

SOCIAL DYNAMICS

Bringing Complex Issues Into **Focus**

Social Dynamics, LLC
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CORPORATE CAPABILITIES

Business Name	Social Dynamics, LLC
Address (administrative office)	12721 Maidens Bower Drive Potomac, MD 20854
Address (staff and project office)	481 North Frederick Road Suite 410 Gaithersburg, MD 20877
Business Size	\$3 million in 2011
Business Category	Small Business

COMPANY BACKGROUND

Social Dynamics, LLC is a small business located in Gaithersburg, Maryland. We specialize in social and economic research, program evaluation, and performance measurement. We provide professional, cost-efficient services to Federal and local government agencies, as well as commercial and non-profit entities. Our primary and secondary North American Industry Classification Codes (NAICS) include:

- 541611 - Administrative Management and General Management Consulting Services
- 541612 - Human Resources Consulting Services
- 541720 - Research and Development in the Social Sciences and Humanities
- 541990 - All Other Professional, Scientific, and Technical Services
- 611430 - Professional and Management Development Training

Social Dynamics was founded in 2003. Since then, the company has conducted numerous studies on diverse populations and has developed a reputation among its government and commercial clients for dedication, enthusiasm, and innovation in research and analytical services. Social Dynamics also offers comprehensive products and services in the areas of data collection, data warehousing, statistical analysis, and program assessment. We are adept at quickly developing an understanding of each client's goals and objectives, long-term plan, and contract requirements, and providing the necessary services to move agencies to the next level of policy and practice.

Social Dynamics has two divisions that correspond to its primary business areas: Research and Survey Services (RSS) and Program Evaluation and Performance Measurement Services (PEPMS). The RSS division conducts and supports the complete lifecycle of research and survey studies. The PEPMS division provides evaluation design and implementation services, and technical assistance in the areas of evaluation capacity building, web-enabled database systems, and database management services, to expedite and organize the collection of data from grantees and State agencies. In addition, PEPMS provides comprehensive performance measurement services to government agencies. One of our specialties is the combination of



quantitative research techniques and qualitative system change analyses applied to the evaluation of government programs. This combination of techniques provides a comprehensive understanding of the impact of programs and policies on program beneficiaries, while illuminating the importance of sustainable change at the systems level.

Social Dynamics has built a reputation for high-quality products and services, prompt and courteous service, and creative project teams that often exceed the expectations of our clients. The company employs programmatic and technical staff members who have a wealth of experience managing contracts for government agencies and large commercial organizations, speaking at national conferences and task force meetings, completing technical and nontechnical reports, and designing and managing the implementation of complex research studies.

As small business, Social Dynamics has developed excellent working relationships with several notable organizations that provide research and analysis, information system design, and meeting management services. Social Dynamics' current partners include Westat, Berkeley Policy Associates, Altarum Institute, Concurrent Technologies Corporation, and Mathematica Policy Research, Inc. We have also engaged Research Triangle Institute, the Institute for Women's Policy Research, and the Urban Institute, among other large businesses, in successful partnerships. Social Dynamics' productive partnerships are due in large part to the company's reputation as an innovative firm with a cadre of highly professional and dedicated staff.

CORE CORPORATE CAPABILITIES

Designing and Managing Studies

Social Dynamics produces research, evaluations, survey studies, and performance measurement services. Our efficient, client-focused team is specifically trained in the management and execution of large-scale projects. We begin every project by ensuring that the team and client share a clear vision of what the project will produce, what it will cost, and when it will be completed. We utilize advanced project management tools to track and manage requirements, along with innovative personnel management techniques to motivate and direct project teams to work both collaboratively and independently. The following are synopses of representative Social Dynamics studies.

