by a dedicated corps of research analysts and research assistants, some of whom have master's degrees and over 10 years' experience. It is expected that individuals in the research program will work collaboratively, and the Institute maintains a flexible method of project assignments for research support personnel which has fostered a cooperative tradition. This research support team is equipped to handle highly complex analyses.

The Institute invests in state-of-the-art computing, large administrative and specialty datasets, and information resources. The Institute provides technologies to process big data, the capacity and stability necessary to execute sophisticated data analysis, and software to collaborate locally and across the globe. The in-house technical staff maintains systems, provides technical assistance, and keeps abreast of ever-evolving tools and technologies necessary for conducting Institute projects. The Institute's Information Center staff offers research support, provides ready access to most of the literature relevant for carrying out the Institute's research, maintains all Institute research products in its repository, and compiles periodic information updates.

## **SERVICES**

### **Employment Management and Services Division**

Since 1973, the Institute's Employment Management and Services Division (EMSD) has been the administrative entity for local, federal, and state employment and training programs. Currently, the service delivery area encompasses four counties with a combined population of nearly 500,000. For FY 2017, services were provided to more than 5,200 participants through nine programs with a total budget of over \$10 million from more than 30 funding sources. The major workforce development programs are under the federal Workforce Innovation and Opportunity Act (WIOA) and provide job training and reemployment services to dislocated workers, disadvantaged adults, and youth. The Upjohn Institute also administers several programs through the Temporary Assistance to Needy Families (TANF) block grant, including Partnership, Accountability, Training, and Hope (PATH) for individuals receiving cash assistance, refugee assistance programs, job training under the Supplemental Nutritional Assistance Program (SNAP), partnerships for adult learning, Trade Adjustment Assistance (TAA) for displaced workers, and general employment services funded by the Wagner-Peyser Act.

EMSD recently received a \$3 million competitive Workforce Innovation Grant from the U.S. Department of Labor for expanding the Employer Resource Network and a grant of similar size from the W.K. Kellogg Foundation for establishing neighborhood satellite service centers. In addition, EMSD collaborated with the research division to complete the first "behavioral insight" intervention of WIOA programs using random controlled trials, which gained staff a trip to the White House for recognition during the Obama administration. [Michigan Works! Southwest](#), the name of the Workforce Investment Board which the Institute administers, consistently performs consistently in the top 10 percent of all 500 some WIBs in the United States.

### **Southcentral Michigan Planning Council (SMPC)**

SMPC is one of 14 regional planning organizations in Michigan established by state legislation. Its primary purpose is to assist local governments in strategic planning of community and economic development activities. SMPC staff work with member organizations on projects aimed at improving their economic, environmental, and fiscal health. SMPC also contracts with non-member agencies to provide technical assistance on

these topics and offers educational programming to interested parties. SMPC is governed by a board of 11 representatives appointed by the four-member counties. As with EMSD programs, Institute staff administer the programs and provide services, which are financed under a general contract with the board. By housing both SMPC and EMSD, the Institute provides an array of services to customers in the four-county area, integrating both economic development and workforce development.

### **Regional Economic Planning Services**

The Institute's Regional Economic Planning Services (Regional Team) provides applied research and technical assistance to local government agencies, nonprofits, and workforce and economic development intermediaries that contract with the Institute to address the economic development and workforce challenges they face. The nature and breadth of projects range widely and include net impact analyses of specific construction projects or particular entities, comprehensive analyses of a region's economic development and workforce efforts, and evaluations of national programs and initiatives of federal agencies. To perform this outreach function, the Regional Team is composed of a Ph.D. regional economist and support staff, with additional Institute staff or outside experts when needed. In addition to contractual work conducted on specific issues, the Regional Team frequently makes presentations to audiences inside and outside of Michigan on regional economic and labor force conditions. The Regional Team is also responsible for preparing the Institute's quarterly publication *Business Outlook for West Michigan*, an analytical review of the regional, state, and national economies.

### **DISSEMINATION AND COMMUNICATION**

The Upjohn Institute aims to reach several audiences with its research, including policy-makers and practitioners, other academic and policy researchers, and the media. Upjohn Press, the Institute's publication program, helps accomplish this by producing [books and ebooks](#) that offer rigorous yet accessible exploration of topical, policy-relevant issues. The first monograph published by the Institute, *Full Employment in Your Community*, appeared in 1947. Since then, some 225 books on a wide variety of labor-related issues have been published.

While the Institute has a long history of disseminating its work through traditional academic channels of books, working papers, newsletters, and peer-reviewed publications, it has expanded the ways it promotes its research in recent years. The Institute has furthered its social media presence, created shorter formats such as policy briefs for Institute research products, and used webinars and interactive databases for certain releases. Additionally, the Institute has built relationships with other organizations that share its interests and, through coordinated efforts, help amplify the Institute's message.

