New Negotiations Course Builds Valuable Skills

IS buying a car or a house in your future? Starting a professional job where salary or the precise duties may not be pre-determined? Will you be sometimes involved in “budgetary politics” on the job? Involved in collective bargaining? Then you should consider enrolling in Negotiation Concepts and Techniques (38:578:505) meeting Mondays 12:35-3:35. It is taught by Professor Jeff Keefe in conjunction with practicing attorney and negotiator, Debra Osofsky.

Because others do not necessarily share your interests, perspectives, outcomes, and values, negotiation skill is critical both professionally and personally. This course will enable you to become a more effective negotiator.

This course will teach you how to analyze, prepare for, and execute negotiations at a sophisticated level through actions both at and away from the bargaining table. It will give you the opportunity to enhance your strengths as a negotiator and to shore up your weaknesses. It will teach you how to conduct ex-parte negotiations in an ethical manner.

Moving from simple (two-party, one-shot, price deals) to complex (multiple parties and issues, internal divisions, long time-frames, cross-border deals), the course integrates three complementary perspectives: analytic, behavioral, and contextual. While students will analyze a number of traditional case studies, the heart of the course is a series of interactive negotiation exercises. These exercises will give you hands-on negotiating experience. You will learn first by actually negotiating, and then by stepping back to compare your approach and results with others. You will be able to test your analytic ability and tactical skill, and to experiment with new approaches.

The course is a laboratory in which students will be both experimenter and subject. Sometimes the most important learning comes from apparent “failure” and so the course is designed to let students fail in the safe setting of a classroom, and thus help avoid costly “real” mistakes. The course is based on a series of simulated negotiations in a variety of contexts including one-on-one, multi-party, cross-cultural, third-party and team negotiations.

Graduation Requirements

Before graduating candidates for graduation must fill out the online diploma application at the SMLR website under [Current Students].

Diploma application deadlines:

- January diploma: January 7
- May diploma: March 15
- October diploma: October 1

The second application needed is the Application for Admission to Candidacy. The MLER candidacy form can be downloaded from the SMLR website http://smlr.rutgers.edu/smlr-convocation-ceremony. The completed form must be emailed back to Director of Student Services, Sattik Deb, as an attachment. You may direct any questions to Sattik Deb at the Labor Education Center Room 145.
**Department of Labor Studies and Employment Relations Appoints New Director of Student Services**

Rutgers University alumnus Sattik Deb was appointed Director of Student Services with the Department of Labor Studies and Employment Relations in August. He will be working with the Credit Programs department. Deb has a history at Rutgers, having completed both his undergraduate and graduate work here. He earned his B.A. in Political Science in 2001 and his Ed.M. in College Student Affairs at the Graduate School of Education in 2011. In his new role, Deb will be responsible for graduate student advising, student recruitment, coordinating the internship program, and a number of other initiatives as enrollment in the Labor Studies department continues to expand. Prior to joining the Labor Studies department, Deb worked with the Dean of Students Office on the College Avenue Campus. He also co-instructs *Work, and the Society, Quality of Life* with Dr. Schurman and serves as a supplemental instructor and tutor with the Department of Academic Support Services for Student Athletes.

**Advising and Credit Office Hours**

The Labor Studies & Employment Relations Credit Programs Department is open until 7:30 PM Mondays through Thursdays. We are located at the Labor Education Center on the Cook/Douglass Campus (50 Labor Center Way).

**Professor Voos is available to speak to students whenever she is in her office (room 140). Mornings are typically the best time to call or drop in. You can also make an appointment to meet with her.**

**Amy can advise you on the academic program and on additional opportunities available to our majors including further education, internships, and jobs.**

**Wanda can help you with special permission numbers, forms, communicating with professors or making appointments for you with Sattik or Amy.**
The Rutgers Student Labor Association is now called Rutgers USAS and is a chapter of a national organization, United Students Against Sweatshops (USAS). Formed in 1997, USAS is a grassroots organization of youth and students that supports the creation of a powerful and dynamic labor movement that will ensure greater justice for all people. Members of USAS use their unique roles as students, consumers, workers, and members of the campus community to win victories that set precedents in the struggle for self-determination of working people everywhere, particularly campus workers and garment workers who make collegiate-licensed apparel.

Rutgers USAS has been extremely active on a number of fronts in the last several years. USAS waged a successful battle in 2009 to have the University cut its contract with Russell Athletics to provide collegiate-licensed apparel when they were found to have closed down a factory in Honduras in response to union organizing efforts there. The next year, Rutgers USAS fought to have the University cut its contract with Nike, as it had committed similar transgressions in with another manufacturing facility.

