

# School of Management and Labor Relations 1997–1999

---

## Contents

Academic Calendars	2
About the University	3
Graduate Study at the University	3
Admission	5
Tuition and Fees	6
Financial Aid	8
Student Services	11
Academic Policies and Procedures	18
Labor Studies	31
M.L.I.R. Program in Labor and Industrial Relations	33
Five-Year Bachelor of Arts/ Master of Labor and Industrial Relations Degree Program	34
M.H.R.M. Program in Human Resource Management	35
Five-Year Bachelor of Science/ Master of Human Resource Management Degree Program	37
Ph.D. Program in Industrial Relations and Human Resources	38
Administration and Faculty	40
Governance of the University	41
Divisions of the University	42
Index	55

---

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

## Special Notice

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

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

# Academic Calendars

Dates are subject to change.

## 1997-1998

### September

2 Tuesday Fall term begins.

### November

25 Tuesday Thursday classes meet.  
26 Wednesday Friday classes meet.  
27 Thursday Thanksgiving recess begins.  
30 Sunday Thanksgiving recess ends.

### December

10 Wednesday Regular classes end.  
11 Thursday Reading period begins.  
15 Monday Fall exams begin.  
22 Monday Fall exams end.  
23 Tuesday Winter recess begins.

### January

18 Sunday Winter recess ends.  
19 Monday Martin Luther King, Jr.'s  
birthday.  
20 Tuesday Spring term begins.

### March

15 Sunday Spring recess begins.  
22 Sunday Spring recess ends.

### May

4 Monday Regular classes end.  
5 Tuesday Reading period.  
6 Wednesday Spring exams begin.  
13 Wednesday Spring exams end.  
21 Thursday Commencement.

## 1998-1999

### September

1 Tuesday Fall term begins.

### November

24 Tuesday Thursday classes meet.  
25 Wednesday Friday classes meet.  
26 Thursday Thanksgiving recess begins.  
29 Sunday Thanksgiving recess ends.

### December

10 Thursday Regular classes end.  
11 Friday Reading period begins.  
15 Tuesday Fall exams begin.  
22 Tuesday Fall exams end.  
23 Wednesday Winter recess begins.

### January

17 Sunday Winter recess ends.  
18 Monday Martin Luther King, Jr.'s  
birthday.  
19 Tuesday Spring term begins.

### March

14 Sunday Spring recess begins.  
21 Sunday Spring recess ends.

### May

3 Monday Regular classes end.  
4 Tuesday Reading period.  
5 Wednesday Spring exams begin.  
12 Wednesday Spring exams end.  
20 Thursday Commencement.

# About the University

Rutgers, The State University of New Jersey, with over 47,000 students on campuses in Camden, Newark, and New Brunswick, is one of the major state university systems in the nation. The university comprises twenty-nine degree-granting divisions: twelve undergraduate colleges, twelve graduate schools, and five schools offering both undergraduate and graduate degrees. Five are located in Camden, eight in Newark, and sixteen in New Brunswick.

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

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

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

Since the 1950s, Rutgers has continued to expand, especially in the area of graduate education. The Graduate School–New Brunswick, Graduate School–Newark, and Graduate School–Camden serve their respective campuses. In addition, several professional schools have been established in such fields as management, social work, criminal justice, planning and public policy, applied and professional psychology, the fine arts, and communication, information, and library studies. A number of these schools offer undergraduate programs as well. Livingston College was founded in 1969 to provide a diverse community of students with the opportunity to pursue undergraduate degrees in the liberal arts and professions.

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

# Graduate Study at the University

## SCHOOL OF MANAGEMENT AND LABOR RELATIONS

The School of Management and Labor Relations (SMLR) was founded and formed in 1994 from the Institute of Management and Labor Relations, which had been in existence at Rutgers since 1947. The establishment of the school recognized both the breadth of activities of the faculty and its outstanding international reputation. The mission of the school is to create and disseminate knowledge that fosters a better understanding of the nature of employment and work in modern society; that promotes harmony and cooperation between management and labor; and that helps to improve employment systems and relationships. In pursuit of this mission, SMLR faculty conduct research, organize and teach credit and noncredit courses, and provide technical assistance to the community. The research activities of the school occur in a range of disciplines, reflecting the diversity of the faculty. These include history, economics, law, organizational behavior, human resource management, sociology, and psychology.

A tribute to the quality of the various graduate programs offered by the school was provided by a recent publication that rated graduate and professional programs in America and at international universities. Only six graduate programs in industrial relations were classified as "very strong," and the SMLR was one of those six distinguished programs. It is expected that the reputation of the school will continue to grow in stature throughout the 1990s as a result of the success of SMLR graduates, the continuing support provided by Rutgers to SMLR, and the growing national reputation and quality of the faculty.

### Faculty

The School of Management and Labor Relations has an outstanding, internationally known faculty, who are leaders in their respective fields. Faculty contributions to their disciplines include research; public service; private, professional, and scholarly organizations; and publications in top human resource management and industrial relations journals. The SMLR's faculty are supported by the James Carey Library, which is a specialized collection of journals, texts, reporting services, and databases in industrial relations and human resource management.

### Facilities

The School of Management and Labor Relations is housed in two locations on Rutgers campuses in New Brunswick. The Janice H. Levin Building, on the Livingston campus, was built in 1990 and contains seminar-style classrooms, fully networked faculty offices, and a large computer lab that serves both academic and noncredit programs. The Labor Education Center is located on Rutgers'

Cook-Douglass campus. It houses faculty offices, a large auditorium, a computer laboratory, and meeting space for academic classes and extension programs that serve the trade union movement and labor relations community.

### **Advisory Functions**

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

### **Degree Programs**

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

#### ***Undergraduate Study***

Students may elect to enroll in the Bachelor of Arts in labor studies degree program after two years of general liberal arts study. This major is designed to prepare students for a wide variety of careers and/or graduate study, including work with unions and federal or state agencies dealing with labor relations, public administration, and law school.

#### ***Graduate Study***

***Human Resource Management.*** The Master of Human Resource Management (M.H.R.M.) degree program is designed for students interested in careers in the various functions of human resource management, including staffing, compensation, and employee relations. The degree prepares students to assume professional human resource management generalist or specialist positions. The M.H.R.M. degree is also intended for line managers who seek knowledge about the development and management of people.

***Labor and Industrial Relations.*** The Master of Labor and Industrial Relations (M.L.I.R.) degree program trains students interested in careers in labor relations. Upon completion of the program, students are prepared to assume professional labor relations positions in business or labor organizations, in government, or in positions as neutrals.

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

### **Nondegree Programs**

The School of Management and Labor Relations offers a variety of continuing professional education and extension programs through the Center for Management Development (CMD) and the Labor Extension Program. The Center for Management Development, which is operated in conjunction with the Faculty of Management and the School of Business–New Brunswick, offers programs ranging from workshops for new human resource management professionals to updates on the latest government regulations affecting employment. The Labor Extension Program provides both basic and advanced training for trade union leaders, managers, and public officials interested in labor and employment relations. SMLR faculty and outside experts develop and conduct these programs at Rutgers and throughout the state and the region to meet the needs of the employment and labor relations community.

### **Location**

New Brunswick, with a population of about 42,000, is located in central New Jersey at Exit 9 of the New Jersey Turnpike and along the New York-Philadelphia railroad line. It is approximately thirty-three miles from New York City, and frequent express bus service is available from a station near the College Avenue campus to terminals in central Manhattan. Princeton is sixteen miles to the south, Philadelphia about sixty miles, and Washington under two hundred miles. The libraries, theaters, concert halls, museums, galleries, research institutes, clubs, and other educational, cultural, and recreational resources of the New York-Philadelphia region are easily accessible to the interested student. Rutgers 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. With respect to formal graduate education, each city is undergoing rapid development with a view to providing for its region, and for wider society, whatever benefits a university may appropriately foster. A distance of twenty miles separates the Newark campus of the university from the New Brunswick-Piscataway campuses, and a few faculty members and graduate students involve themselves in activities at both locations. The distance between New Brunswick and Camden is about fifty-five miles, and interchanges are consequently less frequent, although the faculty participating in New Brunswick-Piscataway graduate programs includes members from Camden and from Newark.

# Admission

(For Graduate Programs)

## REQUIREMENTS

A bachelor's degree or its equivalent from a recognized institution of higher education is required of applicants to the School of Management and Labor Relations. Normally, an average of *B* or better in previous academic work is expected. Additional evidence of potential for graduate study is demonstrated by scores on the Graduate Record Examination General Test (or the Graduate Management Admission Test) and by letters of recommendation, which are required for all programs. Admission is competitive; some applicants who meet or surpass minimum requirements may be denied acceptance. Admission is recommended by the faculty of the graduate program to which the individual applies and must be approved by the Dean of the School of Management and Labor Relations or a representative.

## APPLICATION PROCEDURES

Admissions materials are available from the Office of Graduate and Professional Admissions, Rutgers, The State University of New Jersey, 18 Bishop Place, New Brunswick, NJ 08901-8530 (732/932-7711). A complete application consists of the application form, the application fee, official transcripts of previous academic work, personal statement or essay, letters of recommendation, and test scores. Additional materials may be required by some programs. Detailed procedures and instructions accompany the application forms. Applications should be filed with the Office of Graduate and Professional Admissions as early as possible to meet the deadlines listed in the application materials. Applicants are responsible for ensuring that their applications are complete and adhere to all policies and procedures as stated in the instructions.

## DEADLINES

Applications for fall admission to the Ph.D. program in Industrial Relations and Human Resources must be received by March 1. Fall applications received after March 1, and applications for spring or summer term admission are considered only at the discretion of the program director. Applications for fall admission must be received by July 1 if applying to the M.H.R.M. or M.L.I.R. programs. The deadlines for applications for spring admission are December 1 for the M.H.R.M. and the M.L.I.R. programs. Applications for summer admission to the M.H.R.M. and M.L.I.R.

programs must be received by March 1. Applications for assistantships and fellowships received after March 1 are disadvantaged but are considered as long as awards are available. International students applying from abroad must submit application materials by November 1 for spring term admission and April 1 for fall term admission. All programs reserve the right to change stated deadlines.

## TESTS

The School of Management and Labor Relations requires applicants for matriculated status to submit results of the Graduate Record Examination (GRE) General Test. GRE information and application forms may be obtained by writing to the Graduate Record Examinations Program, Educational Testing Service, P.O. Box 955, Princeton, NJ 08541-0955, U.S.A. The Educational Testing Service requires at least six weeks to process and report GRE scores. Scores from the Graduate Management Admission Test (GMAT) may be accepted in lieu of GRE scores for applicants to the M.H.R.M. and M.L.I.R. programs. It is the policy of the university that tests taken within a period of three years prior to the time of application will not be questioned on grounds of age. Graduate programs may require that test scores more than three years old be validated, either by evidence of continued work in the field or by reexamination.

## INTERNATIONAL APPLICANTS

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

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

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

## NOTIFICATION OF DECISIONS AND CONDITIONAL ADMISSIONS

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

# Tuition and Fees

Applicants whose academic records are particularly difficult to evaluate (e.g., individuals who have been out of school for a number of years or individuals with a low grade-point average but very high scores on the GRE or GMAT) may be admitted conditionally. Conditional admission will not be offered to individuals who have already completed 6 or more credits on a nonmatriculated basis. Students who are admitted conditionally and receive grades of *B* or better in their first 12 credits of course work, will have their status changed to that of a fully matriculated student. Receiving a grade below *B* during this period of probation will result in termination from the program. Conditions imposed may also include the specification of particular courses to be taken during the student's first 12 credits.

## FEE SCHEDULE

1997–1998 Academic Year

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

**Application Fee**, nonrefundable \$ 40.00

### **Tuition** \*

Full-time New Jersey resident, per term	3,033.00
Full-time non-New Jersey resident, per term	4,447.00
Part-time New Jersey resident, per credit	250.00
Part-time non-New Jersey resident, per credit	369.00

### **Student Fee**, per term

Full-time (12 or more credits)	317.00
Part-time (11 or fewer credits)	84.00
Matriculation continued or 1 credit of research	7.00

### **Meal Plans**, per term

Full meal plan (19 meals per week)	1,101.00
Selective meal plan (any 12 meals per week)	1,012.00
Fraternity meal plan (14 meals per week– full meal plan less weekday dinners)	818.00
Apartment meal plan (any 5 meals per week)	556.00
Commuter meal plan (any 5 lunches per week)	417.00

### **Miscellaneous Fees**

Computer fee (full-time)	50.00
Computer fee (part-time), progressive	20.00–47.00
Basic health insurance program (optional) †, per term (part-time students only)	88.13
Major medical insurance plan, per year ‡	207.00/282.00
Spouse, per year ‡	207.00/282.00
Each child, per year ‡	207.00/282.00
Late registration fee	50.00
Late payment fee (for one day to one week and/or check not honored for payment)	50.00
Partial payment fee	10.00
Late payment fee for partial payments (for one day to one week)	10.00
For each additional week or part thereof	5.00
Drop/add fee, per change (applies to change of registration due to student error or choice after the second week of classes)	5.00
Microfilming of doctoral dissertation	50.00
Transcript of record fee, per copy	3.00
Student I.D. fee	4.00

### **Restoral Fee**

Fee, per term	236.50
Maximum fee (through five terms) (applies to certain students who allow their registration to lapse and wish to be restored to active status as degree candidates)	1,182.50

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

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

† Required for international students.

‡ This insurance is optional (\$50,000 limit/\$100,000 limit).

## TERM BILLS

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

It is the student's responsibility to obtain, complete, and return the term bill on time. Students who fail to do so are charged a late payment fee of \$50 for the first week, plus \$5 for each additional week or part of a week that payment is late. Graduate students enrolled for 6 or more credits who are unable to pay their term bills in full by the stipulated time 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. Cash should not be sent through the mail.

### Returned Checks

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

## PARTIAL PAYMENT PLAN

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

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

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

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

The nonrefundable fee for this partial payment plan is \$10 per term and must be included with the first payment. Any subsequent installment not paid on time incurs an initial late fee of \$10 for the first week or part of a week that payment is late, plus a \$5 late fee for each additional week or part of a week that payment is late.

