

CURRICULUM VITAE

Charles Heckscher
Distinguished Professor
Rutgers University School of Management and Labor Relations
Center for the Study of Collaboration in Work and Society
50 Labor Center Way, New Brunswick, N.J. 08901-8553

phone: 848-932-9504.
email: hecksche@rutgers.edu
web site: www.heckscher.com

Positions

1992-present: Professor (Associate, Full, Distinguished), Department of Labor Studies and Employment Relations, Rutgers University.

1998-present: Director, Center for the Study of Collaboration in Work and Society, School of Management and Labor Relations

1992-98 and 2018-: Department Chair

Fall, 2012: Visiting Fellow at Green-Templeton College, Oxford University

2008-09: Visiting Professor at the Wharton School, University of Pennsylvania.

April-May 2005: Visiting Professor at l'Institut des Études Politiques (Sciences-Po) and Centre de Sociologie des Organisations, Paris.

June, 1997: Visiting Professor at the University of Paris I (the Sorbonne), France.

January-June, 1996: Visiting Professor in Human Resources Management at l'École des Hautes Études Commerciales, France.

March, 1996: Visiting Professor at l'Institut des Études Politiques (Sciences-Po), Paris.

1988-1996: Co-director of the Project on Employment Relations, Program on Negotiation, Harvard Law School.

1986-1992: Assistant, then Associate Professor of Human Resource Management, Harvard Business School.

1979-present: consultant to efforts on the improvement of union-management relations; the development of interactive cultures and structures; participatory strategic planning; and win-win negotiating approaches. Major interventions have included Lucent Technologies with the Communications Workers of America and the International Brotherhood of Electrical Workers; AT&T; the American Federation of Teachers; Dupont and the Brotherhood of Dupont Workers; the New England Medical Center; Volvo; James River Paper and the International Paper Workers' Union; the United Auto Workers and General Motors; and Steinway Pianos.

1981-1984: Research Economist for the Communications Workers of America, Washington, D.C. Primary duty was supporting joint union-management activities with AT&T, especially the Quality of Work Life (worker participation) program and the Technology Change Committees, through the development of training and through internal consultation.

1979-1981: co-holder of the Harman Fellowship on worker participation and technological change at the Kennedy School of Government.

Honors (recent):

2016 George R. Terry Book Award, Academy of Management, for *Trust in a Complex World*: awarded for “ the book judged to have made the most outstanding contribution to the global advancement of management knowledge during the last two years.”

British Journal of Industrial Relations BJIR annual essay and address, London School of Economics, January 2014.

The Montague Burton visiting scholar, Cardiff, Fall 2012.

Major Research projects:

Current:

- 1) The transformation of civil society and solidarity
 - a) Practical and conceptual work ongoing on efforts to overcome political polarization through public conversation.
 - b) Case and survey research on collaborative movements.
 - c) Book with Oxford University Press, 2015: *Trust in a Complex World*.
 - d) Grant from UNI Global Union for study of “Collective Action in the Gig Economy”, 2016
 - e) Annual address and article for British Journal of Industrial Relations, 2014.
- 2) The evolution of professionalism
 - a) Member of lead team of large three-year grant from National Science Foundation of China on “Professional Management in Chinese Enterprises.”
 - b) Two journal articles with Paul Adler with some initial research results from schools.
- 3) Development of theory and research approaches on the concept of collaborative community, including an organizational survey.
 - a) Research under way in hospitals and schools in China (with Paul Adler and Hao Gong).
 - b) Research under way in U.S. schools (with Paul Adler, Saul Rubinstein, and John McCarthy).
- 4) Exploring the use of computer-based text analysis in sociological work

