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### A Word From the Executive Director

We again expanded our portfolio of research, evaluation and technical assistance sponsors and projects this year. Growing local, regional and national awareness of our capabilities and accomplishments resulted in forging several new partnerships and opportunities to improve evidence-based decision making in public and private organizations alike.

The Baltimore Neighborhood Indicators Alliance-Jacob France Institute (BNIA-JFI) delivered the 10th edition of Vital Signs and celebrated a decade of providing quality of life indicators for Baltimore's neighborhoods. Baltimore Data Day, now in its 3rd year, has become a signature event bringing together many stakeholders advancing community based data-driven decision making. Increased collaborations for interactive mapping are assisting programs on homeownership preservation, real estate development and water quality stewardship, all issues at the heart of neighborhood life.

The long-running multi-state Administrative Data Research and Evaluation (ADARE, 1998-2012) partnership sponsored by the U.S. Department of Labor ended this year, but the expertise gained from the project has allowed institute staff members to work on combinations of other ongoing and new projects.

The Institute's contributions to design, development and use of integrated data systems continued to grow through sponsored studies, participation in workgroups in partnership with state agencies and national organizations, media requests and invited presentations in national forums.

Fiscal uncertainty continues to loom large in public and private decision making. This poses a strategic planning challenge for the Institute's setting of priorities and to our attempts to self-define actions that take full advantage of our individual and complementary knowledge, skills and interests.

As a new year begins we have a full agenda of important projects underway, and we are engaged in conversations about how our capabilities align with the expressed needs of current and potential new sponsors and partners.

David Stevens, Ph.D. Executive Director

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2012 Announcements

#### 'The PIPEline' Project Gets Underway

The Pipeline–Central Maryland Development Tracker, The Jacob France Institute at the University of Baltimore in partnership with the Association of Builders and Contractors, Baltimore, and the Economic Alliance of Greater Baltimore is in the development phase of a new on-line service called 'The Pipeline' that tracks development projects in the pre-planning stages as a service to developers. The partnership has sponsored students from the Merrick School of Business Real Estate program to serve as research assistants.

Understanding and keeping track of the status of projects involve significant expertise because projects evolve during the development review phase as developers ensure compliance with local land use regulations and arrive at a contextually-sensitive final design.

The purpose of the 'The Pipeline' is to develop a database and visualization prototype that tracks development projects through the review process and documents the status of the project at the time of any public hearing for which approval is required in order to obtain a building permit. The database of projects will be geocoded and available for visualization on an online mapping tool. Real estate news outlets will also be consulted to create new project records.

## JFI in the News 2012

#### Signs of Life, Urbanite Magazine

After ten years of research, data hoarding, and statistics organizing, Vital Signs 10, which bills itself as a "comprehensive statistical portrait of Baltimore and its neighborhoods," now offers a broad-ranging snapshot of the city's progress and setbacks. Vital Signs 10 measures what it refers to as "quality of life" indicators including housing, employment, transportation, the economy, crime, education, population, and more.

**Older Entrepreneurs Start Companies Too**, Bloomberg Business Week Nevertheless, whether out of necessity or desire, older entrepreneurs have a number of competitive advantages. They're knowledgeable in their field. They have deep informal networks. Information technologies make it easier to work out of the home. "Some older workers have been cherishing a dream, wanting to start their own business, and the time is now," says Zhang.

#### Area needs more 'quality jobs, Maryland Daily Record

Economic development in the Baltimore metropolitan area needs to focus on creating "quality jobs" and cultivating a skilled workforce, areas that have been lacking, a report released Thursday said.

Richard Clinch, director of economic development for The Jacob France Institute at the University of Baltimore, said he thinks the weaknesses outlined in the report are due to a lack of partnership between the private and public sector in creating a vision for the region's future, a notion Jennifer S. Vey, who authored the report, agrees with.

#### Our Mission

The Jacob France Institute (JFI) serves as a leading source of high quality statistical information and research covering the interaction of business, worker, and government investment decisions. Analysis of trends in the location and quality of employment along with continued education and training opportunities and outcomes are of particular importance in our current portfolio of research. We manage and participate in alliances with research partners in other states to further discovery of new information that shapes important business and government policy decisions. In conducting our research we respect privacy, protect confidentiality, and shun partisanship.