Experimental Program Evaluation

Evaluation of the Disability Employment Initiative

U.S. Department of Labor, Office of Disability Employment Policy
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The Disability Employment Initiative (DEI) Evaluation includes multiple data collection and analysis methodologies braided together into an impact, outcome, and implementation study of the DEI. Evaluation strategies for this 23-state systems change initiative include the random assignment of local workforce investment boards, development of a customized data system, use of existing WIASRD and Wagner-Peyser data collected by each state, observation of program activities, customer focus groups, and stakeholder interviews. Data from these strategies will be used to analyze and report on the implementation, outcomes, and impact of the DEI. Specific functional and technical skills employed for this project include:

- Office of Management and Budget (OMB) application preparation
- Database design and management
- Virtual Private Network (VPN) administration
- Internet-based client interface development

- Site visit, interview, and focus group protocol development
- Code and rubric development for qualitative data
- Qualitative analysis
- Statistical data analysis and modeling
- Systems analysis and logic modeling
- Systems change analysis
- Reporting in multiple policy formats
- Policy recommendations

Quasi-Experimental Program Evaluation

Individualized Learning Plans Research & Demonstration Project

U.S. Department of Labor, Office of Disability Employment and Policy
PRIME CONTRACTOR: SOCIAL DYNAMICS

Social Dynamics is providing evaluation services in support of the Office of Disability Employment Policy's five-year research and demonstration project designed to understand the effectiveness of Individualized Learning Plans (ILPs). The research and demonstration project intends to assess whether quality ILPs improve the readiness of all students, including youth with disabilities, for successful post-secondary outcomes. This complex project involves three distinct working groups and a research design that encompasses secondary data analysis, qualitative data collection, analyses of national and State-level ILP policies, and data warehouse management.

This work requires the following core functional and technical skills:

- Database development and management
- Measurement development
- Qualitative and quantitative data collection, coding, and analysis
- Policy analysis
- Project management
- Survey administration

Evaluation of the Maryland 21st Century Community Learning Centers (CLC) Program

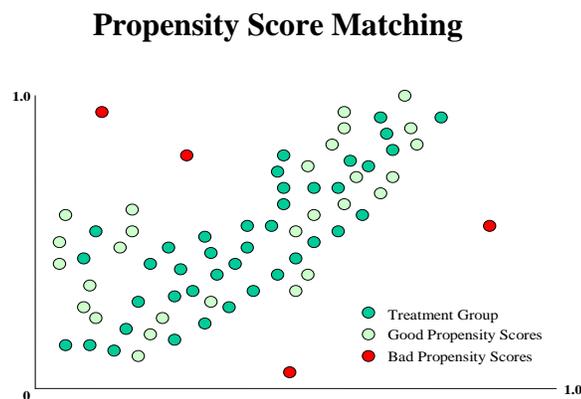
Maryland Department of Education
PRIME CONTRACTOR: SOCIAL DYNAMICS

This quasi-experimental study included a comparison group comprised of students at schools that did not implement the CLC intervention. Social Dynamics collected academic data on reading,

mathematics, school attendance, and disciplinary events. In addition, site visits were conducted to both treatment and comparison sites.

- Qualitative and quantitative data collection, coding, and analysis
- Project management
- Site visits with interviews of program staff and observation of program components

At Social Dynamics, we recognize the need for quasi-experiment research that provides valid and reliable answers to important policy-related questions. Social Dynamics uses a range of innovative quasi-experimental research designs that provide our clients with lucid information on program outcomes, implementation, best practices, and service utilization. For example, to ensure that comparison group members are accurately matched to treatment group members, Social Dynamics uses propensity score matching, an approach that allows us to include a wide range of observable characteristics when matching comparison group members to treatment group members. The dark green dots in the figure below represent treatment group propensity scores, while the light green dots represent comparison group members whose propensity scores are similar to at least one treatment group member. The red dots represent “bad” or non-matching propensity scores of comparison group candidates. This process will result in a close match with at least one member of the comparison group for each treatment group member, based on relevant the characteristics.