## REGISTRATION

### Activation of Registration

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

### Termination of Registration

The university exercises the right to terminate the registration of any student who has an outstanding financial obligation to the university, after sufficient notice has been given to the student. A student whose registration is terminated at any time during the refund period because of nonpayment of amounts owed the university will receive a revised bill based on a refund calculated as if it were a voluntary withdrawal. The university reserves the right to "hold" transcripts and diplomas as a result of nonpayment of obligations and to forward delinquent accounts to collection agencies and to levy a collection fee. "Holds" are removed upon satisfaction of the outstanding obligation. The terminated student may petition for reinstatement of enrollment by satisfying the indebtedness to the university and paying a \$50 reinstatement fee.

### Cancellation of Registration

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

## GENERAL REFUND POLICY

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

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

No reductions will be granted after the sixth week.

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

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

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

It is not the university's policy to grant exceptions to the refund policy for withdrawals effected for medical reasons.

### **Refund Policies for Title IV Funds Recipients**

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

For further information, please contact the financial aid office.

# Financial Aid

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

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

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

## **HOW TO APPLY**

All applicants must complete the Free Application for Federal Student Aid (FAFSA) and submit it to the federal processor no later than March 1. The forms are available at Rutgers financial aid offices or from the above address. A separate application is required for assistantships. The FAFSA should be filed at the same time as the admission application is submitted but no later than March 1 to ensure full consideration for all available funds. Renewal forms are normally mailed to continuing students in January.

Letters announcing financial aid decisions are mailed to all students as soon as possible after admission. Funds are awarded to those who file by the priority filing date, March 1, and who demonstrate the greatest financial need. Therefore, there is a definite advantage to submitting an early, accurate, and complete application. A financial aid transcript from each prior college attended must be sent to the financial aid office.

Counseling is available by appointment at the financial aid office to all students regardless of whether or not they qualify for financial aid. When comparing aid offers from Rutgers with other institutions, students should remember that charges often differ significantly from school to school. Therefore, the important factor to consider is not the dollar



value of a financial aid offer, but the difference between the total value of the financial aid package awarded by the institution and the cost of attending that institution.

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

### Part-Time Students

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

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

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

## SOURCES OF FINANCIAL AID

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

### Fellowships, Scholarships, and Grants

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

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

### Graduate and Professional Scholar Awards

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

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

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

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

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

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

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

### Loans

#### **Federal Perkins Loan (formerly National Direct Student Loan-NDSL)**

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

Interest at the rate of 5 percent simple begins nine months after the borrower ceases to enroll in a minimum of 6 credits per term and extends over a maximum repayment period of ten years. Monthly payments of at least \$40 are required. Deferral of repayment is permitted for certain kinds of federal service and cancellation of loans is permitted for certain public services.

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

### **William D. Ford Federal Direct Loans**

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

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

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

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

**Federal Direct Stafford/Ford Loan.** This loan is based on financial need. The government pays the interest on the loan while the student is attending school. The interest rate is variable; that is, it is adjusted each year. Effective July 1, 1994, the maximum rate for the Federal Direct Stafford/Ford Loan was 8.25 percent. Additionally, borrowers are charged an origination fee of 4 percent. Graduate students may borrow \$8,500 per year. The total debt may not exceed \$65,000 including loans for undergraduate years.

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

### **Emergency Loans**

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

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

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

### **Employment**

**Assistantships Awarded by the University.** The beginning salary for full-time teaching and graduate assistantships is \$11,086 (1996–1997) per academic year. Special graduate fellowships, available only in certain programs, provide \$12,000 per year plus tuition for up to four years.

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

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

**Federal Work-Study Program (FWSP).** Federal work-study employment may be offered as a portion of the financial aid award. Application for this program is made by filing the FAFSA. On-campus jobs are available in many areas. Selection for a particular job is based on skills, job availability, university needs, and student preference. The assigned employment opportunity is based on an expectation that the student will work between five and fifteen hours weekly throughout the fall and spring academic terms; in the case of summer assignments, the expectation is that the student will work between fifteen and thirty-five hours per week. Once a job is assigned, it is anticipated that the

# Student Services

student will continue in that position through the entire academic year, because the Office of Financial Aid may be unable to place the student in another position. Off-campus employment is usually limited to returning students. No assurance can be given regarding the duration or quality of off-campus employment since it is beyond the control of the university. No job assignments are made until all paperwork required to accept the aid is complete.

## Other Sources of Aid

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

Veterans and others mentioned above who plan to utilize veterans' education benefits should initially present the Veterans Administration Certificate of Eligibility Form(s) and/or discharge papers (certified copy of the DD214) when registering for courses. If applying for other financial aid with the university, veterans must report the fact that they will receive veterans' education benefits to the Office of Financial Aid.

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

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

## RESTRICTIONS ON FINANCIAL AID AND EMPLOYMENT

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

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

## LIBRARIES

With holdings of more than three million volumes, the university's library system ranks among the nation's top twenty-five research libraries. Comprised of eighteen units on the university's three campuses, the library system supports a broad range and depth of faculty and student research in a wide array of disciplines.

The system's largest divisions are the Archibald Stevens Alexander Library on the College Avenue campus and Library of Science and Medicine on the Busch campus, both in New Brunswick, with the former housing the principal collections of research materials in the humanities and social sciences and the latter housing the principal research collections in science, technology, psychology, medicine, engineering, and pharmacy.

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 industrial relations and human resource management. The James Carey Library is located in the Labor Education Center, Ryders Lane, New Brunswick.

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

The Rutgers University libraries function as one system. The holdings of all units in the system are accessible via IRIS, the libraries' on-line catalog, which contains listings for the majority of the acquisitions since 1972 and is accessible through public terminals in each library, through telephone dial-up from outside the libraries, and through INFO, the university's campus computer network. Each library in the system, including those located in Camden and Newark, is accessible to all members of the university community through the materials delivery service and telephone reference service. In addition to the collections internal to the Rutgers library system, members of the faculty and student body have access to other libraries through cooperative agreements that link Rutgers to the Princeton University library, the State Library in Trenton, and other libraries in the region.

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

## COMPUTER FACILITIES

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

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

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

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

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

The School of Management and Labor Relations operates a microcomputer laboratory in the Janice H. Levin Building. The laboratory includes high-powered Dell Pentium computers running Windows 95 with Microsoft Office in an NT server networking environment. The computers are equipped to run various statistical and business applications and utilize a high-speed network printer. The facility also includes a video projection system with a writing tablet overlay.

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

## HOUSING

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

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

Graduate families are housed in efficiency and one- and two-bedroom unfurnished apartment units located on the Busch campus. These units fill rapidly 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. For additional

information, call the Division of Housing at 732/445-2215 (single graduate housing) or 732/445-3222 (graduate family housing).

## OFF-CAMPUS HOUSING SERVICE

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

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

## DINING SERVICES

The Division of Dining Services operates six major dining halls and several cash snack bars on the New Brunswick campuses. Students may purchase any one of several meal plan options ranging from five to nineteen meals per week; single meals may also be purchased at any of these locations.

A variety of commercial food establishments is located around the various campuses. The services range from typical fast food operations to fine dining restaurants. For additional information, call the Rutgers University Division of Dining Services at 732/932-8469.

## STUDENT HEALTH SERVICE

The Rutgers Student Health Service (RSHS) provides on-campus, year-round basic health care and is fully accredited by the Joint Commission on Accreditation of Healthcare Organizations, the principal agency that evaluates health care facilities nationwide. RSHS provides a comprehensive

set of ambulatory care and health education services for all full-time students. Part-time students can become eligible for care and services by paying the student health service fee at any health center or at the Office of Student Health Insurance, Hurtado Health Center (732/932-8285).

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

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

The Department of Health Education, a division of the Rutgers Student Health Service, offers programs on a variety of topics, including stress management, human sexuality issues, smoking cessation, alcohol and other drug abuse, AIDS, nutrition, and weight control.

Pharmacies are located at each health center and are open during the following hours: Busch/Livingston, 9:30 A.M. to 5:00 P.M., Monday through Friday; 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 Sunday; Willets, 9:00 A.M. to 5:00 P.M., Monday through Friday.

### **Sexual Assault Services and Crime Victim Assistance**

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

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

## **STUDENT HEALTH INSURANCE**

All full-time students, by paying the student fee, and those part-time students who elect to pay the student health service and insurance fee, are insured for up to \$3,500 in medical expenses brought about by illness or accident. This policy provides excess coverage over other group insurance plans. Students have the option to purchase a major medical policy sponsored by the university that provides more extensive coverage. Students may also purchase coverage for their spouse and children at additional cost. Any student not covered by individual or family policies, particularly international students, should consider this coverage. Information and applications are available from the Office of Student Health Insurance, Hurtado Health Center, Rutgers, The State University of New Jersey, 11 Bishop Place, New Brunswick, NJ 08901-1180 (732/932-8285).

### **Compulsory International Student Insurance Fee**

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

## **COUNSELING SERVICES**

### **Psychological Counseling Centers**

Students with personal, educational, or interpersonal problems can receive free counseling at any of the Rutgers University counseling centers in New Brunswick: 50 College Avenue (732/932-7884), Federation Hall on the Douglass campus (732/932-9070), and Tillet Hall on the Livingston campus (732/445-4140). Counseling, short-term psychotherapy, and workshops in skills such as handling depression and anxiety or communication in intimate relationships are available on both an individual and a group basis. Marriage, relationship, and sex counseling are also available. Services are free for all students and are completely confidential.

### **Peer Counseling Services**

There are four telephone hotlines and/or drop-in services on campus that offer supportive and anonymous listening and talk, help with crises, and a wide range of 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: Rutgers Peer Counseling, Bishop House, 732/247-5555; Women's Support and Resource Center (focused 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 (focused on issues of interest to gays and lesbians), 732/932-7886.

## Services for International Students

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

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

Nonimmigrant students in F-1 or J-1 status must register with the center upon arrival 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 of Rutgers University are entitled to the same benefits of the university's educational mission, the same quality of student life, and are subject to the same academic and procedural requirements as other students. Committed to providing reasonable accommodations inside and outside the classroom to meet students' diverse needs, Rutgers' services include special assistance in academic advising, scheduling or rescheduling classes in barrier-free buildings, on-campus transportation for students with permanent or temporary mobility disabilities, assistive devices and equipment, learning assistance, and communication with faculty regarding students' general or specific needs. Each school in New Brunswick has a designated coordinator of services to students with disabilities to assist students enrolled in their school. Students with disabilities may also 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). The designated employee for university compliance with the Americans with Disabilities Act of 1990 is located in Van Nest Hall (College Avenue Campus) and may be contacted at 732/932-7255.

## Graduate Student Career Services

The university provides a comprehensive career service for students enrolled in graduate and professional studies throughout New Brunswick. Graduate students concerned with career issues, career decisions, preparing résumés/vitae, developing interviewing skills, and conducting a job search are encouraged to take advantage of this service. Seminars, workshops, and special programs designed

to meet the needs of students with advanced degrees are offered each term. Individual counseling is available by appointment.

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

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

For further information concerning career services at Rutgers, students should visit one of the career offices located at 61 Nichol Avenue on the Douglass campus (732/932-9742), 46 College Avenue on the College Avenue campus (732/932-7997), or the Busch Campus Center (732/445-6127).

## INTERNSHIPS AND CAREER OPPORTUNITIES

Students without experience in human resource management, industrial relations, or labor union leadership are strongly encouraged to participate in paid or unpaid internships for one or more terms. Internships are available both locally and nationally. The graduate program directors maintain lists of internship locations. Students are also encouraged to seek internships independently, with the appropriate graduate director's permission.

Graduates of the School of Management and Labor Relations have had great success in securing responsible professional positions in corporate, union, government, and nonprofit organizations. In addition to the recruitment assistance provided by the university's Career Services Office, SMLR faculty and staff distribute student résumé books to potential employers and provide students with help in preparing their résumés and developing job search strategies. Employers also visit the SMLR numerous times each year to interview students, and job postings are received regularly.

## PROFESSIONAL ASSOCIATIONS

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

## DAY-CARE CENTERS

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

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

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

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

## RUTGERS UNIVERSITY POLICE DEPARTMENT

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

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

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

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

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

## TRANSPORTATION AND PARKING

Parking facilities are available for resident and commuter students on each campus. Resident students' vehicles are assigned to their residence lots only. Commuter students are assigned to a parking zone on a particular campus only. Maps indicating resident and commuter student lots are included in the Parking and Transportation Services brochure, available at the Department of University Parking and Transportation Services, 26 Mine Street, College Avenue campus. Any vehicles using campus parking facilities must be registered and must display a valid permit at all times. Fees for students holding assistantships and fellowships vary according to their classification.

An intercampus bus transportation service, partially funded by student fees, is available to all Rutgers students, faculty, and staff. This bus service provides transportation within walking distance of all major campus areas and the major public transportation centers in New Brunswick. Schedules for the campus bus service are published each fall and are available at the information booths in the college centers on each campus and at the parking and transportation office, 26 Mine Street, College Avenue campus.

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

For additional information, call 732/932-7744.

## GRADUATE STUDENT ASSOCIATION

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

Every graduate student, full-time or part-time, in any of the six New Brunswick graduate and professional schools automatically becomes a member of the GSA. A president, vice-president, treasurer, and secretary are elected at large. The GSA's main legislative body is its Council, which meets once a month. Every graduate program and department may elect one representative for every 40 students enrolled; schools not organized into departments elect their representatives at large, one for every 40 students enrolled.

(Departments with less than 40 students are also allowed one elected representative.) If you are interested in being a department representative, check with your departmental organization or the GSA office. The GSA offices are located in the Graduate Student Lounge (GSL) in the Rutgers Student Center on College Avenue in New Brunswick and may be contacted at 732/932-7995 (GSA) or 7994 (GSL).

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

## **PAUL ROBESON CULTURAL CENTER**

The Paul Robeson Cultural Center, established in 1969, serves to document, preserve, and present the contributions of African peoples to world civilizations, with particular reference to the artistic, scientific, social, and political contributions of people of color in the Americas and New Jersey. The center provides leadership, vision, and support for the more than 4,730 African-American students of Rutgers through cultural programs and educational opportunities that broaden their understanding and appreciation of the American diaspora. Further, the center works closely with the tiers of communities served by Rutgers University in local, state, national, and international spheres.

