Labor@Wayne

2012-2013 Annual Report

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Table of Contents

Executive Summary

Introduction

Part I: About Labor@Wayne

Part II: Strategic Plan and New Initiatives

Part III: Program Activities

Part IV: Research

Part V: Revenue-Enhancement Plans

Part VI: Future Events

Appendices:

1. Labor@Wayne Strategic Plan

2. Fraser Fellows

3. Fraser Scholars

4. Fraser Research Workshops

5. Fraser Paper Series

6. Careers in Labor and Employment Relations Advisory Roundtable

7. Labor@Wayne Affiliated Faculty

8. Calendar of Labor@Wayne Events 2014
EXECUTIVE SUMMARY

The 2012-2013 academic year has been an extremely busy and productive one for Labor@Wayne. We have sponsored and co-sponsored numerous events and conferences, conducted and supported research, expanded our outreach and revenue-generating potential, and launched several major initiatives. Labor@Wayne has adopted a new strategic plan for 2013-2016 and begun to implement it vigorously. The initiatives have positioned us better to meet our major goals. Our activities focus on these three strategic goals: (1) to build and disseminate knowledge through research, education, and outreach; (2) to increase enrollment in our degreed programs and to improve retention and graduation; and (3) to raise additional revenues through various sources.
INTRODUCTION

The 2012-2013 academic year has been an extremely busy and productive one for Labor@Wayne. We have held several conferences and events and launched major new initiatives to maximize our impact. Toward this end, we have extensively engaged our diverse partners and expanded our education, research, and outreach profiles. We have also adopted a new strategic plan for 2013-2016 to accelerate the pace of change, raise new revenues, and increase visibility.

We at Labor@Wayne thank our many friends, allies, and supporters within the university, the metropolitan area, the state, nation, and across the globe. The distinguished members of the External and Internal Advisory Boards have provided wise counsel and vital support. Our Academic Policy Committee, Fraser Scholars, Fraser Fellows, affiliated faculty, students, and participants have provided inspiration, wisdom, and commitment. We deeply value their time, energy, and dedication and hope in some way we can at least partially repay them though our own concerted efforts.

We have divided this 2012-2013 Annual Report into several parts. Part I presents background information on Labor@Wayne, its subunits, and organizational structure. Part II discusses our strategic plan and several important new initiatives that have been launched. Part III reviews program activities, while Part IV details research-related activities. Part V discusses our revenue-enhancement initiatives, and Part VI highlights forthcoming events. Seven Appendices follow.
PART I: ABOUT LABOR@WAYNE

Established in January 2009, Labor@Wayne consolidated several labor-focused units into one program housed in the College of Liberal Arts and Sciences (CLAS). The combined units included the Douglas A. Fraser Center for Workplace Issues (Fraser Center), the Labor Studies Center (LSC), the Master of Arts in Employment and Labor Relations (MAELR; formerly the Master of Arts in Industrial Relations, MAIR), and the Bachelor of Arts in Labor Studies (LS). These units were previously lodged in the former College of Urban, Labor, and Metropolitan Affairs.

The organizational structure of Labor@Wayne is depicted below. Dr. Marick F. Masters serves as the Director of Labor@Wayne, also serving as the Director of the Fraser Center and Academic Director of the MAELR and LS programs. Ms. Octavia Eaton is a Research Assistant who performs various administrative and clerical duties. Dr. Frank Koscielski and Ms. Linda Johnson are Academic Services Officers (ASOs) who advise on the LS and MAELR programs, respectively. Dr. Koscielski also advises students in the Macomb Community College (MCC) branch of MAELR, which WSU mandated in fall 2008. Ms. Gayle Hamilton, J.D., is the Associate Director of the LSC, which is the primary outreach unit of Labor@Wayne. The LSC offers non-credit programs mainly to union rank-and-file and leaders, including the longstanding Labor School, which has graduated more than 4,000 participants over the past half century. Ms. Jill Pruitt is an Administrative Assistant assigned to Labor@Wayne and to LSC; she also assists other departments in CLAS, including the Department of Urban Studies and Planning. Mr. Dennis Albers is the labor extension program coordinator assigned to the LSC. Ms. Erica Johnson is a part-time Technician for the LSC, and Ms. Anna Bommarito is a work-study student assigned to Labor@Wayne.
Despite recent budget cutbacks and resultant downsizing, Labor@Wayne has worked creatively to leverage resources for maximum gain. Its recently unveiled strategic plan for 2013-2016 identifies several initiatives to capitalize on existing strengths and exploit opportunities. Ironically, the challenges facing labor unions and workers generally create new opportunities and increased demands for educational and research services. For example, as unions have
downsized staffs, they have left educational voids that we can fill to serve their members and leaders.