Rutgers USAS has campaigned to have Rutgers disaffiliate from the Fair Labor Association (FLA). Although the FLA is supposed to support efforts to promote a living wage and good conditions among garment workers by monitoring the activities of apparel companies in developing countries, its governing board is heavily influenced by the very companies the FLA is supposed to oversee. Rutgers USAS supports stronger regulations and monitoring over apparel companies like Nike and Russell Athletics.

This year, the organization is running a campaign in support of the faculty and staff’s efforts to have their salaries unfrozen, as they have been frozen for three years. Rutgers USAS has joined with unions and other student organizations in this effort. Rutgers USAS has also organized a number of “Worker Appreciation” Days to show support for the campus’ staff and faculty.

Rutgers USAS has weekly meetings, Wednesday at 9 pm, at Scott Hall, Room 220. All students are encouraged to attend.

If you are interested in joining USAS, please email rucampusjustice@gmail.com.

Writing in Employment Relations

Online Course Available to Help You Improve Your Writing

Most professional positions in the United States require excellent communication skills in written English. Developing those skills can be challenging, especially for international students who wish to work in the U.S. or for individuals who grew up in a home in which English was a second language.

If you need to improve your writing you should consider our online class, Writing in Employment Relations (38:578:502:90), taught by Dr. Kay Lynch, an experienced writing and ESL instructor.

The course counts as an elective in the MLER program and is open to all MLER students. Our online courses are highly interactive and contain the elements you look for in a live class, including writing lessons and exercises, as well as feedback from an experienced instructor.
CONVOCATION: Saturday, May 12, 2012

The School of Management and Labor Relations will be hosting its eighth commencement ceremony, on Saturday, May 12, 2012, at the Louis Brown Athletic Center on the Livingston Campus at 7:00 PM. All students must arrive by 6:00 PM. The Louis Brown Athletic Center, commonly referred to as the RAC, is home to the men’s and women’s basketball programs. Opened in 1977, the RAC holds up to 8000 spectators and is known for its truncated pyramid design.

Students who are within 6 credits of graduation by the end of spring semester and who will complete all requirements by the summer may participate in the graduation ceremony. Students will not receive an actual degree or diploma until they successfully complete all requirements but their names will appear in the Convocation program. All students are responsible for obtaining their regalia prior to Convocation.

You may pick up your invitations from Sattik Deb’s office at the Labor Education Center, room 145. If you have any questions, call Sattik at (732) 932-0303.

REGISTRATION TIP: Interrupting your studies for a semester? ...

If you are a matriculated student and are not taking classes during an upcoming semester, you must register for matriculation continued, otherwise Rutgers University will make you re-apply for admission.

This applies if you are finishing a course for which you received an “Incomplete” but not taking any additional classes or have finished all classes, and are waiting to graduate.

Students Needed to Work at SMLR Convocation

May 12, 2012
7:00—10:00 PM
Louis Brown Athletic Center (RAC)

If interested or for more information, please contact Laura Walkoviak at (732) 932-9503 or by e-mail at lawalkoviak@work.rutgers.edu.

Welcome new MLER Students

The following are matriculating MLER students

AGYARE, CHRISTOPHER Q.
ASSAL, NAVID
CIFUENTES, FRANK U.
CLAUSEN-SOIR, ANTONIO A.
DECIBUS, ALLISON N.
FRICANO, THOMAS F.
GARGIULO, DENNIS A.
HARRIS, DEMETRIA E.
JACARUSO, STELLA
LARYEA, EDMOND D.
MALEKI, AMIR HOSSEIN
MATEO, KATHERINE M.
McDONALD, MARUXA M.
MURPHY, CHRISTOPHER
REIN, MICHAEL J.
TAITT, VICTORIA A.
THOMAS, JACQUETTA P.
VAZQUEZ, NORMAN B.
YALLEY, BRENA

The following are non-matriculating MLER students

BROYHILL, CHRISTINA M.
BUZGON, JESSICA L.
FREDERICK, CATHERINE
HEINRICHES, SILKE
HOLT, CHARLES B.
HOUSE, SEAN W.
JAHN, CYNTHIA J.
PARRA, BRYANT B.
Democracy and capitalism are commonly understood to be parallel ideas. Democracy describes an approach to government while capitalism describes an approach to economic life. What happens when democratic ideas are applied within capitalism? Is it possible for these ideas to inhabit the same space, particularly within the confines of a business enterprise. Can a democratic workplace meet the demands of an international market economy?