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

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

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

## **OFFICE OF DIVERSE COMMUNITY AFFAIRS AND LESBIAN-GAY CONCERNS**

The Office of Diverse Community Affairs and Lesbian-Gay Concerns, established in the spring of 1992 as a resource for the campus community, provides coordination, assistance, information, educational activities, and public programs to staff, faculty, and students in the areas of lesbian-gay-bisexual-transgender awareness, the concerns of students with disabilities, and bias awareness, prevention, and intervention.

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

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

## **STUDENT INFORMATION AND ASSISTANCE**

### **Campus Information Services**

Campus Information Services is the central information and referral center for Rutgers University and can be reached by calling 732/932-INFO or e-mail at <colhenry@communications.rutgers.edu>. Trained student information assistants offer help and answers to just about any area of campus or community life. The service is available year round with hours of 8:30 A.M. to 4:30 P.M. Monday through Friday. During off-hours, callers have the option of recording their questions and having them answered promptly when the staff returns. A TDD device for the hearing impaired is also available at 732/932-INFO.

### **Rutgers INFO**

Campus Information Services oversees Rutgers INFO, the university's on-line information system. It can be accessed via the Internet at <<http://info.rutgers.edu>> and is a great resource of detailed university information including library connections; directories for people, colleges, and departments; campus maps and directions; and special sections devoted to student and faculty/staff matters.

### **Rutgers INFO Radio**

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



## ACTIVITIES

### Athletic Facilities

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

### Athletic Ticket Policies

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

### Concerts, Dramatic Productions, and Lectures

Several series of concerts by world-famous musicians, bands, dancers, and musical organizations are presented on campus each year by the Office of University Arts Services, the departments of music and dance 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 Philip J. Levin Theater, the Jameson and Levin Studio Theaters, and the New Theater. 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 express their theatrical talents and 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 numerous 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 a number of services and programs. The responsibility for working with the university's entire alumni body, now numbering over 270,000, is vested in the Department of Alumni Relations. The department has two main objectives. First, it maintains contact with Rutgers alumni, informing them of the university's programs with the hope that they will assist Rutgers in fulfilling its educational goals. Second, the department encourages alumni to continue their college friendships after graduation through social, educational, and reunion activities.

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

Alumni Relations provides guidance and administrative services to each of the college associations, as well as to a network of regional alumni clubs throughout the country.

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

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

### Rutgers University Foundation

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

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

In the process of developing new ways to finance programs at Rutgers from nonpublic sources, the foundation has garnered national recognition and awards for its fund-raising and communications. The professional staff includes experts in corporate and foundation relations, an area that accounts for more than half of the private monies received by the university. It also includes specialists in deferred and planned giving, in fund-raising for athletics, in soliciting annual gifts, in obtaining major and special gifts, and in managing campaigns to fund capital needs. The foundation manages one of the largest volunteer phonothons in the nation: more than 1,800 callers, many of whom are students, parents, and faculty members who volunteer their time to solicit funds 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 allow for renovation of campus facilities, to endow scholarships and fellowships, and to establish a pool of "opportunity resources" for all university divisions. In 1990, the campaign concluded 34 percent over goal and in the process increased annual contributions to the university from \$9 million to \$27 million.

Since the conclusion of the Campaign for Rutgers, annual contributions have continued to rise, exceeding \$35 million during the 1993–94 fiscal year (\$5.7 million of which was contributed by graduates of the university), and the foundation has undertaken several successful multimillion-dollar "special purpose" campaigns: the 75th Anniversary Fund for Douglass College, the 25th Anniversary Campaign for the Jane Voorhees Zimmerli Art Museum, the Campaign for Undergraduate Biological Sciences, The Campaign for Rutgers Stadium and Women's Athletic Scholarships, the Alexander Library Campaign, and the university-wide Campaign for Community, Diversity, and Educational Excellence.

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

# Academic Policies and Procedures

## STUDENT RESPONSIBILITY TO KEEP INFORMED

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

## GRADUATE STUDENT MAILING ADDRESS

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

## REGISTRATION AND COURSE INFORMATION

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

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

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

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

## Matriculation Continued

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

## Summer Registration

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

## Change of Registration and Withdrawal

After the second week of classes, the only routinely permissible changes of registration are withdrawals from individual courses or withdrawal from *all* courses, both of which are allowed without academic penalty until the

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

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

### **Transfer of Credit**

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

### **Intercollege Registration**

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

### **Multiple School Registration**

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

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

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

### **Exchange Programs**

#### ***Rutgers-Princeton Cooperative Exchange Program***

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

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

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

### **Courses Taken “Not for Credit”**

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

## Auditing Courses Without Registration

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

## Graduate Enrollment in Undergraduate Courses

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

## Undergraduate Enrollment in Graduate Courses

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

## Minimum and Maximum Program

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

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

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

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

## Full-Time and Part-Time Students

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

## Nonmatriculated Students

Nonmatriculated registration is available for those individuals wanting to ease into graduate study or for those individuals wanting training in a specific topic. No test scores are required, but a minimum undergraduate cumulative grade-point average of 3.0 is required. If the student is later admitted to the M.H.R.M. or M.L.I.R. program, no more than 12 credits for human resource management or labor and industrial relations courses completed on a nonmatriculated basis are generally transferrable to the program. A maximum of 12 credits may be taken as a nonmatriculated student.

## Change of Program

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

## Change of Status

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

## Readmission or Restoration of Active Status

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

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

## CLASS SCHEDULES AND HOURS

Starting and closing dates for each term, scheduled holidays, and other important scheduling information can be found in the academic calendar. All class periods are 160 minutes in length, meeting once a week, unless otherwise specified. There are fifteen weeks of instructional activity for each course. The majority of courses in the M.H.R.M. and M.L.I.R. professional degree programs are offered at 4:30 P.M. or 7:20 P.M.

### Attendance

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

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

### Absence Due to Religious Observance

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

### Cancellation of Classes

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

During severe weather conditions, announcements are made over the following radio stations concerning the cancellation of classes: WCTC, WMGQ, WRSU, WCBS, WINS, WHWH, WPST, WJLK, WMTR, WDHA, WRNJ, WERA, WBUD, WXKW, and WZVU.

Arrangements for makeup work are announced by individual instructors.

In addition, class cancellation and office closing information is available on the recorded message system at 732/932-7799 for the New Brunswick campuses and at 973/648-1766 for the Newark campus.

## GRADES AND RECORDS

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

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

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

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

**W (Withdrawal).** Officially withdrew.

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

### Credit Prefixes

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

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

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

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

### Transcripts

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

## Holds

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

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

## Student Identification Cards

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

## SCHOLASTIC STANDING

### Student Review

Student academic progress is monitored by the graduate program directors on a regular basis. Candidates for the master's degree normally are expected to earn grades of *B* or better in their course work. Students who are not making satisfactory academic progress are required to meet with their graduate program director. Students considered not to be making satisfactory academic progress are those whose cumulative grade-point average is below 3.0 or those who have received more than two grades below a *B*. Students who have received two or more grades of *IN* (incomplete) must submit a plan for completing the work before they will be allowed to register for subsequent courses. No more than 6 credits bearing grades of *C* or *C+* may be used in meeting the requirements for a master's degree. Students are expected to have a cumulative grade-point average of at least 3.0 in order to graduate.

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

### Termination of Studies

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

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

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

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

### Due Process

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

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

### Student Academic Appeals

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

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

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

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

## MASTER'S DEGREES

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

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

### Thesis Option

In programs that include the pursuit of a research problem developed in a master's thesis, 6 credits are normally devoted to the research for and writing of the thesis. In master's programs pursued wholly through work in regular courses of study, i.e., those that exclude a research thesis, the candidate must demonstrate to the satisfaction of the faculty that he or she has the ability to write a creditable expository or critical essay, either as part of a regular course or seminar or in a special course designed for such a purpose. No more than 12 credits of advanced level undergraduate course work may be counted toward the master's degree.

### Submission of the Thesis

For a student whose program includes a thesis, the thesis must be approved by the professor in charge and accepted by the other members of the student's committee. The final draft of the thesis should be prepared in strict accordance with the instructions given in the pamphlet *Style Guide for Thesis and Dissertation Preparation*, available at the Office

of the Dean. After the thesis has been accepted by the committee, the required copies are to be filed with the School of Management and Labor Relations by the announced deadlines for completion of degree requirements.

### Committee and Advisers

When a student's program includes a thesis, the supervision of the course of study, the research for the thesis, and the conduct of the final examination is entrusted to an appointed committee whose members are selected in consultation with the director of the graduate program. Each committee consists of at least three members or associate members of the graduate faculty in the student's graduate program. One nonprogram member is permitted but must be approved by the director of the graduate program. The student is required to seek advice during the course of study from the graduate program director, committee chairperson, and the professor supervising his or her courses. No graduate student should regard a program of study as the mere accumulation of numerical credits and meeting of formal requirements; progress toward mastery of a discipline depends to a large extent upon the interested guidance of the professor in charge and the student's own initiative.

### Master's Comprehensive Examination

In extenuating circumstances, and only with the permission of the graduate director, a student may seek to complete a comprehensive examination in lieu of the required final seminar. If a student expects to take the final examination at the end of the summer session or at the beginning of the fall term, the graduate program director's permission must be secured prior to the opening of the summer session. The final comprehensive examination is written.

### Application for Conferral of the Degree

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

### Graduation

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

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

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

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

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

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

### **Time Limits for Degrees**

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

Extensions beyond the normal limits shown above may sometimes be granted to students in good standing. A student requiring an extension should petition the dean of the School of Management and Labor Relations. If the petition is supported by reasons of weight, and if the faculty in charge of the student's program certify that satisfactory progress is being made, the extension normally is granted.

## **POLICY ON ACADEMIC INTEGRITY SUMMARY**

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

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

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

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

## **Violations of Academic Integrity**

Any involvement with cheating, the fabrication or invention of information used in an academic exercise, plagiarism, facilitating academic dishonesty of others, 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.*

*Examples:* Improper footnoting or unauthorized assistance on academic work.

*Recommended Sanctions:* Makeup assignment at a more difficult level, or assignment of no-credit for work in question, or required attendance at a workshop on ethics.

### **Level Two Violations**

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

*Examples:* Quoting directly or paraphrasing without proper acknowledgement on a moderate portion of the assignment, failure to acknowledge all sources of information and contributors who helped with an assignment, submission of the same work for more than one course without permission from the instructor.

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

### **Level Three Violations**

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

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

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

### **Level Four Violations**

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

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



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

Faculty who believe that violations have occurred should immediately contact the dean's office of their college/school. Students who suspect that other students are involved in actions of academic dishonesty should speak to the instructor of the course.

The New Brunswick Committee on Academic Integrity monitors this policy. Questions concerning the policy can be addressed to faculty members, or to the offices of the college or school deans. Copies of the complete policy are available at deans' offices. The procedures followed and the due process rights afforded to students facing disciplinary charges are described in the University Code of Student Conduct.

## APPROPRIATE AIDS TO SCHOLARSHIP

Students are responsible for all aspects of work submitted for academic credit. Certain appropriate and customary assistance is provided by the university and may be used freely. Assistance obtained from sources outside the university, however, may be inappropriate and, in serious cases, may raise questions of academic dishonesty. Questions regarding the appropriateness of assistance should be resolved prior to its use by consulting with the instructor or adviser. All assistance in the preparation of academic work should be acknowledged in the report of that work. The following guidelines apply:

1. **Library services.** Students are encouraged to make full use of all services provided by the university libraries, including help in locating sources. The responsibility for finding and using sources remains with the student.
2. **Research methodology.** The mastery of a field of study must involve mastery of the research methodology of the field. Students are responsible for a full understanding of all the research procedures they employ including research design, qualitative procedures, statistical analysis and interpretation, test and questionnaire development, and protection of subjects. Course work on research methodology is the principal means to such knowledge and consultation with any Rutgers faculty member is appropriate. Students may *not* use consultants from outside the university, whether paid or unpaid, without prior written approval of the instructor or committee in charge of the research.
3. **Computers.** Students who wish to use computers as an aid to research (as opposed to an object of research) may make full use of the consultants and other help available at Rutgers University Computing Services (RUCS) or equivalent services elsewhere.
4. **Typing and word processing.** Students are responsible for their own writing and editing. Typists employed to produce finished manuscripts may not be used for rewriting or detailed editing to format.

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

### ***Separable Offenses***

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

1. violations of academic integrity
2. forgery, unauthorized alteration or unauthorized use of any university documents or records or any instrument or form of identification
3. intentionally furnishing false information to the university or intentionally initiating or causing to be initiated any false report, warning, or threat of fire, explosion, or other emergency
4. use of force against any person or property or the threat of such force
5. sexual assault or nonconsensual sexual contact
6. hazing
7. violation of the university's Student Life Policy against Verbal Assault, Defamation, and Harassment (Copies are available from the Judicial Affairs Office or Dean of Students' office.)
8. unauthorized entry into, unauthorized use of, or misuse of university property, including computers and data and voice communication networks
9. intentionally or recklessly endangering the welfare of any individual or intentionally or recklessly interfering with any university activity or university sponsored activity
10. use, possession, or storage of any weapon, dangerous chemical, fireworks, or explosive, whether or not a federal or state license to possess the same has been issued to the possessor
11. the distribution of alcohol, narcotics, or dangerous drugs on university property or among members of the university community, if such distribution is illegal, or the possession of a sufficiently large quantity as to indicate an intention to distribute illegally
12. theft of university services or theft of, or intentional or reckless damage to, university property or property in the possession of, or owned by, a member of the university community; including the knowing possession of stolen property (Intentional or reckless misuse of fire safety equipment is regarded as damage under this section of the code.)
13. the violation of the ethical code of one's intended profession either by graduate students enrolled in any of the university's professional or graduate schools or by undergraduate students in clinical courses or settings related to their intended profession
14. violations of federal, state, or local law where such violations have an adverse effect on the educational mission of the university
15. failure to comply with the lawful directions of university officials, including campus police officers acting in performance of their duties
16. knowingly providing false testimony or evidence; disruption or interference with the orderly conduct of a disciplinary conference or hearing; violating the terms of any disciplinary sanction imposed in accordance with this code, or any other abuse of the university's disciplinary procedures.

