

School of Management and Labor Relations 2002–2004

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Special Notice

Undergraduate students in the labor studies and employment relations major should consult the New Brunswick Undergraduate Catalog for complete course descriptions. This catalog also provides information about academic regulations, degree requirements, and student life in the student's particular college. 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.smlr.rutgers.edu>.

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.

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.

Academic Calendars

Dates are subject to change.

2001–2002

September

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 University commencement.

2002–2003

September

3 Tuesday Fall term begins.

November

26 Tuesday Thursday classes meet.
27 Wednesday Friday classes meet.
28 Thursday Thanksgiving recess begins.

December

1 Sunday Thanksgiving recess ends.
11 Wednesday Regular classes end.
12 Thursday Reading period.
13 Friday Reading period.
16 Monday Fall exams begin.
23 Monday Fall exams end.
24 Tuesday Winter recess begins.

January

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

March

16 Sunday Spring recess begins.
23 Sunday Spring recess ends.

May

5 Monday Regular classes end.
6 Tuesday Reading period.
7 Wednesday Reading period.
8 Thursday Spring exams begin.
14 Wednesday Spring exams end.
22 Thursday University commencement.

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 nation's major state university systems. 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, it was 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 also date from 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 became a university in 1924. The legislature passed laws in 1945 and 1956 designating all divisions of Rutgers as the state university of New Jersey. During these years, the university expanded dramatically. An evening division, University College, opened in 1934. The University of Newark joined the system in 1946, and the College of South Jersey at Camden was added in 1950.

Since the 1950s, Rutgers has continued to expand, especially in graduate education. The Graduate School–New Brunswick, the Graduate School–Newark, and the Graduate School–Camden serve their respective campuses. In addition, the university has established professional schools in applied and professional psychology; communication, information, and library studies; criminal justice; the fine arts; management; and social work. Several of these schools offer undergraduate programs as well. In 1969, the university founded Livingston College to provide undergraduate degrees to a diverse community of students.

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 to 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 (<http://www.msache.org/>), 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. Documents describing the institution's accreditation may be downloaded from the university's web site at <http://oirap.rutgers.edu/reports/MSA/index.html>. They 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).

Licensure

Rutgers, The State University of New Jersey, is licensed by the New Jersey Commission on Higher Education. For more information, contact its Office of Programs and Services at 609/292-2955. Documentation describing the university's licensing may be viewed 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. Students may phone the office at 732/932-7956.

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 central Manhattan. Princeton is sixteen miles to the south, Philadelphia about sixty miles to the southwest, and Washington is fewer than two hundred miles to the southwest. 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 students. In addition, Rutgers attracts many distinguished visitors, lecturers, and performing artists not always available to less favorably situated institutions. Newark, the state's largest city, and Camden, which faces Philadelphia across the Delaware River, are characteristic northeastern American metropolitan centers. The university's Newark campus is about twenty miles from its New Brunswick–Piscataway campuses, and a few faculty members get involved in activities at both locations. The distance between New Brunswick and Camden is about fifty-five miles, making interchanges between these campuses less frequent. Nevertheless, the faculty participating in New Brunswick-Piscataway programs does include members from Camden and Newark.

Graduate Study at the University

SCHOOL OF MANAGEMENT AND LABOR RELATIONS

The School of Management and Labor Relations (SMLR) has a broad mission. It seeks to create and disseminate knowledge that fosters a better understanding of employment and work in modern society. Beyond that, the school strives to promote harmony between management and labor and attempts to improve employment systems and relationships.

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

The quality of the school's various graduate programs won it recognition in a recent publication that rated graduate and professional programs in America and at international universities. SMLR was one of only eight graduate programs in industrial relations classified by this report as "very strong." With the growing reputation of its faculty, the success of its graduates, and continuing support from Rutgers, SMLR can look forward to further growth of its reputation and prestige over the next decade.

Faculty

The School of Management and Labor Relations has an outstanding, internationally known faculty that provides many leaders in their respective fields. Faculty members contribute to their disciplines with their research by disseminating knowledge through teaching; by public service to public, private, professional, and scholarly organizations; and through scholarly articles published in top human resource management and industrial relations journals.

Facilities

The School of Management and Labor Relations is housed in two locations on Rutgers' New Brunswick area campuses. The Department of Human Resource Management, located on the Livingston campus in the Janice H. Levin Building, has seminar-style classrooms and fully networked faculty and student offices. A large computer laboratory in the building serves the school's academic and noncredit programs. A portion of the Janice H. Levin Building was designed specifically for continuing professional education, and many of the Center for Management Development's programs are held at this location.

The Labor Education Center on the Rutgers Cook/Douglass campus has faculty offices, a large auditorium, and meeting space for academic classes and extension programs for the union movement and the labor relations community.

SMLR's faculty members 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.

Advisory Bodies

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

Degree Programs

The School of Management and Labor Relations offers programs at both the graduate and undergraduate levels. The SMLR faculty conducts a program leading to a Bachelor of Arts degree in labor studies and employment relations, which is 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 enroll in the Bachelor of Arts in labor studies and employment relations degree program after two years of liberal arts study. This major is designed to prepare students for jobs in a variety of labor or community organizations, neutral agencies, and corporations. Many graduates of the B.A. program go on to law school, to professional human resources or labor relations programs, or to graduate school.

Graduate Study

Human Resource Management. The school's Master of Human Resource Management (M.H.R.M.) degree is one of the top four human resource management programs in the United States. Graduates of this program are working in major corporations, government agencies, and nonprofit organizations across the country. While the M.H.R.M. degree prepares students to assume human resource generalist or specialist positions, it also is appropriate for line managers who want to learn how to develop and manage people better.

The program helps students develop skills in recruiting, selecting, compensating, training, and developing employees. At the same time, it gives students a knowledge of human resource information systems, performance management, and human resource planning within a strategy framework. The student body comprises individuals from many parts of the U.S. and the world. Program participants come from 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 a broad, multidisciplinary education in employment

relations. The program helps students develop their professional skills, while they explore contemporary employment problems.

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 and compensation, employment globalization, and workplace justice.

Graduates leave the school 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 industrial relations and human resource management. The program, which enrolled its first students in 1990, has developed a national reputation for its high standards.

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.) degree. This program enhances the technical, managerial, and strategic knowledge of human resource professionals in specialized and generalist positions.

Nondegree and Extension Programs

The School of Management and Labor Relations offers extension services and a variety of continuing educational programs for professionals. Here are some examples:

- AT&T employees may enroll in M.H.R.M. courses held at one of the company's sites. These courses are conducted by Rutgers instructors and are identical to those offered on the university's campuses. Students who complete successfully course assignments are awarded credit by Rutgers. AT&T employees are enrolled on a nonmatriculated basis, and individuals who complete successfully five courses receive a certificate in human resource management.
- Prudential employees may enroll in SMLR graduate courses offered at the Prudential site in Parsippany, NJ. These courses also are conducted by Rutgers instructors and are identical to those the university offers on campus in the SMLR master's program. Prudential employees are enrolled on a nonmatriculated basis, and individuals who successfully complete six courses receive a certificate in disability management.

- The Rutgers Center for Management Development (CMD) is one of the largest university-affiliated training organizations in the United States. CMD's programs are designed to strengthen executive and managerial skills and assist individuals and their organizations in becoming more competitive through more effective management. CMD offers noncredit management and training in a wide range of topic areas. These courses focus on contemporary developments and research in various fields of management. The center's custom and public training programs strengthen students' professional, technical, and managerial skills. CMD has been selected by the Michigan Business School Report as one of the nation's top university-based management training programs.
- The school's Labor Extension Program provides basic and advanced training for trade union leaders, managers, and public officials who want to learn more about labor and employment relations. Members of the SMLR faculty and outside experts develop and conduct these programs at Rutgers and throughout the state.
- The Occupational Training and Education Consortium (OTEC) houses a number of projects focused on safety and health and job skills upgrading. The consortium partners with unions, employers, and others to develop innovative and participatory training and education programs that encourage an active culture of safety in the workplace and advancement in occupational skills.

SMLR Research Centers

- The Center for Global Strategic Human Resource Management is an initiative of the Department of Human Resource Management at SMLR. The center researches and develops practices in global strategic human resource management. It works in partnership with many professional organizations and with middle and senior human resource managers at major multinational corporations.
- The Center for Women and Work, which operates within SMLR, addresses the needs of working women. It studies public policies that affect women, fosters and disseminates research on issues that concern working women, and sponsors educational programs for women, for policymakers and corporate leaders, and for community groups.
- The Center for Workplace Transformation has achieved a national reputation for work on major organizational change, particularly in union settings. In general, the center promotes moves toward more participative and team-based systems.

Admission

(For Graduate Programs)

REQUIREMENTS

The School of Management and Labor Relations requires all applicants to provide evidence of a bachelor's degree or its equivalent from a recognized institution of higher education. Normally, an average of B or better in previous academic work is expected. In addition, students should demonstrate their potential for graduate study through their scores on the Graduate Record Examination General Test or the Graduate Management Admission Test. Finally, all SMLR programs require letters of recommendation from applicants.

Admission is recommended by the faculty of the graduate program to which the individual applies and is approved by the dean of the School of Management and Labor Relations, or a representative. The school's administrators make admission decisions by judgment rather than through an arbitrary formula. The M.H.R.M. and M.L.E.R. programs, however, do have a rolling admission policy. To gain admission, applicants are expected to have competitive grades and provide letters of recommendation that indicate a potential for graduate study.

APPLICATION PROCEDURES

Students can obtain admissions materials 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 can apply through the SMLR home page at <http://www.smlr.rutgers.edu>. The forms contain detailed instructions.

A complete application consists of an application form, the fee, official transcripts of previous academic work, a personal statement or essay, letters of recommendation, and test scores. Students should file their applications with the Office of Graduate and Professional Admissions as early as possible to meet deadlines, which are listed in the application materials. Applicants are responsible for ensuring that their applications are complete and follow all policies and procedures outlined in the instructions.

DEADLINES

The deadline for applying to the Ph.D. program is February 1 for admission in the following fall term. For applicants wishing to start in the Summer Session, the M.H.R.M. and M.L.E.R. program application deadlines are March 1. For the fall term, the deadlines are May 1 for the M.H.R.M. program and July 1 for the M.L.E.R. Applicants for spring term face a deadline of November 1 for the M.H.R.M. and December 1 for the M.L.E.R. 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. Students can obtain GRE information and application forms by writing to the Graduate Record Examinations Program, Educational Testing Service, P.O. Box 6000, Princeton, NJ 08541-6000, U.S.A. The same information is available on the web at <http://www.gre.org>.

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.

The university does not question on grounds of age the scores of any tests taken for as many as three years before a student files an application. For scores older than three years, graduate programs may require that students take a new examination or that they provide evidence of continued work in the field.

INTERNATIONAL APPLICANTS

International applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) examination. For information about the TOEFL test, write to TOEFL/TSE Services, P.O. Box 6151, Princeton, NJ 08541-6151, U.S.A., or visit the TOEFL web site at <http://www.toefl.org>. Information about IELTS is available on the web at <http://www.ielts.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 they may be obligated to take course work in English as a Second Language (ESL).