- a) Article under way using topic modeling to analyze IBM's data on the Value Jam, an internal discussion of company values in 2003-5 (with Paul DiMaggio and David Mimno).
 - b) Research under way on discussions on the web site Reddit.
- 5) Collaborative organization.
- a) "Building a Collaborative Enterprise" published in Harvard Business Review, July-August 2011
 - b) "From clans to collaboration: Collaborative community as the basis of organizational ambidexterity," under review.
 - c) *The Collaborative Enterprise* published in Spring 2007 by Yale University Press
 - d) *The Firm as a Collaborative Community* published in Spring, 2006 by Oxford University Press
 - e) Continuing research under way at IBM.
- 2006-9: Organizational collaboration and the quality of health care delivery: with grants from Robert Wood Johnson Foundation and Rutgers University's Academic Excellence Program, studying how collaboration among specialties in cardiac care units affects patient outcomes.
- 2000-2001: Under a grant from the Citigroup Behavioral Sciences Research Council, studied the operation of Process Improvement Teams, Customer Relationship Managers, and Alliance Teams at Citibank.
- 1999-2001: member of research team coordinated by McKinsey & Co. studying the development of opportunity-based design in corporate organization.
- 1990-93: Researched the changing roles and attitudes of middle managers and professional staff in situations of rapid corporate change. Interviewed middle managers in a wide range of industries on what works and does not work in restructuring to deal with the current competitive pressures.
- 1988-90: Co-director of a project, funded by the Department of Labor, conducting joint training in alternative forms of negotiation for union and management representatives, and researching the effects on actual bargaining.
- 1986-87: Under a grant from the Twentieth Century Fund, conducted research for a book on the future of employee representation.
- 1985-86: Project Director for a study, funded by the Department of Labor, of a Quality of Work Life effort in the City of Boston.
- 1983: While at the Communications Workers, was principal designer and author of a study of the QWL process at AT&T.

Education:

Ph.D.: Harvard University, Department of Sociology, 1981.

M.A.: Harvard University, Department of Sociology, 1974.

M.A.T.: (Master of Arts in Teaching): Harvard Graduate School of Education, 1971.

B.A.: Harvard College, 1971.

Publications:

- “Collaboration as an Organization Design for Shared Purpose.” Adler, Paul S., and Charles Heckscher. In *Towards Permeable Boundaries of Organizations?*, edited by Petra Hiller, Leopold Ringel, and Charlene Zietsma. Vol. 57. *Research in the Sociology of Organizations*. Emerald, 2018.
- “Interaction Ritual Threads: Does IRC Theory Apply Online?” DiMaggio, Paul, Clark Bernier, Charles Heckscher, and David Mimno. In *The Microsociology of Randall Collins: New Directions in Theory and Research*, edited by Elliot Weininger, Annette Lareau, and Omar Lizardo. Routledge, 2018.
- “Am I Doing the Right Thing? Unpacking Workplace Rituals as Mechanisms for Strong Organizational Culture” Erhardt, Niclas, Carlos Rios-Martin, and Charles Heckscher. *International Journal of Hospitality Management* 59 (October 2016): 31–41.
- Trust in a Complex World: enriching community*. Oxford University Press, 2015 (UK and US editions).
- “From Bureaucracy to Networks”. *Handbook of the Sociology of Work and Employment*. Edgell, Stephen; Gottfried, Heidi; and Granter, Edward (eds). Sage, 2015.
- “Il existe un autre type de négociations”. Interview in *Négociations*, 23,1 (2015).
- “The Mutations of Professional Responsibility: Toward Collaborative Community”. Adler, Paul S., Charles Heckscher, John McCarthy, and Saul A. Rubinstein. 2014. In *Professional Responsibility: The Fundamental Issue in Education and Healthcare Reform*, ed by Douglas E. Mitchell and Robert K Ream. Switzerland: Springer International Publishing, 2014.
- “Transient Solidarities: commitment and collective action in post-industrial societies”. Charles Heckscher and John McCarthy. *British Journal of Industrial Relations*, 2014.
- “The reorganization of work”. in *Emerging Trends in the Social and Behavioral Sciences*, Robert Scott and Stephen Kosslyn (eds). Hoboken, NJ: John Wiley and Sons. 2014.
- “The Collaborative, Ambidextrous Enterprise” (with Paul Adler). *Universia Business Review*, Special Issue on 'Knowledge, Strategy, and Innovation in the Firm'. no. 40 2013.
- “Purposive Negotiation.” *Négociations*, 20,2 (2013).
- “Worker Ownership and Collaborative Production.” In *Sharing Ownership, Profits, And Decision-Making In The 21st Century*. (vol 13 of *Advances in Economic Analysis of Participatory and Labor-managed Firms*.) Douglas Kruse. Emerald Group Publishing Limited, (2013).