### ***Campus Advisers***

Both complainants and respondents may select a campus adviser to assist them during the disciplinary process. Campus advisers may fully represent students, including speaking on their behalf. The Office of the Vice President for

Student Affairs maintains a list of trained campus advisers for this purpose. Students are free to select any member of the university community to serve as their advisers, whether they are on the list or not.

### ***Attorneys***

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

### ***University Hearings***

University hearings are presided over by a hearing officer and heard by a hearing board composed of students and faculty (with students always being in the majority). It is the hearing board's responsibility to determine whether the accused student is responsible or not responsible for violating the code. If the hearing board determines a student to be responsible by the standard of clear and convincing evidence, it also recommends a sanction for the offense to the Vice President for Student Affairs. The Vice President for Student Affairs considers the hearing board recommendation and determines the sanction.

### ***Appeals***

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

### ***Authority for Student Discipline***

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

## **UNIVERSITY SAFETY AND SECURITY**

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

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

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

Three brochures entitled *Safety Matters*, one each for the Camden, Newark, and New Brunswick/Piscataway campuses, explain in greater detail the public safety services and programs available at the university. For free copies of these brochures, contact the associate vice president for administration and public safety, Old Queen's Building, Rutgers, The State University of New Jersey, 83 Somerset Street, New Brunswick, NJ 08901-1281 (732/932-8404), specifying the campuses in which you have an interest.

## 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 executive vice president will have the authority throughout the university to declare a particular activity to be disruptive. In the three geographic areas of Camden, Newark, and New Brunswick, the respective provost 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 executive vice president, 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 executive vice president is available to make such a decision, the provosts of the three geographic areas have the same authority.

5. The deans of students are the chief representatives of the deans of the colleges in all matters of student life. Members of the university community who are aware of potentially disruptive situations are to report this to the deans of students on their respective campuses. In a disruption, the deans of students and their staff members have a twofold responsibility: to protect against personal injury and to aid in providing for the order of the university. In the latter case, the deans of students, as well as other university personnel, may be called upon to coordinate or assist members of the academic community in ending the disruption, directing it to legitimate channels for solution, or identifying those who have violated the rights of others.

## NONDISCRIMINATION POLICY

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

### Nondiscrimination in University-Recognized Clubs and Organizations

University-sponsored clubs or organizations have certain obligations with regard to 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 Older Americans Act of 1975, the Americans with Disabilities Act (ADA) of 1990, and to policies established at Rutgers through the Board of Governors. Consideration should be given to:

**Membership:** Clubs and organizations may not deny membership to anyone on the basis of race, sex, sexual orientation, disability, handicap, or age, with the exception of social sororities or fraternities which are entitled by law to remain single-sex organizations if tax exempt under 504a of IRS code 1954.

**Benefits:** Clubs and organizations may not discriminate on the basis of race, sex, sexual orientation, disability, handicap, and age in providing aids, benefits, or services to students.

**Holding Office:** Race, sex, sexual orientation, disability, handicap, or age may not limit any person from the ability to hold office.

As a condition of recognition, all clubs and student organizations must include a statement in their constitutions assuring nondiscrimination on the basis of race, sex, sexual orientation, disability, handicap, and age. Social fraternities

and sororities are asked to include a statement assuring nondiscrimination on the basis of race, disability, handicap, or age.

Questions regarding students' obligations under the law may be directed to the dean of students or to the Director of Compliance and Student Policy Concerns, Rutgers, The State University of New Jersey, 3 Bartlett Street, New Brunswick, NJ 08901-1190 (732/932-7312).

## SEXUAL HARASSMENT POLICY

Sexual harassment of students by faculty, administrators, other employees, or fellow students is a form of sex discrimination prohibited by university policy and by Title IX of the Education Amendments Act of 1972. The university has both informal and formal procedures for resolving complaints. Students are encouraged to raise questions and bring problems for confidential discussion to the Office of the Dean or to the Director of Affirmative Action, 3 Bartlett Street, College Avenue campus, 732/932-2136. A brochure entitled *Tell Someone* is available from the above administrators upon request.

In differentiating between actions that constitute sexual harassment and those that establish a strictly personal, social relationship without discriminatory effects, the university applies the following criteria:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. submission to such conduct is made, explicitly or implicitly, a term or condition of an individual's education or employment;
2. submission to or rejection of such conduct is used as the basis for decisions affecting an individual's academic or employment status; or
3. such conduct has the purpose or effect of unreasonably interfering with an individual's learning or work performance or creating an intimidating, hostile, or offensive learning or work environment.

## POLICY AGAINST VERBAL ASSAULT, DEFAMATION, AND HARASSMENT

### Statement of Principles

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

While any of the four categories of acts listed above is a separation offense, that, if proven, could lead to a sanction of expulsion or suspension from the university under the provisions of the University Code of Student Conduct, clearly minor instances of such prohibited behavior should be resolved at the college level and not be treated as separation offenses requiring a university-level hearing. The initial

judgments of whether a particular act is of a separable or nonseparable level are made by the appropriate college official and are subject to review by the Office of the Vice President for Student Affairs.

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

Brian T. 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;

Sheila P. Fleishman, director of student judicial affairs, 3 Bartlett Street, College Avenue campus, 732/932-9414;

Rory P. Maradonna, associate provost for student life, Armitage Hall, Room 248, Camden campus, 609/225-6050;

Raymond T. Smith, associate provost for student affairs, S.I. Newhouse Center, Newark campus, 973/353-5541.

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

## STUDENT RECORDS AND PRIVACY RIGHTS

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

The confidentiality of student educational records is protected by FERPA. However, the university is permitted to provide directory information without the student's consent unless he or she requests in writing that such information be kept confidential. Rutgers defines directory information as name, campus address and telephone number, 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, and date(s) of degree(s).

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

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

Students may request that directory information be kept confidential by obtaining a form for this purpose from their dean's office or from the registrar's office. This form must be completed and received by the registrar before September 10 to avoid publication in the printed directory in that academic year. Students should be aware that requesting confidentiality of directory information makes this information unavailable to all, including prospective employers, credit agencies, and others to whom you may want this information known or verified. Thus, it is recommended that students carefully consider whether personal privacy concerns outweigh the possible inconvenience and detriments of having directory information withheld. Subsequent to filing the request, directory information remains confidential while a student is enrolled or until a written request that this restriction be lifted is received from the student by the registrar's office. As with all confidential records, Rutgers will release a student's confidential directory information only with the student's written consent.

The university uses a student's social security number as a student identification number. While this number is not released as directory information and its confidentiality is protected in the same manner as are other educational records as defined by FERPA, the university offers students the opportunity to acquire a substitute student number. Students wishing to have a substitute number assigned should fill out the appropriate forms in the registrar's office. The university recommends that those receiving financial aid not acquire a substitute number because the social security number is key to student identification by state and federal financial aid agencies. Thus, it is recommended that a substitute number be obtained only if student privacy concerns outweigh the possibility of a serious disruption in financial aid.

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

## STUDENT RESIDENCY FOR TUITION PURPOSES

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

### Procedure

#### *The Initial Determination*

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

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

#### *After the Initial Determination*

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

### ***Request for a Change of Status***

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

### ***Appeals***

Appeals from the initial determination and any determination made after a request by a student for a change in residency status are accepted no later than three months after the date of notification of any such determination. Unresolved appeals are forwarded to either the director of admissions or to the university registrar. These officers respond to the student within thirty working days of the receipt of the appeal in the appropriate office. Appeals from this determination should be submitted to the vice president for undergraduate education 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 undergraduate education will be final.

### ***Students' Responsibilities***

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

### ***Penalties***

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

## **RESEARCH POLICY AND RESEARCH CENTERS**

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

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

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

## **PATENT POLICY**

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

# Labor Studies

Adrienne Eaton, *Director*

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

The undergraduate major in labor studies is staffed by faculty from the School of Management and Labor Relations and is open to undergraduates enrolled in Douglass, Livingston, and Rutgers colleges, and University College–New Brunswick. Students must meet all requirements of their college as well as the major requirements specified below. (See the *New Brunswick Undergraduate Catalog* for information on admission, financial aid, academic policies and procedures, and degree requirements of the individual colleges. Individuals who wish to apply for admission to one of the undergraduate colleges should contact the Office of 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 Clifton Avenue, New Brunswick, NJ 08901-1580 (telephone 732/932-8559; fax 732/932-8677).

## Major Requirements

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

## Minor Requirements

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

## Departmental Honors Program

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

## Courses

### 37:575:101. INTRODUCTION TO LABOR STUDIES (3)

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

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

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

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

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

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

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

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

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

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

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

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)

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

### 37:575:315. PROTECTIVE LABOR LEGISLATION (3)

Analysis of legislation designed to protect working and living standards of American workers and its implementation by government agencies. Examination of pensions, occupational safety and health, fair employment practices, social security, and unemployment insurance.

**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.

**37:575:328. INTERNATIONAL LABOR ORGANIZATIONS AND THE AMERICAN WORKER (3)**  
A study of international labor organizations and their impact on American workers, labor unions, and such issues as multinational corporations, occupational safety and health, social security, and human rights.

**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, moving women into union leadership.

**37:575:338. OCCUPATIONAL SAFETY AND HEALTH (3)**  
Federal and state regulatory laws and enforcement, the basic issues involved in safety and health at the workplace, and worker, union, and employer response to the issues.

**37:575:340. AMERICAN LABOR LAW (3)**  
Examination of the present legal arrangements governing the conduct of labor relations in the U.S.; historical development and impact of common law, legislative statutes, and court decisions on the growth of the labor movement.

**37:575:350. PUBLIC SECTOR COLLECTIVE BARGAINING (3)**  
Study of employer-employee relations in the public sector; federal executive orders and state and municipal legislation regulating public employers and employee organizations; procedures for bargaining unit certification, representation, and recognition; dispute resolution techniques.

**37:575:355. CURRENT LABOR PROBLEMS (3)**  
A selected number of labor issues that have particular relevance in contemporary society.

**37:575:360. UNION ORGANIZING (3)**  
Practical introduction to the “nuts and bolts” of organizing, including building relationships, identifying issues, recruitment and training, and strategic planning.

**37:575:363. 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.

**37:575:395. PERSPECTIVES ON LABOR STUDIES (3)**  
*Open only to labor studies majors who have completed at least 15 credits of labor studies course work.*  
In-depth study of the classic works on the nature of labor, the relationship of work to other social functions, and the relationship between workers and management.

**37:575:401. RESEARCH METHODS IN LABOR STUDIES (3)**  
The nature and sources of labor statistics; alternative research methods used in the study of labor problems.

**37:575:407. WORKERS’ MOVEMENT IN NEW JERSEY (3)**  
Examination of workers’ movements at state and local levels in New Jersey, using library resources, interviews, participant observations, and movement archives. Research results document the development of the New Jersey labor movement.

**37:575:420. NUTS AND BOLTS OF UNIONISM (1.5)**  
Life as a union functionary: organizing, contract negotiation, strikes, union structure, grievance handling, and state and local law.

**37:575:450. SENIOR SEMINAR IN LABOR STUDIES (3)**  
*Open only to labor studies majors who have completed at least 21 credits of labor studies course work.*  
In-depth study of a labor studies topic. Intensive reading and discussion designed to integrate student experiences in the labor studies major.

**37:575:489. IDEOLOGICAL VIEWS OF THE LABOR MOVEMENT (1.5)**  
A ten-week course that analyzes the complexities of the labor movement from the perspectives of various speakers representing different ideological positions—left, right, and center.

**37:575:490. INTERNSHIP IN LABOR EDUCATION (BA)**  
*Prerequisite: Permission of instructor.*  
Students work under the supervision of individual faculty members and other experienced labor educators to develop and/or teach courses and workshops.

**37:575:491,492,493. TOPICS IN LABOR STUDIES (3,3,3)**  
In-depth examination of particular topics concerning work organization, worker problems, or worker organizations.

**37:575:494,495. INDEPENDENT STUDY AND RESEARCH (BA,BA)**  
*Prerequisite: Permission of instructor.*  
An individual reading and research project under the guidance of a labor studies faculty member on a topic of interest to the student.

**37:575:496,497. INTERNSHIP IN LABOR STUDIES (BA,BA)**  
*Prerequisite: Permission of instructor.*  
Students work as staff members in a labor union or labor-related organization (public or private), in an industrial relations unit in private industry, or as employees in a position that permits observation of and participation in a labor union at the grass-roots level. Allows students to apply conceptual knowledge learned in the classroom to actual situations and to acquire new skills and knowledge.

**37:575:498,499. HONORS IN LABOR STUDIES (BA,BA)**  
*Prerequisite: Permission of department. Open only to honors students.*  
An individual research and reading project under the guidance of a member of the department.



# M.L.I.R. Program in Labor and Industrial Relations

Adrienne Eaton, *Director*

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

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

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

## PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

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

- 38:533:510 Economics of the Employment Relationship
- 38:533:536 Financial Analysis for Human Resource Management *or* the equivalent
- 38:533:598 Research Methods for Human Resource Management *or* the equivalent
- 38:578:541 Women and Work *or* 38:578:551 Seminar in Minorities and the Labor Movement
- 38:578:550 Legislation and Labor Management Relations, *or* 38:533:556 Law of Employment Relations, *or* 38:578:565 Collective Bargaining in the Public Sector
- 38:578:560 Foundations of Collective Bargaining
- 38:578:612 Labor/Employment History *or* 38:578:562 Seminar in Comparative Labor Movements
- 38:578:620 Comprehensive Seminar in Labor and Industrial Relations

In addition, 15 credits of electives must be taken, for a total program of 39 credits. With the permission of the graduate program director, students may fulfill their credit requirements by taking courses in labor studies, industrial relations and human resources, or another graduate program at the university. A master's thesis, an internship, or an independent study may also be used to fulfill the elective requirements.

## Courses

### 38:578:501. INTRODUCTION TO RESEARCH IN LABOR AND INDUSTRIAL RELATIONS (3)

Areas of inquiry in the field of labor studies; applications of research results; relationship of research to both learning and action; techniques of analysis used in the field. Research project in student's interest area.

