Gregory M. Saltzman

Professor emeritus of economics and management

Labor arbitrator and fact finder

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Education:

University of Wisconsin—Madison
M.A. in economics, December 1978
Ph.D. in economics (concentration in labor relations), May 1982

Massachusetts Institute of Technology
S.B. and S.M. in economics, September 1976

London School of Economics and Political Science
Visiting student (junior year abroad), 1974-75

Academic and Professional Work Experience:

Labor dispute resolution professional, 2008-present. On the Michigan Employment Relations Commissions panels of interest arbitrators for public-safety employees, fact finders, and grievance arbitrators, 2008-present. On the Federal Mediation and Conciliation Service panel of labor arbitrators, 2024-present.

Professor Emeritus of Economics and Management, Albion College, Albion, MI, June 2021 to present. Professor August 1997 to May 2021. E. Maynard Aris Professor 2005-09 and 2013-17. Associate Professor 1990-97, Assistant Professor, 1986-90. Department Chair, August 2005 to December 2011 and October 2016 to June 2018. Acting Department Chair, 1990-91. Taught undergraduate courses in microeconomic principles, negotiation and dispute resolution, labor economics, health economics, issues in modern political economy, environmental policy, U.S. and international health policy, human resource management, labor-management relations, statistics, and honors course on rational choice theory. Developed proposal for and secured approval of new majors in public policy and in marketing management. Student evaluations of my teaching as favorable as a mean of 1.10 on a scale of 1 to 5 (1 being "highly effective" overall).

Intermittent lecturer, Department of Health Management and Policy, School of Public Health, University of Michigan, Ann Arbor, MI, 2008-2021. Taught health care cost effectiveness and decision analysis to seven cohorts of students (many on the faculty of the University of Michigan Medical School) in a master's program in clinical research design and statistical analysis.

Visiting Professor and Fulbright Scholar, Department of Business Administration, School of Business, Hanyang University, Seoul, Republic of Korea, March-June 2015. Taught negotiation and conflict resolution to MBA students and labor-management relations to undergraduate business students.

Academic and Professional Work Experience (continued):

Adjunct Research Scientist, Institute of Research on Labor, Employment, and the Economy (previously called the Institute of Labor and Industrial Relations), University of Michigan, Ann Arbor, MI, July 2001 to June 2011. (Visiting Research Scientist, 2000-2001; Adjunct Associate Research Scientist, 1996-2000; Adjunct Assistant Research Scientist, 1986-95).

Fulbright Senior Specialist, Department of Human Resource Management, Jilin University, China, May-June 2008. Lectured on labor relations and assisted in labor relations curriculum development.

Adjunct Associate Professor, School of Business Administration, University of Michigan, Ann Arbor, MI, spring term, 1991. Taught management-union relations to MBA students.

Assistant Professor, The Florence Heller Graduate School for Advanced Studies in Social Welfare, Brandeis University, July 1982 to June 1986. Taught graduate level courses in employee benefits and social insurance, personnel management, labor relations, and labor economics.

Instructor (tenure-track), Faculty of Labor and Human Resources, College of Administrative Science, Ohio State University, January 1981 to June 1982. Taught graduate and undergraduate courses in public- and private-sector labor relations, graduate course in public-sector personnel management.

Visiting fellow, Industrial Relations Research Unit, University of Warwick, Coventry, England, summer 1979. Did research on white collar unionization.

Teaching assistant, Department of Economics, University of Wisconsin, 1978-79.

Economist, Office of the Assistant Secretary for Policy, Evaluation, and Research, U.S. Department of Labor, Washington, D.C., summer 1978. Wrote report on employee stock ownership plans, reviewed grant proposals.

Research assistant, Department of Environmental Health, University of Cincinnati, summer 1975. Did statistical and computer analysis of lead toxicology data.

Research Interests:

Empirical study of labor law, cost-effectiveness of medical treatments and public-health interventions, management-union relations, higher education administration, employee benefits, health insurance, labor union political action, and how employment conditions affect health.

Publications:

Gregory M. Saltzman, "Growing precarity for workers," *Perspectives on Work*, Vol. 29, 2025, pp. 106-107.