- Martin-Rios, Carlos, Charles Heckscher, and Cesar Gonzalez-Perez. "Unfurling Organizational Innovation: The Case of a Public Research Organization." *SSRN* 2016039 (March 2012).
- "Looking Back, Moving Forward: Toward Collaborative Universities." *Journal of Management Inquiry*, November 2012. (with Carlos Martin-Rios). Translated as "Promoviendo el debate sobre el modelo organizativo de universidad." *Revista Internacional de Sociología* 72.1 (2014): 247-248.
- "Introduction to the special issue." *International Journal of Work Innovation*, 1,1 (2012) (with Graham Sewell and Laurent Taskin)
- "Building a Collaborative Enterprise: four keys to creating a culture of trust and teamwork." (Paul Adler, Charles Heckscher, and Lawrence Prusak). *Harvard Business Review*, July-Aug 2011. Reprinted in *HBR On-Point*, Spring 2013.
- "Civil society and the provision of services." In *Transforming the U.S. Workforce Development System: lessons from research and practice*, ed. David Finegold, Mary Gatta, Hal Salzman, and Susan Schurman. Labor and Employment Relations Association Edited Research Volume. Ithaca, NY: Cornell University Press, 2010. (with Sara Horowitz and Althea Erickson)
- "Parsons as an Organization Theorist." In Adler, P (ed), *The Oxford Handbook of Sociology and Organization Studies: Classical Foundations*. Oxford: Oxford University Press, 2009.
- "Professional Work: The Emergence of Collaborative Community" (Paul Adler, Seok-Wu Kwon, and Charles Heckscher). *Organization Science*, 19,2 2008.
- "The Evolution Of Stakeholder Regimes: beyond neo-corporatism." In Blyton, *et al.* *Handbook of Industrial Relations*. London: Sage, 2008.
- "White-collar employment." In Darity, William A., Jr. *International Encyclopedia of the Social Sciences*, 2nd edition. 9 vols. Detroit: Macmillan Reference USA, 2008.
- "Avant les intérêts : la reconstruction identitaire. Quelques remarques à propos des négociations entre dominants et dominés." *Négociations*, 2,8 (2007). (Revised and updated version of "Negotiating Identity")
- The Collaborative Enterprise: Managing Speed and Complexity in Knowledge-Based Businesses*. Yale University Press, 2007.
- "Strength in networks: Employment rights organisations and the problem of co-ordination." with Françoise Carré. *British Journal of Industrial Relations* 44, 4 (Special Issue, "New Actors in Industrial Relations": December 2006): 605+.
- "IBM's Decade of Transformation: Uniting Vision and Values." With Lynda M. Applegate, Boniface Michael, and Elizabeth L. Collins. Harvard Business School Case N9-805-132, 2006.
- "Organizations, movements, and networks." *New York Law School Review*, 50 2 (2006): 313-36.

- "Collaborative Community." *Ask Magazine* 23 (2006): 41-45
- The Firm as a Collaborative Community: Reconstructing Trust in the Knowledge Economy.*
 Edited, with Paul Adler. Oxford University Press, 2006.
 (Includes the following co-authored chapters):
 "Introduction," with Paul Adler
 "Towards collaborative community," with Paul Adler
 "A note on leadership for collaborative communities," with Michael Maccoby
 "The strategic fitness process," with Nathaniel Foote
- "La négociation quotidienne et le règlement officiel des disputes dans les entreprises [Everyday negotiations and formal dispute-resolution in business enterprises]" (with Lavinia Hall). *Négociations*, May 2004.
- Agents of Change: crossing the post-industrial divide* (with Michael Maccoby, Rafael Ramirez, and Pierre-Eric Tixier). Oxford University Press, 2003.
 Published in French as *La Métamorphose Des Géants*, Éditions d'Organisation, January 2004.
- "From Workplace Participation to Co-Management: The Expanding Arena of Labor-Management Partnerships" (with Saul Rubinstein). *Negotiations and Change: From the Workplace to Society* (Thomas Kochan and David Lipsky, eds), Cornell University Press, January 2003.
- "Negotiating Identity" (with Lavinia Hall). In *Negotiations and Change: From the Workplace to Society* (Thomas Kochan and David Lipsky, eds), Cornell University Press, 2003.
- "Living With Flexibility." In Hurd, Richard; Katz, Harry; and Turner, Lowell. *Rekindling the Movement: Transforming the Labor Movement in the 1990s and Beyond*. Cornell University Press, 2001.
- "Participatory unionism." *Labor Studies Journal* 25,4 (Winter 2001): 3-18.
- "Response to Adler, 'Market, Hierarchy, and Trust'." *Organization Science*, 2000.
- "HR strategy and contingent work: dualism vs. true mobility." In Carré, Françoise; Ferber, Marianne; Golden, Lonnie; and Herzenberg, Stephen A. (eds) *Nonstandard Work: the nature and challenge of changing employment arrangements*. Industrial Relations Research Association, 2000
- "Statement of Charles Heckscher" in Century Foundation Task Force on the Future of Unions. *What's Next for Organized Labor*. NY: The Century Foundation Press, 1999.
- "Can labour-management cooperation deliver jobs and justice?" (Heckscher, Charles and Schurman, Sue). *Industrial Relations Journal* 28,4 (December 1997): 323-330.
- "The changing social contract for white-collar workers." in *Perspectives on Work*, The Industrial Relations Research Association's 50th Anniversary Magazine, 1997.