Regression Discontinuity Design

Evaluation of the Maryland Judy Center Partnerships Family Literacy Program

Maryland Department of Education

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Regression discontinuity is a pre-program or post-program comparison group design in which program participants are assigned to a treatment or comparison group based on their score on a pre-program assessment instrument (or pre-test). In Social Dynamics' study of Maryland's Judy Center Partnerships (a family literacy and early care and education program), parents below the 60th percentile on a literacy assessment instrument were assigned to a treatment group that received specialized reading instruction, while those above the 60th percentile were assigned to a comparison group. The two groups were compared at follow-up on the same assessment instrument to determine if the treatment group met or exceeded the scores of the comparison group. This work required the following functional and technical skills:

- Regression discontinuity design
- Statistical analysis including logistic regression analyses
- Interviews with key stakeholders
- Technical report writing
- Presentation of findings to a broad audience

Cost-Benefit Analysis

Workplace Flexibility Research and Analysis

U.S. Department of Labor, Women's Bureau

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Social Dynamics has employed its expertise in cost-benefit analysis to provide forecasts that estimate the return on investment (ROI) of programs funded through Federal grant programs, public subsidies, and variations in program eligibility criteria. In our research on workplace flexibility for the Women's Bureau, we used logistic regression models to determine the (log) odds of access to selected workplace flexibility options for small businesses and workers in the hospitality industry.

Social Dynamics' research on workplace flexibility required the following functional and technical skills:

- Creating measurement frameworks
- Development of an appropriate methodology that incorporates financial, social, and economic variables, including analytic models that hold these factors constant
- Development of graphical illustrations of cost-benefit findings
- Cox Regression analysis
- Interviews with key stakeholders
- Technical report writing
- Presentation of findings to a broad audience

Surveys

Social Dynamics has conducted several surveys ranging in size from small samples of schools to nationally representative samples of students.

Survey of Public Attitudes Toward People with Disabilities

U.S. Department of Labor, Office of Disability Employment Policy
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In support of the Office of Disability Employment Policy, Social Dynamics developed a document for a Survey of Public Attitudes Toward People with Disabilities. The goal of the survey was to better understand attitudes toward people with disabilities in order to inform policy and practice and improve disability employment systems.

In order to inform the design of the survey instrument and plans for survey sampling and analysis, Social Dynamics prepared a sampling and analysis plan that operationalized a multi-dimensional definition of attitude formation. The survey methodology was designed to stratify the sample of respondents by college attainment, with one stratum comprised up of college-educated sampling units and the other of non-college-educated sampling units. Within each stratum, a simple random sample of telephone numbers was to be selected. Each selected telephone number (for the telephone survey) would lead to a household from which one member aged 18 to 64 would be randomly selected for an interview. The sample selection was to be carried out independently within strata.

We hypothesized, based on our review of previous research on public attitudes toward people with disabilities, that socioeconomic status (i.e., a composite variable including level of

education, household income, and employment status/type of employment) would be positively correlated with favorable attitudes toward people with disabilities. It was necessary to test the relationship between the Interaction with Disabled Persons Scale (IDP), which was included in the survey instrument, and each respondent characteristic to determine the strength of each one and its relevance to multivariate statistical analysis procedures. We emphasized the need for the Rao-Scott Chi-Square test for this purpose.

Migrant and Seasonal Farmworker Survey Design Project

U.S. Department of Health and Human Services, Office of Planning, Research and Evaluation¹

As subcontractor to the CDM Group, Social Dynamics functioned as the sampling task lead for the Migrant Survey Design Project. In this capacity, Social Dynamics prepared four optional sampling methodologies that balanced sample accuracy with cost considerations and the need for reliable estimates of children and Migrant and Seasonal Head Start (MSHS) centers. Social Dynamics gathered information from previous studies of migrant populations, explored various stratified allocation methodologies, conducted preliminary statistical power analyses using FACES Head Start data, and engaged expert programmatic and sampling consultants in order to identify the most cost-effective approaches to sampling children and centers. The four sampling methodologies balanced methodological rigor with the cost of implementing the MSHS Survey, while meeting the client's goal of institutionalizing a *replicable* methodology for determining the status of MSHS children and families using a cross-sectional methodology.

Secondary Analysis of Existing Data

Workplace Flexibility Research and Analysis

U.S. Department of Labor, Women's Bureau

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Social Dynamics conducted an analysis of existing research and analysis on workplace flexibility in small businesses. Analysis of the implementation and impact of workplace flexibility policies and practices within multiple industries across varied demographics was the focus of this research.