Publications (continued):

K. Thiran Jayasundera, Rebhi O. Abuzaitoun, Gabrielle D. Lacy, Maria Fernanda Abalem, Gregory M. Saltzman, Thomas A. Ciulla, and Mark W. Johnson, "Challenges of Cost-effectiveness Analyses of Novel Therapeutics for Inherited Retinal Diseases," *American Journal of Ophthalmology*, Vol. 235, March 2022, pp. 90-97.

Gregory M. Saltzman, "Union Organizing and the Law: Contingent Faculty and Graduate Assistants," in Kim Tolley (ed.), *Professors in the Gig Economy: The Unionization of Adjunct Faculty in America* (Johns Hopkins University Press, 2018), pp. 69-84.

Gregory M. Saltzman, "Beyond Academic Freedom: The Economic Case for Tenure," in Mark Kemp (ed.), *The NEA 2018 Almanac of Higher Education* (Washington: National Education Association, 2018), pp. 19-32.

Gregory M. Saltzman, "Economics of Massive Open Online Courses, Higher Education," in Pedro Nuno Teixera and Jung Cheol Shin (eds.), *Encyclopedia of International Higher Education Systems and Institutions* (Springer, 2017).

Gregory M. Saltzman, "Contested Terrain: Developments in Labor Law Affecting Higher Education Since 2012," in Harold S. Wechsler (ed.), *The NEA 2016 Almanac of Higher Education* (Washington: National Education Association, 2016), pp. 31-38.

Gregory M. Saltzman, "The Economics of MOOCs," in Harold S. Wechsler (ed.), *The NEA 2014 Almanac of Higher Education* (Washington: National Education Association, 2014), pp. 19-29.

Martin J. LaPage, Gregory M. Saltzman, and Kurt R. Schumacher, "Cost Effectiveness of the Wearable Automated Defibrillator for Primary Prevention in Pediatric Heart Transplant Candidates," *Journal of Cardiac Failure*, Vol. 19, No. 8S, August 2013, p. S64.

Gregory M. Saltzman, "An Anti-Union Tide: The 2011 Attacks on Public Employees' Bargaining Rights," in Harold S. Wechsler (ed.), *NEA 2012 Almanac of Higher Education* (Washington: National Education Association, 2012), pp. 35-46.

Richard E. Nelson, Gregory M. Saltzman, Elaine Skalabrin, Bart M. Demaerschalk, and Jennifer J. Majersik, "The Cost-Effectiveness of Telestroke in the Treatment of Acute Ischemic Stroke," *Neurology*, Vol. 77, No. 17, October 25, 2011, pp. 1590-1598.

Gregory M. Saltzman, "Decision-Making Principles of Labor Arbitrators in College and University Grievance Cases," in Harold S. Wechsler (ed.), *NEA 2010 Almanac of Higher Education* (Washington: National Education Association, 2010), pp. 51-71.

Richard E. Nelson, Gregory M. Saltzman, Elaine Skalabrin, and Jennifer J. Majersik, "Cost-effectiveness of Telestroke for Ischemic Stroke: A Literature-based Decision-analytic Model" (abstract of conference presentation), *Stroke*, Vol. 41, No. 4, April 2010, p. e287.

Gregory M. Saltzman, "Dismissals, Layoffs, and Tenure Denials in Colleges and Universities," in Harold S. Wechsler (ed.), *NEA 2008 Almanac of Higher Education* (Washington: National Education Association, 2008), pp. 51-65.

Publications (continued):

Gregory M. Saltzman and Michael H. Belzer, *Truck Driver Occupational Safety and Health: 2003 Conference Report and Selective Literature Review* (Washington, DC: U.S. Department of Health and Human Services, Public Health Service, Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health, 2007), DHHS (NIOSH) Publication No. 2007-120.

Gregory M. Saltzman, "Rights Revoked: Attacks on the Right to Organize and Bargain," in Harold S. Wechsler (ed.), *NEA 2006 Almanac of Higher Education* (Washington: National Education Association, 2006), pp. 49-63.

Gregory M. Saltzman and Michael H. Belzer, "The Case for Strengthened Motor Carrier Hours of Service Regulations," *Transportation Journal*, Vol. 41, No. 4, Summer 2002, pp. 50-71.