The spring 2012 semester SMLR course Democratic Capitalism (37:575:377) will explore these issues. The course will explore various ways in which these ideas have been put into practice ranging from the dramatic expropriations of enterprises in Argentina early in this century to the contemporary sale of healthy businesses to employees using the Federal tax code. Finally, the course will investigate the challenges of democratic decision making within a business enterprise and the role unions or union-like structures can have to making ownership truly democratic.

After earning a Doctorate in Human Development from the Harvard Graduate School of Education in 1984 with a thesis called The Social Psychology of Ownership: A Case Study of a Democratically Owned Firm, Professor Christopher Mackin began a full time career as an advisor to employee owned firms, to unions, and to governments. In addition to his consulting, Professor Mackin also serves as a member of the core faculty of the Harvard Trade Union Program. He will be joined by Professor Joseph Blasi and Professor Doug Kruse in the teaching of this course, which meets on Monday from 3:55-6:55 p.m. on the Cook-Douglass campus. Graduate students must enroll with a “G” prefix.

WINGS Program Connects with SMLR Students

September 2011 marked the start of the eleventh year of the Women Investing in and Guiding Students (WINGS) Mentoring Program. WINGS is a College-to-Career Mentoring Program, co-sponsored by the Center for Women and Work and the Institute for Women’s Leadership. This year we welcomed PricewaterHouseCoopers as our corporate sponsor, joining our longstanding sponsors Johnson & Johnson, Merck & Co., Inc., and Wells Fargo. Together, these four sponsors provided mentoring relationships for 45 students and 65 mentors through an enjoyable eight-month learning experience, full of personal and professional development.

We are excited to have from Raquel Dubois from Labor Studies and Dana Davis from Human Resources Management participating in the program this year. SMLR students have successfully completed WINGS and found the skills acquired during the program useful in bridging the gap between college and career making the adjustment to the workforce environment after graduation easier. Many of the mentoring relationships continue after the program ends giving students a resource for that crucial time of adjustment. Our mentors are committed to the students and value the relationship.

If you are interested in applying to the 2012–2013 WINGS program please contact Connie Ellis, Director of Corporate Programs at ellisc@rci.rutgers.edu. All majors are welcome to apply.
The Carey Library, the Information Place for SMLR Students

Labor Education Center (LEC), Cook Campus, Map of LEC Location: http://tinyurl.com/lecmap1
Carey Library Web Site: http://smlr.rutgers.edu/carey-library
Rutgers University Libraries (RUL) Web Site: http://www.libraries.rutgers.edu/

The Carey Library is your place. We have computers, books, and sometimes chocolate. Come in, say hello!

Where Can I Find This Number....?

A good research paper often benefits from statistics. How many Latino workers are there in the U.S.? What are the comparative unemployment rates for NJ counties? You don’t want complicated datasets, you just want a few accurate, up-to-date statistics. Is that possible?

Here are some good starting points for finding statistics quickly. U.S. workforce statistics are collected by the Bureau of Labor Statistics (BLS), the Census Bureau, and state labor departments. Keep in mind that if you are using a search engine, you will have the most success if you use the key words used by BLS. So, Hispanic and Employment will work better than Latino and workers.

N.J. Dept. of Labor and Workforce Development: https://lwd.state.nj.us/labor/lpa/LMI_index.html
If you need New Jersey workplace statistics, this is the place to go.

Fedstats: http://www.fedstats.gov/
A portal to data published by U.S. government agencies.

Economics and Demographics Of Labor Markets http://libguides.rutgers.edu/labormarkets
Online research guide with links to U.S., foreign, and international labor market data.

Statistics Every Writer Should Know: http://www.robertniles.com/stats/
Written for journalists, also useful for students. Niles provides definitions of basic statistical terms.

CAREY LIBRARY HOURS

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<tr>
<td>Monday—Thursday</td>
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<td>Friday</td>
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<td>Saturday</td>
<td>10:00 am — 2:00 pm</td>
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<td>Closed on Sunday</td>
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For exam period and intersession hours, check the Hours and Directions page via the RUL web site.

Donna L. Schulman, Library Director dschulman@work.rutgers.edu, 732-932-9608
Eugene McElroy, Library Associate mcelroy@work.rutgers.edu, 732-932-9513

Alumni E-mail

After graduation, sign up for a permanent Rutgers e-mail as an alumni here:

http://smlr.rutgers.edu/about/smlr-alumni-friends-association

Please email your non-Rutgers email address to Amy Marchitto.
PhD Student and Instructor Mohammad “Abbas” Ali successfully defended his dissertation, and is the newest recipient of the Rutgers Ph.D. in Industrial Relations and Human Resources. He started a tenure-track position this fall as an assistant professor at New York Institute of Technology.