### 38:578:506. SEMINAR IN THEORIES OF THE LABOR MOVEMENT (3)

Diverse theorists such as Selig Perlman, Pope Leo XIII, Thorstein Veblen, and Karl Marx. Construction of new theory. Analysis of explanatory and predictive powers of various theories through reference to labor movements in the United States and elsewhere.

### 38:578:509. LABOR AND POLITICS (3)

Political ideology of American labor; organized labor as participant in the electoral process; labor's role as a "workers' lobby"; the effect of trade unions on the voting patterns of workers.

### 38:578:521. NEW DIRECTIONS IN COLLECTIVE BARGAINING (3)

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

### 38:578:525. PUBLIC EMPLOYEES AND UNION ORGANIZATIONS (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; emerging patterns of future development.

### 38:578:532. SEMINAR IN THE FUTURE OF THE LABOR MOVEMENT (3)

Direction of the American labor movement; comparison with trends in other countries. Influences, current issues, and their implications.

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

Women as employees and as members of unions; impact of the women's liberation movement. Historical development and future relationships among the women's movement; working women and the labor movement, with emphasis on the dynamics of change.

### 38:578:550. LEGISLATION AND LABOR MANAGEMENT RELATIONS (3)

*Prerequisite:* 38:578:560.

Legal framework for private-sector collective bargaining. Historical, current, and future directions in statutory and case law governing concerted activities are considered.

### 38:578:551. SEMINAR IN MINORITIES AND THE LABOR MOVEMENT (3)

New waves of activity and organizing among ethnic and racial minorities. Historical record, issues, current developments, projections of trends. Methods used and impact of minority struggles on labor and trade union institutions.

### 38:578:555. LABOR AND MULTINATIONAL CORPORATIONS (3)

Background of multinational corporations and their operations; labor's response to the multinational corporation; regulation through international and regional bodies.

### 38:578:558. SEMINAR IN WORKERS' PARTICIPATION (3)

Study of the diverse international models of work place democratization—worker participation in decisions at the job level and the strategic policy level, including QWL, QC circles, collective bargaining, employee ownership, worker cooperatives, and self-management.

**38:578:560. FOUNDATIONS OF COLLECTIVE BARGAINING (3)**  
Examines the development of national labor policy and its ability to address the current industrial relations transition. The focus will be on private sector collective bargaining.

**38:578:561. SEMINAR IN INTERNATIONAL LABOR ORGANIZATIONS (3)**  
Overview and analysis of the organizations created to advance and defend the interests of working people on an international scale, including the International Confederation of Free Trade Unions, the World Federation of Trade Unions, and the international trade secretariats as well as the International Labor Organization.

**38:578:562. SEMINAR IN COMPARATIVE LABOR MOVEMENTS (3)**  
A comparative analysis of the ways that labor movements in different parts of the world attempt to deal with the common problems confronting workers.

**38:578:565. COLLECTIVE BARGAINING IN THE PUBLIC SECTOR (3)**  
*Prerequisite: 38:578:560.*  
Legislative history, framework. Public personnel systems. Issues in federal, state, and local jurisdictions and in elementary, secondary, and higher education. Impact of bargaining on public institutions; impact on civil service and education laws.

**38:578:566. WORK AND ALIENATION (3)**  
Conflicting hypotheses relating work and alienation; conceptions of workers' control or workers' participation in management in selected countries.

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

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

**38:578:581. STRUCTURE AND GOVERNMENT OF AMERICAN UNIONS (3)**  
Patterns of union administration on a local, intermediate, and national level; 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 INDUSTRIAL RELATIONS (3,3)**

**38:578:610,611. SELECTED LABOR ISSUES (3,3)**  
Topics include U.S. labor in the world economy, union organizing, the process of collective bargaining, occupational safety and health, labor leadership, and union organizational development.

**38:578:612. LABOR/EMPLOYMENT HISTORY (3)**  
Struggles for control of the work process, the changing nature of work, history of trade unions and labor movements, changing ways employers have organized work and labor relations, and changing government policies on labor relations and labor markets.

**38:578:620. COMPREHENSIVE SEMINAR IN LABOR AND INDUSTRIAL RELATIONS (3)**  
Analyze critical challenges facing American labor unions and the collective bargaining system.

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

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

Adrienne Eaton, *Director, M.L.I.R. Program*

The five-year B.A./M.L.I.R. program allows students to complete a Bachelor of Arts (B.A.) degree in Labor Studies as well as a Master of Labor and Industrial Relations (M.L.I.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 industrial relations.

## PROGRAM

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

## APPLICATION INFORMATION

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

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

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

The application deadline for fall admission is May 1; the deadline for spring admission is November 1. Students who have questions about this program or the M.L.I.R. program in general may contact Adrienne Eaton, director of the M.L.I.R. program, at 732/932-8561.

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

Charles H. Fay, *Director*

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

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

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

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

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

## PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

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

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

To accomplish these goals, students must complete 16 credits of required courses building managerial and analytical skills and 27 credits of required courses building competence in HRM theory and practice. In addition, 6 credits of electives must be taken, for a total program of 49 credits. Elective courses may be taken from the M.H.R.M. program, or, with prior permission of the student's adviser, from other Rutgers graduate programs. A master's thesis or an independent study may also be used to fulfill the elective requirement.

### Required Management/Analytical Courses (16 credits)

- 38:533:521 Introduction to Human Resource Strategy and the Firm (3)
- 38:533:530 Organizational Theory and Behavior (3)
- 38:533:536 Financial Analysis for Human Resource Management (3)
- 38:533:598 Research Methods for Human Resource Management (3)
- 38:533:599 Statistical Methods (4)

### Required HRM Theory and Practice Courses (27 credits)

- 38:533:510 Economics of the Employment Relationship (3)
- 38:533:524 Appraisal and Development (3)
- 38:533:525 Staffing (3)
- 38:533:526 Administration of Compensation (3)
- 38:533:527 Employee Benefits (3)
- 38:533:556 Law of Employment Relations (3)
- 38:533:575 Work Systems and Governance (3)
- 38:533:620 Seminar in Human Resource Strategy and the Firm (3)
- 38:578:560 Foundations of Collective Bargaining (3)

### Recommended Elective Courses (6 credits)

- 38:533:531 Organizational Change and Development (3)
- 38:533:532 Human Resource Decision Modeling (3)
- 38:533:570 Negotiations for Human Resource Managers (3)
- 38:533:590 Comparative Human Resource Management Systems and the Multinational Firm (3)
- 38:533:600 Human Resource Information Systems (HRIS) (3)

In order to facilitate the completion of the degree, students with prior course work and/or work experience may waive up to 19 credits for selected required courses if they have taken substantially similar courses elsewhere, or they pass an examination demonstrating their competence and mastery of the material. Students wishing to waive 38:533:598 Research Methods and 38:533:599 Statistical Methods are required to take an examination. Credits from relevant courses may also be transferred to a student's program of study, but no more than 19 credits may be transferred or waived.

## Courses

### **38:533:501. INDIVIDUAL STUDIES IN HUMAN RESOURCE MANAGEMENT (3)**

In-depth exploration of specific subjects under the direction of a faculty member.

### **38:533:510. ECONOMICS OF THE EMPLOYMENT RELATIONSHIP (3)**

Introduction to labor economics. Overview of economic concepts as applied to human resource management, industrial relations, and public policy.

### **38:533:521. INTRODUCTION TO HUMAN RESOURCE STRATEGY AND THE FIRM (3)**

*A two-day weekend orientation to this course is required.*

Presents an overview of business organizations and the strategic role of human resource management (recruitment, selection, evaluation, development) and the strategic planning process.

### **38:533:524. APPRAISAL AND DEVELOPMENT (3)**

*Prerequisites: 38:533:521, 599.*

Examines the process by which job performance is assessed, training and development needs identified, training programs designed, and the entire process evaluated.

### **38:533:525. STAFFING (3)**

*Prerequisites: 38:533:521, 599.*

Theoretical and practical aspects of recruitment, selection, placement, and exit of employees. Focuses on diversity, job analysis, affirmative action, and career development.

### **38:533:526. ADMINISTRATION OF COMPENSATION (3)**

*Prerequisites: 38:533:521, 536, 599.*

Wage and salary determination; fringe-benefit administration; incentive-wage structures; impact of collective bargaining on wage levels and structure; organizational behavior and wage and salary systems.

### **38:533:527. EMPLOYEE BENEFITS (3)**

*Prerequisite: 38:533:521.*

Concepts, strategies, constraints, and practices involved in planning, designing, administering, and communicating group plans. Topics include health care, pension plans, disability and survivor protections, and flexible benefits.

### **38:533:528. ORGANIZATIONAL HUMAN RESOURCES PLANNING (3)**

*Prerequisites: 38:533:510, 521.*

Organizational staff planning, forecasting, and modeling techniques in relation to the labor market and organizational effectiveness. Computer-based problems relate personnel allocation, wage, and programmatic changes to overtime, turnover, absenteeism, unit labor costs, productivity, and profits.

### **38:533:530. ORGANIZATIONAL THEORY AND BEHAVIOR (3)**

Examines motivation, decision making, intergroup relations, leadership, power, competition, conflict, and the effect of the organization's structure and environment on individual performance.

### **38:533:531. ORGANIZATIONAL CHANGE AND DEVELOPMENT (3)**

*Prerequisite: 38:533:530.*

Examines how organizational change is effected through performance measurement systems, reward systems, organizational structure, job design, and other organizational factors.

### **38:533:532. HUMAN RESOURCE DECISION MODELING (3)**

*Prerequisites: 38:533:524, 525, 526.*

Application of financial analysis and research and statistical concepts to human resource management decisions. Involves validity studies, utility analysis, and planning exercises geared to contemporary human resource management problems.

### **38:533:536. FINANCIAL ANALYSIS FOR HUMAN RESOURCE MANAGEMENT (3)**

*Prerequisite: 38:533:510.*

Financial analysis in human resource planning and administration. Topics include ability-to-pay, costing labor agreements, pension funding and disbursement, human resources accounting, and investment analysis.

### **38:533:556. LAW OF EMPLOYMENT RELATIONS (3)**

Effects of federal and state legislation on employee-employer relations. Equal employment opportunity, wrongful discharge, occupational safety and health, workers' compensation, and unemployment laws are covered.

### **38:533:570. NEGOTIATIONS FOR HUMAN RESOURCE MANAGERS (3)**

Focuses on developing negotiation and problem solving skills as third party intervenors in disputes. Special emphasis given to developing process skills that maximize the opportunity for negotiators and problem solvers to recognize areas of mutual gain.

### **38:533:575. WORK SYSTEMS AND GOVERNANCE (3)**

*Prerequisite: 38:533:530.*

Introduction to work systems design and the related issue of organizational governance. International and comparative examples are included.

### **38:533:590. COMPARATIVE HUMAN RESOURCE MANAGEMENT SYSTEMS AND THE MULTINATIONAL FIRM (3)**

*Prerequisite: 38:533:521, 575.*

Economic, political, and cultural determinants of human resource management systems in several countries. Special attention given to the impact of HR practices on firms' adaptation to global competition.

### **38:533:598. RESEARCH METHODS FOR HUMAN RESOURCE MANAGEMENT (3)**

Introduction to basic principles of research and data analysis and to sources of data on workplace issues. Topics include data presentation, research logic and design, common pitfalls in interpreting results, and techniques of measurement. Basic computer skills for data presentation and analysis.

### **38:533:599. STATISTICAL METHODS (4)**

*Prerequisite: 38:533:598.*

Includes probability, t-tests, chi-square, ANOVA, and multiple regression including the use of dummy variables, interaction terms, quadratic and logarithmic specifications, and time series models.

### **38:533:600. HUMAN RESOURCE INFORMATION SYSTEMS (3)**

*Prerequisites: 38:533:524, 525, 526.*

Basics of HRIS and HRDSS. Concepts underlying HRIS and HRDSS development and application. Extensive consideration of modeling HR issues.

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

Selected topics in the contemporary adaptation of institutions and practices in employment relations. Past courses have included Survey Design, Employee Ownership, and Managing Workforce Diversity.

### **38:533:620. SEMINAR IN HUMAN RESOURCE STRATEGY AND THE FIRM (3)**

*Prerequisites: All Required Courses.*

Synthesizes the factors forming the basis of human resource management systems, and integrates human resource management with business strategy.

### **38:533:701,702. RESEARCH IN HUMAN RESOURCE MANAGEMENT (BA,BA)**

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

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

The five-year B.S./M.H.R.M. program allows students to complete a bachelor of science (B.S.) degree in a business discipline as well as a Master of Human Resource Management (M.H.R.M.) degree in approximately five years of full-time study. Students who graduate from the program are prepared to assume responsible positions in the field of human resource management.

## PROGRAM

The School of Business–New Brunswick and the master’s degree program in human resource management at the School of Management and Labor Relations offer a five-year degree program of 151 credits that leads to B.S. and M.H.R.M. degrees. To complete both degrees within a five-year period, students should indicate their interest in this program when they apply to the School of Business–New Brunswick at the end of their third term of undergraduate study. Students should select the management major as their first choice of study. The sooner students indicate that they wish to pursue the five-year program, the sooner they can receive advice on how to plan their schedules. Without careful planning, students may have difficulty completing the program in five years. If students wish to apply to the B.S./M.H.R.M. program during their junior or senior year, they may do so. However, they may not be able to finish the program in five years.

The program is composed of several parts: the undergraduate liberal arts college area distribution requirements; the School of Business–New Brunswick eligibility courses, core courses, and electives; and the HRM graduate core courses and electives.

