

Paula B. Voos

January 2022

Professor of Labor Studies and Employment Relations
School of Management and Labor Relations
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Professional Positions:

Rutgers University, Professor, Labor Studies and Employment Relations Department, School of Management and Labor Relations. Professor July, 1998 – present; Undergraduate Program Director LSER Department, July 2016 – Present; Academic Program Director, July, 2007 – June 2016; Associate Dean for Academic Affairs, March, 2014 – December, 2015; Chair July, 1999 – June, 2007.

University of Wisconsin-Madison, Director, Industrial Relations Research Institute, 1993-1998, Professor, Economics and Industrial Relations, 1992-1998; Associate 1987-91, Assistant 1981-86.

University of Massachusetts-Boston, Instructor, Economics, 1978-1981.

Harvard University, Teaching Assistant, 1978-1979.

NBER, Research Assistant, Summer - Fall, 1978.

Portland State University, Instructor, 1974-1976. Institute on Aging, Portland State, Research Assistant, 1974.

Education:

Harvard University, Ph.D. Economics, 1982.
Portland State University, MA Economics, 1976.
Whitman College, AB English, 1971.

Books:

Dong-One Kim, Paula Voos, Suzuki Hiromasa, Young Doo Kim, and Yoon Ho Kim, The Evaluation of Employment Relations Systems in OECD Member Countries, 2012 (In Korean). Seoul: Pak Young Sa.

_____, editor, Contemporary Collective Bargaining: In the Private Sector. Madison, WI: Industrial Relations Research Association, 1994. Author of the chapter, "An Economic Perspective on Contemporary Trends in Collective Bargaining," pp. 1-23.

Lawrence Mishel and _____, editors, Unions and Economic Competitiveness. Armonk, NY: M. E. Sharpe, January 1992. Coauthor of two chapters, "Unions and American Economic Competitiveness," with Lawrence Mishel, and "Unions and Contemporary Innovations in Work Organization, Compensation, and Employee Participation," with Adrienne Eaton.

Articles and Chapters in Books:

Paula B. Voos, "John T. Dunlop (1914-2003)," in The Palgrave Companion to Harvard Economics, ed. by Robert Cord, forthcoming.

Steven Abraham and _____, "Procedural and Distributive Justice in Sexual Harassment Arbitration: Evolution of Decisions in the Union Context," Advances in Industrial and Labor Relations, Forthcoming Vol. 26, ed. by David Lewin and Paul Gollan, 2020, pp. 99-123.

Steven Abraham and _____, "New Evidence from the Stock Market on Right to Work Laws," Advances in Industrial and Labor Relations, Vol. 25, ed. by David Lewin and Paul Gollan, 2019.

Sean E. Rogers, Adrienne E. Eaton, _____, Tracy F. H. Chang, and Marcus A. Valenzuela, "Assessing Employee Support during Union Organizing Campaigns," Labor Studies Journal, Vol.44, No. 4 (December 2019), pp. 285-313.

Haejin Kim and _____, "Proliferation of Contingent Workers," in Korean Employment and Labor Relations, ed. by Bruce Kaufman and Young-Myon Lee, Edward Elger, 2018.

Dong-one Kim, Yoon Ho Kim, _____, Hiromasa Suzuki, and Young Doo Kim, "Evaluating Industrial Relations Systems of OECD Countries from 1993 to 2005: A Two-Dimensional Approach," British Journal of Industrial Relations, Vol. 53, No. 4 (December, 2015), pp. 645-663.

Steven Abraham, Lisa Schur, and _____, "Changing Union Representation Voting Regimes: What Can We Learn?" Advances in Industrial and Labor Relations, Vol. 21, ed. by David Lewin and Paul Gollan, 2015, pp. 1-29.

Adrienne E. Eaton, Sean E. Rogers, Tracy F. H. Chang, and _____, "Choosing Union Representation: The Role of Attitudes and Emotions," Industrial Relations Journal, Vol 45, No. 2 (March, 2014), pp. 169-188.

Sean E. Rogers, Adrienne E. Eaton, and _____, "Effects of Unionization on Graduate Student Employees: Faculty-Student Relations, Academic Freedom, and Pay," Industrial and Labor Relations Review, Vol. 66, No. 2 (April, 2013), pp. 487-510.