Gregory M. Saltzman and Shlomo Sperka, "Public-Sector Bargaining in Michigan: Law and Recent Developments," in Joyce Najita and James L. Stern (eds.), *Collective Bargaining in the Public Sector: The Experience of Eight States* (Armonk, NY: M.E. Sharpe, 2001), pp. 106-136.

Gregory M. Saltzman, "Higher Education Collective Bargaining and the Law," in Harold S. Wechsler (ed.), *NEA 2001 Almanac of Higher Education* (Washington: National Education Association, 2001), pp. 45-58.

Gregory M. Saltzman, "Union Organizing and the Law: Part-Time Faculty and Graduate Teaching Assistants," in Harold S. Wechsler (ed.), *NEA 2000 Almanac of Higher Education* (Washington: National Education Association, 2000), pp. 43-55.

Gregory M. Saltzman, "Leadership Development and Organizing: For What Kind of Union?—Reply" *Labor Studies Journal*, Vol. 24. No. 2, Summer 1999, pp. 22-25.

Gregory M. Saltzman and Janet Grenzke, "Faculty Look at Their Role in Governance," *Thought and Action*, Vol. 15, No. 1, Spring 1999, pp. 97-110.

Gregory M. Saltzman, "Legal Regulation of Collective Bargaining in Colleges and Universities," in Harold S. Wechsler (ed.), *NEA 1998 Almanac of Higher Education* (Washington: National Education Association, 1998), pp. 41-59.

Gregory M. Saltzman, "The Impact of Social Class on Attitudes Towards Strikes: A Four-Country Study," *Labor Studies Journal*, Vol. 22, No. 3, Fall 1997, pp. 28-56.

Audrey R. Newell and Gregory M. Saltzman, "The Impact of Managed Mental Health Care on Women," *Journal of the American Medical Women's Association*, Vol. 52, No. 2, Spring 1997, pp. 69-74.

Gregory M. Saltzman, "Job Applicant Screening by a Japanese Transplant: A Union-Avoidance Tactic," *Industrial and Labor Relations Review*, Vol. 49, No. 1, October 1995, pp. 88-104.

Publications (continued):

Audrey R. Newell and Gregory M. Saltzman, "Impact of Reimbursement Systems on Child Psychiatrists: A Comparison of Canada and the U.S.," *Journal of the American Academy of Child and Adolescent Psychiatry*, Vol. 34, No. 10, October 1995, pp. 1326-1335.

Gregory M. Saltzman, "Job Applicant Screening by a Japanese Transplant: A Union-Avoidance Tactic," *Workplace Topics*, Vol. 4, No. 1, June 1994, pp. 61-81.

Gregory M. Saltzman, Review of *More Profile Than Courage: The New York City Transit Strike of 1966, Industrial and Labor Relations Review*, Vol. 45, No. 2, January 1992, pp. 402-403.

Gregory M. Saltzman, "Discussion," papers on work reorganization, effects of two-tier wage settlements on profits, and union mergers, *Proceedings of the Forty-Second Annual Meeting of the Industrial Relations Research Association*, December 1989, pp. 166-168.

Gregory M. Saltzman, "Bargaining Laws as a Cause and Consequence of the Growth of Teacher Unionism," in David Lewin, Peter Feuille, Thomas Kochan, and John Delaney (eds.), *Public-Sector Labor Relations: Analysis and Readings* (Lexington, MA: Lexington Books, 1988), pp. 53-75.

Gregory M. Saltzman, "Public-Sector Bargaining Laws Really Matter: Evidence from Ohio and Illinois," in Richard B. Freeman and Casey Ichniowski, (eds.), *When Public Sector Workers Unionize* (Chicago: University of Chicago Press, 1988), pp. 41-78.

Gregory M. Saltzman, "Congressional Voting on Labor Issues: The Role of PACs," *Industrial and Labor Relations Review*, Vol. 40, No. 2, January 1987, pp. 163-179

Gregory M. Saltzman, "A Progressive Experiment: The Evolution of Wisconsin's Collective Bargaining Legislation for Local Government Employees," *Journal of Collective Negotiations*, Vol. 15, No. 1, Winter 1986, pp. 1-24.

