

Tracy F. H. Chang, Ph.D., M.B.A.

Associate Professor
Department of Labor Studies and Labor Relations
School of Management and Labor Relations
Rutgers University

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EDUCATION

- 2015 M.B.A. Leonard N. Stern School of Business, New York University.
Specializations: *Leadership, Innovation and Entrepreneurship*, and *Marketing*
- 1998 Ph.D. Sociology, University of Iowa, Iowa City, Iowa.
Specializations: *Social Psychology* and *Sociology of Work and Occupation*
- 1988 B.A. Social Work, Fu-Jen University, Taipei, Taiwan.

POSITION

- 2022 – Present Associate Dean of Diversity, Equity, and Inclusion, School of Management and Labor Relations, Rutgers University.
- 2014 – Present Associate Professor, Department of Labor Studies and Employment Relations, School of Management and Labor Relations, Rutgers University, New Brunswick, New Jersey.
- Taught undergraduates courses on *Organizational Behavior*, *Social Entrepreneurship*, *Senior Seminar on Self and Work*, *Leadership in Organizations*, *Byrne Seminar on Inner Engineering for Wellbeing and Thriving in College, Work, and Life*.
 - Taught Graduate course on *Group Process and Team Dynamics*, International MBA Program, East China University of Science and Technology, Shanghai, China.
 - Supervised Rutgers students for “*The Future of Work*” course, MIT Edx MOOCs, taught by Thomas Kochan, Sloan School of Management, MIT.
- 2009-2014 Director and Associate Professor, Labor Education and Research Now (LEARN), Department of Labor Studies and Employment Relations, School of Management and Labor Relations, Rutgers University, New Brunswick, New Jersey
- Developed and launched new executive education programs for the national Blue Cross Blue Shield’s executives from 12 states, State of New Jersey’s public managers and supervisors, and labor leaders leading 2,000 to 200,000 members.
 - Collaborated with over 100 Rutgers staff, faculty, chairs, directors, and deans and over 50 external speakers from academic, corporate, government, labor, and other non-profit organizations in implementing new education programs and academic and professional conferences.
 - Managed 5 certification programs and designed and delivered over 10 customized education programs, 30 professional workshops, and 4 labor and management annual conferences, totaling 2,000 participants annually.
 - Grew the programs by creating customized programs for 4 new organizations, 4 new special topic conferences, and 1 new certification program, adding 100 to 200 participants annually.

- Implemented rebranding and new marketing strategy, redesigned website and promotional materials, and used technology to scale marketing activities and student registration and information management.
- Recruited adjunct faculty and students through professional conferences and community outreach and built an extensive network of over 500 instructors, trainers, speakers, and adult students in implementing new and existing education programs.
- Led 25 faculty members in departmental and program strategic planning, played a key role in school-wide strategic planning, and collaborated with school's advisory board consisting of external constituents and alumni in strengthening community and alumni relations.
- Designed training materials and trained over 500 supervisors and employees on interested-based negotiation and conflict resolution for the world's largest electronic contract manufacturer in China.
- Advised international corporate and labor organizations in China, South Africa, and Sweden in designing and delivering education programs to supervisors and employees.
- Published and presented 5 research papers in academic journals and conferences.
- Served on school-wide Labor and Management Committee and Search Committee for school's Director of Communication.
- Contracted to execute the annual scholarship competitions for the International Union of Operating Engineers (IUOE) Local 825, Springfield, New Jersey.

1998 - 2009

Assistant and Associate Professor, Center for Labor Education and Research, School of Business, University of Alabama at Birmingham, Alabama. Director and Associate

- Developed, coordinated, and taught continuing education workshops, customized programs, and conferences for working professionals throughout the Southeast and other regions of the U.S. – approximately 2,000 participants annually.
- Marketed programs through professional network, community outreach, and Internet technology and increased enrollment by 40% for a regional weeklong residential leadership program for professional women.
- Presented more than 20 research papers at academic and professional conferences; published 10 research papers on U.S. and global labor organizations in peer-reviewed academic journals and conference proceedings; organized and presided 7 academic and professional conference sessions.
- Taught undergraduate courses in Organizational Behavior.
- Served as Chair of the Center's Faculty Search Committee and over five school-wide committees.
- Served on the advisor board of the Alabama Labor Award Foundation and contracted to execute its annual scholarship competition.

1993 - 1998

Graduate Instructor, Department of Sociology, College of Liberal Arts and Sciences, University of Iowa, Iowa City, Iowa.

- Taught courses on *Introduction to Sociology*, *Women and Society*, *Gender Inequality*, *Research Methods*, and *Statistics*

1996 – 1998

Project Staff, United Electrical, Radio, Machinery Workers of America (UE), Local 96, Iowa City, Iowa.

