

School of Management and Labor Relations 2000–2002

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The university reserves the right for any reason to cancel or modify any course or program listed herein. In addition, individual course offerings and programs may vary from year to year as circumstances dictate.

Special Notice

Undergraduate students in the labor studies major should consult the New Brunswick Undergraduate Catalog for complete course descriptions and for the academic regulations, degree requirements, and student life information for their college of enrollment. Students in the Ph.D. program in industrial relations and human resources should consult the Graduate School–New Brunswick Catalog for academic regulations and degree requirements.

More information about the School of Management and Labor Relations, including directions to the school, may be obtained from the school's web site at <http://www.rci.rutgers.edu/~smlr>.

Please note that only the printed version of this catalog is the official document of Rutgers, The State University of New Jersey. While Rutgers offers its catalogs on the Internet as a convenience, the university's online catalogs are unofficial, as is academic information offered at other Rutgers' web sites.

Academic Calendars

Dates are subject to change.

2000–2001

September

4	Monday	Labor Day holiday.
5	Tuesday	Fall term begins

November

21	Tuesday	Thursday classes meet.
22	Wednesday	Friday classes meet.
23	Thursday	Thanksgiving recess begins.
26	Sunday	Thanksgiving recess ends.

December

13	Wednesday	Regular classes end.
14	Thursday	Reading period begins.
15	Friday	Fall exams begin.
22	Friday	Fall exams end.
23	Saturday	Winter recess begins.

January

15	Monday	Winter recess ends.
16	Tuesday	Spring term begins.

March

11	Sunday	Spring recess begins.
18	Sunday	Spring recess ends.

April

30	Monday	Regular classes end.
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May

1	Tuesday	Reading period begins.
2	Wednesday	Reading period ends.
3	Thursday	Spring exams begin.
9	Wednesday	Spring exams end.
17	Thursday	Commencement.
29	Tuesday	Summer Session begins.

August

15	Wednesday	Summer Session ends.
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2001–2002

September

3	Monday	Labor Day holiday.
4	Tuesday	Fall term begins.

November

20	Tuesday	Thursday classes meet.
21	Wednesday	Friday classes meet.
22	Thursday	Thanksgiving recess begins.
25	Sunday	Thanksgiving recess ends.

December

12	Wednesday	Regular classes end.
13	Thursday	Reading period.
14	Friday	Fall exams begin.
21	Friday	Fall exams end.
22	Saturday	Winter recess begins.

January

21	Monday	Winter recess ends.
22	Tuesday	Spring term begins.

March

17	Sunday	Spring recess begins.
24	Sunday	Spring recess ends.

May

6	Monday	Regular classes end.
7	Tuesday	Reading period.
8	Wednesday	Reading period.
9	Thursday	Spring exams begin.
15	Wednesday	Spring exams end.
23	Thursday	Commencement.
28	Tuesday	Summer Session begins.

August

14	Wednesday	Summer Session ends.
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About the University

Rutgers, The State University of New Jersey, with more than 48,000 students on campuses in Camden, Newark, and New Brunswick, is one of the major state university systems in the nation. The university comprises twenty-nine degree-granting divisions: twelve undergraduate colleges, eleven graduate schools, and six schools offering both undergraduate and graduate degrees. Five are located in Camden, eight in Newark, and sixteen in New Brunswick.

Rutgers has a unique history as a colonial college, a land-grant institution, and a state university. Chartered in 1766 as Queen's College, the eighth institution of higher learning to be founded in the colonies, the school opened its doors in New Brunswick in 1771 with one instructor, one sophomore, and a handful of first-year students. During this early period the college developed as a classical liberal arts institution. In 1825, the name of the college was changed to Rutgers to honor a former trustee and revolutionary war veteran, Colonel Henry Rutgers.

Rutgers College became the land-grant college of New Jersey in 1864, resulting in the establishment of the Rutgers Scientific School with departments of agriculture, engineering, and chemistry. Further expansion in the sciences came with the founding of the New Jersey Agricultural Experiment Station in 1880, the College of Engineering in 1914 (now the School of Engineering), and the College of Agriculture (now Cook College) in 1921. The precursors to several other Rutgers divisions were also founded during this period: the College of Pharmacy in 1892, the New Jersey College for Women (now Douglass College) in 1918, and the School of Education (now a graduate school) in 1924.

Rutgers College assumed university status in 1924, and legislative acts in 1945 and 1956 designated all its divisions as The State University of New Jersey. During these years the university expanded significantly with the founding of an evening division, University College, in 1934, and the addition of the University of Newark in 1946 and the College of South Jersey at Camden in 1950.

Since the 1950s, Rutgers has continued to expand, especially in the area of graduate education. The Graduate School–New Brunswick, Graduate School–Newark, and

Graduate School–Camden serve their respective campuses. In addition, several professional schools have been established in such fields as management, social work, criminal justice, planning and public policy, applied and professional psychology, the fine arts, and communication, information, and library studies. A number of these schools offer undergraduate programs as well. Livingston College was founded in 1969 to provide a diverse community of students with the opportunity to pursue undergraduate degrees in the liberal arts and professions.

Today, Rutgers continues to grow, both in its facilities and in the variety and depth of its educational and research programs. The university's goals for the future include the continued provision of the highest quality undergraduate and graduate education along with increased support for outstanding research to meet the needs of society and fulfill Rutgers' role as The State University of New Jersey.

Institutional and Specialized Accreditation

Rutgers, The State University of New Jersey, is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104-2680; 215/662-5606. The Commission on Higher Education of the Middle States Association of Colleges and Schools is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. That accreditation was renewed and endorsed in 1998 at the time of its last review. Documents describing the institution's accreditation may be downloaded from the university's web site at <http://www.rci.rutgers.edu/~oirap.msa/index.html> or may be reviewed during regular office hours by contacting the Office of Institutional Research and Academic Planning, Rutgers, The State University of New Jersey, 85 Somerset Street, New Brunswick, NJ 08901-1281; 732/932-7956.

Certain undergraduate programs on the Camden, Newark, and New Brunswick campuses of Rutgers are subject to specialized accreditation. For further information about specialized accreditation, including the names of associations that accredit university programs, please contact the Office of Institutional Research and Academic Planning.

Licensure

Rutgers, The State University of New Jersey, is duly licensed by the New Jersey Commission on Higher Education. For more information, please contact its Office of Programs and Services at 609/292-2955.

Graduate Study at the University

SCHOOL OF MANAGEMENT AND LABOR RELATIONS

The former Institute of Management and Labor Relations became the School of Management and Labor Relations (SMLR) in 1994, in recognition of its broad range of activities and outstanding international reputation.

The mission of the school is to create and disseminate knowledge that fosters a better understanding of the nature of employment and work in modern society; promotes harmony and cooperation between management and labor; and helps improve employment systems and relationships.

In pursuit of this mission, SMLR faculty conduct research, organize credit and noncredit programs, and provide technical assistance to corporations and labor organizations.

A tribute to the quality of the various graduate programs offered by the school was provided by a recent publication that rated graduate and professional programs in America and at international universities. Only eight graduate programs in industrial relations were classified as "very strong," and the SMLR was one of those eight distinguished programs. It is expected that the reputation of the school will continue to grow in stature throughout the next decade as a result of the success of SMLR graduates, the continuing support provided by Rutgers to SMLR, and the growing national reputation and quality of the faculty.

Faculty

The School of Management and Labor Relations has an outstanding, internationally known faculty, who are among the leaders in their respective fields. Faculty contributions to their disciplines include research; dissemination of knowledge through teaching; public service to public, private, professional, and scholarly organizations; and publications in top human resource management and industrial relations journals.

Facilities

The School of Management and Labor Relations is housed in two locations on Rutgers' campuses in the New Brunswick area. SMLR's faculty are supported by a computer network and the James Carey Library, which contains a specialized collection of journals, texts, reporting services, and databases in industrial relations and human resource management.

The Department of Human Resource Management is located in the Janice H. Levin Building, which is on the Livingston campus and contains seminar-style classrooms, fully networked faculty and student offices, and a large computer laboratory that serves both academic and non-credit programs. A portion of the Janice H. Levin Building was specifically designed for continuing professional education, and many of the Center for Management Development's programs are held at this location.

The Labor Education Center is located on the Rutgers' Cook/Douglass campus. It houses faculty offices, a large auditorium, and meeting space for academic classes and extension programs that serve the union movement and the labor relations community.

Advisory Bodies

A State Advisory Council comprised of labor, management, and public officials advises the school's dean and staff on policy regarding the educational and research operations of the SMLR. The Trustees' Advisory Committee includes several members of the Rutgers University Board of Trustees who are particularly knowledgeable and interested in the activities of the SMLR.

Degree Programs

The School of Management and Labor Relations offers programs at both the graduate and undergraduate levels. A Bachelor of Arts degree in labor studies and employment relations is staffed by the SMLR faculty and conferred by the faculties of Douglass College, Rutgers College, Livingston College, and University College-New Brunswick. The Master of Human Resource Management and the Master of Labor and Employment Relations professional degrees are conferred by the faculty of SMLR. The Doctor of Philosophy degree in industrial relations and human resources is administered through the SMLR faculty and awarded by the Graduate School-New Brunswick.

Undergraduate Study

Students may elect to enroll in the Bachelor of Arts in labor studies and employment relations degree program after two years of general liberal arts study. This major is designed to prepare students for a wide variety of labor or community organizations, neutral agencies, and corporations. Many graduates go on to law school, professional programs of study in human resources or labor relations, or graduate school.

Graduate Study

Human Resource Management. The Master of Human Resource Management (M.H.R.M.) degree is one of the top four human resource management programs in the United States, with graduates employed in major corporate, government, and nonprofit organizations across the country. The M.H.R.M. degree prepares students to assume human resource generalist or specialist positions; it also is appropriate for line managers who desire more knowledge about the development and management of people.

The program focuses on strategic human resource management, and provides concentrated skill development in the areas of recruitment, selection, compensation, training and employee development, human resource information systems, performance management, and human resource planning within a strategy framework. The student body comprises individuals from throughout the United States and the world and represents a variety of undergraduate majors and work experiences.

Labor and Employment Relations. The Master of Labor and Employment Relations (M.L.E.R.) degree provides students with a broad multidisciplinary education in employment relations. The program affords students the opportunity to develop professional skills and to explore contemporary employment problems and ponder their solutions. At present, faculty and students are examining

the causes and consequences of changes in labor relations practices, the relation of work and family, contingent employment, new forms of work organization/compensation, employment globalization, and workplace justice. Students are prepared for careers in the labor movement, in labor relations for private- and public-sector employers, and in government agencies that regulate employment.

Industrial Relations and Human Resources. The Ph.D. in industrial relations and human resources is a full-time program designed to prepare students for teaching and research careers in the fields of industrial relations and human resource management. The program enrolled its first students in 1990 and has already developed a national reputation for its high quality and standards.

Distance Learning Credit Program. The M.H.R.M. program is offered by distance learning to IBM employees at IBM's Raleigh, NC, facility. Classes are offered from the Distance Learning Laboratory in the Janice H. Levin Building on the Livingston campus in Piscataway, NJ. New Brunswick M.H.R.M. students take the class in the Distance Learning Laboratory; IBM-Raleigh students attend class in a similar facility at the IBM-Raleigh location. The curriculum that is offered to students in this program is identical to the newly revised curriculum being offered to students on Rutgers' New Brunswick campus. Joining the two classes allows for additional student interaction for both bodies of students.

Singapore Institute of Management (SIM). In conjunction with the Singapore Institute of Management, SMLR offers a Master of Human Resource Management (M.H.R.M.), which enhances the technical, managerial, and strategic knowledge of human resource professionals, either in specialists or generalists positions.

Beijing Concorde Institute of Management (BCIM). Before they join the mainstream M.H.R.M. program at Rutgers, the BCIM prepares Chinese students in English, computers, and six prerequisite courses so that their integration into the Master of Human Resource Management program is more successful.

Nondegree Programs

The School of Management and Labor Relations offers a variety of continuing professional education and extension programs.

AT&T employees may enroll in M.H.R.M. courses held at an AT&T site. The courses are identical to those offered in the Rutgers on-campus M.H.R.M. program. Rutgers provides instructors and awards credit to those students at AT&T who successfully complete course assignments. AT&T employees are enrolled on a nonmatriculated basis, and individuals who successfully complete five courses receive a certificate in human resource management.

Prudential employees may enroll in M.H.R.M. courses held at Prudential-Parsippany, NJ. The courses are identical to those offered in the Rutgers on-campus M.H.R.M. program. Rutgers provides instructors and awards credit to those students at Prudential who successfully complete

course assignments. Prudential employees are enrolled on a nonmatriculated basis, and individuals who successfully complete six courses receive a certificate in human resource management.

The Center for Management Development (CMD) is one of the largest university-affiliated training organizations in the United States. CMD offers noncredit professional education based on contemporary developments and research in various fields of management. The center's custom and public training programs are designed to strengthen professional, technical, and managerial skills by providing state-of-the-art information and skills development.

The Center for Women and Work addresses the needs of working women by studying public policies in the field; fostering and disseminating research on areas of concern; and sponsoring educational programs for working women, policymakers, corporate leaders, and community organizations.

The Center for Global Strategic Human Resource Management is an initiative of the Department of Human Resource Management at SMLR. The center works in partnership with major professional organizations and with middle and senior human resource managers at major multinational corporations to research and develop practices in global strategic human resource management.

The Labor Extension Program provides both basic and advanced training for trade union leaders, managers, and public officials interested in labor and employment relations. SMLR faculty and outside experts develop and conduct these programs at Rutgers and throughout the state and the region to meet the needs of the employment and labor relations community.

The Center for Workplace Transformation has achieved a national reputation for work on major organizational change, particularly in union settings.

The Occupational Safety and Health Education Project (OSHEP) assists employers and unions in creating active cultures of safety, which encourage everyone to be knowledgeable and committed to safer and more healthful workplaces.

Location

New Brunswick, with a population of about 42,000, is located in central New Jersey at Exit 9 of the New Jersey Turnpike and along the New York-Philadelphia railroad line. It is approximately thirty-three miles from New York City, and frequent express bus service is available from a station near the College Avenue campus to terminals in central Manhattan. Princeton is sixteen miles to the south, Philadelphia about sixty miles, and Washington under two hundred miles. The libraries, theaters, concert halls, museums, galleries, research institutes, clubs, and other educational, cultural, and recreational resources of the New York-Philadelphia region are easily accessible to the interested student. Rutgers' central location and reputation attract many distinguished visitors, lecturers, and performing artists.

Admission

(For Graduate Programs)

REQUIREMENTS

A bachelor's degree or its equivalent from a recognized institution of higher education is required of applicants to the School of Management and Labor Relations. Normally, an average of B or better in previous academic work is expected. Additional evidence of potential for graduate study is demonstrated by scores on the Graduate Record Examination General Test (or the Graduate Management Admission Test) and by letters of recommendation, which are required for all programs. Admission is recommended by the faculty of the graduate program to which the individual applies and must be approved by the dean of the School of Management and Labor Relations or a representative. M.H.R.M. and M.L.E.R. programs have a rolling admission policy. Admission decisions are made by judgment, not formula, but successful applicants are expected to achieve competitive grades and scores and provide letters of recommendation that indicate potential for graduate study.

APPLICATION PROCEDURES

Admissions materials are available from the Office of Graduate and Professional Admissions, Rutgers, The State University of New Jersey, 18 Bishop Place, New Brunswick, NJ 08901-8530 (732/932-7711), or online at <http://gradstudy.rutgers.edu/>. Prospective students also may apply via a link on the SMLR homepage at <http://web.rutgers.edu.smlr>. A complete application consists of the application form, the application fee, official transcripts of previous academic work, personal statement or essay, letters of recommendation, and test scores. Detailed procedures and instructions accompany the application forms. Applications should be filed with the Office of Graduate and Professional Admissions as early as possible to meet the deadlines listed in the application materials. Applicants are responsible for ensuring that their applications are complete and adhere to all policies and procedures as stated in the instructions.

DEADLINES

The M.H.R.M. and M.L.E.R. program application deadlines are March 1 for the Summer Session, May 1 (M.H.R.M.) and July 1 (M.L.E.R.) for the fall term, and November 1 (M.H.R.M.) and December 1 (M.L.E.R.) for the spring term. The Ph.D. program deadline is February 1 for fall admission. International students applying from abroad must submit

application materials by November 1 for spring term admission and April 1 for fall term admission. All programs reserve the right to change stated deadlines.

TESTS

The School of Management and Labor Relations requires applicants for matriculated status to submit results of the Graduate Record Examination (GRE) General Test. GRE information and application forms may be obtained by writing to the Graduate Record Examinations Program, Educational Testing Service, P.O. Box 6000, Princeton, NJ 08541-6000, U.S.A., or on the web at www.gre.org. The Educational Testing Service requires at least six weeks to process and report GRE scores. Scores from the Graduate Management Admission Test (GMAT) may be accepted in lieu of GRE scores for applicants to the M.H.R.M. and M.L.E.R. programs. It is the policy of the university that tests taken within a period of three years prior to the time of application will not be questioned on grounds of age. Graduate programs may require that test scores more than three years old be validated, either by evidence of continued work in the field or by reexamination.

INTERNATIONAL APPLICANTS

International applicants are required to take the Test of English as a Foreign Language (TOEFL) if English is not their native language. For further information about the test, write to TOEFL/TSE Services, P.O. Box 6151, Princeton, NJ 08541-6151, U.S.A., or on the web at www.toefl.org. Satisfactory English proficiency is a prerequisite for graduate study at the university. Admitted students may be required to take a test of English proficiency soon after arrival at the university and may be obligated to take course work in English as a Second Language (ESL).

New international students appointed as teaching assistants are required to take an oral proficiency test regardless of their TOEFL scores. Nonimmigrant students must also present evidence of adequate financial resources to meet educational and living expenses.

The university may deny admission to international applicants for lack of English proficiency, insufficient financial resources, or because of improper visa status.

NOTIFICATION OF DECISIONS AND CONDITIONAL ADMISSIONS

Applicants receive written notification of admissions decisions, including any conditions that may apply. All conditions for admission must be satisfied prior to registration unless otherwise indicated. Students who fail to register for the term to which they were admitted should contact the appropriate program director for further instructions.

Applicants whose academic records are particularly difficult to evaluate (e.g., individuals who have been out of school for a number of years or individuals with a low grade-point average but very high scores on the GRE or GMAT) may be admitted conditionally. Conditional admission will not be offered to individuals who have already

completed 6 or more credits on a nonmatriculated basis. (Conditional admission also is not allowed in the Ph.D. program.) Students who are admitted conditionally and receive grades of B or better in their first 12 credits of course work will have their status changed to that of fully matriculated students. Receiving a grade below B during this period of probation may result in termination from the program. Conditions imposed may also include the specification of particular courses to be taken during the student's first 12 credits.

Tuition and Fees

FEE SCHEDULE

1999–2000 Academic Year

Note: The university reserves the right to alter the amounts indicated on the following schedule at any time before the first day of classes of a term.

Application Fee, nonrefundable \$ 50.00

Tuition *

Full-time New Jersey resident, per term	3,388.00
Full-time non-New Jersey resident, per term	4,968.00
Part-time New Jersey resident, per credit	279.30
Part-time non-New Jersey resident, per credit	412.30

Student Fee, per term

Full-time (12 or more credits)	333.25
Part-time (11 or fewer credits)	89.00
Matriculation continued or 1 credit of research	7.00

Meal Plans, per term

Any 105 meals to any 285 meals	980.00–1,375.00
Any 50 meals to any 75 meals (commuter)	405.00–585.00

Miscellaneous Fees

Computer fee (full-time)	100.00
Computer fee (part time) progressive	20.00
	(incremental increase)
Basic health insurance program (optional) †	
per term (part-time students only)	90.73
Major medical insurance plan, per year †	257.00/337.00
Spouse, per year ‡	257.00/337.00
Each child, per year ‡	257.00/337.00
Late registration fee	50.00
Late payment fee (for one day to one week and/or check not honored for payment)	50.00
Partial payment fee	10.00
Late payment fee for partial payments	
For one day to one week	10.00
For each additional week or part thereof	5.00
Drop/add fee, per change	
(applies to change of registration due to student error or choice after the second week of classes)	5.00
Microfilming of doctoral dissertation	50.00
Transcript of record fee, per copy	3.00
Student I.D. fee	5.00

Restoral Fee

Fee, per term	279.30
Maximum fee (through five terms)	1,396.50
(applies to certain students who allow their registration to lapse and wish to be restored to active status as degree candidates)	

Note: All breakage and damage to university property is charged for in full. The university is not responsible for loss by fire or theft of private property in its buildings.

* For an explanation of New Jersey residency status, see Student Residency for Tuition Purposes in the Academic Policies and Procedures chapter.

† Required for international students.

‡ This insurance is optional (\$50.00 limit/\$100,000 limit).

TERM BILLS

Instructions for registration and payment of term bills are sent by mail to all students for the first and second terms with due dates indicated. Students who do not receive a term bill by July 15 for the fall term and by December 5 for the spring term should notify their local student accounting office promptly.

It is the student's responsibility to obtain, complete, and return the term bill on time. Students who fail to do so are charged a late payment fee of \$50. Graduate students enrolled for 6 or more credits who are unable to pay their term bills in full by the due date or by the first day of class may pay their bill according to the partial payment plan outlined below.

Payment of the term bill may be made in person or by mail. Checks or money orders are preferred and should be made payable to Rutgers, The State University of New Jersey. Payment also can be made by Visa, MasterCard, or Discover Card. Transactions declined by the bank are considered unpaid and are returned to the student. Refunds of credit card payments will be processed with a check issued by Rutgers to the student. Cash should not be sent through the mail.

Returned Checks

A service charge of \$10 is assessed if a check presented in payment of fees is returned to the university as uncollectible. If collectible payment is not made before late payment deadlines, the applicable late payment fees are also charged.

PARTIAL PAYMENT PLAN

Graduate students enrolled in 6 or more credits who are unable to pay their term bill in full may arrange with the local cashier's office to pay their bill, if it indicates a net balance due of \$200 or more, in three installments under the partial payment plan, as follows:

1. First payment: 50 percent of the net balance due plus a \$10 nonrefundable partial payment fee payable on or before the due date indicated on the term bill.
2. Second payment: 25 percent of the net balance due on or before September 15 for the fall term and on or before February 1 for the spring term.
3. Third payment: Net balance due on or before October 15 for the fall term and on or before March 1 for the spring term.

Any student submitting a term bill after classes have begun for the term must make payment according to the following schedule:

1. First payment: 75 percent of net balance due plus a \$10 nonrefundable partial payment fee.
2. Second payment: Net balance due on or before October 15 for fall term and on or before March 1 for spring term.

Any subsequent installment not paid on time incurs an initial late fee of \$10 for the first week or part of a week that payment is late, plus a \$5 late fee for each additional week or part of a week that payment is late. The university reserves the right to increase the partial payment plan fee if deemed necessary.

REGISTRATION

Activation of Registration

A student's registration is activated through the proper submission of a term bill, accompanied by payment, or through an appropriate claim of financial aid. Activation of registration does not take place if there are "holds" placed on a student's records because of failure to meet outstanding obligations.

Termination of Registration

The university exercises the right to terminate the registration of any student who has an outstanding financial obligation to the university, after sufficient notice has been given to the student. The university reserves the right to "hold" transcripts and diplomas as a result of nonpayment of obligations and to forward delinquent accounts to collection agencies and to levy collection fees. "Holds" are removed upon satisfaction of the outstanding obligation. The terminated student may petition for reinstatement of enrollment by satisfying the indebtedness to the university and paying a \$50 reinstatement fee.

Cancellation of Registration

To cancel registration and obtain a full refund of tuition and fees, students must notify the registrar in writing prior to the first day of classes. A student whose registration is canceled by the registrar will receive a full refund of tuition and fees, and prorated charges for room and board, if applicable. Notification of cancellation received on or after the first day of classes is treated, for billing purposes, as a withdrawal, and a refund will be made based on the general refund policy.

GENERAL REFUND POLICY

A student who voluntarily withdraws from all courses during the first six weeks of a term will receive a partial reduction of tuition (and charges for room and board, if applicable) according to the week of withdrawal as follows:

First and second weeks:	80%
Third and fourth weeks:	60%
Fifth and sixth weeks:	40%

No reductions will be granted after the sixth week of the term.

