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## Marian Negoita

**Senior Associate**

**Director, Workforce Development and Humann Services**

Social Policy Research Associates

Marian has more than 15 years of experience conducting research on labor markets and workforce development programs. He served as Principal Investigator for SPR's study of *Effective Workforce Development Practices and Youth Labor Market Data* for the work2future WDB. He also serves as a lead analyst for SPR's *Workforce Data Quality and Public Use Data* project for USDOL and recently led an analysis of the labor market for home care workers in San Francisco for the City and County of San Francisco, using both LMI and San Francisco Office of Economic and Workforce Development data. Marian is currently the Senior Advisor for SPR's evaluation of the *Breaking Barriers to Employment Initiative* for the California Workforce Development Board and previously led an impact evaluation of the California Employment Training Panel. Prior to coming to SPR, Marian taught at the University of California, Davis (UC Davis) and worked as a Project Scientist at the Institute of Governmental Affairs. He has a PhD in Sociology from UC Davis and a Master of Nonprofit Management from the University of Bucharest.

### EDUCATION & WORK EXPERIENCE

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**Post Doctorate**, Institute of Government Affairs, University of California, Davis

**Ph.D.**, Sociology, University of California, Davis

**M.A.**, Sociology, University of California, Davis

**M.A.**, Non-Profit Management, University of Bucharest

**B.A.**, Sociology, University of Bucharest

2025 – present ***Director, Workforce Development and Humann Services***  
Social Policy Research Associates

2010 – present ***Social Scientist/Senior Associate***  
Social Policy Research Associates

2009 – 2010 ***Project Scientist***  
Institute of Governmental Affairs – University of California, Davis

2007 – 2010 ***Lecturer***  
Sociology – University of California, Davis

1997 – 2001 ***Senior Researcher***  
Institute of Marketing and Polls

## SKILLS AND EXPERTISE

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- Entrepreneurship
- Human capital policy
- Quantitative analysis
- Mixed method evaluation
- Survey sampling and analysis
- Quasi-experimental evaluation
- Public-private collaboration in governance
- Workforce intermediaries
- Economic development

## REPRESENTATIVE PROFESSIONAL EXPERIENCE

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***Evaluation of the County of Santa Clara’s Small Business Incubator and Community Based Organization Social Enterprise*** (2022-2024). This two-year evaluation for the County of Santa Clara will examine the implementation and outcomes of the county’s Small Business Incubator and Social Enterprise initiatives. The evaluation, by way of implementation and outcome studies, will carry out interviews of program staff, focus groups of program participants, a customer satisfaction survey of participants, and examine administrative data to assess recidivism and employment outcomes.

*Principal Investigator:* Responsible for the overall quality and direction of project activities and deliverables.

***Evaluation of Nurture Business Incubator*** (2022). San Francisco Children’s Council awarded SPR a contract to evaluate its Incubator Program. The evaluation seeks to understand the program context, the nature of services typically delivered to participants, and the kinds of outcomes participants experience as a result of participating. Based on this knowledge, as well as a thorough review of data available, SPR is designing a rigorous impact study that will assess the impact of Incubator programs on the participating childcare providers.

*Leader of the Impact Study:* Responsible for designing and overseeing the quasi-experimental impacts study.

***IHSS Labor Market Analysis*** (2023-2024). San Francisco’s Department of Disability and Aging Services (DAS) sought to study the role of wages and other job-related aspects on the recruitment and retention of homecare professionals (HCPs) that work for the Contract Mode In-Home Supportive Services (IHSS) program model operated by Homebridge Inc. (Homebridge). DAS engaged Social Policy Research Associates (SPR) to provide actionable insights into the homecare labor market, with a particular focus on the role of wages and non-monetary aspects of HCP jobs. SPR reviewed relevant literature and program documents, conducted interviews with stakeholders, HCPs, and supervisors, and analyzed occupational data provided by Homebridge.

*Project Director:* Responsible for designing and overseeing activities associated with the study

***Evaluation of the Southwest Michigan Employer Resource Network – Expansion (SWMERN-E)*** (2015-2019). This project provided a formative and summative assessment of the Southwest Michigan Employer Resource Network Expansion (SWMERN-E) initiative, a \$3 million

Workforce Innovation Fund (WIF) grant awarded to the W.E. Upjohn Institute for Employment Research by the U.S. Department of Labor. The project consisted of (1) an implementation study to understand the original ERN model and to document the process of implementing the expansion components, (2) an outcomes analysis to assess the association between the expanded ERN and the subsequent experiences of its participants—business members, incumbent workers, job seekers, community partners, and the public workforce system; and (3) a cost allocation study to understand how grant funds were used to support the expansion and how resources were leveraged to supplement the WIF grant funding.

*Principal Investigator:* Responsible for the overall quality and direction of project activities and deliverables.

***Employment Training Panel Assessment*** (2017-2020). The State of California Employment Training Panel (ETP) contracted with Social Policy Research Associates (SPR) in September 2017 to conduct an assessment of its programs. SPR used a combination of qualitative and quantitative methods to assess ETP. The qualitative components of the assessment included semi-structured interviews with key informants and program users. For the quantitative component of the assessment, we generated a series of descriptive statistics based on ETP’s annual reports and administrative data to understand how the program is used by employers and labor organizations. Subsequently, we conducted an outcomes analysis of the effect of ETP training programs on company-level outcomes.