1992 - 1995

Research Assistant, Iowa Social Science Institute, University of Iowa, Iowa City, Iowa.

- Supervised the collection of data via computer-aided phone interview on presidential and local elections and public opinions.
- Analyzed primary survey data and wrote statistical reports.

1989 - 1992 Teaching and Research Assistant, Department of Sociology, College of Liberal Arts and Sciences, University of Iowa, Iowa City, Iowa.

- Assisted courses on *Introduction to Sociology* and *Introduction to Social Problems*
- Assisted research on models of educational attainment and occupational mobility

RESEARCH PUBLICATIONS

Tracy F. H. Chang, Sheetal Pundir, Akila Rayapuraju, and Pradeep Purandare (2022), “Inner Engineering for Success – A Complementary Approach to Positive Education,” *Frontier in Education*, October 13, 2022, <https://doi.org/10.3389/feduc.2022.745850>

Tracy F. H. Chang, Rebecca N. Baelen, Triya T. Ramburn, and Pradeep Purandare (2022), “Developing Positive Self-Leadership through ‘Inner Engineering,’” *Journal of Management Development*, vol. 41, no. 7/8, pp. 405 – 416, <https://doi.org/10.1108/JMD-05-2021-0129>

Tracy F. H. Chang, Barbara Ley, Triya T. Ramburn, Sangheeta Srinivasan, Sepideh Hariri, Pradeep Purandare, and Balachundhar Subramaniam (2022). “Online Isha Upa Yoga for Student Mental Health and Wellbeing During the COVID-19 Pandemic – A Randomized Control Trial.” *Applied Psychology: Health and Wellbeing*, 1-21.

Tracy F. H. Chang, Triya T. Ramburn, Sheetal Pundir, Pradeep Purandare, and Balachundhar Subramaniam (2022). “The Effect of the Inner Engineering Online (IEO) Program as A Positive Intervention on Subjective Wellbeing and Positive Work Outcomes.” *Journal of Alternative and Complementary Medicine*, March 2022, 278-282, <https://doi.org/10.1089/jicm.2021.0180>

P. Upadhyay, T F. H. Chang, S. Hariri, S. Rallabandi, Santha Yathavakilla, V. Novack, and B. Subramaniam (2022). “The Effect of Inner Engineering Online (IEO) Program on Reducing Stress for Informational Technology Professionals: A Randomized Control Study,” *Evidence-Based Complementary and Alternative Medicine, eCAM*, 2022, 9001828. <https://doi.org/10.1155/2022/9001828>

Tracy F. H. Chang (2021), “An Emerging Positive Intervention – Inner Engineering Online (IEO),” *Journal of Occupational and Environmental Medicine*, 63 (9): e657-e659.

Sadhasivam, S., Alankar, S., Maturi, R., Vishnubhotla, R. V., Mudigonda, M., Pawale, D., Narayanan, S., Hariri, S., Ram, C., Chang, T., Renschler, J., Eckert, G., & Subramaniam, B. (2020). Inner Engineering Practices and Advanced 4-day Isha Yoga Retreat Are Associated with Cannabimimetic Effects with Increased Endocannabinoids and Short-Term and Sustained Improvement in Mental Health: A Prospective Observational Study of Meditators. *Evidence-based complementary and alternative medicine : eCAM*, 2020, 8438272. <https://doi.org/10.1155/2020/8438272>

