

**Andrew Weaver**  
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**Education**

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA  
**Ph.D.**, 2015, Institute for Work and Employment Research, Sloan School of Management  
*Dissertation*: Essays on Employer Credit Screening, Manufacturing Skill Gaps, and the Relationship between Skill Demands and Capital Intensity

UNIVERSITY OF MARYLAND, College Park, MD  
**Master of Economics**, May 2006. Concentration in labor economics and public finance. Additional coursework in econometrics, micro- and macroeconomic theory.  
*Thesis*: The Impact of the Temporary Staffing Industry on Wage Differentials and Statistical Discrimination

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA  
**Master of City Planning**, June 1998. Concentration in community economic development and regional economic analysis.  
*Thesis*: Venture Capital Investment Patterns: Implications for Regional Economic Development  
*Honors*: Outstanding thesis, MCP class of 1998

PRINCETON UNIVERSITY, Princeton, New Jersey  
**Bachelor of Arts**, Politics, June 1991.  
*Honors*: Magna Cum Laude

**Academic Positions**

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN  
**Assistant Professor**, School of Labor and Employment Relations, 2015-present

**Research**

***Publications***

Weaver, Andrew and Paul Osterman. 2017. "Skill Demands and Mismatch in U.S. Manufacturing." *Industrial and Labor Relations Review*, 70(2): 275-307.

Osterman, Paul and Andrew Weaver. 2016. "Community Colleges and Employers: How Close is the Connection and How Can We Understand It?" *Industrial Relations*, 55(4): 523-545.

Weaver, Andrew. 2015. "Is Credit Status a Good Signal of Productivity?" *Industrial and Labor Relations Review*, 68(4): 742-770.

Weaver, Andrew and Paul Osterman. 2014. “The New Skill Production System: Policy Challenges and Solutions in Manufacturing Labor Markets,” in *Production in the Innovation Economy*, edited by Richard Locke and Rachel Wellhausen. Cambridge, MA: MIT Press.

Osterman, Paul and Andrew Weaver. 2014. “Skills and Skill Gaps in Manufacturing,” in *Production in the Innovation Economy*, edited by Richard Locke and Rachel Wellhausen. Cambridge, MA: MIT Press.

### ***Research in Progress***

Weaver, Andrew. (Expected 2017). “The Role of Skills in the Renewal of Regional Economies,” in *Research Agenda for Regeneration Economies*, edited by John R. Bryson, Lauren Andres, and Rachel Mulhall. Cheltenham, UK: Edward Elgar.

Weaver, Andrew. “Variation in Manufacturing Skill Demands by Industry-Level Capital Intensity.” *Working paper*.

Galperin, Roman and Andrew Weaver. “Payday Lending Regulation and the Demand for Alternative Financial Services.” *Federal Reserve Bank of Boston Working Paper*.

Weaver, Andrew. “Matching the Problem and the Solution: An Ex-Ante Framework for Thinking about Social Entrepreneurship.” *Working paper*.

### ***Other Publications***

Weaver, Andrew. 2014. “Does a Skills Gap Exist in U.S. Manufacturing?” *MassBenchmarks Journal (University of Massachusetts Donohue Institute and Federal Reserve Bank of Boston)*, 16(2): 21-29.

Weaver, Andrew and Roman Galperin. 2014. “Payday Lending and the Demand for Alternative Financial Services.” *Federal Reserve Bank of Boston Policy Brief*.

**Presentations** January 2017. American Economic Association Annual Meeting, Chicago.  
“The Incidence and Predictors of Training Across Three Technical Occupations”

May 2016. Labor and Employment Relations Association (LERA) Annual Meeting, Minneapolis, MN.  
“Are There Skill Gaps in Clinical Laboratories?”

January 2016. American Economic Association Annual Meeting, San Francisco.  
“Skill Demands and Skill Mismatch in a Fast-Growing Technical Occupation: Evidence from a National IT Helpdesk Survey”

May 2015. Labor and Employment Relations Association (LERA) Annual Meeting, Pittsburgh, PA.  
“Variation in Manufacturing Skill Demands by Industry-Level Capital Intensity.”

January 2015. American Economic Association Annual Meeting, Boston.  
 “Is Credit Status a Good Signal of Productivity?”

June 2014. International Risk Governance Council/Technology, Management, and Policy Graduate Consortium, Lisbon, Portugal.  
 “Skill Gaps Under Increasing Uncertainty.”

May 2014. Industry Studies Association Conference, Portland, OR.  
 “Industry Variation in Manufacturing Skill Demands and Hiring Outcomes.”

April 2014. Massachusetts Advanced Manufacturing Summit, Worcester, MA.  
 “Manufacturing Skill Gaps and the American Skill Production System: An Assessment.”

