

## CURRICULUM VITAE

Susan J. Schurman  
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### **Education.**

Ph. D. The University of Michigan, 1992. Higher, Adult & Continuing Education.

M. A. Michigan State University, 1977. Higher Education Administration and College Student Personnel Work.

B. A. Michigan State University, Justin Morrill College, 1969. Interdisciplinary Behavioral Science.

Dissertation: "Reconstructing Work for Competence Development: A Collective Resources Approach." 1992. William M. Cave, Chair.

### **Employment History**

Dean, School of Management and Labor Relations, Rutgers – The State University of New Jersey. May 2012 – July 2015.

Acting Dean, School of Management and Labor Relations, Rutgers – The State University of New Jersey. September, 2011 – May 2012.

Dean, University College Community. Rutgers – The State University of New Jersey. July 1, 2008-June 30, 2015.

Acting Dean, University College Community. Rutgers – The State University of New Jersey. July 1, 2007 – June 30, 2008.

Distinguished Professor/Extension, School of Management and Labor Relations, Rutgers – The State University of New Jersey. January 1, 2007-present.

Director of Lifelong Learning, Division of Continuous Education and Outreach, Rutgers – The State University of New Jersey. January 1, 2007-June 30, 2010.

Adjunct Professor, School of Public Affairs. American University. October, 2005-Dec 2005.

Founding President, The National Labor College. Oct. 1997-June 30, 2007

Executive Director, George Meany Center for Labor Studies. Jan. 1997- Oct 1997

Associate Professor/Extension and Director of Labor Extension Programs, Department of Labor Studies and Employment Relations, School of Management and Labor Relations, Rutgers - The State University of New Jersey, 1992-1997.

Adjunct Assistant Professor, Higher, Adult Continuing Education Program, School of Education, The University of Michigan. January-June, 1992

Director, Labor Studies Center, Institute of Labor and Industrial Relations, The University of Michigan. June 1990- 1992.

Co-Director, Joint Labor-Management Center, Institute of Labor and Industrial Relations, The University of Michigan. 1986-1992

Research Investigator, Department of Health Behavior and Health Education, School of Public Health The University of Michigan. 1985-1992.

Acting Director, Labor Studies Center, Institute of labor and Industrial Relations, The University of Michigan. July, 1985-May, 1986; March, 1987-June, 1990.

Executive Director, Humane Society of Huron Valley. 1980-1985.

Graduate Teaching Assistant. School of Education, The University of Michigan, 1989

Graduate Research Assistant, School of Education. The University of Michigan, 1983- 84.

Graduate Research Assistant, Institute for Social Research, The University of Michigan, 1980-1983.

Director of Training and Staff Development. Ann Arbor Transportation Authority. 1977-1979.

Driver training Coordinator. Ann Arbor Transportation Authority. 1975-1979.

Bus Operator. Ann Arbor Transportation Authority. 1973-1975.

Associate Director of Student Affairs, Lyman Briggs College, Michigan State University. 1969-1971.

Resident Director, Michigan State University Upward Bound Program. Summer, 1969.

Resident Assistant, Phillips Hall, Michigan State University. 1967-1969.

Counselor and Academic Advisor, Michigan State University Upward Bound Program. 1966.

## **Teaching**

### Undergraduate Credit Courses:

Leadership in Work Organizations. Rutgers. 31 students. Fall 2012

Work, Society and Quality of Life. Rutgers. 150 students. Spring and Fall Semesters, 2009-2012; Spring 2015.

Introduction to Labor Studies and Employment Relations. Rutgers. 71 students. Spring 2008; Spring 2009

Senior Elected Leader Seminar. National Labor College. Spring, 2004. Special executive seminar for 15 national elected officers of three building trades unions to complete BA in Labor Studies. Supervised all senior theses. Co-taught with Michael Merrill.

Senior Research Seminar. National Labor College. Fall, Winter, Spring, Summer. 1998-2001. Fall, 2002, Winter 2003. 3 course (9 credit) bloc preparing students to design and conduct original research and prepare senior theses. Supervised @350 undergraduate senior theses during this period.

Dynamics of Work. Rutgers. Summer, 1996. Taught off-campus for AT&T cohort.

### Graduate Courses:

.Action Research. 20 students. Combined graduate and undergraduates. On-line course. Fall 2017, Spring 2018

Creating and Sustaining a Learning Organization. 25 students. On-line course. Fall 2016, 2017, 2018

Organizational Leadership and Change Management. 18 students. On-line course. Spring 2015. 2 sections, 40 students, Spring 2017, 2018, 2019.

Leadership in Work Organizations. 36 students. Spring 2013.

Group Dynamics and Team Facilitation. Rutgers School of Management and Labor Relations. Master of Human Resource Management and Master of Labor and Employment Relations. 30 Students. Summer 2011, 2012, 2013, Hybrid, Spring 2017, 2018.

Methods of Problem Solving. American University, MS in Organization Development. Fall, 2005. 15 students. (Research methods course for the MSOD program.)

"Work Systems and Employee Governance." Rutgers University. 10 Students. Summer, 1996.

"Research Methods in Labor Studies and Industrial Relations." Rutgers University. @ 25 students. Spring, 1995, 1996.

"Theory and Practice of Workers' Education in the United States," Rutgers University. Labor and Industrial Relations 611. 3 hrs. 12 students. Spring, 1993.

"Human Resource Management in Postsecondary Education." The University of Michigan School of Education. Education 564. 3 hrs. 16 students. Winter semester, 1992.

"The Workplace as an Educative Environment." School of Education. 3 hrs. 15 students. Winter Semester 1984. (Teaching Assistant for Hy Kombluh).

