

## CURRICULUM VITAE

### **Saul Avery Rubinstein**

Professor

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### **Education**

<u>School</u>	<u>Degree</u>	<u>Date</u>
Massachusetts Institute of Technology	Ph.D., Management	1996
Dissertation <u>Saturn, The GM/UAW Partnership: The Impact of Co-Management and Joint Governance on Firm and Local Union Performance</u>		
Harvard Business School	M.B.A.	1980
Harvard Graduate School of Education	Ed.M., Administration, Planning, & Social Policy	1977
Swarthmore College	B.A. (Honors) Sociology-Anthropology	1976

### **Employment**

Professor, 2015 – present, Department of Labor Studies and Employment Relations,  
School of Management and Labor Relations, Rutgers University.

Director, 2014 – present, Collaborative School Leadership Initiative,  
School of Management and Labor Relations, Rutgers University.

Associate Professor, 2002 – 2015, Department of Labor Studies and Employment  
Relations, School of Management and Labor Relations, Rutgers University.

Co-Director, 1998 – present, Center for the Study of Collaboration in Work and Society,  
School of Management and Labor Relations, Rutgers University.

Assistant Professor, 1996 - 2002, Department of Labor Studies and Employment Relations, School of Management and Labor Relations, Rutgers University.

Research Fellow, 1992-1996, International Motor Vehicle Program, Massachusetts Institute of Technology.

Research Fellow, 1992-1995, Leaders for Manufacturing Program, Massachusetts Institute of Technology.

Senior Consultant and Executive Vice President, 1980 – 1989, Participative Systems, Inc., Princeton, NJ. Worked with management and unions in the public and private sectors to design new systems of work organization. Consultant to New York, New Jersey and Pennsylvania state governments in developing strategies for regional industry restructuring and manufacturing modernization.

Special Assistant, 1978-1979, Staff of Assistant Secretary for Management and Budget, United States Department of Health, Education and Welfare, Washington, D.C.

### **Professional Honors and Awards**

“The Case for Labor-Management Collaboration: Research and Practice,” Saul Rubinstein, *Keynote Address NEA National Council of Urban Education Associations (NCUEA)*, Des Moines, Iowa, November 29, 2018.

“The Impact of State and Local Union-Management Partnerships and Educator Collaboration on Teaching and Learning,” Saul Rubinstein & John McCarthy, *Keynote Address ISEA/SAI Effective Labor-Management Collaboration Symposium*, Iowa State Education Association & School Administrators of Iowa, July 19, 2018.

Advances in Industrial and Labor Relations /Labor and Employment Relations Association *Best Papers Competition Winner* for “Public School Reform through Union-Management Collaboration,” Saul A. Rubinstein and John E. McCarthy, 2012.

“Toward a Stakeholder Theory of the Firm: The Saturn Partnership,” selected for publication in Robert A. Phillips and R. Edward Freeman (eds.), Stakeholders, Edward Elgar Publishing, 2010. By Thomas A. Kochan and Saul A. Rubinstein. “This landmark book takes a retrospective look at the most important and influential works in the study of stakeholders since Freeman’s 1984 publication, Strategic Management: A Stakeholder Approach.”

“Collaborating on School Reform: Creating Union-Management Partnerships to Improve Public School Systems,” Saul Rubinstein, *Keynote Address National Conference on Collaborative School Reform*, Washington, DC, October 7, 2010.

“Collaborative School Reform: A Systems Approach,” Saul Rubinstein, *Keynote Address American Federation of Teachers Education Research and Development Network Conference*, Seattle, July 6, 2010.

“Collaborative School Reform as an Organizing Opportunity,” Saul Rubinstein, *Keynote Address American Federation of Teachers Organizing Committee*, Arlington, VA., April 2010.

Advances in Industrial and Labor Relations /Labor and Employment Relations Association *Best Papers Competition Winner* for “The Effects of High Involvement Work Systems on Employee and Union-Management Communications Networks,” Saul Rubinstein and Adrienne Eaton, 2008.

“Building and Sustaining Union-Management Partnerships for Organizational Improvement,” Saul Rubinstein, *Keynote Address Annual Partnership Forum, Harvard University/Harvard Union of Clerical and Technical Workers*, Cambridge, Mass., November 2008.

Rutgers University Academic Excellence Award. Principal investigator with co-principal investigator Charles Heckscher, “Organizational Collaboration and the Quality of Health Care Delivery.” Award: \$100,000, 2005.

Advances in Industrial and Labor Relations /Labor and Employment Relations Association *Best Papers Competition Winner* for “Partnerships of Steel - Forging High Involvement Work Systems in the US Steel Industry: A View from the Local Unions,” 2003.

Recipient, *Outstanding Young Scholar Award*, Labor and Employment Relations Association, 2001.

Learning from Saturn by Saul A. Rubinstein and Thomas A. Kochan selected by the Industrial Relations Section at Princeton University for inclusion in their prestigious annual list of "Noteworthy Books in Industrial Relations and Labor Economics, 2001."

## **Publications**

### Refereed Journal Articles:

“Union-Management Partnerships, Teacher Collaboration, and Student Performance,” Industrial and Labor Relations Review, 69 (5), October 2016, pp. 1114-1132.  
By Saul A. Rubinstein and John E. McCarthy.

“Organizational Responses to Uncertainty in the Airline Industry: Changes in Patterns of Communication Networks,” Journal of Air Transport Management, 2016, Volume 57, pp.

217-227. By Saul A. Rubinstein, Carlos Martin-Rios, Niclas Erhardt, Jody Hoffer Gittel, and Varghese P. George.

“Innovation and Transformation in Public Sector Employment Relations: Future Prospects on a Contested Terrain,” The Ohio State Journal on Dispute Resolution, 2013, Volume 28:1, pp. 107-144. By Joel Cutcher-Gershenfeld and Saul A. Rubinstein.

“Public School Reform through Union-Management Collaboration,” Advances in Industrial and Labor Relations, 2012, An *AILR/LERA Best Papers Competition Winner*, Volume 20, pp. 1-50. By Saul A. Rubinstein and John E. McCarthy.

“The Effects of High Involvement Work Systems on Employee and Union-Management Communications Networks,” Advances in Industrial and Labor Relations, 2009, An *AILR/LERA Best Papers Competition Winner*, Volume 16, pp. 109-135. By Saul A. Rubinstein and Adrienne Eaton.

“Balancing Acts: Dynamics of a Union Coalition in a Labor Management Partnership,” Industrial Relations, 47 (1), January 2008. By Adrienne E. Eaton, Saul A. Rubinstein, and Thomas A. Kochan.

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

“Building and Sustaining Labor-Management Partnerships: Recent Experiences in the U.S.,” Advances in Industrial and Labor Relations, Volume 13, 2004. By Susan Eaton, Saul A. Rubinstein and Robert McKersie.

“Partnerships of Steel - Forging High Involvement Work Systems in the US Steel Industry: A View from the Local Unions,” An *AILR/LERA Best Papers Competition Winner*, Advances in Industrial and Labor Relations, Volume 12, 2003. By Saul A. Rubinstein.

“The Local Union Revisited: New Voices from the Front Lines,” Industrial Relations, 40 (3), July 2001. By Saul A. Rubinstein.