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## JFI Programs

#### **Labor Market and Education Program**

The JFI team conducting education and workforce research and evaluation studies continued to expand the portfolio of maintained administrative databases and funded projects. The MD WDQI sub-award of U.S. Department of Labor funds is acknowledgment of the positive national attention that JFI staff receives for its contributions. Local (Baltimore City Public Schools, and Baltimore County Public Schools), State (Maryland Association of Community Colleges; Maryland Higher Education Commission; Maryland State Department of Education; Maryland Department of Labor, Licensing and Regulation; Maryland Department of Disabilities; and Maryland Department of Business and Economic Development), and regional (District of Columbia Department of Employment Services, and District of Columbia Office of the State Superintendent of Education) sponsored JFI projects during the current year.

JFI team members delivered invited presentations in national, regional and local forums.

#### **Human Services Program**

The Human Services Program provides statistical information and research on the provision of human services in Maryland. The information is used to support policy makers in decisions concerning the most disadvantaged groups in society with the goal of promoting independence and providing opportunities to succeed. The focus is on programs that support the ability to work, including job development, child care, food assistance and cash assistance. In partnership with federal and state agencies and other academic institutions, research priorities are the development of high quality data sources through evaluations of data accuracy and the integration of data bases, evaluation of programs and the measurement of performance.





#### **Baltimore Neighborhood Indicators Alliance**

For over a decade, BNIA-JFI has been committed to helping Baltimore's communities make better decisions to improve the quality of life in neighborhood. BNIA-JFI is a consistent resource for reliable and relevant data and indicators regarding Baltimore City's neighborhoods. BNIA-JFI has roots in a larger national trend that began nearly 20 years ago to incorporate the use of data to understand and improve quality of life in communities. In 1995, the Urban Institute in Washington, D.C. established the National Neighborhood Indicators Partnership (NNIP) to advance the idea of indicators projects with BNIA-JFI as one of the early partners beginning in 2000. NNIP partners are committed to "democratizing data" and making it widely available to communities, non-profits, foundations and governments. Through this network, BNIA-JFI is now connected to 36 other cities for learning and staying ahead of the curve regarding research and development of neighborhood based data-driven initiatives. BNIA-JFI continues to acquire, analyze and develop comprehensive community-based indicators which are accessible online at www.bniajfi.org. BNIA-JFI has been a part of the Jacob France Institute at the Merrick School of Business, University of Baltimore since 2007.

#### **Economic and Workforce Development**

The Economic and Workforce Development Program provides research and technical assistance to government, nonprofit and private sector clients on economic, fiscal and workforce development issues using original data to support high impact, actionable research and evaluation.

#### **Economic Development**

- Real estate analysis
- Economic and fiscal impact analysis
- Business climate assessment
- Incubator feasibility studies
- Targeted sector development
- Strategic planning

#### **Workforce Development**

- Evaluation
- Occupational projections
- Labor supply and demand analysis
- Urban spatial mismatch
- Urban skills mismatch
- Surveys and focus groups

## 2012 Reports and Project Highlights

#### **Business and Employment Dynamics Report Series**

Project Sponsor: Maryland Department of Labor, Licensing and Regulation

**Project Description:** This series of reports first exhibits Maryland statewide employment and establishment growth overview as the general economic background. Then each report compares across time line the various aspects of business establishments and employment churning at a local workforce investment area: the analysis focuses on the continuity of business establishment ownership, closures, start-ups, reported change-of-ownership (mergers & acquisitions), and employment dynamics associated with each of these; it provides details in year/quarter, business size classes, and sources of business gains and losses of local business establishment entries and exits over the seven years covered; and it shows profiles of quarter-to-quarter employment gain, loss and net change from employment fluctuations among all reporting local business establishments by business size classes, sources of employment gains and losses, and selected industries.

## Data Linkage and Technical Services to the Maryland Department of Human Resources

**Project Sponsor:** Maryland Department of Human Resources, Family Investment Administration (DHR)

**Project Description:** For the first component, employment and earnings calculations for TANF recipients in each Maryland county were provided to DHR and used for various performance measures for Local Departments of Social Services. Using state administrative data, the second component examines the pattern of entries and exits to and from Maryland's SNAP program from June 2006 through March 2010 to identify changes in caseload flows that may have occurred due to the recession. The third component documents pre-recession through post-recession trends in job opportunities for Mid Maryland welfare recipients using Maryland administrative data and employment data from the U.S. Census Bureau's Longitudinal Employer-Household Dynamics program. Ad hoc reporting includes data reports on various aspects of TANF recipient employment. The fifth component involves defining, developing and maintaining Technical Assistance Reviews and statistical measures of performance for Local Departments of Social Services.