The effective date of withdrawal is the date on which a written statement of withdrawal is received by the registrar. No part of the student fee is refundable.

No reductions will be granted after the tenth day of classes to students who withdraw from one or more courses but remain registered in others. If withdrawal from one or more courses amounts to complete withdrawal from a program, the provision for full withdrawal applies.

Failure to attend class is not equivalent to a withdrawal and a student will not receive an adjustment of charges unless a formal withdrawal is filed with and approved by the registrar, regardless of whether the student actually attended classes or took examinations.

Refund Policies for Title IV Funds Recipients

There are two additional refund schedules that differ from the General Refund Policy schedule for Title IV funds recipients. First-time Title IV funds recipients who withdraw completely from Rutgers are provided with a separate schedule under the Pro-rata Refund Policy. Title IV funds recipients who are not first-time attendees are provided a schedule of refunds via the Federal Refund Policy.

For further information, please contact the financial aid office at 732/932-7755.

Financial Aid

The Office of Financial Aid at Rutgers, The State University of New Jersey, is committed to assisting students with funds to help defray educational expenses. Since a student's financial resources often determine whether or not he or she attends college, every effort is made to assist each student in finding alternative resources in financing an education.

The majority of graduate students at the university, like most graduate students in the United States, receive some measure of financial aid. The amount of support each student receives depends in part, of course, upon the availability of funds. The availability of support is often dependent upon the specific graduate program and degree status. Support ranges from grants covering tuition charges to awards sufficient to pay all educational and living expenses. The sources of support include university funds, federal and state government funds, corporate and individual bequests to the university, and grants from educational and scientific foundations.

Limited funds are available from scholarships, fellowships, assistantships, grants, low-interest loans, and part-time employment to students at the school. Application for such aid is made by completing the Free Application for Federal Student Aid (FAFSA) form. These forms are available from most college and university financial aid offices. At Rutgers, contact the Office of Financial Aid, Rutgers, The State University of New Jersey, 620 George Street, New Brunswick, NJ 08901-1175. Applicants are considered for all forms of aid for which they are eligible. Applicants who file by March 15 may expect a reply by June 1. Applications received after March 15 are considered for remaining funds.

HOW TO APPLY

All applicants must complete the Free Application for Federal Student Aid (FAFSA) and submit it to the federal processor no later than March 15. The forms are available at Rutgers financial aid offices or from the above address. A separate application is required for assistantships. The FAFSA should be filed at the same time the admission application is submitted, but no later than March 15, to ensure full consideration for all available funds. Renewal forms are normally mailed to continuing students in January.

Letters announcing financial aid decisions are mailed to all students as soon as possible after admission. Funds are awarded to those who file by the priority filing date, March 15, and who demonstrate the greatest financial need. Therefore, there is a definite advantage to submitting an early, accurate, and complete application.

Counseling is available by appointment at the financial aid office to all students regardless of whether or not they qualify for financial aid. When comparing aid offers from Rutgers with other institutions, students should remember that charges often differ significantly from school to school. Therefore, the important factor to consider is not the dollar value of a financial aid offer, but the difference between the total value of the financial aid package awarded by the institution and the cost of attending that institution.

Applications for fellowships and assistantships are due on or before March 15, although awards are occasionally available at later dates. A prospective graduate student may apply for an assistantship or fellowship at the time of application or before admission is complete. Applicants completing the appropriate section of the admission application are considered for those financial awards granted by the university for which they may be eligible. To be considered for an assistantship or fellowship, the student must enroll full time. Please keep in mind that applications for assistantships and fellowships are competitive and the number of requests exceeds availability.

Part-Time Students

Since financial need is determined by comparing a student's resources with the cost of attending college, most part-time students who are gainfully employed do not demonstrate financial need.

The federal student financial aid sources (William D. Ford Federal Direct Student Loans, Federal Perkins Loan, and Federal Work-Study Program) require that a student enroll in a minimum of 6 credits per term to be eligible.

All application procedures and deadlines applicable to full-time students apply to part-time students; however, the university has limited funds for this student population.

SOURCES OF FINANCIAL AID

The following is a brief description of programs available to graduate students.

Fellowships, Scholarships, and Grants

Rutgers Excellence Fellowship Awards. This award is issued by departments of the university on the basis of exceptional academic merit, as evidenced by scholarly promise. The award is for up to \$14,000 plus tuition remission and is renewable for three additional years.

Graduate and Professional Scholar Awards. Outstanding students in the graduate and professional schools are eligible for merit scholarships of \$2,000 to \$3,000 per year for full-time study for up to two academic years. To apply, check the appropriate box on the graduate and professional school application form. Any additional statements that provide evidence of academic or artistic achievement and significant life, work, and/or extracurricular activities should be submitted in duplicate with the application. Only those applicants receiving awards are notified. The award is contingent upon acceptance into a graduate or professional school program. The application deadline for fall term awards is March 1, unless the program to which the student is applying has an earlier deadline. In that case, the student must submit an application form to the appropriate admissions office by the program deadline date.

Graduate and Professional Scholar Awards

Ralph Johnson Bunche Distinguished Graduate Award. Established in 1979, this distinguished graduate award is named after Ralph Johnson Bunche, the black American statesman, Nobel Peace Laureate, and recipient of an honorary Doctor of Laws from Rutgers in 1949.

Bunche fellowships provide \$12,000 per academic year, plus tuition, to exceptional full-time students with backgrounds of substantial educational or cultural disadvantage. To apply, check the appropriate box on the graduate and professional school application form. Only those applicants receiving awards are notified. The award is contingent upon acceptance into a graduate or professional school program and upon full-time enrollment. The application deadline for fall term awards is March 1, unless the program to which the student is applying has an earlier deadline.

School of Management and Labor Relations Scholarships and Fellowships. Through the generosity of friends of the school, several scholarships and fellowships are available for outstanding students in the areas of human resource management and labor and employment relations. Those interested in applying should contact either the graduate program in Human Resource Management or the graduate program in Labor and Employment Relations for more information.

Anyone applying as a full-time student will be considered for the following scholarships:

Department of Human Resource Management (M.H.R.M.) Scholarships. These include the James R. Chelius Memorial Fund, William S. Borden Scholarship Fund, G.O.A.L.S. (Graduate Opportunities for Advanced Level Studies), and SMLR Deans Fellowship.

Department of Labor Studies and Employment Relations (M.L.E.R.) Graduate Scholarships. These include the Samuel Kinsora Scholarship, Alfred Loewenthal Scholarship, Herbert Levine Scholarship, G.O.A.L.S. (Graduate Opportunities for Advanced Level Studies), and SMLR Deans Fellowship.

Undergraduate Scholarships. These include the CWA Local 1034 Scholarship and the Anthony Zuccarello Scholarship.

Educational Opportunity Fund (EOF). New Jersey residents who are full-time students and who can demonstrate backgrounds of financial and academic hardship are eligible for EOF grants ranging from \$200 to \$2,650. Students who received EOF grants as undergraduates are presumed eligible if they fall below the maximum income parameters required for all recipients of this state grant. Graduate students who did not receive EOF grants as undergraduates, but who feel that they come from backgrounds of financial hardship and wish to be considered, should write to the financial aid office for consideration. The grants are renewable for the duration of the student's degree work, subject to continued student eligibility and provided satisfactory academic progress is made. Students must complete the FAFSA form.

Nonuniversity Awards. In addition to opportunities for financial assistance through the university, there are other sources from which qualified graduate students may receive financial aid, since many national, state, and regional associations make special awards.

Students should be aware that each department is continually seeking funds from outside agencies to help defray student expenses. Grants and awards of this nature vary each year. Inquiries regarding the availability of such monies can be made through program advisers.

Students should contact clubs, fraternal, religious, and national professional organizations, and local interest groups for possible aid through stipends and tuition credits. A student who receives any of these awards is required to notify the Office of Financial Aid.

Loans

Federal Perkins Loan (formerly National Direct Student Loan–NDSL)

Federal Perkins Loans are available to students who are enrolled in a minimum of 6 credits per term, who are citizens or permanent residents of the United States, and who demonstrate need through the FAFSA. The maximum amount a graduate student can borrow under this program at Rutgers is \$2,000 per academic year, with maximum aggregate loan amount not to exceed \$30,000 (including undergraduate NDSL and Perkins loan total).

Interest at the rate of 5 percent simple begins nine months after the borrower ceases to enroll in a minimum of 6 credits per term and extends over a maximum repayment period of ten years. Monthly payments depend on the size of the debt and length of repayment period. Deferral of repayment is permitted for certain kinds of federal service and cancellation of loans is permitted for certain public services.

Consistent with federal regulations, all first-time Federal Perkins Loan borrowers at Rutgers are required to attend an entrance interview in order to be informed of their rights and responsibilities regarding the loan. In addition, Federal Perkins Loan recipients must attend an exit interview prior to graduation or withdrawal from school. Further details and procedures regarding the repayment of the Federal Perkins Loan are sent to each student recipient by Rutgers, The State University of New Jersey, Student Financial Services, 65 Davidson Road, Room 310, Piscataway, NJ 08854-8094.

William D. Ford Federal Direct Student Loans

Federal Direct Student Loans (Direct Loans) are available for students directly from the federal government to pay for educational costs. These loans eliminate the need for an outside lender, such as a bank. To be considered for a Direct Loan, students must complete the FAFSA. Subsequently, the award letter issued by Rutgers will list eligibility for the program. Money for which students are eligible will be credited directly to their accounts. Because Rutgers has chosen to participate in Direct Lending, the university cannot accept any Federal Stafford applications from students or their lenders. Since the U.S. Department of Education is the lender for the Federal Direct Loan Program, borrowers will send all loan repayments to the department, rather than to several lenders.

In general, to be eligible for a Direct Loan, a student must have a high school diploma or a General Education Development (GED) certificate or meet other standards approved by the U.S. Department of Education, be a United States citizen or an eligible noncitizen, be enrolled at least half-time per term, be making satisfactory academic progress, have a Social Security number, sign a statement of educational purpose, not be in default on prior loans or owe refunds to a federal grant program, and register with the U.S. Selective Service Administration, if required.

In addition to these requirements, all first time Direct Stafford/Ford and Direct Unsubsidized Stafford/Ford Loan borrowers must attend an entrance interview in order to be informed of their rights and responsibilities regarding the loan.

The aggregate limit for Federal Direct Stafford/Ford Loans, including both subsidized and unsubsidized amounts is \$138,500 for a graduate or professional student (including loans for undergraduate study).

Federal Direct Stafford/Ford Loan. This loan is based on financial need. The government pays the interest on the loan while the student is attending school. The interest rate is variable; that is, it is adjusted each year. Effective July 1, 1994, the maximum rate for the Federal Direct Stafford/Ford Loan was 8.25 percent. Additionally, borrowers are charged an origination fee of 3 percent. Graduate students may borrow \$8,500 per year. The total debt may not exceed \$65,000 including loans for undergraduate years.

Federal Direct Unsubsidized Stafford/Ford Loan. This loan is not based on financial need, but all interest charges must be paid by the student. The interest rate is the same as the Federal Direct Stafford/Ford Loan. Students may borrow up to \$10,000 per year.

Emergency Loans

Students who are experiencing a financial emergency may apply for a university loan for up to \$500. The interest rate is 3 percent simple interest, and the loan must be repaid within the same term. An emergency need must be demonstrated and funds must be available.

Students must contact their local financial aid office for additional information. If loans in excess of this amount are required, an appointment with a counselor is recommended to discuss long-term assistance. Students do not need to be recipients of financial aid nor to have filed a financial aid application to be considered for emergency loans.

A number of graduate schools offer low interest or interest-free short-term loans to students in their program. Students should request additional information from the various deans or directors of each program.

Employment

Assistantships Awarded by the University. The beginning salary for full-time teaching and graduate assistantships is \$13,350 (1999–2000) per academic year. Special graduate fellowships, available only in certain programs, provide \$12,000 per year plus tuition for up to four years.

Applications for assistantships are due on or before March 1 (or February 1 for the SMLR doctoral program), although awards are occasionally available at later dates. Prospective graduate students may apply for assistantships when they are sent an application form for admission. Applicants who complete the appropriate section of the form when they apply for admission are considered for those financial awards granted by the university for which they may be eligible. The letters of recommendation required for admission usually serve also as letters of recommendation for assistantships. Should a separate application be required for a newly established program, notice of this will be included with the admissions packet. A graduate student already enrolled at the university who wishes to apply for an assistantship should inquire at the office of the director of the graduate program in which the student is enrolled.

Preceptorships and Counselorships. Appointments as preceptors or counselors in the various undergraduate residence halls are available to a limited number of graduate students. The offices of the deans of students of those colleges will, on request, provide information regarding the duties required of preceptors and counselors, the benefits, such as room, board, and tuition grants, and the procedures for application. Applications for September appointments must normally be received before May 1.

Federal Work-Study Program (FWSP). Federal work-study employment may be offered as a self-help portion of the financial aid award. To apply for this program, students must file the FAFSA. No job assignments are made until all paperwork required to accept the aid has been completed.

On-campus jobs are available in many areas. Selection for a particular job is based on skills, job availability, university needs, and student preference. Students may work up to twenty hours weekly during the academic year; in the case of summer assignments, students may work up to thirty-five hours per week. Once a job is assigned, it is anticipated that the student will continue in that position through the entire academic year. Any change in work-study jobs must be made through the Student Employment Office/Office of Financial Aid.

Off-campus employment is also available through the Federal Work-Study Program. These jobs are paid community-service positions in nonprofit agencies.

For more information about federal work-study jobs on or off campus, contact the Student Employment Office at 620 George Street, New Brunswick, NJ 08901-1175, or call 732/932-8817.

Other Sources of Aid

Veterans Benefits. The United States Veterans Administration operates various education assistance programs for eligible veterans, war orphans, surviving spouse or child of any veteran killed while on duty with the Armed Forces, disabled veterans, dependents of a veteran with service related total disability, and certain members of the selected reserve. Inquiries concerning eligibility may be directed to the Veterans Administration office in Newark, NJ (telephone 1-800/827-1000); the New Jersey Department of Military and Veterans Affairs in New Brunswick, NJ (732/937-6347); or to the veterans coordinator on each campus. For New Brunswick, the number is 732/932-7067.

Veterans and others mentioned above who plan to utilize veterans' education benefits should initially present the Veterans Administration Certificate of Eligibility Form(s)

and/or discharge papers (certified copy of the DD214) when registering for courses. If applying for other financial aid with the university, veterans must report the fact that they will receive veterans' education benefits to the Office of Financial Aid.

Veterans planning to train under Chapter 32 VEAP, Chapter 30 of the New (Montgomery) GI Bill of 1984, or Chapter 106 for Reservists, are required by the university to pay cash for tuition, fees, books, and supplies, when due. Veterans, in turn, receive an allowance for each month of schooling based upon credit hours and the number of dependents.

No veteran may officially withdraw from a course (or courses) without prior approval from the academic services and/or dean of students offices. All withdrawals must be submitted in writing. The date of official withdrawal will be the determining date for changes in benefits. Failure to comply with the official school withdrawal procedure may affect both past and future benefits. Any change in schedule must also be reported to the campus Office of Veterans Affairs.

RESTRICTIONS ON FINANCIAL AID AND EMPLOYMENT

Graduate students ordinarily may not accept two different financial awards from the university simultaneously. Students who have applied for two different awards and are offered both should inquire at the dean's office of the school of matriculation before acceptance. Students who hold fellowships, assistantships, or internships may not accept employment outside of their academic department without the permission of the graduate program director and the dean of the school of matriculation.

Graduate students who have received aid administered by the Office of Financial Aid must report to that office any change in income, such as scholarships, loans, gifts, assistantships, or other employment received subsequent to the original aid award.

Student Services

LIBRARIES

With holdings of more than three million volumes, the Rutgers University Libraries rank among the top twenty-five research libraries nationally. Comprising twenty-five libraries, reading rooms, and collections on the university's three campuses, the library system supports a broad range and depth of instruction and faculty and student research in a wide array of disciplines.

The system's largest units are the Archibald Stevens Alexander Library on the College Avenue campus and the Library of Science and Medicine on the Busch campus, both in New Brunswick, with the former housing the principal collections of research materials in the humanities and social sciences and the latter housing the principal research collections in behavioral, biological, earth and pharmaceutical sciences, and engineering.

There is a reading room for graduate students located in the Alexander Library. In addition to study space, the Graduate Reading Room includes the graduate reserve collection, a noncirculating collection of standard works in the social sciences and humanities, locked carrels for students working on their dissertations, and computer facilities.

Faculty and students of the School of Management and Labor Relations are supported by the James Carey Library, which is a specialized collection of journals, texts, reporting services, and databases in employment relations and human resource management. The James Carey Library is located in the Labor Education Center, 50 Labor Center Way, New Brunswick.

Other libraries in New Brunswick are the Mabel Smith Douglass and Blanche and Irving Laurie Music libraries on the Douglass College campus; the Kilmer Library on the Livingston College campus; the Mathematical Sciences, Chemistry, and Physics libraries on the Busch campus; the Art Library and the East Asian Library on the College Avenue campus; and the Chang Science Library on the Cook College campus. The specialized collections of the School of Management and Labor Relations Library are located in the Labor Education Center, Ryders Lane, New Brunswick; and those of the Center of Alcohol Studies Library are on the Busch campus. The Newark campus is served by the John Cotton Dana Library, the Institute of Jazz Studies, and the Criminal Justice Library, as well as the Justice Henry Ackerson Library of Law; the Camden campus is served by the Paul Robeson Library and the Camden Law Library. Most libraries maintain one or more reserve reading rooms.

The Rutgers University Libraries function as one system. The holdings of all units in the system are accessible via IRIS, the libraries' online catalog, which contains listings for the majority of the acquisitions since 1972 and is accessible through public terminals in each library, through telephone dial-up from outside the libraries, and through the libraries' web site at <http://www.libraries.rutgers.edu>. Each library in the system, including those located in Camden and Newark, is

accessible to all members of the university community through the Rutgers Request Service and telephone reference service. In addition to the collections internal to the Rutgers libraries, members of the faculty and student body have access to other libraries through cooperative agreements that link Rutgers to the Princeton University library, the State Library in Trenton, and other research libraries in the region.

Of particular interest to faculty and graduate students is Rutgers' membership in the Research Libraries Group, a nationwide consortium that allows members of the university community access to the collections of the most distinguished research libraries in the country, including those at Yale, Berkeley, Stanford, and the New York Public Library. Through a shared database, there is access to most of the books and other materials of Research Libraries Group members that are available for interlibrary loan.

Additional services provided by the libraries include computer-assisted searches of online databases in a variety of disciplines. Members of the reference departments provide assistance in both computerized and noncomputerized reference searches. Reference librarians are available to assist with research projects, classroom instruction, or research strategies and with intra- and interlibrary loans.

The libraries make every attempt to ensure accessibility to their facilities and services by individuals with disabilities.

COMPUTER FACILITIES

Rutgers University Computing Services (RUCS) provides extensive centralized and decentralized computing and network services for students, faculty, and staff of all academic and administrative units of the university. In addition to the RUCS facilities, many departments and schools operate computing facilities of various types.

For instructional applications and general student use, a group of SUN computer systems collectively called "eden" is available. Any registered student can create his or her own account on these systems. These systems run the UNIX operating system and provide: electronic mail; access to the Rutgers University data communications network, RUNet; access to the Internet; applications software such as SAS and SPSS; and programming language compilers. Machine readable data files are available for census data, social science data, and other areas.

For research applications, a second group of SUN computer systems with greater capacity is available.

Public computing facilities, known locally as "hubs," are located on each campus. These facilities include Apple Macintosh and DOS/Windows personal computers and X-terminals. All of the workstations in the hubs are connected to RUNet. Software is available for word-processing, spreadsheets, desktop publishing, graphics, statistical analysis, and other applications.

For further information, call 732/445-2296 or write Rutgers, The State University of New Jersey, Rutgers University Computing Services, Information Center, 110 Frelinghuysen Road, Piscataway, NJ 08854-8089.

The School of Management and Labor Relations operates a microcomputer laboratory in the Janice H. Levin Building. The laboratory includes modern PC class desktop workstations running Microsoft Windows 95 with Microsoft Office in an NT server networking environment. The computers are equipped to run various statistical and business

applications and utilize high-speed network printing. The facility also includes a video projection system with audio and auxiliary input.

The lab is used for both academic and noncredit programs sponsored by the School and its continuing professional education and extension units.

HOUSING

Attractive and comfortable residence facilities for graduate students are available on all five New Brunswick campuses.

Single graduate students may choose to reside in furnished residence halls located on the Douglass, College Avenue, and Livingston campuses or in furnished apartments available on the Cook and Busch campuses. Graduate residence halls have shared bath and kitchen facilities. The graduate apartments house four students in single-bedroom accommodations and offer full kitchens and bathrooms.

Graduate families are housed in one- and two-bedroom unfurnished apartment units located on the Busch campus. These units are very popular and a waiting list is maintained. Early application is recommended.

Single graduate students may select housing for a full calendar year or for the academic year. Summer housing also is available.

For additional information, call the Graduate Housing Office at 732/445-2215; email uhousing@rci.rutgers.edu; or access the housing web site at <http://www.housing.rutgers.edu>. You also can visit the Graduate Housing Office at 581 Taylor Road on the Busch campus.

OFF-CAMPUS HOUSING SERVICE

As part of Campus Information Services, the Off-Campus Housing Service is the information and referral center for off-campus renting and housing needs at the New Brunswick campus and can be reached by calling 732/932-7766, or via email at ochs@communications.rutgers.edu. The service is located at 542 George Street, at the corner of George Street and Seminary Place on the College Avenue campus, where trained staff can offer help with just about any topic regarding off-campus housing and living. Computers are available at the office to search our rental database and receive a printout of the results. Maps, informational items, staff assistance, and a pay phone are also available. The Off-Campus Housing Service can assist students, faculty, and staff in finding information about available rentals and "for sale" properties in the area. For a modest charge, the office is able to mail or fax listing printouts to any location in the United States. The service is available year round with hours of 8:30 A.M. to 4:30 P.M. Monday through Friday and Wednesday from 8:30 A.M. to 7:30 P.M. During off-hours, callers have the option of recording their questions and having them answered when the staff returns.

The Off-Campus Housing Service web site can be accessed via the Internet at <http://cis.rutgers.edu/rent>. It contains a large database of available rentals, apartment complex information, landlord-tenant rights information, tips to finding housing and preventing problems, and forms for a variety of renting purposes. The Off-Campus Housing Service also conducts a Free Legal Clinic that meets weekly throughout the year. Students and staff may make appointments in person or by phone to speak to a volunteer lawyer.

These attorneys specialize in landlord-tenant matters and provide free advice on any housing-related problem or question.

DINING SERVICES

The Division of Dining Services operates and maintains six student dining facilities and eleven cash facilities. Brower Commons on the College Avenue campus, Busch Dining Hall and Davidson Commons on the Busch campus, Cooper and Neilson Dining Halls on the Cook/Douglass campus, and Tillett Dining Hall on the Livingston campus offer a range of hours to suit student dining needs.

Dining Services offers several "block plans" that provide convenience and flexibility to fit personal lifestyles and dining habits. Students can take advantage of "all-you-can-eat dining." There is no limit to the number of meals allowed each week. Ten guests are allowed per term.

For additional information, visit Dining Services in Records Hall on the College Avenue campus, call 732/932-8041, or access the Dining Services web site at <http://www.rci.rutgers.edu/~rudining>.

STUDENT HEALTH SERVICES•

Rutgers University Health Services (RUHS) provides on-campus, year-round basic health care and is fully accredited by the Joint Commission on Accreditation of Healthcare Organizations, the principal agency that evaluates health-care facilities nationwide for meeting national standards of ambulatory health-care delivery. RUHS provides a comprehensive set of ambulatory care and health education services for all full-time students. Part-time students can become eligible for care and services by paying the student health service fee at any health center or at the Office of Student Health Insurance, Hurtado Health Center (732/932-8285).