Regardless of their TOEFL scores, new international students appointed as teaching assistants are required to take an oral proficiency test. Nonimmigrant students must present evidence of adequate financial resources to meet educational and living expenses. The university may deny admission to international applicants because they lack sufficient proficiency in English, their financial resources are not adequate, or their visa status is improper.

NOTIFICATION OF DECISIONS AND CONDITIONAL ADMISSIONS

The university notifies applicants in writing that they have been accepted for admission and also outlines any conditions that may apply. Unless the notification indicates otherwise, applicants must satisfy all conditions before they register.

The university at times grants conditional admission to applicants whose academic records are particularly difficult to evaluate. This can include individuals who have been out of school for a number of years or people with low grade-point averages who have achieved high scores on the GRE or GMAT. Rutgers does not give conditional admission to

students who have already completed 6 or more credits on a nonmatriculated basis. In addition, conditional admission is not allowed in the Ph.D. program.

Students who are admitted conditionally and who receive grades of B or better in their first 12 credits of course work will have their status upgraded to fully matriculated students. Those who receive a grade below B during this probationary period may be dropped from the program. Among the requirements that may be imposed on students admitted conditionally may be specific courses they must take during their first 12 credits.

Tuition and Fees

FEE SCHEDULE

2001–2002 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, including an increase in late fees.

Application Fee , nonrefundable	\$ 50.00
Tuition *	
Full-time New Jersey resident, per term	3,977.00
Full-time non-New Jersey resident, per term	5,852.00
Part-time New Jersey resident, per credit	328.00
Part-time non-New Jersey resident, per credit	485.75
Student Fee , per term	
Full time (12 or more credits)	348.00
Part time (11 or fewer credits)	92.00
Off-campus college fee, full time	400.00
Off-campus college fee, part time	100.00
Matriculation continued or 1 credit of research	7.00
Computer Fee , per term	
Full time	100.00
Part time (\$20.00–47.00 based on credit hours)	20.00+
Housing , per term †	
Dormitory, including breaks	2,260.00
Dormitory, calendar year	2,662.00
University apartments, including breaks	2,460.00
University apartments, calendar year	2,893.00
Meal Plans , per term	
Any 105 meals to any 285 meals	1,050.00–1,470.00
Any 50 meals to any 75 meals (commuter)	435.00–625.00
Miscellaneous Fees	
Basic health insurance program, per term	
part-time students only (optional) ‡	95.16
Major medical insurance plan, per term §	152.50
Spouse, per term	152.50
Each child, per term	152.50
Late registration fee	50.00
Late payment fee	125.00
Returned check fee	50.00
Returned check processing fee	10.00
Partial payment fee	25.00
Late payment fee for partial payment	25.00
Microfilming of doctoral dissertation	55.00
Student ID fee	15.00
Restoral Fee	
Fee, per term	328.00
Maximum fees (through five terms)	1,640.00
(applies to certain students who allow their registration to lapse and wish to be restored to active status as degree candidates)	

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

† Housing rates may be slightly higher or lower depending on location or whether housing is single or double occupancy.

‡ Required for international students.

§ This insurance is optional.

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.

STUDENT FEE AND OTHER CHARGES

The student fee covers use of the student centers and the health centers, membership in the Graduate Student Association, and certain administrative services. The low fees charged to graduate students do not include the fee for intercollegiate athletics, which entitles undergraduates to discounted prices for tickets.

Special fees charged for some undergraduate courses apply also to graduate students enrolling in those courses. Deposits of varying amounts, covering the cost of materials and breakage, are required in certain laboratory courses in the sciences. Unused portions of such fees are returned.

TERM BILLS

Instructions for registration and payment of term bills, with due dates indicated, are sent by mail to all students for the first and second terms. 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 \$125. Students who fail to pay their bills on time are responsible for all costs that the university incurs in collecting the debt. These may include, but are not limited to, collection costs, attorneys' fees, and court costs. 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. A service charge of \$10 is assessed if a check used to pay fees is returned to the university as uncollectible. If the student does not make good on the bad check before late payment deadlines apply, the university levies late payment fees.

PARTIAL PAYMENT PLAN

Students enrolled for 6 or more credits may arrange with the local cashier's office to pay their bills in three installments if the net balance that they owe is \$200 or more. The partial payment plan requires:

1. First payment: 50 percent of the net balance due plus a \$25 nonrefundable partial payment fee payable on or before the 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 \$25 nonrefundable partial payment fee.
2. Second payment: net balance due on or before October 15 for the fall term and on or before March 1 for the spring term.

The nonrefundable fee of \$25 for this partial payment plan must be included with the first installment. Any subsequent installment not paid on time incurs an initial late fee of \$25. 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

After giving sufficient notice, Rutgers exercises the right to terminate the registration of any student who has an outstanding financial obligation to the university. The university also reserves the right to "hold" transcripts and diplomas as a result of nonpayment of obligations, 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 by 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 before 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 week: 80%
- Third and fourth week: 60%
- Fifth and sixth week: 40%

No reductions will be granted after the sixth week of the term. The effective date of withdrawal is the date on which the registrar receives a written statement of withdrawal. Student fees are not refundable.

When students withdraw from one or more courses after the second week of classes but remain registered in others, the university will assign W grades for the courses dropped.

No reductions will be granted after the tenth day of classes to students who withdraw from one or more courses but who remain in other courses.

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. A student will not receive an adjustment of charges unless he or she files a formal withdrawal and receives approval from the registrar. Whether the student actually attended classes has nothing to do with the withdrawal process.

Refund Policies for Title IV Funds Recipients

For recipients of Title IV funds, there are two additional refund schedules that differ from the General Refund Policy. 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, 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 helping students obtain funds to help defray educational expenses. Since a student's financial resources often determine whether he or she attends college, the university makes every effort to assist each student in finding alternative resources to finance an education.

A majority of full-time graduate students at the university receive some measure of financial aid. The amount of support each student receives depends in part upon the availability of funds. The level of support also varies with a student's specific graduate program and his or her degree status. Aid ranges from loans to grants that cover tuition charges to awards that are 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.

HOW TO APPLY

To apply for grants, loans, and employment, students must complete the Free Application for Federal Student Aid (FAFSA). These forms are available from the Office of Financial Aid, Rutgers, The State University of New Jersey, 620 George Street, New Brunswick, NJ 08901-1175.

All applicants must complete an FAFSA annually and submit it to the federal processor by March 15 if they are seeking aid for the following academic year. Applicants who file an FAFSA by March 15 can expect a reply by June 1.

Applicants are considered for all forms of aid for which they are eligible. To ensure full consideration for funds, students should file their FAFSA when they submit their admission application. In no case should they apply later than March 15.

Letters announcing financial aid decisions are mailed to all students as soon as possible after admission. Awards are based on financial need and are limited by the March 15 priority filing date. Thus, there is a definite advantage to submitting an early, accurate, and complete application.

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

Information about fellowships and assistantships can be found under the heading Sources of Financial Aid. Fellowships and assistantships, which are awarded by the school and individual academic departments, do not require an FAFSA. Assistantships and fellowships are awarded on a competitive basis, and the number of requests exceeds availability. To be considered for an assistantship or fellowship, the student must enroll full time.

Applications for fellowships and assistantships are due on or before March 15, although awards occasionally are available at later dates. A prospective graduate student may apply for an assistantship or a fellowship at the time of application or before admission is complete.

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 university has limited financial aid funds for part-time students. All application procedures and deadlines applicable to full-time students apply to part-time students.

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.

SOURCES OF FINANCIAL AID

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

Merit-Based Financial Aid

Assistantships

Doctoral Student Support (I.R.H.R.). Doctoral students typically receive support from teaching assistantships or as research-based graduate assistants. The minimum beginning salary for teaching and graduate assistantships is \$14,300 (2002–2003) for an academic year, although some departments may offer higher salaries.

Applications for assistantships are due on or before March 1 (or February 1 for the SMLR doctoral program), although awards occasionally are 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 all 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 he or she is enrolled.

University Fellowships and Scholarships

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 as much as \$14,000 plus tuition remission. It is renewable for three additional years.

Graduate and Professional Scholar Awards. Outstanding students in the graduate and professional schools are eligible for merit scholarships. The awards range from \$2,000 to \$3,000 per year for full-time study for as many as two academic years.

To apply, check the appropriate box on the graduate and professional school application form. Along with the application, students should submit any statements that provide evidence of academic or artistic achievement and significant life, work, or extracurricular activities. The award is contingent upon acceptance into a graduate or professional school program. Only those applicants receiving awards are notified.

Generally, the application deadline for fall term awards is March 1. If a specific program has set an earlier deadline, the student must submit an application form to the appropriate admissions office by that date.

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 \$13,000 per academic year plus tuition remission for as many as two years to exceptional full-time students with backgrounds of substantial educational or cultural disadvantage.

Scholarships and Fellowships Offered through SMLR

Through the generosity of friends of the school, several scholarships and fellowships are available for outstanding students studying human resource management and labor and employment relations. Those interested in applying should contact the graduate program in human resource management or the graduate program in labor and employment relations. 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), the SMLR Alumni Association Fellowship, and the SMLR Dean's 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), the SMLR Alumni Association Fellowship, and the SMLR Dean's Fellowship.

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

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 continually seeks funds from outside agencies to help defray student expenses. Grants and awards of this nature vary each year. Students can inquire about the availability of outside assistance by contacting their program advisers. In addition, students should investigate opportunities for assistance from 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.

Need-Based Financial Aid

Grants

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 believe 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, as long as the student is making satisfactory academic progress and continues to meet the hardship guidelines. To apply for EOF grants, students must complete the FAFSA form.

Loans

Federal Perkins Loan. 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. The maximum aggregate loan amount may not exceed \$40,000 (including undergraduate, National Direct Student Loan, and Perkins Loan totals).

Borrowers pay 5 percent simple interest, but the interest does not begin until nine months after the borrower ceases to enroll in a minimum of 6 credits per term. After that, interest extends over a maximum repayment period of ten years. Monthly payments of at least \$40 are required. Payments are deferred for students who enter certain types of federal service, and the entire loan is canceled when people enter some forms of public service.

All first-time Federal Perkins Loan borrowers at Rutgers are required to attend an entrance interview to learn about their rights and responsibilities under the loan. In addition, Federal Perkins Loan recipients must attend an exit interview before they graduate or withdraw from school. The university's office of Student Financial Services, located at 65 Davidson Road, Room 310, Piscataway, NJ, sends each loan recipient details about the Federal Perkins Loan and how to repay it.

William D. Ford Federal Direct Student Loans. Federal Direct Student Loans (Direct Loans) to help cover educational costs are available to students from the federal government. 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, an award letter issued by Rutgers will list eligibility for the program. Money awarded to students under the loan program 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 send all loan repayments to the department, rather than to individual 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,

- provide evidence of U.S. citizenship or be an eligible noncitizen,
- be enrolled at least half-time per term and 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,
- register with the U.S. Selective Service Administration, if required.

In addition to these requirements, all first-time Direct Loan borrowers must attend an entrance interview to learn about their rights and responsibilities regarding the loan.