¹ Social Dynamics, LLC was a subcontractor to the CDM Group on this study. The company was primarily responsible for designing sampling methods.

Social Dynamics completed the Phase I and Phase II Reports on Workplace Flexibility Research and Analysis on Low-Wage Workers and Small Businesses. These reports included reviews of the changing role of low-wage workers and small businesses (Phase 1) and the manufacturing and hospitality industries (Phase II) and employee access to workplace flexibility policies and practices. Using logistic regression and odds-ratios, Social Dynamics investigated the characteristics of low-wage workers and people who work in small businesses, the hospitality industry and the manufacturing industry, and the workplace flexibility policies and practices they have access to. This work required the following functional and technical skills:

- Statistical modeling and analysis
- Identification of existing data
- Literature review
- Report and resource guide production

The Impact of Aging into Disability on Labor Force Participation

U.S. Department of Labor, Office of Disability Employment Policy
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This study examined the impact of aging into disability on labor force participation and earnings. It also addressed how aging into disability is affected by obesity and selected chronic health conditions. It extended previous research by (1) quantifying the extent to which decreases in labor force participation and earnings with age are due to an increase in disabilities, as opposed to other factors; (2) estimating the differential effects of specific disabilities, as well as specific combinations of disabilities, on labor force participation and earnings; (3) identifying the chronic medical conditions (including obesity) that are most closely associated with specific disabilities; (4) providing more detailed information on the effects of age, sex, race, ethnicity, and education on these outcomes; and (5) addressing, within the limitations of the data, the effects of access to care and labor market characteristics on these outcomes. This work required the following functional and technical skills:

- Econometric modeling
- Graphical displays of longitudinal data
- Obtaining and configuring existing datasets for analyses related to the key research questions
- Review of literature on aging and disability policies
- Preparation of *Issue Briefs* that summarize key findings for a broad audience

Because of the cost- and time-saving value of working with existing databases, Social Dynamics has been hired by numerous clients to investigate key policy issues in a systematic way using multivariate descriptive analyses and state-of-the-art statistical and econometric modeling. Social Dynamics employs a rigorous battery of statistical tests that evaluate the quality (e.g., statistical power, shape of the distribution of the data) and relevance (e.g., variable definitions, unit of analysis, geographical specificity, need for variable imputations) of the available data to the policy questions at hand. We also employ analytical techniques that measure a database's ability to produce useful information related to the prevalence of the research and policy problem, the components of the problem, impact of policies on selected target populations, the social and economic costs of selected policies, and the feasibility of the implementation of policy "resolution sets." While there are myriad databases related to disability research and policy, the U.S. Department of Labor, the Census Bureau (Current Population Survey and Census), the Social Security Administration (Micro Data), the Child Trends Databank, the National Organization on Disability, the National Center for Dissemination of Disability Research, the National Rehabilitation Center for Independence, the American Association for People with Disabilities, the Disability Statistics Center (University of Center Florida), the Cornell University Disability Research Group, and the National Institute on Disability and Rehabilitation Research (ED) offer excellent national statistics on prevalence, service use, characteristics of people with disabilities, and information on national and State policies.

Our senior researchers have extensive experience conducting statistical analyses, data quality tests, and policy research using Federal Government databases. These include databases containing millions of records of current information on programs designed to enhance the well-being of America's children, youth, low-income, unemployed, and families. Social Dynamics researchers provide data analysis, including sifting the data with statistical tools and conducting qualitative analyses to provide clients with greater insight into complex social programs. Techniques used include cost-benefit, case-sampling, time series, trends, cross-sectional, and panel analyses, as well as analyses of variance, cross-tabulations, significance testing, and error estimation techniques.