### Undergraduate College Area Distribution Requirements (71 credits)

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

## School of Business–New Brunswick Eligibility Requirements

Before they begin their studies in the School of Business–New Brunswick, students must complete the following courses with a grade of C (2.0) or better:

33:010:273	Principles of Accounting I (3) *
33:010:274	Principles of Accounting II (3) *
01:198:170	Computer Applications for Business (3) *
01:220:102	Introduction to Microeconomics (3) †
01:220:103	Introduction to Macroeconomics (3) †
01:640:139	Calculus I for Economics and Business <i>or</i> any first term calculus (4) †
01:960:285	Introductory Statistics for Business (3) †

## School of Business–New Brunswick Core Courses

All School of Business–New Brunswick students must complete the following core curriculum:

33:010:273	Principles of Accounting I (3)
33:010:274	Principles of Accounting II (3)
33:011:300	Business Forum (1)
33:140:320	Business Law I (3)
33:390:300	Introduction to Financial Management (3)
33:620:300	Principles of Management (3)
33:620:492	Business Policy (3)
33:623:370	Management Information Systems (3)
33:623:385	Statistical Methods in Business (3)
33:623:386	Operations Management (3)
33:630:301	Principles of Marketing (3)

## School of Business–New Brunswick Electives

The School of Business–New Brunswick requires that students who major in management must complete an additional 18 credits of upper-level management courses. This portion of the undergraduate curriculum is more structured for students who pursue the five-year B.S./M.H.R.M. degree.

The 18 credits of upper-level management courses that fulfill the requirements of the joint B.S./M.H.R.M. degree program are:

38:533:510	Economics of the Employment Relationship (3) ‡
33:620:301	Management of Human Relations (3)
33:620:365	Personnel Administration (3)
33:620:367	Union-Management Relations (3)
33:620:490	Advanced Organizational Behavior (3)
33:620:___	Management elective of student’s choice (3)

## Human Resource Management Core Courses (25 credits)

Students who complete the sequence of courses outlined above with a grade of B or better will not be required to take five graduate courses that are otherwise required of students admitted to the master’s program in human resource management. These courses are:

38:533:521	Introduction to Human Resource Strategy and the Firm (3)
38:533:530	Organizational Theory and Behavior (3)
38:533:536	Financial Analysis (3)
38:533:598	Research Methods (3)
38:578:560	Foundations of Collective Bargaining (3)

\* These courses are part of the School of Business–New Brunswick core.

† These courses may be applied to the college area distribution requirements.

‡ 38:533:510 Economics of the Employment Relationship is a graduate course offered by the human resource management department at the School of Management and Labor Relations. Students must obtain permission to take this course for undergraduate credit from the graduate program director of the M.H.R.M. program and the associate dean of instruction of the School of Business–New Brunswick.

Students must, however, complete additional core course requirements for the graduate program. These are:

- 38:533:524 Appraisal and Development (3)
- 38:533:525 Staffing (3)
- 38:533:526 Administration of Compensation (3)
- 38:533:527 Employee Benefits (3)
- 38:533:556 Law of Employment Relations (3)
- 38:533:575 Work Systems and Governance (3)
- 38:533:599 Statistical Methods (4)
- 38:533:620 Seminar in Human Resource Strategy and the Firm (3)

### Human Resource Management Electives (6 credits)

A minimum of 6 additional credits is necessary to complete the M.H.R.M. degree. Students may select electives from the HRM graduate program or, with the graduate program director's permission, from another Rutgers graduate program. Independent study is also available. Paid internships (noncredit) are available, and students without professional experience in human resource management are encouraged to participate in internships.

To graduate with both the B.S. and M.H.R.M. degrees, students will have completed 120 credits at the undergraduate level (including courses that serve as equivalent to graduate-level foundation courses) and 31 credits in courses for graduate credit. A total of 151 credits is required.

### APPLICATION INFORMATION

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

The GRE must be taken the term before admission (February for fall admission; October for spring admission). Acceptance is contingent upon successful completion of the B.S. degree, but provisional admission decisions can be made as soon as GRE scores and official transcripts have been received along with the completed application.

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

# Ph.D. Program in Industrial Relations and Human Resources

Jeffrey H. Keefe, *Director*

### PROGRAM

The Ph.D. program in industrial relations and human resources is an interdisciplinary program committed to developing scholars capable of studying the dynamic and changing conditions of employment and work. The program prepares students to undertake peer-reviewed research and to publish articles in scholarly journals by providing them with training in research methods and a solid theoretical foundation in the field of industrial relations and human resources. The program is designed to qualify students for future employment as college and university faculty.

The diverse and distinguished Ph.D. faculty is drawn primarily from the School of Management and Labor Relations. It also includes faculty members from the departments of economics, history, political science, psychology, sociology, and other professional programs who serve as a link with other social science disciplines and fields of study at Rutgers. The Ph.D. in industrial relations and human resources is offered by the Graduate School–New Brunswick in conjunction with the School of Management and Labor Relations.

### ADMISSION

Admission to the Ph.D. program is competitive and highly selective. On average, four students are admitted to the program each year. The school values diversity and is strongly committed to equal opportunity.

Full-time attendance is required. However, individuals who wish to delay making a full-time commitment to the Ph.D. program may be allowed to register on a part-time basis for a maximum period of one year.

Since a major goal of the program is to prepare scholars who can publish peer-reviewed research, individuals who are contemplating applying to the program may wish to consult some of the scholarly journals in the field of industrial relations and human resources.

This may aid a prospective applicant in determining whether this program can meet his or her career goals. Some of the leading journals in the field include: the *Academy of Management Journal*, the *Industrial and Labor Relations Review*, *Industrial Relations*, the *Journal of Applied Psychology*, and *Personnel Psychology*.

### PROGRAM STRUCTURE AND DEGREE REQUIREMENTS

The program of study requires all students to take seven courses to fulfill their interdisciplinary distributional requirements, a minimum of three statistics and research methods courses, two Ph.D. seminars, the Proseminar, and six electives. Graduates need to have obtained a strong grounding in statistics and quantitative methods and have been exposed to qualitative and other specialized methodologies. In addition, the program requires that students take a comprehensive exam at the end of their second year and a qualifying exam to be admitted to Ph.D. candidacy.

## Distributional Requirements

- 38:533:556 Law of Employment Relations *or* 38:578:550  
Legislation and Labor Management Relations
- 16:545:610 Economics for Industrial Relations and  
Human Resources
- 16:545:611 Ph.D. Seminar in Industrial Relations: A Survey  
of the Scholarly Literature
- 16:545:612 Ph.D. Seminar in Human Resources: A Survey  
of the Scholarly Literature
- 38:578:612 Labor/Employment History
- 16:830:510 Industrial Psychology *or* 16:830:610 Social Psychology
- 16:920:515 Sociological Theory *or* equivalent

## Statistics and Research Methods

(*Note:* Courses must be approved by the student's program committee. All course work must be beyond the level of 16:960:531,532.)

- The first term of a Ph.D. level statistics course  
(e.g., 15:291:515 Psychometric Theory I).
- The second term of a Ph.D. level statistics course  
(e.g., 15:291:625 Psychometric Theory II).
- A research methods elective  
(e.g., 15:291:636, Design of Educational and Psychological  
Experiments; 15:291:637 Qualitative Analysis and Ranking Tech-  
niques; 15:291:640 Analysis of Experimental Data; 15:291:641  
Applied Multivariate Analysis; 15:291:642 Causal Modeling).

## Ph.D. Seminars

- 16:545:613 Research Methods in Industrial Relations and  
Human Resources
- 16:545:614 Theory Development in Industrial Relations and  
Human Resources
- 16:545:615 Proseminar in Industrial Relations and Human  
Resources (students must enroll for six terms at  
1 credit per year)

In addition to the above requirements, 18 credits of electives must be taken. Electives are chosen in the student's area of interest and must be approved by the student's committee. Master's degree courses offered through the School of Management and Labor Relations may be taken as Ph.D. electives if approved by the student's committee and if the course instructor agrees to alter the nature of class assignments to make them appropriate for Ph.D. credit. This may mean additional reading and an additional or different paper.

Students with graduate degrees in relevant fields may have completed equivalent courses to those required in this program. In such cases, students are required to take alternative courses in the area or areas in question. Students who have previously completed master's level courses at the School of Management and Labor Relations at Rutgers do not have to retake these courses. Students are required, however, to complete the extra work a faculty member might otherwise assign to a Ph.D. student taking a particular master's level course.

## FINANCIAL ASSISTANCE

It is anticipated that students will be funded for a total of four years upon entering the program. Students are expected to work as research or teaching assistants during this time. In most cases, students are required to complete all course work in three years in order to receive funding for the fourth year. Furthermore, all grades of *Incomplete* must be resolved by the beginning of each academic year or funding will be discontinued. Finally, all students are evaluated every year by the Evaluation Committee, when decisions are made concerning continued funding. Support will not extend beyond four years.

## COMPREHENSIVE AND QUALIFYING EXAMINATIONS

Comprehensive and qualifying examinations are given to determine whether a student will be admitted to candidacy for the Ph.D. degree. Examinations are only given in February and August. The comprehensive examination is the same for all students testing on a particular date. It covers the seven distributional courses and a reading list given to all students. The qualifying examination focuses on students' knowledge of and ability to synthesize the theory and methods covered in their methods and seminar courses, courses other than the distributional courses, their specialized field of study, and a reading list developed by their committee. All examination questions are graded by at least three faculty members, and at least two of the graders must recommend a *Pass* in order for a student to pass a question. Students failing more than one question fail the examination. Students are allowed to retake the examination one time only; however, they must retake the entire examination, not just those sections previously failed.

## DISSERTATIONS

The Graduate School–New Brunswick stipulates that dissertation committees must be chaired by full members of the appropriate graduate faculty, that there be at least four members to the committee, and that at least one member be from outside the industrial relations and human resources graduate faculty. If the outside member of the committee is not presently on a graduate faculty, this person must be approved by the Graduate School–New Brunswick. Members from outside Rutgers are preferable. All students present their dissertation proposals in a seminar format open to all interested faculty and Ph.D. students. Only the committee members, however, vote on the acceptability of the proposal. The final oral defense of the completed dissertation is also open to interested faculty and Ph.D. students. Again, only the committee members vote on the acceptability of the dissertation.

## Courses

**116:545:501. INDIVIDUAL STUDIES IN INDUSTRIAL RELATIONS (BA)**  
Exploration in depth of specific subjects under the direction of a faculty member.

**16:545:601. INDEPENDENT STUDY IN INDUSTRIAL RELATIONS  
AND HUMAN RESOURCES (3)**  
Directed study under the supervision of a faculty member.

**16:545:610. ECONOMICS FOR INDUSTRIAL RELATIONS AND  
HUMAN RESOURCES (3)**  
*Prerequisite: 16:533:510 or equivalent.*  
Alternative theories of the firm and labor markets are explored with a focus on competing hypotheses and research evidence about wage and benefit determination, internal labor markets, discrimination, unions, and employee incentive systems.

**16:545:611. SEMINAR IN INDUSTRIAL RELATIONS: A SURVEY  
OF THE SCHOLARLY LITERATURE (3)**  
*Prerequisite: 16:578:560 or equivalent.*  
Industrial relations systems theory. Analysis of managerial capitalism and the diffusion of systematic management techniques; the development of modern craft, industrial, and professional labor organizations; and the emergence of the regulatory state and the role of law and specialized government agencies in regulating industrial conflict. Conceptual framework to assess bargaining power, negotiations processes, grievance procedures, and conflict resolution.

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

*Prerequisite: 16:533:521 or equivalent.*

Industrial and organizational psychological foundations of human resources developed. Critical review of the research literature on recruiting, selection, performance management, compensation, and development. Analysis of firm performance.

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

*Prerequisite: One Ph.D.-level statistics course.*

Problems of research design, data collection, data management, and the selection of analytical techniques.

**16:545:614. THEORY DEVELOPMENT IN INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3)**

*Prerequisites: 16:545:610, 611, 612.*

How social science theories are used to develop field specific theories and hypotheses; how research then informs theory development. The tension between logical-empirical and interpretive theoretical approaches in the social sciences and its influence on research and theory development in industrial relations and human resources.

**16:545:615. 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.

**16:545:616. MULTIVARIATE ANALYSIS FOR INDUSTRIAL RELATIONS AND HUMAN RESOURCES (3)**

*Prerequisites: Two Ph.D.-level statistics courses.*

Multiple regression, analysis of variance, analysis of covariance, factor analysis, canonical correlation, and cluster analysis.

**16:545:701,702. RESEARCH IN INDUSTRIAL RELATIONS (3,3)**

Dissertation study.

# Administration and Faculty

## ADMINISTRATION

John F. Burton, Jr., *Dean*

Steven Director, *Associate Dean*

Betty Lou Heffernan, *Assistant Dean*

Jeffrey Keefe, *Director of Ph.D. in Industrial Relations and Human Resources*

Barbara Lee, *Chairperson of Department of Human Resource Management*

Charles Fay, *Director of Master of Human Resource Management Program*

Judy von Loewe, *Graduate Program Coordinator and Assistant to the Director*

*of M.H.R.M. and Ph.D. in Industrial Relations and Human Resources Programs*

Charles Heckscher, *Chairperson of Department of Labor Studies*

*and Employment Relations*

Adrienne Eaton, *Director of Master of Labor and Industrial Relations Program*

*and Undergraduate Major in Labor Studies*

Michael Fantina, *Assistant to the Director of Master of Labor and Industrial*

*Relations Program and Undergraduate Major in Labor Studies*

Ronald Carter, *Director of the Center for Management Development*

George Kanzler, *Director of the School of Management and Labor Relations Library*

## FACULTY

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

Richard W. Beatty<sup>2</sup>, *Professor; Ph.D., Washington*

*Human resource systems and planning; performance appraisal; compensation*

James P. Begin<sup>1</sup>, *Professor; Ph.D., Purdue*

*Comparative human resource management systems; employment systems theory; negotiations*

David Bensman<sup>1</sup>, *Associate Professor; Ph.D., Columbia*

*Labor history; contemporary collective bargaining issues*

Joseph R. Blasi<sup>1</sup>, *Professor; Ed.D., Harvard*

*Employee ownership; management stock ownership; profit sharing; corporate governance*

John F. Burton<sup>1</sup>, *Dean of the School and Professor; Ph.D., Michigan*

*Workers' compensation; occupational safety and health law; public sector collective bargaining*

Paula M. Caligiuri<sup>2</sup>, *Assistant Professor; Ph.D., Pennsylvania State*

*Human resources practices in multinational organizations*

Dorothy Sue Cobble<sup>3</sup>, *Associate Professor; Ph.D., Stanford*

*Women and work; labor history; union leadership*

Steven M. Director<sup>1</sup>, *Associate Dean of the School and Professor;*

*Ph.D., Northwestern*

*Human resource policy, planning, and evaluation*

Adrienne Eaton<sup>1</sup>, *Associate Professor; Ph.D., Wisconsin*

*Labor law; collective bargaining*

Charles H. Fay<sup>2</sup>, *Associate Professor; Ph.D., Washington*

*Compensation; performance appraisal; human resource information systems*

Charles Heckscher<sup>1</sup>, *Professor; Ph.D., Harvard*

*Corporate change; "mutual gains" bargaining; sociology*

Helmet Horr, *Assistant Extension Specialist; M.A., Rutgers*

*Employer-employee relations, with emphasis on the development of supervisory management skills, team building, and participative problem solving and decision making*

Mark A. Huselid<sup>1</sup>, *Associate Professor; Ph.D., SUNY (Buffalo)*

*Linkages between human resource management systems, corporate strategy, and firm performance*

George Kanzler, *Library; A.M., SUNY (Buffalo); M.L.S., Rutgers*

*Collection development; library administration*

<sup>1</sup> Affiliated with undergraduate labor studies, M.H.R.M., M.L.I.R., and Ph.D. programs.