John E. McCarthy, _____, Adrienne E. Eaton, Douglas L. Kruse, and Joseph Blasi, "Solidarity and Sharing: Unions and Shared Capitalism," in Employee Ownership and Shared Capitalism: New Directions in Research, ed. by Edward J. Carberry. Champaign, IL: Labor and Employment Relations Association Annual Volume, 2011, pp. 27-57.

Steven E. Abraham, Adrienne E. Eaton, and _____, "Card Check Recognition: Resulting Labor Relations and Investor Reaction," in Advances in Industrial and Labor Relations, ed. by Bruce Kaufman and David Lewin. Vol. 17 (2009), pp. 1-30.

Steven E. Abraham and _____, "Investors' Assessment of California's Health Insurance Act of 2003," Industrial Relations, Vol. 47, No. 2 (April, 2008), pp. 209-228.

Haejin Kim and _____, "The Korean Economic Crisis and Working Women," Journal of Contemporary Asia, Vol. 37, No. 2, (May 2007), pp. 190-208. Excerpted in The Women, Gender and Development Reader, ed. by Lynn S. Duggan Nalini Visvanathan, Laurie Nisonoff and Nan Wiegersma, forthcoming Zed Press, 2010.

Dale Belman and _____, "High Wages and Union Decline: Evidence from the Construction Industry," Industrial and Labor Relations Review, Vol. 60, No. 1 (Oct. 2006), pp. 67-87.

Steven E. Abraham, Adrienne E. Eaton, and _____, "Supreme Court Supervisory Status Decisions and Their Impact on the Organizing of Nurses," Justice on the Job: Perspectives on the Erosion of Collective Bargaining in the United States, ed. by Richard Block, Sheldon Friedman, Michelle Kaminski, and Andrew Levin, Upjohn, 2006, pp. 163-89.

_____, "Expanding Voice for Professional and Managerial Workers," Proceedings of the Fifty-Six Annual Meeting, Labor and Employment Relations Association, Boston, MA, January 6-8, 2006, pp. 143-49.

Steven E. Abraham and _____, "The Market's Reaction to Two Supreme Court Rulings on American Labor Law," Journal of Labor Research, Vol. 26, No. 4 (Fall 2005), pp. 677-687.

_____, "Industrial Relations and Democracy," IRRA Presidential Address, Proceedings of the Fifty-Fourth Annual Meeting, Industrial Relations Research Association, San Diego, CA, January 3-5, 2004.

Adrienne Eaton and _____, "Managerial Unionism: Prospects and Forms," Labor Studies Journal, Vol. 29, No. 3, (Fall 2004), pp. 25-56.

Dale Belman and _____, "Changes in Union Wage Effects by Industry: A Fresh Look at the Evidence," Industrial Relations, Vol. 43, No. 3 (July, 2004), pp. 491-519.

Adrienne E. Eaton and _____, "Wearing Two Hats: The Unionization of Public Sector Supervisors," in Going Public: The Role of Labor-Management Relations in Delivering Quality Government Service, ed. by Jonathan Brock and David B. Lipsky. Urbana/Champaign, IL: IRRRA, 2003, pp. 295-315.

Steven E. Abraham and _____, "Empirical Data on Employer Gains from Compulsory Arbitration of Employment Disputes," in NYU Selected Essays on Labor and Employment Law, Vol. 2, ed. by David Sherwyn and Michael J. Yelnosky. The Hague: Kluwer Law International, 2003, pp. 197-215.

Dale Belman, John S. Heywood, and _____, "Public Sector Earnings Comparability: Alternative Estimates for the U.S. Postal Service," Relations Industrielles/Industrial Relations, Vol. 57, No. 4, Fall 2002, pp. 687-711.

_____ and Haejin Kim, "The Evolving Intellectual Core of Industrial Relations," Proceedings of the Fifty-Third Annual Meeting, Industrial Relations Research Association, Atlanta, GA, January 4-6, 2002, pp. 211-218.

_____ and Haejin Kim, "Studies on High Performance Work Practices in the U.S.: Implications for Korea," Korean Journal of Industrial Relations, Vol. 11, No. 2 (Nov. 2001), pp. 21-55.

_____, and Haejin Kim, "High Performance Work Systems in the U.S. Context," Transfer, Vol. 7, No. 3, (Autumn 2001), pp. 422-440.