The aggregate limit for Federal Direct Loans, including both subsidized and unsubsidized amounts, is \$138,500 for a graduate or professional student. This figure includes loans taken out for undergraduate study.

Federal Direct Subsidized Loan. This loan, which is based upon financial need, carries a variable interest rate that is adjusted yearly. Additionally, borrowers are charged an origination fee of as much as 3 percent.

While the student is attending school, the government pays interest on the loan. Effective July 1, 2000, the maximum rate for the Federal Direct Loan was 7.59 percent. Graduate students may borrow \$8,500 per year, but the total debt may not exceed \$65,000, including loans taken out for undergraduate years.

Federal Direct Unsubsidized Loan. This loan is not based on financial need, and the student must pay all interest charges. The interest rate is the same as that charged for the Federal Direct Loan. Under this program, students may borrow as much as \$18,500 a year. The total debt permitted for all Stafford and Direct Loans is \$138,500.

Emergency Loans

Students having a financial emergency may apply for a university loan for as much as \$300, or \$500 in an extreme case. The simple interest rate is 3 percent. To get these loans, students must demonstrate that they have an emergency, and funds to make the loan must be available.

Students should 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. Students need not be recipients of financial aid or have filed a financial aid application to be considered for emergency loans.

Note: Quoted interest rates may change at any time. Subsequent program regulations may change the terms of eligibility and repayment.

Employment

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. On-campus jobs are available in many areas. Students are assigned to jobs based on their skills, the availability of jobs, university needs, and student preference. The university makes no job assignments, however, until the student has completed all paperwork required for acceptance of the aid.

Students may work for as many as twenty hours a week during the academic year. In the summer, eligible students may work for as many as thirty-five hours a week. Any change in work-study jobs must be made through the Student Employment Office/Office of Financial Aid.

Off-campus employment also is available through the Federal Work-Study Program. These jobs are paid community-service positions in nonprofit agencies. Jobs are related to a student's major whenever possible.

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

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 provide information regarding the duties required of preceptors and counselors, the benefits that come with these jobs (such as room, board, and tuition grants), and the procedures for applying. Normally, applications for September appointments must be received before May 1.

Other University Employment. Any graduate student enrolled at the university should check directly with the individual academic or administrative offices for available non-FWSP openings. All hiring decisions for non-FWSP jobs are made by the department.

Other Sources of Aid

Veterans Benefits. The United States Veterans Administration operates various education-assistance programs for eligible veterans, war orphans, surviving spouses or children of any veteran killed while on duty with the Armed Forces, disabled veterans, and dependents of any veteran with a service-related total disability. These programs also are available for certain members of the selected reserve. For information about eligibility, contact the Veterans Administration office in Newark, NJ (800/827-1000) or the New Jersey Department of Military and Veterans Affairs in New Brunswick, NJ (732/937-6347). This information also is available from the veterans coordinator on each campus. For the New Brunswick office, the number is 732/445-3557.

When registering for courses, veterans and others mentioned above who plan to utilize veterans' education benefits should present the Veterans Administration Certificate

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

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 these amounts are due. Veterans, in turn, receive an allowance for each month of schooling based upon credit hours and the number of dependents.

No veteran may withdraw officially 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. In addition, students must report any change in their schedules to the campus Office of Veterans Affairs. Failure to comply with the official school withdrawal procedure may affect both past and future benefits.

RESTRICTIONS ON FINANCIAL AID AND EMPLOYMENT

Ordinarily, graduate students may not simultaneously hold two different fellowships, assistantships, or substantial forms of employment. Students who have been offered two different awards should inquire at the dean's office of the school of matriculation before acceptance.

Students who hold fellowships, assistantships, or internships or Russell Scholarships may not accept employment outside 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 nation's top research libraries. The twenty-six libraries, collections, and reading rooms located on Rutgers' campuses in Camden, Newark, and New Brunswick, along with RU-Online (a digital library), provide the resources and services necessary to support the university's teaching, research, and service missions.

There are two large research libraries on the New Brunswick campuses: the Library of Science and Medicine, which houses the primary collections in behavioral, biological, earth, and pharmaceutical sciences, and engineering; and the Archibald S. Alexander Library, which provides extensive humanities and social sciences collections.

A reading room for graduate students is 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. There also are 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. Specialized collections of the School of Management and Labor Relations Library are located in the Labor Education Center on Ryders Lane in New Brunswick.

The Mabel Smith Douglass Library supports undergraduate education and houses the primary collections for women's studies and the performing arts. The Kilmer Library, the primary business library in New Brunswick, provides support for undergraduate instruction. There also are several specialized libraries and collections in the New Brunswick area, including Alcohol Studies, Art, Stephen and Lucy Chang Science Library, Chemistry, East Asian, Entomology, Mathematical Sciences, Music, Physics, and Special Collections and University Archives.

The John Cotton Dana Library in Newark (which also houses the Institute of Jazz Studies) supports all undergraduate and graduate programs offered on the Newark campus with an emphasis on business, management, and nursing. The Robeson Library, which supports all undergraduate and graduate programs offered on the Camden campus, houses a broad liberal arts collection. Law libraries on the Camden and Newark campuses have separate policies and online catalogs.

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

The Libraries provide numerous electronic resources to the Rutgers community. Library users can search IRIS, the online catalog, through the Libraries' web site at <http://www.libraries.rutgers.edu/>. IRIS identifies materials owned by Rutgers libraries in Camden, Newark, and New Brunswick, and contains records for most items acquired since 1972. Students, faculty, and staff members also can access online a variety of electronic indexes and abstracts, full-text electronic journals, research guides, and library services. The Libraries provide hundreds of CD-ROM titles in addition to online resources.

Reference librarians are available at all of the major libraries to assist with research projects, classroom instruction, and research strategies. In addition to individual instruction at the reference desk, librarians provide in-class teaching at instructors' requests. Members of the reference department are available to help with both computerized and noncomputerized reference searches. For a fee, librarians provide specialized subject database searching.

The Libraries are committed to providing equal access to services and collections for all library patrons. Users with disabilities may request special services through the circulation or reference department in each library.

COMPUTER FACILITIES

Rutgers University Computing Services (RUCS) provides extensive centralized and decentralized computing and network services for students, faculty, and staff members 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.

The School of Management and Labor Relations operates a microcomputer laboratory in the Janice H. Levin Building. The lab is used for both academic and noncredit programs sponsored by the school and its continuing professional education and extension units. The laboratory includes modern PC class desktop workstations. The computers are equipped to run various statistical and business applications and utilize high-speed network printing. In addition, the facility includes a video projection system with audio and auxiliary input.

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 information.

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

Public computing facilities 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 to Rutgers University Computing Services, Information Center, Rutgers, The State University of New Jersey, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854-8045.

HOUSING

Attractive and comfortable residence facilities for graduate students are available on all five New Brunswick campuses. Single graduate students may 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 units with 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 visit the housing web site at <http://www.housing.rutgers.edu>. The Graduate Housing Office is located 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. It can be reached by calling 732/932-7766, or via email at ochs@cis.rutgers.edu. The service is located at 542 George Street, at the corner of George Street and Seminary Place on the College Avenue campus. All office information and listings are available twenty-four hours a day online. Maps, informational items, and staff assistance also are available.

Trained staff members at the Off-Campus Housing Service can assist students, faculty, and staff members in finding information about available rentals and for-sale properties in the area. For a modest charge, the office will 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 8:30 A.M. to 7:30 P.M., Thursday. During off-hours, callers can record their questions and have them answered when the staff returns.

The Off-Campus Housing Service web site can be visited on the Internet at <http://ruoffcampus.rutgers.edu>. It contains a large database of available rentals, apartment complex information, landlord-tenant rights information, tips to finding housing and preventing problems, and rental forms. The Off-Campus Housing Service also conducts a free legal clinic throughout the year. Students and staff members can 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 six student dining facilities and eleven cash facilities. These include 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. Each facility offers hours to suit student dining needs.

Dining Services offers various "block plans," which provide convenience and flexibility. Students can take advantage of all-you-can eat dining, in which there is no limit on the number of meals they can enjoy each week. They may even bring in ten guests per term.

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

RUTGERS UNIVERSITY HEALTH SERVICES

Rutgers University Health Services provides comprehensive ambulatory medical, outpatient, and health education services for all full-time students. Part-time students may become eligible by paying the student health service and insurance fee to the Office of Student Health Insurance, Hurtado Health Center, Rutgers, The State University of New Jersey, 11 Bishop Place, New Brunswick, NJ 08901-1180.

During the fall and spring terms, three health centers provide services for students in the New Brunswick/Piscataway area. The Busch/Livingston Health Center, 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. The Hurtado Health Center, located at 11 Bishop Place on the College Avenue campus, is open seven days a week when classes are in session during the academic year. The hours are 8:30 A.M. to 8:00 P.M., Monday through Friday and 10:00 A.M. through 4:00 P.M., Saturday and Sunday. 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. The Hurtado Health Center is the only one of these clinics that operates year-round. During the summer and breaks, it is open 8:30 A.M. to 4:30 P.M., Monday through Friday.

Health centers are staffed by physicians, nurse practitioners, and registered nurses. Services provided include general primary care, gynecology, mental-health counseling, alcohol- and substance-abuse treatment, health education, immunizations, injections to reduce the effects of allergies, laboratory tests, physical exams, referrals, and X rays. Surgical and critical medical conditions are referred to the student's personal physician, the proper specialist, or an outside hospital for treatment.

The Department of Health Education promotes discussion of health issues and examines the underlying context of selected forms of health behavior. This exploration might focus, for example, on the use of food and chemical substances to manage feelings and situations, relationships, and sexuality.

Pharmacies are located at each health center. They are open during the following hours: Busch/Livingston Pharmacy, 9:30 A.M. to 5:00 P.M., Monday through Friday; Rutgers Pharmacy (Hurtado), 9:30 A.M. to 5:30 P.M., Monday through Friday, and 10:00 A.M. to 3:00 P.M., Saturday; and Willets Pharmacy, 9:00 A.M. to 5:00 P.M., Monday through Friday. During Summer Session and breaks, the Rutgers Pharmacy (Hurtado) is open 9:00 A.M. to 4:30 P.M., Monday through Friday.

Rutgers University Health Services is accredited by the Joint Commission on Accreditation of Healthcare Organizations for meeting national standards of ambulatory health-care delivery.

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 as much as \$5,000 in medical expenses caused by illness or injury. This policy provides excess coverage over any other 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 spouses and children at additional cost. Any student not covered by individual or family policies should consider this more extensive 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 (spouses 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 08901-8537 (732/932-7015).

COUNSELING SERVICES

University Career Services

The university provides a comprehensive career service for students enrolled in graduate and professional studies throughout New Brunswick. Graduate students can get help in preparing résumés or vitae, developing interviewing skills, and conducting job searches. 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 career development and job searches. These include career-planning books; sample résumés and 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 (732/932-7997) 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

The School of Management and Labor Relations encourages all students to participate in internships and lets them place their résumés on the SMLR web page. In addition, program advisers maintain a list of internship locations, and students may arrange their own internships.

Graduates of both programs have had great success in securing responsible professional jobs in corporations, government, nonprofit organizations, and labor organizations. Many of the school's students secure positions through on-campus interviews, which are held several times a year.