- Rangasamy, V., Thampi Susheela, A., Mueller, A., F H Chang, T., Sadhasivam, S., & Subramaniam, B. (2019). The effect of a one-time 15-minute guided meditation (Isha Kriya) on stress and mood disturbances among operating room professionals: a prospective interventional pilot study. *F1000Research*, 8, 335. <https://doi.org/10.12688/f1000research.18446.1>
- Adrienne E. Eaton, Sean E. Rogers, Paula Voos, Tracy F. H. Chang, and Marcus A. Valenzuela (2018), "Assessing Employee Support During Union Organizing Campaign," *Labor Studies Journal*. <https://doi.org/10.1177/0160449X18803694>
- Adrienne E. Eaton, Sean E. Rogers, Tracy F. H. Chang, and Paula Voos (2014), "Choosing Union Representation: the Roles of Attitudes and Emotions," *Industrial Relations Journal*. 45(2), 169-188.
- Tracy F. H. Chang and Jeffrey Keefe (2010). "The State of New Jersey Labor," Research Report, School of Management and Labor Relations, Rutgers University, 2010.
- Tracy F. H. Chang (2009). "'Popcorn and Politics' – Teaching Politics through Film," *Labor Studies Journal*, 34(3): 408-414.
- Tracy F. H. Chang (2005). "Local Union Leader's Conception and Ideology of Stewards' Roles," *Labor Studies Journal*, 30(3): 49-71, 2005.
- Edwin L. Brown and Tracy F. H. Chang (2004). "PACE International Union v. Imerys Groupe: An Organizing Campaign Case Study," co-authored with Edwin L. Brown, *Labor Studies Journal*, 27(1): 21-41.
- Tracy F. H. Chang (2003). "A Structural Model of Race, Gender, Class, and Attitudes toward Labor Unions," *The Social Science Journal*, 40(2): 189-200.
- Tracy F. H. Chang (2003). "A Social Psychological Model of Women's Gender-Typed Occupational Mobility," *Career Development International*, 8(1): 27-39.
- Tracy F. H. Chang (2003). "Electoral Activities of Southern Local Unions in the 2000 Election," *Labor Studies Journal*, 28(1): 53-81.
- Tracy F. H. Chang and Douglas E. Thompkins (2002). "Corporations Go to Prisons: The Expansion of Corporate Power in the Correctional Industry," *Labor Studies Journal*, 27(1): 45-70
- Edwin L. Brown and Tracy F. H. Chang (2002). "International Corporate Campaigns: The Case of Paper, Allied-Industrial, Chemical and Energy Workers Union V. Imerys Groupe," *Proceedings of the Southern Industrial Relations and Human Resources Association* (23): 164-167.
- Tracy F. H. Chang (2001). "Labor Vote in the U.S. National Elections, 1948-2000," *The Political Quarterly*, 72(3): 375-385.
- Tracy F. H. Chang (2001). "Union Leaders' Perceptions of Steward's Roles in the Union," *Proceedings of the Southern Industrial Relations and Human Resources Association* (22): 114-116.
- Tracy F. H. Chang and Douglas E. Thompkins (2000). "Prison Industrial Programs and Organized Labor," with Douglas E. Thompkins, *Proceedings of the Southern Industrial Relations and Human Resources Association* (21): 40-42.

Rebecca Baelen and Tracy F. H. Chang, “Getting to the Essence of Leadership Yoga as Foundational Framework” submitted to the editor Satinder K. Dhiman for the *Routledge Companion to Leadership and Change*.

Tracy F. H. Chang (2021). “Energy, Joy, Mindfulness, and Engagement at Work – A Pilot Study of an “Inner Engineering” Approach,” in Satinder K. Dhiman (Ed.), *The Routledge Companion to Mindfulness at Work*, pp. 448 – 462), New York, NY: Routledge.

BOOK REVIEWS

Global Unions, Global Business. By Richard Croucher and Elizabeth Cotton. London: Middlesex University Press, 2009, 160 pp., *Labor Studies Journal*, 2010, 35(1): 134-13.

Gender Equality and Decent Work: Good Practices at the Workplace. By ILO Bureau for Gender Equality. Geneva, Switzerland: International Labor Organizations, 2005. 194 pp. Free download from ILO. *Labor Studies Journal*, 32(2), 271-218.

We Can’t Eat Prestige: The Women Who Organized Harvard. By John Hoerr, Philadelphia: Temple University Press, 1997, *Labor Studies Journal*, 24(4): 89-90.

CONFERENCE PARTICIPATION

Organizer and Chairperson

- 2022 Organizer and Presenter, “Yoga for Creating A Better World Together,” Professional Development Workshop, the Academy of Management Conference, virtual, Seattle, WA.
- 2022 Organizer and Presenter, “Beyond COVID, Developing Conscious Leaders for A Conscious Planet,” Professional Development Workshop, the Academy of Management Conference, virtual, Seattle, WAS.
- 2018 Organizer, “From Mindfulness to Wholeness: Inner Engineering for Wellbeing and Improving Lives,” Professional Development Workshop, the Academy of Management Conference, Chicago, IL.
- 2017 Organizer, “Bridging Interfaces: Transform Management Teaching via Mindfulness and Experiential Learning,” Professional Development Workshop, the Academy of Management Conference, Atlanta, GA.
- 2016 Organizer, “What Can We Learn from Silence and Stillness? Building Mindfulness Into Management Curriculum” Symposium, Teaching and Learning Conference, the Academy of Management Conference, Anaheim, CA.
- 2016 Facilitator, “A Stress Management Workshop for Junior Faculty,” Professional Development Workshop, the Academy of Management Conference, Anaheim, CA.
- 2010 Chairperson, Research Paper Sessions, International Labor Process Conference, Rutgers University, New Brunswick, NJ.
- 2009 Organizer and Moderator, “Innovative Method of Teaching Economics and Politics” Session, the Annual Meeting of the United Association of Labor Education, Silver Spring, MD.