*Principal Investigator and Task Leader:* Responsible for the overall quality and direction of project activities and deliverables. In addition, managed the outcomes study component of the assessment.

***San Jose Future of Work*** (2019-2021). SPR was commissioned by [Work2Future](#) to conduct an analysis of current and forecasted employment and occupational trends in Silicon Valley. We employed quantitative analyses of Census data as well as qualitative interviews with approximately 30 companies and stakeholders across a variety of industries. As part of the project, SPR estimated the impact of COVID-19 on employment, with separate analyses by major industrial and occupational groups, and at different levels including the Metropolitan Statistical Area, county, and zip code.

*Key Analyst:* Collected and analyzed quantitative data for the project.

***Evaluation of the Engineered for Success: Engineering Technician Training for Rural Arizona*** (2016-2019). This three-year project, funded by a National Science Foundation Advanced Technological Education (NSF-ATE) grant, is designed to expand capacity for high quality engineering technician training impacting central and northern Arizona. The evaluation consisted of an implementation study and an outcomes study.

*Principal Investigator:* Responsible for the overall quality and direction of project activities and deliverables.

***Evaluation of the Advanced Manufacturing, Mechatronics, and Quality Consortium*** (2014-2017). This project evaluates all the major aspects of this TAACCCT-funded initiative,

including: the administrative and partnership structures established to guide the initiative; the development and launch of the initiative's programs of study; and the initiative's outputs, outcomes, and impacts.

*Project Director and Leader of the Impact Study:* Responsible for designing and overseeing activities associated with the evaluation. Also, responsible for client and staff management and for the quasi-experimental impacts study.

## PUBLICATIONS AND REPORTS

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Block, Fred, Matthew R. Keller, and Marian Negoita. "Revisiting the hidden developmental state." *Politics & Society* 52.2 (2024): 208-240.

Negoita, Marian, and Annelies Goger. "State-Level Policies to Incentivize Workplace Learning: Impacts of a California Publicly Funded Employee Training Program." *Economic Development Quarterly* 38.1 (2024): 15-24.

Block, Fred, Matthew R. Keller, and Marian Negoita. 2020. "Network Failure and the Evolution of the US Innovation System." *Journal of Industry, Competition and Trade* 20:235–247.

Negoita, Marian. 2018. "Beyond performance management: A networked production model of public service delivery." *Public Performance & Management Review* 41(2): 253-276.

Fred Block and Marian Negoita. 2016. "Beyond Embedded Autonomy: Conceptualizing the Work of Developmental States", in Yin-wah Chu (editor), *The Asian Developmental State: Reexaminations and New Departures*. New York: Palgrave Macmillan.

Marian Negoita. 2014. "Globalization, State, and Innovation: An Appraisal of Networked Industrial Policy." *Regulation & Governance* 8(3): 371–393.

Matthew R. Keller and Marian Negoita. 2013. "Correcting Network Failures: The Evolution of US Innovation Policy in the Wind and Advanced Battery Industries". *Competition & Change* 17(4): 319-338.

Marian Negoita. 2011. "To Hide or Not To Hide? The Advanced Technology Program and the Future of US Civilian Technology Policy", in Fred Block and Matthew Keller (editors), *State of Innovation: Technology Policy in the United States*. Denver, CO: Paradigm Publishers.

## PROFESSIONAL PRESENTATIONS

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Can The State Take the Burden? Implementation of Policies to Decrease the Administrative Burden of Participating in SNAP for Older Adults. The Annual Meeting of the Association for Public Policy and Management. Atlanta, November 2023.

The Impact of Enrolling in Public Benefits on the Wellbeing of Low-Income Older Adults. Age+Action 2021 Virtual Conference. With Lauren Popham and Susan Silberman, the National Council on Aging.

Do Comprehensive Employment Services Help Older Women? Evidence from AARP Foundation's Back to Work 50+: Women's Economic Stability Initiative. The Annual Meeting of the Association for Public Policy and Management. Virtual, November 2020.

Policy Evaluation Feedback Loops—an Analysis of the San José Best Gang Prevention and Intervention Services Program. The Annual Meeting of the Association for Public Policy and Management. Virtual, November 2020. With Christian Geckeler.

Training Incumbent Workers: An Effective Way to Support Companies and Workers in the Age of COVID. Meeting of the Minds Conference, virtual, September 2020.

State-Level Policies to Incentivize Workplace Learning: Impacts of California's Incumbent Worker Training Program. Automation, Training, and the Middle-Class Conference, Brookings Institution. Virtual, June 2020.

Bridging Network Failures: An Examination of TAACCCT-Funded Initiatives. The Annual Meeting of the Association for Public Policy and Management. Chicago, November 2017.

Lessons Learned: Use of an Intermediary to Assist a Multi-state Consortium of Community Colleges with Employer Engagement. Transformative Change Initiative Research Symposium: Evidence of What Works from TAACCCT. Chicago, November 2015.

Learning From Business –Beyond Performance Management in Public Governance. The Annual Meeting of the Association for Public Policy and Management, Baltimore, November 2012.

## **PROFESSIONAL AND ACADEMIC SERVICE**

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- Reviewer, Socio-Economic Review; International Journal of Comparative Sociology; Regulation & Governance; Public Administration Review
- Research grant reviewer for National Science Center (Poland) and The Fondation Maison des Sciences de l'Homme (France)

## **PROFESSIONAL ACTIVITIES**

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- Member, American Sociological Association

- Member, Society for the Advancement of Socio-Economics