The school also offers noncredit workshops, short courses, seminars, and conferences to managers, unionists, and other practitioners. It encourages students to participate in these programs, which give them a chance to interact with practitioners in the field, and which may lead to internships and future employment.

Ph.D. Career Opportunities. Graduate assistantships for doctoral study 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. Students who are making progress toward completing their dissertation may receive a fifth year of support.

The market for faculty members teaching industrial relations and human resource management is excellent. The program's emphasis on research skills and on obtaining publications and teaching experience before graduation ensures that SMLR graduates are fully competitive in bidding 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), which has a student chapter on campus, and the Industrial Relations Research Association (IRRA). Student memberships generally are available in the area chapter of the IRRA.

I.R.H.R. doctoral students will find participation in the Academy of Management (AOM), the Society for Industrial and Organizational Psychology (SIOP), or the Industrial Relations Research Association (IRRA) an excellent complement to their work. Graduate program directors have membership information to help students join the appropriate associations.

Psychological Counseling Centers

Psychological counseling for graduate students is available through the counseling centers connected with the undergraduate colleges.

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, 17 Senior Street, 732/932-7884; and University College Office of Counseling, Miller Hall, 732/932-8074. Only the Rutgers College center is open during Summer Session.

Students can choose the service that is most convenient. Services are free for students, and strict confidentiality is maintained. All centers are staffed primarily by clinical or counseling psychologists.

Each counseling center offers individual and group psychotherapy and sees couples for marital or relationship issues. Therapy groups specifically for graduate students are available at several of the counseling centers. Most counseling is short term. Referral is available to other agencies or private practice when ongoing psychotherapy is needed or desired. Psychological services also are available through the psychiatrists at the Rutgers Student Health Service (732/932-7827).

Peer Counseling Services

Four telephone hotlines and/or drop-in services on campus offer supportive and anonymous listening and talk, help with crises, and provide referral information. Each is staffed primarily by undergraduate students with special training. They are open mostly on Sunday and weekday evenings, and their current hours are given on answering machines at each service. The services include 56 Peer Counseling Service, located in Bishop House (third floor), College Avenue campus, 732/247-5555; Women's Support and Resource Center (which focuses on women's issues), 732/828-7273; Gatehouse Peer Counseling Hotline, Cook/Douglass campus, 732/846-0957; and the Rutgers University Lesbian/Gay Alliance Hotline (which deals with issues of interest to gays and lesbians), 732/932-7886.

Services for International Faculty and Students

The Center for International Faculty and Student Services is located at 180 College Avenue (732/932-7015; email: ru_cifss@email.rutgers.edu; web address: <http://www.rci.rutgers.edu/~cifss>). The center coordinates services for the university's international students, scholars, and faculty. It provides direct support in the following areas: U.S. immigration regulations and procedures, employment, medical care, adjustment to American life, cultural differences, family concerns, and financial planning. In addition, it offers a comprehensive orientation, a program that gives students the chance to get to know American families, cross-cultural seminars, and a variety of support efforts for students and

their families. Finally, the center acts as a liaison between international students and campus offices, community groups, and federal and state agencies.

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 members throughout their stay at Rutgers.

Nonimmigrant students in F-1 or J-1 status must register with the center upon arrival in New Brunswick 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 on the New Brunswick campus are entitled to the same educational benefits and the same quality of student life as other students. In addition, they are subject to the same academic and procedural requirements. Rutgers is committed to providing reasonable accommodations inside and outside the classroom to meet students' diverse needs. The university's services include assistance in academic advising, scheduling or rescheduling classes in barrier-free buildings, on-campus transportation for students with mobility disabilities, assistive devices and equipment, learning assistance, and communication with faculty about students' specific needs.

Each school in New Brunswick has a designated coordinator of services to assist students with disabilities. 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.

The New Brunswick campus coordinator is TDD-accessible through the Student Information and Assistance Center, located at 542 George Street (732/932-9090). Complaints or grievances regarding Rutgers' compliance with the Americans with Disabilities Act of 1990 may be directed to the Director of Compliance and Student Policy Concerns, 3 Bartlett Street, College Avenue campus (732/932-7312).

CAMPUS INFORMATION SERVICES

Rutgers Information and Referral Center

Rutgers Information and Referral Center can be reached by calling 732/932-INFO. Trained student information assistants offer help and answers about admission or any area of campus or community life. The service is available Monday through Friday, from 8:30 A.M. to 8:30 P.M., and Saturday and Sunday, from 10:00 A.M. to 4:00 P.M., during the academic year. The hours during the rest of the year are Monday through Friday, from 8:30 A.M. to 4:30 P.M.

Twenty-four-hour access to the information and referral service is available via email through "Ask Colonel Henry" at colhenry@ur.rutgers.edu. Information about activities and events at Rutgers also is provided online at <http://www-acs.rutgers.edu/calendar>. The New Brunswick official Listserv is the source for timely academic and student information. Every Tuesday during the term, a weekly bulletin of official notices is sent directly to the email account of each student on the New Brunswick campus. Students are responsible for knowing what is in the bulletins and taking appropriate actions.

Rutgers INFO Channel/ Rutgers INFO Radio

The Rutgers INFO channel, Channel 3 on the RU-TV network, available on the New Brunswick campus, is operated by Campus Information Services. The station provides information twenty-four hours a day about events, programs, activities, and services available to students. Members of the Rutgers community may request that information about activities, services, and events be displayed on the Rutgers INFO channel. Visit <http://rutv.rutgers.edu/infochannel.html> for more information.

Rutgers INFO radio, on the New Brunswick campus, also is operated by Campus Information Services. The station, which operates twenty-four hours a day at 530 AM, can be heard within a six-mile radius of the campus. Rutgers INFO radio broadcasts news about transportation, parking, special events, and general information, and gives weather emergency updates. The station also is available through live webcasts at <http://rutgersinforadio.rutgers.edu>.

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 preschool 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. A summer camp program for school-aged children also is available. The fee for care is based on the number of days used. Different payment plans are available (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) focuses on community policing and the prevention of crime through the development of university-based partnerships. The department, which provides police, security, and safety services, is staffed by commissioned police officers, a professional security force, and technical employees. The University Police Department is located at 5 Huntington Street on the College Avenue campus.

The campuses are patrolled on foot, in vehicles, and on bicycles. 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 732/932-7211; from university centrex telephones, dial 2-7211. Students also may contact the police by using any of the light blue emergency telephone boxes on the campuses or by using the housing telephones located near dormitory entrances.

Community-policing offices are located in each of the campus student centers. These offices are staffed by front-line, campus-based officers who act as community organizers, team builders, and problem solvers. Staff members provide a communications link between the community and the police department, serve on campus bias committees, and perform proactive patrol. Security officers also patrol the campuses, serving as “eyes and ears” for the police while securing facilities and providing escort services. A student-staffed bicycle patrol has been established on the Douglass/Cook and Livingston campuses. Student safety officers provide an evening equestrian patrol on the Douglass/Cook campus and evening walking escorts on the Livingston campus. Student safety officers control access to selected residence halls during evening hours. For more information about these programs, call 732/932-5400.

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 such preventive measures as the following:

- avoiding isolated areas;
- staying alert to people and circumstances around them;
- keeping doors and windows in their residence buildings locked;
- ensuring that no personal property is left unattended or unprotected;
- avoiding the use of alcohol or other drugs and staying away from people who are intoxicated.

All members of the university community are urged to report immediately 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 to 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 members. This bus service provides transportation within walking distance of all major campus areas and 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 office of the student's dean.

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>.

Student parking for the Civic Square Building is available at the New Street parking lot, which is located a few blocks away. An access card for the lot should be obtained from the Department of Parking and Transportation Services.

GRADUATE STUDENT ASSOCIATION

The Graduate Student Association (GSA) sponsors social and cultural activities for graduate students and represents their interests to the university before state agencies. The GSA provides free legal advice and sponsors academic programs, films, mixers, trips to New York, and community action programs.

All full-time and part-time graduate students in any of the six New Brunswick graduate and professional schools automatically become members 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. Departments with fewer than forty students are allowed one elected representative. Anyone who wants to become a student representative should contact his or her 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 graduate-student functions. These facilities provide a comfortable atmosphere for socializing, lounging, and studying.

PAUL ROBESON CULTURAL CENTER

The Paul Robeson Cultural Center, established in 1969, documents and preserves the contributions of African peoples, with a focus on the artistic, scientific, social, and political contributions of people of color in the Americas and New Jersey. Through its cultural activities and educational programs, the center provides leadership and support to more than 40,000 people each year, including more than 5,000 African-American students at Rutgers. Further, the center works closely with communities served by Rutgers in local, state, national, and international spheres.

The center is open Monday through Thursday, from 8:30 A.M. to midnight; Friday, from 8:30 A.M. to 9:00 P.M.; Saturday, from noon to 8:00 P.M.; and Sunday, from 1:00 P.M. to 9:00 P.M. It is located on 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 examine Latino culture, history, literature, and the arts. These programs and special projects are designed to foster academic excellence and advance the well-being of the Latino 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.

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 also is open on week nights and weekends. 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, which was established in 1992, provides assistance, information, educational activities, and public programs to staff members, faculty, and students. The office concerns itself with raising awareness of bisexual, lesbian, gay, and transgender issues and with the concerns of students with disabilities. In addition, the office focuses on bias awareness, as well as preventing intolerance and intervening once bias becomes an issue.

Undergraduate and graduate students interested in becoming involved in lesbian-gay-bisexual-transgender issues, students with disabilities who wish to identify resources, and students who have witnessed or experienced intolerance should contact Cheryl Clarke, director of the center. The center is located at 115 College Avenue, Bishop House, Room 105 on the College Avenue campus. The phone number is 732/932-1711, or 732/932-8670 for students who need TDD. Bias is defined by several protected categories, including race, ethnicity, language, color, national origin, religion, sexual orientation, gender, and/or physical ability. The center also provides technical assistance and training to faculty, staff members, and student groups.

ACTIVITIES

Athletic Facilities

The athletic facilities at Rutgers include several gymnasiums, swimming pools, tennis courts, and baseball fields, and an eighteen-hole golf course. While a fee is charged for use of the golf course, graduate students are entitled to use the other facilities without charge. Several of the athletic clubs in the undergraduate colleges—bowling, judo, lacrosse, rugby, skiing, and others—also are open to graduate students.

Athletic Ticket Policies

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

Concerts, Dramatic Productions, and Lectures

Concerts by world-famous musicians, bands, dancers, and musical organizations are presented on campus each year by the Office of University Arts Services, the music and dance departments of the Mason Gross School of the Arts (MGSA), the New Brunswick Programming Committee, 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 fifteen to eighteen productions a year at the Rutgers Arts Center on the Douglass campus. The Cabaret Theater Society and the College Avenue Players are student organizations that provide students who are not in the professional MGSA program with the opportunity to broaden their acting experience.

Numerous lectures are presented regularly by academic departments, lecture-series groups, and other organizations. Several concert series, movie series, and lectures are sponsored at the university throughout the year.