**Reports:** "Trends in Job Opportunities for Mid-Maryland Welfare Recipients". Four quarterly "Data reports" containing county-level employment and earnings information for TANF recipients. Data reports on employment retention for TCA recipients hired by local government agencies in Maryland and data reports showing results of matching DHR's TCA sample cases with the Unemployment Insurance wage records.

Economic Research on the Joint Contribution of the Supplemental Nutrition Assistance Program (SNAP) and Unemployment Insurance (UI) to the Nation's Safety Net

Project Sponsor: U.S. Department of Agriculture, Economic Research Service

**Project Description:** The JFI is the lead partner of a five state consortium (Georgia, Illinois, Maryland, Michigan and Texas) analyzing the interaction of SNAP caseload and recipient household composition dynamics aligned with receipt of UI benefits and participation in UI covered employment. Using linked state administrative records for SNAP, UI wage records and UI benefits, the alignment in time between individuals' receipt of UI benefits and SNAP benefits is examined, including how much overlap occurs in the receipt of benefits and how long do households receive UI benefits before receiving SNAP benefits.

#### FEDES (Federal Employment Data Exchange System).

**Project Sponsor:** U.S. Department of Labor, Employment and Training Administration DOL/ETA), and Maryland Department of Labor, Licensing and Regulation.

**Project Description:** FEDES provides information on federal employment to participating states to help them meet their reporting requirements. The JFI is responsible for the technical operations of FEDES which include conducting four quarterly data exchanges during this past fiscal year between participating states and three federal agencies (Office of Personnel Management, Department of Defense, and the U.S. Postal Service). Currently 43 states participate in FEDES.

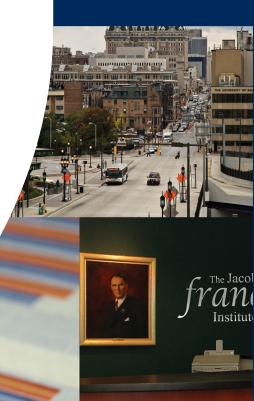
**Reports:** Four quarterly "Request Response Reports" delivered to DOL/ETA. Visit FEDES website for more information: www.ubalt.edu/jfi/fedes

#### MD Workforce Data Quality Initiative (MD WDQI)

**Project Sponsor: U.S. Department of Labor** 

**Project Description:** The Jacob France Institute continues research and technical assistance responsibilities under the three-year, U.S. Department of Labor unded, Workforce Data Quality Initiative (WDQI) in partnership with the Maryland Department of Labor, Licensing and Regulation (DLLR). JFI's research builds on ongoing collaboration with DLLR, the







Maryland Higher Education Commission (MHEC) and the Maryland State Department of Education (MSDE). MSDE, MHEC and DLLR are the statutory partners in Maryland's P-20W Longitudinal Data System (MD LDS) that will 'go live' in 2013 after seven years of federally funded design and development investment. JFI is represented on two MD LDS interagency technical and policy workgroups, and provides ongoing technical assistance to other partner agencies about the 'workforce' component of the integrated data system. JFI WDQI project deliverables are posted on the U.S. Department of Labor WDQI website. JFI's newest WDQI project research findings will be presented at the 2012 national SLDS/WDQI conference on October 29, 2012.

#### MD Longitudinal Data System (MD LDS)

**Project Sponsor: Maryland Department of Labor, Licensing and Regulation** 

**Project Description:** JFI participates with the Maryland Department of Labor, Licensing and Regulation, the State Department of Education, the University System of Maryland, and the Maryland Higher Education Commission in the ongoing design and development of the MD LDS and Data Center. JFI's role to date has been pro bono.

Technical Assistance Services to the Family Investment Administration of the Baltimore City Department of Social Services (BCDSS).

**Project Sponsor:** Baltimore City Department of Social Services, Family Investment Administration (FIA)

**Project Description:** The JFI provides technical assistance in the area of performance measurement and project management relating to CenterStat, the Center Report Card, tracking the performance of BCDSS service providers and other project management tasks, including data analysis, policy analysis and management analysis. The JFI contributes to the development and implementation of new standard operating procedures and best practices. In addition, the JFI is assisting with the development and implementation of software applications to help BCDSS improve the management of the BCDSS public assistance verification system.