## **Scholarship**

### Authored/Edited Books

Eaton, E.A., S.J. Schurman and M. Chen (Eds.). *Informal Workers and Collective Action: a Global Perspective*. Ithaca, N.Y.: Cornell University ILR Press. 2017.

Finegold, D., M. Gatta, H. Salzman and S.J. Schurman (Eds.). *A US Skills System for the 21<sup>st</sup> Century: Innovations in Workforce Education and Development*. Labor and Employment Research Association Research Volume 2010..

Delp, L, M. Outman-Kramer, S.J. Schurman, and K. Wong. *Teaching for Change: Popular Education and the Labor Movement*. Los Angeles and Washington, D.C.: UCLA Center for Labor Research and Education and National Labor College, 2002

Frei, F., M. K. Hugentobler, S. J. Schurman, W. Duell and A. Alioth. *Work Design for the Competent Organization*. Westport Conn.: Quorum Books. 1993.

### Invited Book Chapters.

S.J. Schurman, E.A. Eaton and M. Chen. "Expanding the Boundaries of Labor Organizing and Collective Bargaining." In Eaton, A.E., S.J. Schurman and M. Chen (Eds.). *Informal Workers and Collective Action: a Global Perspective*. Ithaca, N.Y.: Cornell University ILR Press. Forthcoming 2017.

M. Liu, F.S. Bentley, M.H.T. Evans and S.J.Schurman. "Globalization in the China and the United States: Convergence and Divergence. In. A. Chan (Ed.), *Chinese Workers in Comparative Perspective*. Ithaca, N.Y.: Cornell University ILR Press. 2015: 44-66.

Schurman, S.J. and L. Soares. Connecting the Dots: Creating a postsecondary education system for the 21<sup>st</sup> century economy. In Finegold, D., M. Gatta, H. Salzman and S.J. Schurman (Eds). *A US Skills System for the 21<sup>st</sup> Century: Innovations in Workforce Education and Development*. Labor and Employment Research Association Research Volume 2010.

Schurman, S.J. "Labor Deserves Credit: The Popular Education Foundations of the National Labor College." In P. Finn and M. Finn (Eds.). *Teacher Education with an Attitude: Preparing Teachers to Educate Working Class Students in Their Collective SelfInterest*. SUNY Press. 2007.

Schurman, S.J. "Labor Deserves Credit: The Popular Education Foundations of the National Labor College." In Delp, L, M. Outman-Kramer, S.J. Schurman, and K. Wong (Eds.). *Teaching for Change: Popular Education and the Labor Movement*. Los Angeles and Washington, D.C.: UCLA Center for Labor Research and Education and National Labor College, 2002: 204-218.

Schurman, S. and Israel, B. Redesigning Work Systems to Reduce Stress: A Participatory Action Research Approach. In G. Keiter, J. Hurrell, and L. Murphy (eds.), *Job Stress Interventions: Current Practices and New Directions*. Washington D.C.: American Psychological Association. 1996.

Schurman, S., Silverstein, B., Richards, S. Designing a Curriculum for Healthy Work. In M. Colligan (ed.), *Occupational Medicine: State of the Art reviews*. Philadelphia: Hanley & Belfus, 1994

Israel, B. A., S. J. Schurman, M. K. Hugentobler, and J. S. House. A Participatory Action Research Approach to Reducing Occupational Stress: Phases of Implementation and Evaluation. In DiMartino, V. (ed.), *Preventing Stress at Work. Conditions of work Digest. Vol. IL Geneva: International Labour Office*. 1992.

Schurman, S. J., Hugentobler, M. K. and Stack, H. Lessons from the UAW-GM Paid Education Leave Program. In L. Ferman et. al. (Eds.) *Joint Programs in Training and Personnel Development for Workers: New Initiatives in Union-Management Relations*. Ithaca, N. Y. HR Press. 1991.

Israel, B. A. and S. J. Schurman. Social Support, Control in the Stress Process: Implications for Health Education. In K. Olanz et. al. (Eds.). *Health Behavior and Health Education: Theory, Research and Practice*. San Francisco: Jossey-Bass. 1990.

Schurman, S. J. Reuniting Labor and Learning: Toward a Holistic Theory of Work. In. H. Leymann and H. Kornbluh (Eds.), *Socialization and Learning at Work*. Aldershot, England: Gower Press, 1989.

Sutton, R. I. and S. J. Schurman. On Studying Emotionally Hot Topics. In D. N. Berg and K. Smith (Eds.) *The Self in Social Inquiry*. Originally published as The Clinical Demands of Social Research). Beverly Hills: Sage, 1985.

Refereed Journal Articles, chapters and other peer reviewed publications

M. Merrill and S.J. Schurman. (Guest Eds.) Special Issue "Workers' Education and the Global Labor Movement." *International Journal of Labor and Working Class History*. 90 (Fall 2016).

M. Merrill and S.J. Schurman. "Toward a General Theory and Global History of Workers' Education." *International Journal of Labor and Working Class History*. 90 (Fall 2016).

Schurman, S.J. "Creating Organizational Change Through Leadership Education: The AFL-CIO State and Local Labor Federation Leadership Institute." *Perspectives at Work*. Labor and Employment Relations Association. Summer, 2008.

Schurman, S.J., D. Weil, P. Landsbergis, and B. Israel. "The role of unions and collective bargaining in preventing work-related disability." In Terry Thomason, John F. Burton Jr., Douglas Hyatt (eds.) *New Approaches to Disability in the Workplace*. Madison, WI: Industrial Relations Research Association. 1998: 121-154.