**Vision and Mission**

The vision and mission of Labor@Wayne are:

- **Vision:** To become a nationally and internationally recognized program that promotes high-quality workplaces through more effective labor institutions, labor-management initiatives, and workplace policies and practices;

- **Mission:** To provide venues for labor, management, policymakers, educators, students, and community leaders to learn about how to make labor institutions and workplace policies more effective and to promote labor-management cooperation for the betterment of working life.

Labor@Wayne strives to realize the vision and conduct the mission through various educational, research-oriented, and outreach activities. It seeks to extend its reach and impact as greatly as possible, working closely with business, labor, and other community partners.

**Labor@Wayne Units**

The four units of the Labor@Wayne program perform distinctive but conceptually related functions which are integrated both thematically and programmatically. Simply put, LS and MAELR are the academic degree-based units, while the Fraser Center is the research and academic-outreach arm. The LSC is the non-credit educational outreach unit. To the greatest extent possible, we are leveraging the LSC to support our degree-based programs. We also use the Fraser Center to build constituency support for the LSC, LS, and MAELR programs. For example, the Fraser Center brings research scholars and fellows to present at events at WSU which are attended by LS and MAELR students and Labor School participants. In addition, it involves, through its various conferences and events, business, government, and union leaders who can refer students and participants to our degree and non-credit offerings.

- The *Master of Arts in Employment and Labor Relations* (MAELR; formerly the Master of Arts in Industrial Relations, MAIR) is an inter-disciplinary professional program aimed at preparing students for careers in labor-management relations, employee relations, and human resource management.
• The *Labor Studies* undergraduate major is also an inter-disciplinary program aimed at preparing students for careers in human resource management, labor relations, and employee relations.

• The *Douglas A. Fraser Center for Workplace Issues* is the research arm of Labor@Wayne. Founded by and endowed on behalf of the late Douglas A. Fraser, former president of the United Auto Workers (1977-1983) and University Professor of Labor Studies at Wayne State University, the Fraser Center’s mission “is to develop and disseminate knowledge of policies and practices to promote high-quality, high-standard workplaces through collaborative initiatives and effective labor institutions.”

• The *Labor Studies Center* (LSC) is the educational and training outreach unit of Labor@Wayne. Through its Labor School and other programs, it informs union members and leaders about the socio-economic and legal contexts of work, the role of unions as workplace representatives, and the rights of the parties. The LSC’s mission “is to educate union members and leaders on their rights and responsibilities and how to operate unions effectively and democratically and to improve the quality of labor-management relations to promote a more productive society with higher standards of living.”

PART II. NEW INITIATIVES

*Strategic Plan*

Labor@Wayne developed a new strategic plan for 2013-2016 in December 2012. The plan was presented to the External and Internal Advisory Boards in January and March 2013, respectively. It established the primary goals and associated strategy, which drive Labor@Wayne’s programmatic activities and shape its new initiatives. The three major goals are to:

• Develop and disseminate relevant knowledge through conferences, research, and credit-based and non-credit educational programs;
• Increase enrollment and promote higher levels of retention and graduation in degree programs;
• Generate external funding to support operations, including research, curriculum development, and scholarships.

**Labor@Wayne Initiatives**

Labor@Wayne has launched several new initiatives to implement its strategic design. Together, the initiatives have focused on enhancing the academic visibility and self-sustaining capacity of the program. Ongoing efforts have concentrated on strengthening each of the program’s units and leveraging available resources.

Labor@Wayne has four principal initiatives underway:

1. **To increase enrollment in degreed programs** by (a) creating a new undergraduate major in labor and employment relations (LER) with an accompanying minor; (b) updating the MAELR curriculum and making it more explicitly career-oriented; (c) exploring putting the MAELR program online; (d) revising marketing materials and websites; (e) offering Bridge and Certificate programs in Employment and Labor Relations; (f) creating an undergraduate learning community; and (g) networking more within professional associations in the field;

2. **To generate additional revenue** through (a) a capital campaign; (b) fundraising events; (c) putting the non-credit Labor School online; and (d) offering certificate-based non-credit programs in selected areas such as Labor Arbitration, Grievance Administration, and Employment Mediation;

3. **To pursue funding** to conduct research on the state of labor-management relations among state and local governments in Michigan and on a national survey of union leaders; and

4. **To engage in more joint activities** within the university to promote inter-disciplinary collaboration, such as co-sponsoring the upcoming conference on “Detroit in Bankruptcy” with the School of Business Administration.
Douglas A. Fraser Center for Workplace Issues Initiatives

The Fraser Center has sharpened its agenda and activities to increase visibility. It has focused its conferences and events on the healthcare, manufacturing, and public sectors. The Fraser Center has also supported research through several initiatives and developed a major research proposal with concrete practical applications. Specifically, it has:

1. Sponsored or co-sponsored six conferences and events in 2012-2013;
2. Supported Fraser Fellows to conduct research on workplace related issues;
3. Held two Fraser Research Workshops where Fraser Fellows have presented their research;
4. Supported Fraser Scholars to present their research on the campus of Wayne State University; and
5. Instituted the Fraser Paper Series.

