

## ADRIENNE EATON

Labor Studies & Employment Relations Department  
Rutgers University  
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### EDUCATION

Ph.D. in Industrial Relations, University of Wisconsin, 1988. Dissertation topic: Local Union Control of Worker Participation and Labor-Management Cooperation Programs.

Master in Labor and Human Resources, Ohio State University, 1983.

AB in Anthropology and Social Science, Residential College, University of Michigan, 1979.

### ACADEMIC APPOINTMENTS

July 2001 - present. Professor, Labor Studies and Employment Relations Department, Rutgers University. Department Chair, July 2007 – December 2014.

September 2013 – present. Co-Director, Center for Work and Health, School of Management and Labor Relations, Rutgers University.

January 2003 – June 2006, Director, Labor Extension Program.

July 2001 - July 2002. Acting Director, Ph.D. Program in Industrial Relations and Human Resources, Rutgers University.

July 1994 - July 2001. Associate Professor, Labor Studies and Employment Relations Department, Rutgers University.

Spring 1998, Spring and Fall 1999. Associate Dean for Academic Affairs, School of Management and Labor Relations, Rutgers University.

July 1993 - July 1998, Fall 1999, Fall 2000, Fall 2002. Director of Credit Programs, Labor Studies and Employment Relations Department., Rutgers University.

September, 1987 - June, 1994. Assistant Professor, Labor Education Department, Rutgers University.

Summer, 1987, 1986. Lecturer, Department of Economics, University of Wisconsin.

1984 - 1987. University of Wisconsin, School For Workers Institutes. Lectures and preparations of materials for labor education classes.

## RECENT PUBLICATIONS

### Books and Book Chapters

Adrienne E. Eaton, Susan J. Schurman and Martha A. Chen (eds), *Informal Workers and Collective Action: A Global Perspective*, under contract at Cornell University Press.

Adrienne E. Eaton, Joel Cutcher-Gershenfeld and Saul A. Rubinstein, “Labor-Management Partnership in the United States: Islands of Success in a Hostile Context”, invited chapter for, *Partnership and Cooperation at Work*, ed. by Adrian Wilkinson and Stewart Johnstone, Palgrave, Forthcoming.

Adrienne E. Eaton and Thomas A. Kochan, “The Evolution of a Labor-Management Partnership: The Case of Kaiser Permanente and the Coalition of Kaiser Permanente Unions”, in W.K.Roche, P. Teague and A.J.S. Colvin (eds.), *Oxford Handbook on Conflict Management in Organizations*, Oxford University Press, 2014.

John E. McCarthy, Paula B. Voos, Adrienne E. Eaton, Douglas L. Kruse and Joseph R. Blasi. “Solidarity and Sharing: Unions and Shared Capitalism”, in *Employee Ownership and Shared Capitalism: New Directions in Research*, ed. by E. Carberry, Champaign, IL: Labor and Employment Relations Association, 2011.

*Healing Together: The Labor Management Partnership at Kaiser Permanente*, Thomas Kochan, Adrienne Eaton, Robert McKersie and Paul Adler, 2009, Cornell University Press.

Contributor to “Contemporary Employment Relations Issues – A Round Table”, in *Contemporary Issues in Employment Relations*, edited by David Lewin, Champaign, IL: Labor and Employment Relations Association, 2006.

Adrienne E. Eaton and Jill Kriesky. “Dancing with the Smoke Monster: Employer Motivations for Negotiating Neutrality and Card Check Agreements,” in *Justice on the Job: Perspectives on the Erosion of Collective Bargaining in the United States*, ed. by R. Block, S. Friedman, M. Kaminski, and A. Levin. Upjohn, 2006.

Steven E. Abraham, Adrienne E. Eaton, and Paula B. Voos, "Supreme Court Supervisory Status Decisions: The Impact on Union Organizing of Nurses under the NLRA, in "Justice on the Job: Perspectives on the Erosion of Collective Bargaining in the United States, ed. by R. Block, S. Friedman, M. Kaminski, and A. Levin. Upjohn, 2006.

## PUBLICATIONS, continued

### Book Chapters, continued

Adrienne E. Eaton and Paula B. Voos, “Wearing Two Hats: The Unionization of Public Sector Supervisors”, in J. Brock and D. Lipsky (eds.), *Going Public: The Role of Labor-Management Relations in Delivering Quality Government Services*, Industrial Relations Research Association, 2003, pp. 295-315.

Adrienne E. Eaton and Jeff Keefe. "Introduction and Overview", in Eaton and Keefe (eds.), *Employment Dispute Resolution in the Changing Workplace*. Madison, WI: Industrial Relations Research Association, 1999.

Adrienne E. Eaton, "The *New American Workplace: Big Deal or Too Little, Too Late?*", chapter in B. Nissen (ed.), *Unions and Workplace Reorganization*. Detroit: Wayne State University Press, 1997, pp. 57-77.

Adrienne E. Eaton, Paula B. Voos and Dong-one Kim, "Voluntary and Involuntary Aspects of Employee Participation in Decision-Making", in *Handbook for Human Resource Management*, ed. by D. Lewin, D.J.B. Mitchell and M.A. Zaidi, JAI Press, 1997, pp. 63-85.

Adrienne E. Eaton, "The Role of the Union and Employee Involvement in Lean Production", in Steve Babson (ed.), *Lean Work: Empowerment and Exploitation in the Global Auto Industry*, Wayne State University Press, 1995

Adrienne E. Eaton and Jill Kriesky, "Collective Bargaining in the U.S. Paper Industry: Developments Since 1979", in Paula B. Voos (ed.), *Contemporary Collective Bargaining in the Private Sector*, (1994 IRRA Research Volume).

Adrienne E. Eaton and Paula B. Voos. "Unions and Contemporary Innovations in Work Organization, Compensation, and Employee Participation", with Paula Voos, in *Unions and Economic Competitiveness*, ed. by L. Mishel and P. Voos, (M.E. Sharpe, 1992).

Jeffrey Keefe, Adrienne E. Eaton, and James Begin. "Has Labor-Management Cooperation Come to New Jersey?". In *The Economy of New Jersey*, ed. by J. Chelius, 1989.