Schurman, S. with C. Heckscher. "Can labour-management cooperation deliver jobs and justice?" *Industrial Relations Journal* 28,4 (December 1997): 323-330.

Schurman, S.J. "Introduction to the Special Issue on Labor and Workplace Democracy: Past, Present and Future." *Labor Studies Journal*. 21(2): 3-26. Guest Editor with Adrienne Eaton. 1996.

Schurman, S.J. "Making the New American Workplace Safe: A Joint Labor-Management-Researcher Approach to Intervention Research." *Am. J of Industrial Medicine*. 1996.

.Schurman, S. J. "The integrated model: Implications for worksite health promotion and occupational Health and Safety Practice." *Health Education Quarterly*. 23(2): 175-190. (May, 1996). With Baker, E. and Israel, B.

Schurman, S.J. "Occupational Stress, Safety and Health: Conceptual Framework and Principles for Effective Prevention Interventions." *Journal of Health Psychology*. 1996. With Israel, B. Goldenhar, L., Baker, E. and Heaney, C.

Steven Deutsch and Susan Schurman. "Labor Initiatives for Worker Participation and Quality of Working Life. *Economic and Industrial Democracy*. 14(3):345-354. August 1993

Schurman, S.J. "Industrial relations, worksite stress reduction, and employee well-being: A participatory action research investigation." *Journal of Organizational Behavior*. 14: 495-510, 1993. With Heaney, C., Israel, B., Baker, E., House, J., and Hugentobler,

M.

Schurman, S.J. "Job stress and heart disease: Evidence and strategies for prevention." New Solutions. Summer, 1993. With Landsbergis, P., Israel, B., Schnall, P, and Hugentobler, M.

Schurman, S.J. "A Participatory Approach to Worksite Health Promotion." J of Ambulatory Care Management. 17(2) April, 1994: 68-81. With E. A. Baker and B. A. Israel.

Schurman, S.J. "An Action Research Approach to Workplace Health: Integrating Methods." Health Education Quarterly. 19: 55-76, 1992. With Hugentobler, M. K., Israel, B. A.

Schurman, S.J. "The Relationship Between Employees and Researchers in Conducting Action Research: Values, Skills, Control, Politics and Rewards." Journal of Applied Behavioral Science. 28(1): 74-101, 1992. With B. A. Israel and M. K. Hugentobler,

Schurman, S.J. "How Unions Can Improve the Outcomes of Joint Health and Safety Programs". Labor Studies Journal. 15(4), Winter, 1990. With ME Hugentobler and T. Robins.

Schurman, S.J. "Action Research on Occupational Stress: Involving Workers as Researchers." International Journal of Health Services. 19(1): 135-155. 1989. With B. A. Israel and J.S. House. (Special Issue dedicated to Bertil Gardell. Subsequently published in book form, J. Johnson and Gunn Johansson (Eds.), *The Psychosocial Work Environment: Work Organization, Democratization and Health*. Amityville, N. Y.: Baywood, 1991.)

Schurman, S.J. "The Relation of Personal Resources, Participation, Influence, Interpersonal Relationships and Coping Strategies to Occupational Stress, Job Strains, and Health: A Multivariate Analysis". Work and Stress. 1989. With B.A. Israel., J. S. House, C. Heaney and R. Mero.

Lowman, R. I. and S. J. Schurman. "Psychometric Characteristics of a Vocational Preference Inventory Short Form." Educational and Psychological Measurement. 44:



### Non-refereed Publications.

Schurman, S.J. "Negotiating Workplace Transformation at Dearborn Assembly: Reconstructing the Role of Labor Education." Proceedings of the IRRA annual meeting Washington, 1995.

Schurman, S. J. and Stack, H. "From strategic planning to organizational change at the local union level." Proceedings of Industrial Relations Research Association annual meeting. Boston, Jan., 1994

Deutsch, S. and Schurman, S. "Labor initiatives for worker participation and quality of working life." Economic and Industrial Democracy. 14(3): 345-354, 1993. (published in English and in German

Kornbluh, H., R. Pipan and S. Schurman. "Empowerment Learning and Control in Workplaces." Journal of Socialization Research and Educational Sociology. Berlin. Fall, 1988.

### Invited Comments and Reviews.

Schurman, S.J. "Review of Samuel Bacharach and William Sunnenstul, 'Mutual Aid and Union Renewal: Cycles of Logics of Action.'" *Labor Studies Journal.* 29(2), 2004:115-117.

Schurman, S.J. "Invited Response to Case study: Does this Company Need a Union?" *Harvard Business Review.* May-June, 1998.

Schurman, S.J. "Invited Reaction: Comments on R.S.M. Lau and Bruce May, 'A win-Win Paradigm for Quality of Work life and Business Performance.'" *Human Resource Development Quarterly.* 9(3), 1998: 227-233.

### Technical Reports, Monographs, Keynotes and Presentations

A.E. Eaton, S.J.Schurman and M. Chen. "Organizing Informal Workers: Lessons from Nine Case Studies From Around the Globe. Paper presented at the International Labor and Employment Research Association Conference. Cape Town, South Africa, September 7-11 2015.

A.E. Eaton, S.J.Schurman and M.Chen. "Organizing of Informal Workers: Lessons from Nine (Semi) Successful Cases." Present at the International Labor Process annual conference. Athens, April 13-15, 2015.

S.J. Schurman. "Aligning Higher Education with Labor and the Workforce: Lessons from New Jersey's Health Care Talent Network." Keynote address: National Institute on the Assessment of Adult Learning annual conference. June 19, 2014.