**Reports:** Quarterly data reports containing information on employment of TANF recipients, by local department in Baltimore City.

Website: http://dhr.maryland.gov/county/baltimorecity/index.php

#### **Economic Generators and Catalysts Study**

**Project Sponsor: Battelle Technology Partnership Practice** 

**Project Description:** The JFI teamed with the Technology Partnership Practice of the Battelle Memorial Institute to prepare an economic development strategy for Prince George's County, Maryland. The report was commissioned by the Prince George's County Planning Department of The Maryland-National Capital Park and Planning Commission at the request of the Prince George's County Council in order to analyze economic development issues impacting and develops a long term strategy to guide workforce development efforts in the County. This is a follow-up report to the 2011 workforce development strategy prepared with Battelle for the County.

\*Report expected release Winter 2012.

## The Economic Impact of Nonprofit Hospitals, Colleges and Universities on the City of Baltimore

Project Sponsor: Maryland Independent College and University Association and Maryland Hospital Association

**Project Description**: The Jacob France Institute of analyzed the economic contribution of private nonprofit colleges, hospitals and universities on the Baltimore City economy.

Report released in May of 2012.

The Estimated Economic and Fiscal Contribution of The Workforce Development Services Provided by The Maryland Department of Labor, Licensing and Regulation On the State of Maryland

Project Sponsor: The Maryland Department of Labor, Licensing and Regulation

**Description:** Jacob France Institute analyzed the economic and fiscal contribution of the workforce development services provided by the Maryland Department of Labor Licensing and Regulation.

Report released in January of 2012

#### Strategic Vision 2012-2015

**Project Sponsor: Baltimore City Department of Public Works** 

**Project Description:** In December 2011, the Jacob France Institute (JFI) provided technical assistance and strategic planning services to the City of Baltimore Department of Public Works to facilitate development of the department's revised strategic plan. The department sought to develope an action plan with timelines, performance metrics and schedule for ongoing monitoring and evaluation.

#### **BNIA PROJECT HIGHLIGHTS**

#### **Great Neighborhoods, Great City**

Project Sponsor: Paul Brophy, Goldseker Foundation

**Project Description:** BNIA-JFI served as the data partner to assist with analytical and statistical research to provide context for the demographic and economic changes in Baltimore City over the past 10 years. An analysis of Census, economic, and social indicators at the Community Statistical Area (CSA) level for Baltimore City communities provided longitudinal data tables and maps for analysis of current Healthy Neighborhood Initiative (HNI) designated neighborhoods.

http://www.goldsekerfoundation.org/uploaded\_files/0000/0023/great\_cities\_2012.pdf

#### Analysis of Baltimore Energy Challenge Phase II Participant Energy Use

**Project Sponsor:** Baltimore Energy Challenge

**Project Description:** The Baltimore Energy Challenge (BEC) is a public-private partnership between the Baltimore City Office of Sustainability and the Baltimore Community Foundation that builds on community capacity to educate, retrofit and train workers to reduce energy use in targeted neighborhoods. In June of 2010, started a second phase of outreach to supporting eleven target neighborhoods as well as participants in the City's Energy Assistance Program (EAP). BEC retained BNIA-JFI to analyze the participant data to assess energy utilization changes between among targeted households.

#### MISSION DRIVEN COLLABORATIONS

BNIA-JFI staff responded to over 230 requests for data, information, maps, and technical assistance, as well as providing trainings and presentations. The largest number of requests came from faculty/researchers/students with colleges and universities followed by foundations/non-profits/community groups/neighborhood organizations and from requests made by media organizations. These included requests from colleges and universities such as Johns Hopkins University, University of Maryland College Park, University of Maryland Baltimore, University of Baltimore, Morgan State, Massachusetts Institute of Technology, Harvard, University of Pennsylvania, University of North Carolina Chapel Hill, and Temple. Examples of foundations/community







groups/non-profits included the Surdna Foundation, Annie E. Casey Foundation, United Way of Central Maryland, Historic Marble Hill, Gwyn Oaks, Central Baltimore Partnership, Baltimore Homeowner Preservation Coalition, and Catholic Charities. Media requests were received from the Urbanite, WYPR, WMAR-ABC2, Baltimore Sun, the Baltimore Business Journal, and the Afro Newspaper.