#### Refereed Journal Articles

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

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

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#### **PUBLICATIONS, continued**

##### Refereed Journal Articles, continued

Steven Abraham, Adrienne E. Eaton, and Paula B. Voos, "Card Check Recognition: Resulting Labor Relations and Investor Reaction," *Advances in Industrial and Labor Relations*, Vol. 17, 2010. (An AILR/LERA Best Papers Competition Winner.)

Adrienne E. Eaton and Jill Kriesky. "NLRB Elections vs. Card Check Campaigns: Results of a Worker Survey", *Industrial and Labor Relations Review*, January 2009, 62 (2). pp. 157-172

Saul A. Rubinstein and Adrienne Eaton. "The Effects of High Involvement Work Systems on Employee and Union-Management Communications Networks," *Advances in Industrial and Labor Relations*, Vol. 16, 2009. (An AILR/LERA Best Papers Competition Winner.)

Adrienne E. Eaton, Saul A. Rubinstein and Thomas Kochan. "Balancing Acts: Dynamics of a Union Coalition in a Labor Management Partnership", *Industrial Relations*, January 2008.

Thomas Kochan, Paul Adler, Robert McKersie, Adrienne Eaton, Phyllis Segal, and Paul Gerhardt. "The Potential and Precariousness of Partnership: The Case of the Kaiser Permanente Labor Management Partnership", *Industrial Relations*, January 2008.

Robert McKersie, Teresa Sharpe, Thomas Kochan, Adrienne Eaton, George Strauss, and Marty Morgenstern. "Bargaining Theory Meets Interest Based Negotiations: A Case Study", *Industrial Relations*, January 2008.

Adrienne E. Eaton and Saul A. Rubinstein, "Tracking Local Unions Involved in Managerial Decision-Making", *Labor Studies Journal*, Summer 2006, Vol. 31, No. 2, pp. 1-30.

Adrienne E. Eaton, Paula B. Voos and Chad Anderson, "Managerial Unions: Prospects and Forms", *Labor Studies Journal*, Fall 2004, Vol. 29, No. 3, pp. 25-56.

Adrienne E. Eaton and Jill Kriesky. "Union Organizing Under Neutrality and Card Check Agreements", *Industrial and Labor Relations Review*, October 2001, V. 55, No. 1, pp. 42-59.

Adrienne E. Eaton and Thomas Nocerino. "The Effectiveness of Health and Safety Committees: Results of a Survey of Public Sector Worksites", Vol 39, No. 2, *Industrial Relations*, April 2000, pp. 265-290.

Adrienne E. Eaton and Jill Kriesky, "Decentralization of Bargaining Structure: Four Cases from the U.S. Paper Industry", *Relations Industrielles/Industrial Relations*, Vol. 53, No. 3, 1998, pp. 486-516.

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**PUBLICATIONS, continued**

Refereed Journal Articles, continued

John McClendon, Jill Kriesky, and Adrienne E. Eaton. "Union Mergers: Determinants of Individual Member Support", *Journal of Labor Research*, Winter 1995, Vol 16, pp. 9-23.

Adrienne E. Eaton, "New Production Techniques, Employee Involvement and Unions", *Labor Studies Journal*, Vol. 20, No. 3, Fall 1995, pp. 19-41.

Adrienne E. Eaton and Paula B. Voos. "Productivity-Enhancing Innovations in Work Organization, Compensation, and Employee Participation in the Union Versus Nonunion Sector", *Advances in Industrial and Labor Relations*, Vol. 6, JAI Press, 1994, pp. 63-109.

Adrienne E. Eaton. "Factors Contributing to the Survival of Participative Programs in Unionized Settings", *Industrial and Labor Relations Review*, Vol. 47, No. 3, April 1994.

Adrienne E. Eaton, Michael Gordon, and Jeffrey Keefe, "Quality of Work Life Programs, Union Commitment and Confidence in the Grievance System", *Industrial and Labor Relations Review*, April 1992, v. 45, no. 3, pp. 591-604.)

Adrienne E. Eaton. "Extent and Correlates of Union Control of Participative Programs", *Industrial and Labor Relations Review*, July 1990, v. 43, no. 5.

Adrienne E. Eaton. "The Role of the Local Union in a Participative Program", *Labor Studies Journal*, Spring 1990, v. 15, no. 1, pp. 33-53, pp. 604-620.

Samuel Cohn and Adrienne E. Eaton. "Historical Limits On Neoclassical Strike Theories: Evidence from French Coal Mining 1890 - 1935". *Industrial and Labor Relations Review*, July 1989, v. 42, no. 4.

#### Conference Proceedings

"High Performance Work Systems and Political Efficacy: A Panel Analysis", Proceedings of the Annual Meeting of the Industrial Relations Research Association, San Diego, January 2004, pp. 9-18 (with Lisa Schur and Saul Rubinstein).

Adrienne E. Eaton, "Discussion - Bringing the Industry Back in Industrial Relations Studies: A Twenty-Year Examination of Collective Bargaining Trends in Four Industries." Proceedings of the Fifty-Second Annual Meeting of the Industrial Relations Research Association, Boston, January, 2000. Pp. 227-229.

Adrienne E. Eaton and Jill Kriesky, "A Preliminary Investigation of Neutrality Agreements Negotiated in the Private Sector", Proceedings of the Forty-Ninth Annual Meeting of the Industrial Relations Research Association, New Orleans, January, 1997, pp. 79-86.

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#### **PUBLICATIONS, continued**

##### Conference Proceedings, continued

Adrienne E. Eaton, "Educating for AT&T, CWA and IBEW's Workplace of the Future", Proceedings of the Forty-Seventh Annual Meeting of the Industrial Relations Research Association, Washington, DC, January, 1995, pp. 383-390.

Adrienne E. Eaton, "Discussion: Contributed Papers in Collective Bargaining",

Proceedings of the Forty-Sixth Annual Meeting of the Industrial Relations Research Association, Boston, January 1994.