Schurman, S. J. and A. E. Eaton." Trade Unions Organizing Workers 'Informalized 'From Above':" Case Studies from Cambodia, Colombia, South Africa, and Tunisia." Solidarity Center. 2013

Schurman, S.J. and A.E. Eaton, "Trade union organizing in the informal economy: A review of the literature on organizing in Africa, Asia, Latin America, and Western, Central, and Eastern Europe," Solidarity Center (2012).

Schuman, S.J. "An overview of safety and health issues in the public sector." International Public Management Association for Human Resources on-line newsletter. April, 2006.

Schurman, S.J. Creating full articulation between academic institutions and non-traditional providers: the National Labor College's Reverse Bachelor's Degree." Address to the International Foundation's Joint Labor Management Apprenticeship Training Conference. Las Vegas, January, 2006.

Schurman, S.J. *Organizing Women: How to Rock the Boat Without Tipping it Over.* Report from Focus Group Interviews of Senior Women Union Organizers. Sponsored and Published by the Berger-Marks Foundation, Washington, D.C. 2005

Schurman, S.J. *Why Unions Need OD and Vice Versa.* Address to the 25<sup>th</sup> Anniversary Conference of the American University/National Training Laboratories MSOD program. March 12, 2005.

Schurman, S.J. *Leadership Development and Organization Development.* Presentation at United Labor Education Association Annual Meeting. Chicago, April, 2005.

Schurman, S.J. New Directions in Union Leadership Education. Presentation at United Labor Education Association Annual Meeting, Chicago, April, 2004.

Schurman, S.J. *A Taxonomy of Leadership Development Pathways for Labor Leaders.* Address to the JFK School of Government's Center for Public Leadership annual conference on Leadership. January 2004.

Schurman, S.J. "The National Labor College's Reverse Bachelor's Degree." Report to the Alfred E. Sloan Foundation. January, 2001.

Schuman, S.J. "Designing a curriculum for International Workers' Education." Report to the Rockefeller Foundation. 2000.

Schurman, S.J. "The role of workers education in preparing workers and unions for new work systems." Presentation to the Workers Education Consortium." New York City, Oct. 20, 1993.

Schurman, S. "How Women's Leadership can make a difference in the new American Workplace." Keynote address to the Women's Affirmative Action Committee conference. Atlantic City, Winter, 1993.

Schurman, S.J. "Creating high performance work and learning systems: The community college link." Keynote address. Council of North Central Community Colleges Fall Conference. Ann Arbor, Mi. September, 1992.

Schurman, S. J. "Joint Labor-Management Approaches to Worker Education and Training in the U.S.: An Overview." Presentation at Conference on High Skills or Low Wages sponsored by University of Oregon Labor Education and Research Center. Feb. 22, 1992

Schurman, S.J. "Training union leaders to participate in worker participation programs: the Participatory Action Research Methodology." Presentation to AFL-CIO Union Education Directors Professional Development Seminar. January, 1992.

Cooke, W. N. and S. J. Schurman. "Effects of Workplace Innovations and Cooperative Labor Management Activities on Product Quality and Union Effectiveness." Technical report sponsored by Michigan Labor Management Partnership Project, Michigan Departments of Commerce and Labor. Feb., 1991.

Cooke. W. N. and S.J. Schurman. "Labor management cooperation and Innovation." Technical report sponsored by Michigan Labor-Management Partnership Project, Michigan Departments of Commerce and Labor. May, 1989.

Schurman, S. J., Israel, B. A. and M. K. Hugentobler. "Changing the Work Environment to Reduce Stress: Review of Interventions in the United States. Presented at the American Public Health Association Annual Meeting (APHA), Atlanta, November 1991.

Israel, B. A. and Schurman, S. J. "A Participatory Action Research Approach to Occupational Stress and Health." Paper presented at International Conference on Action Research, The Netherlands, August, 1991.

"Women and the Future American Workplace." Keynote address to University of Michigan Alumnae Association, East Lansing Chapter. May, 1991.

Schurman, S. J. "Worker Participation as a Health and Safety Issue Presentation at Special Seminar on Worker Participation sponsored by University and College Labor Education Association (UCLEA) Task Force on Worker Participation. Joint UCLEA/AFL-CIO Education Meeting. Bal Harbor, Fla., April, 1991.

Israel, B. A. and S. 3. Schurman. "An Action Research Approach to Reducing Occupational Stress: The Relationship Between Researchers and Workers." Paper presented at the National Institute of Occupational Safety and Health/American Psychological Association conference on Work and Health in the Nineties. Washington, D. C., November, 1990.

Schurman, S. 3. "The Future American Workforce: Strategies for Education and Training." Keynote address. University of Michigan Dearborn Conference on New Developments in Worker Education and Training. 1990.

Schurman, S.J. and B.A. Israel. "An Action Research Approach to Reducing Occupational Stress." Presentation at Michigan Governor's Conference on Labor-Management Cooperation. Flint, Oct. 1990.

Schurman, S. J. "The Outcomes of Employee Involvement and Joint Labor Management Efforts." Presentation to Detroit Chapter of American Society of Training and Development. June, 1990.

Schurman, S. J. and M. K. Hugentobler. "Applying the Scandinavian Work Environment Model in the U.S. Presentation at AFL-CIO/UCLEA Annual Joint Meeting. Washington, D. C.. March, 1990.

Schurman, S. J. "The Future of Labor Studies at the University of Michigan." Technical report submitted to the Executive Committee, Institute of Labor and Industrial Relations, The University of Michigan. March, 1989.