#### **BNIA Reports/Deliverables:**

Vital Signs 10

BNIA, 10 years of Vital Signs

Baltimore Data Day 2011 (July 2011)

Maryland Department of Health and Mental Hygiene State Health Improvement Program,

County Data Profiles

Great Neighborhoods, Great City (with Paul Brophy)

Analysis of Baltimore Energy Challenge Phase II Participant Energy Use

Family League of Baltimore City, Licensed Child Care Mapping

Baltimore City Interactive Foreclosure Map

Center for Housing Policy Webinar on the Effects of Foreclosure on Children in Three Cities

Frederick County Community Needs Assessment (July 2011)

BNIA-JFI is dedicated to improving the quality of life in Baltimore City neighborhoods by ensuring access to accurate, reliable community-based data and indicators for everyone to make data-driven decisions about their neighborhoods. In 2012, BNIA-JFI assisted in over 280 pro-bono requests for assistance with data, mapping, and community resources. These requests came from residents, community-based organizations and non-profits, both locally and nationally. Supporting BNIA allows us to continue to support Baltimore's data users for data-driven decision-making, advocacy and grant-writing. Help us keep this resource free and available to the public. To Donate visit www.bniajfi.org/donate

#### 2012 BNIA-JFI Donors

Partner \$1000+ ABC Baltimore

Economic Alliance of Greater Baltimore
Department of Health and Mental Hygiene

The Annie E. Casey Foundation

Ally \$500-\$999 The Abel Foundation, Inc.

Morgan State University

Community Member \$100-\$499 United Way of Cental Maryland

Friend \$50 -\$99 Lee Truelove

Total BNIA-JFI Donations 2012 \$11,814

## 2012 JFI Events

# Labor Market Information Forum: Maryland Business And Employment Dynamics

The France Institute research team, Ting Zhang, Treva Stack and David Stevens presented new and updated findings based on their collaborative studies conducted in partnerships with the DLLR Office of Workforce Information, Maryland Association of Community Colleges, and Maryland State Department of Education colleagues.

The forum encouraged participant engagement throughout the two and one-half hour time span. The co-hosts used this forum to improve shared understanding of stakeholder priorities for research evidence that is needed for strategic planning and program management purposes. This insight helps us to better align our new fiscal year's research products with identified gaps in current information availability and interpretation.

Co-hosted by:

Maryland Department of Labor, Licensing and Regulation, Division of Workforce Development & Adult Learning Office of Workforce Information and Performance University of Baltimore The Jacob France Institute

#### Baltimore Data Day 2012: Shared Visions, Shared Indicators

Over 200 attendees participated in the 3rd annual Baltimore Data Day, a workshop to help communities expand their capacity to use technology and data to advance their goals. At Baltimore Data Day, community leaders, nonprofit organizations, civic and faith-based institutions and governmental entities came together to see the latest trends in community-based data, technology and tools and learn how other groups are using data to support and advance constructive change. Baltimore Data Day is structured around a series of "how to" interactive workshops in which people who work with data will explain what they do, explore data sources, and guide participants on gathering and using data.

This workshop is sponsored by BNIA-JFI in partnership with the Federal Reserve Bank of Richmond, with generous support from:

Office of the Provost at the University of Baltimore
Maryland Department of Health and Mental Hygiene
Morgan State University School of Architecture and Planning
Abell Foundation
Baltimore City Planning Department
Baltimore Neighborhood Collaborative
Citizens Planning and Housing Association, Inc.
Enterprise Community Partners

Video links and presentation slides from Baltimore Data Day 2011 and 2012 are available online at www.bniajfi.org







## 2012 Staff Conferences/Presentations

**BNIA-JFI** presented results of its children affected by foreclosure analysis on a Center for Housing Policy webinar.

**BNIA-JFI** hosted, participated in, and presented at a regional roundtable called "Reducing the Negative Effects of Student Mobility in the Baltimore Region".

**Clinch, R.** "The National, Maryland and Howard County economic and fiscal outlook" to the Howard County Spending Affordability Committee.

**Clinch, R.** presented "Study of Occupational Shifts and Workforce Characteristics report, prepared with Battelle Memorial Institute-TPP" to the Prince George's County Council.

**Clinch, R.** attended "How to measure the economic impacts of investments in science and technology development" to the International Symposium on Assessing the Economic Impact of Nanotechnology.