During the fall and spring terms, three health centers provide services for students in the New Brunswick/Piscataway area. The Busch/Livingston Health Center (732/445-3250), located at Hospital Road and Avenue E on the Livingston campus is open from 8:30 A.M. to 5:00 P.M., Monday through Friday, during the fall and spring terms when classes are in session. The Willets Health Center located on Suydam Street on the Douglass campus is open from 8:30 A.M. to 5:00 P.M., Monday through Friday, during the fall and spring terms when classes are in session. The Hurtado Health Center located at 11 Bishop Place on the College Avenue campus is open 8:30 A.M. to 8:00 P.M., Monday to Friday and 10:00 A.M. to 5:00 P.M. Saturday and Sunday when classes are in session during the academic year. Physicians are available 9:00 A.M. to 5:00 P.M., Monday through Friday and 10:00 A.M. to 2:00 P.M. Saturday and Sunday. The Hurtado Health Center is the only clinic that operates year-round. During the summer, its hours are 8:30 A.M. to 4:30 P.M. Monday through Friday.

The health centers are staffed by physicians, nurse practitioners, registered nurses, and other professional staff. The services provided include evaluation and treatment, general primary care, gynecology, mental health, alcohol and other drug counseling, health education, physical examinations, laboratory tests, X ray, orthopedics, immunization, allergy treatment, and referral to other providers.

The Department of Health Education, a part of RUHS, works to increase discussions, examine issues, and explore the underlying contexts of selected health behavior. The focus is on issues such as the use of food and chemical substances to manage feelings and situations, relationships, and sexuality as a part of being human.

The Rutgers Pharmacy is located in the Hurtado Health Center, 11 Bishop Place, New Brunswick (732/932-8033). The pharmacy is open Monday through Friday from 9:30 A.M. to 5:30 P.M., and Saturdays during the fall and spring terms from 10:00 A.M. to 3:00 P.M. During the summer, the pharmacy is open 9:00 A.M. to 4:30 P.M., Monday through Friday.

Sexual Assault Services and Crime Victim Assistance

The Department of Sexual Assault Services and Crime Victim Assistance offers support to crime victims, survivors, and other members of the university community through advocacy, crisis intervention, short-term counseling, education, and referrals. Programs and services are available throughout the university for students, faculty, and staff to promote ways of reducing the risk of being a crime victim with a special emphasis on interpersonal violence. Educational programming on issues concerning sexual assault, dating violence, stalking, peer sexual harassment, and other types of interpersonal violence are an integral part of the programmatic initiatives.

For more information or to schedule an appointment or program, call 732/932-1181, ext. 14. The office is located at 3 Bartlett Street on the College Avenue campus.

STUDENT HEALTH INSURANCE

All full-time students, by paying the student fee, and those part-time students who elect to pay the student health service and insurance fee, are insured for up to \$5,000 in medical expenses brought about by illness or accident. This policy provides excess coverage over other group insurance plans. Students have the option to purchase a major medical policy sponsored by the university that provides more extensive coverage. Students also may purchase coverage for their spouse and children at additional cost. Any student not covered by individual or family policies, particularly international students, should consider this coverage. Information and applications are available from the Office of Student Health Insurance, Hurtado Health Center, Rutgers, The State University of New Jersey, 11 Bishop Place, New Brunswick, NJ 08901-1180 (732/932-8285).

Compulsory International Student Insurance Fee

All students in F or J immigration status whose visa documents are issued by Rutgers are required to have both the basic and the major medical insurance coverages. The costs for insurance are charged to such students on their term bills. All accompanying family members (spouse and children) also must be insured. Insurance coverage for spouses and children must be purchased at the Center for International Faculty and Student Services, Rutgers, The State University of New Jersey, 180 College Avenue, New Brunswick, NJ 08901-1156 (732/932-7015).

COUNSELING SERVICES

Counseling Centers

Each of the general undergraduate colleges at Rutgers–New Brunswick has its own psychological counseling service. Students at the Mason Gross School of the Arts, College of Engineering, College of Pharmacy, School of Business–New Brunswick, School of Communication, Information and Library Studies, and the Edward J. Bloustein School of Planning and Public Policy may seek assistance at the counseling center of their college of affiliation.

The counseling centers provide free and confidential psychological counseling for students, on both an individual and group basis. All centers are staffed primarily by clinical and counseling psychologists. Students are encouraged to use the counseling centers for any of a variety of psychological or emotional concerns that may affect their academic work, including anxiety, depression, relationships, and family issues. Services are available for a range of concerns from minor situational crises to long-standing psychological issues that cause major disruptions in life. In most cases, students needing longer-term care will be referred to other nearby services.

Counseling centers also offer psychological education programs on such topics as stress management, eating and body image issues, text anxiety, interpersonal relationships, conflict resolution, and bereavement.

Appointments can be made by contacting the appropriate office: Cook College Counseling Center, Cook Campus Center, 732/932-9150; Douglass College Psychological Services, Federation Hall, 732/932-9070; Livingston College Counseling Center, Tillett Hall, 732/445-4140; Rutgers College Counseling Center, 50 College Avenue, 732/932-7884; and University College Office of Counseling, Miller Hall, 732/932-8074. Only the Rutgers College center is open during Summer Session.

There are also several peer counseling programs at the university. These student-run programs provide drop-in centers and/or telephone hotlines for students needing someone to talk to, information, or referral to campus or community agencies. Information about how to reach them can be obtained through Rutgers Information and Referral Center, 732/932-INFO.

Services for International Students

The Center for International Faculty and Student Services, 180 College Avenue (732/932-7015), coordinates services for the university's international students, scholars, and faculty. The center provides direct support in the following areas: U.S. immigration regulations and procedures; liaison to campus offices, community groups, and U.S. and foreign government agencies; and advice on nonimmigrant status, employment, medical care, adjustment to American life, cross-cultural differences, family concerns, financial planning, and other personal matters. In addition, the center sponsors programs of interest to the international community, including a comprehensive orientation, a community-based International Friendship Program that gives students the opportunity to get to know American families, informational and cross-cultural seminars, and a variety of support programs for students and their families.

To ensure personal contact, all international students are assigned an international student adviser at the center and are encouraged to establish and maintain a close working relationship with center staff throughout their stay at Rutgers.

Nonimmigrant students in F-1 or J-1 status must register with the center upon arrival and inform the center of any change in their academic program, address, or enrollment status. All questions regarding one's status as a foreign student or exchange visitor in the United States are addressed to this office.

Services for Students with Disabilities

Students with disabilities at Rutgers–New Brunswick are entitled to the same benefits of the university's educational mission, the same quality of student life, and are subject to the same academic and procedural requirements as other students. Rutgers is committed to providing reasonable accommodations inside and outside the classroom to meet students' diverse needs. The university's services include special assistance in academic advising, scheduling or rescheduling classes in barrier-free buildings, on-campus transportation for students with permanent or temporary mobility disabilities, assistive devices and equipment, learning assistance, and communication with faculty regarding students' general or specific needs. Each school in New Brunswick has a designated coordinator of services to students with disabilities to assist students enrolled in their school. Students with disabilities also may contact the New Brunswick campus coordinator for students with disabilities at 115 College Avenue, Bishop House, Room 105 (732/932-1711) for more information.

Complaints or grievances regarding Rutgers' compliance with the Americans with Disabilities Act of 1990 or Section 504 of the Rehabilitation Act may be directed to the Director of Compliance and Student Policy Concerns at 3 Bartlett Street (College Avenue campus) (732/932-7312).

Graduate Student Career Services

The university provides a comprehensive career service for students enrolled in graduate and professional studies throughout New Brunswick. Graduate students concerned with career issues, career decisions, preparing résumés/vitae, developing interviewing skills, and conducting a job search are encouraged to take advantage of this service. Seminars, workshops, and special programs designed to meet the needs of students with advanced degrees are offered each term. Individual counseling is available by appointment.

Career libraries at three locations house resource materials to assist in the career development and job search process. These include career planning and development books, sample résumés/vitae, current job listings, employer directories, federal and state job information, company literature, testing information, and internship, fellowship, and grant information. A credentials service is available for students and alumni who wish to compile letters of recommendation for future use in applying for employment or advanced degree programs.

The Career Services Office also sponsors an on-campus recruitment program. Through this program, three hundred to four hundred employers from business, industry, and government agencies are invited each year to come to the campus to interview qualified students.

For further information concerning career services at Rutgers, students should visit one of the career offices located at 61 Nichol Avenue on the Douglass campus (732/932-9742), 46 College Avenue and 56 College Avenue (732/932-7287), both on the College Avenue campus; or the Busch Campus Center (732/445-6127).

INTERNSHIPS AND CAREER OPPORTUNITIES

M.H.R.M. and M.L.E.R. Internships and Placement. Students are strongly encouraged to participate in internships and may place their résumés on the SMLR web page. The program advisers maintain a list of internship locations. Students also may arrange their own internships.

Graduates of both programs have had great success in securing responsible professional positions in corporations, government, nonprofit organizations, and labor organizations. On-campus interviews are held several times a year, and many of the school's graduates secure positions through this process.

The school offers noncredit workshops, short courses, seminars, and conferences to managers, unionists, and other practitioners. Students are urged to participate in these programs as they offer an exciting opportunity to interact with practitioners in the field, and may lead to internships and future employment opportunities either before or after graduation.

Ph.D. Career Opportunities. Graduate assistantships are available for doctoral study and are awarded on the basis of the applicant's prior academic record, GRE scores, letters of recommendation, and research experience. Doctoral students whose academic records and performance as research assistants are evaluated as satisfactory can expect at least four years of institutional support, and they may receive a fifth year of support provided they are making good progress toward completing their dissertation.

The market for faculty in industrial relations and human resource management is excellent. The program's emphasis on research skills and on obtaining publications and teaching experience prior to graduation ensures that our graduates are fully competitive for a wide array of academic and scholarly positions.

PROFESSIONAL ASSOCIATIONS

Students are urged to join and participate in the activities of professional associations related to their goals and interests. Contact with active professionals and the issues of concern to them is an excellent complement to the academic programs of the school. Most associations have reduced membership fees for students, and many sponsor meetings and workshops in the surrounding community. Particularly appropriate for SMLR students are the Society for Human Resource Management (SHRM), of which there is a student chapter on campus, and the Industrial Relations Research Association (IRRA), of which student memberships in the local area chapter are generally available. Particularly appropriate for I.R.H.R. doctoral students are the Academy of Management (AOM), the Society for Industrial and Organizational Psychology (SIOP), and the Industrial Relations Research Association (IRRA). Graduate program directors have current membership information to assist students in joining appropriate associations.

DAY-CARE CENTERS

In New Brunswick, day care is available on the Cook, Douglass, and Livingston campuses. On the Cook campus, the Department of Nutritional Sciences runs a half-day pre-school for three- and four-year olds, which is open during the academic year only. The fee is set for the academic year with limited scholarships available based upon financial need. For information, call 732/932-8895.

On the Douglass campus, the Department of Psychology runs the Douglass Psychology Child Study Center. This center offers full-time day care for children who are one through six years of age. Hours are from 7:30 A.M. to 6:00 P.M., Monday through Friday, year-round. Kindergarten is offered in two-and-one-half-hour sessions Monday through Friday within the day. A summer camp program for school-aged children also is offered. The fee for care is based on the number of days. Different payment plans are available, i.e., weekly, monthly, and yearly. For information call 732/932-8881.

The Rutgers-Livingston Day-Care Center on the Livingston campus is a private, nonprofit center that offers a full-time developmental program for children two years of age through kindergarten age. Hours are 7:00 A.M. to 5:30 P.M., Monday through Friday, year round. There are two fee rates: 1) set rate tuition and 2) reduced rate tuition based on family size and income. For an application form and information, call 732/445-8881.

All the day-care services are heavily used and there is frequently a waiting list. Students should contact the centers early.

RUTGERS UNIVERSITY POLICE DEPARTMENT

The Rutgers University Police Department (RUPD) is dedicated to the protection of life and property on campus and to the prevention and detection of crime. The department operates from its headquarters at 5 Huntington Street on the College Avenue campus. Police officers patrol the campuses on foot, in vehicles, and on bicycles. They enforce laws and university regulations, respond to emergencies, investigate criminal activities, provide security for campus facilities and events, and provide crime prevention and other services. Security officers also patrol the campuses, serving as "eyes and ears" for the police as well as securing facilities, providing escort services, and operating security shuttle buses.

To contact RUPD to report emergencies (police, fire, or emergency medical), dial 911. From university centrex telephones, dial 6-911. For nonemergency telephone calls to the police, dial 932-7211; from university centrex telephones, dial 2-7211. You can also contact the police by using one of the more than fifty yellow emergency telephone boxes on the campuses or by using the housing telephones located near dormitory entrances.

The Rutgers University Police Department's efforts help create a safer environment, but the department cannot guarantee the safety and security of individuals and their property. Individuals can reduce their vulnerability to crime by practicing common sense preventive measures such as the following:

1. Avoid isolation.
2. Maintain awareness of the persons and circumstances around you.

3. Keep doors and windows locked and do not allow strangers into your residence building.
4. Do not leave property unattended or unprotected.
5. Avoid the use of alcohol or other drugs and persons who are intoxicated.

All members of the university community are urged to immediately report any suspicious persons or activities to the university police. A cooperative effort between the police and the community can make the campuses safer places to work and learn.

PARKING AND TRANSPORTATION

Any vehicle using campus parking facilities must be registered and must display a valid permit at all times. Fees for students vary according to their classification.

Resident student vehicles are assigned in their specific residence lot only. Commuter student vehicles are assigned to a parking zone, according to college affiliation, on a particular campus only. Maps indicating resident and commuter student lots are available from the Department of Parking and Transportation Services, 26 Mine Street, College Avenue campus.

An intercampus bus transportation service is available to all Rutgers students, faculty, and staff. This bus service provides transportation within walking distance of all major campus areas and the major public transportation centers in New Brunswick. Schedules for the campus bus service are published each fall.

Van transport is available for students with permanent disabilities who are unable to use campus buses to get to and from class. Requests for this service should be made through the student's dean's office.

For more information, call 732/932-7744; email parktran@rci.rutgers.edu; or visit the Parking and Transportation web site at <http://parktran.rutgers.edu>.

GRADUATE STUDENT ASSOCIATION

The Graduate Student Association (GSA), of which all graduate students are automatically members, sponsors a variety of social and cultural activities for graduate students and represents their interests to the university and the agencies of the state through its legislative body. The GSA provides free legal advice and it sponsors academic programs, films, mixers, trips to New York, and community action programs.

Every graduate student, full-time or part-time, in any of the six New Brunswick graduate and professional schools automatically becomes a member of the GSA. A president, vice president, treasurer, and secretary are elected at large. The GSA's main legislative body is its Council, which meets once a month. Every graduate program and department may elect one representative for every forty students enrolled; schools not organized into departments elect their representatives at large, one for every forty students enrolled. (Departments with less than forty students are also allowed one elected representative.) If you are interested in being a department representative, check with your departmental organization or the GSA office. The GSA offices are located in the Graduate Student Lounge (GSL) in the Rutgers Student Center on College Avenue in New Brunswick and may be contacted at 732/932-7995 (GSA) or 7994 (GSL).

Graduate student lounges, located in the Rutgers Student Center, Busch Campus Center, and Douglass College Center, are primarily for the use of graduate students and for the functions sponsored by and for graduate students. These provide a comfortable atmosphere for studying and socializing.

PAUL ROBESON CULTURAL CENTER

The Paul Robeson Cultural Center, established in 1969, serves to document, preserve, and present the contributions of African peoples to world civilizations, with particular reference to the artistic, scientific, social, and political contributions of people of color in the Americas and New Jersey. The center provides leadership, vision, and support for more than 40,000 people each year, including more than 5,000 black students at Rutgers, through cultural programs and educational opportunities that broaden understanding and appreciation of the African diaspora. Further, the center works closely with the tiers of communities served by Rutgers University in local, state, national, and international spheres.

The center is open Monday through Thursday, 8:30 A.M. to midnight; Friday, 8:30 A.M. to 5:00 P.M.; Saturday, noon to 4:00 P.M.; and Sunday, 1:00 P.M. to 5:00 P.M. The center is located at 600 Bartholomew Road, Busch campus, adjacent to the Busch Campus Center. For more information, call 732/445-3545.

CENTER FOR LATINO ARTS AND CULTURE

Opened in April 1992, the center's primary mission is to research, promote, document, and interpret Latino culture. The center identifies scholars, artists, and experts who help develop interdisciplinary programs that define and examine Latino culture, history, literature, and the arts. These programs, as well as special projects, are designed to foster academic excellence and advance the appreciation, growth, and well-being of the Latino cultural community.

The center builds a broader understanding of Latinos and their culture through conferences, exhibitions, lectures, theater productions, symposia, workshops, artists' forums, concerts, academic seminars, publications, and collaborative projects with community organizations outside the university.

Also housed at the center is the office of the Latino Student Council (LSC), which is made up of representatives of all Latino student organizations from the New Brunswick campuses. Located at 122 College Avenue, the center is open weekdays from 9:00 A.M. to 5:00 P.M. For special events, the center is also open on weeknights and weekends. Please call 732/932-1263, 1494 for further information

OFFICE OF DIVERSE COMMUNITY AFFAIRS AND LESBIAN-GAY CONCERNS

The Office of Diverse Community Affairs and Lesbian-Gay Concerns, established in the spring of 1992 as a resource for the campus community, provides coordination, assistance, information, educational activities, and public

programs to staff, faculty, and students in the areas of lesbian, gay, bisexual, and transgender awareness; the concerns of students with disabilities; and bias awareness, prevention, and intervention.

Undergraduate and graduate students interested in becoming involved in lesbian-gay-bisexual-transgender issues and programs, students with disabilities who wish to identify resources, and students who have experienced, witnessed, or are concerned about bias and intolerance on the basis of race, ethnicity, language, color, national origin, religion, sexual orientation, gender, and/or physical ability may contact the director of the office, Cheryl Clarke, at 115 College Avenue, Bishop House, Room 105, College Avenue Campus (732/932-1711) for assistance, advisement, counseling, and referral. Faculty, staff, and student groups who wish to obtain technical assistance, staff development, or in-service training in these areas also may contact the director.

The office is TDD-accessible by calling 732/932-8670.

CAMPUS INFORMATION SERVICES

Rutgers Information and Referral Center

Rutgers Information and Referral Center is the gateway to Rutgers, The State University of New Jersey, and can be reached by calling 732/932-INFO or by email at colhenry@ur.rutgers.edu. Trained student information assistants offer help and answers about admission or any area of campus or community life. The service is available between 8:30 A.M. to 8:30 P.M., Monday through Friday, and 10:00 A.M. to 4:00 p.m., Saturday and Sunday, during the academic year. The hours during the rest of the year are 8:30 A.M. to 4:30 P.M., Monday through Friday. During off-hours, callers have the option of recording their questions and having them answered promptly when the staff returns. Information about Rutgers can be accessed online twenty-four hours a day at www.rutgers.edu, which is a great resource for detailed university information, including library connections; directories for people, colleges, and departments; campus maps and directions; and special sections devoted to student and faculty/staff matters.

Rutgers INFO

"The right information at the right time."

Rutgers INFO Radio on the New Brunswick/Piscataway campus is operated by Campus Information Services. The station operates twenty-four hours a day, and is found at dial setting 530 AM. It can be heard within a six-mile radius of the campus. Rutgers INFO Radio broadcasts timely transportation, parking, traffic, special events, and general information, and gives weather emergency updates.

ACTIVITIES

Athletic Facilities

The athletic facilities at Rutgers include several gymnasiums, swimming pools, tennis courts, and baseball fields, and an eighteen-hole golf course. A fee is charged for the use of the golf course; graduate students are otherwise

entitled to make use of these facilities without charge. Several of the athletic clubs in the undergraduate colleges—bowling, judo, lacrosse, rugby, skiing, and others—are also open to graduate students.

Athletic Ticket Policies

Tickets to intercollegiate football and basketball games are available at a special rate. All ticket information is available at the ticket office located in the Louis Brown Athletic Center.

Concerts, Dramatic Productions, and Lectures

Several series of concerts by world-famous musicians, bands, dancers, and musical organizations are presented on campus each year by the departments of music and dance of the Mason Gross School of the Arts (MGSA), the student center programming boards, and the concert organizations of the different campuses. Many events are free.

The Department of Theater Arts of the Mason Gross School of the Arts presents approximately fifteen to eighteen productions a year at the Rutgers Art Center on the Douglass campus. The Cabaret Theater, along with other, similar production companies, is a student organization that provides students who are not in the professional MGSA program with the opportunity to express their theatrical talents and to broaden their acting experience.

Numerous lectures are presented regularly by academic departments, lecture series groups, and other organizations.

ALUMNI

Alumni Relations

The university seeks the support of its alumni and, in return, offers them a number of services and programs. The responsibility for working with the university's entire alumni body, now numbering over 290,000, is vested in the Department of Alumni Relations. The department has two main objectives. First, it maintains contact with Rutgers alumni, informing them of the university's programs with the hope that they will assist Rutgers in fulfilling its educational goals. Second, the department encourages alumni to continue their college friendships after graduation through social, educational, and reunion activities.

All undergraduate colleges and most graduate and professional schools have their own alumni associations that sponsor programs based on the interests of the alumni of that college. Active membership is maintained through payment of regular alumni dues. Each alumni association is represented in the Rutgers University Alumni Federation, which sponsors university-wide programs such as homecoming, distinguished alumni awards, legislative receptions, group travel, and insurance. The Department of Alumni Relations provides guidance and administrative services to each of the college associations, as well as to a network of regional alumni clubs throughout the country.

The university publishes an award-winning magazine for alumni and friends of the university.

The department's New Brunswick office is located at Winants Hall, Rutgers, The State University of New Jersey, 7 College Avenue, New Brunswick, NJ 08901-1262 (732/932-7061).

SMLR Alumni Association

The SMLR Alumni Association is actively involved in providing quality programs and information for both human resources and labor relations members through a series of professional and social events, as well as through a quarterly newsletter. The association provides curriculum advice to our faculty, placement assistance to our current students, and information about our programs to potential students. The school contributes to the success of the alumni association by providing faculty members to speak at meetings and by sponsoring activities.

Rutgers University Foundation

The Rutgers University Foundation was incorporated in 1973 as a semiautonomous division of the university responsible for soliciting funds from private sources.

With a full professional staff and a national network of volunteers who sit on advisory committees and assist in the solicitation of funds, the foundation has steadily—indeed, dramatically—increased the amount of annual private support for Rutgers, private support that provides funding for more than 1,500 university programs that encompass every division of the university and every campus.

In the process of developing new ways to finance programs at Rutgers from nonpublic sources, the foundation has garnered national recognition and awards for its fund-raising and communications. The professional staff includes experts in corporate and foundation relations, an area that accounts for more than half of the private monies received by the university. It also includes specialists in deferred and planned giving, in fund-raising for athletics, in soliciting annual gifts, in obtaining major and special gifts, and in managing campaigns to fund capital needs.

In 1984, the foundation undertook the most ambitious fund-raising endeavor in the university's history, the \$125 million Campaign for Rutgers. Using advanced fund-raising methods to identify new philanthropic sources for Rutgers, the foundation structured the campaign to raise funds for areas that have direct bearing on the quality of education and research at the university. Campaign funds were earmarked to support distinguished professorships, to underwrite new program development and departmental research, to allow for renovation of campus facilities, to endow scholarships and fellowships, and to establish a pool of "opportunity resources" for all university divisions. In 1990, the campaign concluded 34 percent over goal and in the process increased annual contributions to the university from \$9 million to \$27 million.

Since the conclusion of the Campaign for Rutgers, annual contributions have continued to rise, and the foundation has undertaken several successful multimillion-dollar "special purpose" campaigns: the 75th Anniversary Fund for Douglass College, the 25th Anniversary Campaign for the Jane Voorhees Zimmerli Art Museum, the Campaign for Undergraduate Biological Sciences, The Campaign for Rutgers Stadium and Women's Athletic Scholarships, the Alexander Library Campaign, and the university-wide Campaign for Community, Diversity, and Educational Excellence.

Further information about the foundation may be obtained from the Rutgers University Foundation, Winants Hall, Rutgers, The State University of New Jersey, 7 College Avenue, New Brunswick, NJ 08901-1261 (732/932-7777).