ALUMNI

Alumni Relations

The university seeks the support of its alumni and, in return, offers them several services and programs. The responsibility for working with the university's alumni body, now numbering more than 300,000, rests with 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 so that they might help Rutgers fulfill 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. Many alumni associations are represented in the Rutgers University Alumni Federation, which sponsors universitywide 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, 7 College Avenue, New Brunswick, NJ 08901-1262 (732/932-7061).

SMLR Alumni Association

The SMLR Alumni Association provides quality programs and information for human resources and labor relations students through its professional and social events and through a quarterly newsletter. The association also offers curriculum advice to the school's faculty, placement assistance to its current students, and information about SMLR programs to potential students. It also sponsors the Alumni Association Fellowship for graduate students. The school contributes to 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 to solicit funds from private sources. With a full professional staff and a national network of volunteers, who sit on advisory committees and assist in fund-raising, the foundation has dramatically increased the amount of annual private support for Rutgers. This private aid provides funding for more than 1,500 university programs in every division of the university and on every campus.

In developing new ways to finance programs at Rutgers from nonpublic sources, the foundation has garnered national recognition 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. The foundation also has 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. The foundation manages one of the largest volunteer phonothons in the nation, with more than 1,800 callers. Many of these volunteers are students, parents, and faculty members who donate time to raise money for their schools and organizations.

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 renovate campus facilities, to endow scholarships and fellowships, and to establish resources for all university divisions. In 1990, the campaign concluded 34 percent over goal and increased annual contributions to the university to \$27 million from \$9 million.

Since the Campaign for Rutgers ended, annual contributions have continued to rise, exceeding \$60.7 million during the 1998-99 fiscal year. In addition, the foundation has undertaken several successful multimillion-dollar, special-purpose campaigns: the Campaign for the Center for the Study of Jewish Life, the Campaign for the School of Law-Newark, the Campaign for Undergraduate Biological Sciences, the Campaign for Rutgers Stadium and Women's Athletic Scholarships, the Alexander Library Campaign, and the universitywide Campaign for Community, Diversity, and Educational Excellence.

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

Academic Policies and Procedures

STUDENT RESPONSIBILITY TO KEEP INFORMED

This catalog provides a summary of rules governing graduate work at the university, and students are advised to keep their copy as a reference handbook. Students are expected to familiarize themselves with the principal rules in this chapter and in the chapter on degree requirements. 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 at any time. Significant changes made after the publication of the catalog will be circulated to registered students by the School of Management and Labor Relations. Questions related to general graduate student rules that fall under jurisdiction of the School of Management and Labor Relations may be directed to the Office of the Dean, Janice H. Levin Building, Rutgers, The State University of New Jersey, 94 Rockafeller Road, Piscataway, NJ 08901-1181 (732/445-5993).

GRADUATE STUDENT MAILING ADDRESS

Official communications among faculty, students, and staff members in the School of Management and Labor Relations are delivered by email or by campus mail to the mailboxes of each faculty member and student. In certain circumstances, however, official communications are mailed to the student's home address by U.S. mail. It is the student's responsibility to keep the registrar informed of a current mailing address. New students should consult with their graduate director about the most appropriate location for their first mailbox assignment. When other addresses are not significantly more convenient, students ordinarily assign themselves mailboxes at the offices of their graduate directors.

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. Students who have not properly registered cannot attend class.

All students who complete registration on time receive registration materials by mail for the following term. 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.

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). Any 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 must interrupt their studies may, with the approval of their graduate director, register for matriculation continued for a maximum of two consecutive terms. 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 or dissertations and in contact with their committees are required to register for a minimum of 1 credit of research per term. Master's degree 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 Session. Summer Session registration forms and instructions are sent to each student with the fall term registration instructions. Summer Session catalogs are available at the Summer Session office, 191 College Avenue, or at the registrar's office.

Change of Registration and Withdrawal

After the add-drop period ends, the only routinely permissible changes of registration are withdrawals from individual courses or withdrawal from all courses. Both actions are allowed without academic penalty until the end of the seventh week. The date on which the graduate registrar receives notice of withdrawal from the student governs the academic and financial consequences of the withdrawal. Any student withdrawing from a course after the seventh week needs the approval of the dean's office, is required to provide a letter indicating academic status in the course

from the course instructor, and could receive 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 for individual course withdrawals after the drop period ends. A student who withdraws from all courses may receive a partial refund, however, according to the rules described in the section on refunds in the Tuition and Fees chapter. Withdrawal of any sort is not permitted during the last two weeks of classes.

Transfer of Credit

Students may not transfer credits for courses taken at other institutions until they have completed at least twelve hours of graduate courses with a grade of B or better as a matriculated student at the School of Management and Labor Relations. The courses being transferred must relate directly to a student's program of study at Rutgers, and the student must have received a grade of B or better in them. No credit may be transferred for thesis research work, course work done as independent study, 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.

Permission is required to transfer credit for courses taken more than six years prior to the application for transfer of credit.

No more than the equivalent of one year of course work normally may be transferred toward the master's degree (i.e., 24 credits). No more than 40 percent of the credits required for a master's degree may be transferred from another institution. Quarter credits will be 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 or courses 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 apply to take a course offered by another division of the university, but 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 also must complete appropriate forms that are available from the Office of the Graduate Registrar.

Multiple School Registration

A student may not be registered simultaneously in two or more units of the university. Students wishing to take courses in more than one unit in the same term or those who wish to take courses in units in which they are not enrolled may accomplish this through intercollege registration.

When a student makes multiple applications and is offered admission to more than one unit of the university, that 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 simultaneously two degrees in two units. Such students must keep both units informed of their academic progress, since they will be registered in only one unit.

Rutgers–Princeton Cooperative Exchange Program

Rutgers and Princeton universities have been engaged in an exchange program since 1964. This informal program does not require admission to or registration at the host institution. No funds are exchanged between the two institutions, and the student pays tuition only at the home institution. The policies and procedures related to this program stipulate that (1) participants must be matriculating, (2) exchange is limited to one or two graduate courses per term per student, and (3) the course must be part of the student's degree program and unavailable at the home institution. To participate, a Rutgers student must register for 16:001:816 Princeton Exchange (BA) (normally 3 credits). In addition, he or she should have the forms (obtained from the Rutgers graduate registrar) signed by his or her adviser, dean, and Princeton course instructor. The forms are then submitted to the dean of the Graduate School, Princeton University. Princeton grades are assigned and are recorded on the student's record through the forms.

New Brunswick Theological Seminary and UMDNJ–RWJMS Exchanges

Cross-registrations are available in the New Brunswick Theological Seminary and the University of Medicine and Dentistry of New Jersey–Robert Wood Johnson Medical School. 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- 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 entering the symbol N. They must pay the normal graduate tuition fee for the course and fulfill the same requirements as other students during the term, including doing all written assignments. 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 is kept of audited courses.

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 also may be approved for a given graduate student, either as a regular part of his or her

graduate program or to remedy 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 may appear on the registration and record forms. 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 are welcome to do so if they receive the written approval of the instructor of the course and the dean of the School of Management and Labor Relations. Students must have senior standing and a cumulative grade-point average of at least 3.0. Forms are available for this purpose in deans' offices at the undergraduate colleges.

Minimum and Maximum Programs

The unit of credit used in Rutgers registration is based in part upon a measure of time, with 1 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, on average, nine hours a week (in and out of classroom or lab) to carry out satisfactorily the work expected. One credit of laboratory requires three class hours of work per week. A full-time program is defined by the university as 12 credits a term, although many programs regard students with fewer credits as full time. The maximum program is normally 15 credits, although under some circumstances registration for a maximum of 18 credits is permitted with approval of the dean. Fellows and assistants also must 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 holding employment outside the university that averages sixteen or more hours per week not register for more than 9 credits per term. Any student employed for thirty or more hours per week should 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. Anyone 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 E credits (for which no tuition fee is paid). These 6 E credits, together with 6 credits of courses or research, qualify them as full-time students in the School of Management and Labor Relations. All courses, including 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 who want to ease into graduate study or for those who seek training in a specific topic. These students need not produce test scores, but the school does require a minimum undergraduate cumulative grade-point average of 3.0. If the student later is admitted to an SMLR program, those credits taken as a nonmatriculated student 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 the maximum is 9 credits in the M.H.R.M. program.

Change of Program

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

Change of Status

Students wishing to change their status within a graduate program, such as from nonmatriculated to matriculated, 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. To avoid the need for readmission, people in this category should apply without letting their registrations lapse. 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 must apply for readmission if they wish to continue in that program. 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 the same as the student's original application for admission.

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 will be 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

All instructors are required to maintain an accurate record of attendance in each of their classes or sections. Students are expected to be present at each meeting of their classes. At the instructor's discretion, exceptions to this rule may be made for illness or other circumstances. University examinations will 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 absences. 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 reporting purposes. 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 of the cancellation of classes are made over the following radio stations: WRNJ (1510 AM), WCTC (1450 AM), WCBS (880 AM), WINS (1010 AM), WKXW (101.5 FM), RUINFO (530 AM), and NEWS12 (cable).

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, 973/353-1766 for the Newark campus. Students also can obtain this information by visiting the web at <http://ur.rutgers.edu/news/weather/weather.html>.

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 a limited number of courses in which a student earns a grade of C+ or C (see the paragraphs on academic standing in the Degree Requirements chapter). A grade of F is assigned 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 withdrawn officially. In addition, the School of Management and Labor Relations uses the following grade symbols:

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. Within any period agreed to by the instructor and the student, incomplete work may be made up, and a change of grade may be authorized by the instructor. This makeup period may not extend for more than two 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. Programs may establish shorter time limits. Students with two or more incompletes are not permitted to register for additional courses until one term after they have completed the incompletes.

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.

Credit Prefixes

The number of credits appearing on course records and registration cards 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. A final grade of S (satisfactory) or U (unsatisfactory) is assigned. Graduate students registering for undergraduate courses are subject to the credit prefix rules of the undergraduate division offering the course.

Transcripts

Requests for official transcripts should be addressed to Records and Transcripts, Administrative Services Building, Room 200L, 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 before the date the transcript is desired. Forms for making the request may be obtained from the recorder.

Student Identification Cards

New graduate students admitted for the fall term should visit the RUconnection Card Office during the summer months to be photographed for student identification cards. The office will provide instructions for students not photographed by the beginning of the term. For the spring term, new graduate students should visit the office before the term starts. The RUconnection Card Office is located at the

Busch Campus Center. Information on hours of operation, card benefits, and replacing lost or stolen cards may be obtained at the RUconnection web site address, <http://www.rci.rutgers.edu/~ruconxn>, or by telephone at 732/445-6949.

ACADEMIC STANDING

Student Review

Student academic progress is monitored regularly by the graduate program directors. Normally, graduate students are expected to earn grades of B or better in their course work. Students whose cumulative grade-point average is below 3.0 or those who have received more than two grades below B are viewed as not making satisfactory academic progress. As a result, these students are required to meet with their graduate program directors. 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.

Students are expected to have a cumulative grade-point average of at least 3.0 in order to graduate, and 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.

Faculty members 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. Any review performed will 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 programs. In addition, each student must comply with any conditions imposed at the time of admission, or the student will not be allowed to reregister. Nonadherence to the schedule of Time Limits for Degrees may constitute a basis for termination. (See the Degree Requirements chapter.)