Adrienne E. Eaton, "Discussion: Contributed Papers in Employee Rights", Proceedings of the Forty-Fifth Annual Meeting of the Industrial Relations Research Association, Anaheim, December, 1992.

Paula B. Voos, Adrienne E. Eaton, and Dale Belman, "Reforming Labor Law to Remove Barriers to High Performance Work Organization", Labor Law Journal (Proceedings of the IRRA Spring Meetings), August 1993, pp. 469-476.

Adrienne E. Eaton and Paula B. Voos. "The Ability of Unions to Adapt to Innovative Workplace Arrangements". Proceedings and Papers of the American Economic Association, American Economic Review, May, 1989, pp. 172-176.

#### Reviews

Academic Collective Bargaining. Ernst Benjamin and Michael Mauer (eds.). (American Association of University Professors/Modern Language Association). Labor Studies Journal, Vol. 33, No. 2, June 2008, pp. 217-219.

Organizing to Win: New Research on Union Strategies. Kate Bronfenbrenner, Sheldon Friedman, Richard W. Hurd, Rudolph A. Oswald, and Ronald L. Seeber, (eds.). (Cornell University Press, 1998). Industrial and Labor Relations Review, Vol. 53, No. 2, January 2000, pp. 328-329.

Farewell to the Factory: Auto Workers in the Late Twentieth Century, Ruth Milkman, (University of California Press, 1997). Industrial and Labor Relations Review, April 1998, pp. 526-527.

Employee Representation: Alternatives and Future Directions, ed. by Bruce Kaufman and Morris M. Kleiner, (Madison, WI: IRRA, 1993). Contemporary Sociology, vol. 23, no. 6, 1994, pp. 872-873.

Worker Buyouts and QWL: Job Saving Strategies, Hochner et al., (W.E. Upjohn Institute for Employment Research, 1988). Labor Studies Journal, vol. 16, no. 2.

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#### **PUBLICATIONS, continued**

##### Other

Jeff Jackson and Adrienne Eaton, "Interest-Based Problem Solving: Foundation of the Largest U.S. Labor Management Partnership", *OD Practitioner*, Vol. 38, No. 4, October 2006, pp. 48-52.

Adrienne E. Eaton. Introduction to the Special (Conference) Issue, Labor and

Healthcare, *Labor Studies Journal*, Spring, 2006.

Adrienne E. Eaton and Jill Kriesky, "No More Stacked Deck: Evaluating the Case Against Card-Check Union Recognition", *Perspectives on Work*, Vol. 7, June 2003.

Susan J. Schurman and Adrienne E. Eaton, "Introduction to the Special Issue", *Labor Studies Journal, Special Issue, Labor and Workplace Democracy: Past, Present and Future*, Vol. 21, No. 2, Summer 1996, pp. 3-20.

## **CONFERENCE PRESENTATIONS**

"Organizing Informal Workers: Lessons from Nine Case Studies Around the Globe", Plenary Presentation: Informal Employment: Impact, Challenges, Structures and Models, International Labor and Employment Relations Association World Congress, Cape Town, South Africa, September 2015.

Chair and Discussant, Panel on "Evolving Workplace Relations: Connecting Research to Best Practices in Healthcare", LERA Annual Meeting, Pittsburgh, PA, May 2015.

"Union Efforts to Improve Health Care Quality: The Case of the Committee of Interns and Residents", (with Rebecca Givan), CRIMT (Centre de recherche interuniversitaire sur la mondialisation et le travail conference), University of Montreal, Montreal, May 2015.

"Union Efforts to Improve Health Care Quality: The Case of the Committee of Interns and Residents", (with Rebecca Givan), International Labour Process Conference, Athens, Greece, April 2015.

"Organizing Informal Workers: Lessons from Nine Case Studies Around the Globe", (with Susan Schurman and Martha Chen), International Labour Process Conference, Athens, Greece, April 2015.

Chair, Panel: "Graduate Assistants: Special Issues and Challenges in Collective Bargaining", 42nd Annual Conference of the National Center for Study of Collective Bargaining in Higher Education, New York City, April 2015.

Discussant, "Prospects for Egalitarian Capitalism: European Lessons for American Industrial Relations?" LERA/ASSA Meeting, Boston, MA, January 2015.

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## **CONFERENCE PRESENTATIONS, continued**

Discussant, "Research and Practice from Inside the Workforce Development and Unemployment Systems", LERA/ASSA Meeting, Boston, MA, January 2015.

"Exploring the Accuracy of Union Voter Assessments: The Case of the 2010 AFA-CWA Representation Election at Delta Airlines", (with Sean Rogers and Paula Voos), LERA

Annual Meeting, Portland, OR, June 2014.

Discussant, “Change and Innovation in Health Care: International Perspectives”, LERA Annual Meeting, Portland, OR, June 2014.

“Card Check Recognition: Policy Arguments & Research Evidence,” Rutgers Model Congress, New Brunswick, NJ, April 2014

Discussant, “Worker Empowerment in the Global Economy: Challenges and Opportunities Facing Labor Unions and Worker Cooperatives”, Mid-Year Fellows Workshop in Honor of Louis O. Kelso, Rutgers University, January 2014.

Chair/Discussant, “International Perspectives on Gender in the Workplace”, Joint LERA/IAFFE Panel, LERA/ASSA/AEA meeting, Philadelphia, January 2014.

Conference on Vulnerable Workers and Precarious Work, Toulouse Business School, Toulouse, France, September 2013: Plenary Speaker, Co-Presenter on “Union Organizing of Informal Workers”, and Co-convenor of Special Interest Group on Unions and Vulnerable Workers/Precarious Work.

“Union Organizing of Informal Workers”, Labor Research Action Network Conference, Georgetown Law Center, Washington, DC, June 2013.

“Determinants of Union Voting Behavior After an Organizational Merger: Delta Air Lines Flight Attendants”, Poster Session, LERA Annual Meeting, St. Louis, June 2013.

Invited Plenary Panel Speaker: “The Kaiser Permanente Model”, 40th Annual Conference of the National Center for Study of Collective Bargaining in Higher Education, Hunter College, New York City, April 2013.