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- 2007 Moderator, “Global Economy, National Unions: Challenges and Opportunities” Roundtable, the Annual Meeting of the American Sociological Association, New York City, NY.
- 2006 Moderator, “Race and Civil Rights” Session, the Annual Meeting of the United Association of Labor Education, Seattle, WA.
- 2002 Organizer, “Global Strategic Campaigns: Keys and Obstacles to Success” Session, the Annual Conference of the United Association of Labor Education, Los Angeles, CA.
- 2000 Chairperson, “Union Building and Union Density,” Session, the 21st Annual Southern Industrial Relations and Human Resource Conference, Birmingham, AL.
- 2000 Chairperson, “Bias, Restrictive Covenants, and Internal Consultant” Session, the 21st Annual Southern Industrial and Human Resources Conference, Birmingham, AL.
- 2000 Presider, “Perception of Economic Restructuring” Paper Session, Annual Meeting of the Mid-South Sociological Association, Jackson, MS.
- 1999 Organizer, “Social Stratification and Inequality” Paper Session, Annual Meeting of the Southern Sociological Society, New Orleans, LA.
- 1999 Organizer and Presider, “Collective Action and Social Movement” Session, the Annual Meeting of the Mid-South Sociological Association, Jackson, MS.
- 1999 Panelist. Mentoring Workshop, the Annual Conference of the University and College Labor Education Association, Atlanta, GA.

Conference Presentations

- Tracy F. H. Chang, “Existential Intelligence and Business of Inclusive Wellbeing,” UN PRME 5th Northeast Virtual Conference, October 26-29, 2020.
- Tracy F. H. Chang, Sheetal Pundir, Gianjeet Ramburn, Pradeep Purandare, and Balachundhar Subramaniam. “Evaluating the Effect of the Inner Engineering Online (IEO) Program on Wellbeing,” paper presented at the YANTRA 2020, An International Conference, virtual, October 9-10, 16-17, 2020.
- Tracy F. H. Chang, “Mindfulness-Based Management Education for Cultivating Empathetic Concern and Perspective Taking,” poster session at the World Congress of Positive Psychology meeting in Melbourne, Australia, July 19-22, 2019.
- Tracy F. H. Chang and Rebecca Baelen, “Foundation of Positive Leadership,” poster session at the World Congress of Positive Psychology meeting in Melbourne, Australia, July 19-22, 2019.
- Tracy F. H. Chang and Rebecca Baelen, “An Inclusive Framework of Flourishing Leaders and Positive Leadership” presented at the Positive Organizational Scholarship (POS) Research Conference, Ross School of Business, University of Michigan, June 5-6, 2019.

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- Tracy F. H. Chang and Bryn Chalifoux, “Mindfulness, Empathy, and Perspective Taking,” paper presented at the *Scholarship, Research, and Best Practices in Diversity and Inclusion: Exploring Current Findings and Pursuing New Pathways Symposium*, Rutgers University, April 4, 2019.
- Tracy F. H. Chang, Duysal Aşkun Çelik, Suzanne Klatt (2018), “*From Mindfulness to Oneness: “Inner Engineering” of the Complex Adaptive Human System*,” paper accepted for presentation at the Academy of Management Conference, Chicago, IL.
- Tracy F. H. Chang (2016), “The Role of Mindfulness in Management Education,” at the “*What Can We Learn from Silence and Stillness? Building Mindfulness Into Management Curriculum*” Symposium, Teaching and Learning Conference, Academy of Management Conference, Anaheim, CA.
- Tracy F. H. Chang (2015). “Mindfulness Practicum in Organizational Behavior,” Poster Session at the 7th Annual Conference of the Contemplative Mind in Higher Education, Howard University, Washington, D. C.
- Tracy F. H. Chang (2011). “Collective Bargaining in the U.S.,” International Symposium of Chinese Labor Relations, Normal University, Beijing, China.
- Tracy F. H. Chang (2011). “Popcorn and Politics’ – Teaching Politics through Film,” the Annual Meeting of the United Association of Labor Education, Silver Spring, MD.
- Tracy F. H. Chang (2011). “Organizational Efficacy in Labor Unions,” the Annual Meeting of the American Sociological Association, Montreal, Canada.
- Edwin L. Brown and Tracy F. H. Chang (2009). “Solving Local Grievances with International Corporate Campaign,” the Annual Meeting of the American Sociological Association, Montreal, Canada.
- Tracy F. H. Chang (2006). “*Union Members’ Perception of Efficacy in Their Unions*,” the Annual Conference of the United Association of Labor Education, Philadelphia, PA.
- Tracy F. H. Chang (2006). “*Ideological Orientation of Union Stewards’ Roles*,” the Annual Meeting of the American Sociological Association, San Francisco, CA.
- Tracy F. H. Chang (2005). *Building International Worker Solidarity: A Case Study of PACE vs. Imerys Groupe*,” the Annual Meeting of the American Sociological Association, San Francisco, CA.
- Tracy F. H. Chang (2004). ““*Political Efficacy and Participation*,” the Annual Conference of the United Association of Labor Education, Chicago, IL.
- Tracy F. H. Chang (2004). “*Organizing Members Around Grievances*,” the Annual Conference of the United Association of Labor Education, Miami, FL.
- Tracy F. H. Chang (2004). “*PACE International Union v. Imerys Groupe*,” with Edwin L. Brown, the Annual Conference of the United Association of Labor Education, Miami, FL.
- Tracy F. H. Chang (2003). “*Bringing the Members Back In: The Impact of Members’ Involvement on Grievance Resolution*,” the Annual Meeting of the American Sociological Association, Chicago, IL.
- Tracy F. H. Chang (2003). “*Labor Vote in the 2000 Presidential Election*,” the Annual Conference of the United Association of Labor Education, Los Angeles, CA.