- "Introduction" to the second edition of *The New Unionism*, Cornell University Press, 1996.
- "Les théories des relations industrielles: l'émergence d'un nouveau cadre conceptuel aux Etats-Unis." in Murray, Gregor; Morin, Marie-Laure; and Da Costa, Isabel (eds): *L'Etat des Relations Professionnelles: traditions et perspectives de recherche*. Quebec: Presses de l'Université Laval et Presse de l'Université Octares, 1996.
- "Le chercheur en tant qu'intervenant: une perspective américaine" ("The Researcher As Intervenor: An American Perspective"). *Revue Internationale de PsychoSociologie*, 3,4 (Spring, 1996): 73-86.
- "The Failure of Participatory Management." *Across the Board* 54 (Nov/Dec 1995): 16-21.
- White-Collar Blues: management loyalties in an age of corporate restructuring*. N.Y.: Basic Books, 1995. (also published in Japan and Korea)
- "Beyond contract bargaining: partnerships, persuasion, and power." *Social Policy* 25,2 (Winter 1994): 19-29.
- The Post-Bureaucratic Organization: new perspectives on organizational change*. (Heckscher, Charles and Donnellon, Anne, editors). Newbury Park, CA: Sage, 1994.
(Includes the following chapters solely- or co-authored:)
- "Introduction" (with Lynda Applegate)
 - "Defining the Post-Bureaucratic Type"
 - "Transformational Processes" (with Russ Eisenstat and Thomas Rice)
 - "Lakeville Chemical Plant"
- "Le contrat social en pleine évolution [The evolving social contract at work]." in Bernier, Colette et al, eds. *La négociation collective du travail*. Sainte-Foy: Les Presses de l'Université Laval, 1993.
- "Associational movements and employment rights: an emerging paradigm?" (Heckscher, Charles and Palmer, David). *Research In The Sociology of Organizations*, v. 12 (1993).
- "Foreword." in Abrahamsson, Bengt. *Why Organizations? How and why people organize*. Newbury Park, CA.: Sage, 1993.
- "Mutual gains and beyond: two levels of intervention" (Heckscher, Charles and Hall, Lavinia). *Negotiation Journal*, July 1994: 235-248. (Revised version of "Two levels of mutual-gains intervention." *Industrial Relations Research Association, Proceedings of the 44th Annual Meeting*. January 3-5, 1992: 160-178.)
- "Skill and Structure in Collective Bargaining." in Lavinia Hall, ed. *Negotiation*. Sage, 1992.
- "Can Democracy Build Competitiveness?" *The World and I*, October 1991: 523-534.
- "Can Business Beat Bureaucracy?" *The American Prospect* 5 (Spring 1991): 114-128.

Joint Training In Negotiation as a Strategy for Encouraging More Cooperative Approaches to Collective Bargaining. (Friedman, Ray; Heckscher, C; et al.) Washington, D.C.: US Department of Labor, 1990.

“Universities and the New Unionism.” *Proceedings of the 17th Annual Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions.* Baruch College, Joel M. Rogers, Ed. April 1989.

The New Unionism: Employee Involvement in the Changing Corporation. N.Y.: Basic Books, 1988; 2nd edition, with new introduction, Cornell University Press, 1996. (Also published in Spain, Japan, and Korea).