“Union Organizing of Informal Workers”, Conference on Global Workers’ Rights: Patterns of Exclusion, Possibilities for Change, Pennsylvania State University, March 2013.

“Union Organizing of Informal Workers”, Interuniversity Research Centre on Globalization and Work (CRIMT) conference on Union Futures, Montreal, Canada, October 2012.

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**CONFERENCE  
PRESENTATIONS, continued**

“Becoming Purple: Organizational Change at SEIU”, with Janice Fine, CRIMT conference on Union Futures, Montreal, Canada, October 2012.

“Introduction to the “Labour and Social Movements Responding to Globalization” Track International Labor and Employment Relations Association Conference, Opening



Plenary, Philadelphia, PA, July 2012.

“Union Organizing in the Informal Economy (North America), Conference on Organizing Workers in the Informal Economy, America Center for International Labor Solidarity, Cape Town, South Africa, December 2011.

“Changing to Organize: The Case of SEIU, 1996-2008”, Collaborative Seminar – (Uppsala University, Rutgers University, IFWEA) Bommersvik Center, Sweden, May 2011.

"Unit-Based Teams at Kaiser Permanente: A Participant Action Research Project", SPARC (Swedish Participant Action Research group) seminar, Stockholm, Sweden, May 2011.

“Consequences of Union Representation of Graduate Student Employees”, 38th Annual Conference of the National Center for Study of Collective Bargaining in Higher Education, New York City, April 2011, with Sean Rogers.

"Moving Labor-Management Partnership to the Front Line: Unit-Based Teams at Kaiser Permanente", International Labor Process Conference, Leeds, England, April 2011.

“Can Unions Change?: The Case of SEIU, 1996-2008”, UALE Annual Meeting, New Orleans, March 2011.

"Partnership at the Front-Line: Unit-Based Teams at Kaiser Permanente", A Time for Change: Restructuring America's Health Care Delivery System, Cornell University, New York City, May 2010. (Also presented at Univ. of Illinois, November 2010.)

Workshop presenter, “Modeling a Collaborative State Initiative”, 37th Annual National Conference, National Center for the Study of Collective Bargaining in Higher Education, New York, April 2010.

“Research on Card Check”, NJ Labor-Management Partnership Forum, Rutgers, November 2009.

“Discussant”, “Transnational Corporations and Labor Relations: The Case of Deutsche Telekom”, a forum sponsored by the Freidrich Ebert Stiftung, Communications Workers and America and the Kalmanovitz Initiative for Labor and the Working Poor at Georgetown University, Washington, DC, November 2009.

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## **CONFERENCE**

### **PRESENTATIONS, continued**

“Card Checks Versus NLRB Elections: Stock Market and First Contract Effects”, Labor and Employment Relations Association (AILR Best Papers Session), with Steven Abraham and Paula B. Voos, San Francisco, January 2009.

“21st Century Labor & Employment Challenges: Programmatic Responses of the

School of Management & Labor Relations, Rutgers University”, American Sociological Association, Boston, August 2008.

“Pro Side”, “Debate: Can the Public Sector Be an Engine of Innovation”, Federal Mediation and Conciliation Service Labor-Management Conference, Washington, DC, June 2008.

“Seeing Purple: Organizational Change at SEIU”, (with Janice Fine), Labor and Employment Relations Association Annual Meeting, New Orleans, January 2008

“The Kaiser Permanente Labor Management Partnership”, Health Care Conference, University of Illinois, Chicago, March 2006.

“The Coalition of Kaiser Permanente Unions: Labor-Management Partnership and Union Outcomes”, United Association of Labor Educators Conference, Philadelphia, April 2005.

The Kaiser Permanente Labor Management Partnership: Lessons to Date. Conference at University of California – Berkeley, April, 2006.

- “Dynamics of a Union Coalition in a Labor Management Partnership”, A.E. Eaton, S.A. Rubinstein, and T.A. Kochan

- “The Potential and Precariousness of Partnership: The Case of the Kaiser Permanente Labor Management Partnership”, T.A. Kochan, P.S. Ader, R.B. McKersie, A.E. Eaton, P. Segal, P. Gerhart

- “The 2005 National Negotiations Between KP and the Coalition: Bargaining Theory Meets Interest Based Negotiations: A Case Study”, P.S. Ader, R.B. McKersie, T. Sharpe, T.A. Kochan, A.E. Eaton, G. Strauss, and M. Morgenstern

“NLRB Elections vs. Card Check Campaigns: Preliminary Results of a Worker Survey“, United Association of Labor Educators Conference, Philadelphia, April 2005.

“The Coalition of Kaiser Permanente Unions: Lots of Unions and Partnership and Organizing“, (with Tom Kochan and Peter diCicco), “Organizing Professional Workers”, AFL-CIO Department of Professional Employees Conference, Arlington, VA, March 2005.

“NLRB Elections vs. Card Check Campaigns: Preliminary Results of a Worker Survey“, (with Jill Kriesky), Annual Meeting, Labor and Employment Relations Association, Philadelphia, January 2005.

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## **CONFERENCE**

### **PRESENTATIONS, continued**

“Update on Card Check Research”, Organizing Research Network Conference, Washington, DC, July 2004 (with J. Kriesky).

“Worker and Union Involvement in Kaiser Permanente”, IRRA Annual Meeting, San

Diego, January 2004 (with Paul Litsky).

“Preliminary Report on LMP Case Studies”, National Labor Management Partnership Leadership Conference, Kaiser-Permanente, San Francisco, December 2-3, 2003 (with R. McKersie).

“Preliminary Report on LMP Case Studies”, Kaiser-Permanente Labor Management Partnership, Regional Co-Chairs Meeting, Portland, Oregon, October, 2003.

“The Impact of Kentucky River: A Multi-Method Analysis,” with Steve Abraham and Paula Voos, Worker Rights Conference, Michigan State University, October 2002.

“Tracking Local Unions Involved in ‘Co-Management’”, with Saul Rubinstein, Industrial Relations Research Association Annual Meeting, Atlanta, January 2002.