In addition, members of the Social Dynamics research team were integrally involved in the U.S. Department of Health and Human Services' Adoption and Foster Care Reporting System, which collects State data on children in foster care and children who have been adopted

in the United States, as well as the Child Care Information System, which collects State-level and aggregate data on all families and children receiving childcare under Federal subsidy. In addition, our senior team served as Project Manager for the Office of Child Support Enforcement's Expanded Federal Parent Locator Service, which collects employment data from States and Federal agencies and matches it with child support cases. Social Dynamics' lead analysts also have used the U.S. Department of Labor's National Agricultural Workers Survey to support estimates of the number of migrant farm workers in the United States. Under the Office of Child Support Enforcement contract, the quality assurance methodology for new hire data, designed and implemented by members of the Social Dynamics team, was later published in the article "Statistical and Graphical Procedures for Evaluating Data Quality" in the *Journal of Applied Sociology* (Klayman, 2002). In support of the DEI Evaluation, Social Dynamics collects and analyzes data from the Workforce Investment Act Standard Record Data (WIASRD) and Wagner-Peyser labor exchange data systems. Social Dynamics has also provided technical assistance to State administrators, program administrators, Federal grantees, and central office staff in the areas of data use, statistical analysis, interpretation of findings, and data presentation techniques. Recent contracts in which we have provided statistical analysis services include the following: Migrant and Seasonal Farmworker Survey Design Project (under contract to the U.S. Department of Health and Human Services, Office of Planning, Research and Evaluation); Aging Into Disability (under contract to the U.S. Department of Labor, Office of Disability Employment Policy; and the Latina Research and Analysis Study (under contract to the U.S. Department of Labor, Women's Bureau).

Data Collection

Social Dynamics' RSS division provides the full range of services required to conduct and support the complete lifecycle of survey studies, program evaluation studies, and the collection of administrative data from State agencies. Social Dynamics has developed web-based data collection instruments, implemented Computer Assisted Telephone Interview (CATI) systems, conducted site visits to collect qualitative data, and conducted online surveys.

Web-Based Data Collection

Social Dynamics holds the prime contract for the Disability Employment Initiative (DEI) Evaluation. For this project, Social Dynamics designed a data collection system to collect information from the 16 States currently participating in the DEI. The DEI Data System includes baseline and follow-up items for treatment and comparison groups, as well as expanded service utilization, demographic, and outcome modules.

The DEI Data System is designed as a web-based system that allows direct data entry by customers and/or case managers at DEI and comparison sites. The system meets Health Information Technology for Economic and Clinical Health (HITECH) and Health Insurance Portability and Accountability Act (HIPAA) laws and regulations with all data collected on site through a web application. The DEI Data System interface uses Section 508 Compliant Access software. The features of this system include:

- Timeliness—ability to collect and analyze data on an immediate and ongoing basis
- Accuracy and validity—edit checks to ensure accurate and appropriate data are entered into the system
- Flexibility—to allow ongoing modification of the system as needs change
- Security—controls over system users who enter, modify, or review data
- Failure contingencies—processes to backup and safeguard system data

Data are stored on the web-based application's database. The tools used to retrieve data are flexible enough to bring different data sources together so that useful analytical datasets can be created to answer research questions. The data are stored electronically, and an SQL server-based reporting system is used to export data to SAS, SPSS, STATA or other data analysis tools. Flat text files or Microsoft Excel conversion capabilities also are available. The DEI Evaluation Team provides reports to U.S. Department of Labor and aggregate reports are provided to grantees.

Telephone-Based Surveys

Social Dynamics has been contracted to conduct telephone surveys for several non-profit and government agencies. For telephone-based surveys, Social Dynamics uses Fiber-Optic Voice-Over Internet Protocol Predictive Dialer to automate and expedite data collection activities. This

system provides real-time management reports and real-time audio monitoring of interviewers, which support quality control and training activities. The system also includes a pop-up callback option and high-speed predictive dialer. The report generator efficiently produces descriptive charts and graphs describing average interview duration, disposition, and other management information. Recently, Social Dynamics has conducted the National Survey of Parents of Middle School Students, the National Survey of High School Graduates, and the Survey of Kansas High School Students Civic Knowledge.