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 graduate 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 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 in writing to the dean of the School of Management and Labor Relations the specific reasons involved, 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 write the actual letter of termination to the student. Subsequently, the student's transcript will bear the notation, "Academic Dismissal."

Due Process

Students are entitled to fairness in the way their academic performances are assessed. Each program has a statement that spells out how a student's academic progress is monitored and how examinations are conducted and graded. The School of Management and Labor Relations provides students with an opportunity to pursue their appeal beyond the program level. (See below.)

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 those examinations by the student. If a student fails an examination, he or she is entitled to an explanation of the reasons for that 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 settle the matter through discussion with the instructor. If the two parties cannot resolve the issue at that level, 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. When the issue is a final course grade, the student must submit a written complaint about that grade to the graduate program director no later than six weeks after the official grade becomes 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 date the student filed his or her appeal. This four-week time limit, however, does not include weeks in which classes are not in regular session.

A student who wishes to appeal the decision of the graduate program director must make an appeal in writing to the Office of the Dean. In response to such an appeal, a representative of the dean of the School of Management and Labor Relations will attempt to resolve informally 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. As a first step, the panel will solicit a written response to the student's written statement from the director of the degree program whose action is being appealed. The committee may consult with anyone it chooses in making a recommendation in the matter. In extraordinary cases, it may ask third parties among the faculty to review previous decisions by the faculty involved in the dispute.

If the committee chooses, it may call upon the student and/or a faculty member or members for written or oral responses to questions raised by the committee. While the student may request an appearance before the committee, the panel itself decides whether to hear from the student directly. 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, which may limit the time involved. Normally,

an appearance by a student 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 committee's recommendation.

Holds

The privileges of registration, advance registration, receipt of a diploma at commencement, and receipt of transcripts of record are barred to students who have 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.

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 they enter their final term, candidates who expect to receive faculty recommendations for conferral of the degree are required to follow the procedures listed below:

1. Confirm 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.

Students are urged to submit the appropriate forms in advance of the deadlines, if possible. If the diploma application form is filed after the deadline, the school cannot confer the degree as scheduled, and graduation will be delayed. Any student who misses the deadline must refile this form in order to be graduated. All forms are available from the student's graduate program director.

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. 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. They will not receive the actual diploma, however, until the following spring. Any student who needs evidence that he or she has earned the degree may submit a written request for a temporary certificate of completion to the university registrar at the Administrative Services Building on Busch campus. This request form is available 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 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 quickly 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. Any student requiring an extension beyond the normal time limits should petition the dean of the School of Management and Labor Relations for the M.H.R.M. and the M.L.E.R., and the Graduate School-New Brunswick for the I.R.H.R. Normally, the schools grant such a request if the evidence shows the petition is justified, the student is in good standing, and the faculty in charge of the student's program certifies that satisfactory progress is being made.

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 also should 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 acknowledgment 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, an hourly, or a 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 examination, 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 members 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). These serious cases are decided at university hearings. Less serious offenses (nonseparable offenses) are heard according to procedures in place at the student's college or school.

Separable Offenses

The following offenses are deemed serious enough to result potentially 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 members of the university community to serve as their advisers, whether they are on the list or not.

Attorneys

Complainants and respondents also may, 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

Providing a safe and secure environment for all members of the university community is the highest priority of the university's public safety staff. The staff is comprised of commissioned police officers with full investigative and arrest authority, trained emergency medical technicians, fire inspectors, security officers, dispatchers, and students employed as community services and student safety officers. Members of the public safety staff patrol each campus and respond to emergencies and requests for assistance 24 hours a day, 365 days a year.

Rutgers' public safety employees are part of the university-wide crime prevention team that includes all members of the university community. It is everyone's duty to maintain actively a safe environment and to be careful while complying with all local, state, and university regulations.

The executive director for public safety is responsible for safety and security services on the New Brunswick/Piscataway campus. On the Camden and Newark campuses, these responsibilities reside in the Office of the Provost.

Information regarding public safety at Rutgers is available from the campus police departments. 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, call the appropriate Rutgers Police Department office at one of the following numbers:

Camden: 856/225-6009
Newark: 973/353-5547
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. In the two geographic areas of Camden and Newark, the respective provost will have the same authority. In New Brunswick, the senior vice president and treasurer will 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 in New Brunswick and the provosts on the Camden and Newark campuses 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.

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. It is defined for purposes of those laws and the university's policy as any behavior that:

1. is unwelcome,
2. targets a person because he or she has one or more of the protected characteristics,
3. is engaged in by a person employed by or doing business with the university, and
4. is sufficiently severe or pervasive to alter negatively that person's 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 severe or 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 need more information, you are encouraged to contact the Office of University Harassment Compliance, Rutgers, The State University of New Jersey, 3 Bartlett Street, New Brunswick, NJ 08901-1190, by telephone at 732/932-3122, or by email at uhr@rci.rutgers.edu. You may obtain copies of the Policy Prohibiting Harassment and the Harassment Complaint Process on our web page (<http://www.rci.rutgers.edu/~uhc>).

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 principle 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 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 judgment of whether a particular act is of a separable or nonseparable nature is made by the appropriate college official.

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, Center for Law and Justice, 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.

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 the 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).

SEXUAL ASSAULT SERVICES AND CRIME VICTIM ASSISTANCE

Sexual Assault Services and Crime Victim Assistance staff provide support and assistance to crime victims, survivors, and other members of the university community. Advocacy, crisis intervention, short-term counseling, and referrals are available. Programs and services for students, faculty, and staff promote ways of reducing the risk of being a crime victim and the availability of resources and options should a crime occur. With a special emphasis on crimes of interpersonal violence, educational programs are available to the university community on issues concerning sexual assault, domestic/dating violence, stalking, and peer harassment.

For more information or to schedule an appointment or program, call 732/932-1181, visit the department web page at [http://www.rutgers.edu/Sexual Assault/](http://www.rutgers.edu/Sexual%20Assault/), or email the staff at sascva@rci.rutgers.edu. The office is located at 3 Bartlett Street on the College Avenue campus, New Brunswick, NJ.

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 (<http://athletics.rutgers.edu/>), including the number of participants by gender for each varsity team, operating expenses, recruiting expenditures, athletically related student aid, and revenues. 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.

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. FERPA permits the university to provide directory information without the student's consent unless the student requests that such information be kept confidential. Rutgers defines directory information as name, campus mailing address and telephone number, campus email address, RUCS user name, permanent address and telephone number, school of attendance, major field of study, class year, dates of attendance, current credit load, credit hours earned, degree(s) received, date(s) of degree(s), 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 Rutgers online directory, a database of Rutgers students, faculty, and staff that is available through the Rutgers home page (<http://www.rutgers.edu>) and accessible worldwide via the Internet.

Students control the information that appears in the Rutgers online directory and may display or hide any of the information listed by visiting the directory home page and following the posted instructions. Students also may request that all 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 they might 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.

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 (732/932-7312). All official notices regarding FERPA are archived at <http://www.rci.rutgers.edu/~polcomp>.

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. In no case may supporting affidavits be filed 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 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 is 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 neglects to question his or her eligibility status beyond the period specified above, that 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. All university-conducted research must be available for public scrutiny and use. 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.

Most research projects at the university are carried on by faculty members and students within the facilities offered by their own departments. 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

The Ph.D. in industrial relations and human resources (I.R.H.R.) is a full-time, interdisciplinary program that develops scholars capable of studying the dynamic and changing conditions of employment and work. Students study the foundational theories in industrial relations and human resource management. They design and conduct rigorous research, analyze and interpret their findings, and disseminate their discoveries with presentations at conferences and through scholarly publications. As they near the end of the program, students will have opportunities to gain teaching experience.

The doctoral program is designed to train students for future employment as college and university faculty members or for research positions in the private and public sectors. Students interested in other careers, such as consulting or as specialists in human resources or industrial relations at large organizations, should apply for admission to one of the school's master's degree programs.

ADMISSION

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

While many factors affect the admissions process, the admissions committee especially values research training and experience. In their personal statements, applicants are encouraged to describe in detail their involvement in research activities. When evaluating applications, the faculty also considers test scores, past academic achievement, and relevant work experience. 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 without 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, and the school makes decisions by April 15 for 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:

1. Five courses to fulfill their interdisciplinary distribution requirements;
2. At least three statistics and research methods courses;
3. Two advanced seminars;
4. 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. Students choose their courses in consultation with the graduate director. Course requirements and guidelines follow.

MASTER'S THESIS

During their second year in the program, students complete an empirical research project under the guidance of a three-person thesis committee. A member or an associate member of the SMLR graduate faculty may serve as the committee chairperson, who directs this research project. A satisfactory oral defense of the thesis is required. Upon completion of the thesis and oral defense, students become eligible to take the qualifying exam. Students must pass the qualifying exam in order to be awarded the master of science degree.

QUALIFYING EXAMINATION

After completing their master's thesis and required course work, students take a qualifying examination. The qualifying exam assesses students' knowledge of, and ability to synthesize, the theory and methods that were covered in their required and elective courses and in their specialized field of study. It covers the I.R.H.R. literature that forms the foundation on which the student's career and future research are based, as well as the research methods and data analysis techniques that are relevant to the student's chosen area of specialty. After passing the qualifying exam, students are awarded the master of science degree and are admitted to Ph.D. candidacy.

DISSERTATION

Students complete a dissertation during their fourth and fifth years. The dissertation committee chairperson must be a member of the SMLR graduate faculty, and the committee must include at least three other faculty members. At least one committee member must be from outside the I.R.H.R. graduate faculty. All students present and defend their dissertation proposals in a seminar format. The proposal defense is open to all interested faculty members and Ph.D. students, although only the committee members vote on the acceptability of the proposal. A final oral defense takes place upon completion of the dissertation. It also is open to interested faculty and Ph.D. students.

RESEARCH INVOLVEMENT

Students are expected to be actively involved in research for their entire enrollment in the program. To facilitate this process, the school assigns each student a research adviser when he or she is admitted to the program. By mutual agreement, students may change their research advisers at the end of the first year or any time thereafter. Students are expected to perform their research functions satisfactorily to remain in good standing in the program and to continue to receive financial assistance. Research advisers provide annual assessments to students under their care, informing them of the quality of their research activities.

TEACHING INVOLVEMENT

Students are expected to develop their teaching skills in preparation for academic careers. The school expects students to gain a minimum of four terms of teaching experience through teaching assistantships and instructor assignments.