“Unions as Value-Adding Networks: Possibilities for the Future of U.S. Unionism,” Journal of Labor Research, 22 (3), Summer 2001. By Saul A. Rubinstein

“A Different Kind of Union: Balancing Co-Management and Representation,” Industrial Relations, 40 (2), April 2001. By Saul A. Rubinstein

“Toward a Stakeholder Theory of the Firm: The Saturn Partnership,” Organization Science, 11 (4), July-August 2000. By Thomas A. Kochan and Saul A. Rubinstein.

“The Impact of Co-Management on Quality Performance: The Case of the Saturn Corporation,” Industrial and Labor Relations Review, 53 (2), January 2000.  
By Saul A. Rubinstein.

"Innovation in Isolation: Labor-Management Partnerships in the United States," The Economic and Labour Relations Review, 7 (1), June 1996. By Kirsten Wever, Rose Batt, and Saul A. Rubinstein.

#### Books:

Learning From Saturn: Possibilities for Corporate Governance and Employee Relations, Cornell University Press, Ithaca, 2001. By Saul A. Rubinstein and Thomas A. Kochan.

#### Book Chapters:

“Labor-Management Partnership in the United States: Islands of Success in a Hostile Context,” in Adrian Wilkinson and Stewart Johnstone (eds.), Partnership and Cooperation at Work: Concepts, Contexts and Cases, Palgrave, 2016. By Adrienne E. Eaton, Joel Cutcher-Gershenfeld and Saul A. Rubinstein.

“The Mutations of Professional Responsibility: Toward Collaborative Community,” in Douglas Mitchell (ed), Evolving Professional Responsibility in Diverse Communities, Springer Publishing, NY, 2014. By Paul S. Adler, Charles Heckscher, John McCarthy and Saul A. Rubinstein.

“Toward a Stakeholder Theory of the Firm: The Saturn Partnership,” in Robert A. Phillips and R. Edward Freeman (eds.), Stakeholders, Edward Elgar Publishing, 2010. By Thomas A. Kochan and Saul A. Rubinstein.

“Collaborative Community and Employee Representation,” in Charles Heckscher and Paul Adler (eds.), The Firm as a Collaborative Community: Reconstructing Trust in the Knowledge Economy, Oxford University Press, 2006. By Saul A. Rubinstein.

“Partnerships and Flexible Networks: Alternatives or Complementary Models of Labor-Management Relations?,” in Thomas Kochan and David Lipsky (eds.), Negotiations and Change: From the Workplace to Society, Cornell University Press, Ithaca, 2003.  
By Saul A. Rubinstein and Charles Heckscher.

“A Different Kind of Company: From Control to Commitment in Practice,” in The Sociology of Organizations: Classic, Contemporary, and Critical Readings, Michael J. Handel (ed.), 2003.  
By Saul A. Rubinstein.

“Unions as Value-Adding Networks: Possibilities for the Future of U.S. Unionism,” in James Bennett and Bruce Kaufman (eds.), The Future of Private Sector Unionism in the United States, M.E. Sharpe, 2002, p. 129-48. By Saul A. Rubinstein.

“Human Resource Policies and Quality: From Quality Circles to Organizational Transformation,” in Robert E. Cole and W. Richard Scott (eds.), The Quality Movement and Organizational Theory, Sage, CA, 2000. By Thomas A. Kochan and Saul A. Rubinstein.

“Saturn: A Different Kind of Company?,” in Robert Boyer, Elsie Charron, Ulrich Jurgens, Steven Tolliday (eds.), Between Imitation and Innovation, Oxford University Press, 1998, p. 361-373. By Frits Pil and Saul A. Rubinstein.

"United States: Variations on a Theme," in Kochan, MacDuffie, and Lansbury (eds.) After Lean Production: Evolving Employment Practices in the World Auto Industry, New York: Cornell University Press, 1997. By Paul Adler, Thomas A. Kochan, John Paul MacDuffie, Fritz Pil, and Saul A. Rubinstein.

"Limits to Local Autonomy and Innovation in Work Organization?," in Ake Sandberg (ed.) Enriching Production, England: Avebury Press, 1995. By Bob Hancke and Saul A. Rubinstein.

"The Saturn Partnership: Co-Management and the Reinvention of the Local Union," in Bruce Kaufman and Morris Kleiner (eds.) Employee Representation: Alternatives and Future Directions, Madison, Wisconsin: Industrial Relations Research Association, 1993, p. 339-70. By Saul Rubinstein, Michael Bennett and Thomas Kochan.

"Collaborative Restructuring Efforts: Textile and Apparel Labor-Management Innovation Network, Lehigh Valley, Pennsylvania," in Stephen Sleight (ed.) Economic Restructuring and Emerging Patterns of Industrial Relations, Kalamazoo, Michigan: W.E. Upjohn Institute, 1993. By Robert Coy, Saul Rubinstein and Michael Shay.

"Strategic Planning," in Sidney P. Rubinstein (ed.) Participative Systems at Work: Creating Quality and Employment Security. New York, N.Y.: Human Sciences Press, 1987. By Saul A. Rubinstein.

#### Non-refereed Journal Articles, Reports, Proceedings, Working Papers:

“National Study on Partnerships, Educator Collaboration in US Public Schools, and The NJ Public School Labor Management Collaborative,” Saul Rubinstein and John McCarthy, *Rutgers/Cornell Research Brief*, October 2018.

“Teachers Unions and Management Partnerships: How Working Together Improves Student Achievement,” Saul A. Rubinstein and John E. McCarthy, *Center for American Progress*, Washington, DC. March 2014.

“Strengthening Partnerships: How Communication and Collaboration Contribute to School Improvement,” Saul A. Rubinstein, *American Educator*, (Circulation 900,000), Washington, DC. Volume 37, Issue 4, p22-28, Winter 2013-2014.

“Moving Beyond ‘Blame the Teacher’,” *Op-Ed Los Angeles Times*, Saul Rubinstein, Charles Heckscher and Paul Adler, September 16, 2011. (Shared over 12,000 times from the LA Times Website. On top ten list of most viewed articles from LA Times for two weeks.)

“Reforming Public School Systems through Sustained Union-Management Collaboration,” Saul A. Rubinstein and John E. McCarthy, *Center for American Progress*, Washington, DC. July 2011.

“Collaborating on School Reform: Creating Union-Management Partnerships to Improve Public School Systems,” Saul Rubinstein and John McCarthy, *Perspectives on Work, Labor and Employment Relations Association/Employment Policy Research Network*, Spring 2011: Number 12.

“Getting it Right: Empirical Evidence and Policy Implications from Research on Public-Sector Unionism and Collective Bargaining.” David Lewin, Thomas A. Kochan, Joel Cutcher-Gershenfeld, Teresa Ghilarducci, Harry C. Katz, Jeffrey Keefe, Daniel JB Mitchell, Craig A. Olson, Saul A. Rubinstein, Christian E. Weller. Contributor to *Employment Policy Research Network Report* 2011.

“Collaborating on School Reform: Creating Union-Management Partnerships to Improve Public School Systems,” Saul A. Rubinstein and John E. McCarthy, *Rutgers University Working Paper*, October 2010.

“Collaboration and the Quality of Health Care Delivery.” By Charles Heckscher, Saul Rubinstein, Linda Flynn, Niclas Erhardt, and Boniface Michael. Funding by the Robert Wood Johnson Foundation and a Rutgers University Academic Excellence Award. *Rutgers University Working Paper* 2009.

“Organizational Change at SEIU: 1996 – 2009.” A report for SEIU and the labor movement on the strategy development, organizational restructuring, and internal change processes in the Service Employees International Union over the past 13 years. By Adrienne Eaton, Janice Fine, Allison Porter and Saul Rubinstein. 2009.