Academic Policies and Procedures

STUDENT RESPONSIBILITY TO KEEP INFORMED

This catalog provides a compendium of the rules governing graduate study at the School of Management and Labor Relations, and students are therefore advised to keep their copy as a reference handbook. The principal regulations are contained in this chapter and the chapter on Degree Requirements, and students are expected to familiarize themselves with them. The academic and other regulations established by the faculty and administration of the School of Management and Labor Relations and the Board of Governors of the university are subject to amendment; any significant changes made after the publication of the catalog will be circulated to registered students by the School of Management and Labor Relations. In general, students should address their questions to their graduate program director. Questions related to general graduate student rules under the jurisdiction of the School of Management and Labor Relations also may be directed to the School of Management and Labor Relations, Office of the Dean, Janice H. Levin Building, Rutgers, The State University of New Jersey, 94 Rockafeller Road, Piscataway, NJ 08854-8054 (732/445-5993).

GRADUATE STUDENT MAILING ADDRESS

Official communications among faculty, students, and staff in the School of Management and Labor Relations are delivered by student email or via campus mail to the mailboxes available to each faculty member and student. In certain circumstances, however, official communications are mailed to the student's home address via U.S. mail. It is the student's responsibility to keep the registrar informed of current mailing and home addresses. New students should consult with their graduate program director about the most appropriate location for their first mailbox assignment.

REGISTRATION AND COURSE INFORMATION

Formal admission to the School of Management and Labor Relations and payment of or arrangement with the cashier regarding payment of tuition and fees are a part of the registration process, and registration is a prerequisite for class attendance. All students who complete registration on time receive registration materials by mail for the following term, and those who use these materials to take part in preregistration receive term bills for the following term. All students, regardless of method of payment, must make

contact with the cashier each term or their registration will be canceled. Students who do not receive registration materials by March 15 for the fall term and by October 15 for the spring term should contact the appropriate department. Newly admitted students receive complete registration instructions at the time of their admission.

Registration in subsequent terms is made through the touchtone telephone registration system. Once enrolled, students register early for subsequent terms. Registration instructions are distributed at that time. Changes of registration may be made at indicated times after early registration.

It is the responsibility of the student to remain in communication with the graduate director of the program for which he or she is matriculated. A student admitted into a degree program of the School of Management and Labor Relations is expected to remain registered in every fall and spring term thereafter until completing the program and earning the degree. Normally a student registers for courses, and, if necessary, may register for matriculation continued (leave of absence), but a student who fails to maintain continuous registration may not resume formal graduate study or register again in the School of Management and Labor Relations without first applying for readmission. Master's degree students may apply for readmission after one or two terms during which they were not registered. After two terms, they must file a new application with the Office of Graduate and Professional Admissions.

Matriculation Continued

Students who are obliged to interrupt their studies may, with the approval of their graduate director, register for matriculation continued (leave of absence). There is no tuition fee for this registration, although a student fee is charged. This category of registration is available to students not present on campus and not using faculty time and university research facilities. Those students who are away from campus but working on their theses and in contact with their committees should register for a minimum of 1 credit of research per term. Master's students who are on campus and engaged in research must register for a minimum of 1 credit per term. Late registration for matriculation continued or 1 credit of research (unless necessary for degree requirements) is not allowed beyond the second week of the term. After this time, the student is required to apply for readmission and, depending on degree status, may be subject to a restoral fee.

Summer Registration

The requirement of the School of Management and Labor Relations that its students remain in continuous registration from the time they are admitted until their degrees are earned applies only to the regular academic year (spring and fall terms), not the summer sessions. Summer Session registration forms and instructions are sent to each student with the fall term registration instructions. Summer Session catalogs are available at the Division of Summer Session and Continuing Studies, Rutgers, The State University of New Jersey, 191 College Avenue, New Brunswick, NJ 08901-8546 (732/932-7565) or at the registrar's office.

Change of Registration and Withdrawal

After the second week of classes, the only routinely permissible changes of registration are withdrawals from individual courses or withdrawal from all courses, both

of which are allowed without academic penalty until the end of the seventh week, and either of which may be accomplished by means of a form that is available from the graduate registrar. The date on which the graduate registrar receives written notification of withdrawal from the student governs the academic and financial consequences of the withdrawal. Students withdrawing from a course after the seventh week need the approval of the dean's office and are required to provide a letter from the course instructor indicating academic status in the course and are subject to receiving a failing grade at the discretion of the instructor. A student who stops attending a course without notifying the registrar will receive a grade of F in that course. No refunds of tuition are given in the case of individual course withdrawals after the second week of classes, although a student who withdraws from all courses may receive a partial refund according to the rules described in the Tuition and Fees chapter. Withdrawal of any sort is not permitted during the last two weeks of classes.

Notification to the instructor, adviser, or school does not fulfill the student's obligation to communicate directly and in writing with the registrar in all matters pertaining to changes in registration and withdrawal.

Transfer of Credit

Credit for graduate courses taken at other institutions may not be transferred until 12 credits of graduate courses with grades of B or better have been completed in the School of Management and Labor Relations as a matriculated student. Transfer of credit is allowed only for formal graduate-level course work specifically related to the student's program of study and in which grades of B or better were received. All courses presented for transfer must be approved by the student's graduate program director and the dean of the School of Management and Labor Relations. No credit may be transferred for thesis research work or work in courses that were not graded. P or S grades are eligible for transfer if equivalent to a grade of B or better and accompanied by a letter of equivalency from the instructor of the course. Special permission is required from the dean's office to transfer credit for courses taken more than six years prior to the application for transfer of credit. No more than 12 credits may be transferred from another institution and be used toward the requirements for a master's degree. Quarter credits are converted to term credits by reducing the total by one-third. For transfer of graduate courses taken as an undergraduate student, a letter is required from the registrar of the institution involved stating that the course(s) was (were) not used toward an undergraduate degree. Applications for transfer of credit are available from graduate program directors.

Intercollege Registration

A student in the School of Management and Labor Relations may register for a course offered by another division of the university. Other approvals may be required. Consult the Schedule of Classes. Students registering for courses in the University of Medicine and Dentistry of New Jersey–Robert Wood Johnson Medical School, in the New Brunswick Theological Seminary, or at Princeton University will also need to complete appropriate forms for that purpose available from the Office of the Graduate Registrar.

Multiple School Registration

It is the policy of the university that a student may not be registered in more than one unit of the university simultaneously. Students wishing to take courses in more than one unit in the same term (or wishing to take courses in units in which they are not enrolled) may accomplish this through intercollege registration.

When, through multiple applications, a student is offered admission to more than one unit of the university, the student may register in only one. When a student has been admitted to a graduate and undergraduate unit, the registration will be in the graduate unit.

This policy is in no way intended to abridge a student's freedom to pursue two degrees in two units simultaneously. Such students must make special arrangements to keep both units informed of their academic progress since they are registered in only one unit.

Exchange Programs

Rutgers–Princeton Cooperative Exchange Program

Rutgers University and Princeton University have been engaged in an exchange program since 1964. The program is informal in that admission to and registration at the host institution are not required. No funds are exchanged between the two institutions; the student pays tuition only at the home institution. The policies and procedures related to this program are that (1) participants must be matriculated, (2) exchange is limited to one or two graduate courses per term per student, and (3) the courses must be part of the student's degree program and be unavailable at the home institution. To participate, a Rutgers student must register for 16:001:816 Princeton Exchange, credit by arrangement (normally 3 credits), and have the form (obtained from the graduate registrar at the Administrative Services Building) signed by the adviser, dean, and Princeton University course instructor. The form is then submitted to the Dean of the Graduate School, Princeton University. Princeton grades are assigned and are recorded on the student's record via the above form. The credits are accounted for in the student's term bill.

New Brunswick Theological Seminary and University of Medicine and Dentistry of New Jersey–Robert Wood Johnson Medical School Exchanges

Cross registration is available in each of these two schools. Forms are available at the Office of the Graduate Registrar.

Courses Taken “Not for Credit”

Students who wish to enroll in a graduate or a 100-level through 400-level undergraduate course and perform all the assigned work without receiving credit may do so if they secure the advance approval of their advisers. When they register they must indicate “not-for-credit” status by registering for N credit. They must pay the normal graduate tuition fee for the course and fulfill the same requirements during the term, including the execution of any written assignments, as all other students. At the end of the term, however, they do not take the final examination, and they are assigned a grade of S (satisfactory) or U (unsatisfactory). The course and the letter grade are included on the student's record, but no credit toward a degree is given. See Grades and Records in this chapter for information regarding credit prefixes.

Auditing Courses Without Registration

Upon obtaining the permission of the instructor of the course and subject to the availability of space, full-time students of the school may audit courses without registration. It is understood that no academic credit is earned in this manner. No official record of audited courses is kept.

Graduate Enrollment in Undergraduate Courses

Any course numbered 500 or above is designed for graduate students and normally carries credit toward one of the graduate degrees. Certain advanced undergraduate courses numbered in the 300s and 400s may also be approved for a given graduate student, either as a regular part of his or her graduate program or as a means of remedying a deficiency in preparation. When a graduate student is permitted to enroll in a course numbered below 500, the credit prefix G, N, or E must appear on the transcript. See Grades and Records later in this chapter for rules related to credit prefixes. No more than 12 credits of courses numbered between 300 and 499 may be offered in fulfilling the requirements for advanced degrees. Students registering in undergraduate courses are subject to the policies of the undergraduate division offering the course.

Undergraduate Enrollment in Graduate Courses

Qualified undergraduate students in the university who wish to study in courses offered by the graduate faculty should understand that they are welcome to do so if they receive the written approval of the graduate program director or the instructor offering the course, the student's dean, and the dean of the School of Management and Labor Relations. Students should have senior standing and a cumulative grade-point average of at least 3.0. Forms for this purpose are available from the undergraduate colleges deans' offices.

Minimum and Maximum Program

The unit of credit used in Rutgers registration is based in part upon a measure of time, with one credit equal to one class hour a week through a fifteen-week term. For a 3-credit course, a qualified and competent student should require an average of nine hours a week (in and out of the classroom or laboratory) to carry out the work expected at a satisfactory performance level.

A full-time program consists of 12 credits a term. The maximum program is normally 15 credits, although under some circumstances registration to a limit of 18 credits (time-and-a-half) is permitted with approval of the dean.

All graduate fellows must register for at least 12 credits (a full-time program). All graduate and teaching assistants holding the normal half-time (one-third line) appointments are obliged to pursue at least 6 credits (half-time) of academic courses or research during the fall and spring terms of their assistantship appointments. Fellows and assistants must also register their appointments according to directions provided by the registrar at the time of registration and submit form RT100 to the Office of Student Accounts.

To help ensure a student's success in meeting the rigors of university study, it is recommended that any student engaged in part-time employment outside the university averaging sixteen or more hours per week not register for more than 9 credits per term and any student employed thirty or more hours per week not register for more than 6 credits per term.

Full-Time and Part-Time Students

For most purposes, a full-time student is defined as one who is registered for 12 or more credits; one who registers for 11 or fewer credits is a part-time student. Graduate and teaching assistants who hold half-time (one-third line) academic appointments register their assistantships for 6 credits (for which no tuition fee is to be paid). These 6 credits together with the required minimum program of 6 credits of courses or research qualify them as full-time students in the School of Management and Labor Relations. All courses, including both courses of research, and regular courses undertaken "not for credit" (E and N prefixes), are counted in measuring the student's recordable program of work. These regulations govern tuition charges, student fees, statistical records, residence requirements, and other issues affected by definitions of full-time and part-time status.

Nonmatriculated Students

Nonmatriculated registration is available for those individuals wanting to ease into graduate study or for those individuals wanting training in a specific topic. No test scores are required, but a minimum undergraduate cumulative grade-point average of 3.0 is usually required. If the student is later admitted to an SMLR program, those credits will be counted toward the degree. A maximum of 12 credits may be taken as a nonmatriculated student in the M.L.E.R. program and 9 credits in the M.H.R.M. program.

Change of Program

A change of program within the School of Management and Labor Relations requires the approval of the new graduate program director and the dean, and is not complete until notice of the approval change has been received from the program director.

Change of Status

Students desiring a change of status, e.g., from nonmatriculated to matriculated, within a graduate program should file the appropriate form with the Office of the Dean. Any student who has earned a terminal degree in the School of Management and Labor Relations and who desires to continue as a nonmatriculated student should apply for a "change of status." In this case, application must be made without any lapse in registration to avoid the need to also apply for readmission. After an interrupted registration of two terms, the prospective student must submit a new application for admission to the Office of Graduate and Professional Admissions. Foreign students must notify the Center for International Faculty and Student Services of a change in status.

Readmission or Restoration of Active Status

Students who have interrupted their graduate registration without receiving a degree in the program for which they were enrolled, and who wish to continue in that program, must apply for readmission. Appropriate forms are available from the graduate program directors. All students who have interrupted their graduate registration must request readmission within two terms following their last registration. After this, the prospective student must submit a new application for admission to the Office of Graduate and Professional Admissions. (Applicants may request that previously submitted records be used.) The letters of

recommendation should originate from faculty members at Rutgers with whom the student previously studied. In all other respects including payment of the application fee and submission of official transcripts of all previous academic work, the application procedure is identical with that of the first application for admission. Readmitted students may be subject to new or revised degree requirements.

CLASS SCHEDULES AND HOURS

Starting and closing dates for each term, scheduled holidays, and other important scheduling information can be found in the academic calendar. All class periods are 160 minutes in length, meeting once a week, unless otherwise specified. There are fifteen weeks of instructional activity for each course. The Thanksgiving week schedule is rearranged to allow all classes to meet fifteen sessions during the term. The majority of courses in the M.H.R.M. and M.L.E.R. professional degree programs are offered at 4:30 P.M. or 7:20 P.M. Most courses in the Ph.D. in I.R.H.R. are offered between 9:00 A.M. and 5:00 P.M.

Attendance

Each instructor is required to maintain an accurate record of attendance for each class or section of which he or she is in charge. Students are expected to be present at each meeting of their classes. Exceptions to this rule may be made in the case of illness and in such other instances as seem justified to the instructor.

University examinations shall not be scheduled on Saturdays except in those courses that regularly meet on Saturday.

Absence Due to Religious Observance

It is the policy of the university to excuse without penalty students who are absent because of religious observances and to allow the makeup of work missed because of such absence. Examinations and special required out-of-class activities ordinarily will not be scheduled on those days when such students refrain from participating in secular activities. Absences for reasons of religious obligation will not be counted for purposes of reporting. A student absent from an examination because of required religious observance will be given an opportunity to make up the examination without penalty.

CANCELLATION OF CLASSES

It is the general policy of the university not to cancel classes because of inclement weather. However, because of the occasional hazards of night driving in winter, exceptions may be made for evening classes and, under exceptionally hazardous conditions, exceptions may be made for day-time classes.

During severe weather conditions, announcements concerning the cancellation of classes are made over the following radio stations: WCTC, WMGQ, WRSU, WCB, WINS, WHWH, WPST, WJLK, WRNJ, WBUD, WXXW, INFO, and WADB.

Arrangements for makeup work are announced by individual instructors.

In addition, class cancellation and office closing information is available on the recorded message system at 732/932-7799 for the New Brunswick campuses and at 973/353-1766 for the Newark campus.

GRADES AND RECORDS

Students in the School of Management and Labor Relations are graded in each course at the end of each term as follows:

Grade	Definition	Numerical Equivalent
A	Outstanding	4.0
B+		3.5
B	Good	3.0
C+		2.5
C	Satisfactory	2.0
F	Failing	0.0

The graduate faculty accepts for graduate credit only two courses in which a student earns a grade of C+ or C. The B+ and C+ grades are intermediate grades. A grade of F is assigned both to students who fail to earn credit in a course they complete and to students who do not complete a course from which they have not officially withdrawn. In addition, the School of Management and Labor Relations uses the following grade symbols:

S/U (Satisfactory/Unsatisfactory). For 700-level courses of research carrying credit or in regular courses taken "not-for-credit" (N prefix).

W (Withdrawal). Officially withdrew.

IN (Incomplete). May be assigned at the discretion of an instructor who believes that an extension of time is warranted for a student whose work is incomplete at the end of the term. Incomplete work may be made up, and a change of grade may be authorized by the instructor, within any period agreed to by the instructor and the student up to two additional terms beyond the original course registration, excluding Summer Session. Incompletes generated in a Summer Session must be completed by the end of the following Summer Session. Students with two or more incompletes are not permitted to register for additional courses after one term until incompletes are completed.

Credit Prefixes

The number of credits appearing on course records may be preceded by a letter prefix as follows:

E. Course excluded from credit toward a degree; all course requirements must be completed and a regular grade is assigned.

G. A 300- or 400-level undergraduate course for which credit toward the graduate degree sought has been approved.

N. Course taken "not-for-credit," the final examination is not required, final grade of S (satisfactory) or U (unsatisfactory) is assigned.

Transcripts

Requests for official transcripts should be addressed to the Department of Records, Rutgers, The State University of New Jersey, Office of the Registrar, 65 Davidson Road, Piscataway, NJ 08854-8096. The request should indicate that the student was enrolled in the School of Management and Labor Relations, identify the dates of attendance, and give any other relevant information. It must be received at least ten working days prior to the date the transcript is desired. Forms for making the request may be obtained from the registrar. A fee of \$3 for each copy desired, payable to Rutgers, The State University, must accompany the request.

Holds

The privileges of registration, advance registration, receipt of a diploma at commencement, and receipt of transcripts of record are barred to students having outstanding obligations to the university. Obligations may take the form of unpaid monies, unreturned or damaged books and equipment, parking fines, other charges for which a student may become legally indebted to the university, and failure to comply with disciplinary sanctions or administrative actions.

University departments and offices may place "holds" on registration, diplomas, and transcripts for any students having an outstanding obligation.

Student Identification Cards

Student identification cards are sent by campus mail to the student's graduate program office on or about November 1 for fall admissions and on or about March 1 for spring admissions. Thereafter, continuing students are sent a revalidating sticker for these cards on or about October 15 during each fall term. Students should contact the registrar, Room 200L, Administrative Services Building, Busch campus, to replace missing or lost I.D. cards. The replacement fee is \$5.

SCHOLASTIC STANDING

Student Review

Student academic progress is monitored by the graduate program directors on a regular basis. Graduate students normally are expected to earn grades of B or better in their course work. Students who are not making satisfactory academic progress are required to meet with their graduate program director. Students considered not to be making satisfactory academic progress are those whose cumulative grade-point average is below 3.0 or those who have received more than two grades below a B. Doctoral students must have completed the work in all of their courses in order to continue receiving financial assistance from the School of Management and Labor Relations. No more than 6 credits bearing grades of C or C+ may be used in meeting the requirements for a master's or a doctoral degree. Students are expected to have a cumulative grade-point average of at least 3.0 in order to graduate.

Faculty in a position to comment on the student's performance and progress may be asked to do so by the graduate program director or a designate; review shall not be limited by the student's choice of faculty.

Termination of Studies

Students may be required to terminate their graduate studies and withdraw from the School of Management and Labor Relations if they fail to maintain satisfactory academic or professional standards in any phase of their graduate program. Conditions imposed at the time of admission must be satisfied by each student or the student will effectively not be admitted and cannot continue to register. Nonadherence to the schedule of Time Limits for Degrees may constitute a basis for termination.

When such problems occur, the program notifies the student in writing of the program's concern about the student's performance. Such a warning specifies the source of the concern, the applicable program or school rules, and

the proposed action. Warnings specify when and on what basis a recommendation for academic dismissal will be considered by the faculty. A probationary period of one term is normal. Following the probationary period, a student who fails to meet the provisions of the warning is considered by the faculty for dismissal.

A program faculty vote is recorded on any motion to recommend dismissal, and a letter is written to the student stating the faculty action and its rationale. When termination is recommended, the graduate program director communicates to the dean of the School of Management and Labor Relations in writing the specific reasons involved, forwards all warnings communicated to the student, the faculty procedures and actions leading to the recommendation, the recorded faculty vote for dismissal, and the mailing address of the student. The dean of the School of Management and Labor Relations will notify the student regarding a termination decision. The student's transcript will subsequently bear the notation, "academic dismissal."

Due Process

Students are entitled to fairness in the procedures by which their academic performance is assessed. Each program has a statement of the procedures by which student academic progress is monitored and by which examinations are conducted and graded.

The School of Management and Labor Relations provides an opportunity for appeal for students who wish to pursue academic or grade appeals. (See Student Academic Appeals section that follows.) All students in the School of Management and Labor Relations are entitled to expect that regularly scheduled examinations will be graded and grades announced within two weeks of completion of said examinations by the student. In the event that a student fails an examination, he or she is entitled to an explanation of the reasons for the negative decision.

Student Academic Appeals

Students wishing to file a complaint about a course grade or a grade received for a particular piece of work in a course should first attempt to resolve the matter through discussion with the instructor. If the issue cannot be satisfactorily resolved between student and instructor, the student may specify in writing the basis for the complaint and request a review by the director of the graduate program offering the course.

A written complaint about a grade for work completed while the course is in progress must be submitted to the graduate program director no later than two weeks after notification of the grade. A student must submit a written complaint about a final course grade with the graduate program director no later than six weeks after the official grade is available to the student. Written notification of the action taken by the graduate program director is sent to the student within four weeks of the filing of the appeal, excluding those weeks in which classes are not in regular session.

A student who wishes to appeal the decision of the graduate program director must appeal in writing to the Office of the Dean. The case shall then be reviewed by a representative of the dean of the School of Management and Labor Relations, who attempts to informally resolve the dispute. Should the issue remain unresolved, the matter is referred to a committee of three faculty members appointed by the dean of the SMLR.

The committee normally bases its judgment on written submissions only. A written response to the student's written statement will be solicited from the director of the degree program whose action is being appealed. The committee may consult with whomsoever it chooses in arriving at a recommendation in the matter and may, in extraordinary cases, ask third parties from among the faculty to review previous decisions by the faculty involved. Should the committee deem it necessary, it may call upon the student and/or a faculty member or members for written or oral responses to questions raised by the committee. The student may request an appearance before the committee. The members of the committee may grant the student's request for an appearance if it seems to them that unusual circumstances warrant it. The determination of the existence of "unusual circumstances" is made by the faculty committee. They may limit the amount of time granted, which normally will not exceed thirty minutes. While action within the faculty committee normally is final, the dean of the School of Management and Labor Relations may override the recommendation of the committee.

MASTER'S DEGREES

Candidates for the Master of Human Resource Management (M.H.R.M.) and the Master of Labor and Employment Relations (M.L.E.R.) degrees must satisfy the requirements of the School of Management and Labor Relations and of the program in which they are enrolled. The requirements of the School of Management and Labor Relations are provided below.

The minimum requirement to earn the master's degree is specified by each degree program. The student's registration in the School of Management and Labor Relations must be continuous from the time of admission to graduate study until the time the degree is conferred. In fulfilling course requirements, courses may be selected from a single program or, with the approval of the graduate program director, from several related programs. All programs of study are subject to review by the dean of the School of Management and Labor Relations.

Thesis and Nonthesis Option

The M.H.R.M. and M.L.E.R. degrees do not require a thesis, but students may make arrangements with faculty members to choose a thesis option, normally for 6 credits.

Submission of the Thesis

For a student whose program includes a thesis, the thesis must be approved by the professor in charge and accepted by the other members of the student's three-person committee. The final draft of the thesis should be prepared in strict accordance with the instructions given in the pamphlet *Style Guide for Thesis and Dissertation Preparation*, available at the Office of the Dean. After the thesis has been accepted by the committee, the required copies are to be filed with the School of Management and Labor Relations by the announced deadlines for completion of degree requirements. In general, SMLR follows Graduate School-New Brunswick guidelines for thesis policy.

Application for Conferral of the Degree

The candidate must file a diploma application before posted deadlines in order to receive the degree at commencement. For further information regarding the application procedure, see the exposition on Graduation that follows.

Graduation

When entering their final term, candidates who anticipate faculty recommendation for conferral of the degree are required to follow the procedures listed below:

1. Ensure that all academic requirements are being completed. If a student is unable to do so by the deadline date, both forms listed below must be refiled for a later-dated diploma.
2. Ensure that related fees and any outstanding debts to the university are paid.
3. Submit the completed candidacy application form by the announced deadline, normally in early January, May, or October.
4. Submit a diploma application form by the announced deadline, normally January 2, April 1, or October 1. The degree cannot be conferred as scheduled, and graduation will be delayed, if this form is filed after the deadline. Students must refile this form if the deadline has passed. All forms are available from the student's graduate program director. Students are urged to submit the appropriate forms in advance of the deadlines, if possible.