COURSE REQUIREMENTS

Course Description	Credits	Timing (Year)	Possible Courses
Ph.D. Seminar in Industrial Relations (required)	3	I or II	16:545:611 or approved equivalent
Ph.D. Seminar in Human Resources (required)	3	I or II	16:545:612 or approved equivalent
Three of the following (required): <ul style="list-style-type: none"> • Economics for Industrial Relations and Human Resources • Labor/Employment History • Employment Law or Labor Law • An advanced sociology course • An advanced psychology course 	9	I-III	Three courses to develop breadth of knowledge. These serve as the foundation for taking advanced seminars, which develop depth of knowledge. 16:545:615 38:578:612 38:533:566 or 38:578:550 Approval of the graduate director is required. Approval of the graduate director is required.
Statistics I (required)	3	I	Must be a Ph.D.-level course beyond the level of 16:960:531,532
Statistics II (required)	3	I or II	Must be a Ph.D.-level course beyond the level of 16:960:531,532
Research Methods for Industrial Relations and Human Resources (required)	3	I or II	16:545:613
Advanced statistics or methodology elective (required)	3	II or III	16:545:614 or 16:545:701,702 or equivalent. Approval of the graduate director is required.
6 master's thesis credits	6	II-III	16:545:701
4 proseminar credits	4	I-IV	16:545:610
18 doctoral thesis credits	18	IV-V	16:545:702
12 advanced elective credits	12	II, III	Choose advanced Ph.D.-level courses that develop depth of knowledge in your chosen field. Approval of the graduate director is required.

FINANCIAL ASSISTANCE

Typically, students receive funding for a total of five years, and they work, in turn, as research or teaching assistants during this time. Receipt of funding is contingent upon a determination by the Ph.D. Policy Committee that a student is making satisfactory progress in the program. In making annual evaluations, the committee looks at course grades, research productivity, and organizational citizenship.

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. 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 strategic human resource management. Critical review of the research literature on recruitment, selection, performance management, compensation, and development. Analysis of the impact of corporate strategy on human resource systems and the relationship between a company's human capital and its effectiveness.

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. RESEARCH IN INDUSTRIAL RELATIONS AND HUMAN RESOURCES I (3)

Master's thesis study.

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

Dissertation study.

Master's Degree Programs

The School of Management and Labor Relations offers a master of human resource management (M.H.R.M.) degree and a master of labor and employment relations (M.L.E.R.) degree. These programs are designed for students preparing for careers as human resource or industrial relations specialists in the corporate or public sector. The school also offers programs that allow students to complete a bachelor's degree and a master's degree in five years of full-time study. Students enrolled in the I.R.H.R. doctoral program are eligible to receive the master of science degree.

REQUIREMENTS

Candidates for the master of human resource management and the master of labor and employment relations degrees must satisfy all requirements of the School of Management and Labor Relations, as well as the particular requirements of their chosen program.

The minimum requirement to earn the master's degree is set out by each degree program. Any student seeking a master's degree must maintain continuous registration in the school from the time of admission to graduate study until the degree is conferred.

In fulfilling course requirements, students may select courses from a single program, or they can pick courses from several related programs if they have approval from the graduate program director. All programs of study are subject to review by the dean of the School of Management and Labor Relations.

THESIS AND NONTHESIS OPTIONS

Although the M.H.R.M. and the M.L.E.R. programs do not require a thesis, students may arrange with faculty members to choose a thesis option. This academic path normally is worth 6 credits. Students in the I.R.H.R. program must complete an empirical research project and pass a qualifying examination in order to receive the master of science degree.

SUBMISSION OF THE THESIS

For a student whose program includes a thesis, that 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 committee has accepted the thesis, the required copies must be filed with the School of Management and Labor Relations (M.H.R.M. and M.L.E.R.) or with the Graduate School–New Brunswick (I.R.H.R.). The filing must take place within the announced deadlines for completion of degree requirements. In general, SMLR follows Graduate School–New Brunswick guidelines for thesis policy.

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 working in major corporate, government, and nonprofit organizations across the country. The program provides a broad foundation of theoretical knowledge and professional skills to a variety of people, including individuals planning or pursuing careers as human resource (HR) staff representatives. The program also is useful for line managers who want to acquire knowledge about the development and management of people.

The student body is comprised of individuals from throughout the United States and the world. Students in the program represent a variety of undergraduate majors and work experiences. Courses typically meet once a week in the evening for less than three hours, making the program convenient for working adults. Students can attend on a full-time or part-time basis, and the program currently offers classes on Saturday. Two Saturday classes have been scheduled for each term. They are offered in six hour blocks for half the term.

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. The telephone number is 732/445-5973, the fax number is 732/445-2830, and the email address is mhrm@rci.rutgers.edu.

Most career paths in human resource management (HRM) include attaining in-depth competency in one or two HR 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 also is common. Successful careers often include international experience and involvement in organizational change processes, such as mergers and acquisitions, downsizing, and reengineering.

With organizations facing stiffer competition in the global marketplace, the role of HRM has undergone a parallel transformation. As organizations recognize the importance of integrating HRM strategies with overall business strategy, vice presidents of HR increasingly have become members of corporate executive committees and boards of directors. Much of the "administrivia" either has been engineered out of the job or has been automated, and some traditional HR functions have been given to general line managers. As a consequence, line managers need 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. Many larger companies have professional development programs that offer rotations in various HR functions. These are fast-track positions that can lead after eighteen to twenty-four months to an HR manager or other management position. 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 frequently are offered jobs at organizations where they intern.

PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

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

1. design HRM systems to build a competent, committed workforce, and a flexible, integrated, cost-effective organization;
2. assess the effects of HRM policies and systems on organizational performance;
3. apply financial analysis, research methods, and software to the HRM decision process;
4. 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:

- (a) 12 credits of required courses in HR strategy,
- (b) 9 credits of required courses in HR decision tools,
- (c) 12 credits of required courses in HR applications,
- (d) 9 credits of required courses in HR contexts, and
- (e) 6 credits of elective course work.

Altogether, students acquire a total of 48 credits to earn the degree.

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)

Students with prior course work may waive as many as 18 credits for selected required courses if they have taken substantially the same courses elsewhere. Students wishing to waive 38:533:542 HR Decision Making: Data-Based Decisions are required to take an examination. Credits from relevant graduate-level courses also may be transferred to a student's program of study. In no case, however, will more than 18 credits be transferred or waived.

COURSES

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 include 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. Also looks at 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)

Prerequisites: 38:533:680 and 36 credits.

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 human resource information systems (HRIS), the Internet, surveys, consultants, and focus groups. Characteristics of information; research methods that ensure 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 (e.g., pay, benefits) 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)

38:533:610. SELECTED PROBLEMS IN HUMAN RESOURCE MANAGEMENT (3)

Topics include development and management of teams and internal consulting skills.

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 and 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 Rutgers Business School–Newark–New Brunswick (RBS–NNB)* 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 five years, students should indicate their interest in this program when they apply to the RBS–NNB programs at the end of their third term. As soon as possible, 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. Individuals may apply for the B.S./M.H.R.M. program during their junior or senior years, but they may not be able to finish the program in five years.

The program is divided into six parts: undergraduate liberal arts college area distribution requirements, RBS–NNB eligibility courses, RBS–NNB core courses, RBS–NNB electives, 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. Altogether, they will have acquired 150 credits.

Undergraduate College Area Distribution Requirements

The undergraduate business degree is designed for professional preparation for careers in business within a strong liberal arts context. Therefore, students should fulfill their undergraduate college area distribution requirements in their first two years of study. Because writing skills are so important in business, the school advises students to take a writing course, such as 01:350:303 (21&62:350:303)† Writing for Business and the Professions (3), or an equivalent course.

RBS–NNB Eligibility Requirements

Before they begin their studies in the RBS–NNB, students must complete the following courses with a C (2.0) or better:‡

33:010:272 (29:010:203)	Introduction to Financial Accounting (3)
(29:010:204)	(Introduction to Managerial Accounting) (3)
01:198:170	Computer Applications for Business (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)
33:960:285 (21&62:220:231)	Introduction Statistics for Business (3) (Statistical Methods)

RBS–NNB Core Courses

RBS–NNB students must complete the following core curriculum:

33:010:275	Introduction to Managerial Accounting (3)
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 (Introduction to Business Research Methods) (3)
33:630:301 (29:630:328)	Principles of Marketing (Marketing) (3)

RBS–NNB Electives

The RBS–NNB requires that students who major in organization management must complete an additional 18 credits of upper-level management courses. For students who are pursuing the five-year B.S./M.H.R.M. degree, this portion of the undergraduate curriculum must be more structured than it is for other students. 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	Organizational Behavior (3)
33:620:___ (29:620:___)	Management electives of student's choice (9)

* Henceforth, the former Faculty of Management in Newark will be referred to as Rutgers Business School–Newark (RBS–N), and the former School of Business–New Brunswick will be known as Rutgers Business School–New Brunswick (RBS–NB). The two programs together will be known as Rutgers Business School–Newark–New Brunswick (RBS–NNB). References to the undergraduate programs at the two locations will be Rutgers Business School: Undergraduate–Newark (RBS–UN) and Rutgers Business School: Undergraduate–New Brunswick (RBS–UNB). Graduate programs at the two locations will be known collectively as Rutgers Business School: Graduate–Newark and New Brunswick (RBS–GNNB).

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

†† 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 RBS–NB students.

** This class is taught only in Newark and, therefore, only is required of RBS–UN 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 chairperson or vice chairperson of the Department of Organization Management.

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 courses, which may require some prerequisites, are as follows:

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 (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)
38:533:634	Developing Human Capital (3)
38:533:635	Managing Rewards Systems (3)
38:533:636	Designing Work and Governance Systems (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. Anyone seeking admission to the program must present GRE (general test only) or GMAT scores. Three letters of reference, preferably from faculty members, and a personal statement are required as well. Applicants must take the GRE or GMAT examination during the term before admission.

Although acceptance is contingent upon successful completion of the B.S. degree, the program can grant provisional admission upon receipt of complete applications, GRE or GMAT scores, and official transcripts.

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 on the web at <http://www.smlr.rutgers.edu>.

* It is assumed that RBS–NNB 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 RBS–NNB 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

David Bensman, Director

The master of labor and employment relations (M.L.E.R.) degree is designed to prepare students for professional jobs in labor and employment relations, in the union movement, in management, or in government and other neutral organizations. The eight course requirements, along with the electives offered, provide students with a multidisciplinary education in labor and employment relations.

The program is structured to be convenient for working adults. It accepts students on a full-time or part-time basis, and the course schedule is flexible enough to accommodate people who hold jobs. There are no language or residency requirements.

The M.L.E.R. program office 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. The telephone number is 732/932-8559, and the fax number is 732/932-8677.

Graduates with the master in labor and employment relations degree are working as labor relations managers and as organizers, research analysts, and staff representatives in the union movement. Graduates also are finding work as human resource or occupational safety and health professionals. The degree also can aid people who are seeking positions at such agencies as the National Labor Relations Board and its state equivalent agencies.

PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

To earn the M.L.E.R. degree, students are required to complete successfully 39 credits of course work. Of these 39 credits, 24 credits must be taken in required courses in labor and employment relations. Students take a core area of required courses; one course each from the law, institutional diversity, workforce groupings; and 15 elective credits for a total of 39 credits. The following are the required courses:

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)

Students also must take one course from each of the following areas:

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)

Finally, students take 15 credits of electives to reach the 39-credit total. With the permission of the graduate program director, students may fulfill part of their credit requirements by taking courses in labor studies, employment relations and human resources, or another graduate program at the university. In addition, students may apply a master's thesis, an internship, or independent study to fulfill the elective requirements.