“Reactions to the Voice@Work Research Agenda”, United Association for Labor Education Annual Meeting, Boston, April, 2001.

“Bargaining to Organize”, Federation of Nurses and Health Care Professionals, 2001 Professional Issues Conference: “Keeping a Quality Workforce: The Key to Quality Care”, Washington, DC, April 2001.

“Union Organizing Under Neutrality and Card Check Agreements”, Industrial Relations Research Institute, University of Wisconsin, February, 2001.

“Union Organizing Under Neutrality and Card Check Agreements”, University of Oregon, March 2001

“Managerial Responses to Organizing Agreements”, Industrial Relations Research Association Annual Meeting, New Orleans, January 2001.

“Shortcomings in New Jersey Public Sector Labor Law”, Public Employment Relations Commission Conference, Rutgers University, New Brunswick NJ, June 2000.

“Union Organizing Under Neutrality and Card Check Agreements”, Meeting Industrial Relations Research Association, New Brunswick Chapter, Edison, NJ, May 2000.

“High Performance Work Systems in the U.S.”, Warsaw University, Poland, May 2000

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**CONFERENCE**

**PRESENTATIONS, continued**

“Wearing Two Hats: The Unionization of Supervisors in the Public Sector In New Jersey”, with Paula Voos, “The Future of Public Sector Labor-Management Relations: Working Together to Achieve Excellence for the 21st Century”, Chicago, IL, April 2000.

“Publishing in Refereed Journals”, presentation to Mentoring Group, University and

College Labor Education Association Annual Meeting, Milwaukee, WI, April 2000.

“Negotiating Agreements in Support of Organizing”, Workshop Presentation with Jill Kriesky, University and College Labor Education Association (now UALE) Annual Meeting, Milwaukee, WI, April 2000.

“Discussion”, Symposium: “Bringing The Industry Back in Industrial Relations Studies: A Twenty-Year Examination of Collective Bargaining Trends in Four Industries.” Industrial Relations Research Association Annual Meeting, Boston, January, 2000.

“Does the Social Contract Form a Useful Basis for Theory Development in Industrial Relations and Human Resources?,” Doctoral Student Workshop, Industrial Relations Research Association Annual Meeting, Boston, January, 2000.

“Research on Neutrality and Card Check Agreements”, Annual Labor Law Conference, Region 22, NLRB, New Brunswick, NJ, November, 1999.

“Introduction to the 1999 IRRA Research Volume”, presented at Industrial Relations Research Association Annual Meeting, New York, January, 1999.

“Organizing Experiences Under Union-Management Non-Interference Agreements”, with Jill Kriesky, presented at University and College Labor Education Association Annual Meeting, San Jose, CA, May 1998

"A Preliminary Investigation of Neutrality Agreements in the Private Sector", with Jill Kriesky, presented at Industrial Relations Research Association Annual Meeting, New Orleans, January, 1997.

"Discussion: Employment Involvement Programs and the Law", Conference on Collective Bargaining and Public Policy, University of Minnesota, October 1996.

"The Incidence of Participative Programs in the Private Sector in New Jersey", with Jeff Keefe, presented at Industrial Relations Research Association Annual Meeting, San Francisco, January, 1996.

"Discussion: Institutional Analysis of Strategic Approaches to Competitive Pressures", Union of Radical Political Economists Annual Meeting, San Francisco, January 1996.  
"Educating for AT&T, CWA and IBEW's Workplace of the Future", Industrial Relations Research Association Annual Meeting, Washington, DC, January, 1994.

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## **CONFERENCE**

### **PRESENTATIONS, continued**

"Discussion: Contributed Papers in Collective Bargaining", Industrial Relations Research Association Annual Meeting, Boston, January 1994.

"The Role of Unions and Employee Involvement in Lean Production", Lean Production

and Labor: Critical and Comparative Perspectives, May 1993, Wayne State University.

"Trends in Worker Participation; Concerns for Labor Educators", University and College Labor Education Association Annual Meeting, Los Angeles, March 1993.

"Collective Bargaining in the U.S. Paper Industry", IRRA Conference on Contemporary Collective Bargaining, February 1993, Detroit, with Jill Kriesky.

"Individual Support for Union Mergers: An Examination of Determinants of Individual Voting Behavior", Industrial Relations Research Association Annual Winter Meeting, New Orleans, January, 1992, with Jill Kriesky and John McClendon.

"The Extent of Participative Programs in the Union and Nonunion Sectors", University and College Labor Education Association Annual Meeting (Worker Participation Task Force, Miami, April, 1991.

"State Support for Labor-Management Cooperation in New Jersey", University and College Labor Education Association Annual Meeting (Worker Participation Task Force section), Miami, April, 1991.

"Just Saying No': Local Union Opposition to Participation Programs". Poster Session, Industrial Relations Research Association Annual Meeting, Atlanta, December, 1989.

"Union Responses to Participative Programs", Panel Presenter: "What the Labor Movement Thinks About Employee Involvement/Worker Participation", University and College Labor Education Association Worker Participation Task Force, Nashville, Tennessee, December, 1989.

"Union Attitudes Toward Labor-Management Cooperation". Conference on Labor-Management Cooperation, Potsdam College, Potsdam, New York, April, 1989.

"Which Way for Labor: Team Concept or Class Struggle?", Debate Moderator. Socialist Scholars' Conference, New York, April, 1989.

"The Ability of Unions to Adapt to Innovative Workplace Arrangements". Presented at American Economic Association meetings, New York, December, 1988. With P. Voos.

**WORK IN PROGRESS**

A. E. Eaton, S.J. Schurman and M.A. Chen (eds.), “Informal Workers and Collective Action: Expanding the Boundaries of Labor Organizing & Collective Bargaining,” under review at Cornell University Press.