- Edwin L. Brown and Tracy F. H. Chang (2002) “*Global Corporate Campaign: PACE vs. Imerys*,” the Annual Conference of the United Association of Labor Education, Los Angeles, CA.
- Tracy F. H. Chang and Douglas E. Thompkins (2002). “*Corporations Go to Prisons*,” with Douglas E. Thompkins, the Annual Conference of the United Association of Labor Education, Boston, MA.
- Tracy F. H. Chang and Douglas E. Thompkins (2002). “*Organized Labor and Prison Industrial Programs*,” the 22th Annual Meeting of the Southern Industrial Relations and Human Resources Conference, Birmingham, AL.
- Tracy F. H. Chang (2002). “*Labor Vote in U.S. Presidential Elections from 1948 to 1996*,” the Annual Meeting of the Southern Sociological Society, New Orleans, LA.
- Tracy F. H. Chang (2000). “*Unionization and the Gender Wage Gap*,” the Annual Meeting of the American Sociological Association, Washington, D.C.
- Tracy F. H. Chang and Douglas E. Thompkins (2000). “*Race, Incarceration, and Prison Industrial Programs*,” the 2nd Annual Meeting of the Race, Gender, and Class Project, Southern University of New Orleans, New Orleans, LA.
- Tracy F. H. Chang (2000). “*Is Union Membership a Basis of Political Cleavage?*” The Southern Labor Studies Conference, Georgia State University, Atlanta, GA.
- Tracy F. H. Chang (2000). “*Race, Class, Gender, and Class Interest*,” the Annual Meeting of the American Sociological Society, Chicago, IL.
- Tracy F. H. Chang (1999). “*Class and Class Interest*,” the “Class, Identity, and Nation” Conference, Youngstown University, OH.
- Tracy F. H. Chang (1999). “*Collective Bargaining on the Gender Wage Gap*,” paper presented at the Annual Southern Sociological Society meeting, Nashville, TN.
- Tracy F. H. Chang (1999). “*Class, Race, Gender, and Attitudes toward Labor Unions*,” paper presented at the Annual Conference of the University and College Labor Education Association (UCLEA), Atlanta, GA.
- Tracy F. H. Chang (1996). “*Who Pushes the ‘Revolving Doors’? - An Event History Analysis of Women’s Transition Between Male-Dominated and Nonmale-Dominated Occupations*,” the Annual Meeting of the American Sociological Association, NY.
- Tracy F. H. Chang (1995). “*Social Structure, Attribution Schemes, and Self-Efficacy: An Event History Analysis*,” the Annual Meeting of the American Sociological Association, Washington D.C.

Participation

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| 2019 | Social Entrepreneurship and Social Impact in the U.S. and in South Africa Symposium, School of Business, Rutgers University |
| 2016 | New Jersey Impact Investment Gathering, School of Business, Rutgers University. |
| 2016 | Social Entrepreneurship Conference, Leonard N. Stern School of Business, New York University. |