The Institute is also home to [Economic Development Quarterly \(EDQ\)](#). EDQ is a peer-reviewed journal dedicated to publishing and bringing to the attention of policymakers,

decision makers, and researchers the latest quality research findings in economic development.

The Institute's dissemination and communication functions are supported by a publications staff with editorial and graphic design expertise.

## **GOVERNANCE**

The Upjohn Institute is governed by a nine-member, self-perpetuating [Board of Trustees](#) consisting of leaders in education, business, law, and health care who reflect both regional and national perspectives.

## **FINANCES**

Dr. Upjohn's generous gift in creating the Trustee Corporation has provided the primary financial means to support the Institute's activities. The endowment, valued at approximately \$200 million today, provides the Institute with unique opportunities of long-term sustainability, consistency in purpose, and the freedom to research issues and experiment with innovative approaches deemed most pertinent to its mission. The organization as a whole has annual outlays of \$18 million, which is divided into two independent budgets: research and EMSD. The annual research budget is \$8 million, the majority of which is funded by the Trust. The research division draws approximately \$7 million each year from the Trust and generates approximately \$1 million each year in project income. The EMSD annual budget is approximately \$10 million. The majority of the support for this division comes from federal and state grant dollars that fund workforce development programs. Nearly half of the \$10 million supports in-house staff and programs. The remaining \$5 million is funneled to agencies that are contracted to operate other EMSD programs.

## **KALAMAZOO AND THE REGION**

### **[Kalamazoo](#)**

Kalamazoo is a diverse and progressive metropolitan area in southwest Michigan. Located 35 miles east of Lake Michigan, 45 miles south of Grand Rapids, and approximately 140 miles from Chicago to the west and the same distance from Detroit to the east, Kalamazoo is nestled amid rolling hills, woodlands, and inland lakes and near a variety of amenities, many of which are found within its own borders. *The New Yorker* recently dubbed Kalamazoo "a little Athens" because of the variety and vitality of cultural activities found in the city. The area boasts theater productions, a highly acclaimed symphony, chamber music, several choral festivals, and the internationally renowned Gilmore International Keyboard Festival. All of these cultural activities take place in a county with a population of roughly 250,000 and a combined metropolitan area (Kalamazoo and Battle Creek) of 524,000.

The Institute sits amid a rich educational community that includes Kalamazoo College, a small, private residential liberal arts college; Western Michigan University, a large public research institution with a nationally-recognized medical school; and Kalamazoo Valley Community College, a two-year public institution. With a diverse range of scholars and researchers at its fingertips, the Institute is ideally located for continued partnership that benefits not only the nation but the community in which the Institute was born.

### **The Kalamazoo Promise**

In 2005, a group of anonymous donors pioneered the nation's first universal, place-based college scholarship: the [Kalamazoo Promise](#). Thanks to the Promise, students who attend Kalamazoo Public Schools from kindergarten through high school graduation can receive full-tuition scholarships to earn a college degree or certificate at any of Michigan's public colleges or universities, plus 15 of the state's private liberal-arts colleges.

## **THE NEXT PRESIDENT**

### **Opportunities and Challenges**

Reporting to and working with the Board of Trustees, the president is responsible for the strategic, financial, and operational management of the Upjohn Institute. S/he is charged with providing visionary leadership for the Institute, ensuring that it remains a visible leader in research and evaluation of employment and workforce development issues, as well as a prominent voice among policymakers, practitioners, the academic community, the media, and the public. The next president of the Upjohn Institute will arrive at a time of great momentum and optimism, with a wealth of resources upon which to build. Charting a bold path for the Institute's future, the next president will embrace the following opportunities and challenges:

#### **Develop a distinctive and shared strategic vision for the future of the Institute.**

At this pivotal stage in its history, the Institute is willing to take informed risks to achieve even greater success and impact regionally, nationally, and internationally. In support of this goal, the next president will refine the long-term direction of the Institute in ways that are consistent with its mission and values: ensuring that it continues to be viewed as a clearinghouse of unbiased information about employment issues that informs policy. S/he will introduce innovative and creative strategies that bring together staff, researchers, and trustees to engage in planning for the Institute's future.

#### **Strengthen and build collaborative relationships and partnerships for the Institute.**

The Upjohn Institute is seeking a president who will nurture and develop existing relationships with foundation partners, research and policy institutes, and colleges and universities to leverage the Institute's resources. While the Institute houses more labor economists than most research institutions, the president will need to establish additional partnerships with academia and with other research organizations to help supplement the Institute's research capabilities and demonstrate its commitment to providing work that meets the highest quality standards. The president will cultivate relationships with

associations, foundations, government agencies, businesses, and research organizations to help further the mission of the Institute.