Hugentobler, M. K. and Schurman S. J. "Evaluation of UAW.GM Local Paid Education Leave Program: Hydra-matic Division." Technical report submitted to UAW-GM National Human Resource Center. November, 1988. (Principal Investigator)

Schurman, S.J. "The Role of Higher Education in Facilitating Labor Management Cooperation." Technical report on Conference funded by the U. S. Department of Labor, Bureau of Labor-Management Relations and Cooperative programs. March. 1987.

Israel, B. A., Schurman, S.J. and House, J.S.. "Reducing and Managing Occupational Stress and Promoting Well-being: The Role of Social Support, Participation and Coping." Presented at APHA Annual Meeting, New Orleans: Oct., 1987.

Schurman, S. J. "Lessons learned from Joint Labor-Management Education and Training Programs." Presentation at Workers Education Local 189 National Conference, Detroit, 1987.

Israel, B. A., S. J. Schurman and J.S.. House. "Occupational Stress and Health Promotion: An Innovative Approach to Combining Qualitative and Quantitative Methods to Evaluate a Stress Prevention

Program. Presented at APHA Annual Meeting. Las Vegas, September, 1986.

Schurman S. J. The Role of Higher Education in Facilitating Labor-Management Cooperation. Paper presented at Wisconsin Governor's Conference on Labor-Management Cooperation. Milwaukee, 1986.

Israel, B. A., S. J. Schurman and J.S. House. "Occupational Stress, Participation and Social Support: An Action Research Project. Presentation at APHA Annual Meeting. Washington, D. C., November, 1985. Schurman, S.J. "Reuniting labor and learning: toward a holistic theory of work."

Paper presented at International Symposium on Learning Processes and Work. Stockholm, September, 1985.

Schurman, S.J., Hugentobler, M. K. and H. Kombluh. "Evaluation of UAW-Ford Joint Hazard Communication Train-the-Trainer Program." Technical report submitted to the UAW-Ford, National Joint Committee on Health and Safety. September, 1985. (Principal Investigator)

Schurman, S.J. "Evaluation of UAW-Ford Basic Skills Education Program." Technical report to UAW-Ford National Development, Training and Education Center. July, 1985. (Principal Investigator)

Pipan, R., Schurman, S. and Kombluh, H. "The Workplace as an Educative Environment." Monograph. University of Michigan Labor Studies Center, 1984.

Berlin, L. and S.J. Schurman. "An Evaluation of a Pilot In-Plant Learning Center." Technical report submitted to UAW-Ford National Development, training and Education Center. 1984.

Schurman, S.J. "Myths and Realities of Conducting Evaluation Research in the Public Sector." Paper presented at American Psychological Association Annual Meeting. Washington, D. C., August, 1982.

Parker, D. F., R. Montgomery and S. Schurman. "Effects of the 1978 Civil Service Reform Act on Labor-Management Relations in the Federal Government." Technical report submitted to the U. S. Office of Personnel Management. August, 1982.

Lowman, R. L. and S.J. Schurman." Effects of the 1978 Civil Service Reform Act on a Veteran's Administration Medical Center. Technical report submitted to the U. S. Office of Personnel Management. August, 1982.

Elliott, B., S. Schurman and R. Haynes. "A review of the Literature on Occupational Stress in Bus Operators." Technical report submitted to the National Cooperative Transit Research and Development Council, NSF. April, 1982

Cammann, C., A. Granville and S. Schurman. "Effects of the 1978 Civil Service Reform Act on Federal Labor Relations: Baseline Data." Technical report submitted to the U. S. Office of Personnel Management. September, 1981.

#### Executive /non-credit Instruction/Curriculum Development/Consulting

Screen Actors Guild and American Federation of Television and Radio Artists. An interest-based approach to a union merger. 2010-2012.

American Federation of Television and Radio Artists. Strategic Planning for Executive Board members. February, 2009.

United American Nurses. Strategic Planning for Executive Council Members. November 2008.

Montgomery County Maryland and Montgomery County Employees Organization. "Building Effective Labor Management Partnerships." 2007-2008

American Federation of Government Employees Leadership Conference. "How unions get from good to great." 2007.

United Food and Commercial Workers Regional Leadership Conference. "The Leader's Role in Building Effective Local Unions." 2006

American Federation of State, County and Municipal Employees. Strategic Planning for Executive Board Members. 2005

Laborers' International Union of North America. Advanced Business Mangers

Leadership. Taught Strategic Planning. Fall 2005.

Sheet Metal Workers International Association. Advanced Leadership for Business Managers. 40 hour curriculum. Taught the strategic planning and leadership styles modules. Fall 2005.

Adjunct Instructor. George Meany Center for Labor Studies. Labor Leader Institute. Helped develop and pilot curriculum for union staff learn to new skills for leading organizational change processes. 1994-1996.

Curriculum Design for New Jersey State Government Labor- Management Partnership Initiative. With Charles Heckscher. 1995-1996.

Leading Interactive Strategic Planning Processes. Train-the-trainer for union staff. Ohio Civil Service Employees Association, American Federation of State, County and Municipal Employees, Local 11. Part of George Meany Center's Labor Leader Institute. 1996.

Large Scale Organizational Change. UAW Local 600 and Ford Dearborn Assembly plant. 3-day Program with all 2500 employees of the factory at Cobo Hall in Detroit to redesign the factory in preparation for producing the new Mustang. 1995. With Kathleen Dannemiller.

Large Scale Interactive Strategic Planning." A new approach to internal organizing. Local 600 United Auto Workers. With Kathleen Dannemiller. 1995.

ATT/CWA Workplace of the Future. Curriculum for Labor Management Partnership. With Charles Heckscher, Adrienne Eaton, Jeff Keefe. 1993-1996.