- 2016 Mindfulness in Business Conference, New York, New York.
- 2016 Sustainatopia, a conference on social, financial, and environmental sustainability and impact, Boston, MA.
- 2015 Crowds 2.0 Conference: New Frontiers in Crowd Funding and Crowd Sourcing, Stern School of Business, New York University, New York, New York.
- 2014 Wisdom 2.0 Conference, New York, New York.
- 2013 “Virtual U: The Coming Age of Online Education,” School for Tomorrow Conference, The New York Times, New York, New York.
- 2013 23rd Annual Art and Science of Health Promotion Conference, American Psychological Association, Hilton Head Island, NC.
- 2011 21st General Conference, the International Federation of Workers Education, Cape Town, South Africa.
- 2011 New Jersey Social Entrepreneurship Summit, Newark, New Jersey.
- 2011 Rutgers Social Entrepreneurship Conference, School of Business, Rutgers University.
- 2011 Advocates Day, Association of Labor Relations Agencies (ALRA), July 25, Jersey City, New Jersey.
- 2010 – 2011 Annual New Jersey Public Employment Relations Commission Conference, State of New Jersey.
- 2010 “Gender, Women, and Leadership – A Cross-National Dialogue,” Invitation Only Research Round Table, organized by the Center for Women and Work, School of Management and Labor Relations at Rutgers University and the Center for Research in Equality and Diversity, School of Business and Management, Queen Mary, University of London.
- 2005 Organizing the Professionals in the 21st Century, AFL-CIO, Virginia, Arlington.
- 2005 Leadership Forum, Women’s Bureau, Department of Labor, Birmingham, Alabama.

INVITED LECTURES

- 2022 Speaker, “Isha Upa Yoga and College Student Wellbeing During COVID-10,” Theme: The Psycho-Socio-Political Perspectives on the Effects of Changing Economies and Epidemics Affecting Mental Health, The 2nd Annual School of Social Sciences Colloquium, College of Human Sciences, University of South Africa.
- 2022 Speaker, “Impact of Inner Engineering on the Mental Health of College Students and Professionals,” virtual Sadhguru Center Speakers Series, Sadhguru Center for A Conscious Planet, Beth Israel Deaconess Medical Center, Harvard Medical School Teaching Hospital, Boston, MA.

- 2021 Keynote Speaker, Yogastha e-Conference, Research in Yoga: Mind, Consciousness, and Identity, Yogastha Club, India Institute of Technology, Mumbai, August 6-8, 2021.
- 2021 Speaker, Work-Life Balance: Cycle of Achievement, School of Management and Labor Relations Alumni Association,
- 2020 “Mindfulness and Leadership,” WINGS Mentoring Program, Center for Women and Work and the Institute for Women’s Leadership, Rutgers University.
- 2018 “Inner Engineering and Social Entrepreneurship,” Vivekanad Institute of Management, Mumbai, India.
- 2016 “Mindfulness and Organizational Behavior,” EAPS 600 Organizational Behavior Graduate Course, Department of Education, State University of New York, Albany.
- 2011 “The Trend of U.S. Union Density,” Executive Council, New Jersey State AFL-CIO, Belmar, New Jersey.
- 2009 “Global Union, Global Solidarity,” Executive Board Meeting, International Federation of Workers’ Education, Rutgers University.
- 2000-2007 “Race and Gender Issues in Industrial Relations.” MG 410 Employee-Employer Relations, Department of Management, School of Business, University of Alabama at Birmingham.
- 2005 “Women’s Economic Status,” Momentum: Building Leadership in Women, YWCA of Central Alabama, co-sponsored by the Women’s Bureau, the Department of Labor, Birmingham, AL.
- 2003 “From Bread and Roses to Jobs with Justice: Women in the Workforce and the Labor Movement,” Department of Sociology, The University of The South, Swanee, TN
- 1999 “How Do Minorities Affect the U.S. Economy?” New Horizons, Special Studies, Marshall Conference Center, University of Alabama at Birmingham.
- 1998 “Women in the Labor Force,” Hospital Nursing Staff Development, University of Alabama at Birmingham.

TEACHING EXPERIENCE

Undergraduate and Graduate Credit Courses

- 2018 Inner Engineering for Thriving in College, Work, and Life, Byrne Seminar, Rutgers University
- 2017 Group Process and Team Dynamic, International MBA Program East China Science and Technology Institute, Shanghai, China
- 2017 - Present Leadership in Organization

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| 2016 | The Future of Work |
| 2016 – 2018 | Social Entrepreneurship |
| 2014 – Present | Organizational Behavior |
| 2013 – 2017 | Senior Seminar on Self and Work |
| 2012 – 2013 | Workplace Wellness |
| 2011 | Union Organizing |
| 1996-1998 | Research Methods |
| 1996-1997 | Theory, Research, and Statistics |
| 1994-1995 | Women and Society |
| 1993-1994 | Gender Inequality |
| 1993-1994 | Social Inequality |
| 1993 | Introduction to Sociology |