Gregory M. Saltzman, "Bargaining Laws as a Cause and Consequence of the Growth of Teacher Unionism," *Industrial and Labor Relations Review*, Vol. 38, No. 3, April 1985, pp. 335-351.

Gregory M. Saltzman, "The Growth of Teacher Bargaining and the Enactment of Teacher Bargaining Laws," *Proceedings of the ThirtyFourth Annual Meeting of the Industrial Relations Research Association*, December 1981, pp. 56-57.

Gregory M. Saltzman, "Firings, Layoffs, and Job Security in the United States," *Reference of American Studies* (published by the Chinese Academy of Science and Social Science), January 1985, pp. 43-47. Translated and revised by Chu Chuanyi, Chinese Academy of Science and Social Science.

Government Reports:

Gregory M. Saltzman and Michael H. Belzer, "Truck Driver Occupational Safety and Health: A Conference Report and Selective Literature Review," report submitted to the National Institute for Occupational Safety and Health, December 30, 2003, 81 pp. single-spaced.

Max A. Heirich, Cynthia J. Sieck, Kimberly Bonnington-Kouri, and Gregory M. Saltzman, "Moderation Counseling as a Route to Alcohol Abuse Prevention," report submitted to the Center for Substance Abuse Prevention, U.S. Department of Health and Human Services, 2002.

"Employee Stock Ownership Plans: An Economic and Industrial Relations Analysis," report submitted to the Office of the Assistant Secretary for Policy, Evaluation, and Research, U.S. Department of Labor, May 1979, 80 pp.

Conference Presentations:

"Union Organizing and the Law: Contingent Faculty and Graduate Assistants," presented at the annual national meeting of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York, April 2018.

"Contested Terrain: Developments in Labor Law Affecting Higher Education Since 2012," presented at the annual national higher education meeting of the National Education Association, San Diego, April 2016.

"Negotiating over Technology in Contracts and Curriculum: Copyright or Copyleft?," presented at the annual conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, New York City, April 2016.
"Effectiveness of the Wearable Automated Defibrillator for Primary Prevention in Pediatric Heart Transplant Candidates," by Martin J. LaPage, Gregory M. Saltzman, and Kurt R. Schumacher, presented by co-author Martin LaPage at the 17th Annual Scientific meeting of the Heart Failure Society of America in Orlando, September 2013.

"Recent Developments in Higher Education Labor and Employment Law," (one of four members of a panel), presented at the Labor and Employment Relations Association annual national meeting, St. Louis, June 2013.

"An Anti-Union Tide: The 2011 Attacks on Public Employees' Bargaining Rights," presented at the annual national higher education meeting of the National Education Association and of the American Federation of Teachers, Chicago, March 2012.

"An Anti-Union Tide: The 2011 Attacks on Public Employees' Bargaining Rights," presented at the annual national meeting of the Labor and Employment Relations Association, Chicago, January 2012.

Conference Presentations (continued):

"Decision-Making Principles of Labor Arbitrators in College and University Grievance Cases," presented at the annual national higher education meeting of the National Education Association and of the American Federation of Teachers, San Jose, CA, March 2010.

"Cost-effectiveness of Telestroke for Ischemic Stroke: A Literature-based Decision-analytic Model," by Richard E. Nelson, Gregory M. Saltzman, Elaine Skalabrin, and Jennifer Majersik, presented by co-author Jennifer Majersik, MD, at American Heart Association, International Stroke Conference 2010, San Antonio, TX, February 2010.

"Labor Unions and Health Insurance," presented at a conference on health, health insurance, and labor markets, W. E. Upjohn Institute for Employment Research, Kalamazoo, MI, October 2008.

"Dismissals, Layoffs, and Tenure Denials in Colleges and Universities," presented at the annual national higher education meeting of the National Education Association and of the American Federation of Teachers, Washington, DC, March 2008.

"The NLRB's *Kentucky River* Decisions of 2006: Who Is a Supervisor?," presented at the annual national meeting of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, City University of New York, New York City, April 2007.