March 2014. Economic Policy Institute: Future of Work Conference, Washington, D.C.  
 “Manufacturing Skill Demands and Skill Gaps: An Assessment.”

January 2014. American Economic Association Annual Meeting, Philadelphia.  
 “Skills and Skill Gaps: Manufacturing and the New American Skill Production System.”

December 2013. Atlantic Council: Workforce Development Needs in the Global Economy Conference, Washington, D.C.  
 “Manufacturing Skill Gaps and the American Skill Production System: An Assessment.”

November 2013. Association for Public Policy Analysis & Management Fall Research Conference, Washington, D.C.  
 “Skills and Skill Gaps: Manufacturing and the New American Skill Production System.”

May 2012. MIT IWER Seminar, Cambridge, MA.  
 “Is Credit Status a Good Signal of Productivity?”

## Media Citations

*Minneapolis Star-Tribune* (9/11/16), *Forbes* (8/16/16), *U.S. News and World Report* (3/25/16), *The Boston Globe* (8/2/15), *The Wall Street Journal* (4/16/15), *Financial Times* (6/9/14), *Crain’s Chicago Business* (5/17/14), *The Washington Post* (link in 5/15/14 DePillis article), *The New York Times* (link in 3/30/14 Krugman column), *Bloomberg Business Week* (3/20/14).

## Reviewer Service

*Industrial and Labor Relations Review*, *Journal for Labor Market Research*, *Labor Studies Journal*, *Socio-Economic Review*, *Work and Occupations*

**Experience**

NCB CAPITAL IMPACT, Washington, DC

**Vice President**, June 2006 to July 2009

- Managed New Markets Tax Credit Program (a social-purpose lending program).
- Structured and negotiated complex New Markets transactions.
- Closed over \$75 million in New Markets transactions benefiting low-income communities via investments in Education, Healthcare and other sectors.
- Innovated method to blend in USDA loan guarantees in a New Markets deal, as well as a method to lower transaction costs through re-contributed capital.
- Served as Financial Director for the Green House Replication Initiative, an in-house social venture in the skilled nursing industry.
- Responsible for overseeing business planning for initiative to create 50 alternative non-institutional nursing homes in communities around the country.
- Responsible for delivering financial consulting and technical assistance to long-term care organizations developing Green House residences.
- Developed cost structure model for new method of delivering skilled nursing care.
- Designed and developed database system for tracking Green House operations.
- Oversaw development of an on-line financial benchmarking system for Green House providers.

ICA GROUP, Boston, MA

**Senior Business Consultant**, July 1998 to June 2004

- Started social purpose staffing company in Newark, NJ that generated employment opportunities for over 60 low-income Newark residents.
- Started commercial cleaning cooperative in Boston that helped low-income entrepreneurs launch cleaning businesses.
- Structured leveraged employee buyout of a division of a Fortune 500 company, creating a 140-person employee-owned firm.
- Conducted initial feasibility study and wrote initial business plan for a cooperative restaurant owned by the surviving workers from the Windows on The World restaurant in the World Trade Center.
- Wrote business plan that was selected as one of 20 finalists out of 655 entrants to the Yale-Goldman Sachs Business Plan Competition
- Conducted extensive market and industry analyses for the development and strengthening of community-based and employee-owned businesses on a national scale.
- Developed integrated financial projections for existing coops and community-based businesses.
- Structured employee buyouts of corporate subsidiaries, corporations with retiring owners, and factories facing closure.

DEVELOPMENT TRAINING INSTITUTE, Baltimore, MD

**Program Manager**, July 1994 to July 1996

- Managed low-income housing training and technical assistance program for community housing development organizations (CHDOs) in ten states.

Responsibilities included: program design, budgeting and finances, contract management, recruitment, scheduling, evaluation, personnel management.

- Achieved one of the highest impact-per-contract-dollar ratings in the country from HUD national office.
- Managed economic development training and technical assistance program for local government staff (CDBG Entitlements) in four states.
- Wrote grant proposals for community development training programs.

RENMIN UNIVERSITY, Beijing, China

**Teacher**, English Department, August 1991 to June 1993

- Taught first, second and third year Chinese students courses in American Literature, English Composition, and Oral English.

**Other  
Experience/  
Skills**

*Board of Directors:* HARVEST CO-OP MARKETS, Cambridge, MA, President of Board for \$13 million cooperative supermarket corporation, 2003-2004; Treasurer, 2002-2003; Secretary, 2000-2001

*Language:* Proficient in Mandarin Chinese

**Academic**

**Memberships**

American Economic Association  
Labor and Employment Relations Association  
Academy of Management  
Society for Human Resource Management  
Association for Public Policy Analysis and Management