MAELR Initiatives

We are focused keenly on (1) increasing enrollment; (2) improving career services and advising capabilities; and (3) upgrading our curriculum. Toward these goals, several initiatives are in progress:

- Revising web site and marketing materials;
- Holding “career services” networking events;
- Forming a “Careers in Labor and Employment Relations Advisory Roundtable” of prominent alumni and others in the field who can advise students;
- Introducing “careers” segments in our introductory and capstone courses;
- Revising courses to update and upgrade with changing developments in the field (for example, changing the current “Union Contract Administration” course to “Employment Dispute Resolution”) and
- Creating Bridge and Graduate Certificate programs in Employment and Labor Relations.
- Establishing WSU student chapters of professional associations, such as the Detroit SHRM (Society for Human Resource Management).
**LS Initiatives**

A major objective of Labor@Wayne is to revise substantially its undergraduate major in Labor Studies. We propose to transform that major, offer a new minor, and put the minor online:

- Create a Labor and Employment Relations (LER) major with a revised introductory course, a new capstone course, and a new internships and project-based course;
- Creating a People@Work Learning Community in connection with the revised introductory course;
- Create a new minor in Labor and Employment Relations (LER); and
- Put courses required for the minor in an online delivery format as well as making them available in traditional delivery forms.

We hope these initiatives will substantially increase student enrollment in this area.

**LSC Initiatives**

The Labor Studies Center (LSC) is expanding its offerings and delivery venues to increase enrollment and revenue, notwithstanding sizable cutbacks in staffing in recent years. Specifically, the LSC is:

- Revising its Labor School curriculum;
- Putting its Labor School program online;
- Expanding its marketing initiatives;
- Offering its Labor School at remote locations; and
- Establishing a Leadership Academy.

**PART III. PROGRAM ACTIVITIES**

Labor@Wayne’s various units conduct myriad activities to fulfill their missions and operate ongoing programs. They recruit and advise students, select and orient faculty, schedule classes, monitor student performance, build relationships with internal and external stakeholders, develop new contacts, attend professional meetings, and deal with issues that arise on a regular
and unpredictable basis. The Director of Labor@Wayne oversees all of these operations, teaches a graduate-level class on negotiations (MGT 7780: Negotiation Theory and Practice 1), participates in faculty activities as a member of the Management and Information Systems department of the School of Business Administration, attends and presents at professional conferences, networks extensively with regional and national associations, comments regularly in the media, and teaches in selected executive programs on an invited basis, in addition to conducting research and consulting.

**MAELR and LS Activities**

During the 2012-2013 year, we focused extensively on developing and implementing a new marketing plan, developing a comprehensive proposal to revise our undergraduate Labor Studies program, upgrading our MAELR program, developing a focus on career services for students, orienting our students to the programs, and monitoring student performance as part of an enrollment-management plan. We have surveyed our “active” MAELR and LS students on their current employment status and career ambitions plus their plans for a timely graduation. We have also instituted a policy requiring each active student to meet with an advisor at least once a year to review his or her program of study. In addition, we have held orientation and town hall meetings with students and an orientation meeting for faculty who teach in our programs. Furthermore, we developed orientation packets for our new students and for faculty. Also, ASO Linda Johnson has continued to write regular newsletters for the MAELR students and developed a new publication, *Working Wednesdays*, which focuses on careers in the field.

By the end of 2013, we will have:

- Revised our MAELR marketing materials;
- Established a Career in Labor and Employment Relations Advisory Roundtable to focus our students on developing professional opportunities in the field;
- Proposed revising the undergraduate program to create a new Labor and Employment Relations major and minor;
- Proposed creating new Bridge and Graduate Certificate programs in Employment and Labor Relations;
- Proposed creating a new undergraduate learning community;
• Revised relevant web sites;
• Established social media outlets for students to network with alumni;
• Conducted career-building activities and events on campus;
• Leveraged the newly formed Careers in Labor and Employment Relations Advisory Roundtable to help recruit students;
• Worked with unions to encourage Labor School participants to pursue undergraduate education at WSU.

The MAELR program currently has 33 people enrolled in fall 2013 in it classes. It has 145 active students. In 2012-2013, it graduated 10 students.

The LS program has 107 active students and 21 registered majors in fall 2013. It has 12 students in its Introduction to Labor Studies class and 14 students in its senior-level writing intensive course. Through more aggressive marketing and major curriculum revision, particularly at the undergraduate level, we hope to increase enrollment in our programs by a considerable amount. Our goal with the proposed new undergraduate program is to increase enrollment to 75-100 students in steady state.