"Rights Revoked: Attacks on the Right to Organize and Bargain," presented at the annual national higher education meeting of the National Education Association and the American Federation of Teachers, Orlando, FL, March 2006.

"Generational Issues in Collective Bargaining," panel discussion at the annual national meeting of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, City University of New York, New York City, March 2005.

"The NLRB and the Bargaining Rights of Teaching Assistants," presented at the annual national higher education meeting of the National Education Association, San Antonio, TX, March 2005.

"Truck Driver Occupational Safety and Health: A Research Agenda," presented at the annual national meeting of the Industrial Relations Research Association, San Diego, January 2004.

"Proposed Changes in Motor Carrier Hours of Service Regulations: An Assessment," presented at the annual national meeting of the Industrial Relations Research Association, Washington, DC, January 2003.

"Public-Sector Collective Bargaining in Michigan: Law and Recent Developments," presented at the annual national meeting of the Industrial Relations Research Association, Boston, January 2000. "Employees As Partners in College and University Governance: An Aspect of New Unionism," presented at the annual national higher education meeting of the National Education Association, San Antonio, TX, March 1999.

Conference Presentations (continued):

"Public-Sector Collective Bargaining in Michigan: Law and Recent Developments," presented at a conference on State Experiences in Public-Sector Collective Bargaining, Industrial Relations Center, University of Hawai'i, Honolulu, HI, February 1999.

"Legal Regulation of Collective Bargaining in Colleges and Universities," presented at the annual national meeting of the Industrial Relations Research Association, New York City, January 1999.

"Union Involvement in Strategic Management Decisions of the Employer," presented at the annual national higher education meeting of the National Education Association, Savannah, GA, March 1998

"The Law Regulating Bargaining in Higher Education," presented at the annual national higher education meeting of the National Education Association, San Diego, March 1997.

"The Impact of Reimbursement Systems on Child Psychiatrists: A Comparison of Canada and the U.S.," presented by my co-author, Audrey Newell, at the annual national meeting of the American Academy of Child and Adolescent Psychiatry, New York, October 1994.

"The Impact of Reimbursement Systems on Child Psychiatrists: A Comparison of Canada and the U.S.," presented by my co-author, Audrey Newell, at the annual national meeting of the American Psychiatric Association, Philadelphia, May 1994.

"Job Applicant Screening by a Japanese Transplant: A Union-Avoidance Tactic," presented at the annual national meeting of the Industrial Relations Research Association, Boston, January 1994.

"Job Applicant Screening by a Japanese Transplant: A Union-Avoidance Tactic," presented at Cornell University/AFL-CIO Conference on Labor Law Reform, Baltimore, October 1993.

"The Impact of Social Class on Attitudes towards Strikes: A Four-Country Study," presented at the annual national meeting of the Industrial Relations Research Association, New Orleans, January 1992. Abstract published in *Proceedings of the Forty-fourth Annual Meeting of the Industrial Relations Research Association*, January 1992, pp. 156-157.

"Comparable Worth," presented at Great Lakes Colleges Association conference on women and work, Dayton, Ohio, November 1988.

"Public-Sector Bargaining Laws Really Matter: Evidence from Ohio and Illinois," presented at the annual national meeting of the Industrial Relations Research Association, Chicago, December 1987.

"Public-Sector Bargaining Laws Really Matter: Evidence from Ohio and Illinois," presented at a National Bureau of Economic Research conference on public-sector labor relations, Cambridge, MA, August 1986.

Conference Presentations (continued):

"The Growth of Teacher Bargaining and the Enactment of Teacher Bargaining Laws," presented at the annual national meeting of the Industrial Relations Research Association, Washington, DC, December 1981.

Interest Arbitration Awards and Fact Finding Reports:

Appointed by the Michigan Employment Relations Commission (MERC).

Interest arbitration awards (published by MERC):

- *Genesee County and Genesee County Deputy Sheriffs Association/POAM*, MERC Case No. 24-G-1306-CB, October 29, 2025.
- *Macomb County and Police Officers Labor Council*, MERC Case No. 24-L-1986-CB, August 13, 2025.
- *City of Muskegon and Command Officers Association of Michigan*, MERC case L09 G-4004, Jan. 10, 2011.