“Crisis and Opportunity for Labor.” *Labor Law Journal*, August 1987: 465-470

“Multilateral Negotiation and the Future of American Labor.” *Negotiation Journal*, April 1986. (Reprinted in Breslin, J. William and Rubin, Jeffrey Z. eds. *Negotiation Theory and Practice.* Cambridge, MA: Program on Negotiation, 1991.)

“Workers and Technology in Telecommunications” (with Ronnie J. Straw). *QWL Focus*, 1984.

“QWL: New Working Relationships” (with Ronnie J. Straw). *Labor Studies Journal*, Winter 1984.

“Worker Participation and Management Control.” *Journal of Social Reconstruction* 1,1 (1980).

“Parsons' Theory of Organizations.” In Akio Tanosaki (ed.), *Parsons' Social Theory.* Tokyo: Seisin Seibo, 1976.

Reviews

Clawson, Dan. *The Next Upsurge.* In *Relations Industrielles / Industrial Relations* 59,1 (2004).

Boeri, et al. *The Role of Unions in the Twenty-First Century: A Study for the Fondazione Rodolfo Debenedetti.* In *British Journal of Industrial Relations.*, 41, 1 (Mar 2003): p. 135.

Hyman, Richard. *Understanding European Trade Unionism: between market, class, and society.* In *British Journal of Industrial Relations* 40,3 (Sept 2002): 603-605.

Papers in progress

“A sociological view of the Trump phenomenon.” Chapter accepted for *The Trump Phenomenon in Context*, Michael Maccoby and Ken Fuchsman, eds.

“Driving Change by Consensus: culture change at IBM.” Ready for journal submission.

Professional positions

Co-investigator and Member, *CRIMT* (Inter-University Research Centre on Globalization and Work) *Research Network*: research network on the renewal of public policy for work and employment, funded by the Canadian Social Science and Humanities Research Council.

Secretary-Treasurer, Board of Directors, *The Freelancers Union*

Member, Board of Directors, *The Freelancers Insurance company*

Member, Board of Directors, *Working Today*

Member, Editorial Board, *Negotiation Journal*

Member, Editorial Board, *Négociations*

Member, Editorial Board, *International Journal of Work Innovation*

Teaching cases

Citibank Esolutions (2001)

published by Harvard Business School Case Services:

IBM's Decade of Transformation: Uniting Vision and Values. (with Lynda Applegate, Elizabeth Collins, and Boniface Michael). 2006.

Lakeville Chemical Plant (A), (B), and teaching note

Pacific Bell and the CWA (A), (B), (C), and teaching note

The Clerical and Technical Workers' Organizing Campaign at Harvard University (A), (B), and teaching note

The Reading Works at AT&T (A), (B), and teaching note

Paul Cronan and the New England Telephone Company (A), (B), (C), (D), and teaching note

The Portman Hotel (with teaching note)

Santa Clara County Transportation Agency (A), (B), and teaching note

People Express Supplement

The Changing Organization of Blue-collar Work: from Taylorism to employee involvement

Organized Labor and Public Policy

Note on Post-Bureaucratic Organization

Note on Employees' Legal Rights

Note on the US Airline Industry

Professional presentations (selected):

"Trust in a complex world". Opening plenary presentation, Organisation for Security and Co-operation in Europe. Vienna, Austria, May 2017.

"Solidarity and collective action in the new world of work". Plenary presentation, UNI Global Union conference, Berlin, February 2017

"La crise de confiance [The crisis of trust]". Presentation to HR Masters' program at Sciences-Po, Paris, December 2016

“Representation in a platform economy”. Presentation to conference on “Crowdsourcing: Crowdworkers and the New Economy”, Rutgers University, November 2016

“Envisioning the future of work and representation”. Plenary presentation to CRIMT (Centre de Recherche sur la Mondialisation du Travail) annual conference , October 2015

Panel member on the Uberization of the economy, Ross School of Business, University of Michigan, September 2015

“Transient Solidarities”. Annual address of the British Journal of Industrial Relations, London School of Economics. January 2014.

“Research on Corporate Social Responsibility: an international view.” Academy of Management, All-Academy panel on “Building Sustainable Higher Ambition Companies.” August 2013.

“The future of work.” Presentation to Oxford Future of Work seminar, Green-Templeton College, November 2012.