**Clinch, R.** "The economic and fiscal outlook for the County, as part of the Howard County Personal Income Projections and Economic Conditions Assessment FY 2012 project" to the Howard County Council.

**Clinch, R.** "The Economic Outlook and role of Community Colleges in the Workforce Development System" to the Howard Community College Board of Trustees.

**Iyer, S.** attended Place Matters National Conference in September sponsored by the Joint Center for Political and Economic Studies Health Policy Institute.

**Iyer, S.** attended roundtable discussion on Public Health and Water Quality sponsored by Baltimore County and Baltimore City.

**Iyer, S.** attended How Housing Matters Conference sponsored by the MacArthur Foundation and US Department of Housing and Urban Development.

**Iyer, S.** moderated session on Data Infrastructure Blueprint at Federal Reserve Governor's Board meeting Strategic Data Use to Stabilize Neighborhoods.

lyer, S. attended the Maryland Economic Development Association Annual Meeting

**Kachura, M.** participated in the National Neighborhood Indicators Partnership conference in Portland. OR.

Kachura, M. presented at the national Main Streets conference held in Baltimore, Maryland.

**Knott, C.** presented "Community Data, GIS Resources, & Urban Research" to the UMB GIS Users Group.

**Lee, S. Li, J. and Stevens, D.** attended National Association for Welfare Research and Statistics Annual Workshop, Baltimore.

**Stack, T. and Stevens D.** Baltimore Substance Abuse System (bSAS), presentation of sponsored research findings.

**Stevens, D.** Workforce Data Quality Campaign (WDQC), Washington DC, national planning meeting of invited state experts, national advocacy organizations and philanthropic entities.

**Stevens, D.** attended U.S. Department of Health and Human Services, Administration for Children & Families, Office of Family Assistance, national conference, Washington DC, invited panelist.

**Zhang, T.** attended the Local Employment-Household Dynamics Partnership Workshop 2012, Washington, DC.

**Zhang, T, Stack, T. and Stevens, D.** presented at the Labor Market Information Forum: Maryland Business and Employment Dynamics, hosted by the Jacob France Institute, University of Baltimore and Maryland Department Labor Licensing and Regulations.

**Zhang, T. and Stevens, D.** attended "Baltimore County Employment and Business Dynamics: What's New and Important?" to Baltimore County Department of Economic Development.

**Zhang, T. and Stevens, D.** submitted the business closure report paper to the Association of Public Policy Analysis and Management 2012 annual meeting and accepted for presentation.

## 2012 Grant Awards

Client Name	Award Amoun
Department of Licensing, Labor and Regulation	\$963,913
Department of Human Resources	\$658,448
Annie E. Casey Foundation	\$85,000
University System of Maryland	\$51,304
Department of Health and Mental Hygiene	\$50,000
Governor's Office Crime Control and Prevention	\$42,264
DC OSSE Office of Career and Technology	\$34,744
ohns Hopkins University	\$34,000
Department of Business and Economic Development	\$25,000
Great Bay Wind I, LLC	\$21,000
Baltimore Neighborhood Collaborative	\$20,695
Baltimore Substance Abuse System	\$17,000
Maryland Association of Community Colleges	\$16,675
Coalition to End Childhood Lead Poisoning	\$15,000
Battelle Memorial Foundation	\$14,356
Associated Black Charities	\$14,255
Brophy & Reilly/Goldseker Foundation	\$10,000
Maryland Institute College Of Art	\$9,908
Howard County Government	\$8,005
Baltimore Workforce Funders Collaborative	\$7,500
Baltimore City Department of Public Works	\$5,000
Baltimore Community Lending	\$5,000
University of Baltimore	\$4,000
NV Urban Developments, LLC	\$2,944
Emerging Technology Center	\$2,887
Department of Education Division of Rehabilitation Services	\$2,500
The Family League of Baltimore City	\$2,500
Civil Justice Network	\$2,000
Community Health Integrated Partners	\$2,000
Baltimore Community Foundation	\$1,013
Greater Homewood	\$866
Furman Center for Real Estate & Urban Development/NYU	\$500
Total JFI Awards 2012	\$1,878,145

We appreciate and value the collegiality and commitment to The Jacob France Institute by our sponsors. We look forward to ongoing and future collaborations yielding quality work.

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The Jacob France Institute is the economic research arm of the Merrick School of Business. The JFI explores the dynamics of management-employee relations and public policy actions and their consequences.