<sup>2</sup> Affiliated with M.H.R.M. and Ph.D. programs.

<sup>3</sup> Affiliated with undergraduate labor studies and M.L.I.R. programs.

<sup>4</sup> Affiliated with M.H.R.M., M.L.I.R., and Ph.D. programs.

<sup>5</sup> Affiliated with undergraduate labor studies, M.L.I.R., and Ph.D. programs.



# Governance of the University

Jeffrey Katz, *Library; M.S., North Carolina (Chapel Hill)*  
*Library services; reference services; training in online resources*

Wells Keddie<sup>3</sup>, *Associate Professor; Ph.D., Claremont Graduate School*  
*Unions as institution; conflict resolution; theories of the labor movement*

Jeffrey H. Keefe<sup>1</sup>, *Associate Professor; Ph.D., Cornell*  
*Collective bargaining; technology and work*

Marlene Kim<sup>1</sup>, *Assistant Professor; Ph.D., California (Berkeley)*  
*Foundations of labor studies; compensation; discrimination; pay equity; the working poor*

Douglas Kruse<sup>1</sup>, *Associate Professor; Ph.D., Harvard*  
*Profit sharing; employee ownership; worker displacement; wage differentials*

Barbara A. Lee<sup>1</sup>, *Associate Dean of the School and Professor; Ph.D., Ohio State*  
*Employment and labor law; employee relations*

Claudia G. Meer<sup>2</sup>, *Associate Extension Specialist; Ed.D., Rutgers*  
*Customer education; education in industry; training by industry*

Charles A. Nanry<sup>2</sup>, *Professor; Ph.D., Rutgers*  
*Social organization; training policy; general management*

Jean Phillips<sup>2</sup>, *Assistant Professor; Ph.D., Michigan State*  
*Industrial and organizational behavior; decision-making processes; job search/organizational entry issues*

Saul A. Rubinstein<sup>1</sup>, *Assistant Professor; Ph.D., Massachusetts Institute of Technology; M.B.A., Ed.M., Harvard*  
*Work organization and firm governance*

Ryan A. Smith<sup>1</sup>, *Assistant Professor; Ph.D., California (Los Angeles)*  
*Social stratification; workplace diversity; race and ethnic relations*

Kirsten Wever<sup>2</sup>, *Assistant Professor; Ph.D., Massachusetts Institute of Technology*  
*Industrial and international relations; labor and organizational behavior; political economies*

## Additional University Faculty Affiliated with the Ph.D. Program

John R. Aiello, *Professor of Psychology, FAS-NB; Ph.D., Michigan State*  
*Industrial and organizational psychology; environmental stress; nonverbal communication*

Clayton P. Alderfer, *Professor of Psychology, GSAPP; Ph.D., Yale*  
*Organizational behavior and organizational change*

Cary Cherniss, *Professor of Psychology, GSAPP; Ph.D., Yale*  
*Job stress and burnout; careers; organizational change; supervision*

Michael E. Gordon, *Professor of Management, SB-NB; Ph.D., California (Berkeley)*

Mark R. Killingsworth, *Professor of Economics, FAS-NB; D.Phil., Oxford*  
*Labor and human resources; discrimination*

Carl Edward Van Horn, *Professor of Public Policy, EJBSPPP; Ph.D., Ohio State*  
*American political institutions; public policy*

John D. Worrall, *Professor of Economics, CCAS; Ph.D., Rutgers*  
*Workers' compensation; property-casualty insurance; labor economics*

## State of New Jersey

Christine Todd Whitman, *Governor of the State*

## Rutgers Board of Governors

**Chairperson:**  
 Anne M. Thomas

**Vice Chairperson:**  
 Richard A. Levao

**Members:**  
 President of the University, *ex officio*  
 Joan L. Bildner  
 Ruben Cardona  
 Anthony S. Cicatiello  
 Kevin J. Collins  
 Albert R. Gamper, Jr.  
 Nancy L. Lane  
 Nancy K. Lotstein  
 Eugene M. O'Hara

Thomas A. Renyi  
 Louie Crew,  
*faculty representative*  
 Harry W. Janes,  
*faculty representative*  
 Gwendolyn McLoof,  
*student representative*

**Secretary:**  
 Mildred R. Schildkamp

**Assistant Secretary:**  
 Enrica G. Chretien

**Treasurer:**  
 Joseph P. Whiteside

## Rutgers Board of Trustees

**Chairperson:**  
 Dean J. Paranicas, *Summit*

**Vice Chairpersons:**  
 David J. Harris, Jr., *New Brunswick*  
 Ronald W. Giaconia, *Little Falls*

**Members:**  
 President of the University, *ex officio*  
 Jerald D. Baranoff, *Metuchen*  
 Henry E. Bartoli, *Clinton*  
 Ralph E. Biggadike, *Ridgewood*  
 Joan L. Bildner, *Short Hills*  
 Ruth Ann Burns, *Edison*  
 Ruben Cardona, *Morganville*  
 John Herbert Carman, *Highland Park*  
 Judith T. Caruso, *Gillette*  
 Anthony S. Cicatiello, *Plainfield*  
 Michele Cortese, *Kenilworth*  
 Clinton C. Crocker, *Tinton Falls*  
 Thomas G. Dallesio, *Hopewell*  
 Frederick D. DeSanti, *Brookside*  
 Louis T. DiFazio, *Bridgewater*  
 Milita B. Dolan, *Hawthorne*  
 Robert P. Eichert, *Edison*  
 Evelyn S. Field, *Bridgewater*  
 Jeanne M. Fox, *New Brunswick*  
 Bruce G. Freeman, *Princeton*  
 Albert R. Gamper, Jr., *Far Hills*  
 Leslie E. Goodman, *Lawrenceville*  
 Kenneth J. Grispin, *Westfield*  
 Jorge L. Hernandez, *Dania, FL*  
 Richard W. Hill, *Middletown*  
 Robert A. Laudicina, *Norwood*  
 Jeffrey M. Lawrence, *Miami, FL*  
 Walter L. Leib, *Scotch Plains*  
 J. Bruce Llewellyn, *New York, NY*  
 Nancy K. Lotstein, *Woodbury*  
 Henry A. Lubinski, *Fanwood*  
 Michael C. MacDonald, *Pittsford, NY*

Duncan L. MacMillan, *Princeton*  
 Colleen M. McCann, *Trenton*  
 Katherine N. McGinnis, *Yardley, PA*  
 James W. Mitchell, *Somerset*  
 Patricia Nachtigal, *Upper Montclair*  
 E. Allen Nickerson, *Berlin*  
 Eugene M. O'Hara, *Rumson*  
 Brian D. Perkins, *North Wales, PA*  
 Eillen L. Poiani, *Nutley*  
 Gail L. Powers, *Marlton*  
 Paul V. Profeta, *West Orange*  
 Thomas A. Renyi, *Wyckoff*  
 Lillian Ringel, *Maplewood*  
 Bethany Rocque-Romaine,  
*Old Bridge*  
 Jeanne G. Romer, *Haddon Heights*  
 Michael T. Salpas, *Mount Laurel*  
 John J. Scally, Jr., *Short Hills*  
 Philip S. Schein,  
*West Conshohocken, PA*  
 Dorothy M. Stanaitis, *Gloucester City*  
 Anne M. Thomas, *Flemington*  
 Karen J. Thorburn, *Neshanic*  
 Karen M. Torian, *Plainfield*  
 Mary Vivian Fu Wells, *Matawan*  
 W. Kevin Wright, *Plainfield*  
 Robert S. Boikess,  
*faculty representative*  
 Françoise S. Puniello,  
*faculty representative*  
 Michael A. Benevento,  
*student representative*  
 John D. Ruvolo, *student representative*  
 Alton A. Adler (*emeritus*), *Bayonne*  
 Felix M. Beck (*emeritus*), *Livingston*  
 Floyd H. Bragg (*emeritus*),  
*North Brunswick*  
 Peter Cartmell (*emeritus*), *Rumson*  
 Donald M. Dickerson (*emeritus*),  
*Rutherford*

<sup>1</sup> Affiliated with undergraduate labor studies, M.H.R.M., M.L.I.R., and Ph.D. programs.

<sup>2</sup> Affiliated with M.H.R.M. and Ph.D. programs.

<sup>3</sup> Affiliated with undergraduate labor studies and M.L.I.R. programs.

<sup>4</sup> Affiliated with M.H.R.M., M.L.I.R., and Ph.D. programs.

<sup>5</sup> Affiliated with undergraduate labor studies, M.L.I.R., and Ph.D. programs.

# Divisions of the University

Carleton C. Dilatush (*emeritus*),  
*Point Pleasant*  
Carlton A. Holstrom (*emeritus*),  
*Pipersville, PA*  
Paul B. Jennings (*emeritus*), *Piscataway*  
Charles A. Jurgensen (*emeritus*),  
*Newville, PA*  
Robert Kaplan (*emeritus*), *Springfield*  
Janice H. Levin (*emerita*), *New York, NY*  
Edward V. Lipman (*emeritus*),  
*New Brunswick*  
Claire W. Nagle (*emerita*), *Edison*  
Harold S. Perl (*emeritus*), *West Orange*  
Norman Reitman (*emeritus*),  
*Highland Park*  
George Reynolds (*emeritus*), *Princeton*  
Alvin J. Rockoff, (*emeritus*),  
*North Brunswick*

Marijane Singer (*emerita*),  
*Woodcliff Lake*  
Edward J. Slotkin (*emeritus*),  
*Southfield, MI*  
Arthur L. Taub (*emeritus*),  
*East Brunswick*  
Michael R. Tuosto (*emeritus*),  
*North Brunswick*  
Secretary:  
Mildred R. Schildkamp, *Cranbury*  
Assistant Secretary:  
Enrica G. Chretien, *Franklin Park*  
Treasurer:  
Joseph P. Whiteside, *East Brunswick*

## Administrative Officers

### University-wide

Francis L. Lawrence, *Ph.D.*, *President*  
Raphael J. Caprio, *Ph.D.*, *Vice President for Continuous Education and Outreach*  
James L. Flanagan, *Ph.D.*, *Vice President for Research*  
Susan G. Forman, *Ph.D.*, *Vice President for Undergraduate Education*  
Marianne I. Gaunt, *M.L.S.*, *University Librarian*  
Christine M. Haska, *Ph.D.*, *Vice President for Institutional Research and Planning  
and University Communications*  
Richard M. Norman, *M.B.A.*, *Vice President for Administration and  
Associate Treasurer*  
Mildred R. Schildkamp, *B.S.*, *Secretary of the University/Assistant  
to the President*  
David R. Scott, *J.D.*, *M.A.*, *University Counsel*  
Joseph J. Seneca, *Ph.D.*, *University Vice President for Academic Affairs*  
Joseph P. Whiteside, *M.B.A.*, *CPA*, *Senior Vice President and Treasurer*  
Roselle L. Wilson, *Ph.D.*, *Vice President for Student Affairs*  
Nancy S. Winterbauer, *Ph.D.*, *Vice President for University Budgeting*

### Camden

Roger J. Dennis, *Ph.D.*, *Provost*  
Rory P. Maradonna, *M.B.A.*, *Associate Provost for Student Life*  
David Wilson, *Ed.D.*, *Associate Provost*

### Newark

Norman Samuels, *Ph.D.*, *Provost*  
Harvey H. Feder, *Ph.D.*, *Associate Provost for Academic Relations*  
Donald L. McCabe, *Ph.D.*, *Associate Provost for Campus Development and  
External Relations*  
Norman J. Schnayer, *Ph.D.*, *Associate Provost for Personnel*  
Raymond T. Smith, *Ph.D.*, *Associate Provost for Student Affairs*  
Gene A. Vincenti, *M.B.A.*, *Associate Provost for Budget and Campus Development*

## ACADEMIC DIVISIONS

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

### Camden

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

#### Faculty of Arts and Sciences—Camden

Andrew Lees, *Ph.D.*, *Acting 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

Andrew Lees, *Ph.D.*, *Acting 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

Andrew Lees, *Ph.D.*, *Acting Dean*

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

## **Graduate School–Camden**

Andrew Lees, *Ph.D., Acting 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**

Jay M. Feinman, *J.D., Acting 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 Venebles, *Ph.D.*

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

## **Newark**

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

## **Faculty of Arts and Sciences–Newark**

David Hosford, *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**

David Hosford, *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**

David Hosford, *Ph.D., Dean*

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

## **Faculty of Management**

P. George Benson, *Ph.D., Dean*

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

## **Graduate School–Newark**

Norman Samuels, *Ph.D., Dean*

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

## **School of Criminal Justice**

Ronald V. Clarke, *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**

Roger I. Abrams, *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**

Charline Russo, *Ph.D.*

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

## **New Brunswick**

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

### **Faculty of Arts and Sciences–New Brunswick**

Richard F. Foley, *Ph.D., Dean*

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

### **Douglass College**

Barbara Shailor, *Ph.D., Dean*

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

### **Livingston College**

Arnold Hyndman, *Ph.D., Dean*

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

### **Rutgers College**

Carl Kirschner, *Ph.D., Dean*

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

### **University College–New Brunswick**

Emmet A. Dennis, *Ph.D., Dean*

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

## **Cook College**

Bruce C. Carlton, *Ph.D., Dean*

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

### **College of Engineering**

Ellis H. Dill, *Ph.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 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.