Professor Joseph Blasi hosted a successful conference that brought together leaders from academia, think tanks, unions, companies, and journalism to discuss new strategies for reducing income inequality, broadening employee ownership, and creating high quality jobs in the U.S. Special thanks to Chris Mackin, the Ray Carey Fellow in Democratic Capitalism, who organized the program and who is teaching for SMLR in Spring 2012 and Joe McCartin for hosting the event in Georgetown’s historic Riggs Library.

On August 20–21, Tracy Chang attended the International Symposium on Chinese Labor Relations: Trends, Prospects, and Limitations held at Beijing Normal University. Chang gave the event’s opening and closing remarks on behalf of Rutgers SMLR, a sponsor of the symposium. The Symposium was attended by scholars from the U.S., Europe, and Australia and from different universities in China, who discussed different issues and perspectives surrounding in Chinese labor relations.

Dorothy Sue Cobble’s most recent publication is about the half-century intellectual revolution that made the Wagner Act possible. It can be accessed on her website http://smlr.rutgers.edu/cobble. A forthcoming essay on class condescension and the rise of a new Social Darwinism will appear in Dissent magazine’s special issue on American workers. This fall she is writing a paper on global labor movements and working women to help inform the international work of the Solidarity Center, AFL-CIO. Her spring course on Women and Labor Movements in the US and Globally will draw on this paper and on her ongoing research on the history of working women’s internationalism. She continues as an editor of International Labor and Working-Class History (ILWCH), the global journal published by Cambridge University Press and housed at the Labor Education Center. Check out the most recent issues on “Migrant Workers in the Middle East” (Spring 2011) and “Labor and the Military” (Fall 2011) at ilwch.rutgers.edu


Professor Doug Kruse is organizing the 2012 Conference of the International Association for the Economics of Participation (IAEP), which will be held July 12-14. The conference is held every two years. For more information visit http://smlr.rutgers.edu/2012-iaep. Professor Kruse was also the lead speaker at a London School of Economics conference on “The Economics of Share Ownership and Incentive Pay: Findings and Policy Implications” on May 26. He presented research done jointly with Joseph Blasi and Richard Freeman on the effects of employee ownership and profit-sharing among applicants to the “100 Best Companies to Work for in America” list published each year by Fortune Magazine.

Professor Mark Magyar was honored as the Labor Educator of the Year at the Union Leadership Academy Graduation in May. Professor Magyar is currently working on a video about New Jersey labor history as well as teaching Introduction to Labor Studies.

On October 12, 2011, the United States Supreme Court heard arguments in the case Florence v. Board of Chosen Freeholders of the County of Burlington, et. al. This case concerned strip searches and will have a lasting impression on Fourth Amendment jurisprudence. Part-time lecturer Brian J. Manetta co-authored an Amicus Curiae brief with James M. Mets in support of several Policemen’s Benevolent Associations for the Court’s review in this matter. The Court’s decision will likely be released in June 2012.

In July Dianne McKay was elected to the Executive Board of the National Association of Commissions for Women (NACW) for a two year term as secretary. NACW is the national advocate for government commissions for women.

Heather McKay, from SMLR’s Center for Women and Work, discusses why it’s important to provide training for women that fit into their schedules and how this can help support their families. Watch the video from Rutgers Today: http://smlr.smugmug.com/Other/Vide- os/14281892_sVtcX6#1533485027_KLn9cI-A-LB

Sean Rogers and Kaifeng Jiang were awarded $4,000 research grants from the North Carolina State University Institute for Nonprofits to study volunteer human resource management. Their study will utilize survey data collected by the American Society of Association Executives, which includes information on 14,832 volunteers in 23 organizations.

SMLR Librarian Donna Schulman has been elected to be the Social Sciences representative to the RUL Committee on Scholarly Communication for a 2-year term by the RU Libraries Faculty Committee. This committee is responsible for developing policies, services, and advocacy efforts that facilitate scholarly communication and support the scholarly research process.