“Assessing Support in Union Organizing Campaigns”, with Tracy Chang, Sean Rogers Marcus Valenzuela, and Paula Voos. (Under review at *Labor Studies Journal*)

“Becoming Purple: Twelve Years of Organizational Change at SEIU” (with Janice Fine and Allison Porter), in *Global Challenges to Labor Unions: The SEIU in Focus*, ed. by Luis L.M. Agular and Lydia Savage, University of Illinois Press,

Co-Guest Editor and co-author, Introduction (with A. Avgar, B. Givan, A. Litwin). Special Issue of *Industrial and Labor Relations Review, Work and Employment Relations in Healthcare*. (Forthcoming 2016)

“Frontline Employee Involvement and the Mystery of the Missing Performance Effects”, with Adam Litwin (*Under review at Human Resource Management*)

“Labor-Management Partnerships to Improve the Quality of Health Care – What’s Working and What’s Not,” with Rebecca Kolins Givan and Peter Lazes, invited chapter for LERA Research Volume, *The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions Adapt and Innovate*, A. Avgar and T. Vogus (eds.).

“Healthcare Unions and Quality of Care: The Case of the Committee of Interns and Residents”, with Rebecca Kolins Givan

**GRANTS**

Research Partnership on Global Labor and Democracy, American Center for International Labor Solidarity (funded by U.S. AID). Co-Principal Investigator with Susan Schurman. 2011-12 (Union Organizing in the Informal Economy, Women and Unions): \$124,826. 2012-13 (Union Organizing of Workers “Informalized from Above”, Unions and Migrant Workers), \$138,863. 2013-2014, \$50,000. 2014-2015, \$39,808. 2015-2016, \$60,000

Rutgers GAIA grant, \$1500, to support speaker series for Center for Work and Health, 2014-15.

PI, Community Health Worker (Opportunity4Jersey) training grant, NJ Department of Labor and Workforce Development. November 2013 – July 2015. \$767,284.

Rutgers GAIA grant, \$1000, to support keynote speaker for Healthcare Employment Relations conference, March 2014.

**GRANTS, continued**

Communications Workers of America, 2010, "Delta Flight Attendant Survey", \$5000.  
Kaiser Permanente Labor-Management Trust, 2009-10, "Factors Contributing to the Success of Unit-Based Teams", \$40,000.

OSHEP Training Grant, (co-P.I. with Susan Schurman) 2008-2009 (\$179,188), 2009-2010, New Jersey Department of Labor and Workforce Development.

Kaiser Permanente Labor-Management Trust (subcontract through MIT), 2008-2009 – "Tracking the KP Labor Management Partnership", \$14,300

Service Employees International Union (SEIU) - \$125,000, 2006-8, "Organizational Change at SEIU." (With Janice Fine and Saul Rubinstein)

Coalition of Kaiser Permanente Unions - \$96,000, 2004-5, "Union-Union Cooperation: A Case Study of the Coalition of Kaiser Permanente Unions".

OSHEP Training Grant, 2004-2005, \$171,000, New Jersey Department of Labor and Workforce Development.

Kaiser Permanente/MIT - \$14,000, 2004, "Outcomes of KP Labor-Management Partnership".

American Rights at Work - \$22,000, 2004, "Workers' Experiences of Union Organizing Campaigns Under Different Regimes", with Jill Kriesky.

Rutgers University, Academic Excellence Grant - \$66,312, Program on Economic Restructuring and Worker Outcomes (PERWO).

U.S. Department of Labor - \$200,000, "Program to Establish a Masters-Level IR-HRM Degree Program in a Polish University".

Institute for the Study of Labor Organizations, George Meany Center, Research on Neutrality Agreements - \$5000, with Jill Kriesky.

Office of the Vice President for Undergraduate Education, "Improving Tools for Evaluating Teaching in the Labor Education Department - \$3500

Economic Policy Institute, Research on unions and workplace innovations - \$3000, with Paula Voos

Rutgers University Research Council, Miscellaneous research projects on labor-management cooperation - \$400

Rutgers University, IMLR, Technology and Employment Research Center, \$550

**RESEARCH REPORTS**

“Trade Unions Organizing Workers ‘Informalized From Above:’ Case Studies from Cambodia, Colombia, South Africa, and Tunisia.” Report to the American Center for International Labor Solidarity (funded by U.S. AID). Principal Investigators: Susan J. Schurman and Adrienne E. Eaton. Contributing Authors: F. Scott Bentley, Mary Evans. Daniel Hawkins, Stephen Juan King, and Sahra Ryklief. January 2013

“Trade Union Organizing in the Informal Economy: A Review of the Literature on Organizing in Africa, Asia, Latin America, North America and Western, Central and Eastern Europe”, Report to the American Center for International Labor Solidarity (funded by U.S. AID). Principal Investigators: Susan J. Schurman and Adrienne E. Eaton. Contributing Authors: R. Gumbrell-McCormick, R. Hyman, C. DiLeo, G. Madrid Berroterán, S. Ryklief, M. Varga, V. Viajar. January 2012

“The Path to Performance: A Study of High-Performing Unit-Based Teams at Kaiser Permanente”, Adrienne Eaton, Deborah Konitsney, Adam Seth Litwin, Nicole Vanderhorst, publication of the Kaiser Permanent Labor Management Partnership, December, 2010.

“Assessment of AFSCME’s Major Affiliates Leadership Program”. Susan Schurman and Adrienne Eaton, submitted to AFSCME, January 2010.

“Majority Authorizations and Union Organizing in the Public Sector: A Four-State Perspective”, joint project of University of Illinois, Rutgers University, Cornell University and University of Oregon. Project Director: Robert Bruno. Contributors: Adrienne E. Eaton, Mohammad Abbas Ali, Sally Alvarez, Legna J. Cabrera, Lynn Feekin, and Jennifer Schneidman.

“Organizational Change at SEIU, 1996 – 2007”, Adrienne E. Eaton, Janice Fine, Allison Porter, and Saul Rubinstein, submitted to SEIU, February 2009.

“Case Study of a Union Coalition: The History, Struggles and Results of the Coalition of Kaiser Permanente Unions”, Adrienne E. Eaton, Saul A. Rubinstein and Thomas Kochan, Working Paper, School of Management and Labor Relations, Rutgers University, April 2006.

“The Kaiser-Permanente Labor-Management Partnership: 2002-2005”, (with Tom Kochan, Robert McKersie, Paul Adler, Phyllis Segal, Paul Gerhardt), Working Paper, Institute for Work and Employment Relations, MIT Sloan School of Management, 2005.