GRADUATE CERTIFICATE PROGRAMS

The school offers two graduate certificates to graduate students enrolled in other programs at the university. In addition, non-matriculated students with a bachelor's degree may be admitted into these certificate programs. The first is a certificate in labor and employment relations, and the second is a certificate in public sector labor-management relations. Although these certificates are not offered to students who have matriculated into the M.L.E.R. program, they are open to students matriculated into the M.H.R.M. program. Individuals who have earned certificates, however, subsequently may gain admittance to the M.L.E.R. program and may apply their certificate credits toward the M.L.E.R. degree.

Certificate in Labor and Employment Relations

Requirements: Students may take any four courses numbered 38:578:___ that are selected in consultation with and with the approval of the M.L.E.R. credit director. Only those courses in which a student earns a grade of B or better will count toward the certificate.

Certificate in Public Sector Labor-Management Relations

Requirements: 38:578:565 Public Sector Collective Bargaining and any three of the following courses.

- 38:533:566 Employment Law (3)
38:578:509 American Workers and Politics (3)
38:578:525 Public Sector Employment Issues (3)
38:578:550 Labor Law (3)
38:578:556 Employee Involvement and New Work Organization (3)
38:578:560 Collective Bargaining (3)
38:578:563 New Directions in Collective Bargaining (3)
38:578:570 Interest Dispute Settlement (3)
38:578:575 Grievance Process and Arbitration (3)

Grades must be B or better to count toward the certificate. With the approval of the M.L.E.R. credit director, special topics courses relevant to the public sector or other 38:578 courses may be applied toward the certificate.

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 issues, and HRM.

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

Data sources relevant to HR decisions. Acquiring data from human resource information systems (HRIS), the Internet, surveys, consultants, and focus groups. Characteristics of information; research methods that ensure 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.

38:578:515. CONFLICT RESOLUTION IN THE WORKPLACE (3)

Theories of workplace conflict. Critical review and analysis of a wide range of dispute-resolution techniques in union and nonunion workplaces.

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 such issues 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 among 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 how these changes affect 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 employees 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.

38:578:562. 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.

38:578:563. NEW DIRECTIONS IN COLLECTIVE BARGAINING (3)

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

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 many 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. GRIEVANCE PROCESSES AND ARBITRATION (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.

38:578:615-617. ISSUES IN LABOR AND EMPLOYMENT RELATIONS (1,1)

Brief overview of issues in labor and employment relations. Particular topics to be announced.

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

David Bensman, 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 and 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. When they enter the program, undergraduate labor studies and employment relations majors may waive as many as 9 credits of graduate work normally required for the advanced degree. In addition, they may be able to take two graduate courses while they are still undergraduate students. If these two courses are creditable beyond the 120 credits needed to obtain the B.A. degree, they may be counted toward the graduate degree.

Thus, students who attend on a full-time basis, get a waiver for the 9 credits, and take two graduate courses while they are enrolled as undergraduates can finish the graduate program in one year beyond the normal four undergraduate years. Students who are interested in this option should speak to the graduate program director as early as possible in their undergraduate studies. 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

Generally, students seeking to enter the five-year program are subject to the same admission requirements as individuals applying to the regular M.L.E.R. program. Under certain circumstances, however, the five-year program will accept SAT scores in place of GRE scores.

Students may apply for fall or spring term admission, and they may be eligible to take summer courses on a nonmatriculated basis before admission in the fall. The program requires three letters of reference, preferably from faculty members, and a personal statement. Acceptance is contingent upon successful completion of the B.A. degree, but the program can make provisional admission decisions as soon as it receives a completed application, test scores, and transcripts. The application deadline for fall admission is May 1, while 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. Students pursuing this major examine work, workers, the organizations workers create to defend their interests, and non-work phenomena that affect and are affected by workers. During their studies, students acquire experience working as interns in unions, universities, government, and industry. Graduates of the program are equipped to go directly into work with unions, federal and state agencies that deal with labor issues, and public administration. They also are prepared to go on to graduate school and law school.

The undergraduate major in labor studies and employment relations is staffed by faculty members from the School of Management and Labor Relations. It is open to all 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. The telephone number is 732/932-8559, and the fax number is 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: (a) either 37:575:100 or 37:375:101 Introduction to Labor Studies and Employment Relations, (b) 37:575:395 Perspectives on Labor Studies, and (c) one advanced course chosen from among the following:

- 37:575:450 Senior Seminar in Labor Studies (3)
- 37:575:490 Internship in Labor Education (BA)
- 37:575:494 or 37:575:495 Independent Study and Research (BA,BA)
- 37:575:496 or 37:575:497 Internship in Labor Studies (BA,BA)
- 37:575:498 or 37:575:499 Honors in Labor Studies (BA,BA)

MINOR REQUIREMENTS

The minor consists of six courses in labor studies and employment relations. It must include either 37:575:100 (3) or 37:575:101 (4) Introduction to Labor Studies and Employment Relations.

DEPARTMENTAL HONORS PROGRAM

To qualify for the honors program, a student must have completed 18 credits in labor studies and employment relations. In addition, the student 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 apply formally to the chairperson. Candidates who are accepted are required to complete, under the direction of a faculty member, a research project that culminates in an honors paper. Students are examined orally on their project by a faculty honors committee.

COURSES

37:575:100. INTRODUCTION TO LABOR STUDIES AND EMPLOYMENT RELATIONS (3)

Credit not given for both this course and 37:575:101.

Work, workers, and organizations that represent employees; class, race, gender, and work; legal, labor market, and human resource issues.

37:575:101. INTRODUCTION TO LABOR STUDIES AND EMPLOYMENT RELATIONS (3)

Credit not given for both this course and 37:575:100.

Same course as 37:575:100, with special emphasis on skill development through role-playing.

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 in 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. Examines the nature and scope of contracts; the changing character of collective bargaining processes through negotiation, legislation, the courts, and arbitration; and 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.

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 in 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' MOVEMENTS 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.

37:575:450. 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.

37:575:490. 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, work 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 grassroots 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

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 Steven M. Director, 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
 David Bensman, Director of Master of Labor and Employment Relations Program
 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

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
 Carola Frege, Ph.D., London School of Economics
 International comparative employment relations with focus on European unions
 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

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

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

Lisa Schur, J.D., Northeastern; Ph.D., California (Berkeley)
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

John D. Worrall, Ph.D., Rutgers
Workers' compensation; property-casualty insurance; labor economics

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State of New Jersey

Donald T. DiFrancesco, Acting Governor of the State

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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 5,000 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.

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Camden

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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 10,000 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.

Rutgers Business School–Newark and New Brunswick

Howard Tuckman, Ph.D., Dean

Established in 1993 as the Faculty of Management, Rutgers Business School offers undergraduate and graduate programs on or through the university's Newark and New Brunswick campuses. Rutgers Business School: Undergraduate–Newark is a four-year undergraduate school. It 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. Rutgers Business School: Undergraduate–New Brunswick is a two-year, upper-division school offering programs in accounting, finance, management, management science and information systems, and marketing. The school admits students from Douglass, Livingston, Rutgers, and University colleges in their junior year. The bachelor of science degree is awarded jointly by the business school and the undergraduate college the student attended. Rutgers Business School: Graduate Programs–Newark and New Brunswick date from the Seth Boyden School of Business, which was founded in 1929 and incorporated into Rutgers in 1946. The school offers the master of business administration, an M.B.A. degree in professional accounting, a master of accountancy in taxation, a master of accountancy in governmental accounting, a master of accountancy in financial accounting, a master of quantitative finance, and a variety of dual degrees. The Ph.D. degree in management is offered jointly by 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

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 16 academic units, 1,800 faculty, and 33,000 students enrolled in undergraduate and graduate programs.

Faculty of Arts and Sciences–New Brunswick

Holly M. Smith, Ph.D., Executive 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

Linda Stamato, Acting 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 that 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

Ian L. Maw, Ph.D., Acting Dean

A coeducational and residential college, Cook offers undergraduate programs in various applied disciplines with an 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 six-year professional program leading to the Doctor of Pharmacy (Pharm.D.) degree and a graduate program offering a post-B.S. Pharm.D. degree (both traditional two-year and nontraditional). Other graduate programs leading to advanced degrees through the Graduate School–New Brunswick are available. In addition, the college sponsors a continuing education program for the benefit of practicing pharmacists throughout the state.

Mason Gross School of the Arts

George B. Stauffer, 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.

Rutgers Business School–Newark and New Brunswick

Howard Tuckman, Ph.D., Dean

Established in 1993 as the Faculty of Management, Rutgers Business School offers undergraduate and graduate programs on or through the university's Newark and New Brunswick campuses. Rutgers Business School: Undergraduate–Newark is a four-year undergraduate school. It 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. Rutgers Business School: Undergraduate–New Brunswick is a two-year, upper-division school offering programs in accounting, finance, management, management science and information systems, and marketing. The school admits students from Douglass, Livingston, Rutgers, and University colleges in their junior year. The bachelor of science degree is awarded

jointly by the business school and the undergraduate college the student attended. Rutgers Business School: Graduate Programs—Newark and New Brunswick date from the Seth Boyden School of Business, which was founded in 1929 and incorporated into Rutgers in 1946. The school offers the master of business administration, an M.B.A. degree in professional accounting, a master of accountancy in taxation, a master of accountancy in governmental accounting, a master of accountancy in financial accounting, a master of quantitative finance, and a variety of dual degrees. The Ph.D. degree in management is offered jointly by the Graduate School—Newark and the New Jersey Institute of Technology.

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, the Doctor of Philosophy degree. Courses for in-service librarians also are 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 seven 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 City and Regional Studies, Master of Public Affairs and Politics, Master of Public Policy, 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—School of Public Health. 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. A program also is offered that leads to the Doctor of Philosophy degree in urban planning and policy development; this degree is conferred by the Graduate School—New Brunswick. In addition, the school offers joint-degree programs with Rutgers' two law schools, with the Graduate School of Management, and with the Graduate School—New Brunswick.

School of Management and Labor Relations

Barbara A. Lee, Ph.D., J.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 in Human Resource Management, Master in Labor and Employment Relations, and Doctor of Philosophy in Industrial Relations and Human Resources.

Graduate School—New Brunswick

Holly M. Smith, 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

Stanley B. Messer, 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 Woman and Politics, Center for the.** Wood Lawn, Douglass 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
- Global Strategic Human Resource Management, Center for.** School of Management and Labor Relations, 94 Rockefeller Road, Livingston 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
- Metropolitan Studies, Joseph C. Cornwall Center for.** Smith Hall, Newark Campus
- Molecular and Behavioral Neuroscience, Center for.** Aidekman Center, Newark Campus
- Negotiation and Conflict Resolution, Center for.** Edward J. Bloustein School of Planning and Public Policy, 33 Livingston Avenue, College Avenue Campus
- Neighborhood and Brownfields Redevelopment, National 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 Center, Alan M. Voorhees.** 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
- Women and Work, Center for.** School of Management and Labor Relations, 162 Ryders Lane, Douglass Campus

Women's Leadership, Institute for. 162 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

Workplace Transformation, Center for. School of
Management and Labor Relations, Labor Education
Center, 50 Labor Center Way, Cook 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

Index

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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