Professors Lisa Schur and Doug Kruse were invited to testify before the Election Assistance Commission’s Board of Advisors in Washington, D.C. on June 7 regarding disability and voter turnout in the 2010 elections. They received lots of interest from the members particularly in the new national survey they are funded to do in 2012.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Time</th>
<th>Room</th>
<th>Index #</th>
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<td>38:578:500:01</td>
<td>Introductory Seminar in Labor and Employment Relations</td>
<td>W 7:20 p.m. – 10:00 p.m.</td>
<td>Room – 130/131</td>
<td>64817</td>
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<td>Research Methods in Labor and Employment Relations</td>
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<td>Room 166</td>
<td>69321</td>
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<td>Negotiation</td>
<td>M 12:35 p.m. – 3:35 p.m.</td>
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<td>75195</td>
<td>Keefe, Jeff / Osofsky, Debra</td>
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<td>38:578:510:01</td>
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<td>Benefits and Social Insurance</td>
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<td>Globalization, Corporate Restructuring, and Employment</td>
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<td>Tillett Hall – Room 204</td>
<td>75217</td>
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<td>38:578:550:01</td>
<td>Labor Law</td>
<td>M 7:20 p.m. – 10:00 p.m.</td>
<td>Room 166</td>
<td>76378</td>
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<td>Seminar in Intl./Comparative Labor &amp; Employment Relations</td>
<td>W 4:30 p.m. – 7:10 p.m.</td>
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<td>38:578:575:01</td>
<td>Grievance Processes and Arbitration</td>
<td>Th 7:20 p.m. – 10:00 p.m.</td>
<td>Room 166</td>
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Register while you are not taking classes to avoid having to reapply for admission.
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<td>38:533:540:01</td>
<td>HR Decision-Making: Financial Decisions</td>
<td>Th 4:30 p.m. – 7:10 p.m.</td>
<td>Janice Levin Building – Room 004</td>
<td>Index # 66851</td>
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<td>38:533:542:01</td>
<td>HR Decision-Making: Data Based Decisions</td>
<td>M 4:30 p.m. – 7:10 p.m.</td>
<td>Janice Levin Building – Room 004</td>
<td>Index # 64518</td>
<td>Jiang, Kaifen</td>
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<td>38:533:542:02</td>
<td>HR Decision-Making: Data Based Decisions</td>
<td>Th 7:20 p.m. – 10:00 p.m.</td>
<td>Janice Levin Building – Room 004</td>
<td>Index # 70558</td>
<td>Jiang, Kaifen</td>
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<tr>
<td>38:533:565:01</td>
<td>Economics &amp; Demographics of Labor Markets</td>
<td>T 7:20 p.m. – 10:00 p.m.</td>
<td>Janice Levin Building – Room 103</td>
<td>Index # 64519</td>
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<td>Janice Levin Building – Room 004</td>
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<td>Employment Law</td>
<td>T 4:30 p.m. – 7:10 p.m.</td>
<td>Janice Levin Building – Room 106</td>
<td>Index # 69336</td>
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**Required Courses Taught by Human Resource Management Department**
In August 2011, Professor Sue Schurman was appointed as SMLR’s Acting Dean. Schurman, who will also retain her position as Dean of University College Communities, has a lengthy history with the University. She taught at Rutgers as an associate professor from 1992-1997 before becoming the founding president of the National Labor College, one of the few institutions of higher education in the world founded and sponsored by a labor movement (the A.F.L.-C.I.O.). Schurman spent 10 years at the NLC before returning to SMLR in September 2007 as an SMLR faculty member, with additional appointments as director of lifelong learning for the Division of Continuous Education and acting dean of the University College Community. As SMLR’s Acting Dean, she will maintain the school’s excellence as a leading source of expertise on the world of work, offering first-rate teaching and scholarly excellence. She will also give special attention to the adult non-traditional student and, in her work with the Division of Continuous Education, to the ways in which Rutgers may better serve students whose schedules allow them little time to come to campus. You can read the Letter from the Acting Dean at http://smlr.rutgers.edu/about-smlr/acting-dean-sue-schurman

Dave Lepak was appointed as SMLR’s associate dean in August 2011. Lepak previously held the position as chair of SMLR’s human resources department. His studies focus on the strategic management of human capital as well as managing contingent labor for competitive advantage. He has published numerous articles on these topics. He is associate editor of Academy of Management Review and currently serves on the editorial boards of several publications. As associate dean, Lepak will work closely with Dean Schurman to ensure that SMLR’s strong curriculum and faculty’s excellence is maintained.

Dr. Sue Schurman Named Acting Dean of SMLR
Dave Lepak Named Associate Dean

Work is the central reality of most people’s lives. The Labor Studies and Employment Relations (LSER) Department creates and disseminates knowledge about issues related to work, workers, and the employment relationship.

The LSER Department offers a number of graduate programs that explore the nature of work and the workplace. These include Master of Labor and Employment Relations degree that can be pursued on either a full-time or part-time basis as well as graduate certificate programs in Labor and Employment Relations, Public Sector Labor-Management Relations, and Diversity in the Workplace.