"Unions and Employee Involvement." Rutgers Labor Education Department. 8 hrs. 60 local union leaders. Co-taught with Adrienne Eaton. April, 1993.

"Strategic Bargaining." Rutgers Labor Education Department. Teamster Local 806 Bargaining Committee. 16 Hrs. Co-taught with Jeff Keefe. November, 1992

"Unions and Strategic Bargaining." University of Michigan School of Business Administration Executive Education Program. Residential seminar on "Strategic Collective Bargaining" organized by William N. Cooke. 4 hours. 25-30 company human resource and labor relations managers. August, 1993, Feb., 1993, August, 1992, Feb, 1992. August, 1991. Feb. 1991. August, 1990. Feb. 1990.

"Advanced Union Leadership." University of Michigan Labor Studies Center 1992 Winter Leadership Institute (Jan, 1992). Weekend residential seminar. 10 hours. 25 local union officers. Co-taught with Don House, Business Manager United Association of Plumbers and Pipefitters Local.

"Instructional Methods and Materials." UAW Health and Safety Department Train-the-Trainer Program for Local Union Health and Safety Activists. Two week residential program. May and July, 1991. 40 hours of technical content; 32 hours of instructional methods; 8 hours of program implementation strategy. 36 local union activists. Course was jointly delivered by UAW Health and Safety Dept. staff and University of Mich. Labor Studies Staff.

"An organizing Approach to Union Leadership." UAW Local 600 (representing 15 Ford Rouge complex employees). Customized Seminar. 40 hours. Local officers. May-June, 1991.

"An Organizing Approach to Union Leadership." University of Michigan Labor Studies Center 1991 Winter Leadership Institute. 10 hours. 40 local union officers from 12 different unions. Co-taught with Jim McNeil, President, UAW Local 600.

"An Organizing Approach to Union Leadership." UAW Local 6000 (representing 22,000 State of MI. employees). Customized residential seminar. 24 hours. 40 Local officers, executive board members and staff. December, 1990.

"An Organizing Approach to Union Leadership." UAW Region 1 A 1990 Fall Leadership Conference. Black Lake Family Education Center. 12 hours. 35 local union officers.

"Leadership Styles and Strategies." International Paper Workers Union Regional Leadership Training Institute. 50 local officers. 8 hrs. Lansing, 1990. Co-taught with Karen Roe, Univ. of MI. Labor Studies Center.

"Leadership Styles and Strategies." United Association of Plumbers and Pipefitters Annual Leadership Training Institute." S hours. 30 Local officers, business agents, business managers and apprentice instructors. Detroit, May, 1990.



"Strategies for Union Leaders." University of Michigan Labor Studies Center 1990 Winter Leadership Institute. 10 hours. 40 local union officers from 10 different unions. Co-taught with Hal Stack, Director of Labor Studies, Wayne State University and Bob King, Director, UAW Region 1A.

"Motivating Members" International Union of Bricklayers and Allied Craftsmen Annual Leadership Institute. 25 local officers, business agents and managers, and apprentice instructors. Notre Dame. 1988, 1989.

"Understanding Adult Learning." International Union of Bricklayers and Allied Craftsmen/International Masonry Institute Annual Apprentice Instructor Institute. 20 Apprentice Instructors. 5 hours. Seafarers Training Center. 1989; 1990.

"UAW-GM National Paid Education Leave Program." Taught in 35 National programs and dozens of local programs since 1985. (See below under Curriculum development for course description).

"Advanced Leadership Training for Union Women." Michigan Summer School for Women Workers. 1989. 40 Trade union women from 14 different unions. Co-taught with Judy Beard, Special Assistant to the President, American Postal Workers Union.

"Participatory Management in Education." Detroit Public Schools/Detroit Federation of Teachers Pilot Shared Governance Project. 24 hrs. 30 participants (representatives from joint steering committees from 5 pilot schools), Co-taught with Elise Bryant, Univ. of Mich. Labor Studies Center. 1989.

"Instructional Methods and Materials." UAW-GM Ergonomics Pilot Project Train-the-Trainer Program. 20 local union and company instructors. 80 hrs. Co-taught with faculty from Center for Ergonomics, Environmental and Industrial Health and GMI. 1987.

"Strategies for Implementing Change." UAW-GM Ergonomics Pilot Project Intermediate Training. 160 members of Local Plant Ergonomics Committees and other managers and union officials. 4 hrs. 1987.

"Instructional Methods and Materials." Willow Run Hydra-matic (GM)-UAW Local 735 Technical Instructors Train-the-Trainer. 25 skilled trades instructor, 40 hrs. Co-taught with Karen Roe, Labor Studies Center. 1986.

"Dealing with Job Stress: A Union Approach." Labor Studies Center Workers' Basic Studies Program. 18 hrs. 25 local union activists from 5 different unions. 1983. Co-taught with Barbara Israel, Department of Health Behavior and Health Education, School of Public Health, University of Michigan. 1985.

"Managing Stress." Muskegon School District In-Service. 5 hrs. 40 teachers and administrative personnel. 1982,

### **Professional Honors and Awards**

Paul Robeson Award for contribution to Workers' Education. AFSCME District Council 199C Education and Training Fund. June 2016.

Lifetime Achievement Award. United Association of Labor Education. 2010.

Honorary Doctor of Humane Letters. The National Labor College. June 2007

Nat Weinberg Award for outstanding service to the labor education. Wayne State University. 2004

Maryland, DC AFL-CIO Outstanding Leadership and Service Award, 2005

University of Michigan Labor Studies Center, Lifetime Achievement Award. 2000

Wilber Cohen Award, University of Michigan School of Education for outstanding contribution to higher education. 1995.