**RESEARCH REPORTS, continued**

“Negotiating in Partnership: A Case Study of the 2005 National Negotiations at Kaiser Permanente”, Robert McKersie, Thomas Kochan, Teresa Sharpe, Adrienne Eaton, George Strauss, and Marty Morgenstern. Working Paper, Institute for Work and Employment Relations, MIT Sloan School of Management, 2006.

“Organizing Agreements and Management: Negotiations, Implementation and Outcomes”, Report to Study Participants, September 2002.

“Report on Independent Union Research Project, Submitted to AFL-CIO, January 2000.

“Organizing Experiences Under Union-Management Neutrality and Card Check Agreements”, Report to the Institute for the Study of Labor Organizations, George Meany Center for Labor Studies, April 1999 (with Jill Kriesky)

"Local Union Control Over Worker Participation and Labor-Management Cooperation Programs: Summary of Results". Research report to trade unionists and other participants in the research project.

**OTHER ACTIVITIES**

Contributor, Brief of Amici Curiae Labor Law and Industrial Relations Professors in Support of Defendants and Appellees and Affirmance of Dismissal, Prime Healthcare Services, Inc., Plaintiff and Appellant, v. Service Employees International Union, et al., Defendants and Appellees. August, 2014.

Curriculum Design, Strategic Labor Relations Training Program, Colgate Palmolive, 2013-14

Co-author (with Sean Rogers and Paula Voos), Amicus brief letter to National Labor Relations Board Re: NYU and GSOC/UAW and Polytechnic Institute of NYU and UAW (cases concerned employment status of graduate student employees)

January 2012, presentation on Labor Management Relations in the Healthcare Industry, Medical Society of New Jersey, Lawrenceville, NJ.

June 2011, presentation on Kaiser Permanente Labor-Management Partnership, SHARE, Worcester, MA.

Participant/Presenter, High Road Health Care Charrette, November 30, 2007, Washington, DC

Organizer and volunteer, Know Your Rights at Work display, Rutgers Day, 2009-present.

April 2006, Presentation on card check research, Congressional Briefing sponsored by American Rights at Work, Washington, DC

**OTHER ACTIVITIES, continued**

June 2005, testimony, Congressional Field Forum, Employee Free Choice Act, Trenton, NJ.

April 2003 – 2005, Project Director, Institute of Museums and Library Services, Collection Preservation Project, Carey Library (SMLR), \$248,375 Congressional earmark

November 2003, External Review, Master of Human Resources and Labor Relations, University of Wisconsin – Milwaukee.

October 1998-2008. Consultant to Kaiser Permanente Labor-Management Partnership, Metrics Work Group.

Fall 1997-January 2000. Project Director, AFL-CIO Grant to Study Independent Unions.

1996-2001. Consultant, Industrial Relations Module, Institute of Sociology, University of Warsaw, Poland.

1997-2003. Member, Rutgers University Consulting Team, Bristol-Myers Squibb/OCAW Local No. 8-438, High Involvement/High Performance Work System Project.

1995-2000. Statistical consultant on various employment discrimination lawsuits.

1993-1999. Member, Rutgers University Consulting Team, Educational Programming and Issues, Workplace of the Future, Joint Program of AT&T, Communications Workers of America, and International Brotherhood of Electrical Workers.

1994-1995. Member, Task Force on High Commitment Work Organization, State Employment and Training Commission.

December 1992, "Policy Recommendations for Labor-Management Cooperation", written at the request of the transition team for President Clinton, with Paula B. Voos and Dale Belman.

June 1989 - April 1990. Consultant to New Jersey Right to Know and Act Coalition.

June 1989 - June 1990. Project Director for N.J. Department of Health Grant, Joint Labor-Management Safety and Health Committees in the Public Sector.

**SCHOLARSHIPS AND HONORS**

Washburne Distinguished Service Award, Rutgers Council of AAUP Chapters, 2005  
University of Wisconsin Dissertation Fellowship, 1986-1987.

University of Wisconsin Non Resident Scholarship, Fall, 1983.

University of Michigan, Class Honors, March, 1978 and March, 1977.

**CREDIT COURSES TAUGHT**

Rutgers University:

Graduate - Conflict Resolution in the Workplace, Ph.D. Seminar in Industrial Relations, Introductory Seminar – Labor and Employment Relations, New Directions in Collective Bargaining, Foundations of Collective Bargaining, Introduction to Research Methods in Labor Studies

Undergraduate – Collective Bargaining, Employment Law/Protective Labor Legislation, Current Labor Problems, Occupational Safety and Health, Public Sector Collective Bargaining, Conflict and Conflict Resolution in the Workplace, Intro to Labor Studies

University of Wisconsin: Labor Problems

**NON-CREDIT**

**PROGRAMS (Programs include but not limited to)**

Negotiations, United Association of Plumbers and Pipefitters, Regional Business Manager Conferences, Fall 2014: Chicago.

Co-presenter (with Sue Schurman), Globalization and Union Organizing, LO Sweden, Stockholm, September 2013.

Instructor, “Interest-Based Bargaining”, Blue Cross/Blue Shield National Labor Office Program, Rutgers University, June 2012.

Facilitator, Conference on Collaborative Labor-Management Approaches to School Reform, AFT, Washington, DC, October 2010.

Program Coordinator, NJ/Rutgers Labor-Management Partnership Forum, 2003 – 2009. (Programs include Employer-Provided Health Benefits, Prescription Drug Benefits, Interest-Based Bargaining and Problem-Solving, Pension Crisis)

Instructor, “Collective Bargaining”, HPAE/AFT, Rutgers University, January 2006.

Instructor, “Collective Bargaining”, Union Leadership Academy, Rutgers University, Fall 1996, Fall 2001, Spring 2003, Fall 2005, Spring 2010.

Instructor, Harvard University/Harvard Clerical and Technical Workers Union Labor-Management Committee Training, June 2005

Coordinator, GM/UAW (Linden, NJ) PEL Program. Instructor: Changing Labor Relations and Work Organization, June 2003 – December 2004.