It is the responsibility of the student to complete all requirements for graduation by the scheduled dates. Each student should consult with the graduate program director of his or her program and with the Office of the Program Director with respect to the completion of the requirements for graduation.

Conferral of degrees and diplomas occurs once a year at the annual spring commencement. However, students who file the applications and complete all other requirements for the degree by the announced October or January dates will get a diploma dated for the respective month, although they will not receive it until the following spring. Students may, therefore, request a temporary certificate of completion by submitting a written request to the university registrar (Administrative Services Building, Busch campus). This request form may be obtained at the dean's office.

At the time of commencement, degrees may be conferred in absentia only if the prospective candidate has notified the university registrar that he or she cannot attend the commencement exercises.

The diploma will be withheld from any student who is under financial obligation to the university.

Time Limits for Degrees

All students are urged to consider carefully the educational and economic benefits of completing their programs as expeditiously as possible. The normal maximum time limit for a master's degree is three years for full-time students and six years for part-time students. Soon after being admitted to graduate study, each student should consult with a faculty adviser and work out a reasonable timetable for meeting the requirements.

Extensions beyond the normal limits shown above may sometimes be granted to students in good standing. A student requiring an extension should petition the dean of the

School of Management and Labor Relations. If the petition is supported by reasons of weight, and if the faculty in charge of the student's program certify that satisfactory progress is being made, the extension normally is granted.

POLICY ON ACADEMIC INTEGRITY SUMMARY

"Academic freedom is a fundamental right in any institution of higher learning. Honesty and integrity are necessary preconditions to this freedom. Academic integrity requires that all academic work be wholly the product of an identified individual or individuals. Joint efforts are legitimate only when the assistance of others is explicitly acknowledged. Ethical conduct is the obligation of every member of the university community and breaches of academic integrity constitute serious offenses" (Academic Integrity Policy, p. 1).

The principles of academic integrity entail simple standards of honesty and truth. Each member of the university has a responsibility to uphold the standards of the community and to take action when others violate them.

Faculty members have an obligation to educate students to the standards of academic integrity and to report violations of these standards to the appropriate deans.

Students are responsible for knowing what the standards are and for adhering to them. Students should also bring any violations of which they are aware to the attention of their instructors.

Violations of Academic Integrity

Any involvement with cheating, the fabrication or invention of information used in an academic exercise, plagiarism, facilitating academic dishonesty, or denying others access to information or material may result in disciplinary action being taken at either the college or university level. Breaches of academic integrity can result in serious consequences ranging from reprimand to expulsion.

Violations of academic integrity are classified into four categories based on the level of seriousness of the behaviors. Brief descriptions are provided below. This is a general description and is not to be considered as all-inclusive.

Level One Violations

These violations may occur because of ignorance or inexperience on the part of the person(s) committing the violation and ordinarily involve a very minor portion of the course work. These violations are considered on academic merit and not as disciplinary offenses.

Examples: Improper footnoting or unauthorized assistance on academic work.

Recommended Sanctions: Makeup assignment.

Level Two Violations

Level two violations involve incidents of a more serious nature and affect a more significant aspect or portion of the course.

Examples: Quoting directly or paraphrasing without proper acknowledgement on a moderate portion of the assignment; failure to acknowledge all sources of information and contributors who helped with an assignment.

Recommended Sanctions: Probation, a failing grade on the assignment, or a failing grade in the course.

Level Three Violations

Level three offenses involve dishonesty on a significant portion of course work, such as a major paper, hourly, or final examination. Violations that are premeditated or involve repeat offenses of level one or level two are considered level three violations.

Examples: Copying from or giving others assistance on an hourly or final examination, plagiarizing major portions of an assignment, using forbidden material on an hourly or final, using a purchased term paper, presenting the work of another as one's own, altering a graded examination for the purposes of regrading.

Recommended Sanctions: Suspension from the university for one or more terms, with a notation of "academic disciplinary suspension" placed on a student's transcript for the period of suspension, and a failing grade in the course.

Level Four Violations

Level four violations are the most serious breaches of academic integrity. They include repeat offenses of level three violations.

Examples: Forgery of grade change forms, theft of examinations, having a substitute take an examination, dishonesty relating to senior thesis, master's thesis, or doctoral dissertation, sabotaging another's work, the violation of the ethical code of a profession, or all infractions committed after return from suspension for a previous violation.

Recommended Sanctions: Expulsion from the university and a permanent notation on the student's transcript.

Faculty who believe that violations have occurred should immediately contact the Office of the Dean. Students who suspect that other students are involved in actions of academic dishonesty should speak to the instructor of the course. Questions on reporting procedures may be directed to the Office of the Dean.

UNIVERSITY CODE OF STUDENT CONDUCT SUMMARY

A university in a free society must be devoted to the pursuit of truth and knowledge through reason and open communication among its members. Its rules should be conceived for the purpose of furthering and protecting the rights of all members of the university community in achieving these ends.

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the university. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation.

Preamble
University Code of Student Conduct

Overview

Communities establish standards in order to ensure that they are able to fulfill their mission and keep their members from harm. The University Code of Student Conduct (referred to as “the code” in the remainder of this summary) defines those kinds of behavior that violate the standards of the Rutgers University community and also provides the mechanism for addressing alleged violations. In doing so, the code protects the rights of those accused of offenses (referred to as “respondents” in the remainder of this summary) by providing due process while also protecting victims of those offenses and the university community as a whole.

Process

The following summary presents key aspects of the code. Students should consult the code itself for complete information on each point.

Filing a Complaint

Any individual may file a complaint against a student suspected of violating the code by notifying the dean of students (or equivalent) of the respondent's college or school, or the director of judicial affairs in the Division of Student Affairs.

Preliminary Review

Upon receipt of a complaint, a preliminary review is conducted by the dean of students (or equivalent) or his or her designee to assess the evidence and determine if it is sufficient to proceed to a hearing. The dean conducting this review also assesses the seriousness of the charges. The most serious charges can, upon a finding of responsibility, result in separation from the university (suspension or expulsion) and are heard at university hearings. Less serious offenses (nonseparable offenses) are heard according to the procedures in place at the student's college or school of affiliation.

Separable Offenses

The following offenses are deemed serious enough to potentially result in separation from the university should a student be found responsible at a hearing:

1. violations of academic integrity
2. forgery, unauthorized alteration or unauthorized use of any university documents or records or any instrument or form of identification
3. intentionally furnishing false information to the university or intentionally initiating or causing to be initiated any false report, warning, or threat of fire, explosion, or other emergency
4. use of force against any person or property or the threat of such force
5. sexual assault or nonconsensual sexual contact
6. hazing
7. violation of the university's Student Life Policy against Verbal Assault, Defamation, and Harassment (Copies are available from the judicial affairs office or dean of students' office.)
8. unauthorized entry into, unauthorized use of, or misuse of university property, including computers and data and voice communication networks
9. intentionally or recklessly endangering the welfare of any individual or intentionally or recklessly interfering with any university activity or university sponsored activity

10. use, possession, or storage of any weapon, dangerous chemical, fireworks, or explosive, whether or not a federal or state license to possess the same has been issued to the possessor
11. the distribution of alcohol, narcotics, or dangerous drugs on university property or among members of the university community, if such distribution is illegal, or the possession of a sufficiently large quantity as to indicate an intention to distribute illegally
12. theft of university services or theft of, or intentional or reckless damage to, university property or property in the possession of, or owned by, a member of the university community, including the knowing possession of stolen property (Intentional or reckless misuse of fire safety equipment is regarded as damage under this section of the code.)
13. the violation of the ethical code of one's intended profession either by graduate students enrolled in any of the university's professional or graduate schools or by undergraduate students in clinical courses or settings related to their intended profession
14. violations of federal, state, or local law where such violations have an adverse effect on the educational mission of the university
15. failure to comply with the lawful directions of university officials, including campus police officers acting in performance of their duties
16. knowingly providing false testimony or evidence; disruption or interference with the orderly conduct of a disciplinary conference or hearing; violating the terms of any disciplinary sanction imposed in accordance with this code, or any other abuse of the university's disciplinary procedures.

Campus Advisers

Both complainants and respondents may select a campus adviser to assist them during the disciplinary process. Campus advisers may fully represent students, including speaking on their behalf. The Office of the Vice President for Student Affairs maintains a list of trained campus advisers for this purpose. Students are free to select any member of the university community to serve as their advisers, whether they are on the list or not.

Attorneys

Complainants and respondents may also, at their own expense, seek the advice of an attorney in addition to that of a campus adviser. Attorneys are free to advise students, to assist in the preparation of their cases, and to attend hearings, but may not speak on behalf of their clients or question witnesses at a hearing.

University Hearings

University hearings are presided over by a hearing officer and heard by a hearing board usually composed of three students and two faculty members. It is the hearing board's responsibility to determine whether the accused student is responsible or not responsible for violating the code. If the hearing board determines a student to be responsible by the standard of clear and convincing evidence, it also recommends a sanction for the offense to the vice president for student affairs. The vice president for student affairs considers the hearing board recommendation and determines the sanction.

Appeals

A student found responsible for violating the code may appeal the finding, the sanction, or both. Appeals are filed through the Office of the Vice President for Student Affairs, which forwards them to the Appeals Committee of the appropriate campus (Camden, Newark, New Brunswick).

Authority for Student Discipline

Ultimate authority for student discipline is vested with the Board of Governors of Rutgers, The State University of New Jersey. This authority has been delegated to university administrators, faculty, students, committees, and organizations as set forth in the University Code of Student Conduct. The above summary is intended to present some key facts of the code. Copies of the code are available from all dean of students' offices and have been placed at the reference desks of all university libraries. In addition, the director of judicial affairs in the Division of Student Affairs will provide copies of the code upon request and is available to answer any questions about the code or related judicial matters.

UNIVERSITY SAFETY AND SECURITY

The safety and security of all members of the university community is of paramount concern to the university's public safety staff.

Comprising commissioned police officers with full investigative and arrest authority, security officers, and dispatchers, members of the public safety staff patrol each campus and respond to requests for assistance on a full-time basis, 365 days a year and twenty-four hours a day. However, it is the duty of all students, faculty, and staff to actively maintain a safe environment, to use due care in their own safety and the safety of others, and to comply with all local, state, and university regulations regarding their own protection and the protection of others.

Primary responsibility for safety and security on the New Brunswick/Piscataway campus is vested in the associate vice president for administration and public safety. On the Newark and Camden campuses, these responsibilities reside in the Office of the Provost.

Public Safety Information

Information regarding public safety at Rutgers is available from the campus police departments. The publication *Safety Matters*, a brochure outlining public safety statistics, services, and programs on each of Rutgers' regional campuses, is published annually and distributed free of charge. To receive a copy of *Safety Matters*, please call the appropriate Rutgers Police Department office at one of the following numbers:

Camden: 856/225-6009
Newark: 973/353-5478
New Brunswick: 732/932-8407

ADMINISTRATIVE PROCEDURES FOR RESPONDING TO DISRUPTIONS

An academic community, where people assemble to inquire, to learn, to teach, and to reason together, must be protected for those purposes. While all members of the community are encouraged to register their dissent from any decision on any issue and to demonstrate that dissent by orderly means, and while the university commits itself to a continual examination of its policies and practices to ensure that causes of disruption are eliminated, the university cannot tolerate demonstrations that unduly interfere with the freedom of other members of the academic community.

With this in mind, the following administrative procedures have been formulated to guide the implementation of university policy:

1. The president of the university and the vice president for academic affairs will have the authority throughout the university to declare a particular activity to be disruptive. When neither the president nor the vice president for academic affairs is available to make such a decision, the senior vice president and treasurer or the provosts of Newark and Camden have the same authority.
2. Broadly defined, a disruption is any action that significantly or substantially interferes with the rights of members of the academic community to go about their normal business or that otherwise unreasonably interrupts the activities of the university.
3. A statement will be read by the appropriate officers as specified in (1) or by such officers as they may designate for the purpose of such reading and will constitute the official warning that the activity is in violation of university policy, that it must cease within a specified time limit, and where appropriate, that no commitments made by university officials will be honored if those commitments are made under duress.
4. If the activity continues beyond the specified time limit as determined by the official in authority, the authorized officers as specified in (1) will have the discretion to call upon the university police to contain the disruption. Ordinarily, the president of the university alone, or in his or her absence the vice president for academic affairs, will have the authority to decide that civil authorities beyond the campus are to be called upon to contain those disruptions that the university police are unable to handle. In extraordinary circumstances, where neither the president nor the vice president for academic affairs is available to make such a decision, the senior vice president and treasurer or the provosts of Newark and Camden have the same authority.
5. The deans of students are the chief representatives of the deans of the colleges in all matters of student life. Members of the university community who are aware of potentially disruptive situations are to report this to the deans of students on their respective campuses. In a disruption, the deans of students and their staff members have a twofold responsibility: to protect against personal injury and to aid in providing for the order of the university. In the latter case, the deans of students, as well as other university personnel, may be called upon to coordinate or assist members of the academic community in ending the disruption, directing it to legitimate channels for solution, or identifying those who have violated the rights of others.

NONDISCRIMINATION POLICY

It is the policy of Rutgers, The State University of New Jersey, to make the benefits and services of its educational programs available to students without discrimination on the basis of race, religion, color, national origin, ancestry, age, sex (except Douglass College, which is entitled under the law to remain a single-sex institution), sexual orientation, disability, marital status, or veteran status. The university complies with Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and the Americans with Disabilities Act of 1990. Questions about these laws, or allegations of student rights violations, should be directed to Brian Rose, Director of Compliance and Student Policy Concerns and Designated Employee for Student Rights Compliance, Rutgers, The State University of New Jersey, 3 Bartlett Street, New Brunswick, NJ 08901-1190 (732/932-7312).

EQUITY IN ATHLETICS DISCLOSURE ACT REPORTS

In compliance with the Equity in Athletics Disclosure Act, Rutgers provides information on men's and women's athletic programs, and the participation rates for male and female athletes. The first report was issued in October 1996 with annual updates thereafter. The reports are available at the reference desks of the main branches of the university library system (Alexander Library, Library of Science and Medicine, Robeson Library, and Dana Library), and at the intercollegiate athletics offices.

POLICY PROHIBITING HARASSMENT

The university prohibits harassment based on race, religion, color, national origin, ancestry, age, sex, sexual orientation, disability, marital status, or veteran status. Harassment is a kind of discrimination that violates state and federal civil rights laws, and is defined for purposes of those laws and the university's policy as any behavior:

1. that is unwelcome,
2. that targets a person because he or she has one or more of the protected characteristics,
3. that is engaged in by a person employed by or doing business with the university, and
4. that is sufficiently severe or pervasive to negatively alter that person or a group member's living, educational, or working environment.

Sexual harassment can take the form of unwelcome sexual advances; requests for sexual favors; or other unwelcome written, verbal, electronic, telephonic, or physical conduct of a sexual nature. Hostile environment harassment on the basis of sex, race, religion, color, national origin, ancestry, age, sexual orientation, disability, or marital or veteran status is persistent behavior that has the purpose or effect of unreasonably interfering with a person's work or academic performance or creating a hostile environment.

If you think you have been harassed on the basis of any of the protected categories listed above, have observed harassing behavior, or if you need more information, you are encouraged to contact the Director of University Harassment Compliance, Rutgers, The State University of New Jersey, 3 Bartlett Street, New Brunswick, NJ 08901-1190 (732/932-3122), or by email at msgriff@rci.rutgers.edu. You may obtain copies of the policy prohibiting harassment and the process for making or responding to a complaint on our web page (<http://www.rci.rutgers.edu/~msgriff/>).

POLICY AGAINST VERBAL ASSAULT, DEFAMATION, AND HARASSMENT

Statement of Principles

Intolerance and bigotry are antithetical to the values of the university and unacceptable within the Rutgers community. One of the ways the university seeks to effect this value is through a policy of nondiscrimination, which prohibits discrimination on the basis of race, religion, color, sex, age, sexual orientation, national origin, ancestry, disability, marital status, or veteran status in university programs. In order to reinforce institutional goals of nondiscrimination, tolerance, and civility, the following policy against verbal assault, defamation, and harassment makes clear to students that such behavior toward others violates acceptable standards of conduct within the university. (This policy is not intended to supersede the university's policy against harassment.)

Verbal assault, defamation, or harassment interferes with the mission of the university. Each member of this community is expected to be sufficiently tolerant of others so that all students are free to pursue their goals in an open environment, able to participate in the free exchange of ideas, and able to share equally in the benefits of our educational opportunities. Beyond that, each member of the community is encouraged to do all that she or he can to ensure that the university is fair, humane, and responsible to all students.

A community establishes standards in order to be able to fulfill its mission. The policy against verbal assault, defamation, and harassment seeks to guarantee certain minimum standards. Free speech and the open discussion of ideas are an integral part of the university community and are fully encouraged, but acts that restrict the rights and opportunities of others through violence, intimidation, the destruction of property, or verbal assault, even if communicative in nature, are not protected speech and are to be condemned.

Prohibited Conduct

Any of the following acts, even if communicative in nature, are prohibited "separation offenses" (charges that could lead to suspension or expulsion from the university) under the provisions of the University Code of Student Conduct:

1. Use of force against the person or property of any member of the university community or against the person or property of anyone on university premises, or the threat of such physical abuse. (Verbal assault may be prosecuted as a "threat of...physical abuse.")

2. Theft of, or intentional damage to, university property, or property in the possession of, or owned by, a member of the university. (Acts of graffiti or other vandalism may be prosecuted as "intentional damage to...property.")
3. Harassment, which is statutorily defined by New Jersey law to mean, and here means, purposefully making or causing to be made a communication or communications anonymously or at extremely inconvenient hours, or in offensively coarse language, or in any other manner likely to cause annoyance or alarm, or subjecting or threatening to subject another to striking, kicking, shoving or other offensive touching, or engaging in any other course of conduct or of repeatedly committed acts with purpose to alarm or seriously annoy any other person. Harassment is considered a separation offense under the University Code of Student Conduct.
4. Defamation, which is judicially defined to mean, and here means, the unprivileged oral or written publication of a false statement of fact that exposes the person about whom it is made to hatred, contempt, or ridicule, or subjects that person to loss of the goodwill and confidence of others, or so harms that person's reputation as to deter others from associating with her or him. Defamation is considered a separation offense under the University Code of Student Conduct.

While any of the four categories of acts listed above is a separation offense, that, if proven, could lead to a sanction of expulsion or suspension from the university under the provisions of the University Code of Student Conduct, clearly minor instances of such prohibited behavior should be resolved at the college level and not be treated as separation offenses requiring a university-level hearing. The initial judgments of whether a particular act is of a separable or nonseparable level are made by the appropriate college official and are subject to review by the Office of the Vice President for Student Affairs.

Students who believe themselves to be victims of verbal assault, harassment, or defamation should report such incidents to the dean or the dean of students of their college or school. In addition, the following individuals have been identified to handle complaints:

Brian Rose, director of compliance and student policy concerns, 3 Bartlett Street, College Avenue campus, 732/932-7312;

Cheryl Clarke, director of diverse community affairs and lesbian/gay concerns, Bishop House, Room 105, College Avenue campus, 732/932-1711;

Rory P. Maradonna, associate provost for student life, Armitage Hall, Room 248, Camden campus, 856/225-6050;
Raymond T. Smith, associate provost for student affairs, S.I. Newhouse Center, Newark campus, 973/353-5541.

Some complaints can and should be resolved by informal methods, while others will require the implementation of formal procedures. All complaints are treated confidentially; complainants are encouraged to report incidents even if they do not wish to pursue the matter beyond the reporting stage.

STUDENT RECORDS AND PRIVACY RIGHTS

Rutgers, The State University of New Jersey, complies with the Family Educational Rights and Privacy Act of 1974 (FERPA) and makes public announcement of the law. FERPA was designed to protect the confidentiality of student records, guarantee student access to certain records, regulate disclosure of information from student files, provide opportunities for students to correct or amend records and add explanatory statements, and provide opportunities for students to file complaints with the U.S. Department of Education alleging infractions of the law.

The confidentiality of student educational records is protected by FERPA. However, the university is permitted to provide directory information without the student's consent unless he or she requests in writing that such information be kept confidential. Rutgers defines directory information to be the following: name, campus address, campus post office address, campus telephone number, Rutgers email address, RUCS user name, permanent (home) address, permanent (home) telephone number, school of attendance, major field of study, class year, dates of attendance, current credit load, credit hours earned, degrees received, dates of degrees, weight and height of intercollegiate athletes, and most recent previous school attended.

The most common ways by which the university releases student directory information are:

- through the verifications division of the Office of the Registrar or similar offices that have access to student records. (The office is called upon to verify that a student is enrolled at the university by potential employers and credit agencies, among others.)
- through the campus-wide information system known as INFO on the Rutgers University Computer Network (RUNet), which is accessible via the Internet.

Students may request that directory information be kept confidential by obtaining a form for this purpose from their dean's office or from the registrar's office. Students should be aware that requesting confidentiality of directory information makes this information unavailable to all, including prospective employers, credit agencies, and others to whom you may want this information known or verified. Thus, it is recommended that students carefully consider whether personal privacy concerns outweigh the possible inconvenience and detriments of having directory information withheld. Subsequent to filing the request, directory information remains confidential while a student is enrolled or until a written request that this restriction be lifted is received from the student by the registrar's office. As with all confidential records, Rutgers will release a student's confidential directory information only with the student's written consent or if otherwise required by law.

The university uses a student's social security number as a student identification number. While this number is not released as directory information and its confidentiality is protected in the same manner as are other educational records as defined by FERPA, the university offers students the opportunity to acquire a substitute student number. Students wishing to have a substitute number assigned should fill out the appropriate forms in the registrar's office. The university recommends that those receiving financial aid not acquire a substitute number because the social

security number is key to student identification by state and federal financial aid agencies. Thus, it is recommended that a substitute number be obtained only if student privacy concerns outweigh the possibility of a serious disruption in financial aid.

Further information on the law and Rutgers' policy and procedures on compliance with FERPA is available from the director of compliance and student policy concerns in the Division of Student Affairs (732/932-7312).

STUDENT RESIDENCY FOR TUITION PURPOSES

A determination of residency status for the purpose of tuition assessment is made by the university based on information provided by the applicant in accordance with the procedure outlined in the policy. A copy of the policy may be secured from the registrar's office or the admissions office.

Procedure

The Initial Determination

At the time an individual initially applies for admission into any graduate or undergraduate college or division of the university, the respective admissions office determines an admitted applicant's resident status for tuition assessment.

The determination made at this time shall prevail for each term unless a change is authorized as provided hereinafter.

After the Initial Determination

The status of residency for tuition purposes of students continuing in a college or division of the university is determined by the registrar of the respective college or division. The determination made by the registrar either conforms to the initial determination of the admissions office or reflects a change as provided hereinafter.

Request for a Change of Status

Requests for a change in residency status are accepted no later than the last week of the term for which changed status is sought. All supporting affidavits, deemed appropriate by the adjudicating official pursuant to New Jersey Administrative Code, Volume 9, Section 5 et seq., must be filed by the petitioner in accordance with the time limit specified in the preceding sentence, but in no case later than four weeks from the conclusion of the term for which the residency assessment is requested. Failure to comply with this provision, unless judged otherwise by the adjudicating official, voids the petition for the term in question. If, based on the information submitted in the request, the student qualifies for resident tuition assessment, such change relates only to the current and subsequent terms. No adjustments in tuition assessments are made and no refund vouchers are processed for any prior term.

Appeals

Appeals from the initial determination and any determination made after a request by a student for a change in residency status are accepted no later than three months after the date of notification of any such determination. Unresolved appeals are forwarded to either the university director of graduate admissions or to the university registrar. These officers respond to the student within thirty

working days of the receipt of the appeal in the appropriate office. Appeals from this determination should be submitted to the vice president for university budgeting by the student within two weeks after the director of admissions or the university registrar has issued a determination. The decision of the vice president for university budgeting will be final.

Students' Responsibilities

Students are responsible for providing relevant information upon which a residency determination can be made. The burden of proving his or her residency status lies solely upon the student. Moreover, it is considered the obligation of the student to seek advice when in doubt regarding eligibility for in-state tuition assessment. If the student delays or neglects to question his or her eligibility status beyond the period specified above, the student forfeits his or her right to a residency assessment to which he or she might have been deemed to be eligible had he or she filed an appeal at the appropriate time.