“Cross-Boundary Coordination Under Organizational Stress: Communication Patterns and Resilience,” *Industry Studies Association Working Paper Series WP-2008-04*, By Saul Rubinstein, Carlos Martin-Rios, Jody Hoffer Gittel, Niclas Erhardt, and Varghese George. 2008.

“Case Study of a Union Coalition: The History, Struggles and Results of the Coalition of Kaiser Permanente,” *Rutgers University School of Management and Labor Relations and the Institute for Employment Research, MIT*. April 2006. By Adrienne Eaton, Saul Rubinstein, and Thomas Kochan.

“Learning Partnerships: Strengthening American Jobs in the Global Economy,” A Report of the *Task Force on Workforce Development, Albert Shanker Institute and New Economy Information Service*, 2004.

“High Involvement Work Systems and Political Efficacy: A Tale of Two Departments”, *Industrial Relations Research Association 56<sup>th</sup> Annual Proceedings*, January 2004, pp. 9-18. By Lisa Schur, Adrienne Eaton, and Saul Rubinstein.

"Saturn, The GM/UAW Partnership: Executive Summary," *MIT Sloan School of Management Working Paper # 3926-96-BPS*, Cambridge, Mass., September 1996. By Saul A. Rubinstein and Thomas A. Kochan.

"Applying Quality Principles in Public Education," in *Quality Congress Transactions*, Milwaukee, Wisc: American Society for Quality Control, 1991. By Saul A. Rubinstein, James Kimple, Dennis Murray, and Edward Blair.

Quality Improvement: Enhancing Productivity and Competitiveness, Monograph, Shanghai, China: *National Committee on United States-China Relations and the China Enterprise Management Association*, 1988. By Saul A. Rubinstein.

"Quality of Work Life, the Union, the Specialist and Employment Security," *Training & Development Journal*, American Society for Training and Development: March 1984. By Saul A. Rubinstein

## **Work in Progress**

A Challenge to School Reform Policy: Positive Evidence from within U.S. Public Schools. By Saul Rubinstein and John McCarthy.  
Book is under contract with *Cornell University Press*, Ithaca.

“The Teachers’ Union as a Knowledge Network: Evidence from United States Public Schools.” By John E. McCarthy and Saul A. Rubinstein. Funding by Bill and Melinda Gates Foundation. This refereed journal article is under revision for resubmission.

“The Social Network Structures of Innovative Climate: An Inter-Organizational Social Network Analysis in a United States Public School District,” By John McCarthy, Saul Rubinstein, Heather Jaffe. This refereed journal article will be submitted to *Teachers College Record*.

## Grants and Funded Research

2018 – 2019 Rutgers Community – University Research Partnership Grant for New Brunswick. Principal Investigator – “New Brunswick Public Schools – Rutgers University Union Management Collaborative for School Improvement.” We have conducted extensive research on the impact of partnerships between teachers unions and school management on education reform. We found that effective partnerships can impact educator collaboration, student achievement, and teacher turnover; however, achieving such partnerships has historically been a challenge, nationwide. This project will bring together Rutgers researchers, school administrators, and the teachers union to apply these findings in New Brunswick. It will put research to practice in all 12 New Brunswick Public Schools, via capacity-building workshops and follow-up support workshops focused on problem solving, conflict resolutions, communication, planning, organization change, decision making, leadership, and meeting skills. Grant: \$20,000.

2016 - 2018 Federal Mediation and Conciliation Service (FMCS). Principal Investigator – “New Jersey K-12 Public School Labor-Management Committee.” In an effort to further enhance the quality of teaching and learning in New Jersey, I have organized the New Jersey K-12 Public Education Labor-Management Committee that includes the New Jersey School Boards Association (NJSBA), the New Jersey Education Association (NJEA), the American Federation of Teachers New Jersey (AFTNJ), the New Jersey Association of School Administrators (NJASA), and the New Jersey Principals and Supervisors Association (NJPSA) to encourage and facilitate greater collaboration among unions and management at the state and district levels across New Jersey. This grant will support a pilot program for increasing labor-management collaboration in districts across the state. The grant also supports school-level research to measure the impact of collaboration on student achievement and teacher turnover. The Committee will hold state-wide conferences and regularly convene Inter-District Learning Networks among the districts involved so they can share experiences, support and learn from each other. Grant: \$113,659.

2013 Bill and Melinda Gates Foundation. Principal Investigator – “NJ Learning Network, and Teacher Collaboration & Student Performance.” Working with Rutgers PhD student John McCarthy we are conducted network analyses of teacher collaboration and student performance in 55 schools. In this round of our research we focused on inter-school collaboration as well as patterns of collaboration at grade level and among subject/department teams. We also established a New Jersey Collaborative School Reform Learning Network to share research results and provide mutual learning opportunities for New Jersey school districts interested in exploring collaborative approaches to school reform and improvement. Grant: \$112,005.

2011 – 2012 Bill and Melinda Gates Foundation. Principal Investigator – “Network Study of School-level Collaboration and Student Performance.” Working with Rutgers PhD student John McCarthy we conducted communications network analyses of 60 schools in four school districts and analyzed the patterns of within school and between

school collaboration, and student performance. The results of this research are being published in an academic journal and in a policy paper for the *Center for American Progress*. Grant: \$105,874.

2010 - 2011 Bill and Melinda Gates Foundation. Principal Investigator – “Collaborative School Reform.” Working with Rutgers PhD student John McCarthy wrote 6 case studies of school districts from across the US that have improved and restructured their schools through collaborative partnerships between teachers’ unions, administrators, and school boards. Organized the first National Conference on Collaborative School Reform October 6-8, 2010 in Washington DC with the help of colleagues from Rutgers, Cornell, and MIT, and with support from the American Federation of Teachers. Gave keynote address at conference on findings from this research on ‘Collaborative Union-Management Partnerships and School Reform.’ Published the results of this research in an academic journal and in a policy paper for the *Center for American Progress*. Grant: \$94,117.

2008 – 2010. Principal investigator - “Network Emergence from the BIO-1 Workforce Innovation in Regional Economic Development (Wired) Initiative.” Working with Rutgers PhD student John McCarthy to track the emerging network of institutions in a longitudinal social network analysis. This work is funded by the US Department of Labor Employment and Training Administration’s Workforce Innovation in Regional Economic Development (WIRED) Initiative. Grant: \$20,000.

2006 – 2009. Principal investigator along with Adrienne Eaton, Janice Fine, and Allison Porter on organizational change and strategic restructuring in the Service Employees International Union over the past 10 years. Funding: \$125,000.

2005 – 2007. Robert Wood Johnson Foundation. Principal investigator with co-principal investigator Charles Heckscher, “Organizational Collaboration and the Quality of Health Care Delivery.” Grant: \$50,000.

2005 – 2007. Rutgers University Academic Excellence Award. Principal investigator with co-principal investigator Charles Heckscher, “Organizational Collaboration and the Quality of Health Care Delivery.” Award: \$100,000.

2002 – present. Sloan Industry Centers Affiliate, Alfred P. Sloan Foundation.

2001 – 2004 Alfred P. Sloan Foundation – Principal investigator with co-principal investigator Jody Hoffer Gittell for grant to conduct research on “Cross-Boundary Coordination and Airline Performance.” Grant: \$40,780.

2001 – 2002 MIT Global Airline Industry Program – Co-principal investigator with principal investigator Jody Hoffer Gittell for grant to conduct research on “Cross-Boundary Coordination and Airline Performance.” Grant: \$53,253.