_____, "An IR Perspective on Collective Bargaining," Human Resource Management Review, Vol. 11, No. 4 (Winter 2001), pp. 1-17.

Steven E. Abraham and _____, "The Ramifications of the *Gilmer* Decision for Firm Profitability," Employment Rights and Employment Policy Journal, Vol. 4, No. 4, (2000), pp. 341-363.

Steven E. Abraham and _____, "Right-to-Work Laws: New Evidence from the Stock Market," Southern Economic Journal, Vol. 67, No. 2 (October 2000), pp. 345-362.

Haejin Kim and _____, "Comparability and the Social Contract: Reflections on the Postal Experience," Proceedings of the Fifty-Second Annual Meeting, Industrial Relations Research Association, Boston, MA, January 6-9, 2000, pp. 244-251.

_____, "Employee Involvement and Representation: Economic and Policy Implications," in Back to Shared Prosperity, ed. Ray Marshall, Armonk, NY: M.E. Sharpe, 2000, pp. 332-39.

_____, "Economic and Social Justice through Collective Bargaining: The USA in the Coming Century," Industrial Relations Journal, Vol. 28 No. 4 (December, 1997), pp. 292-298.

Dong-one Kim and _____ , "Unionization, Union Involvement, and the Performance of Gainsharing Programs," Relations Industrielles/Industrial Relations, 1997.

Dale Belman and _____ , "Postal Service Comparability: Issues of Definition and Measurement," in Proceedings of the 49th Annual Meeting of the Industrial Relations Research Association, New Orleans, 1997, pp. 38-47.

_____ , "Labor Law Reform: Closing the Representation Gap," Reclaiming Prosperity: A Blueprint for Progressive Economic Reform, ed. Todd Schafer and Jeff Faux, M.E. Sharpe, 1996, pp. 123-142.

Adrienne E. Eaton, _____ , and Dong-one Kim, "Voluntary and Involuntary Aspects of Employee Participation in Decision-Making," In Handbook of Human Resource Management, ed. by David Lewin et al. JAI Press, 1996, pp. 63-85.

_____ , "The Potential Impact of Labor and Employment Legislation on Arbitration," Labor Arbitration under Fire, edited by James Stern and Joyce Najita. Cornell University Press, 1996, pp. 208-230.

Steven E. Abraham and _____ , "Changes in Canadian Labor Law and U.S. Labor Law Reform," Proceedings of the 48th Annual Meeting of the Industrial Relations Research Association, San Francisco, 1996, pp. 194-200.

Adrienne E. Eaton and _____ , "Productivity-Enhancing Innovations in Work Organization, Compensation, and Employee Participation in the Union Versus the Nonunion Sectors." Advances in Labor and Industrial Relations Research, Vol. VI, edited by David Lewin and Donna Sockell. Greenwich, CT: JAI Press, 1994, pp. 63-109.

_____ , Adrienne E. Eaton, and Dale Belman, "Reforming Labor Law to Remove Barriers to High-Performance Work Organization." Labor Law Journal, August 1993, pp. 469-477.

Dale Belman and _____ , "Wage Effects of Increased Union Coverage: Methodological Considerations and New Evidence," Industrial and Labor Relations Review, Vol. 46, No. 2 (January 1993), pp. 368-380.

_____ , "Designing an Industrial Relations Theory Curriculum for Graduate Students." in Industrial Relations Theory: Its Nature, Scope and Pedagogy, Roy J. Adams and Noah M. Meltz, editors. Metuchen, NJ: IMLR Press/Rutgers University and The Scarecrow Press, 1993, pp. 17-42.

_____ , and Tsan Yuan Cheng, "What Do Managers Mean by Cooperative Labor Relations?" Labor Studies Journal, Vol. 14, No. 1 (Spring 1989), pp. 3-18.

Adrienne E. Eaton and _____ , "The Ability of Unions to Adapt to Innovative Workplace Arrangements," American Economic Review, Vol. 79, No. 2 (May 1989), pp. 172-176.

_____, "The Influence of Cooperative Programs on Union-Management Relations, Flexibility, and Other Labor Relations Outcomes," Journal of Labor Research, Vol. 10, No. 1 (Winter 1989), pp. 103-117.

_____, "The Practices Consonant with Cooperative Labor Relations," Labor Law Journal, Vol. 40, No. 8 (August 1989), pp. 483-490.