Penalties

If a student has obtained or seeks to obtain resident classification by deliberate concealment of facts or misrepresentation of facts or if he or she fails to come forward with notification upon becoming a nonresident, he or she is subject to disciplinary action.

RESEARCH POLICY AND RESEARCH CENTERS

Research at the university, apart from that conducted by students in connection with their academic course work, is in general intended to lead to publication in some form so that its results are available to interested persons everywhere. The university does not accept grants from or enter into contracts with governmental agencies or any other sponsors for research projects of which the results may not be made publicly accessible; all university-conducted research must be available for public scrutiny and use.

Most research projects at the university are carried on by faculty members and students within the facilities offered by their own departments, but for on-campus research that cannot be conducted in department facilities, laboratories, or the library, the university has provided a number of cooperative research centers and bureaus. A list of the university's research centers may be found in the Divisions of the University chapter.

Many members of these organizations are active in graduate instruction. Information about their programs and activities may be found in *Research at Rutgers*, a handbook and bibliography published by the Research Council, the university agency that sponsors and coordinates faculty research.

PATENT POLICY

All students are governed by the university's patent policy, which is described in a statement available in the Office of Research and Sponsored Programs and the offices of all deans and department chairpersons.

Ph.D. Program in Industrial Relations and Human Resources

Susan E. Jackson, Director

PROGRAM

The Ph.D. in industrial relations and human resources (I.R.H.R.) is a full-time, interdisciplinary program committed to developing scholars capable of studying the dynamic and changing conditions of employment and work. The program prepares students to conduct research that contributes to the advancement of knowledge and practice in the fields of industrial relations and human resource management. Students study the foundational theories in the field of industrial relations and human resource management, design and conduct rigorous research, analyze and interpret their findings, and disseminate their findings through presentations at conferences and through scholarly publications. Opportunities to gain teaching experience are available to students as they approach completion of the program.

The doctoral program is designed to qualify students for future employment as college and university faculty or in scholarly research positions in the private and public sectors. Students who are interested in other types of career paths (e.g., consulting, human resources or industrial relations specialist for large organizations) should apply for admission to the master in human resource management and/or the master in labor and employment relations program.

ADMISSION

Admission to the Ph.D. program in industrial relations and human resources is competitive and highly selective. New students are admitted once per year. On average, three students per year are admitted to the program. The school values diversity and is strongly committed to equal opportunity.

When evaluating applications, the faculty considers test scores, past academic achievement, research training and experience, and relevant work experience. The admissions committee especially values research experience. Applicants are encouraged to describe their involvement in research activities in detail in their personal statements. Completion of a terminal master's degree in a related field of study is not required for admission. A student who holds a master's degree upon entering the program must fulfill the same degree requirements as students who do not hold master's degrees. Credits earned in a master's degree program usually are not applied toward the doctoral degree requirements. The deadline for receipt of application materials is February 1. Decisions are made by April 15 for initial enrollment in the following fall term.

PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

The program of study in industrial relations and human resources requires all students to complete: seven courses to fulfill their interdisciplinary distribution requirements; at least three statistics and research methods courses; two advanced seminars; and four electives. Electives are chosen in the student's area of interest and approved by the student's committee. In addition, all enrolled doctoral students attend a proseminar, which meets twice a month.

Master's Thesis. During their second year in the program, students complete and defend an empirical research project. Upon completion of a satisfactory research study, students are eligible to take the qualifying exam.

FINANCIAL ASSISTANCE

Students typically receive funding for a total of five years upon entering the program. They work as research or teaching assistants during this time. Receipt of funding is contingent upon continued satisfactory progress in the program, as judged by the Evaluation Committee. Course grades, research productivity, and organizational citizenship are considered in the annual evaluations.

COMPREHENSIVE AND QUALIFYING EXAMINATIONS

After completing their master's thesis and course work, students must pass a qualifying exam to be admitted to Ph.D. candidacy. The qualifying exam assesses students' knowledge of and ability to synthesize the theory and methods covered in their required and elective courses and in their specialized field of study. Students who pass the qualifying exam are awarded the Master of Science degree and are admitted to Ph.D. candidacy.

DISSERTATIONS

Students complete a dissertation during their fourth and fifth years. Dissertation committees are chaired by full members of the I.R.H.R. graduate faculty and include at least one member from outside the I.R.H.R. graduate faculty. Students present their dissertation proposals and final oral defenses at a session that is open to all interested faculty and Ph.D. students.

COURSES

16:545:601,602. INDEPENDENT STUDY IN INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3,3)

Directed study under the supervision of a faculty member.

16:545:610. PROSEMINAR IN INDUSTRIAL RELATIONS AND HUMAN RESOURCES (1)

Research, theoretical, or pedagogical presentation by SMLR faculty, outside scholars, and advanced Ph.D. students. Students must enroll for eight terms.

16:545:611. SEMINAR IN INDUSTRIAL RELATIONS: A SURVEY OF THE SCHOLARLY LITERATURE (3)

Industrial relations systems theory. Analysis of managerial capitalism and the diffusion of systematic management techniques; the development of modern craft, industrial, and professional labor organizations; and the emergence of the regulatory state and the role of law and specialized government agencies in regulating industrial conflict. Conceptual framework to assess bargaining power, negotiation processes, grievance procedures, and conflict resolution.

16:545:612. SEMINAR IN HUMAN RESOURCES: A SURVEY OF THE SCHOLARLY LITERATURE (3)

Foundations of personnel and human resource management. Critical review of the research literature on recruiting, selection, performance management, compensation, and development. Analysis of strategic human resource management literature.

16:545:613. RESEARCH METHODS FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3)

Prerequisite: One Ph.D.-level statistics or measurement course. Problems of research design, data collection, data management, and the selection of analytical techniques.

16:545:614. MULTIVARIATE ANALYSIS FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3)

Prerequisites: A Ph.D.-level course in regression, and an additional Ph.D.-level measurement or statistics course. Multiple regression, analysis of variance, analysis of covariance, factor analysis, canonical correlation, and cluster analysis.

16:545:615. ECONOMICS FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3)

Alternative theories of the firm and labor markets explored, with focus on competing hypotheses and research evidence about wage and benefit determination, internal labor markets, discrimination, unions, and employee incentive systems.

16:545:620. SELECTED PROBLEMS IN INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3)

16:545:621. SELECTED PROBLEMS IN INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3)

16:545:701,702. RESEARCH IN INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3,3)

Dissertation study.

M.H.R.M. Program in Human Resource Management

Charles H. Fay, Director

The Master of Human Resource Management (M.H.R.M.) degree is a highly rated program with graduates employed in major corporate, government, and nonprofit organizations across the country. The program provides a broad foundation of theoretical knowledge and professional skills. It is intended for several groups of people, including individuals who aspire to or who have already begun careers as human resource (HR) staff representatives and line managers desiring knowledge about the development and management of people. The student body is comprised of individuals from throughout the United States and the world and represents a variety of undergraduate majors and work experiences. Students can attend the program on a full-time or part-time basis. Courses typically meet once a week in the evening for less than three hours, making the program convenient for working adults.

The office of the M.H.R.M. program is located in the School of Management and Labor Relations, Janice H. Levin Building, Rutgers, The State University of New Jersey, 94 Rockafeller Road, Piscataway, NJ 08854-8054 (telephone 732/445-5973; fax 732/445-2830; email mhrm@rci.rutgers.edu).

Most career paths in human resource management (HRM) include attaining in-depth competency in one or two HR functional areas, such as compensation, benefits, recruitment, selection, training, human resource information systems, or management development. An HR professional may manage one of the HR functional areas or a general HR unit. A career as a general manager of a business unit is also common. Successful careers often include international experience and involvement in organizational change processes, such as mergers and acquisitions, downsizing, and reengineering. As organizations have come to recognize the importance of integrating HRM strategies with business strategy, vice presidents of HR have increasingly become members of corporate executive committees and boards of directors.

As organizations have faced stiffer competition in the global marketplace, the role of HRM has undergone a concomitant transformation. Much of the "administrivia" has either been engineered out of the job or has been automated. Some of the HR functions have been distributed to general line managers. As a consequence, there is a need for line managers to broaden their knowledge about how to add value to the organization through effective HR strategies.

Most graduates of the program begin their careers in specialized HR functions. Typical entry level jobs in larger organizations include compensation analyst, recruiter, benefits counselor, Equal Employment Opportunity/Affirmative Action (EEO/AA) analyst, human resource information systems (HRIS) coordinator, and training administrator. In smaller organizations, typical entry level jobs include staffing administrator, compensation administrator, or HR generalist supporting an organizational unit such as a plant or a line of business. Those students without prior experience who complete internships have a greater market value, and they are frequently offered jobs by the organizations with whom they intern.

PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

The M.H.R.M. degree is designed so that students may learn how organizations:

- design HRM systems to build a competent, committed workforce, and a flexible, integrated, cost-effective organization, assess the effects of HRM policies and systems on organizational performance,
- apply financial analysis, research methods, and software to the HRM decision process, and
- combine work design, measurement, staffing, development, rewards, and governance systems into an integrated HRM system strategically linked to the business plan.

To accomplish these goals, students must complete 12 credits of required courses in HR strategy, 9 credits of required courses in HR decision tools, 12 credits of required courses in HR applications, 9 credits of required courses in HR contexts, and 6 credits of elective course work, for a total of 48 credits.

Required HR Strategy Courses (12 Credits)

- 38:533:580 HR Strategy I: Introduction (3)
- 38:533:590 HR Strategy II: Business Functional Areas (3)
- 38:533:680 HR Strategy III: Measurement Issues (3)
- 38:533:690 HR Strategy IV: Designing and Implementing Human Capital Strategies in an Era of Change (3)

Required HR Decision Tools Courses (9 Credits)

- 38:533:540 HR Decision Making: Financial Decisions (3)
- 38:533:541 HR Decision Making : Accessing Data for Decisions (3)
- 38:533:542 HR Decision Making: Data-Based Decisions (3)

Required HR Applications Courses (12 Credits)

- 38:533:533 Managing Workforce Flow (3)
- 38:533:634 Developing Human Capital (3)
- 38:533:635 Managing Rewards Systems (3)
- 38:533:636 Designing Work and Governance Systems (3)

Required HR Contexts Courses (9 Credits)

- 38:533:565 Economics and Demographics of Labor Markets (3)
- 38:533:566 Employment Law (3)
- 38:533:665 Managing the Global Workforce (3)

Recommended Elective Courses (6 Credits)

- 38:533:645 Conflict Resolution for Managers (3)
- 38:533:646 Managing Workforce Diversity (3)
- 38:533:647 Employee Ownership (3)
- 38:533:685 Creating and Managing Organizational Change (3)
- 38:533:688 Organizational and Economic Change Drivers (3)
- 38:533:701 Master's Thesis (3)
- 38:578:560 Collective Bargaining (3)

In order to facilitate the completion of the degree, students with prior course work and/or work experience may waive up to 18 credits for selected required courses if they have taken substantially similar courses elsewhere, or they pass an examination. Students wishing to waive 38:533:540 HR Decision Making: Financial Decisions and 38:533:542 HR Decision Making: Data-Based Decisions are required to take an examination. Credits from relevant courses also may be transferred to a student's program of study, but no more than 18 credits may be transferred or waived.

COURSES

Preprogram

38:533:500. COMPUTER SKILLS FOR HR MANAGERS (0)

Required workshop covering use of Excel, Access, SPSS, and other software used in HRM classes. Includes accessing Internet sites and downloading data from major HRM-oriented sites.

Strategy

38:533:580. HR STRATEGY I: INTRODUCTION (3)

Covers the intersection of HRM, business policy, and competitive strategy. Introduction to core competencies required to become a successful manager of human assets. Topics: overview of business policy, role of HR in the industry's structure, overview of HR planning and strategic HR management, HRM functional areas and business strategy, and development of a strategic HR plan.

38:533:590. HR STRATEGY II: BUSINESS FUNCTIONAL AREAS (3)

Prerequisite: 38:533:580.

Covers marketing/advertising, production/operations, information technology, research and development, and other management functions of the organization, and the human capital implications of these functions.

38:533:680. HR STRATEGY III: MEASUREMENT ISSUES (3)

Prerequisites: 38:533:540 and 590.

Covers all areas of organizational measurement and assessment.

38:533:690. HR STRATEGY IV: DESIGNING AND IMPLEMENTING HUMAN CAPITAL STRATEGIES IN AN ERA OF CHANGE (3)

Prerequisite: 38:533:680.

Practicum in the role of the corporate HR function, core competencies of the organization, and planning for the delivery of competitive advantage through human-resource assets.

HR Decision Tools

38:533:540. HR DECISION MAKING: FINANCIAL DECISIONS (3)

Financial analysis in the HR context. Cost analysis of HR and HR programs, cost/benefit analysis, organizational finance issues, and HRM.

38:533:541. HR DECISION MAKING: ACCESSING DATA FOR DECISIONS (3)

Data sources relevant to HR decisions. Acquiring data from HRIS, the Internet, surveys, consultants, focus groups, etc. Characteristics of information, and research methods that assure reliable, unbiased, and valid data.

38:533:542. HR DECISION MAKING: DATA-BASED DECISIONS (3)

Prerequisite: 38:533:541.

Decision making in the HR context—qualitative and quantitative analysis, piloting interventions, and evaluating HR programs.

HR Applications

38:533:533. MANAGING WORKFORCE FLOW (3)

Prerequisite: 38:533:542.

Acquisition and deployment of human assets by the organization. Traditional plus outsourcing.

38:533:634. DEVELOPING HUMAN CAPITAL (3)

Prerequisite: 38:533:542.

Assessing and developing the organization's human assets.

38:533:635. MANAGING REWARDS SYSTEMS (3)

Prerequisite: 38:533:542.

Use of reward systems (pay, benefits, etc.) to attract, retain, and motivate human assets.

38:533:636. DESIGNING WORK AND GOVERNANCE SYSTEMS (3)

Prerequisite: 38:533: 665.

Options in designing work. Focus on teaming, but covers different methods of assigning and completing tasks. Covers governance issues in nonorganized and organized settings. Emphasis on employee-involvement issues and the implications for HRM.

HR Contexts

38:533:565. ECONOMICS AND DEMOGRAPHICS OF LABOR MARKETS (3)

Covers the changing nature of the workforce, including diversity characteristics and attitudinal shifts. Focus on HRM tracking and gaining competitive advantage through judicious use of change.

38:533:566. EMPLOYMENT LAW (3)

Principles of law covering the employment relationship. Some legal issues also may be covered in HR application courses.

38:533:665. MANAGING THE GLOBAL WORKFORCE (3)

Prerequisite: 38:533:590.

Focus on the impact of global competition and multinational status of an organization on the management of human assets.

Electives

38:533:601. INDEPENDENT STUDY (BA)

38:533:645. CONFLICT RESOLUTION FOR MANAGERS (3)

38:533:646. MANAGING WORKFORCE DIVERSITY (3)

38:533:647. EMPLOYEE OWNERSHIP (3)

38:533:685. CREATING AND MANAGING ORGANIZATIONAL CHANGE (3)

Focuses on the role of HR in supporting organizational change. Considers major types of change and the impact on organization, group, and individuals. Appropriate responses are explored.

38:533:688. ORGANIZATIONAL AND ECONOMIC CHANGE DRIVERS (3)

Coverage of a changing mix of topics affecting HRM. Might include free trade, productivity improvement, tax structure, mergers and acquisitions, deregulation, and other economic and organizational changes that have an impact on the management of human assets.

38:533:701,702. MASTER'S THESIS (3,3)

38:578:560. COLLECTIVE BARGAINING (3)

Five-Year Bachelor of Science/Master of Human Resource Management Degree Program

Charles H. Fay, Director, M.H.R.M. Program

This program allows students to complete a Bachelor of Science (B.S.) degree in a business discipline, as well as a Master of Human Resource Management (M.H.R.M.) degree, in approximately five years of full-time study. Students who are graduated with the combined B.S./M.H.R.M. degree will be prepared to assume responsible positions in the field of human resource management.

PROGRAM

The School of Business–New Brunswick (SB), the School of Management–Newark (SM)*, and the Master of Human Resource Management program offer a five-year degree program of 150 credits, which leads to B.S. and M.H.R.M. degrees. To complete both degrees within a five-year period, students should indicate their interest in this program when they apply to the SB–SM programs (at the end of their third term). Students should select the organization management major as their first choice of study.

The sooner students indicate that they wish to pursue the five-year program, the sooner they can receive advice on how to plan their schedules. Without careful planning, students may have difficulty completing the program in five years. If students wish to apply for the B.S./M.H.R.M. program during their junior or senior years, they may do so. However, they may not be able to finish the program in five years.

The program is divided into six parts: the undergraduate liberal arts college area distribution requirements, the SB–SM eligibility courses, the SB–SM core courses, the SB–SM electives, the HRM graduate core courses, and HRM electives. To graduate with a B.S./M.H.R.M. degree, students will have completed 120 credits at the undergraduate level (including courses that serve as equivalent to graduate-level foundation courses) and 30 credits in courses in which they are enrolled for graduate credit, for a total of 150 credits.

Undergraduate College Area Distribution Requirements

The educational philosophy behind the undergraduate business degree calls for professional preparation within a strong liberal arts context. Therefore, students should fulfill their undergraduate college area distribution requirements in their first two years of study. In addition, students are strongly advised to take a writing course, such as 01:350:303 Writing for Business and the Professions (21&62:350:303) 3 credits each, or an equivalent course to ensure adequate writing skills.

* Henceforth, the two undergraduate management programs will be referred to as SB–SM.

† Material in parentheses indicates course numbers for classes offered on the Newark campus.

SB-SM Eligibility Requirements

Before they begin their studies in the SB-SM, students must complete the following courses with a C (2.0) or better*:

33:010:273 (29:010:203)	Principles of Accounting I (Introduction to Financial Accounting) (3)
33:010:274 (29:010:204)	Principles of Accounting II (Introduction to Managerial Accounting) (3)
01:220:102 (21&62:220:101)	Introduction to Microeconomics (3)
01:220:103 (21&62:220:102)	Introduction to Macroeconomics (3)
01:640:135 (21&62:640:113)	Calculus (College Algebra) (4)
01:960:285 (21&62:220:231)	Introductory Statistics for Business (Statistical Methods) (3)

SB-SM Core Courses

SB-SM students must complete the following core curriculum:

33:011:300	Business Forum (1) †
33:140:320 (29:522:334)	Business Law I (Business, Government, and Society) (3)
33:390:300 (29:390:329)	Introduction to Financial Management (Finance) (3)
29:522:369	International Business (3) ‡
33:620:300 (29:620:300)	Principles of Management (3)
33:620:492 (29:620:492)	Business Policy and Strategy (3)
33:623:370 (29:623:220)	Management Information Systems (3)
33:623:385	Statistical Methods in Business (3) †
33:623:386 (29:623:340)	Operations Management (Production and Operations Management) (3)
33:630:301 (29:630:328)	Principles of Marketing (Marketing) (3)

SB-SM Electives

The SB-SM requires that students who major in organization management must complete an additional 18 credits of upper-level management courses. This portion of the undergraduate curriculum must be more structured for students who pursue the five-year B.S./M.H.R.M. degree. The 18 credits of upper-level management courses that fulfill the requirements of the joint B.S./M.H.R.M. degree program are:

38:533:565	Economics and Demographics of Labor Markets (3) §
33:620:365 (29:620:365)	Management of Human Resources (3)
33:620:490 (29:620:490)	Organizational Behavior (3)
33:620:____ (29:620:____)	Management electives of student's choice (9)

M.H.R.M. Core Courses

Students who complete the sequence of courses outlined above with a grade of B or better are not required to take five graduate courses that are otherwise required of students admitted to the Master of Human Resource Management program**. These courses are:

38:533:540	HR Decision Making: Financial Decisions (3)
38:533:542	HR Decision Making: Data-Based Decisions (3)
38:533:580	HR Strategy I: Introduction (3)
38:533:590	HR Strategy II: Business Functional Areas (3)
38:533:____	M.H.R.M. elective †† (3)

Students must, however, complete an additional 30 credit hours of core course requirements for the graduate program. These are:

Strategy

38:533:680	HR Strategy III: Measurement Issues (3)
38:533:690	HR Strategy IV: Designing and Implementing Human Capital Strategies in an Era of Change (prerequisites: 38:533:680 and 36 credits) (3)

HR Decision Tools

38:533:541	HR Decision Making: Accessing Data for Decisions (3)
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HR Application

38:533:533	Managing Workforce Flow (3)
38:533:534	Developing Human Capital (3)
38:533:535	Managing Rewards Systems (3)
38:533:536	Designing Work and Governance Systems (prerequisite 38:533:665) (3)

HR Contexts

38:533:566	Employment Law (3)
38:533:665	Managing the Global Workforce (3)

APPLICATION INFORMATION

Students may apply for fall, spring, or summer term admission. Students must present GRE (general test only) or GMAT scores before an admission decision can be made. Three letters of reference, preferably from faculty, and a personal statement are required as well.

The GRE or GMAT must be taken the term before admission. Acceptance is contingent upon successful completion of the B.S. degree, but provisional admission decisions can be made as soon as GRE or GMAT scores and official transcripts, along with the completed application, have been received.

The application deadline for fall admission is May 1; the deadline for spring admission is November 1. Students who have questions about this program or the M.H.R.M. program in general may contact Judy von Loewe, Graduate Program Coordinator, at 732/445-5917. Applications are available from Ms. Judy von Loewe, School of Management and Labor Relations, Janice H. Levin Building, Rutgers, The State University of New Jersey, 94 Rockafeller Road, Piscataway, NJ 08854-8054.

* Material in parentheses indicates course numbers and names for classes offered on the Newark campus.

† This class is taught only in New Brunswick and, therefore, only is required of SB students.

‡ This class is taught only in Newark and, therefore, only is required of SM students.

§ This is a graduate course offered by the M.H.R.M. program. Students must obtain permission to take this course for undergraduate credit from the graduate director of the human resource management program and the chair or vice chair of the Department of Organization Management.

** It is assumed that SB-SM students will have developed and used computer skills in one or more of their undergraduate courses and, therefore, it is not necessary for them to complete the noncredit M.H.R.M. computer preprogram requirement (38:533:500 Computer Skills for HR Managers).

†† One of the following SB-SM courses may be used to satisfy 3 of the 6 credit hours of electives required for the M.H.R.M.: 33(29):620:350 Negotiations; 33(29):620:367 Union-Management Relations; 33(29):620:370 Managing Diversity in Organizations; or 33(29):620:375 Organizational Design and Change.

M.L.E.R. Program in Labor and Employment Relations

Adrienne Eaton, Director

The Master of Labor and Employment Relations (M.L.E.R.) degree (formerly the Master of Labor and Industrial Relations) is designed to prepare students to compete for professional jobs in labor and employment relations, in the union movement, in management, or in neutral organizations, such as government. The eight course requirements, along with the electives offered, are designed to provide students with a broad-based, multidisciplinary education in labor and employment relations. Students are accepted on a full-time or part-time basis, and courses are scheduled at times convenient for working adults. There are no language or residency requirements.

The office of the M.L.E.R. program is located in the School of Management and Labor Relations, Labor Education Center, Rutgers, The State University of New Jersey, 50 Labor Center Way, New Brunswick, NJ 08901-1580 (telephone 732/932-8559; fax 732/932-8677).

Varied positions are obtainable with the Master in Labor and Employment Relations degree. Graduates work as labor relations managers and for labor unions as organizers, research analysts, and staff representatives, both at local and national levels. Graduates also may work as human resource or occupational safety and health professionals. Positions also can be found as neutrals for the National Labor Relations Board and similar state and federal agencies.

PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

To earn the M.L.E.R. degree, students are required to successfully complete 39 credits of course work. Of these 39 credits, students must complete 24 credits of required courses in labor and employment relations. The following courses are required:

- 38:533:540 HR Decision Making: Financial Decisions (3)
- 38:533:541 HR Decision Making: Accessing Data for Decisions (3)
- 38:533:565 Economics and Demographics of Labor Markets (3)
- 38:578:500 Introductory Seminar in Labor and Employment Relations (3)
- 38:578:560 Collective Bargaining (3)

One course from each of the following areas also is required:

Law

- 38:533:566 Employment Law (3)
- 38:578:550 Labor Law (3)
- 38:578:565 Public Sector Collective Bargaining (3)

Institutional Diversity

- 37:575:301 Comparative Labor Movements (taken for graduate credit) (3)
- 38:578:562 Seminar in International/Comparative Labor and Employment Relations (3)
- 38:578:612 Labor/Employment History (3)

Workforce Diversity

- 37:575:307 Latino Workers in the U.S. (taken for graduate credit) (3)
- 38:578:541 Women and Work (3)
- 38:578:551 Seminar in Minorities and Work (3)

In addition, students take 15 credits of electives for a total program of 39 credits.

With the permission of the graduate program director, students may fulfill their credit requirements by taking courses in labor studies, employment relations and human resources, or another graduate program at the university. A master's thesis, an internship, or an independent study may also be used to fulfill the elective requirements.

COURSES

38:533:540. HR DECISION MAKING: FINANCIAL DECISIONS (3)

Financial analysis in the HR context. Cost analysis of HR and HR programs. Cost/benefit analysis, organizational finance issue, and HRM.

38:533:541. HR DECISION MAKING: ACCESSING DATA FOR DECISIONS (3)

Data sources relevant to HR decisions. Acquiring data from HRIS, the Internet, surveys, consultants, focus groups, etc. Characteristics of information; research methods that assure reliable, unbiased, and valid data.

38:533:565. ECONOMICS AND DEMOGRAPHICS OF LABOR MARKETS (3)

Covers the changing nature of the workforce, including diversity characteristics and attitudinal shifts. Focus on HRM tracking and gaining competitive advantage through judicious use of change.

38:533:566. EMPLOYMENT LAW (3)

Principles of law covering the employment relationship. Some legal issues also may be covered in HR application courses.

38:578:500. INTRODUCTORY SEMINAR IN LABOR AND EMPLOYMENT RELATIONS (3)

Critical challenges facing workers, employers, labor organizations, and the public with regard to work and employee representation.

38:578:501. LABOR AND CORPORATE RESEARCH METHODS (3)

Overview of basic research methods useful for analyzing unions, corporations, and related institutions.

38:578:506. THEORIES OF LABOR AND EMPLOYMENT RELATIONS (3)

Historical evolution and current state of employment relations theory. Workplace democracy, the source of workplace conflict, alienation, the evolution of class, collective bargaining, and other issues discussed from a variety of perspectives.

38:578:509. AMERICAN WORKERS AND POLITICS (3)

Democratization of politics and the emergence of workers as citizens; the political role of workers in contemporary U.S. society. Political ideology of American labor and its impact on electoral politics, voting patterns, and political participation.

38:578:525. PUBLIC SECTOR EMPLOYMENT ISSUES (3)

Scope and nature of public employment; organizations of public employees; problems and issues of federal, state, county, and municipal employees; special problems of particular groups; and emerging patterns of future development.

38:578:541. WOMEN AND WORK (3)

Analysis of women's experiences and status in a range of work settings; evaluation of legal, institutional, and public policy responses to issues such as the segregation of work by race and gender, pay equity, the feminization of poverty, sexual harassment, and the restructuring of work and family roles.

38:578:550. LABOR LAW (3)

Statutes and case law that create the framework for private-sector labor management relations, with special attention to current workplace developments and the public policy debates that continue to reshape American labor law.

38:578:551. SEMINAR IN MINORITIES AND WORK (3)

Relationship between race, gender, work, employment outcomes, and labor representation, with particular focus on the historical and contemporary issues facing African Americans, Latinos, Asian Americans, other ethnic groups, and women.

38:578:555. GLOBALIZATION AND THE FUTURE OF EMPLOYMENT (3)

Changes in the global economy and their effects on living standards, job opportunities, and the bargaining power of American workers and their unions. Role of international labor organizations, transnational corporations, and global financial institutions in global economic change. Strategies for dealing with globalization.

38:578:556. EMPLOYEE INVOLVEMENT AND NEW WORK ORGANIZATION (3)

Considers diverse modes of involving employee in decision making and reorganizing work for flexibility, service, and better use of advanced technology. Assesses options, consequences, and responses of organized workers.

38:578:557. TRENDS AND PROBLEMS IN THE NONUNION WORKPLACE (3)

Overview of the nonunion workplace encompassing both research and practice; covers surveys of employee attitudes, key issues, alternative vehicles of employee voice, conflict, and the use of new workplace practices.

38:578:558. SEMINAR IN WORKPLACE DEMOCRATIZATION (3)

Diverse models of workplace democratization on the job and at the strategic policy level, including joint governance, employee involvement, collective bargaining, employee ownership, worker cooperatives, and self-management.

38:578:560. COLLECTIVE BARGAINING (3)

Role of unions and collective bargaining in the U.S. Provides an overview of membership in labor organizations, labor law, negotiations, grievance-arbitration, and alternative futures for organized labor.

38:578:561. NEW DIRECTIONS IN COLLECTIVE BARGAINING (3)

Departures from traditional patterns of collective bargaining and labor-management relationships. Causal factors leading to innovative practices. The current debate over the future of collective bargaining. Models for expanding the scope of bargainable issues.

38:578:562. SEMINAR IN INTERNATIONAL/COMPARATIVE LABOR AND EMPLOYMENT RELATIONS (3)

Comparative analysis of labor, social, and economic policy with focus on how labor movements in different parts of the world marshal political and economic resources to represent workers' interests.

38:578:565. PUBLIC SECTOR COLLECTIVE BARGAINING (3)

Development of public sector bargaining rights and the role of unions in the public sector. Analyzes state and federal laws, dispute resolution procedures, and political initiatives, with a special emphasis on New Jersey.

38:578:566. WORK AND SOCIAL CHANGE (3)

Changes in the workforce; how economic and social changes are reshaping categories of employees; their organizations and movements; and their needs and desires. Uses both class and social movement perspectives to examine a variety of types of employees.

38:578:570. INTEREST DISPUTE SETTLEMENT (3)

Practice and policy implications of fact-finding, mediation, and interest arbitration in the public sector.

38:578:575. RIGHTS DISPUTE SETTLEMENT (3)

Practice and legal foundation of grievance handling and grievance arbitration with represented employees.

38:578:581. STRUCTURE AND GOVERNMENT OF AMERICAN UNIONS (3)

Patterns of union administration on local, intermediate, and national levels; effect of structure on the collective bargaining process; issues of internal democracy; and membership participation in union affairs.

38:578:598,599. INDIVIDUAL STUDIES IN LABOR AND EMPLOYMENT RELATIONS (BA,BA)**38:578:610,611. TOPICS IN LABOR AND EMPLOYMENT RELATIONS (3,3)**

Selected, timely topics in employment relations; particular topic to be announced.

38:578:612. LABOR/EMPLOYMENT HISTORY (3)

The changing nature of work and its organization; history of labor organizations and labor movements; historical situation of major groups of nonrepresented employees; and the impact of changing government policies on employees, employers, and labor relations.

38:578:690. INTERNSHIP IN LABOR AND EMPLOYMENT RELATIONS (BA)

Internship in a labor or community organization addressing employment issues; internship in a public or private sector management position dealing with labor and employment issues; or other supervised work experience related to the field.

38:578:694. PRACTICUM IN ORGANIZATION CHANGE (BA)

Research or practice in a real work setting undergoing restructuring or organization change, with particular attention to the consequences for employees and the ways in which their interests can be represented.

38:578:695. PRACTICUM IN ADULT NONCREDIT EDUCATION OR TRAINING (BA)

Research or practice in labor education, management education, or joint extension programming; research or practice in workplace training or continuous learning programs.

38:578:701,702. RESEARCH IN LABOR AND EMPLOYMENT RELATIONS (BA,BA)

Five-Year Bachelor of Arts/Master of Labor and Employment Relations Degree Program

Adrienne Eaton, Director, M.L.E.R. Program

The five-year B.A./M.L.E.R. program allows students to complete a Bachelor of Arts (B.A.) degree in labor studies and employment relations as well as a Master of Labor and Employment Relations (M.L.E.R.) degree in approximately five years of full-time study. Students who graduate from the program are prepared to assume responsible positions in the field of labor and employment relations.

PROGRAM

Students who graduate with an undergraduate major in labor studies and employment relations may be able to complete a master's degree in labor and employment relations on an accelerated timetable. Undergraduate labor studies and employment relations majors may waive up to 9 credits of graduate work. In addition, they may be able to take two graduate courses while they are still undergraduate students. If these two courses are creditable over and above the 120 credits needed to obtain the B.A. degree, they may be counted toward the graduate degree. If students attend on a full-time basis, waive 9 credits, and take two graduate courses while they are enrolled as undergraduates, they are able to finish the M.L.E.R. program in one year, hence the "five-year program." Students who are interested in this option should speak to the graduate program director as early in their undergraduate career as possible. The sooner students indicate that they wish to pursue the five-year program, the sooner they can receive advice on how to plan their schedules. Without careful planning, students may have difficulty completing the program in five years.

APPLICATION INFORMATION

Students are subject to the same admission requirements as other students applying to the M.L.E.R. program, although, under certain circumstances, SAT scores may be substituted for GRE scores.

Students may apply for fall or spring term admission and may be eligible to take summer courses on a nonmatriculated basis prior to fall admission. Three letters of reference, preferably from faculty, and a personal statement are required as well.

Acceptance is contingent upon successful completion of the B.A. degree, but provisional admission decisions can be made as soon as test scores and official transcripts have been received along with the completed application.

The application deadline for fall admission is May 1; the deadline for spring admission is November 1.

Labor Studies and Employment Relations

Adrienne Eaton, Director

The Department of Labor Studies and Employment Relations offers an undergraduate major program leading to the Bachelor of Arts degree. The labor studies and employment relations program examines work, workers, the organizations workers create to defend their interests, and nonwork phenomena that affect and are affected by workers. Students acquire experience during their studies as interns in unions, universities, government, and industry. Graduates of the program are well-equipped to go directly into work with unions, federal and state agencies dealing with labor relations, and public administration. They are also prepared to go on to graduate school and law school.

The undergraduate major in labor studies and employment relations is staffed by faculty from the School of Management and Labor Relations and is open to undergraduates enrolled in Douglass, Livingston, and Rutgers colleges, and University College–New Brunswick. Students must meet all requirements of their college as well as the major requirements specified below. (See the New Brunswick Undergraduate Catalog for information on admission, financial aid, academic policies and procedures, and degree requirements of the individual colleges. Individuals who wish to apply for admission to one of the undergraduate colleges should contact the Office of University Undergraduate Admissions at 732/445-3770.)

The Department of Labor Studies and Employment Relations is located at the School of Management and Labor Relations, Labor Education Center, Rutgers, The State University of New Jersey, 50 Labor Center Way, New Brunswick, NJ 08901-1580 (telephone 732/932-8559; fax 732/932-8677).

Major Requirements

The major consists of 36 credits in labor studies and employment relations. In place of 6 of these credits, students may substitute related courses from other programs. (A list of these courses is available from the department.) The following courses are required: 37:575:101 Introduction to Labor Studies; 37:575:395 Perspectives on Labor Studies; one advanced course taken in the senior year, chosen from 37:575:450, 490, 494, 495, 496, 497, 498, or 499.

Minor Requirements

The minor consists of six courses in labor studies and employment relations and must include 37:575:101 Introduction to Labor Studies.

Departmental Honors Program

To qualify, a student must have completed 18 credits in labor studies and employment relations. The student also must have attained a cumulative grade-point average of 3.0 or better and a grade-point average of 3.4 or better in the major at the end of the junior year. At that time the student should formally apply to the chairperson. Candidates who are accepted are required to complete a research project under the direction of a faculty member, culminating in a written honors paper, and are examined orally on their project by a faculty honors committee.

COURSES

37:575:101. INTRODUCTION TO LABOR STUDIES (4)

Introduction to the field of labor studies. Includes such topics as the labor force and the American economy, work and alienation, structure and government of labor organizations, collective bargaining, income distribution, and job discrimination.

37:575:201,202. DEVELOPMENT OF THE LABOR MOVEMENT (3,3)

Each of these courses may be taken separately in any order, or together during the same term.

A two-term overview of the history, philosophy, structure, and activities of trade unions and other worker organizations and their impact on the American economic, political, and social fabric.

37:575:230. HUMAN RESOURCE ISSUES IN THE WORKPLACE (3)

Introduction to various human resource issues and the context of HR decisions; compensation, staffing, benefits, employee motivation, performance appraisal, equal opportunity, and other concerns.

37:575:301. COMPARATIVE LABOR MOVEMENTS (3)

Introduction to the study of unionism as a worldwide phenomenon, with emphasis upon the similarities and differences between the American labor movement and foreign labor movements; the major problems confronting unions in selected European, Asian, Latin American, and African nations.

37:575:302. COMPARATIVE SOCIAL AND LABOR LEGISLATION (3)

A comparative study of social and labor legislation in foreign countries. Emphasis on the content of labor laws, their administration, the economic and social conditions that promoted them, the economy of nations, and effects of the laws on the relationship of labor and industry.

37:575:303. BLACK WORKERS IN AMERICAN SOCIETY (3)

Examination of the historical relationships between black workers and the American labor movement; analysis of problems facing black workers at the workplace.

37:575:305. THEORIES OF THE LABOR MOVEMENT (3)

Prerequisites: 37:575:101 and either 37:575:201 or 202.

Various theories that influenced the development of labor unions; focus on the works of Marx, Lenin, Commons, Perlman, Gompers, Sorel, and the Webbs.

37:575:307. LATINO WORKERS IN THE U.S. (3)

Role of Latino workers in U.S. society and the U.S. economy; impact of the new migration on the U.S. labor market and social policy.

37:575:308. DYNAMICS OF WORK AND WORK ORGANIZATIONS (3)

Examination of the social dynamics of economic institutions and their corresponding work relations; corporate organization and trade union structure; selected problems of technological change and industrialization; human relations in industry and the changing bases of managerial authority.

37:575:309. WORKING WOMEN IN AMERICAN SOCIETY (3)

Focus on the contemporary experience of working women, including an exploration of current legal strategies and social policies created to address their concerns.

37:575:312. CONFLICT AND CONFLICT RESOLUTION IN THE WORKPLACE (3)

How people resolve work-related grievances: bargaining, grievance procedures, mediation, arbitration, demonstrations, strikes, and industrial violence. Examines union and nonunion workplaces.

37:575:313. TECHNOLOGICAL CHANGE AND THE WORLD OF WORK (3)

The application of computer and microchip technologies coupled with enormous range and flexibility of developing telecommunication systems and their effect on workers, labor unions, industry, and labor-management relations.

37:575:314. COLLECTIVE BARGAINING (3)

Comprehensive study of the development of collective bargaining; the nature and scope of contracts; the changing character of collective bargaining processes through negotiation, legislation, the courts, and arbitration; the substantive issues in bargaining including the implications for public policy.

37:575:315. EMPLOYMENT LAW (3)

Legal rights of workers as shaped by legislation and judicial interpretation. Topics include discrimination, safety and health, labor standards, and privacy, among others.

37:575:319. TRADE UNION STRUCTURE AND ADMINISTRATION (3)

Structure, government, and internal administration of national unions, confederations of unions, and regional and local unions in the U.S. Discussion of problems of union democracy.

37:575:322. AMERICAN LABOR UNIONS IN POLITICS (3)

Role of the labor movement in the political process from the New Deal to the present, including an analysis of its ideology, its legislative agenda, its political action, and its impact on public policy.

37:575:325. ECONOMICS OF THE EMPLOYMENT RELATIONSHIP (3)

Fundamentals of labor economics presented. Economic dimensions of public policies and human resource administration.

37:575:335. WOMEN AND THE LABOR MOVEMENT (3)

The relation between women and unions, historically and in the present; how unions can and have addressed issues such as pay equity, equal opportunity, sexual and racial harassment, organizing women workers, and moving women into union leadership.

37:575:338. OCCUPATIONAL SAFETY AND HEALTH (3)

Federal and state regulatory laws and enforcement, the basic issues involved in safety and health at the workplace, and worker, union, and employer response to the issues.

37:575:340. AMERICAN LABOR LAW (3)

Examination of the present legal arrangements governing the conduct of labor relations in the U.S.; historical development and impact of common law, legislative statutes, and court decisions on the growth of the labor movement.

37:575:350. PUBLIC SECTOR COLLECTIVE BARGAINING (3)

Study of employer-employee relations in the public sector; federal executive orders and state and municipal legislation regulating public employers and employee organizations; procedures for bargaining unit certification, representation, and recognition; dispute resolution techniques.

37:575:355. CURRENT LABOR PROBLEMS (3)

A selected number of labor issues that have particular relevance in contemporary society.

37:575:360. UNION ORGANIZING (3)

Practical introduction to the "nuts and bolts" of organizing, including building relationships, identifying issues, recruitment and training, and strategic planning.

37:575:361. LABOR AND CORPORATE RESTRUCTURING (3)

How management efforts to decentralize organizational structures and reduce employment levels affect industrial relations; work and workers; skills; training; and productivity and the macroeconomy.

37:575:362. THE WORK-EDUCATION CONNECTION (3)

How global economic changes affect the education needed by workers and education policy.

37:575:363. TRADE UNIONS AND WORLD ECONOMY (3)

Changes in the global economy and their effects on the living standards and bargaining power of American workers and their unions. Alternative strategies for dealing with globalization.

37:575:364. DIVERSITY IN THE WORKPLACE (3)

How the increasing demographic diversity of American workplaces affects social relations, cultural dynamics, and organizational effectiveness.

37:575:395. PERSPECTIVES ON LABOR STUDIES (3)

Open only to labor studies majors who have completed at least 15 credits of labor studies course work.

In-depth study of the classic works on the nature of labor, the relationship of work to other social functions, and the relationship between workers and management.

37:575:401. RESEARCH METHODS IN LABOR STUDIES (3)

The nature and sources of labor statistics; alternative research methods used in the study of labor problems.

37:575:407. WORKERS' MOVEMENT IN NEW JERSEY (3)

Examination of workers' movements at state and local levels in New Jersey, using library resources, interviews, participant observations, and movement archives. Research results document the development of the New Jersey labor movement.

37:575:420. NUTS AND BOLTS OF UNIONISM (1.5)

Life as a union functionary: organizing, contract negotiation, strikes, union structure, grievance handling, and state and local law.

37:575:450. SENIOR SEMINAR IN LABOR STUDIES (3)

Open only to labor studies majors who have completed at least 21 credits of labor studies course work.

In-depth study of a labor studies topic. Intensive reading and discussion designed to integrate student experiences in the labor studies major.

37:575:489. IDEOLOGICAL VIEWS OF THE LABOR MOVEMENT (1.5)

A ten-week course that analyzes the complexities of the labor movement from the perspectives of various speakers representing different ideological positions—left, right, and center.

37:575:490. INTERNSHIP IN LABOR EDUCATION (BA)

Prerequisite: Permission of instructor.

Students work under the supervision of individual faculty members and other experienced labor educators to develop and/or teach courses and workshops.

37:575:491,492,493. TOPICS IN LABOR STUDIES (3,3,3)

In-depth examination of particular topics concerning work organization, worker problems, or worker organizations.

37:575:494,495. INDEPENDENT STUDY AND RESEARCH (BA,BA)

Prerequisite: Permission of instructor.

An individual reading and research project under the guidance of a labor studies faculty member on a topic of interest to the student.

37:575:496,497. INTERNSHIP IN LABOR STUDIES (BA,BA)

Prerequisite: Permission of instructor.

Students work as staff members in a labor union or labor-related organization (public or private), in an industrial relations unit in private industry, or as employees in a position that permits observation of and participation in a labor union at the grass-roots level. Allows students to apply conceptual knowledge learned in the classroom to actual situations and to acquire new skills and knowledge.

37:575:498,499. HONORS IN LABOR STUDIES (BA,BA)

Prerequisite: Permission of department. Open only to honors students.

An individual research and reading project under the guidance of a member of the department.

Off-Campus Labor Studies and Employment Relations Courses

No more than 12 credits in courses numbered 230–299 may count toward the major. Enrollment is by permission of the instructor.

37:575:240. ARBITRATION PREPARATION (1)**37:575:241. DISCIPLINE AND GRIEVANCE HANDLING (1)****37:575:242. CONTRACT ENFORCEMENT AND INTERPRETATION (1)****37:575:243. CREATIVE APPROACHES TO GRIEVANCE RESOLUTION (1)****37:575:244. THE WORKPLACE AND THE LAW I (1)****37:575:245. THE WORKPLACE AND THE LAW II (1)****37:575:246. REPRESENTING EMPLOYEES (1)****37:575:247. LEGAL RIGHTS OF UNION REPRESENTATIVES AND UNION MEMBERS (1)****37:575:248. BASIC LABOR LAW I (1)****37:575:249. BASIC LABOR LAW II (1)****37:575:250. NEW JERSEY PUBLIC SECTOR LABOR LAW (1)****37:575:251. PREPARATION FOR COLLECTIVE BARGAINING AND NEGOTIATIONS (1)****37:575:252. PROCESS OF COLLECTIVE BARGAINING AND NEGOTIATIONS (1)****37:575:253. LABOR AND THE LEGISLATIVE PROCESS (1)****37:575:254. ECONOMICS OF LABOR (1)****37:575:255. OCCUPATIONAL SAFETY AND HEALTH: LAWS AND STRATEGIES (1)****37:575:256. COMMUNICATIONS TECHNIQUES FOR LABOR (1)****37:575:257. WORKERS' MOVEMENTS IN NEW JERSEY (1)****37:575:258. WORKING PEOPLE'S HISTORY (1)****37:575:259. WORKFORCE DIVERSITY (1)****37:575:260. ORGANIZING BASICS (1)****37:575:261. LEADERSHIP AND DEMOCRACY IN LOCAL UNIONS (1)****37:575:262. SPECIAL STUDY IN COLLECTIVE BARGAINING I (1)****37:575:263. SPECIAL STUDY IN COLLECTIVE BARGAINING II (1)****37:575:264. SPECIAL STUDY IN COLLECTIVE BARGAINING III (1)****37:575:265. TRAIN THE TRAINER (1)****37:575:268. SPECIAL STUDY IN DISPUTE RESOLUTION I (1)****37:575:269. SPECIAL STUDY IN DISPUTE RESOLUTION II (1)****37:575:270. SPECIAL STUDY IN DISPUTE RESOLUTION III (1)****37:575:271. SPECIAL STUDY IN LABOR AND THE LAW I (1)****37:575:272. SPECIAL STUDY IN LABOR AND THE LAW II (1)****37:575:273. SPECIAL STUDY IN LABOR AND THE LAW III (1)****37:575:274. SPECIAL STUDY IN LABOR LEADERSHIP I (1)****37:575:275. SPECIAL STUDY IN LABOR LEADERSHIP II (1)****37:575:276. SPECIAL STUDY IN LABOR LEADERSHIP III (1)****37:575:277. SPECIAL STUDY IN WORK ORGANIZATION I (1)****37:575:278. SPECIAL STUDY IN WORK ORGANIZATION II (1)****37:575:279. SPECIAL STUDY IN WORK ORGANIZATION III (1)****37:575:290. SPECIAL TOPICS IN WORK DESIGN I (3)****37:575:291. SPECIAL TOPICS IN WORK DESIGN II (3)****37:575:292. SPECIAL TOPICS IN WORK DESIGN III (3)****37:575:293. SPECIAL TOPICS IN LABOR EDUCATION (3)**

Administration and Faculty

ADMINISTRATION

John F. Burton, Jr., Dean (1991–2000)
Barbara A. Lee, Associate Dean for Extension Programs and Centers,
and Director, IMLR
Adrienne Eaton, Associate Dean for Academic Programs; Director of Master
of Labor and Employment Relations Program and Undergraduate Major in
Labor Studies and Employment Relations
Betty Lou Heffernan, Assistant Dean
Susan E. Jackson, Director of Ph.D. Program in Industrial Relations and
Human Resources
Barbara A. Lee, Chairperson of Department of Human Resource Management
Charles Fay, Director of Master of Human Resource Management Program
Judy von Loewe, Graduate Program Coordinator and Assistant to the Director
of Master of Human Resource Management and Ph.D. in Industrial Relations
and Human Resources Programs
Paula B. Voos, Chairperson of Department of Labor Studies and
Employment Relations
Amy Marchitto, Assistant to the Director of Master of Labor and Employment
Relations Program and Undergraduate Major in Labor Studies and
Employment Relations
Abe Weiss, Director of the Center for Management Development
George Kanzler, Director of the School of Management and Labor Relations Library