1998 – 2000 National Science Foundation - Transformations to Quality Organizations

Program. Principal investigator with co- principal investigator Thomas Kochan for grant to conduct research on “Organizational Learning in General Motors’ Brownfield Operations.” Grant: \$50,000.

1996 – 1997 National Science Foundation - Transformations to Quality Organizations Program. Co-principal investigator with principal investigator Thomas Kochan for grant supplement to conduct research on “Saturn, the GM-UAW Quality Partnership.” Grant: \$10,000.

1995 –1996 National Science Foundation - Transformations to Quality Organizations Program. Co-principal investigator with principal investigator Thomas Kochan for grant to conduct research on “Saturn, the GM-UAW Quality Partnership.” Grant: \$210, 291

### **Conference Presentations**

“NJ Public School Labor Management Collaborative Inter-District Learning Network: Getting to the Next Level,” Saul Rubinstein & Charles Heckscher, *NJ Principals and Supervisors Association*, January 8, 2019.

“Union-Management Partnerships, Educator Collaboration, Student Performance, Teacher Retention and School Culture,” Saul Rubinstein & John McCarthy, *NJASA New Superintendents’ Academy*, December 17, 2018.

“The Case for Labor-Management Collaboration: Research and Practice,” Keynote, Saul Rubinstein, *NEA National Council of Urban Education Associations (NCUEA)*, Des Moines, Iowa, November 29, 2018.

“Research and Reflections on the ABC’s of Partnership: The Pull and the Push,” Saul Rubinstein and John McCarthy, *American Federation of Teachers/ABC Unified School District West Coast Labor-Management Institute*, October 24 & 25, 2018.

“Union-Management Partnerships, Educator Collaboration, Student Performance, Teacher Retention and Poverty,” Saul Rubinstein, Charles Heckscher, John McCarthy, *South Africa Education Labour Relations Council Symposium*, Rutgers University, October 22, 2018.

“New Jersey Public School Labor-Management Collaborative,” Saul Rubinstein, NJEA Summer Leadership Conference, Atlantic City, August 7, 2018.

“The Impact of State and Local Union-Management Partnerships and Educator Collaboration on Teaching and Learning,” Keynote, Saul Rubinstein & John McCarthy, *ISEA/SAI Effective Labor-Management Collaboration Symposium*, Iowa State Education Association & School Administrators of Iowa, July 19, 2018.

“Collaboration for Student Success, Teacher Retention and Association Strength,” Saul Rubinstein, *NEA Summer Leaders Conference*, Cleveland, July 12, 2018.

“State Union-Management Partnerships to Improve Public Education in Districts and Schools,” Saul Rubinstein, Chair, *Labor and Employment Relations Association Annual Meeting*, Baltimore MD, June 14, 2018.

“NJ Public School Labor Management Collaborative Inter-District Learning Network,” Saul Rubinstein & Charles Heckscher, *NJ Principals and Supervisors Association*, May 15, 2018.

“The Impact of Educator Collaboration on Teaching and Learning,” Saul Rubinstein, Keynote Presentation, *New Jersey Public School Labor Management Collaboration Conference*, Rutgers University, March 6, 2018.

“Public Education, Teachers Unions and the Janus Decision,” Saul Rubinstein, Panelist, *RU LERA*, Rutgers University, February 27, 2018.

“Laying the Foundation for Collaboration: Partnerships, Student Performance, Teacher Turnover, Poverty and Union Leadership,” Saul Rubinstein and John McCarthy, *American Federation of Teachers Center for School Improvement*, New York City, January 18, 2018.

“Educator Collaboration, Student Performance, School Culture and Education Policy,” Saul Rubinstein and John McCarthy, *New Jersey Association of School Administrators – New Superintendents Academy*, Trenton, December 11 & 12, 2017.

“Union-Management Partnerships, Educator Collaboration, Student Performance, Teacher Turnover and Poverty,” Saul Rubinstein and John McCarthy, *2017 NJ Education Association Annual Convention*, Atlantic City, November 9, 2017.

“Union-Management Partnerships, Teacher Retention, and the Changing Role of Union Leadership,” Saul Rubinstein and John McCarthy, *American Federation of Teachers/ABC Unified School District West Coast Labor-Management Institute*, October 25 & 26, 2017.

“Linking Research to Practice: Using Data from the National Union-Management Partnership & Educator Collaboration Survey,” Saul Rubinstein and John McCarthy, *Northeast Teachers Union Reform Network Conference*, Boston, MA, September 22, 2017.

“Union-Management Partnerships, Educator Collaboration, Teacher Retention, Poverty and Student Achievement,” Saul Rubinstein and John McCarthy, Keynote Presentation, *Indiana State Teachers Association Annual Conference*, June 16, 2017.

“Collaborative Decision Making: The Answer is in the Room,” Saul Rubinstein and John McCarthy, *New Jersey Association of School Administrators Education and Research Foundation*, Professional Development Seminar, June 6, 2017.

“Public Education Reform Through Inter-District Networking and Research-Practice Partnerships,” Saul Rubinstein, Chair, *Labor and Employment Relations Association Annual Meeting*, Anaheim, CA, June 3, 2017.

“New Jersey Public School Labor Management Collaborative: Student Achievement, Teacher Turnover and Poverty,” Saul Rubinstein and John McCarthy, *New Jersey School Boards Association Regional Conference*, May 30, 2017.

“On the Same Page: How School Boards Can Support Labor-Management Partnerships to Improve Student Outcomes,” Saul Rubinstein, Jo Anderson, Larry Feinsod, Vince DeLucia, Steve Swetsky, John McCarthy, *National School Boards Association Annual Conference*, Denver, March 26, 2017.

“The Impact of Union-Management Partnerships on Professional Practices, Student Learning, Teacher Retention and Poverty,” Saul Rubinstein, John McCarthy, and Charles Heckscher, *Northeast Teachers Union Reform Network Conference*, Rutgers University March 17, 2017.

“The Impact of Labor-Management Collaboration on Student Learning, Teacher Retention & Poverty,” Saul Rubinstein and John McCarthy, *American School Superintendents Association (ASSA) Annual National Conference*, New Orleans, March 2, 2017.

“Labor Management Partnerships & Collaboration: A Path to Educator Empowerment,” Saul Rubinstein and John McCarthy, Keynote, *NEA Annual Leadership Summit*, Orlando, February 25 & 26, 2017.

“Union-Management Partnership and Educator Collaboration: The Impact on Student Achievement, Teacher Retention and Poverty,” Saul Rubinstein and John McCarthy, *California Department of Education*, Sacramento, CA, February 22, 2017.

“The Case for Collaboration: Improved Student Outcomes, Improved Teacher Retention, Reduced Effects of Poverty, and Increased Union Role in Decision Making,” Saul Rubinstein and John McCarthy, *National Education Association G27 Senior Leadership Meeting*, Washington, DC, January 24, 2017.

“Impact of Union-Management Partnerships and Educator Collaboration on Student Achievement and the Teaching Workplace,” Saul Rubinstein and John McCarthy, 2016 *NJ Education Association Annual Convention*, Atlantic City, November 10, 2016.

“NJ Management-Labor Collaborative Project: Impact of Union-Management Partnerships and Educator Collaboration on Student Achievement and the Teaching

Workforce,” Saul Rubinstein and John McCarthy, *NJ Schools Boards Association Annual Workshop 2016*, Atlantic City, October 26, 2016.