Larry Rogin Lecture for outstanding contribution to the field of labor education. George Meany Center. 1995.

University of Michigan Graduate Student Teaching Assistantship. 1984.

University of Michigan Graduate Student Research Assistantships. 1980-1984.

Full tuition plus stipend. Michigan State University Graduate Assistantship.

Tuition, room, board plus stipend. 1969-1971. Michigan State University

Undergraduate Teaching Assistantship. 1967-68.

Michigan State University Undergraduate Resident Assistantship. Room and Board. 1967-196W

State of Michigan Competitive Scholarship. Full tuition. 1965-1969.

### **Grants/Contracts/Fundraising**

2013- Principle Investigator. Obama-Singh Knowledge Initiative. \$350,000 over 3 years.

2011-present. Principal Investigator. New Jersey Health Care Talent Network. New Jersey Department of Labor and Workforce Development. \$250,000 per year.

2011-2015. Principal Investigator. USAID through the American Center for Labor Solidarity. Five year study – Trade Unions and Globalization. \$125,000 per year.

2008-10. Co Principal Investigator. New Jersey Department of Labor and Workforce Development. Occupational Safety and Health Education.” 187,000 per year.

2008-13. Principal Investigator. New Jersey Department of Labor and Workforce Development. “New Jersey Pathways Leading Apprentices to a College Education.” \$188,000 per year.

2005-2007. Principal Investigator. "The National Labor College's Reverse Bachelor's Degree: An Alternative Path for Youth to Higher Education." W. K. Kellogg Foundation. @\$1,000, 000 over three years.

2002-2007. Principal Investigator. "Improving access to postsecondary education for full time workers: the National Labor College's On-line Reverse Bachelor's Degree." U.S. Department of Education, Fund for the Improvement of Postsecondary Education. \$4,000,000 2002-2004.

2000. Principal Investigator. "Feasibility study of the National Labor College's on-line "reverse" bachelor's degree." Alfred E. Sloan Foundation. \$50,000.

2000. U.S. Dept of Housing, Urban and Veterans Affairs. Grant for Campus Construction/Renovation. \$3,000,000.

1999. State of Maryland Construction Grant for Campus Construction/Renovation. \$2,000,000.

1998. Principal Investigator. 'Developing an International Workers' Education Curriculum." Rockefeller Foundation. \$50,000.

1997-2007. Principal Investigator. "Rail Workers Hazardous Materials Training." National Institute for Environmental and Health Sciences. @\$5,000,000 since 1997.

New Jersey Department of Labor Workforce Development Fund. Principal Investigator. Four year contract to train rank and file workers as Occupational Health and Safety Trainers and develop curricula. Co-received with the New Jersey Industrial Union Council.

@\$1,500,000.1993-1997.

University of Michigan Center for International Business Education. \$3,500. Travel grant to support international study of Asea Brown Bovari.. Co-recipient with Dr. Margrit Hugentobler. 1992.

Swedish Royal Institute of Technology. \$2500. Travel Grant to attend meeting of international research team to design study of Asea Brown Bovari (ABE), a large Swedish- and Swiss-owned multinational corporation with operations in 100 countries. Principal Investigator . ABE United States Case Study. Co-recipient with Dr. Margrit Hugentobler. 1991.

Office of the Vice President for International Relations, The University of Michigan. \$10,000. Grant to support International Conference "Healthy Work Environments-Healthy People: Participatory Approaches to Improving Workplace Health." Conference co-coordinator. Co-recipient with Dr. Margrit Hugentobler, Labor Studies Center, The University of Michigan. 1991.

National Institute of Environmental Health Sciences. \$48,000. Design, Delivery and Evaluation of Worker Hazardous Materials Training. Project Director, Instructional Methods (Train-the-Trainer). Co-recipient with United Auto Workers Health and Safety Department (Dr. Franklin Mirer) and University of Michigan Department of Environmental and Industrial Health (Dr. Thomas Robins). (total grant award \$1,200,000). 1990-1992.

UAW-GM National Human Resource Center. \$30,000. Redesign Participant Manual for Local Paid Education Leave Program. Project Director.1990- 1991.

State of Michigan Departments of Commerce and Labor, Governor's Labor-Management Partnership Project. \$50,000. Study of the effects of innovative work practices and labor management cooperation on product quality and union effectiveness. Principal Investigator. Co-recipient with Dr. William N. Cooke. 1989-1990.

State of Michigan Departments of Commerce and Labor, Governor's Labor-Management Partnership Project. \$50,000. Study of innovations in work organization and labor-management relations. Co-Investigator. Co-recipient with Dr. William N. Cooke (Principal Investigator). 1987-88.

UAW-GM National Joint Committee on Health and Safety. 1989-1992. \$498,000. Continuation of longitudinal action research study of occupational stress. Co. Principal Investigator. Co-Recipient with Dr. Barbara A. Israel, Department of Health Behavior and Health Education, School of Public Health, (Principal Investigator) and Dr. James S. House, Department of Sociology and Institute for Social Research, The University of Michigan (Co-Investigator).

UAW-GM National Joint Committee on Health and Safety. 1987-1988. \$15,000. Pilot Ergonomics Program. Project Director-Instructional Methods (Train-the-trainer). Co-

recipient with Dr. Barbara Silverstein, Department of Environmental and Industrial Health, School of Public Health, Dr. Monroe Kyserling, Center for Ergonomics, The University of Michigan, Dr. Susan Richards, GMI. (total grant \$898,000).