Dale Belman and _____, "Race and Labor Market Segmentation Among Women Workers," Proceedings of the Forty-First Annual Meeting of the Industrial Relations Research Association, New York, December 28-30, 1988, pp. 125-133.

_____, "Managerial Perceptions of the Economic Impact of Labor Relations Programs," Industrial and Labor Relations Review, Vol. 40, No. 2 (January 1987), pp. 195-208.

_____, "Union Organizing Expenditures: Determinants and Their Implications for Union Growth," Journal of Labor Research, Vol. 8, No. 1 (Winter 1987), pp. 19-30.

_____, and Lawrence R. Mishel, "The Union Impact on Profits in the Supermarket Industry," Review of Economics and Statistics, Vol. 68, No. 3 (August 1986), pp. 513-517.

_____, and Lawrence R. Mishel, "The Union Impact on Profits: Evidence from Industry Price-Cost Margin Data," Journal of Labor Economics, Vol. 4, No. 1 (January 1986), pp. 105-133.

_____, "Cooperative Labor Relations and the Collective Bargaining Environment," Proceedings of the Thirty-Eighth Annual Meeting of the Industrial Relations Research Association, December 27-30, 1985, pp. 287-295; excerpted as "Environmental Factors in the Labor-Management Relationship," Monthly Labor Review, Vol. 109, No. 4 (April 1986), pp. 47-48.

_____, "Trends in Union Organizing Expenditures, 1953-1977," Industrial and Labor Relations Review, Vol. 38, No. 1 (October 1984), pp. 52-63.

_____, "Labor Union Organizing Programs, 1954-1977," Proceedings of the Thirty-Sixth Annual Meeting of the Industrial Relations Research Association, December 1983, San Francisco, pp. 215-217; excerpted as "Does it Pay to Organize? Estimating the Cost to Unions," Monthly Labor Review, Vol. 107, No. 6 (June 1984), pp. 43-44.

_____, "Determinants of U.S. Unionism: Past Research and Future Needs, A Comment" Industrial Relations, Vol. 22, No. 3 (Fall 1983), pp. 445-450.

_____, "Union Organizing: Costs and Benefits," Industrial and Labor Relations Review, Vol. 36, No. 4 (July 1983), pp. 576-591.

Other Academic Publications, Reports, Manuscripts, and Discussion Papers:

Steven Abraham, Adrienne Eaton and Paula Voos, "A First Look at How Representation Election Delay is Judged by Investors." Working paper, May 2010. Posted to EPRN research site, July 5, 2011 at <http://www.employmentpolicy.org/topic/578/research/how-investors-judge-union-election-delay>

Steven E. Abraham, Adrienne E. Eaton, and _____, "Card Check vs. NLRB Election: Stock Market and First Contract Effects," AILR/LERA Best Paper, San Francisco, January 1/4/09.

_____, "Improving Korean Labor Management Relations," in conference volume, International Seminar on the Evaluation of Korean Industrial Relations (in English and Korean), Korea University, November, 2007.

_____, as one of five experts. "Industrial Relations as a Field of Study: Opportunities, Threats and Legitimacy -- A Roundtable," in the 2006 Labor and Employment Relations Association Research Volume, (Contemporary Issues in Industrial Relations, pp. 285-305.

_____, "Changing Labor Markets: Implications for Industrial Relations," Don Wood Lecture, Queen's University, Kingston, Ontario, 10/29/98.

_____, and Dale Belman, "The Household Income of Wisconsin Union Members," Institute for Wisconsin's Future, October, 1997.

_____, "Discussion of Richard Hymen's 'The Future of Employee Representation,'" British Journal of Industrial Relations, Vol. 35, No. 3 (September, 1997), pp. 332-336.

_____, "The Continued Vitality of Collective Bargaining for the Twenty-First Century," Presented at the Conference, Jobs and Justice, Pennsylvania State University, June 26-29, 1996.

Dong-one Kim and _____, "The Type of Gainsharing Adopted in North America: A Multinomial Logit Model," Unpublished paper, January, 1996.

Dale Belman and _____, "Prevailing Wage Laws in Construction: The Costs of Repeal to Wisconsin," Institute for Wisconsin's Future, Milwaukee, October, 1995.