**LSC Activities**

The LSC flagship program is its Labor School, which is offered in one- and two-year formats for participants. The program serves primarily union members who are supported by their various labor organizations with tuition subsidies, which, unfortunately, were substantially curtailed during the Great Recession. In fall 2012, 54 students enrolled in the Labor School, with 29 graduating in 2013. In fall 2013, 47 students have enrolled in the Labor School. [A more detailed report on LSC will be available early 2014.]

The LSC also offers a variety of skills-building workshops for union members off-campus. More than 50 such revenue-generating programs have been offered between January 2012 and July 2013, even though the number of available labor extension coordinators on staff was only two during most of this time, including the Associate Director, Gayle Hamilton.

To increase enrollment and expand the visibility of these programs, LSC has:

• broadened the range of unions with which it recruits;
offered the Labor School or selected portions thereof off-site;
• begun the process of putting its Labor School online;
• revised its marketing materials;
• begun revising its web site.

Fraser Center

In the past year, the Fraser Center has supported two Wayne State University faculty (called Fraser Fellows) who have conducted research on labor-related topics, made presentations to academic conferences, and written papers that have been published or will be submitted for publication. Researchers have presented papers at the Society of Industrial and Organizational Psychology and the Congress of the European Association of Work and Organizational Psychology. They have also presented their research at other universities, including George Mason University, and in two Fraser Research Workshops on April 3 and April 19, respectively, at Wayne State University. Fraser Fellows have published their research in the *Annual Review of Political Science* and plan to submit papers to the *Journal of Occupational Psychology* and the *Journal of Labor Research*. The Fraser Center has also supported 12 Fraser Scholars from universities in the U.S. and abroad in the past few years who have presented their research at various conferences and events, including the North American Labor History Conference, which Labor@Wayne has co-sponsored. It has also created a Fraser Paper Series, which includes 9 papers and publications.

Labor@Wayne Conferences and Events Sponsored and Co-Sponsored

One of our principal objectives is to hold conferences and events to (1) bring academics, practitioners, and policymakers together; (2) invite scholars to share key research findings and their policy implications; (3) serve students to fulfill their aspirations; and (4) increase the visibility of WSU in the community locally, regionally, and nationally.

We have sponsored or co-sponsored more than 25 conferences and events, and several other are planned for 2013-2014[see Appendix 8]:

14
<table>
<thead>
<tr>
<th>No.</th>
<th>Event Description</th>
<th>Date</th>
<th>Sponsorship Details</th>
</tr>
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<tbody>
<tr>
<td>1.</td>
<td>Forum on Resuscitating and Revitalizing American Labor</td>
<td>April 6, 2009</td>
<td>WSU, co-sponsored with School of Law</td>
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<td>2.</td>
<td>Federal Union Forum</td>
<td>September 10, 2009</td>
<td>National Labor College, co-sponsored with American University and Syracuse University</td>
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<td>3.</td>
<td>Labor Political Fundraising, A Nonpartisan Educational Session, Hon. James Blanchard</td>
<td>November 7, 2009</td>
<td>IUOE Local 324 in Novi, co-sponsored with Michigan AFL-CIO and IUOE Local 324</td>
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<td>4.</td>
<td>Doing Development Differently</td>
<td>January 22, 2010</td>
<td>WSU, co-sponsored with Los Angeles Alliance for a New Economy</td>
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<td>5.</td>
<td>Maximizing the Performance Impacts of Labor-Management Forums</td>
<td>March 9, 2010</td>
<td>International Brotherhood of Teamsters, Washington, DC, co-sponsored with American University and Syracuse University</td>
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<tr>
<td>6.</td>
<td>Forum on Workers’ Rights</td>
<td>March 31, 2010</td>
<td>WSU, co-sponsored with School of Law, WSU</td>
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<td>7.</td>
<td>1st Annual Labor Leaders on Labor Forum, James H. Hoffa, General President Teamsters</td>
<td>April 14, 2010</td>
<td>WSU</td>
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<td>8.</td>
<td>Labor@Wayne Inaugural, Hon. David Bonior</td>
<td>May 3, 2010</td>
<td>WSU</td>
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<td>10.</td>
<td>2nd Annual Labor Leaders on Labor Forum, Richard Trumka, President AFL-CIO</td>
<td>April 7, 2011</td>
<td>WSU</td>
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<td>15.</td>
<td>Negotiating Strategically Under Economic Challenge in the Public Sector</td>
<td>April 16, 2012</td>
<td>WSU</td>
</tr>
<tr>
<td>16.</td>
<td>3rd Annual Labor Leaders on Labor Forum, Mary Kay Henry, President SEIU</td>
<td>April 19, 2012</td>
<td>WSU</td>
</tr>
</tbody>
</table>
17. The Future of Public Sector Unions and Collective Bargaining
   May 21, 2012
   WSU, co-sponsored with MPRLA, ASPA, and MLMA