“Impact of Union-Management Partnerships and Educator Collaboration on Student Achievement and the Teaching Workplace,” Saul Rubinstein and John McCarthy, *American Federation of Teachers/ABC Unified School District West Coast Labor-Management Institute*, October 19, 2016.

“Impact of Union-Management Partnerships and Educator Collaboration on Student Achievement and the Teaching Workplace,” Saul Rubinstein and John McCarthy, *Meeting with South African Department of Education, South African Democratic Trade Union, South African Education Labour Relations Council*, Rutgers University, October 17, 2016.

“Impact of Union-Management Partnerships and Educator Collaboration on Student Performance and the Teaching Workplace,” Saul Rubinstein and John McCarthy, *Northeast Teachers Union Reform Network Conference*, Cambridge, September 23, 2016.

“Impact of Union-Management Partnerships on the Improvement of Professional Practices and Student Learning,” Saul Rubinstein and John McCarthy, *Regional Teachers Union Reform Network Summer Conference*, Chicago, July 28, 2016.

“The Changing Workplace in Public Schools: Implications for Research, Policy and Practice,” *Labor and Employment Relations Association Annual Meeting*, Pittsburgh, May 30, 2016.

“Impact of Union-Management Partnerships on Improvements in Professional Practice and Student Learning,” Saul Rubinstein and John McCarthy, *Great Lakes Teachers Union Reform Network Conference*, Chicago, May 5, 2016.

“Impact of Long-Term Collaborative Partnerships on Student Achievement, Union-Management Relations, Teacher Turnover, Knowledge Sharing and Innovation,” Saul Rubinstein and John McCarthy, *Northeast Teachers Union Reform Network Conference*, Rutgers University, March 18, 2016.

“Poverty, Student Achievement and Union-Management Collaboration in Public School Reform,” Saul Rubinstein, *Education Reform, Communities and Social Justice: Exploring the Intersections*, Bloustein School, Rutgers University, May 20, 2016.

“Partnerships and Collaborative Leadership: Student Achievement, Union-Management Relations, Teacher Turnover and Innovation,” Saul Rubinstein, *Passaic County School Boards Association/Passaic County Education Association*, February 1, 2016.

“Partnerships and Collaborative Leadership: Student Achievement, Union-Management Relations and Teacher Turnover,” Saul Rubinstein and John McCarthy, *American*

*Federation of Teachers/ABC Unified School District West Coast Labor-Management Institute*, October 21, 2015.

“Union-Management Partnerships and US Public School Reform,” Thomas Kochan, Saul Rubinstein, Laura Rico, John McCarthy, *International Labor and Employment Relations Association Congress (ILERA)*, Cape Town, South Africa, September 10, 2015.

“Public Education Union-Management Partnerships and Student Achievement: Experiences from the United States,” Saul Rubinstein, *South African Democratic Teachers Union/South African Ministry of Education*, Cape Town, South Africa, September 7, 2015.

“Classified Staff and Union-Management Partnerships,” Saul Rubinstein, Keynote Address, *Santa Clara Unified School District Annual Convening*, Santa Clara, CA, August 14, 2015.

“Partnerships, Collaborative Leadership, and Student Achievement,” Saul Rubinstein, *Alisal Union School District*, Salinas, CA, August 13, 2015.

“Union-Management Partnerships at the State, District and School Levels: Impact on Student Achievement,” Saul Rubinstein, *American Federation of Teachers*, Columbus Ohio, June 11, 2015.

“The Changing Workplace in Public Schools: Implications for Research, Policy, and Practice,” Saul Rubinstein, *Labor and Employment Relations Association (LERA) Annual Meeting*, Pittsburgh, PA, May 30, 2015.

“Labor-Management Collaboration: Impact on Student Achievement,” Saul Rubinstein, Keynote Address, *California Labor Management Initiative*, San Diego, CA, May 9, 2015.

“Engaging, Empowering and Improving Education Together: Union-Management Partnerships and Student Achievement,” Saul Rubinstein, Keynote Address, *Massachusetts Education Partnership 4<sup>th</sup> Annual Meeting*, Boston, MA, May 4, 2015.

“Union-Management Partnerships, Educator Collaboration, and Student Achievement,” Saul Rubinstein, *Teachers Union Reform Network National Meeting*, Washington, DC, April 24, 2015.

“Union-Management Partnerships, Teacher Collaboration, and Student Performance,” Saul Rubinstein and John McCarthy, *American Education Research Association Annual Meeting*, Chicago, Illinois, April 17, 2015.

“Strategic District-Union Partnerships: Shapers of School Cultures,” Saul Rubinstein, *P21 Conference*, Washington, DC, March 27, 2015.

“Promising Practices: Taking Labor-Management Collaboration to Scale at the State and National Levels,” Saul Rubinstein, *Next Generation of Labor-Management Collaboration*, Harvard Graduate School of Education, Cambridge, MA, March 19, 2015.

“Union-Management Partnership, Collaboration, Teaching and Student Achievement,” Saul Rubinstein, Keynote Address, *New Jersey Public Education Collaboration Summit*, Trenton, NJ, February 19, 2015.

“Collaboration for Student Achievement,” Saul Rubinstein, *AFT Center for School Improvement (CSI) Leadership Institute*, United Federation of Teachers, New York, NY, January 23, 2015.

“Shared Leadership for Teaching Quality and Student Achievement,” Saul Rubinstein, *Toledo Public Schools*, January 14, 2015.

“Empowerment Strategy: Partnerships, Union Networks, and Student Achievement,” Saul Rubinstein, *NEA National Council of State Education Associations (NCSEA) Fall Meeting*, Nashville, TN, November 16, 2014.

“An Industrial Relations Alternative in US Public School Reform: Union-Management Partnerships, Teacher Collaboration and Student Performance,” Saul Rubinstein and John McCarthy, *Michigan State University*, East Lansing, MI, November 14, 2014.

“Partnerships, Collaboration and Student Achievement,” Saul Rubinstein, *New Jersey School Boards Association Annual Conference*, Atlantic City, NJ, October 28, 2014.

“Levels of Partnership, Changing Union-Management Relations, Collaboration and Student Achievement,” Saul Rubinstein and John McCarthy, *American Federation of Teachers/ABC Unified School District West Coast Labor-Management Institute*, October 22, 2014.

“Partnerships, Union Networks, and Student Achievement,” Saul Rubinstein, *National Education Association Executive Committee*, Washington, DC, October 8, 2014.

“Union-Management Partnerships: History, Critical Elements, Common Patterns,” Saul Rubinstein, *Lawrence Public Schools*, Lawrence, MA, June 19, 2014.

“The Impact of School Reform Policies on States, Schools, and Labor Relations,” Saul Rubinstein, Symposium Organizer and Chair, *Labor and Employment Relations Annual Meeting*, Portland, OR, June 1, 2014.

“School Reform Policy, Unions and Organizational Collaboration,” John McCarthy and Saul Rubinstein, *Labor and Employment Relations Annual Meeting*, Portland, OR, June 1, 2014.

“An Alternative Direction in US Public School Reform: Institutional Union-Management Partnerships, Teacher Collaboration, and Student Performance,” Saul A. Rubinstein, *Cornell ILR School*, May 6, 2014.

“Teachers Unions and Management Partnerships: How Working Together Improves Student Achievement,” Saul Rubinstein and John McCarthy, *Center for American Progress*, Policy Report Release, Presentation, and Webinar, Washington, DC, March 25, 2014.