### **College of Pharmacy**

John L. Colaizzi, *Ph.D., Dean*

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

### **Mason Gross School of the Arts**

Marilyn Feller Somville, *Ph.D., Dean*

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

### **School of Business–New Brunswick**

P. George Benson, *Ph.D., Dean*

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

## **School of Communication, Information and Library Studies**

Todd Hunt, *Ph.D., Acting Dean*

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

## **Edward J. Bloustein School of Planning and Public Policy**

James W. Hughes, *Ph.D., Dean*

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

## **School of Management and Labor Relations**

John F. Burton, *Ph.D., Dean*

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

## **Graduate School–New Brunswick**

Richard F. Foley, *Ph.D., Dean*

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

## **Graduate School of Applied and Professional Psychology**

Sandra L. Harris, *Ph.D., Dean*

The GSAPP was established in 1974 to train direct-service psychologists who have a special commitment to community involvement. It offers the Doctor of Psychology (Psy.D.) degree in professional psychology with specializations in the areas of clinical psychology, school psychology, and organizational psychology. As of October 1996, the GSAPP will award 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.** Food Science Building, Cook Campus

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

**Agricultural Molecular Biology, Center for.** Cook Campus

**Alcohol Studies, Center of.** Smithers Hall, Busch Campus

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

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

**Animal Behavior, Institute of.** Smith Hall, Newark Campus

**Art Museum, Jane Voorhees Zimmerli.** College Avenue Campus

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

**Biostatistics, Institute for.** Hill Center, Busch Campus

**Ceramic Research, Center for.** Engineering Building, Busch Campus

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

**Computer Aids for Industrial Productivity, Center for.** Hill Center, 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.** Hill Center, Busch Campus

**Eagleton Institute of Politics.** Wood Lawn, Douglass Campus

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

**Edison Papers, Thomas A.** Van Dyck Hall, College Avenue Campus

**Engineered Materials, Institute for.** Engineering Building, Busch Campus

**Engineering Research, Bureau of.** Engineering Building, Busch Campus

**Fiber Optic Materials Research Program.** Engineering Building, Busch Campus

**Fisheries and Aquaculture Technology Extension Center.** Martin Hall, Cook Campus

**Government Research, Bureau of.** Building 4053, Livingston Campus

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

**Historical Analysis, Center for.** 88 College Avenue, 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 Programs.** Parker House, College Avenue Campus

**Jazz Studies, Institute of.** Bradley Hall, Newark Campus

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

**Journalism Resources Institute.** 185 College Avenue, College Avenue Campus

**Management and Labor Relations, Institute of.** Labor Education Center, Cook Campus

**Marine and Coastal Sciences, Institute of.** Martin Hall, Cook Campus

**Materials Synthesis, Center for.** Engineering Building, Busch Campus

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

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

**Molecular and Behavioral Neuroscience, Center for.** Newark Campus

**Negotiation and Conflict Resolution, Center for.** 15 Washington Street, Newark Campus

**Operations Research, Center for.** Hill Center, Busch Campus

**Packaging Engineering, Center for.** Engineering Building, Busch Campus

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

**Plastics Recycling Research, Center for.** Engineering Building, Busch Campus

**Policy Research in Education, Center for.** Wood Lawn, Douglass Campus

**Rutgers Cooperative Extension.** Martin Hall, Cook Campus

**State Politics and Public Policy, Center for.** Wood Lawn, Douglass Campus

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

**Urban Policy Research, Center for.** Building 4051, Livingston Campus

**Waksman Institute of Microbiology.** Hoes Lane, 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.** Voorhees Chapel, Douglass Campus

## **Centers Operated Jointly**

***Biotechnology and Medicine, Center for Advanced.***

***Environmental and Occupational Health Sciences  
Institute.***

***Hazardous Substance Management Research Center.***

## **UNIVERSITY LIBRARY SYSTEM**

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

***Art Library.*** Voorhees Hall, College Avenue Campus

***Blanche and Irving Laurie Music Library.*** Mabel Smith  
Douglass Library, Chapel Drive, Douglass Campus

***Camden Arts and Sciences Library.*** 300 North 4th Street,  
Camden Campus

***Center for Urban Policy Research Library.*** Building 4051,  
Livingston Campus

***Center of Alcohol Studies Library.*** Smithers Hall,  
Busch Campus

***Chemistry Library.*** Wright Chemistry Building,  
Busch Campus

***East Asian Library.*** 169 College Avenue,  
College Avenue Campus

***Entomology Library.*** Georges Road Laboratories,  
Cook Campus

***Institute of Management and Labor Relations Library.***  
Labor Education Center, Cook Campus

***John Cotton Dana Library.*** 185 University Avenue,  
Newark Campus

***Justice Henry Ackerson Library of Law and Criminal  
Justice.*** 15 Washington Street, Newark Campus

***Kilmer Area Library.*** Livingston Campus

***Library of Science and Medicine.*** Busch Campus

***Mabel Smith Douglass Library.*** Chapel Drive,  
Douglass Campus

***Mathematical Sciences Library.*** Hill Center, Busch Campus

***Physics Library.*** Serin Physics Laboratories, Busch Campus

***School of Law–Camden Library.*** 5th and Penn Streets,  
Camden Campus

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

***Waksman Institute of Microbiology Library.*** Busch Campus

# Index

*Note:* The following abbreviations are used in this index:

- BA/MLIR: Five-Year Bachelor of Arts/Master of Labor and Industrial Relations Degree Program  
BS/MHRM: Five-Year Bachelor of Science/Master of Human Resource Management Degree Program  
IRHR: Industrial Relations and Human Resources  
MHRM: Master's Degree Program in Human Resource Management  
MLIR: Master's Degree Program in Labor and Industrial Relations

Absence Due to Religious Observance, 21  
Academic Appeals, 22  
Academic Calendars, 2  
Academic Centers, Bureaus, and Institutes, 46-47  
Academic Integrity, Policy on, 24-25  
Academic Policies and Procedures, 18-30  
Academic Standing, *See* Scholastic Standing.  
Activation of Registration, 7  
Active Status, Restoration of, 20  
Activities, 16  
Add/Drop, 18-19  
Administration and Faculty, 40-41  
Administration of the University, 42  
Admission, 5-6, Ph.D. Program in IRHR, 38  
Aids to Scholarship, Appropriate, 25  
Alumni Relations, 17  
Appeals, Academic, 22  
Applications: Admission, 5, Financial Aid, 8-11, BA/MLIR, 34, BS/MRHM, 38  
Assistantships, 10  
Athletic: Facilities, 16, Ticket Policies, 16  
Attendance, 20  
Audit, 20  
  
Bachelor of Arts/Master of Labor and Industrial Relations, Five-Year Degree Program, 34  
Bachelor of Science/Master of Human Resource Management, Five-Year Degree Program, 37-38  
Bill Payment, 7  
Bills, Term, 7  
Board of Governors, 41  
Board of Trustees, 41-42  
Bureaus, Academic, 46  
Buses, Campus, 15  
  
Calendars, 2  
Campus Buses, 15  
Cancellation of Classes, 20

Cancellation of Registration, 7  
Career Services, 14  
Center for Latino Arts and Culture, 16  
Centers, Academic, 46-47  
Change of Program, 20  
Change of Registration, 18-19  
Change of Status, 20  
Child Care, 15  
Class Schedules and Hours, 21  
Code of Student Conduct, University, 25-26  
Committees and Advisers, Master's Degrees, 23, Ph.D. in IRHR, 39  
Comprehensive Examinations, Master's Degrees, 23, Ph.D. in IRHR, 39  
Computer Facilities, 12  
Concerts, Dramatic Productions, and Lectures, 16  
Cooperative Exchange Program, Rutgers-Princeton, 19  
Costs, 6-7  
Counseling Services, 13-14  
Counselorships, 10  
Course Listings, Labor Studies (undergraduate), 31-32, MLIR, 33-34, MHRM, 36, Ph.D. in IRHR, 39-40  
Credit: Maximum Load, 20, Prefixes, 21, Transfer, 19  
Crime Victim Assistance, 13  
Cultural Centers, 16  
  
Day Care, 15  
Defamation, Policy against, 28  
Degree Programs, 4  
Degrees, Time Limits for, 24  
Dining Services, 12. *See also* Meal Plan Fees.  
Disabled Students, Assistance for, 14  
Disruptions, Policy for Responding to, 27  
Dissertations, Ph.D. in IRHR, 39  
Diverse Community Affairs and Lesbian-Gay Concerns, 16  
Divisions of the University, 42-47  
Drop/Add, 18-19  
  
Educational Opportunity Fund (EOF), 9  
Employment: 10, Restrictions on Financial Aid and, 11, Student Exchange Programs, Rutgers-Princeton Cooperative, 19, New Brunswick Theological Seminary Exchange Program, 19, University of Medicine and Dentistry of New Jersey-Robert Wood Johnson Medical School, 19  
Expenses, 6  
  
Facilities: 3, Athletic, 16, Cultural, 16  
Faculty and Administration, 40-41  
Fees, 6-7  
Fee Schedule, 6  
Fellowships, 9  
Financial Aid, 8-11, IRHR, 39  
Five-Year Programs: BS/MHRM, 37-38, BA/MLIR, 34

Foreign Students: Admission, 5, Counseling for, 14  
Full-Time Status, 20  
  
Gay and Lesbian Concerns Office, 16  
Governance of the University, 41-42  
Grades and Records, 21  
Grading, 21  
Graduate Assistantships, 10  
Graduate Student Association, 15  
Graduation, 23  
Grants, 9  
  
Handicapped Students, Assistance for, 14  
Harassment: Policy against (general), 28-29, Sexual, 28  
Health Insurance, Student, 13  
Health Service, Student, 12-13  
Holds, 22  
Hours, Class Schedules and, 21  
Housing, 12  
  
Identification Cards, Student, 22  
Incomplete Work, 21  
Infirmary. *See* Student Health Service.  
Institutes, Academic, 46  
Insurance, Health, 13  
Integrity, Policy on Academic, 24-25  
Intercollege Registration, 19  
International Students: Admission, 5, Counseling for, 14  
Internship and Career Opportunities, 14  
  
James Carey Library, 11  
  
Labor Studies (undergraduate program), 31-32  
Latino Arts and Culture, Center for, 16  
Lesbian and Gay Concerns Office, 16  
Libraries, 11, Listing of, 47  
Loans, Student, 9-10  
  
Mailing Addresses, Graduate Student, 18  
Master's Degrees, 23-24  
Master of Human Resource Management (M.H.R.M.) Program, 35-36  
Master of Labor and Industrial Relations Program, 33-34  
Matriculation, Change of Status, 20  
Matriculation Continued, 18  
Maximum Credit Load, 20  
Meal Plan Fees, 6  
Minimum and Maximum Program, 20  
Minimum Credit Load, 20  
Multiple School Registration, 19  
  
New Jersey Residency Guidelines, 29  
Nondegree Programs, 4  
Nondiscrimination Policy, 27-28  
Nonmatriculated Students, 20  
Not-for-Credit Registration, 19  
Notification of Decisions and Conditional Admissions, 5



Off-Campus Housing Service, 12  
 Parking, 15  
 Partial Payment Plan, 7  
 Part-Time Status, 20  
 Patent Policy, 30  
 Paul Robeson Cultural Center, 16  
 Payment Plan, Partial, 7  
 Ph.D. in Industrial Relations and Human Resources, 38-39  
 Police, 15  
 Policies and Procedures, Academic, 18-30  
 Policy on Academic Integrity, 24-25  
 Preceptorships, 10  
 Princeton-Rutgers Exchange Program, 19  
 Privacy Rights, Records and, 29  
 Professional Associations, 14  
 Psychological Counseling, 13  
  
 Readmission, 20-21  
 Records and Grades, 21  
 Records and Privacy Rights, 29  
 Refund Policy, 7-8  
 Registration, 7, 18-21, Holds on, 22  
 Registration and Course Information, 18-21  
 Religious Observance, Absence Due to, 21  
 Research Centers, 30  
  
 Research Policy, 30  
 Residency for Tuition Purposes, 29  
 Responsibility to Keep Informed, Student, 18  
 Restoration of Active Status, 20-21  
 Rutgers-Princeton Cooperative Exchange Program, 19  
 Rutgers, The State University of New Jersey: Divisions of, 42-45, Governance of, 41-42, History of, 3  
 Rutgers University Foundation, 17  
 Rutgers University Police Department (RUPD), 15  
  
 Safety and Security, University, 26-27  
 Schedules and Hours, Class, 21  
 Scholarships, 9  
 Scholastic Standing, 22-23  
 Sexual Assault Services and Crime Victim Assistance, 13  
 Sexual Harassment Policy, 28  
 Student Academic Appeals, 22  
 Student Association, Graduate, 15  
 Student Employment, 10  
 Student Fees, 6  
 Student Health Service, 12-13  
 Student Identification Cards, 22  
  
 Student Loans, 9-10  
 Student Residency for Tuition Purposes, 29  
 Student Review, 22  
 Student Services, 11-17  
 Summer Registration, 18  
  
 Teaching Assistantships: as Financial Aid, 10  
 Term Bills, 7  
 Termination of Registration, 7  
 Termination of Studies, 22  
 Thesis Committee and Advisers, 23  
 Thesis Option, Master's, 23  
 Time Limits for Degrees, 24  
 Transcripts, 21, Holds on, 21  
 Transfer Credit, 19  
 Transportation and Parking, 15  
 Tuition and Fees, 6  
  
 Undergraduate Courses: Graduate Credit for 20, Graduate Enrollment in, 20, Labor Studies Course Listings, 31-32  
 Verbal Assault, Policy against, 28  
 Veterans Benefits, 11  
  
 Work-Study Program, 10  
 Withdrawal, 18