18. Rebuilding American Manufacturing
   June 5, 2012
   WSU

19. North American Labor History Conference
   October 2012
   WSU, co-sponsored with Department of History, WSU

20. Careers in Labor and Employment Relations
   January 23, 2013
   WSU

21. Michigan’s Changing Public Sector Legal Landscape
   March 1, 2013
   WSU

22. 4th Annual Labor Leaders on Labor Forum, Joseph Hansen, President UFCW
   April 18, 2013
   WSU

23. Union Security: Open, Agency, and Union Shops
   June 11, 2013
   WSU, co-sponsored with Center for Peace and Conflict Studies, WSU

24. Do’s and Don’ts of RTW Laws in Michigan
   July 11, 2013
   UFCW Local 876, with UFCW Local 951 and Metro Detroit AFL-CIO

25. Hon. William Gould IV (Professor of Law, Stanford, former chair of NLRB) Talk and Book Signing
   July 30, 2013
   WSU

26. Detroit in Bankruptcy
   October 16, 2013
   WSU

27. North American Labor History Conference
   October 24-26, 2013
   WSU, co-sponsored with Department of History, WSU

   October 25, 2013
   WSU, co-sponsored with Center for Latino/a and Latin American Studies

**Labor@Wayne-Connected Faculty Recruiting**

Labor@Wayne participated in an inter-disciplinary search at Wayne State University for a joint appointment for a senior-level faculty person in the field of labor history. The search committee included Professors Marc Kruman (History), Elizabeth Faue (History), Richard Elling (Political Science), and James Martin (Management and Information Systems of the School of Business Administration). A comprehensive search was conducted and three candidates were invited for interviews in Spring 2013.
In addition, during the academic years of 2011-2012 and 2012-2013, the Director of Labor@Wayne chaired, at the request of the university’s provost, an inter-disciplinary search for the Coleman A. Young Endowed Chair in Urban Studies. The search committee included the Director, the Chair of the Department of Urban Studies, the Dean of the School of Social Work, a member of the Department of Political Science, and the president of the Coleman A. Young Foundation. This was an extremely comprehensive and widely publicized search in which eight candidates were brought to the university’s campus for interviews over a two-year period.

In addition, the Director has held discussions with numerous other university administrators over the past several years to pursue potential joint appointments. These discussions continue.

Other Labor@Wayne Activities

In addition to these activities, the Director of Labor@Wayne has participated on the boards of the Center for Peace and Conflict Studies, the Center for Latino/a and Latin American Studies, the Michigan Labor-Management Association, and the Metro Detroit Chapter of the Labor and Employment Relations Association. The Director has also been active in the Detroit area chapter of the American Society for Public Administration, the Michigan Public Employer Relations Association, and the Human Resource Association of Greater Detroit (of the national Society for Human Resource Management). Furthermore, the Director made presentations to the University of Michigan Law School, the Humanities Center at WSU, the Labor and Employment Relations Association’s national research meetings, and United Food and Commercial Workers Local 876.

IV. RESEARCH

In addition to its Fraser Center Fellows, Scholars, Research Workshops, and Paper Series, Labor@Wayne centered its research efforts in three areas which are in progress. First, it developed a research proposal to study labor-management relations in the public sector in Michigan. The proposal (Improving Labor-Management Relations to Enhance Service Delivery among State and Local Governments in Michigan) was presented for review preliminarily with
representatives from the university’s corporate and foundation relations unit in order to begin the process of soliciting potential funders. To garner additional support for the research and promote efforts at seeking external funding, the Director of Labor@Wayne held several meetings with representatives of the Metropolitan Affairs Council (MAC), chaired by Debbie Dingell, and the Southeast Michigan Council of Governments (SEMCOG). MAC and SEMCOG agreed to participate in the research project and assist in seeking funding. They created a SEMCOG/MAC Labor Local Government Task Force, which met to review the research proposal on August 7, 2013. Following this meeting, the Director met with representatives of the university’s corporate and foundation relations unit to provide an update. An additional meeting between that unit and representatives of SEMCOG, MAC, and the Task Force, with the Director, will be held on October 16, 2013, in the near future to explore funding possibilities.

Second, the Director has been collaborating with scholars from other universities in developing a survey for union leaders at the national, regional, and local levels. This survey, which is in draft form, will be explored with representatives of national labor unions in fall 2013. We hope that this will become a periodic Union Census to track developments within the labor movement. These surveys will provide the most up-to-date and comprehensive data on unions available from any national or international source.

Third, three monographs are in progress. One focuses on the role of union representation in the public sector; a second on the financial conditions of labor organizations; and a third on the role of unions in American politics. These monographs will be made part of the Fraser Paper Series, presented at Fraser Research Workshops, and widely distributed.