Fact finding report and recommendations (published by MERC):

- *Ypsilanti Community Utilities Authority and AFSCME Local 3451.12*, MERC case 21-I-1788-CB, July 12, 2022.
- *Birch Run Area Schools and Birch Run Education Association, MEA/NEA*, MERC case 20-B-0460-CB, December 21, 2020.
- *City of Norton Shores and Teamsters Local 214,* MERC case L12 C-0296, Feb. 7, 2013.
- *Independence Township and Teamsters Local 214*, MERC case D09 G-0822, Jan. 12, 2011.
- *Richmond Community Schools and Michigan Education Association-National Education Association Local 1*, MERC case D09 I-0961, Nov. 24, 2010.
- *City of Dearborn (for the 19th District Court) and Police Officers Association of Michigan*, MERC case D09 F-0750, December 27, 2009.
- *Cass County Road Commissioners and Teamsters Local 214*, MERC case L07 A-9005, Aug. 24, 2008.

Grievance Arbitration Awards

Both MERC and the Federal Mediation and Conciliation Service (FMCS) have appointed me as the arbitrator in grievance cases. I have issued grievance arbitration awards both in discipline and discharge cases and in contract interpretation cases.

Honors and External Grants:

Awarded Fulbright U.S. Scholar grant to teach at Hanyang University, South Korea, February-June 2015.

Awarded two four-year terms for an endowed chair, the E. Maynard Aris Professorship, Albion College, 2005-2009 and 2013-2017.

Awarded Fulbright Senior Specialist grant to teach at Jilin University, China, May-June 2008.

Nominated for national executive board, Labor and Employment Relations Association, February 2005.

Participant, project on truck driver occupational safety and health, April 2003 to January 2004. Funded by a grant from the Alfred P. Sloan Foundation to Michael H. Belzer, University of Michigan.

Participant, project on hours of service regulations in the trucking industry, January-June 2001. Funded by a grant from the U.S. Department of Transportation to Michael H. Belzer, University of Michigan.

Participant, project on the effects of a work-site program to prevent alcohol abuse, July-December 2000. Funded by a grant from the Center for Substance Abuse Prevention, U.S. Department of Health and Human Services to Max Heirich, University of Michigan.

Phi Beta Kappa Scholar of the Year award, Albion College, April 2000.

Summer Scholar, Center for Advanced Study in the Behavioral Sciences, Stanford, California. Participant in six-week research workshop on negotiation and dispute resolution, July-August, 1992.

Participant, National Bureau of Economic Research project on public sector unionism, 1984-87. Funded by a grant from the Alfred P. Sloan Foundation to Richard B. Freeman, Harvard University and NBER.

Doctoral dissertation grant, Employment and Training Administration, U.S. Department of Labor, 1979-80.

National Science Foundation Graduate Fellowship, 1976-77, 1977-78, 1979-80.

National Merit Scholarship, 1972-73.

Professional Memberships and Activities:

Member, Labor and Employment Relations Association (formerly the Industrial Relations Research Association), 1978-2021, 2023-. Member, Detroit chapter of LERA, 2007-2008. Member, LERA Higher Education Industry Council, 2008-2014.

Participant, Becoming a Labor Arbitrator class, Federal Mediation and Conciliation Service, May-June 2023.

Professional Memberships and Activities (continued):

Anonymous referee, *Industrial and Labor Relations Review*, *Industrial Relations*, *The Economic Journal*, *Economics of Education Review*, and Labor and Employment Relations Association refereed papers for national conferences.

Chair, "Theoretical Questions: Employee Relations, Industrial Relations, Human Resources and More," session at the Labor and Employment Relations Association annual national meeting,, Seattle, June 2025.

Chair, "Challenges in the Public Sector," session at the Labor and Employment Relations Association annual national meeting, New York City, June 2024.

Chair, "Historical and Theoretical Perspectives," session at the Labor and Employment Relations Association annual national meeting, Detroit, June 2023.

Chair, "What Do Unions Do; What Can Unions Do?" session at the Labor and Employment Relations Association annual national meeting (virtual meeting), June 2020.