“Collaboration and the Quality of Health Care Delivery,” Charles Heckscher, Saul Rubinstein, Niclas Erhardt, Boniface Michael, and Linda Flynn, *Employment Relations in Healthcare Conference*, Rutgers University, March 14-15, 2014.

“Effective Implementation of College- and Career-Ready Standards through Labor-Management Collaboration,” Saul Rubinstein, Content Expert, *US Department of Education*, St. Louis, MO, February 27-28, 2014.

“Collaborative School Reform and Implementation of the Common Core Curriculum,” Saul Rubinstein, *Keynote Address NJ Collaborative School Reform Network Conference*, New Brunswick, NJ, December 20, 2013.

“An Organizational and Industrial Relations Alternative in US School Reform: Union-Management Partnerships, Teacher Collaboration, and Student Performance,” Saul Rubinstein, *Graduate School of Education Lecture Series*, Rutgers University, December 11, 2013.

“An Alternative in US School Reform: Union-Management Partnerships,” Saul Rubinstein, *National Education Association Webinar*, December 4, 2013.

“Partnerships, Union Representative Networks, and Student Achievement,” Saul Rubinstein and John McCarthy, *American Federation of Teachers West Coast Labor-Management Institute*, October 24, 2013.

“An Alternative in US School Reform: Union-Management Partnerships, Teacher Collaboration and Student Performance,” Saul Rubinstein, *New Jersey School Development Council Leadership Conference*, Rutgers University, October 10, 2013.

“Collaborative Partnerships and Student Achievement,” Saul Rubinstein, *TEACH Conference, American Federation of Teachers*, Washington, DC. July 23, 2013.

“US School Reform: Race to the Top, Union-Management Partnerships, Teacher Collaboration, and Student Performance,” Saul Rubinstein, *Obama-Singh Knowledge Initiative*, Rutgers University, June 20, 2013.

“Public School Reform Policy, Unions and Student Performance,” Saul Rubinstein, Workshop Organizer and Chair, *Labor and Employment Relations Annual Meeting*, St. Louis, Mo., June 7, 2013.

“Labor-Management Partnerships, Teacher Collaboration and Student Performance in US Public Schools,” John McCarthy and Saul Rubinstein, *Labor and Employment Relations Annual Meeting*, St. Louis, Mo., June 7, 2013.

“Addressing Healthcare Challenges on the Frontlines: Partnership, Involvement, Voice and Mindful Organizing,” Saul Rubinstein, Discussant, *Labor and Employment Relations Annual Meeting*, St. Louis, Mo., June 6, 2013.

“The Chicago Teachers Strike and the Fight for Public Education,” Saul Rubinstein, Panelist, John T. Dunlop Public Policy Panel, *Labor and Employment Relations Annual Meeting*, St. Louis, Mo., June 7, 2013.

“Professional Collaboration and Student Performance: An Alternative in the National School Reform Debate,” Saul Rubinstein, *Learning First Alliance Leadership Council*, Washington, DC, May 9, 2013.

“Collaborative School Reform and Student Performance,” Saul Rubinstein, *New Jersey Labor and Employment Relations Association*, November 5, 2012.

“ABC School Level Partnerships, Collaboration & Performance,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, October 25, 2012.

“Why Do We Need Labor-Management Partnerships in School Reform?,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, October 24, 2012.

“ABC School Level Partnerships, Collaboration & Performance,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, June 8, 2012.

“Developing and Sustaining Long-Term Collaborative Partnerships,” Saul Rubinstein, *Providence Public Schools Board of Education*, Providence, RI, May 14, 2012.

“Developing and Sustaining Long-Term Collaborative Partnerships,” Saul Rubinstein, *Providence Public Schools*, Providence, RI, April, 2012.

“Developing and Sustaining Long-Term Collaborative Partnerships,” Saul Rubinstein, *St. Louis Public Schools*, St. Louis, Mo., March 24, 2012.

“Innovation and Transformation in Public Sector Employment Relations: Future Prospects on a Contested Terrain,” Joel Cutcher-Gershenfeld and Saul A. Rubinstein,

*The Ohio State Journal on Dispute Resolution 2012 Symposium*, Ohio State University Moritz College of Law, February, 2012

“Labor-Management Innovation in the Public Sector,” Saul Rubinstein and Joel Cutcher-Gershenfeld, *Labor and Employment Relations Association Annual Meeting*, Chicago, January 2012.

“Reforming U.S. Public School Systems through Sustained Union-Management Collaborative Partnerships,” Saul Rubinstein and John McCarthy, *AILR/LERA Best Papers Session, Labor and Employment Relations Association Annual Meeting*, Chicago, January 2012.

“Turning Schools Around Through Labor-Management Partnerships,” Saul Rubinstein, *Rhode Island Federation of Teachers QuEST Conference*, Providence, December 2, 2011.

“Why Do We Need Labor-Management Partnerships in School Reform?,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, October 26, 2011.

“Collaborative School Reform: Policy Initiatives for School Improvement,” Saul Rubinstein, *National Conference of State Legislatures Legislative Summit*, San Antonio, August 9, 2011.

“The Future of the Public Sector Workforce, the Impact on Unions and Implications for the Private Sector,” Saul Rubinstein, *Heldrich Center Competitive Workforce Forum*, Rutgers University, June 24, 2011.

“Why Do We Need Labor-Management Partnerships in School Reform?,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, May 12, 2011.

“Collaborative School Reform: A Systems Approach,” Saul Rubinstein, *American Educational Research Association Annual Meeting*, New Orleans, April 9, 2011.

“District-Union Collaboration for School Improvement,” Saul Rubinstein, *Leading the Way: Strategies for Transforming Florida Schools Conference*, Tampa, FL, January 19, 2011.

“ABC Case Study Update: Collaborating on School Reform – Creating Union-Management Partnerships to Improve Schools from Within,” Saul Rubinstein and John McCarthy, *American Federation of Teachers West Coast Labor-Management Institute*, October 28, 2010.

“Why We Need Labor-Management Partnerships in School Reform,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, October 27, 2010.

“Collaborating on School Reform: Creating Union-Management Partnerships to Improve Public School Systems,” Saul Rubinstein, *Keynote Address National Conference on Collaborative School Reform*, Washington, DC, October 7, 2010.

“Collaborative School Reform: A Systems Approach,” Saul Rubinstein, *Keynote Address American Federation of Teachers Education Research and Development Network Conference*, Seattle, July 6, 2010.

“Collaborative Partnerships for School Improvement: Lessons from the Research,” Saul Rubinstein, *Providence Public Schools*, Providence, RI, June, 2010.

“Collaborative Reform: Building and Sustaining Collaborative Partnerships,” Saul Rubinstein, *Providence Public Schools*, Providence, RI, May, 2010.

“Collaborative School Reform as an Organizing Opportunity,” Saul Rubinstein, *Keynote Address American Federation of Teachers Organizing Committee*, Arlington, VA., April 2010.

“Educational Reform from the Inside: Teachers’ Union – School Administration Partnerships,” Saul Rubinstein, Workshop Organizer and Chair, *Labor and Employment Relations Association Annual Meetings*, Atlanta, GA, January 2010.

“ABC Case Study: Collaborative Partnership for School Improvement,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, October 29, 2009.

“Building and Sustaining Labor-Management Partnerships,” Saul Rubinstein, *American Federation of Teachers West Coast Labor-Management Institute*, October 28, 2009.