_____, Francine Horton, and Susan J. Moeser, "The Contribution of Employee Participation and Voice to the Successful Implementation of New Technology, Work Organization and Training: Insights from Four Paper Mills." Report to the National Center for the Workplace, June, 1995.

_____, Adrienne E. Eaton, and Dale Belman, "Public Policies to Encourage Labor Management Cooperation," Written at the request of the Clinton transition subcommittee on labor policy, December 1992.

Ross Finnie and _____, "Job Turnover by Sex and Race: Some Methodological Considerations and New Empirical Findings," Working Paper 9121, Departement D'Economique, Universite Laval, July 1992.

_____, "The Interrelationships Between Economics and Industrial Relations," Report prepared for the Commission on Graduate Education in Economics, American Economics Association, October 1989.

_____, (with the assistance of Ross E. Finnie) "A Statistical Analysis of the Turnover of Women and Minorities in State Government." Report to the State of Wisconsin, October, 1988.

_____, "Wage Discrimination: A New Approach Based on the Direct Measurement of Productivity," Presented at CSWEP Session, American Economics Association, New York City, December 28, 1985, pp. 1-9.

_____, and Lawrence R. Mishel, "The Union Impact on Profits: Evidence from the Supermarket Industry," Working Paper No. 88, North Central Project 117, Department of Agricultural Economics, University of Wisconsin-Madison, October, 1985, pp. 1-28.

_____, "Discussion of Contributed Papers in Labor Economics," Proceedings of the Thirty-Seventh Annual Meeting of the Industrial Relations Research Association, December 1984, Dallas, Texas, pp. 134-137.

_____, "Discussion of Papers on Comparable Worth," Proceedings of the Thirty-Seventh Annual Meeting of the Industrial Relations Research Association, December 1984, Dallas, Texas, pp. 201-204.

_____, "Labor Union Organizing Programs, 1954-1977" Unpublished Ph.D Thesis, Harvard University, 1982. Supervised by John T. Dunlop, James L. Medoff, and Richard B. Freeman.

Invited Reviews:

Ruth Milkman. L.A. Story: Immigrant Workers and the Future of the U.S. Labor Movement. (New York: Russell Sage, 2006). For Industrial Relations, Vol 46, No. 4 (Oct., 2007), pp. 687-90.

Brother Outsider: The Life of Bayard Rustin. Video produced by California Newsreel. (South Burlington, VT, 2002). For Labor Studies Journal, forthcoming.

Beth Shulman. The Betrayal of Work: How Low-Wage Jobs Fail 30 Million Americans and Their Families. (New York: The New Press, 2003). Review coauthored by Gwen Evans. For Labor Studies Journal, Vol. 29, No. 4 (Winter, 2005), pp. 119-120.

Lost Futures: The Problem of Child Labor. Video produced by the International and Public Affairs Departments of the American Federation of Teachers. (Washington, DC: n.d.). For Labor Studies Journal, Vol. 27, No. 4 (Winter, 2003), pp. 103-4.

Michael H. Belzer. Sweatshops on Wheels: Winners and Losers in Trucking Deregulation. (New York: Oxford University Press, 2000). For Industrial and Labor Relations Review, Vol. 54, No. 4, July 2001, pp. 891-893.

Appelbaum, Eileen, Thomas Bailey, Peter Berg, and Arne L. Kalleberg. Manufacturing Advantage: Why High-Performance Systems Pay Off. (Ithaca, ILR Press, 2000). For Journal of Economic Literature, Vol. 39, June 2001, pp. 148-49.

Book review essay, "Progressive Perspectives on Union Renewal," of Gregory Mantsios, ed. A New Labor Movement for the New Century (New York: Monthly Review Press, 1998); Bruce Nissen, ed. Which Direction for Organized Labor (Detroit: Wayne State University Press, 1999), and Michael Yates, Why Unions Matter (New York: Monthly Review Press, 1998). For Work and Occupations, Vol 27, No. 2, May 2000, pp. 244-254.

Bronfenbrenner, Kate, Sheldon Friedman, Richard W. Hurd, Rudolph A. Oswald and Ronald Seeber, Organizing to Win: New Research on Union Strategies. (Ithaca, NY: Cornell University Press, 1998). For British Journal of Industrial Relations, Vol. 37, No. 3, September 1999, pp. 511-513.