Chair, "Rethinking Labor Relations and the Legal Protections of Workers," session at the Labor and Employment Relations Association annual national meeting, Baltimore, June 2018.

Discussant, "The Economics of Prevailing Wage Laws," session at the Labor and Employment Relations Association annual national meeting, Chicago, January 2017.

Chair, "Public Higher Education under Stress: Toward New Social Coalitions Amidst Changing Employment Relations?" session at the Labor and Employment Relations Association annual national meeting, San Francisco, January 2016.

Discussant, "Refereed Papers Session II" session at the Labor and Employment Relations Association annual national meeting, Chicago, January 2012.

Chair, "Refereed Papers Session I," session at the Labor and Employment Relations Association annual national meeting, Denver, January 2011.

Member, editorial advisory board, *Perspectives on Work*, 2004-2007.

Affiliate of the Alfred P. Sloan Foundation Industry Studies Program, 2003-2007.

Participant, workshop on teaching industrial relations and human resource management, Ohio State University, November 2002.

Participant, two-week workshop on the Japanese economy, Waseda University, Tokyo, June 2001.

Discussant, Industrial Relations Research Association annual national meeting, Boston, January 2000.

Participant, workshop on teaching industrial relations and human resource management, Georgia State University, May 1999.

Professional Memberships and Activities (continued):

Participant, one-week workshop on personnel economics, Stanford University, July 1998.

Organizer and chair, "Labor Law Reform: Lessons from Canada," session at the Industrial Relations Research Association annual national meeting, Washington, D.C., January 1995.

Organizer and chair, "Workers as Owners: Employee Stock Ownership Plans," session at the Industrial Relations Research Association annual spring meeting, Chicago, April 1991.

Discussant, Industrial Relations Research Association annual national meeting, Atlanta, December 1989.

Member of conference organizing committee, Great Lakes Colleges Association conference on "Women and Work," Dayton, Ohio, November 11-13, 1988.

College and University Committee Experience:

Albion College

Ad hoc committee on phased retirement, September 2017-April 2018.

Advisory committee, Ford Institute for Public Policy and Service, 2012-May 2021.

Search committee for director of Ford Institute for Public Policy and Service, 2013.

Advisory committee, Institute for Healthcare Professions, 2011-2014.

Affirmative Action Committee, chair, 2009-10.

Ad hoc committee on class scheduling system, 2009-10.

Faculty Salary and Compensation Research Team, member, 2008-09. Assessing the extent to which Albion's faculty compensation is competitive with that of comparable institutions.

Faculty Grievance and Hearing Committee, committee chair, 2001-2004, 2006-2007; member, 2005-2007. Mediated difficult disputes in 2002 and 2003, achieving a settlement that was acceptable to both parties in 2002 and preventing a lawsuit in 2003. Chaired Formal Hearing Panel in 2006 for case involving dismissal for cause of a tenured faculty member; case settled without a lawsuit despite end of faculty member's employment at Albion College.

College and University Committee Experience (continued)

Albion College (continued)

Budgets, Salaries, and Benefits Committee. Member 1987-91, 1994-95, 2006-07. Chair 1989-90, 1990-91, 1994-95, 2006-07. Albion College faced significant budget deficits both in 1994-95 and 2006-07. In both years, I worked to gain faculty acceptance of the need to eliminate some faculty positions and administrative acceptance that these cutbacks would occur only by attrition. I was principal author of a proposal to specify in the Faculty Handbook family and medical leave benefits for faculty; proposal approved by both the faculty and the board of trustees in spring 2007. I was the key faculty negotiator with the college administration for major changes in Albion's health insurance plan in 1994 (changing from a traditional fee-for-service insurance plan to a preferred provider organization) and 2007 (employees accepted increased deductibles, co-payments, and coinsurance; while the administration agreed to begin College contributions for dependent premiums and maintain 100% College payment of the premium for employee-only coverage). In 1990, I persuaded the administration to improve Albion's disability insurance by indexing benefits for inflation and providing benefits for partial disability.

Provost Search Committee, April 2004-March 2005. One of five faculty representatives on the committee.