“Partnering for Reform,” Saul Rubinstein, *Quality Educational Standards in Teaching Conference*, American Federation of Teachers, Washington, DC, July 14, 2009.

“Pursuing Partnerships: The Impact on Local Unions,” Saul Rubinstein, *Ohio Federation of Teachers Gateway Conference*, June 22, 2009.

“Sustaining Partnerships for School Reform,” Saul Rubinstein, *American Federation of Teachers Professional Issues Leadership Seminar*, April 17, 2009.

“Sustaining Partnerships for School Reform,” Saul Rubinstein, *Center for School Improvement Annual Leadership Institute*, American Federation of Teachers, New York, NY, January 2009.

“Beyond Collective Bargaining: Adding Value and Driving Institutional Reform,”

Saul Rubinstein, *2008 American Federation of Teachers Collective Bargaining Conference*, Miami, Fla., December, 2008.

“Building and Sustaining Union-Management Partnerships for Organizational Improvement,” Saul Rubinstein, *Keynote Address Annual Partnership Forum, Harvard University/Harvard Union of Clerical and Technical Workers*, Cambridge, Mass., November 2008.

“Building and Sustaining Union-Management Partnerships for School Improvement,” Saul Rubinstein, *ABC Unified School District*, Cerritos, CA., October, 2008.

“Sustaining Partnerships for School Improvement,” Saul Rubinstein, *American Federation of Teachers 2008 Convention*, Chicago, Ill, July 2008.

“Beyond Collective Bargaining: Adding Value and Driving Institutional Reform,” Saul Rubinstein, *American Federation of Teachers Executive Council Meeting*, San Diego, CA, February 2008.

“Seeing Purple: Organizational Change in SEIU,” with Adrienne Eaton, Janice Fine, and Allison Porter, *Labor and Employment Relations Association Annual Meetings*, New Orleans, LA, January 2008.

“The Effects of High Involvement Work Systems on Employee and Union-Management Communications Networks,” with Adrienne Eaton, *Labor and Employment Relations Association Annual Meetings*, New Orleans, LA., January 2008. An AILR/LERA Best Papers Competition Winner.

“Organizational Collaboration and the Quality of Health Care Delivery,” with Charles Heckscher, *Labor and Employment Relations Association Annual Meetings*, Chicago, Ill., January 2007.

“Cross-Boundary Coordination Under Stress: Relationships as a Source of Resilience,” with Carlos Martin-Rios, Jody Hoffer Gittel, Niclas Erhardt, and Varghese George, *Academy of Management Meetings*, Atlanta, August 2006.

“Dynamics of a Union Coalition in a Labor Management Partnership”, with Adrienne Eaton and Thomas Kochan at the “Conference on the Kaiser Permanente Labor Management Partnership: Lessons to Date,” University of California - Berkeley sponsored by Institute of Industrial Relations, UC – Berkeley and Institute for Work and Employment Research, MIT, April 10, 2006.

“Union-Union Cooperation in Health Care: The Case of the Coalition of Kaiser Permanente Unions,” with Adrienne Eaton and Thomas Kochan at the Healthcare Industry Council Meeting, *Labor and Employment Relations Association Annual Meetings*, Boston, MA., January 2006.

“Cross-Boundary Coordination, Social Capital, and Organizational Performance,” with Carlos Martin-Rios and Nic Erhardt at the Symposium, “Linking Social Capital to Outcomes for Customers, Workers and Firms,” *Labor and Employment Relations Association Annual Meetings*, Boston, January 2006.

“Collaborative Community and Employee Representation,” Saul Rubinstein, at the Symposium, “Collaborative Community in Business and Society,” *Academy of Management Annual Meeting*, Honolulu, August 3-10, 2005.

“Partnership for Sustaining High End Employment,” Saul Rubinstein, Panel presentation for the US *Department of Labor Employment and Training Administration Annual Workforce Investment Conference*, Philadelphia, July 11, 2005.

“Cross-Boundary Coordination, Networks, and Social Capital,” with Carlos Martin-Rios, *Labor and Employment Relations Association Annual Meetings*, Philadelphia, January 6-9, 2005.

“Possibilities and Limitations for Industrial Democracy,” Saul Rubinstein, *Work and Employment Relations Network, Industrial Relations Research Association Annual Meetings*, San Diego, January 2004.

“Workers, Democracy, and the 21<sup>st</sup> Century Corporation: New Voices, Processes, and Institutions,” Saul Rubinstein, *All Academy Panel Session at the Annual Meetings of the Academy of Management*, Seattle Washington, August 5, 2003.

“The Effects of High Involvement Work Systems on Patterns of Employee and Union-Management Communication and Coordination,” with Adrienne Eaton, *Industrial Relations Research Association Annual Meetings*, Washington, D.C., January 2003.

“Building and Sustaining Labor-Management Partnerships: Recent Experiences in the United States,” with Susan Eaton, and Robert McKersie for Labor-Management Partnerships: US and UK Comparisons Symposium, *Industrial Relations Research Association Annual Meetings*, Washington, D.C., January 2003.

“Building and Sustaining Labor-Management Partnerships in the U.S.,” with Susan Eaton, and Robert McKersie, *Academy of Management Annual Meetings*, Denver, August 2002.

“Partnerships of Steel: Forging High Involvement Work Systems in the US Steel Industry,” Saul Rubinstein, Symposium presentation at the *Industrial Relations Research Association Annual Meetings*, Atlanta, January 2002.

“A Sectoral Comparison of the Diffusion of High Performance and Participative Work Systems,” Saul Rubinstein, Symposium Organizer, *Industrial Relations Research Association Annual Meetings*, Atlanta, January 2002.

“Tracking Local Unions Involved in Co-Management”, with Adrienne Eaton, *Industrial Relations Research Association Annual Meeting*, Atlanta, January 2002.

“The Design and Implementation of High Involvement Work Systems in the Pharmaceutical Industry,” *Industrial Relations Research Association*, New Brunswick Chapter, May 7, 2001.

“High Performance Work Systems and U.S. Labor Law,” Saul Rubinstein, Seminar on Labor Law and Business Change, *New York University Law School*, February 12, 2001.

“Labor’s Role in Management,” Saul Rubinstein, *Academy of Management Annual Meeting*, Toronto, August 5, 2000.

“High Performance Work Systems in the United States,” Saul Rubinstein, *Warsaw University*, Poland, May 23, 2000.

“The Changing Roles of Unions and Union Leaders in Restructured Industries and Labor-Management Partnerships,” Saul Rubinstein, Co-Convenor, *Human Resources Network, Industrial Relations Research Association Annual Meeting*, Boston, January 6, 2000.

“Rethinking Local Union Strategy and Structure: Building Capacity,” Saul Rubinstein, *Symposium on Changing Employment Relations and New Institutions of Representation, US Department of Labor/MIT*, Cambridge, May 25-26, 1999.

“Changing Models in a Changing World – The Dynamic Nature of Innovative Practice,” *Industrial Relations Research Association Annual Meeting*, New York, Jan. 3, 1999.

“Alternative Approaches to Traditional Union-Management Relations,” *20<sup>th</sup> Annual Labor Law Conference, National Labor Relations Board*, East Brunswick, N.J., November 13, 1998.

“From Workplace Participation to Co-Management: The Expanding Arena of Labor-Management Relations,” with Charles Heckscher, *Sloan School, Massachusetts Institute of Technology*, October 30, 1998.