Cappelli, Peter, Laurie Bassi, Harry Katz, David Knoke, Paul Osterman, and Michael Useem, Change at Work. (New York: Oxford University Press, 1997). For Comparative Labor Law and Policy, forthcoming 1999.

Levine, David I. Reinventing the Workplace: How Business and Employees Can Both Win. (Washington, DC: Brookings, 1995.) For Journal of Economic Literature, Vol. 34, No. 2, June, 1996, pp. 790-2.

Clark Kerr and Paula D. Staudohar, eds. Labor Economics and Industrial Relations: Markets and Institutions. Wertheim Publications in Industrial Relations. (Cambridge, MA and London: Harvard University Press, 1994). For Journal of Economic Literature, Vol. 33, No. 4, December, 1995, pp. 2001-2.

Bruce E. Kaufman and Morris M. Kleiner, eds. Employee Representation: Alternatives and Future Directions. (Madison, WI: IRRRA, 1993). For Industrial and Labor Relations Review, Vol. 49, No. 1, October, 1995, pp. 172-3.

Eileen Appelbaum and Rosemary Batt, The New American Workplace: Transforming Work Systems in the United States. (Ithaca, NY: ILR Press, 1994). For Relations Industrielles, 1995.

Barry Bluestone and Irving Bluestone, Negotiating the Future: A Labor Perspective on American Business, (New York: Basic Books, 1992). For Industrial and Labor Relations Review, Vol. 47, No. 2 (January 1994), pp. 332-334.

Juliet B. Schor, The Overworked American: The Unexpected Decline of Leisure, (New York: Basic Books, 1991). For The Annals of the American Academy of Political and Social Science, March 1993, p. 234.

David Bensman and Roberta Lynch, Rusted Dreams: Hard Times in a Steel Community, (Berkeley and Los Angeles: University of California Press, 1987). For Journal of Labor Research, Vol. 10, No. 3, Summer, 1989, pp. 333-335.

Charles R. Perry, Union Corporate Campaigns, (Philadelphia: The Wharton School, University of Pennsylvania, 1987). For Industrial and Labor Relations Review, Vol. 42, No. 1, October, 1988, pp. 124-125.

Hilda Kahne, Reconceiving Part-Time Work: New Perspectives for Older Workers and Women, (Totowa, N.J.: Rowman and Allanheld, 1985). For the Journal of Economic Literature, Vol. 24, No. 4, December 1986, pp. 1841-1842.

Richard Blandy and Sue Richardson, eds., How Labour Markets Work. For the Journal of Economic Literature, Vol. 22, No. 1 (March 1984), pp. 143-144.

Other Publications:

Video presentation in the session "Tribute to the IRRI" at the 15th Annual Meetings of the International Labor and Employment Relations Association, Sao Paulo, Brazil, August 2011. Video available on the web at <http://www.mediafire.com/?21xbvbm6cb6v18r>

OpEd in the Newark Star-Ledger, "Free Choice is the Backbone of a Strong Economy," March 31, 2009.

Two OpEds online at Politico.com, "Our Economy Needs Unions Now," March 31, 2009 and "Rebuttal," April 1, 2009.

"The Impact of Union Coverage on the Hourly Earnings of Represented State Government Employees," (with Dale Belman). Report submitted to the American Federation of State, County, and Municipal Employees, Washington, D.C., August 1993.

"Non-Teaching Local Government Employees: How the Proportion Represented in a Given State Influences Hourly Earnings," (with Dale Belman). Report submitted to the American Federation of State, County, and Municipal Employees, Washington, D.C., August 1993.

"The Relationship between Average Hourly Earnings of Individuals Working in the Grocery Industry and the Percent of Such Workers Organized in a Given Metropolitan Area," (with Dale Belman). Report submitted to the United Food and Commercial Workers, Washington, D.C., February 1991.

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"Programs to Improve Labor Relations: Report of Major Findings from a Survey of Wisconsin Firms," Industrial Relations Research Institute, December, 1984, pp. 1-4. [Summary sent to survey participants and other interested persons.]

Professional Activities and Honors (since 2003)

Honorary Fellow, Labor and Employment Relations Association, June 2018.

Member, Advisory Board, Korea University Business School, Fall 2014 – June 2016.

Track Coordinator for the 16th Annual Meetings of the International Labor and Employment Relations Association, Philadelphia, 2012.