V. REVENUE-ENHANCEMENT PLANS

Labor@Wayne’s goal is to generate as much external funding as possible to sustain and build its ongoing operations. Its revenue-enhancement plans focus on (1) increasing revenue from credit and non-credit education, (2) research funding, and (3) a capital campaign.
Credit and Non-Credit Education

We plan to generate additional tuition revenue through:

- Increasing enrollment in MAELR by additional marketing, improved enrollment management, Bridge and Graduate Certificates, and increased career-related activities;
- Increasing enrollment in the undergraduate program by changing it to Labor and Employment Relations, additional marketing, and creating a minor;
- Revising the Labor School (non-credit) curriculum and offering it online;
- Offering non-credit certificate programs in selected areas such as Grievance Administration, Arbitration, and Employment Mediation.

Research Funding

As mentioned above, we are exploring funding possibilities for our research proposal on Improving Labor-Management to Enhance Service Delivery among State and Local Governments in Michigan. We will also be pursuing funding for our Union Census Surveys.

Capital Campaign

We are launching a capital campaign. A fundraising planning committee, chaired by Mark Gaffney, has been formed. We will be holding two or more fundraising events in Spring/Summer 2014 as part of this ongoing effort.

VI. FUTURE EVENTS

Labor@Wayne plans several events over this academic year of 2013-2014. They include sponsoring or co-sponsoring conferences/events on:

- Detroit in Bankruptcy: Past, Present, and Future October 15, 2013
- Workplace Violence in the Healthcare Industry January 17, 2014
- Changing Employment Relationships in Healthcare TBA
- Labor-Management Relations in Michigan’s Governments TBA
• 5th Annual Labor Leaders on Labor Forum April 2014 (TBA)
• Labor Arbitration Certificate Program February 19, 2014

In addition, we will offer four careers services events: Forming a Student SHRM Chapter at WSU (September 19, 2014), Ford Recruiting (October 30, 2013), Careers in Employment and Labor Relations, and Resumes and Interviewing.

Major recruiting events will also be planned in Spring 2014 to recruit students for fall 2014 for MAELR and the revised Labor and Employment Relations (LER) undergraduate major and minor.

A capital fundraising campaign will continue throughout the academic year and beyond with at least two major such events.

The research project on the public sector in Michigan will proceed, with the hope being to generate external funding and to launch a public sector academy (online and classroom) to educate and train in fostering employment practices to improve the delivery of governmental services and goods in a cost-effective manner.
Appendix 1: Labor@Wayne Strategic Plan
December 2012

STRATEGIC PLAN FOR LABOR@WAYNE
2013-2016

Started in January 2009, Labor@Wayne, which is housed in the College of Liberal Arts and Sciences (CLAS), includes the various academic and non-credit labor-related units within Wayne State University (WSU). Specifically, it includes the Douglas A. Fraser Center for Workplace Issues (Fraser Center), the Labor Studies Center (LSC), the undergraduate Labor Studies major (LS), and the Master of Arts in Employment and Labor Relations (MAELR), which was formerly the Master of Arts in Industrial Relations (MAIR). These four sub-units report to Marick F. Masters, who was appointed as the inaugural director of Labor@Wayne in January 2009. The organizational structure and staff of Labor@Wayne are depicted below:

LABOR@WAYNE ORGANIZATION AND STAFF
During its first three years of operation, Labor@Wayne devoted its time to establishing internal and external advisory boards and building relationships within and outside the WSU community; organizing and staffing its operations; initiating conferences and events; developing promotional materials; benchmarking its units to equivalent entities in other universities; revising the MAIR program; hiring a new Associate Director for the LSC; integrating the units into a cohesive mission; and developing and implementing a strategic plan. It also attempted to pursue joint faculty hires, four of which were originally promised under the previous provost, but these attempts met with recurring and changing budget circumstances. [Fortunately, under new CLAS leadership, we have received the green light to make one hire and are working on the possibility of another in the near future.] During this period, our LSC budget and staff have been significantly reduced, falling from four to two full-time labor extension coordinators, including the Associate Director, and losing the clerical staff person assigned to that unit.