“The Impact of Supervisory Behavior on Quality: A New Model of Management from the Saturn/UAW Partnership”, Saul Rubinstein, *Columbia Business School*, New York, NY, September 12, 1997.

“The Impact of Labor Relations on the Economy,” Saul Rubinstein, *Conference on Labor Relations and the Economy*, Rutgers University, March 19, 1997.

“Co-Management and Quality Performance,” Saul Rubinstein, *National Science Foundation Grantee’s Conference*, Seattle, Washington, January 8, 1997.

“Skills for Joint Governance and Co-Management,” Saul Rubinstein, *Industrial Relations Research Association Annual Meeting*, New Orleans, Jan. 4, 1997.

“Toward a Stakeholder Theory of the Firm,” Saul Rubinstein, *Industrial Relations Research Seminar, Massachusetts Institute of Technology*, November 5, 1996.

“Saturn, The GM/UAW Partnership: The Impact of Co-Management and Joint Governance on Firm and Local Union Performance,” Saul Rubinstein, *Industrial Relations Research Association*, New Jersey Chapter, November 4, 1996.

“The Impact of Co-Management on Quality: Implications for Human Resource Management,” Saul Rubinstein, *American Society for Quality Control*, Chicago, Illinois, August 21, 1996.

“Organizational Learning in Saturn,” Saul Rubinstein, *Wharton Organizational Learning Seminar, University of Pennsylvania*, January 23, 1996.

“The Impact of the Saturn Partnership on Quality Performance,” Saul Rubinstein, *National Science Foundation Grantee's Conference*, Albuquerque, New Mexico, January 4, 1996.

“Saturn: The GM/UAW Quality Partnership,” Saul Rubinstein, *National Science Foundation/American Society for Quality Control Researchers' Conference*, Washington, D.C., September 20-21, 1995.

“Results from the International IR/HR Research Network on the Automobile Industry,” Saul Rubinstein, *International Industrial Relations Association 10<sup>th</sup> World Congress*, Washington, D.C., May 31, 1995.

“The Elements of Labour-Management Relationships & Barriers to Change”, Saul Rubinstein, New Departures in Union-Management Relations Conference, *Centre for Labour and Management Studies, University of British Columbia*, Vancouver, B.C. 1994.

“Negotiation as Problem Solving in the Saturn Partnership”, Saul Rubinstein, Negotiation and Grievance Handling in the New Industrial Relations Order Conference, sponsored by the *Program on Negotiation at Harvard Law School*; Cambridge, Mass. 1993.

“Case Study: The Saturn Partnership, Co-Management, and Organized Labor”, Saul Rubinstein, *Harman Seminar Series, Harvard Kennedy School of Government*; Cambridge, Mass. 1993.

"Restructuring the U.S. Auto Industry, the Saturn Experience," Saul Rubinstein, Restructuring Work and Industrial Relations: A U.S./Swedish Comparison Conference, *Cornell School of Industrial and Labor Relations*, Ithaca, N.Y. 1992.

"Human Resource Strategy and Reducing Workforce Turnover," Saul Rubinstein, New Directions in Plant Technology and Human Resources Conference, *Clothing Manufacturers Association of the U.S.A.*, New York, 1991.

"Through Quality to World Markets," Saul Rubinstein, *The Czech Society for Quality and The Confederation of Trade Unions*, Prague and Ostrava, Czechoslovakia, 1990.

"Site-Based Management and Employee Involvement," Saul Rubinstein, *Pennsylvania State Education Association Annual Conference*, Gettysburg, Pa. 1988.

"Quality Improvement, Labor Policy and Employment Stability," Saul Rubinstein, Japanese Standards Association, Tokyo, Japan, 1987.

"Safety Improvement and Labor-Management Participation Teams," Saul Rubinstein, *United Steelworkers of America Joint Company and Union Safety and Health Conference*, Chicago, IL., 1986.

## **Credit Teaching**

### Undergraduate:

Organizational Design and Structure  
Labor and Corporate Restructuring  
Dynamics of Work and Work Organization  
Comparative Labor Movements  
Perspectives on Labor Studies

### Graduate:

Globalization and Corporate Restructuring  
Organizational Design and Structure  
Industrial Relations Theory  
Work Systems and Governance  
Employee Involvement and New Work Organization  
Comprehensive Seminar in Labor and Industrial Relations

### Ph.D. Students:

Justin Vinton – Committee Member  
Hao Gong – Committee Member  
John McCarthy – Committee Chair  
Mohammad Abbas – Committee Member  
Calvin Yu – Committee Member  
Boniface Michael – Committee Member  
Niclas Erhardt – Committee Member  
Carlos Martin-Rios – Committee Member  
Douglas Mahony – Committee Member

## Professional Activities and Memberships

Labor and Employment Relations Association (LERA):	
2015 – present	Executive Board Member
2015 – present	Co-Chair, K-12 Public Education Industry Council
2002 – 2005	Co-chair, Work and Employment Relations Network
Member	Employment Policy Research Network (EPRN)
Member	Academy of Management
Affiliate	Sloan Industry Centers, Alfred P. Sloan Foundation.
2008 – 2010	Good Schools Task Force, Albert Shanker Institute, Washington, D.C.
2003 – 2005	Task Force on Workforce Development, Albert Shanker Institute, Washington, D.C.
1999	Member – MIT Task Force on Reconstructing America’s Labor Market Institutions.
1994 – 1995	Member - Task Force on High Commitment Work Organizations, New Jersey State Employment & Training Commission.
1984	National Chairman - Committee on Quality of Work Life, American Society for Training & Development.

Reviewer: Industrial Relations; Industrial and Labor Relations Review; British Journal of Industrial Relations; Academy of Management Review; Labor Studies Journal; Transactions on Engineering Management; The International Journal of Human Resource Management; Handbook of Research on Teaching, *American Education Research Association*; The National Science Foundation.

## Service

### University & School

2011 – present	Organizer, NJ Collaborative School Reform Learning Network involving Rutgers University, NEA, AFT, NJ School Boards Association, NJ Association of School Administrators, NJ Principals
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Association, and a network of school districts. Funding from Bill and Melinda Gates Foundation.

Director, Collaborative School Leadership Initiative

- 2009 – 2015 Member, SMLR PhD Committee
- 1998 – present Co-Director - Center for the Study of Collaboration in Work and Society  
School of Management and Labor Relations, Rutgers University
- 2013 – 2015 Member, Executive Council, Graduate School New Brunswick, Rutgers University
- 2013 – present & 2004 – 2006 Member, New Brunswick Faculty Council  
Rutgers University
- 2011-2013 Member, SMLR Building Committee
- 2010 Organizer, *First National Conference on Collaborative School Reform*, Washington, DC, October 6-7, 2010.  
In collaboration with Cornell, MIT, and the AFT.
- 2004 – 2006 Member, Rutgers PhD Policy Committee  
School of Management and Labor Relations, Rutgers University
- 1997 – present Associate Member - Faculty of the Graduate School-New Brunswick, Rutgers University
- 2004 SMLR PL/AD Committee Member
- 1997 – 1999 Member - Rules, Nominations and Review Committee,  
School of Management and Labor Relations, Rutgers University
- 1997 – 1998 Co-coordinator - School of Management and Labor Relations 50<sup>th</sup>  
Anniversary Seminar Series on Workforce and Workplace  
Transformation.
- 1997 – 1998 Member - Library Self-Study Committee,  
School of Management and Labor Relations, Rutgers University

#### Community

- 2006 – 2008 Member of the Board of Education, Montgomery Township, NJ