Public member, Board of Ford-UAW Voluntary Employee Benefit Association, July, 2006 – December, 2009.

Member, National Advisory Council, National Workrights Institute, Princeton, NJ, Fall 2006 – 2008.

Chair, Finance and Membership Committee, Industrial Relations Research Association, January 2005-December 2007.

President, Industrial Relations Research Association, January-December 2003.

Testimony, Honorary Addresses, Invited Presentations (Since 2005)

Panelist, "Students or Employees? Blurred Lines & Big Questions," AAU Association of Graduate Schools, 66th Annual Meeting, Washington, DC, September 22, 2014.

Testified before the U.S. Senate Health, Education, Labor and Pensions Committee, "How Unions Can Help Restore the Middle Class," March 10, 2009.

Panelist, "Impact of the Economy on Public Sector Bargaining," NJ Chapter, Labor and Employment Relations Association, New Brunswick, NJ, March 3, 2008.

Speaker, "Why Right to Work is Wrong for Michigan," Michigan Right to Work – Prevailing Wage Workshop, National Electrical Contractors Association, Lansing, MI. October 24, 2007.

Panelist, "Show us the Jobs," Central New Jersey Mensa program, July 14, 2006.

Speaker, "Pensions in the New Jersey Public Sector: Challenges for Public Policy," NJ Chapter of the Labor and Employment Relations Association, February 6, 2006.

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Panelist, “The State of American Unions,” Wolfson Center for National Affairs, The New School, New York, February 15, 2005.

Selected Public and University Service (since 2005):

Public Member, New Jersey Public Employment Relations Commission, January, 2010 – Present.

Member, Rutgers Executive Steering Committee: Transition to Canvas, January, 2019 – Present.

Member, Rutgers Undergraduate Academic Affairs Leadership Council, Rutgers University, Fall 2015-Present.

SMLR/Departmental Committees/Service, 2021-22 includes: (1) Member, SMLR Executive Committee, (2) Vice-Chair, LSER, (3) Director of Undergraduate Academic Programs, LSER, (4) misc. faculty service including reviewing papers, writing recommendations, editing website, serving on MLER admissions committee, and hiring graduate students as writing assistants.

Member, Rutgers Learning Management System Steering Committee, 2019-2020.

Member, Rutgers Digital Badging and Micro-Credentials Committee, 2019-20.

Member, Rutgers RFP Process for selecting fully-online program vendor, Fall 2019.

Member, Rutgers Professional Graduate Degree Committee, Rutgers University, Fall 2016 – 2019.

Member, Rutgers Core Requirements Committee, Rutgers University, Fall 2017-2019.

Member, Rutgers Course Scheduling Committee (Faculty Issues), Rutgers University, Spring-Summer 2018.

Member, Rutgers Improving the Graduation Rate Task Force, Rutgers University, Spring 2018.

Member, Rutgers Non-Traditional Students Task Force, Rutgers University, Spring 2018.

Member, Rutgers Learning Management Systems Committee, Rutgers University, Spring 2017; Chair of the Subcommittee on Benchmarking (report written Summer 2017).

Member, Rutgers Academic Oversight Committee for Non-Traditional Student Undergraduate Education, Rutgers University, Fall 2010 – Present.

Member, Transfer Student Task Force: Credits and Curriculum, Rutgers University, Fall 2015 – June 2016.

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Member, Executive Committee of the School of Management and Labor Relations, and various preceding leadership committees within the school, Fall 1998-December 2015.

Member, Core Curriculum Committee, Rutgers University, Fall 2008 – June 2015.

Member, Task Force on Lifelong Learning, Rutgers University, Spring 2008 – December 2008.

Member, Ad-Hoc Core Curriculum Committee for the School of Arts and Sciences, Rutgers University, 2007-08.

Member, Working Group IV, Assessment of Undergraduate Student Learning, Self-Study for the Middle State Reaccreditation, Rutgers University, 2006-07.

Member, Task Force on Nontraditional Students, Rutgers University, 2006-07.

Member of the following transition committees and task forces involved in creating Rutgers School of Arts and Sciences: Committee on the Core Curriculum; Committee on Academic Standing; and Task Force on Nontraditional Students, Spring-Summer, 2006.

Member, Benefits Review Task Force, State of New Jersey, Appointed by Governor Codey, May-Nov. 2005.