Executive and Labor Education Non-Credit Courses and Workshops

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| 2020 | Inner PPE, NJ COVID-19 Update Week 23, NJ WEC and LEARN SMLR Rutgers University. |
| 2018 | Communication, ILWU 142, Honolulu, Hawaii. |
| 2017 | Mindfulness, Healthcare, and Leadership, Leaders of Nurses' Unions |
| 2014 | Myers-Briggs Type Indicator and Leadership Styles, Local Presidents, HPAE |
| 2013 | Developing Self-Knowing and Managing Yourself, New Jersey Certified Public Sector Managers |
| 1998 – 2013 | Steward Training/Grievance Handling/Contract Administration |
| 1998 – 2013 | Collective Bargaining/Contract Negotiation |
| 1998 – 2013 | Union Building/Internal Organizing/Membership Involvement |
| 1998 – 2013 | Strategic Planning |
| 1998 – 2013 | Basic Unionism |
| 1998 – 2009 | Employment and Labor Law/FMLA |
| 1998 – 2009 | Basic Labor Arbitration for Union Representatives |

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| 1998 – 2009 | Economics & Politics/Political Economy/Political Action for Union Representatives |
| 1999 – 2009 | Media Strategies and Technology for Labor Unions |
| 2000 – 2002 | Strategic Research/Corporate Campaign |
| 2000 – 2004 | Globalization, UAW PEL |
| 2000 – 2002 | Race, Gender, and Diversity in Unions |

CONTINUING EDUCATION PROGRAM DEVELOPMENT AND ADMINISTRATION

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| 2012 – 2013 | Blue Cross Blue Shield Association Advanced Labor Studies for Executives Certificate Program, School of Management and Labor Relations, Rutgers University – a three and half day intensive program on Collective Bargaining for account executives from 12 states. |
| 2012 – 2013 | New Jersey Certified Public Managers Program, a partnership program between School of Public Affairs and Administration, School of Management and Labor Relations, School of Business – Camden, Rutgers University. |
| 2010 – 2013 | New Jersey Continuing Legal Education (CLE) |
| 2009 – 2013 | Union Leadership Academy |
| 2013 | Union Leadership Academy for the Building Trades |
| 2009 – 2013 Relations | Annual Labor and Management Conference, School of Management and Labor Relations <ul style="list-style-type: none"> • Health, Well-Being, and Work • What Should Labor and Management Know about the Healthcare Reform • Is Collective Bargaining Broken |
| 2009 – 2013 | Public Sector Labor Relations Certificate Program |
| 2009 – 2013 | Labor and Employment Laws for Union Representatives Certificate Program |
| 2011 | Hospitality and Tourism Certificate Program, LEARN in partnership with Center for Women and Work |
| 2010 – 2011 | Labor Intern Program, a joint program between LEARN at Rutgers University and the New Jersey Department of Labor – a six-week paid internship program for labor members and leaders |

SERVICE

Professional Associations

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| 2020 | Reviewer, American Journal of College Health |
| 2020 | Reviewer, International Journal of Workplace Health Management |

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| 2020 | Reviewer, <i>Current Psychology</i> |
| 2017 | Referee, Academy of Management Conference proposals in the divisions of Organizational Behavior, Management Education and Development, and Teaching and Learning Conference |
| 2005 – 2012 | Editorial Board, <i>Labor Studies Journal</i> , the Official Publication of the United Labor Education Association |
| 2011 – 2012 | Executive Board of the New Jersey Chapter of the Labor and Employment Relations Association |
| 2010 – 2012 | Executive Board of the United Association of Labor Education |
| 1999 – 2012 | Referee, <i>Labor Studies Journal</i> , The Official Journal of the United Association of Labor Education |
| 2009 – 2010 | Special Issue Editor, “Labor and the Environment,” <i>Labor Studies Journal</i> , United Association of Labor Education Conference Issue. |
| 2008 – 2009 | Referee, <i>Sociological Inquiry</i> , a Wiley-Blackwell Publication. |
| 1999 – 2009 | Referee, <i>Sociological Spectrum</i> , the Official Journal of the Mid-South Sociological Association. |
| 2002-2004 | Executive Board of the United Association of Labor Education |
| 2002-2004 | Conference Planning Committee, United Association of Labor Education |
| 2000 | Referee, The 21 st Southern Industrial and Human Resources Conference, Birmingham, AL. |

Academic Institutions

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| 2022 | ScarlettWell Committee, Rutgers University. |
| 2020 | Teaching Committee, School of Management and Labor Relations, Rutgers University |
| 2019 | Teaching Evaluation Committee, School of Management and Labor Relations, Rutgers University |
| 2014 – Present | Labor Studies Major Learning Assessment Committee, Department of Labor Studies and Employment Relations, School of Management and Labor Relations. |
| 2009 – 2013 | Labor and Management Conference Planning Committee, School of Management and Labor Relations, Rutgers University. |
| 2011 | Search Committee for the Communication Director, School of Management and Labor Relations, Rutgers University. |
| 2006 – 2009 | Computer Resource Committee, School of Business, University of Alabama at Birmingham. |

- 2007 Chair, Faculty Search Committee, Center for Labor Education and Research, School of Business, University of Alabama at Birmingham.
- 2006 Fundraising and Program Development Committee, Globalization Speaker Tour, School of Humanities and Social Sciences, University of Alabama at Birmingham.
- 2004 – 2006 Faculty Affair Committee, School of Business, University of Alabama at Birmingham.
- 2004 – 2006 Diversity Committee, School of Business, University of Alabama at Birmingham.
- 2002 – 2004 Computer Resource Committee, School of Business, University of Alabama at Birmingham.
- 2000 – 2001 The President’s Teaching Excellence Award Committee, School of Business, University of Alabama at Birmingham.
- 1999 – 2002 Research Advisory Committee, School of Business, University of Alabama at Birmingham.