Social Dynamics CATI surveys are expertly designed and implemented and have been used successfully to inform strategic planning and policy decisions. Our approach to survey design and implementation includes comprehensive planning and interviewer training initiatives, as well as state-of-the-art sampling and data collection methodologies. Social Dynamics understands the importance of accurate and efficient CATI programming and quality control processes. To ensure accurate and clean data collection, we adhere to standard operating procedures and conduct extensive interviewer training, including real-time monitoring of interviewer quality and productivity.

Site Visits

In framing research and policy issues, our government clients often wish to consider the advice of prominent agency staff and subject matter experts, as well as the thoughts of eminent researchers. To supplement the findings of surveys, program evaluation studies, and statistical analysis of existing data, Social Dynamics conducts telephone interviews, in-person interviews, group discussions, and focus groups with experts. Using semi-structured interview guides, these interviews serve to clarify contradictory findings, elaborate on stakeholders' experiences with the research and policy issues of interest, and collect practitioner feedback and recommendations for policy or program implementation.

Success in creating, engaging, and facilitating stakeholder panels and interviews is vital to the success of policy-relevant research. Social Dynamics is highly experienced in the design and implementation of participatory data collection methods in which stakeholders and noted technical and substantive experts play integral roles as sources of information and lend support to the analytical and interpretive activities.

Performance Measurement

Performance Measurement Design and Implementation

U.S. Department of Labor, Office of Disability Employment Policy

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Social Dynamics developed a comprehensive performance measurement system for the Office of Disability Employment Policy. It included plans for data collection and analytic approaches, anticipated challenges, proposed solutions, and a timeline for completion of performance measurement reports, leading to the implementation of a revised performance measurement system and strategic plan. Services included under this contract are as follows:

- Design of short-term, intermediate, and long-term outcomes and indicators
- Design of logic models for individual programs and products, and for the agency
- Design/implementation of a prototype Web-based customer satisfaction survey
- Conduct of a customer satisfaction survey and analyze findings
- Preparation of an OMB clearance package
- Analysis and recommendations on prior proposed refined performance measures
- Revision ODEP's 2006–2011 strategic plan
- Design and outline of functional requirements for a new automated program performance management reporting system
- Identification of revised efficiency measures for inclusion in the new reporting system

Data Quality Assessment

Data quality assessment is an important component of any performance measurement system. Social Dynamics employs efficient data quality control procedures (Klayman, 2001) to produce dataset characteristics quickly. This process is automated using statistical analysis software to ensure that the datasets included in an effectiveness study are reliable and include appropriate data elements, geographical relevance, and units of analysis. Often, when data are collected from State agencies or geographically dispersed programs, data quality is lacking due to limited oversight of the data collectors. Because national policies and strategic planning activities are often driven by local data collection activities, the Social Dynamics Team encourages data quality assessment and provides statistical techniques (e.g., missing data imputation), as well as data collector training and oversight to improve the quality of data.

Policy Analysis

Equal Pay Data Collection Research

U.S. Department of Labor, Women's Bureau

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A comprehensive literature review, including market share research and product reviews of payroll and human resources services and software, supported this investigation of the capability and feasibility of using payroll data to examine gender equity in the workplace. Expert interviews with a range of stakeholders complement this data. This work required the following functional and technical skills:

- Information location and review
- Expert interviews
- Data synthesis and analysis
- Policy recommendations
- Reporting in multiple policy formats

Review of Research and Policy on Access to Health Care for People with Disabilities

U.S. Department of Labor, Office of Disability Employment Policy

PRIME CONTRACTOR: SOCIAL DYNAMICS

This policy analysis was designed to formulate recommendations to assist the Office of Disability Employment Policy in developing guidelines for future disability employment and health care research. Using state-of-the-art literature review techniques, Social Dynamics researchers prepared a detailed review of theoretical, policy, and practical issues that affect access to health care for people with disabilities. The review included a discussion of system- and treatment-level factors that appear to have the most significant impact on access to affordable health care, as well as labor market issues, including labor market segmentation and the influence of socioeconomic status and labor market position on health insurance coverage availability. In addition, Social Dynamics provided information on collaborative initiatives among employers, home- and community-based social service providers, and primary care organizations that improve access to health insurance coverage for marginalized groups, and recommendations for future research on employment and access to health care for people with disabilities. This contract also included two issue briefs and related toolkits on Community-Based Health Care Financing for People with Disabilities and Reinsurance and Health Care for People with Disabilities.

