If you happen to be walking down the street in Vienna next summer, don't be surprised if you see a familiar face from Minnesota. Likewise, if you stopped at a sidewalk café in Barcelona last year and one of your former professors strolled by, you weren't imagining things...you really were seeing a faculty member from the Center for Human Resources and Labor Studies. And, if your travels took you to Sydney, Australia last May and you noticed a group of students sporting the maroon and gold of the Minnesota Gophers, chances are you crossed paths with Professor Connie Wanberg and her class of Carlson School undergraduates, there to learn more about international human resources as part of their study-abroad requirement.

As the faculty of the CHRLS continue to fulfill their mission of teaching, research and service, they have forged international reputations and are in demand as speakers, researchers, co-authors, collaborators and teachers. For example, in addition to leading the two-week visit to Australia (a core part of the eight-week undergraduate course), Wanberg also visited Singapore to give a presentation in January 2010, presented a lecture in Belgium in October 2010, and served as a visiting professor at the University of Amsterdam for three months in fall 2010, during a sabbatical leave from the Carlson School. And her global reach isn't confined to her own travels: a self-assessment inventory tool

"Presenting research to scholars and practitioners from different cultures has significantly broadened how I think about issues in my research and in my teaching."

—Professor John Budd
Happy New Year from the CHRLS!

As is common at the beginning of a new year, I'd like to take a moment to reflect on the successes of the past year, and look ahead to some exciting opportunities in 2011.

Reflecting on successes of 2010

The successes are easy to spot: as I mentioned in my last director's letter, interest in our highly-regarded MA-HRIR program remains strong and we welcomed an outstanding class of 61 day and 7 evening students in September. They've completed their first full semester with all the course work, reading assignments, papers, tests and group projects that you may recall. The day students have also participated in a host of employer information sessions, mock interviews, resume reviews, career center appointments and internship interviews, and are back on campus eager to finish their first year of graduate studies, while the second year students are keen to finish their studies and join many of you in the professional world of HR.

Our exceptional faculty continued to fulfill their mission of teaching, research and service. This newsletter's feature story (see cover) outlines in detail the international impact of our faculty; I trust that you are as impressed as I am by the far-reaching influence of my faculty colleagues. This expertise and knowledge not only continues our history of international leadership and reputation in the field, but also serves as an enormous competitive advantage for our students.

Another continuing success is the many ways our alumni stay connected with the CHRLS. More than 40 alumni served as mentors to our first-year students during 2010. Many alumni returned to campus as recruiters, classroom speakers, board or committee members, donors and workshop participants. One such alumna, Deb Broberg, '97 MA-IR, was honored with the University of Minnesota's Alumni Service Award at a ceremony in September.

I'd also like to extend congratulations to Barb Kucera, who took over as director of the Labor Education Service this fall. She replaces Howard Kling, who will continue his videography work. We welcome Barb to her new role, and thank Howard for his years of service.

Looking ahead to 2011

While these remain challenging times, especially budget-wise, I am confident that 2011 will bring many successes like we experienced in 2010. Admissions season is upon us and the faculty and staff are busy reviewing another set of outstanding M.A. and Ph.D. applications. Some of these applicants were referred to us by alumni, for which we are grateful. If you know of anyone who could benefit from the HRIR education you received, please encourage them to visit with us.

Our dedicated Alumni Board is committed to providing valuable professional development opportunities for alumni and other HR professionals and is again coordinating an outstanding workshop series; they're also gearing up for the 2011 HR Tomorrow Conference, “HR Tomorrow...Today,” being held on April 15, 2011.

Another exciting opportunity in 2011 is the Human Resources Research Institute (HRRI), a faculty-executive partnership between our faculty and high-level executives from leading organizations. The focus of this year’s HRRI Spring Partner meeting will be “Well-Being at Work: Fostering Employee Health and Happiness.” If your organization is interested in creating more vitality in your workplace with employees who are physically and mentally healthy, building and maintaining positive relationships at work, and promoting a context in which work and family lives are mutually enriching, please contact me at jbudd@umn.edu or 612-624-0357; I'd love to talk with you more about HRRI.

With warm wishes for continued personal and professional success,

John W. Budd
Professor and Industrial Relations Land Grant Chair, and
Director, Center for Human Resources and Labor Studies
In November, the Twin Cities chapter of the National Association of African Americans in Human Resources (NAAAHR) awarded scholarships to three current students in the MA-HRIR program. Pictured from left are Andrea Lowe, Audrey Kumi, and Tyna Washington. NAAAHR is committed to preparing HR professionals through education, workshops, information services, and support systems to ensure that HR is an essential and effective partner in developing and executing organizational strategy within each member’s respective organization.

PhD-HRIR Student News

Ruolian Fang accepted a position as assistant professor at the National University of Singapore Business School.