A variety of external and internal changes have occurred which necessitate developing a new strategic plan for Labor@Wayne, which is set forth in draft form in this document. This plan will be presented to the external and internal boards on meetings scheduled on January 25, 2013 and March 2013, respectively. This plan reflects input and discussions with Labor@Wayne staff, benchmarking of our units to other universities’ equivalents, and consultation with labor, corporate, and neutral (dispute resolution specialists) leaders. Several relevant factors reflecting the changing external and internal environments guided the development of this plan:

- The changing nature of the labor movement nationally and in Michigan, which is becoming much more service, public sector, and knowledge-based in orientation; over one half of the union members in the U.S. today work for government at the state, local or federal level. Nearly 50 percent of the local governmental workforce is represented by unions. In Michigan, over 55 percent of the total public sector workforce at all levels of government belongs to unions;
- Labor institutions face enormous challenges to modernize and professionalize their operations in order to serve their members;
- Unionized organizations in the private and public sector, including the healthcare sector, face tremendous pressures to foster labor-management collaboration to promote cost-efficient and cost-effective operations;
- The legal environment facing labor organizations and governing labor-management relations is undergoing significant changes in both Michigan and nationally;
- The availability of labor education providers is shrinking nationally;
- Labor organizations face a growing need to educate a new generation of leaders on organizational skills and labor-related subjects;
- The delivery of education is becoming increasingly online in an asynchronous mode; and
Universities like WSU face continuing budget challenges which require generating external sources of funding and finding ways to more cost efficiently provide services.

With these changes in mind, we have drafted a strategic plan to position Labor@Wayne to realize its vision and fulfill its mission. In this regard, we have modified the vision and mission statements to make them more relevant. Our strategic plan sets forth the major goals for Labor@Wayne and its sub-units and a strategy for meeting the goals over the next several years. These are “stretch” goals, particularly in light of our relatively small operation, but we are committed to making the maximum effort to achieve them. As they say, nothing ventured, nothing gained.
LABOR@WAYNE VISION AND MISSION

VISION: To become a nationally and international recognized program that promotes high quality workplaces through more effective labor institutions and labor-management collaborative initiatives.

MISSION: To provide venues for labor, management, policymakers, educators, students, and community leaders to learn about how to make labor institutions more effective and to promote labor-management cooperation for the betterment of working life.
LABOR@WAYNE GOALS AND STRATEGY

Goals:

- To develop and disseminate relevant knowledge through conferences, research, and credit-based and non-credit educational programs
- To increase enrollment and promote higher levels of retention and graduation in degreed programs
- To generate external funding to support operations, including research, curriculum development, and scholarships

Strategy:

- To focus conferences and research on the healthcare, public sector, and manufacturing industries
- To revamp promotional materials and web sites, upgrade curricula, build interest in careers in labor and employment relations, and promote online delivery of courses
- To launch a major capital fundraising campaign and leverage board and external relations to partner with organizations to generate foundation-based funding for research
DOUGLAS A. FRASER CENTER FOR WORKPLACE ISSUES

**Goals:**

- To promote research in the areas of labor-management relations and workplace initiatives as well as employee attitudes and employer practices
- To hold conferences and events to bring stakeholders together to learn from cutting edge research and current thinking on these topics
- To seek funding through donors and grants to support related activities, including the establishment of a public sector academy to educate and train in the areas of interest-based problem solving and labor-management collaboration

**Strategy:**

- To leverage the internal and external boards and other relationships to generate additional funding to expand support for relevant research through Fraser Fellowships and Fraser Scholars
- To hire two joint faculty to promote a nucleus of research- and teaching-based activities
- To expand the orbit of interest and support through forums, industry councils, and academic panels in the public sector, healthcare, and manufacturing sectors
MASTER OF ARTS IN EMPLOYMENT AND LABOR RELATIONS (MAELR) GOALS AND STRATEGY

Goals:

- To increase enrollment (to 70-plus enrollees per semester)
- To increase graduation rates
- To build a stronger sense of community among students

Strategy:

- To revise web site and promotional materials
- To dramatically expand external recruitment efforts through communications and events
- To provide a much broader array of career services and involve students in a careers in labor and employment relations network supported by employers
LABOR STUDIES UNDERGRADUATE MAJOR GOALS AND STRATEGY

Goals:

- To increase enrollment to 75-100 majors
- To increase graduate rates
- To build a stronger sense of community among students

Strategy:

- To revise the curriculum, change the name to Labor and Employment Relations, establish a minor, revise web site and promotional materials, and expand recruitment efforts
- To foster interest in and commitment to careers in labor and employment relations through contacts with employers
- To establish a learning community
LABOR STUDIES CENTER (LSC) GOALS AND STRATEGY

Goals:

- To increase enrollment and revenues
- To expand union and nonunion involvement
- To establish stronger links to degreed programs

Strategy:

- To revise and update curriculum
- To offer courses online and develop more general skills-based courses for online delivery to nonunion workers and professionals
- To leverage union-tuition programs to increase enrollment in degreed programs
APPENDIX 2: FRASER FELLOWS

Professor Michael Goldfield, Political Science, WSU

Professor James Martin, Management and Information Systems, WSU
APPENDIX 3: FRASER SCHOLARS

Professor Monica Bielski-Bono, University of Illinois
Professor Barry Bluestone, Northeaster University
Professor Robert Bruno, University of Illinois
Professor Paul Clark, Penn State University
Professor Jack Fiorito, Florida State University
Professor Richard Freeman, Harvard University
Professor Susan Helper, Case Western University
Professor Andrew Herod, University of Georgia
Professor Jeff Keefe, Rutgers University
Professor Cheryl Maranto, Marquette University
Professor Joseph McCartin, Georgetown University
Professor Mary Romero, Arizona State University
Professor Beverly Silver, John Hopkins University
APPENDIX 4: FRASER RESEARCH WORKSHOPS

Fraser Fellows presented their research at luncheon workshops held at Wayne State University. In Spring 2013, Professors Goldfield and Martin presented their research on April 3 and April 19, respectively.