“Purposive negotiation”. Keynote address, conference “Dire Et Faire Le Compromis », Poitiers, France, October 2012

“Solidarities (not forever)”

- Presentation to Cardiff Montague Burton seminar, October 2012
- Presentation to M.I.T. Industrial Relations faculty seminar, February 2011.

“Worker ownership and collaborative production” Presentation to the International Association for the Economics of Participation / Beyster Symposium Conference, Rutgers University School of Management and Labor Relations, July 13-14, 2012.

“Unions and the new economy.” Bommersvik, Sweden, “Trade Union strategies for organizing and recruitment in a globalized world.” May 2011.

“Varieties of social capital.” Panel presentation, Academy of Management, Montreal, August 2010

“Contemporary Challenges to Representation at Work.” Plenary presentation, Centre de Recherche Interuniversitaire sur la Mondialisation et le Travail (CRIMT), Quebec, June 2010.

“Collaborative community.” Presentation at International Labour Process Conference, New Brunswick, March 2010.

“Stakeholder involvement in health and safety policy.” Closing conference presentation, Copenhagen, June 2009

“The Challenge of the Knowledge Economy.” closing plenary speech, Conference on the Changing Workplace, Quebec, Canada, August 2008.

“New forms of organization: a Parsonian analysis,” Nanjing University Dept of Sociology, China, July 2008

“Collaborative Organization and the Quality of Health Care,” The Wharton School, April 2008

“The new unionism.” Plenary address to the Centre Interuniversitaire sur la Mondialisation et le Travail, Quebec, October 2007.

Reviewer (selected)

- Academy of Management Review
- Academy of Management Journal
- Journal of Strategy & Management
- American Sociological Review
- Administrative Science Quarterly
- Socio-Economic Review
- British Journal of Industrial Relations
- Industrial Relations
- Harvard Business School Press
- Cornell University Press
- Oxford University Press
- National Science Foundation

Dissertations

Rutgers IR / HR

John McCarthy
Ann-Laure Winkler
Carlos Martin (chair)
Boniface Michael (chair)
Niclas Erhardt (chair)
Mohammad Ali (chair)
Monica Bielski

Outside

Pascal Braun, Sciences-Po, Paris, 2016
Armel Brice Adanhounme, HEC Montreal, 2010
Maja Lotz, University of Copenhagen, 2009
Anat Lechner, Rutgers School of Business, 2000
Isabella Vasconcelos, Ecole des Hautes-Etudes Commerciales, 1997
Stéphane LeQueux, University of Quebec, 1997

Selected Rutgers University service:

Representative to Rutgers University Senate, 2005-; member of Budget and Finance Committee and chair of subcommittees on Responsibility Center Management, All-Funds Budgeting, and Strategic Planning
Search committee for SMLR dean, 2016
Member, University Committee on Responsibility Center Management, 2014-16.
Member, advisory committee on budget to EVP Furmanski, 2009-10
Acting Extension Director, LSER department, 2006
Member, SMLR budget committee, 2006
Member, SMLR PhD review committee, 2006-2007
Member, SMLR PhD Policy Committee, 2003-2006
Member, Rutgers Social Sciences Area Committee, 1999-2000
Member, Academic Appeals Committee, SMLR, 1996-
Member, Planning / Advisory Committee, SMLR, 1992-
Joint faculty member at the Rutgers Graduate School of Applied Psychology.
Member, Workforce Development Coordinating Council, 1999-2004.
Chair, Labor Studies and Employment Relations, 1992-8.
Member, Rules and Procedures Committee, SMLR, 1994-5.
Chair, Appointments and Promotions Committee, SMLR, 1994-5.
Coordinator, SMLR strategic planning process, 1992-3.

Selected outside service:

Editorial Board, *Negotiation Journal*, Harvard Program on Negotiation
Conseil Scientifique, *Négociations* (Paris)
Member of academic advisory board, Better Angels.
Advisor to organization development leader, International Rescue Committee, 2015-2017.
Board member, Freelancers Union and Freelancers Insurance Company, 1994-2014
Referee: *Academy of Management Journal*, *Industrial and Labor Relations Review*, *British Journal of Industrial Relations*, *Negotiation Journal*, Oxford University Press, and others
Member of Twentieth Century Fund task force on the Future of American Labor, 1997-1998
Member of state of New Jersey task force on Total Quality initiative in state government, July 1995