Steering Committee, 2002-05; chair 2004-05. Elected to three-year term on committee that has broad responsibility for the faculty governance system, serves as a representative for the faculty to the administration, nominates candidates for election to other faculty committees, and addresses problems or issues not under the jurisdiction of any other faculty committee (including background checks for faculty job applicants, faculty evaluation of the President of Albion College, the implications of a proposed increase in enrollment, and new language in the Faculty Handbook regarding the Institutional Review Board for research involving human subjects).

Resource Allocation Committee, spring 2002. Reviewed departmental requests for faculty positions.

Library Advisory Committee, 1997-2000, 2001-2005, committee chair 2002-2004.

Advisory Committee, Gerstacker Institute for Professional Management, 2001-2010.
Faculty Development Committee, 1998-1999. Reviewed requests for sabbaticals and internal grants.

Vision implementation team, Ford Institute for Public Service, 1998-1999.

Sexual Harassment Grievance Committee. Conferee, second semester, 1995-96.

International Week Committee. Member, 1995-1999, 2001-2002. We organized one-week programs on Korea (November 1995), Israel and Palestine (November 1996), Canada (November 1997), Sub-Saharan Africa (October 1998), the Francophone World (October 1999), and U.S.-Mexican Relations (February 2002).

Symposium Committee, 1992-93. We organized a one-week symposium on "Poverty in America" held March 1993.

College and University Committee Experience (continued)

Albion College (continued)

Off-Campus Programs Advisory Committee. Member 1991-93. Screened Albion students applying to go on off-campus programs, reviewed potential new off-campus programs, and worked on international education initiatives.

Ad Hoc Committee on Affirmative Action. Member January 1987 to December 1988. We drafted and obtained the faculty's approval of Albion College's first affirmative action policy for faculty recruitment and retention.

Heller School, Brandeis University

Masters Student Admissions Committee. Member 1983-85; chair 1984-85.

Doctoral Student Admissions Committee. Member, 1982-83.

MIT

Faculty Committee on Educational Policy. Member, 1975-76 (undergraduate student representative).

In the Media:

I have been quoted in both newspaper articles (*The Wall Street Journal*, *The Detroit News*, *The Chicago Tribute*, *The Japan Times*, *The Dayton Daily News*) and in radio news stories (*All Things Considered*, *Voice of America*).

Labor Relations Field Experience:

Active in University of Wisconsin Teaching Assistants' Association, American Federation of Teachers Local 3220, AFLCIO, 1977-1980. Member of executive board and bargaining team, chairperson of grievance committee, Economics Department steward. Lobbied state legislators for collective bargaining bill covering TAs.

Intern, Wisconsin Employment Relations Commission, summer 1977. Observed mediation sessions and unfair labor practice and representation hearings. Drafted grievance arbitration decisions.

Community Service:

Member of board, Ann Arbor Reconstructionist Congregation, January 2016 - December 2018. Treasurer, 2017-2018. Co-chair of rabbi search committee, spring 2022; member, spring 2023. Member of finance committee, 2023-present.

Member, finance committee, Temple Beth Emeth, Ann Arbor, MI, July 2001 to June 2006.

Member, board of directors, Southwest Michigan Healthplan Purchasing Alliance (SMHPA), May 1997 to March 2000. Elected to the executive committee of the board, July 1997. SMHPA, which received several hundred thousand dollars of grant money from the Kellogg Foundation, combined elements of a business health care coalition and a charitable organization. It developed a common set of health insurance plans offered beginning in January 1999 by three large employers in Kalamazoo and Battle Creek, Michigan. The original plan was to follow this with a low-cost health insurance plan designed for those unable to afford coverage because of low wages or pre-existing medical conditions. Due to low enrollments, however, the board decided in February 2000 to terminate operations.

Hebrew Day School of Ann Arbor:

- Yearbook director, 1996, 1997, 1998, 1999. Handled layout, some photography, and production for elementary school yearbook. Added color pages, increased number of pages, and increased profits. Printing company used yearbook that I supervised as a sample to show to other elementary schools.
- Member of finance committee, May 2003 to May 2008. Helped school move from budget deficits to surpluses.
- Member of human resources committee, August 2003 to June 2007.

Personal Information:

U.S. citizen, in good health 2 August 2026