Appendix: Selected Biographical Profiles

Douglas Klayman, Ph.D., President

President and founder of Social Dynamics, LLC, Dr. Douglas Klayman is an applied sociologist. He is an experienced evaluation consultant and expert in the design and implementation of national and community-based evaluation studies, CATI surveys, social research studies, program evaluation, and survey training and technical assistance. During the past 25 years, Dr. Klayman has conducted evaluations and analyses of numerous disability employment, special education, homeless, health, and youth services programs, and serves as Project Director and/or Corporate Monitor on all Social Dynamics contracts.

In addition to directing the work of Social Dynamics, Dr. Klayman has served as graduate Program Coordinator and Adjunct Professor in public sociology at American University. He has taught numerous college courses in such areas as policy analysis and research methods at colleges and universities in the Washington, DC metropolitan area. Dr. Klayman has served as an Editorial Board Member of the *Journal Contemporary Sociology*, is a member of the American Sociological Association Task Force on Public Sociology, a member of the Board of Directors of the Association for Applied and Clinical Sociology, and has reviewed for the *International Journal of Mental Health and Addiction*, the *Journal of Child Psychiatry and Psychology*, and *Child and Adolescent Mental Health*. Dr. Klayman holds a Ph.D. in Sociology from American University with emphases in Applied Sociology and Social Stratification. He has his M.A. in Applied Sociology from the University of Massachusetts, Boston, with concentrations in Research Methodology and Evaluation Research. His B.A. in Sociology is from American University.

Susan N. Labin, Ph.D., Vice President

Dr. Susan Labin brings over 25 years of research and evaluation experience to Social Dynamics. Her work has focused on improving programs, policies, and the lives of those served. She has a long-standing involvement in workforce practices including identifying financial returns from developing human capital. Dr. Labin has a demonstrated versatility across substantive areas with

a specialty in participatory evaluation and evaluation capacity building. She has designed, managed, and conducted multi-million dollar national and local project studies. She is experienced in designing and implementing randomized control trials, as well as quasi-experimental designs. Her methodological specialties include measurement and design for integrated quantitative and qualitative studies. Dr. Labin has expertise in research synthesis, a core methodology for developing evidence-based practice. Additionally, Dr. Labin has conducted over 30 presentations at professional conferences and authored numerous reports and articles, including two recent articles in the *American Journal of Evaluation*. She has worked at the Federal level at the Corporation for National and Community Service, U.S. Department of Health and Human Services and in the Program Evaluation and Methodology Division of the U.S. Government Accountability Office. At Social Dynamics, Dr. Labin will be directing projects, strengthening the evaluation capacity of the company, and developing public and private partnerships. Dr. Labin graduated with honors from the University of California at Berkeley and holds an M.A. and Ph.D. in Sociology from the University of Southern California.

Robert Bleimann, Ph.D., Director of Research & Policy

Dr. Robert Bleimann has over 35 years of experience directing and conducting research and evaluation projects for State and Federal clients. Dr. Bleimann's professional experience has focused on outcome and impact evaluation research in human services programs; applied research, policy analysis, and performance measurement; process evaluations, program analysis, and business process analysis (BPA); advanced programming, data analysis, and data mining using SPSS; survey design and implementation, including instrument development and testing; implementation of large-scale field data collections; processing administrative datasets to generate management information; and developing strategic plans for data collections and performance metrics. At Social Dynamics, Dr. Bleimann leads Social Dynamics' Research and Survey Services (RSS) practice area. He works on the Disability Employment Initiative (DEI) Evaluation and manages data processing and analyses on this and other projects. Dr. Bleimann earned his Ph.D. in International Relations at the University of London, his M.A. in Government from Lehigh University, and a B.A. in Political Science from Muhlenberg College.