FACULTY

Members of the School of Management and Labor Relations (SMLR) Faculty

John R. Aiello, Ph.D., Michigan State
Industrial and organizational psychology; stress; group processes; diversity
Clayton P. Alderfer, Ph.D., Yale
Organizational diagnosis; group and intergroup relations; race relations;
leadership transitions; family business
Richard W. Beatty, Ph.D., Washington
Human resource strategy; performance appraisal; compensation
David Bensman, Ph.D., Columbia
Labor history; contemporary collective bargaining issues; schools and education
Joseph Blasi, Ed.D., Harvard
Employee ownership; employee participation in management and governance
John Burton, Ph.D., LL.D., Michigan
Workers' compensation; public sector collective bargaining
Paula Caligiuri, Ph.D., Pennsylvania State
International human resources; selection
Cary Cherniss, Ph.D., Yale
Job stress and burnout; careers; organizational change; supervision;
emotional intelligence

Dorothy Sue Cobble, Ph.D., Stanford
Women and work; labor history; union leadership
Steven M. Director, Ph.D., Northwestern
Human resource policy, planning, and evaluation; financial analysis of HRM and
LR decisions
Adrienne Eaton, Ph.D., Wisconsin
Collective bargaining; worker and union participation in management;
union organizing
Charles H. Fay, Ph.D., Washington
Compensation; performance appraisal; human resource information systems
Stanley M. Gully, Ph.D., Michigan
Leadership and team effectiveness; training and development; multilevel theory
and analysis
Michael Gordon, Ph.D., California (Berkeley)
Organization management
Charles Heckscher, Ph.D., Harvard
Workplace transformation, especially in unionized settings; new forms of
employment representation
Mark Huselid, Ph.D., SUNY (Buffalo)
Strategic human resource management
Susan E. Jackson, Ph.D., California (Berkeley)
Strategic human resource management; work teams; workforce diversity;
stress and burnout
George Kanzler, Library; M.L.S., Rutgers
Collection development; library administration
Wells Keddle, Ph.D., Claremont
Labor studies
Jeffrey Keefe, Ph.D., Cornell
Work restructuring and technology; collective bargaining; telecommunications;
labor relations
Mark R. Killingsworth, D.Phil., Oxford
Labor and human resources; discrimination
Marlene Kim, Ph.D., California (Berkeley)
Compensation; the working poor; discrimination
Douglas Kruse, Ph.D., Harvard
Profit-sharing; employee ownership; disability and employment
Barbara A. Lee, Ph.D., Ohio State
Employment law; employee relations
Claudia Meer, Ed.D., Rutgers
Education in industry; training and development; adult learning
Charles A. Nanry, Ph.D., Rutgers
Social organization; training policy; general management
Jean Phillips, Ph.D., Michigan
Leadership; teams; learning organizations; job search/recruitment
Saul Rubinstein, Ph.D., Massachusetts Institute of Technology
Work systems; organizational transformation
Randall S. Schuler, Ph.D., Michigan
Strategic and international human resource management
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Labor law and employment law; work and disability
James C. Sesil, Ph.D., London School of Economics
HRM practices and policies that affect firm performance and efficiency
Ryan Smith, Ph.D., California (Los Angeles)
Social stratification; workplace diversity; race and ethnic relations
Carl Edward Van Horn, Ph.D., Ohio State
American political institutions; public policy
Paula Voos, Ph.D., Harvard
Labor relations, economic and labor policy
Kirsten Wever, Ph.D., Massachusetts Institute of Technology
Comparative labor relations; workplace governance
John D. Worrall, Ph.D., Rutgers
Workers' compensation; property-casualty insurance; labor economics

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Divisions of the University

ACADEMIC DIVISIONS

Rutgers, The State University of New Jersey, provides educational and research services throughout the state on campuses located in Camden, Newark, and New Brunswick. The principal university center is located in New Brunswick, where Rutgers originated two centuries ago.

Camden

Camden offers programs at three undergraduate colleges and at five graduate schools. With an enrollment of five thousand students, it offers exceptional educational opportunities in addition to providing the advantages and resources associated with a major state university.

Faculty of Arts and Sciences–Camden

Margaret Marsh, Ph.D., Dean

Established in 1983 as a result of academic reorganization of the Camden campus, the Faculty of Arts and Sciences–Camden offers academic programs for undergraduate and graduate work in twenty-three arts and sciences disciplines and in a variety of interdisciplinary areas.

School of Business–Camden

Milton Leontiades, Ph.D., Dean

Established in 1988, the School of Business–Camden sets major requirements and teaches all courses leading to the Bachelor of Science degree in the professional areas of accounting and management. The School of Business also sets the major requirements and teaches all courses leading to a Master of Business Administration degree.

Camden College of Arts and Sciences

Margaret Marsh, Ph.D., Dean

A coeducational, liberal arts college, CCAS is the successor institution to the College of South Jersey, which was established in 1927 and became part of the state university in 1950.

University College–Camden

Margaret Marsh, Ph.D., Dean

University College–Camden is an evening college of liberal arts and professional studies serving part-time students since 1950.

Graduate School–Camden

Margaret Marsh, Ph.D., Dean

Graduate programs in the liberal arts were started in Camden in 1971 under the jurisdiction of the Graduate School–New Brunswick. The Graduate School–Camden was established as an autonomous unit in 1981.

School of Law–Camden

Rayman L. Solomon, J.D., Ph.D., Dean

Founded in 1926, the School of Law–Camden joined the university in 1950 as the South Jersey Division of the School of Law–Newark. It became an independent unit of the university in 1967. The law school offers a curriculum leading to the degree of Juris Doctor, including advanced study in special areas.

Summer Session–Camden

Thomas Venables, Ed.D.

The Summer Session, begun in 1913 and established as a division of the university in 1960, offers a wide variety of graduate and undergraduate courses during three sessions in the summer months.

Newark

Newark offers programs at three undergraduate colleges and at four graduate schools. With an enrollment of approximately ten thousand students, it offers strong academic programs, excellent facilities, and an outstanding faculty.

Faculty of Arts and Sciences–Newark

Steven J. Diner, Ph.D., Dean

The Faculty of Arts and Sciences–Newark was established in 1985 to expand and strengthen the instructional program for undergraduate students at the Newark campus. The combined faculties of Newark College of Arts and Sciences and University College–Newark offer courses and academic programs in more than sixty subject areas.

Newark College of Arts and Sciences

Steven J. Diner, Ph.D., Dean

Founded in 1930 as Dana College, this undergraduate, coeducational, liberal arts college became part of Rutgers when the University of Newark was integrated into the state university in 1946.

College of Nursing

Hurdis Margaret Ann Griffith, Ph.D., Dean

The College of Nursing was established in 1956 as an expansion of the university's offerings in the former School of Nursing of the Newark College of Arts and Sciences. Its graduate program is conducted through the Graduate School–Newark.

University College–Newark

Steven J. Diner, Ph.D., Dean

University College–Newark is an evening and weekend college of liberal arts and professional studies serving part-time students since 1934. Within the context of the liberal arts tradition, University College students are offered a full range of courses and curricula, including programs in business and preparation for the professions leading to the degrees of Bachelor of Arts and Bachelor of Science.

Faculty of Management

Howard Tuckman, Ph.D., Dean

Established in 1993, the Faculty of Management encompasses the Graduate School of Management and the School of Management. The School of Management is an upper-division undergraduate school, founded in 1993, that offers the Bachelor of Science degree jointly with either the Newark College of Arts and Sciences or University College–Newark. Degree programs are available in accounting, finance, management, and marketing. The Graduate School of Management, founded in 1929 as the Seth Boyden School of Business and incorporated into Rutgers in 1946, offers three programs. Two of these programs, management and professional accounting, lead to the Master of Business Administration degree. The third program offers the Ph.D. degree in management jointly with the Graduate School–Newark and the New Jersey Institute of Technology.

Graduate School–Newark

Norman Samuels, Ph.D., Dean

The Graduate School–Newark was established as a separate instructional division of the university with degree-granting authority in 1976.

School of Criminal Justice

Leslie W. Kennedy, Ph.D., Dean

The School of Criminal Justice, which opened in 1974, offers a graduate program that provides students with a sound foundation for work in teaching, research, or criminal justice management. The Master of Arts degree is offered through the school, and the Ph.D. degree is offered in conjunction with the Graduate School–Newark.

School of Law–Newark

Stuart L. Deutsch, J.D., Dean

The university's graduate programs in law originated in other institutions. The New Jersey School of Law, founded in 1908, and the Mercer Beasley School of Law, founded in 1926, merged in 1936 to become the University of Newark School of Law, which became part of Rutgers in 1946.

Summer Session–Newark

Hugo J. Kijne, Ph.D.

The Summer Session, begun in 1913 and established as a division of the university in 1960, offers a wide variety of graduate and undergraduate courses during three sessions in the summer months.

New Brunswick

The New Brunswick campus is the largest and most diversified of the university's three campuses with sixteen academic units, eighteen hundred faculty, and thirty-three thousand students enrolled in undergraduate and graduate programs.

Faculty of Arts and Sciences–New Brunswick

Richard F. Foley, Ph.D., Dean

Established in 1981 as a result of academic reorganization of the New Brunswick campus, the Faculty of Arts and Sciences–New Brunswick teaches all arts and science courses for undergraduate and graduate students in degree-granting units and sets the major requirements for all arts and science majors. Organized into disciplines and departments, it offers forty-four undergraduate major programs and twenty-nine graduate programs, which are administered by the Graduate School–New Brunswick.

Douglass College

Barbara Shailor, Ph.D., Dean

Founded in 1918 as the New Jersey College for Women, Douglass is the largest women's college in the nation. While maintaining rigorous standards of instruction in the fundamental disciplines of the liberal arts, Douglass supports and develops programs which link major courses of study to future careers. The college also implements special programs as well as independent activities designed to help women students develop the qualities required for achievement in any field of endeavor.

Livingston College

Arnold Hyndman, Ph.D., Dean

Livingston College opened in 1969 as a coeducational institution dedicated to serving a diverse student body reflecting the racial, ethnic, and socioeconomic composition of today's society. As a college of the liberal arts and professions, Livingston is committed to a multidisciplinary program that brings together a diverse group of students, faculty, and staff in a cosmopolitan community dedicated to learning.

Rutgers College

Carl Kirschner, Ph.D., Dean

Rutgers College was chartered in 1766 and is the original nucleus around which the university developed. Formerly an undergraduate college for men, it is now coeducational. Dedicated to the promotion of excellence in undergraduate education, Rutgers College provides its students with clear guidelines in the pursuit of a liberal arts education.

University College–New Brunswick

Emmet A. Dennis, Ph.D., Dean

University College–New Brunswick is an evening college of liberal arts and professional studies serving part-time students since 1934. Within the context of the liberal arts tradition, University College–New Brunswick students are offered a full range of courses and curricula, including programs in business and preparation for the professions leading to the degrees of Bachelor of Arts and Bachelor of Science.

Cook College

Bruce C. Carlton, Ph.D., Dean

A coeducational and residential college, Cook offers undergraduate programs in various applied disciplines with emphasis on environmental, agricultural, food, and marine sciences. Formerly the College of Agriculture and later the College of Agriculture and Environmental Science, Cook College adopted its present name in 1973. Graduate programs are offered through the Graduate School–New Brunswick.

College of Pharmacy

John L. Colaizzi, Ph.D., Dean

First organized in 1892 and incorporated into the state university in 1927, the College of Pharmacy offers a five-year professional program leading to the Bachelor of Science degree and a graduate program leading to the Pharm.D. degree. Other graduate programs leading to advanced degrees through the Graduate School–New Brunswick are also available. In addition, the college sponsors an extension program for the benefit of practicing pharmacists throughout the state.

Mason Gross School of the Arts

Marilyn Feller Somville, Ph.D., Dean

This branch of Rutgers opened in July 1976. The school grants both undergraduate and graduate degrees. Formed to provide an education in the arts of the highest professional caliber, the school offers an M.F.A. degree in visual arts and theater arts; D.M.A., A.Dpl., M.M., and B.Mus. degrees in music; and a B.F.A. degree in visual arts, dance, and theater arts.

School of Business–New Brunswick

Howard Tuckman, Ph.D., Dean

Approved by the New Jersey Department of Higher Education in 1986, the School of Business–New Brunswick offers both undergraduate and graduate degrees. On the undergraduate level, it is a two-year, upper-division school offering programs in accounting, finance, management, and marketing. The school admits students from Douglass, Livingston, Rutgers, and University colleges in their junior year. The Bachelor of Science degree is jointly awarded by the School of Business–New Brunswick and the undergraduate college. The school's graduate program offers the Master of Accounting degree.

School of Communication, Information and Library Studies

Gustav Friedrich, Ph.D., Dean

This school was formed in 1982 by a merger of two schools to provide academic programs that focus on various facets of communication and information science. The school offers undergraduate programs of study in communication, and journalism and mass media. Students are admitted to the school in their junior year from the five residential undergraduate colleges in New Brunswick: Cook, Douglass, Livingston, Rutgers, and University colleges. Bachelor of Arts degrees are awarded jointly by the School of Communication, Information and Library Studies and the undergraduate college. At the graduate level, programs are offered that lead to the degree of Master of Library Service, the Master of Communication and Information Studies, and, jointly with the Graduate School–New Brunswick, to the Doctor of Philosophy degree. Courses for in-service librarians are also provided.

School of Engineering

Michael T. Klein, Sc.D., Dean

Instruction in engineering began at Rutgers in 1864, when New Jersey designated Rutgers College to be the State College for the Benefit of Agriculture and Mechanic Arts. The College of Engineering became a separate unit in 1914, and was renamed the School of Engineering in 1999. The school is dedicated to the sound technical and general education of the student. It offers a Bachelor of Science degree in even disciplines as well as a curriculum in applied sciences. Its graduate programs are conducted through the Graduate School–New Brunswick.

Edward J. Bloustein School of Planning and Public Policy

James W. Hughes, Ph.D., Dean

Founded in 1992, the Edward J. Bloustein School of Planning and Public Policy provides focus for all of Rutgers' programs of instruction, research, and service in planning and public policy. The school offers undergraduate programs in urban studies and public health, each leading to the baccalaureate degree. On the graduate level, the school confers Master of City and Regional Planning, Master of Public Health, and Doctor of Public Health degrees; the latter two degrees are offered jointly with the University of Medicine and Dentistry of New Jersey–Robert Wood Johnson Medical School. A dual-degree program in public health and applied psychology leading to the Master of Public Health and Doctor of Psychology degrees is offered with the Graduate School of Applied and Professional Psychology. Programs also are offered that lead to the Master of Science and Doctor of Philosophy degrees in urban planning and policy development; these latter two degrees are conferred by the Graduate School–New Brunswick.

School of Management and Labor Relations

John F. Burton, Ph.D., Dean

The School of Management and Labor Relations, formed in 1994, provides undergraduate instruction in labor studies and employment relations. At the graduate level, programs are offered that lead to the degrees of Master of Science in Human Resource Management, Master of Arts in Labor and Employment Relations, and Doctor of Philosophy in Industrial Relations and Human Resources.

Graduate School–New Brunswick

Richard F. Foley, Ph.D., Dean

Graduate programs in the arts and sciences have been offered since 1876. The Graduate School–New Brunswick awards advanced degrees in more than sixty disciplines and is responsible for all Doctor of Philosophy degrees at Rutgers–New Brunswick. The faculty is drawn from virtually all academic divisions of the university.

Graduate School of Applied and Professional Psychology

Sandra L. Harris, Ph.D., Dean

The GSAPP was established in 1974 to train direct-service psychologists who have a special commitment to community involvement. It offers the Doctor of Psychology (Psy.D.) degree in professional psychology with specializations in the areas of clinical psychology, school psychology, and organizational psychology. The GSAPP also awards the Master of Psychology (Psy.M.) degree en passant to the doctorate; the Psy.M. is not offered as a terminal degree.

Graduate School of Education

Louise C. Wilkinson, Ed.D., Dean

Courses in education were first offered by Rutgers College in the late nineteenth century. A separate school offering its own curricula was organized in 1924. The GSE offers programs leading to the degrees of Master of Education, Specialist in Education, and Doctor of Education.

School of Social Work

Mary E. Davidson, Ph.D., Dean

Established in 1954 to prepare students for professional social work practice, the SSW offers a two-year graduate curriculum leading to the Master of Social Work degree. Jointly with the Graduate School–New Brunswick, it offers a program leading to the Doctor of Philosophy degree, and its faculty also teaches an undergraduate social work program.

Summer Session–New Brunswick

Thomas A. Kujawski, Ed.M.

The Summer Session, begun in 1913 and established as a division of the university in 1960, offers a wide variety of graduate and undergraduate courses during three sessions in the summer months.

ACADEMIC CENTERS, BUREAUS, AND INSTITUTES

Advanced Food Technology, Center for. Nabisco Institute for Advanced Food Technology, Cook Campus

Advanced Information Processing, Center for. CoRE Building, Busch Campus

Agricultural Experiment Station, New Jersey. Martin Hall, Cook Campus

Alcohol Studies, Center of. Smithers Hall, Busch Campus

American Affordable Housing Institute. 33 Livingston Avenue, College Avenue Campus

American Woman and Politics, Center for the. Wood Lawn, Douglass Campus

Animal Behavior, Institute of. Smith Hall, Newark Campus

Art Museum, Jane Voorhees Zimmerli. College Avenue Campus

Biological Research, Bureau of. Nelson Biology Laboratories, Busch Campus

Biostatistics, Institute for. Hill Center, Busch Campus

Biotechnology Center for Agriculture and the Environment. Cook Campus

Ceramic Research, Malcolm G. McLaren Center for. 607 Taylor Road, Busch Campus

Coastal and Environmental Studies, Center for. Doolittle Hall, Busch Campus

Computer Science Research, Laboratory for. Hill Center, Busch Campus

Controlled Drug-Delivery Research Center. Pharmacy Building, Busch Campus

Crime Prevention Studies, Center for. S.I. Newhouse Center for Law and Justice, Newark Campus

Criminological Research, Institute for. Lucy Stone Hall, Livingston Campus

Critical Analysis of Contemporary Culture, Center for the. 8 Bishop Place, College Avenue Campus

Discrete Mathematics and Theoretical Computer Science, Center for. CoRE Building, Busch Campus

Eagleton Institute of Politics. Wood Lawn, Douglass Campus

Economic Research, Bureau of. New Jersey Hall, College Avenue Campus

Edison Papers, Thomas A. 16 Seminary Place, College Avenue Campus

Engineered Materials, Institute for. Engineering Building, Busch Campus

Engineering Research, Bureau of. Engineering Building, Busch Campus

Fiber Optic Materials Research Program. 607 Taylor Road, Busch Campus

Fisheries and Aquaculture Technology Extension Center Martin Hall, Cook Campus

Government Services, Center for. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Health, Health Care Policy, and Aging Research, Institute for. 30 College Avenue, College Avenue Campus

Historical Analysis, Rutgers Center for. 88 College Avenue, College Avenue Campus

Human Evolutionary Studies, Center for. 131 George Street, College Avenue Campus

International Business Education, Center for. Janice H. Levin Building, Livingston Campus

International Conflict Resolution and Peace Studies, Center for. Hickman Hall, Douglass Campus

International Faculty and Student Services, Center for. 180 College Avenue, College Avenue Campus

Jazz Studies, Institute of. Dana Library, Newark Campus

Jewish Life, Center for the Study of. 12 College Avenue, College Avenue Campus

Journalism Resources Institute. 185 College Avenue, College Avenue Campus

Marine and Coastal Sciences, Institute of. 71 Dudley Road, Cook Campus

Materials Synthesis, Center for. Engineering Building, Busch Campus

Mathematical Sciences Research, Center for. Hill Center, Busch Campus

Mathematics, Science, and Computer Education, Center for. Science and Engineering Resource Center, Busch Campus

Molecular and Behavioral Neuroscience, Center for. Newark Campus

Negotiation and Conflict Resolution, Center for. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Operations Research, Center for. Hill Center, Busch Campus

Packaging Science and Engineering, Center for. Engineering Building, Busch Campus

Physics Research, Bureau of. Serin Physics Laboratories, Busch Campus

Rutgers Cooperative Extension. Martin Hall, Cook Campus

Surface Modification, Laboratory for. Serin Physics Laboratories, Busch Campus

Transportation Policy Institute. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Urban Policy Research, Center for. 33 Livingston Avenue, College Avenue Campus

Waksman Institute of Microbiology. 190 Frelinghuysen Road, Busch Campus

Walt Whitman Center for the Culture and Politics of Democracy. Hickman Hall, Douglass Campus

Wireless Information Network Laboratory. Electrical Engineering Building, Busch Campus

Women, Institute for Research on. 160 Ryders Lane, Douglass Campus

Workforce Development, John J. Heldrich Center for. Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus

Centers Operated Jointly

Biotechnology and Medicine, Center for Advanced.
Environmental and Occupational Health Sciences Institute.
Hazardous Substance Management Research Center.

UNIVERSITY LIBRARY SYSTEM

Alcohol Studies Library. Smithers Hall, Busch Campus

Annex. Annex Building, Busch Campus

Archibald Stevens Alexander Library. 169 College Avenue, College Avenue Campus

Art Library. Hamilton Street, College Avenue Campus

Bailey B. Pepper Entomology Library. John B. Smith Hall, Georges Road and Jones Street, Cook Campus

Blanche and Irving Laurie Music Library. Douglass Library, Chapel Drive and George Street, Douglass Campus

Chemistry Library. Wright Chemistry Laboratory Building, Busch Campus

Chrysler Herbarium Library. Nelson Biology Laboratories, Busch Campus

Criminal Justice Library. S.I. Newhouse Center, 15 Washington Street, Newark Campus

East Asian Library. Alexander Library, College Avenue Campus

Institute of Jazz Studies Library. Bradley Hall, Newark Campus

John Cotton Dana Library. 185 University Avenue, Newark Campus

Kilmer Area Library. Avenue E, Livingston Campus

Library of Science and Medicine. Bevier Road, Busch Campus

Mabel Smith Douglass Library. Chapel Drive and George Street, Douglass Campus

Mathematical Sciences Library. Hill Center, Busch Campus

Media Services. Kilmer Area Library, Livingston Campus

Paul Robeson Library. 300 North Fourth Street, Camden Campus

Physics Library. Serin Physics Laboratories, Busch Campus

School of Law-Camden Library. Fifth and Penn Streets, Camden Campus

School of Law-Newark Library. S.I. Newhouse Center, Washington Street, Newark Campus

School of Management and Labor Relations Library. Ryders Lane, Cook Campus

SERC Reading Room. Science and Engineering Resource Center, Frelinghuysen Road, Busch Campus

Special Collections and University Archives. Alexander Library, College Avenue Campus

Stephen and Lucy Chang Science Library. Foran Hall, Cook Campus

TRANSPORTATION TO THE NEW BRUNSWICK AREA CAMPUSES

BUSCH CAMPUS
College of Pharmacy
Rutgers College
School of Engineering

COLLEGE AVENUE
CAMPUS
Rutgers College
University College–
New Brunswick
School of Communication,
Information and
Library Studies

COOK/DOUGLASS
CAMPUS
Cook College
Douglass College
Mason Gross School
of the Arts
School of Management
and Labor Relations

LIVINGSTON CAMPUS
Livingston College
School of Business–
New Brunswick
School of Management
and Labor Relations

CIVIC SQUARE
BUILDING
Edward J. Bloustein School
of Planning and Public Policy
Mason Gross School
of the Arts

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Note: The following abbreviations are used in this index:

- B.A./M.L.E.R.: Five-Year Bachelor of Arts/Master of Labor and Employment Relations Degree Program
- B.S./M.H.R.M.: Five-Year Bachelor of Science/Master of Human Resource Management Degree Program
- I.R.H.R.: Industrial Relations and Human Resources
- M.H.R.M.: Master's Degree Program in Human Resource Management
- M.L.E.R.: Master's Degree Program in Labor and Employment Relations

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