- Professor Goldfield presented on the topic of “The Escalating Assault on Unions”
- Professor Martin presented on the topic of “Relationship of Shift Work and Shift Changes with Attitudes towards Work”
APPENDIX 5: FRASER PAPER SERIES

Marick F. Masters, Raymond Gibney, and Thomas J. Zagenczyk. 2009. Worker Paycheck Protection: Implications for Labor’s Political Spending and Voice

Marick F. Masters, Ray Gibney, Thomas Zagencyzk, and Iryna Shevchuk. 2010. Union Members’ IT Usage

Marick F. Masters, Christina Merchant, Robert Tobias, Engaging Federal Employees Through Their Union Representatives to Improve Agency Performance

Marick F. Masters, Robert R. Albright, and Ray Gibney. 2010. The State of Public Sector Unionism: Challenges and Opportunities


Marick F. Masters. 2013. Union Power: The Role of Labor Money in Politics

Michael Goldfield and Amy Bromsen. 2013. The Changing Landscape of US Unions in Historical and Theoretical Perspective


Raymond Gibney, Thomas J. Zagenczyk, and Marick F. Masters. 2013. The Face(book) of Unionism
APPENDIX 6: CAREERS IN LABOR EMPLOYMENT RELATIONS
ADVISORY ROUNDTABLE

Jim Allen, VP, Global Labor Relations, Goodyear

Jim Glynn, VP, Labor Relations, GM

Ed Hartfield, President, Hartfield Resolution

Eric Herppich, Director, Human Resources and Labor Relations, Macomb County

Alphonis Iacobelli, VP, Employee Relations, Chrysler

Erica Kimble, VP, Service Employees International Union

Laura Kurtz, Human Resource Manager, Ford

Reginald Jenkins, Labor Relations Representative, MI Department of Transportation

Chris Michalakis, President, Metro Detroit AFL-CIO

Marty Mully, VP, Labor Affairs, Ford

Art Schwartz, President, Labor and Economics Associates

Debbie Shapiro, President, Human Resources Connections
APPENDIX 7: LABOR@WAYNE AFFILIATED WSU FACULTY

Robert Ackerman, School of Business

Bengt Arnetz, School of Medicine

Judith Arnetz, School of Medicine

Allen Batteau, CLAS, Anthropology

Walter Edwards, CLAS, English, Director, Humanities Center

Elizabeth Faue, CLAS, History

Peter Hammer, School of Law

Michael Goldfield, CLAS, Political Science

Allen Goodman, CLAS, Economics

Loraleigh Keashly, Fine and Performing Arts, Communications

Marc Kruman, CLAS, Chair, History

Cary Lichtman, CLAS, Psychology

James Martin, SBA, Management and Information System
APPENDIX 8: CALENDAR OF UPCOMING LABOR@WAYNE EVENTS, 2014

(Details will Follow in Advance as Appropriate)

<table>
<thead>
<tr>
<th>Type of Event</th>
<th>Event Title</th>
<th>Date</th>
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<tbody>
<tr>
<td>Student Welcome</td>
<td>MAELR and LS Welcome and Orientation</td>
<td>January 2014</td>
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<tr>
<td>Open Conference</td>
<td>Workplace Violence in Healthcare</td>
<td>January 17, 2014</td>
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<tr>
<td>Student Careers Session</td>
<td>Careers in Labor and Employment Relations</td>
<td>February 2014</td>
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<tr>
<td>Conference</td>
<td>“In’s and Out’s of Labor Arbitration”</td>
<td>February 19, 2014</td>
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<tr>
<td>Open Conference</td>
<td>Pension Reform in the Public Sector: Lessons from the Private Sector</td>
<td>March 2014</td>
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<tr>
<td>Open Address</td>
<td>5th Annual Labor Leaders on Labor Forum</td>
<td>April-May 2014</td>
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<tr>
<td>Open Conference</td>
<td>Workplace Privacy and Social Media</td>
<td>May-June 2014</td>
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<tr>
<td>Student Workshop</td>
<td>Preparing for Careers in Labor and Employment Relations</td>
<td>May-June 2014</td>
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<tr>
<td>Open Conference</td>
<td>The State of Public Labor-Management Relations in MI</td>
<td>June-July 2014</td>
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