U.S. Department of Labor, Bureau of Labor Management Relations and Cooperative Services. \$20,000. Organize Conference "The Role of Higher Education in Facilitating Labor Management Cooperation." Project Director.

National Institute of Alcohol Abuse and Alcoholism. 1985-1988. \$400,000. "Evaluating an Action Research Approach to Reducing Occupational Stress and Preventing ADM Disorders." Co-Principal Investigator. Co-recipient with Dr. Barbara A. Israel (Principal Investigator) and Dr. James S. House (Co-Investigator).

UAW-Ford National Joint Committee on Health and Safety. 1985. \$25,000. Evaluation of Hazard Communication Train-the-Trainers Program. Principal Investigator.

UAW-Ford National Development and Education Center. Principal Investigator. Evaluate Dearborn Assembly Plant learning Center. 1985. \$50,000.

### **Academic and Professional Service**

Faculty Coordinator – SMLR workforce development initiatives. 2016-present

President, International Federation of Workers' Education Associations. 2007-present.

Member, Executive Search Committee. Mayor Elect of Newark, Raz Baraka's, Transition Team. June 2014.

Chair, Search Committee for Dean of the Graduate School of Education. 2013-14.

Co-chair, School of Communication and Information Dean's Evaluation Committee. 2013.

Member, Labor Employment Research Association Board of Directors. 2012-2015.

President, International Federation of Workers' Education Associations. Dec 2007-present.

Member, Presidents Diversity Council, Rutgers University. 2008 – 2012.

Member, Gender Equity Task Force, Rutgers University, Oct 2008 – 2012.

Chair, Task Force on Lifelong Learning, Rutgers University, August 2008-July 2009.

Member, Assessment of Learning Outcomes Council, September 2007, 2011. Rutgers University

Chair, New Programs Committee, School of Management and Labor Relations, Rutgers. Jan 2007 – 2008.

Chair, Committee on Direct Admissions, School of Management and Labor Relations, Rutgers. April 2008 – 2009.

Member, Board of Trustees, International Center for Labor Solidarity. October 2006 – 2009.

Member, Advisory Board, United Auto Worker - National Institute for Environmental Health Sciences grant. 2000-present.

Member, Board of Directors, American Labor Studies Center. 2000-2010.

Member, Board of Trustees, Morris Brown College. July 2007 – July 2012.

Member, Advisory Committee. Center for Public Leadership. John F. Kennedy School of Government, Harvard University. 2003-2009.

Vice President, International Federation of Workers Education Associations. 1992-1996; 2001-2007.

Member, Maryland Higher Education Labor Relations Board. Appointed by Governor Paris Glendenning. 2001-2005.

Member, Washington State Governor's Blue Ribbon Commission on Ergonomics. Appointed by Governor Gary Locke. 1998-1999.

Chair, Faculty Teaching Seminar. Department of Labor Studies and Employment Relations. Rutgers University. 1995

Member, Editorial Board. Labor Studies Journal. 1996-1998.

President, University and College Labor Education Association, 1992-96.

Member, Executive Board, International Federation of Workers Education Associations. 1992-1996; 2000-present.

Member, Advisory Committee, Rutgers Continuing Education Center, 1992-1996

Member, School of Social Work-Institute of Labor and Industrial Relations Task Force on Inter-unit Collaboration. The University of Michigan. 1991-1992

Co-Chair Joint AFL-CIO/UCLEA/George Meany Center Committee on Research. 1991-1992

Chair, Task-Force on Worker's Participation, University and College Labor Education Association. 1989-1992.

Chair, Interdisciplinary Seminar on Working Life. The University of Michigan. 1987-1992.

Student Representative, Admissions Committee, Higher and Adult Education Program, The University of Michigan. (1982-1983).

Representative, Graduate Student Council, Michigan State University. (1970).

Chief Justice, Student-Faculty Judiciary, Michigan State University. (1968-1969).

### **Community Service**

President, Board of Directors, Humane Society of Huron Valley. (1991-92.)

President, Board of Directors, Michigan Federation of Humane Societies. (1982-1986).

Member, Board of Directors, American Civil Liberties Union, Washtenaw County

Branch. (1982). Member, Board of Directors, Huron Valley Girl Scout Council.

(1980-1982).

Member, Board of Directors, Ecology Center of Ann Arbor. (1978-1981).

Member, Sexual Harassment Policy Committee. American Association of University Professors, Rutgers Chapter. 1994- 1997.

Member, Technical Advisory Board. Center to Protect Workers Rights. 1994-2001.

Member, Advisory Committee, Intl. Union of Bricklayers and Allied Craftsmen. Advise on grant from U.S. DOE to develop new approaches to apprentice training for minority and female apprentices. 1992-1996.

Member, Board of Directors, UAW Region IA Joint Labor Management Council for

Independent Parts Supply sector. 1991-1992.

Union Co-Chair, Ann Arbor Transportation Authority/Transportation Employees Union  
Quality of Work Life Committee. (1976-1977).

President, Transportation Employees Union. (1974-1976).



Chair, Ann Arbor Transportation Authority/TEU Joint Accident Review Board (1974-1976).

President, AFSCME Local 693. (1974).

Chair, Ann Arbor Transportation Authority/AFSCME Local 693 Joint Health and Safety Committee. (1973-74).

Steward, AFSCME Local 693. (1973).

Executive Board Member, AFSCME Local 693. (1973).

Member, Local Organizing Committee. Hotel Employees Restaurant Employees. Ann Arbor MI. 1972.

**Memberships:**

United Association for Labor Education

Labor and Employment Research Association

American Public Health Association

AAUP/AFT