Designed and taught Measurement and Tracking Workshop, 1199/League of Voluntary Hospitals (NY) Labor-Management Partnership, May 2003.

Co-Coordinator, Local Union Conference on Co-Management and Participation, Rutgers University, December 2001.

**NON-CREDIT  
PROGRAMS, continued**

Instructor, "Collective Bargaining", Trade Union Women's Summer School, Northeast Region, Rutgers University, July 2001.

Instructor, "Employee Involvement and Unions" Mini-Workshop, Northeast Trade Union Women's Summer School, Storrs, Connecticut, July 2000.

Organized and taught session on Bargaining to Organize, Union Leadership Academy Organizing Class, December 1999.

Instructor, "Labor-Management Partnerships", United Steelworkers, District 10 Education Conference, June 1999.

Instructor, High Involvement/High Performance Team Based Work System Training, Bristol-Myer Squibb/OCAW Local No. 8-438, 1998-present.

Workshop Facilitator, Conference on Local Unions and Co-management, March, 1998.

Instructor, Collective Bargaining, SEIU and OPEIU, Winter, 1997-1998.

Co-Coordinator, Train the Trainer Labor Educators on Workplace Change, UCLEA, Worker Participation Task Force, George Meany Center, October 1996.

Instructor, Use of Computers for Costing Proposals, CMD, Rutgers Univ., April 1996.

Instructor, Legal Framework of Prevailing Wage Laws/Davis Bacon, Rutgers University, Prevailing Wage Training Program, N.J. Department of Labor, March 1996.

Instructor, Union Approaches to Employee Involvement, IBEW Local 827, Atlantic City, November, 1994.

Instructor, Employee Involvement for Local Unions, one-day workshop at Rutgers University, May 1993.

Coordinator, Labor Internship Program (joint program of Rutgers Labor Education Department and N.J. Department of Labor), September 1992 - May 1994.

Coordinator/Instructor, Joint UAW/Engelhard Corporation, September 1992 - 1994.

Co-coordinator, University and College Labor Education Association, Northeast Regional Institute for Trade Union Women, 1991.

**PROFESSIONAL ACTIVITIES  
AND MEMBERSHIPS**

Referee: Industrial and Labor Relations Review, Labor Studies Journal, Industrial Relations, International Contributions to Labour Studies, Academy of Management Journal, Relations Industrielles/Industrial Relations, British Journal of Industrial Relations, Industrial Relations Journal, Human Relations Journal, Journal of Workplace Rights, Work and Occupations, New Solutions: A Journal of Environmental and Occupational Health Policy

Labor and Employment Relations Association (formerly Industrial Relations Research Association) Member (1986-present)

Member, Executive Board (2008- 2009)

Editor (September 2002 - 2009)

Member, Program Committee, Annual Meetings, 2003 - 2009

Chair, Committee on Education, December 2000 - January 2002

Organizer of Workshops and Symposia for Annual Meetings:

2013 “Organizing Informal Workers”

2010 “The Changing Conditions of Faculty Work: Legal Issues and Institutional Responses”

2008 “Organizational Change in Unions”

2007 “New Sociological Research on Labor”

2002 “The Impact of Participative Work Systems on Unions”

2002 “Innovations in Teaching: A Conversation with the IRRA Teaching Award Winners”

2001 “Union Organizing Outside the NLRB: Neutrality and Card Check Agreements”

Chair, Panel on Creating a Climate of Employee Voice, Chicago, January 2012

Reviewer: Cornell University Press, Routledge

Labor Studies Journal, Member, Editorial Board, April 1999-present. Section Editor (Innovations), January 2001 – April 2007. Chair, Search and Screen Committee, 2002.

Member, Editorial Board, Journal of Workplace Rights

Member, United Association for Labor Education (formerly University and College Labor Education Association)

Member, Executive Board, Northeast Professional Council Representative (May 1998 - April 2000)

Member, Women's Committee

Chair, Worker Participation Task Force 1992-1996)

Member, Conference Planning Committees, 1999, 2000.

Member, Ad Hoc Committee to Review Mission of Labor Studies Journal (2000)

**PROFESSIONAL ACTIVITIES  
AND MEMBERSHIPS, continued**

International Labor Process Conference: Conference Co-coordinator, 2013. Member Local Organizing Committee, 2010. 2010, 2013 conferences held at Rutgers University, New Brunswick, NJ, Proposal Reviewer, 2011-present. Member, Steering Committee 2010-present.

Co-organizer, Conference on Work and Employment Relations in Health Care, March 2014, Rutgers University, New Brunswick, NJ. (Subset of papers to be published as Special Issue of Industrial and Labor Relations Review.)

Track Co-Coordinator (“Labour and Social Movements Responding to Globalization”), International Labor and Employment Relations Association Conference, Philadelphia, PA, 2012.

External Review, Labor Extension Program, Michigan State University, Spring 2005

Interuniversity Research Centre on Globalization and Work Conference on Union Futures, Montreal, October 2012, organized panel on Organizing Informal Workers.

Member, American Sociological Association, 2009 – present. Member Labor Movement Section

Research Proposal Reviewer: Center for Paper Business and Industry Studies, 2001-2006; Israeli Science Foundation, 2008; Netherlands Organization for Scientific Research (Vici program), 2014.

**LABOR RELATIONS  
FIELD EXPERIENCE**

Rutgers Council of American Association of University Professors-AFT, President July 1, 2009- June 30, 2013. Treasurer, 2007-2009. Vice President, 2004-2007. Secretary, 2003-4. Co-Chair, Negotiations Committee, 2006-9, 2014-15. Member: September, 1987 - present.

American Federation of Teachers, Higher Education Division, Policy and Program Council, 2010-present.

American Federation of Teachers New Jersey, Vice President, 2010 – present.

Teaching Assistant Association, AFT Local 3220. Member: January, 1984 1987. Steward: September, 1984 September, 1985.

Organizing Committee for Clericals (University of Michigan). Volunteer organizer: 1979-80. Representative to All Campus Labor Council: April, 1980 August, 1980.