**Champion efforts to increase diversity and inclusion.** The next president will ensure that the Institute is a diverse, thriving, and inclusive workplace. Serving as a model in areas of inclusion and equity, the next president will support the recruitment, retention, and promotion of individuals from diverse backgrounds to drive intellectual enrichment for the Institute and to bring new ideas and concepts that complement the Institute's research agenda. Additionally, the next president of the Institute will foster strategies designed to promote an interdisciplinary approach to addressing issues associated with labor and employment. And finally, the next president must help the Institute, through its research and findings, assist in creating a more inclusive society through labor and employment practices.

**Develop the creative talents and strengths of the Institute and raise its visibility.** The next president will help cultivate the talents and skills of all members of the Institute, bringing together their many strengths to inspire collaboration across research, regional operations, and national engagement. Setting the tone for excellence, the next president will not only inspire and shape the Institute's staff, s/he will engage actively in raising awareness of their work and contributions, regionally and nationally. S/he will represent the Institute at professional, civic, and community service meetings and conferences and may serve as a board member of other agencies and organizations. Furthermore, s/he will develop strategies designed to heighten the visibility of the Institute and its research programs in order to expand its reputation as an organization that performs cutting-edge research.

**Foster innovation and strengthen information and technology resources.** Access to information is critical to all functions at the Institute. With advances in technology, the next president will support the move to a more integrated approach to information retrieval and dissemination. Furthermore, the next president will foster the exploration of strategies to improve outreach efforts, reach more stakeholders, and provide more timely and relevant information about the research and other activities of the Institute to its audiences and partners.

## **DESIRED QUALITIES AND QUALIFICATIONS**

The incoming president will further illuminate the work and impact of the Upjohn Institute, demonstrating a deep understanding of the national dialogue around issues of labor and unemployment. To be successful, candidates are likely to have a Ph.D. or a record of research accomplishment in an employment-related field. Additionally, the leading candidate will be a dynamic and influential public voice on issues pertinent to the work and mission of the Upjohn Institute. S/he will lead with inspiration, vision, and intellectual depth. Additionally, ideal candidates will bring many of the following professional qualifications and personal characteristics in the following areas:

**Visionary strategic planning and implementation** – To lead the Upjohn Institute as it further deepens its research, distinguishes its mission, and extends its reach, the next president should demonstrate:

- The ability to think broadly and deeply about the future of the Institute, aligning its work and future with the urgent needs of labor and economic research regionally and nationally
- The ability to develop and execute a plan consistent with the Institute’s mission and vision
- An appreciation for and understanding of the various parts of the Institute and the ability to engage all of its members
- Confident and steady leadership, with the diplomacy and listening ability to engage a diverse group of researchers, policy-makers, and practitioners
- Strong organizational skills and experience in management, including assessing staffing, structure, policies, and the ability to manage multiple issues simultaneously

**Organizational and fiscal management** – The next president will be in a fortunate position to draw upon the Institute’s well-established reputation and resources. To ensure the Institute’s future success, the next president should demonstrate:

- The ability to manage complex budgets and allocate resources effectively according to the Institute’s mission
- A record of being able to identify institutional priorities
- The ability to support and develop people, inspiring collaboration, mutual respect, and shared momentum

**Innovative and exemplary research on labor and economic development issues** – Given the Institute’s unique position and mission within the larger conversation of labor and unemployment, the next leader of the Institute should reflect its research priorities and excellence by demonstrating:

- Depth of knowledge and understanding of labor and economic policy nationally and internationally
- A record of research and engagement on issues facing the U.S. labor market
- Experience working with intellectual leaders and practitioners in the field and supporting their work

**Communication and collaboration** – As the leader of a unique and complex Institute with a diverse set of people, partnerships, and contributions, the next president will be required to communicate clearly and effectively in a wide range of contexts. As the spokesperson for the Institute, the incoming president must show:

- A personable style with the ability to establish partnerships and alliances with diverse audiences
- An engaging, articulate, and persuasive presence with a record of presenting speeches, papers, and research projects to local, regional, national, and international audiences
- Comfort and familiarity with using social media to extend the work of the Institute
- The ability to promote the brand of the Institute internally and externally
- A proven commitment to building trusting and collaborative relationships

### **Additional Information**

Evaluation of candidate materials will begin immediately and continue until a new president is named. The anticipated start date for the incoming president is as soon as mutually agreed upon but no later than July 1, 2019. Nominations and applications can be sent electronically and in confidence to:

**Shelly Weiss Storbeck, Managing Partner**  
**Tammarah Townes, Managing Associate**  
[UpjohnInstitutePresident@storbecksearch.com](mailto:UpjohnInstitutePresident@storbecksearch.com)

For more information, please visit Upjohn Institute's home page at:  
<http://www.upjohn.org/>

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