

## Robert A. Straits

Administrator, W.E. Upjohn Institute  
Director, Kalamazoo-St. Joseph Michigan Works Service Delivery Area

As administrator, Mr. Straits serves as assistant secretary-treasurer to the Board of Trustees. He also serves as the chief financial officer and is responsible for providing staff assistance to the president relating to Institute business and personnel functions.

As director of Kalamazoo–St. Joseph EMSD, his responsibilities include planning, program development, fiscal management, information systems, advisory committee staffing, contracting, and monitoring and evaluation for federal- and state-funded employment and training programs in Kalamazoo and St. Joseph counties, Michigan.



He graduated with a bachelor of science degree in Sociology and Business Administration from Southern Utah University in 1969 and with a master of arts in Counseling and Personnel from Western Michigan University in 1974, the same year he joined the Institute as director of the Employment Management Services Division.

He currently serves on the Governor's Council of Energy, Labor, and Economic Growth; the Michigan Works! Directors Council (as chairman), the Michigan Works! Association Board of Directors (as secretary); the Great Lakes Employment and Training Association Board (as Michigan representative); the Michigan Economic Development Advisory Council; the Michigan Prisoner Reentry Steering Committee; and the Department of Corrections' Prisoner Employability Board. He has also served as a commissioner for the City of Kalamazoo; on the Governor's Task Force on Youth Employment; on the Michigan Employment and Training Directors' Council, Executive Committee; and on the U.S. Department of Labor—Region V, Public Service Employment Implementation Team.

His publications include:

**Workfare in the United States.**

(with Christopher O'Leary). Presented by Randall Eberts at the RESQ (Reform of Employment Services Quorum) Network Meeting, Amsterdam, December 13, 2007

**Evolution of Decentralization, De-categorization, and Accountability.**

Conference of the Reform of Employment Services Quorum (RESQ), Aalborg, Denmark, April 26-27, 2007

**Job Training Policy in the United States.**

Kalamazoo, Mich.: W.E. Upjohn Institute for Employment Research, 2004.  
(edited with Christopher J. O'Leary and Stephen A. Wandner)

**"U.S. Job Training: Types, Participants, and History."**

In Job Training Policy in the United States, Christopher J. O'Leary, Robert A. Straits, Stephen A. Wandner, editors.  
Kalamazoo, Mich.: W.E. Upjohn Institute, 2004 (with O'Leary, Christopher J. and Stephen A. Wandner)

**"Public Job Training: Experience and Prospects."**

In Job Training Policy in the United States, Christopher J. O'Leary, Robert A. Straits, Stephen A. Wandner, editors.  
Kalamazoo, Mich.: W.E. Upjohn Institute, 2004 (with O'Leary, Christopher J. and Stephen A. Wandner)

**United States Employment Policy 1973-2003: View of Decentralization from the Bottom Up.**

The Kalamazoo/St. Joseph Workforce Development Board Annual Planning Meeting, January 8, 2004

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