Communities

- 2011 – 2015 Administrator and Judge, College Scholarship and Grants Competition, International Union of Operating Engineers. Local 825, Spring Field, New Jersey.
- 2010 – 2011 Labor Intern Program, Department of Labor and Workforce Development, State of New Jersey.
- 2009 Interviewee, “*Labor Education and the Labor Movement in Alabama*,” a documentary film directed by Jake DaSilva for Documenting Justice, the Center for Ethics and Social Responsibility at the University of Alabama at Tuscaloosa.
- 1999 – 2009 Judge, Scholarship Essay Contest, Alabama State UAW Community Action Program Council.
- 1999-Present Judge, College Scholarship Essay Contest, Alabama Organized Labor Awards Foundation.
- 2004-2006 Member of the Executive Board and Chair of the Education Committee, Alabama Organized Labor Awards Foundation.
- 1999-2001 Member of the Executive Board and Chair of the Education Committee, Alabama Organized Labor Awards Foundation.

HONORS AND AWARDS

- 2013 Executive M.B.A. Scholarship, \$30,000, awarded by EMBA Graduate Admission Committee, the Leonard N. Stern School of Business, New York University.
- 2011 “Teaching and Instruction Services: Certified Public Managers Program,” a joint project among Rutgers School of Public Affairs and Administration in Newark, School of Management and Labor Relations in New Brunswick, and School of Business in Camden, 3.3 million over 3 years, awarded by New Jersey Department of Treasury.

- 2010 “Tourism and Hospitality Certificate Program for Welfare Recipients,” a joint project between Rutgers Center for Women and Work and the Department of Labor Studies and Employment Relations, \$103,053, awarded by the U.S. Department of Labor and New Jersey Ocean County PIC.
- 2000 “The Impact of Unionization on Racial and Gender Wage Gaps,” Faculty Development Program Grant, \$2,530, awarded by University of Alabama at Birmingham, 2000.

PROFESSIONAL CERTIFICATIONS

- 2017 Qualified Mindfulness Based Stress Reduction (MBSR) Instructor, Center for Mindfulness, medical School, University of Massachusetts.
- 2015 Case Teaching Method Seminar, Part I, Harvard Business Publishing, Rutgers University.
- 2013 Myers-Briggs Type Indicator (MBTI) Certified Practitioner, American Management Association, New York, NY.
- 2000 Strategic Research for Labor Educators, George Meany Center, Washington D.C.
- 1999 Categorical And Longitudinal Data Analysis, ICPSR Summer Workshops, University of Michigan, Ann Arbor.

PROFESSIONAL MEMBERSHIP

- 2013 – Present Academy of Management
- 2013 – Present American Psychological Association
- 2013 – Present The Contemplative Mind in Higher Education
- 1996 – Present American Sociological Association
- 2013 – 2015 International Positive Psychology Association
- 1998 – 2013 United Association of Labor Education
- 2012 – 2014 Wellness Council of America
- 2012 – 2014 The University Professional and Continuing Education Association
- 2005-2006 Southern Industrial and Labor Relations Association
- 2004 – 2006 Labor and Employment Relations Associations
- 1999-2000 Mid-South Sociological Association.

MEDIA

“How to Bust Stress With Online Yoga,” Research & Innovation, Rutgers Today, June 21, 2022.

“Researchers Confirm Online Yoga Improves Wellbeing,” by Em Sloane, Longevity Magazine, <https://longevitylive.com/medical-research/online-yoga/>

“Yoga Helps College Students Destress. We Need Your Help to Study It.” Thrive Global Campus. <https://thriveglobal.com/stories/yoga-helps-college-students-de-stress-we-need-your-help-to-study-it/>

“It is time to talk about inner PPE,” Thrive Global, <https://thriveglobal.com/stories/its-time-to-talk-about-inner-ppe/>

“sHeroes: How Dr. Tracy Chang, a Professor at Rutgers University is helping her students live their best lives,” the Authority Magazine by Medium, <https://medium.com/authority-magazine/sheroes-meet-dr-b19d7c1bd6ca>