Amit Kramer accepted a position as assistant professor in the School of Labor & Employment Relations at the University of Illinois at Urbana-Champaign.

Kyoung Won (Ken) Park accepted a post-doctorate position at Case Western Reserve University.

Yingchun (Irene) Wang accepted a position as assistant professor at University of Houston.

First Tuesday Speaker Series

The Carlson School of Management’s First Tuesday Speaker Series began in August 1992 to provide an opportunity for alumni and friends of the Carlson School to continue their management education. The First Tuesday Speaker Series features top-notch executives as keynote speakers addressing hot topics in business and leadership. Mark your calendars for these upcoming dates and speakers, and visit http://www.carlsonschool.umn.edu/firsttuesday/ for additional information.

> **March 1, 2011** – Stephen Hemsley, President & CEO, UnitedHealth Group
> **April 5, 2011** – John Geisler, Corporate Vice President, Cargill
> **May 3, 2011** – Clarence Nunn, President and CEO, GE Fleet Services

First Friday Networking Series

First Friday is a networking and social event for Carlson School graduate alumni and students. Join us to connect with old friends, make new ones, and strengthen the Carlson School network! First Friday events include hosted appetizers, prizes and a cash bar. Watch for reminder postcards in the mail, or visit http://carlsonschool.umn.edu/alumni/events for more information and to register.

> **March 4, 2011** – The Local, 5:30 to 7:30 p.m.
> **April 1, 2011** – The Living Room, W Hotel, 5:30 to 7:30 p.m.

Transforming careers

The flexible Evening Human Resources Master’s Program at the University of Minnesota’s Carlson School of Management is specifically designed for busy professionals. As alumni already know, the program is widely regarded as one of the nation’s top HR Master’s programs. Please consider inviting a colleague or friend to visit http://www.carlsonschool.umn.edu/master-human-resources/index.aspx for more information; or encourage them to attend the next Information Session scheduled on Wednesday, March 30 from 6:00 to 7:00 p.m.

It’s the local program with the international reputation.
for unemployed individuals that Wanberg developed as part of her research on unemployment and job search has not only been used by the State of Minnesota for the past five years, it has gained the attention of the U.S. Department of Labor and the country of Israel.

The mission of the Carlson School of Management is to discover transformative knowledge about the issues faced by organizations and managers in a dynamic global economy and create exceptional learning and career opportunities by facilitating an engaged and integrated community of scholars, students, and practitioners. One of the ways this transformative knowledge is being discovered, transmitted and enhanced in the Center for Human Resources and Labor Studies is through our faculty’s ability to cross borders, cultures and institutions to join other scholars in the search for knowledge.

“I’ve been working with researchers in Finland on employee reactions to pay raises,” said Professor Jason Shaw, “in Taiwan on team conflict and effectiveness, and in Nanjing, China, on a study of employee-organization relationships, social capital and team creativity. There seems to be an increasing interest from international researchers on the topics in my research program, so collaborating with those researchers in Finland, Taiwan, and China, for example, has become integral to the success of my program,” he noted.

“For our Ph.D. students, it allows for new connections to be made with researchers and perspectives that they may not have had access to otherwise. This leads to better research projects and other advantages, including having more connections when they are ready for the job market. For the MA-HRIR student,” he said, “it allows for different insights on important topics than those available only in the U.S. context.”

Wanberg echoes Shaw’s sentiments. “Almost all of my (academic) papers have collaborators from other countries,” she said.

“I had a visiting Ph.D. student from Istanbul University, Gokce Basbug, during the spring of 2010. He and I collaborated on a paper titled “Job Search Challenges and Lessons Learned: A Qualitative Study of Employed and Unemployed Job Seekers.”

During his trip to Beijing to discuss HR education at the Global Deans’ Forum on Labor Science at Renmin University in June 2010, Professor John Budd made time to meet with five incoming HRIR graduate students. It was a unique opportunity to get to know the students prior to their move to the University of Minnesota. “I think spending a little time with them on their own turf helped ease their transition into an American graduate school,” he said. Budd was also able to meet with a Chinese professor with close connections to the Honda strikers that were making global headlines, and gained fascinating insights that he brought back to the classroom in Minneapolis. China was not his only international stop during the past 18 months. He served as a plenary speaker at a conference at the Cardiff (Wales) Business School in September 2010, and presented his research at the European Congress of the International Industrial Relations Association in Copenhagen in July 2010, at two separate conferences at the London School of Economics in May 2009 and March 2010, and at the World Congress of the International Industrial Relations Association in Sydney in August 2009. “Presenting my research to scholars and practitioners from different cultures with diverse employment systems has significantly broadened how I think about issues in my research and in my teaching,” reports Budd.

Budd reflected on the far-reaching influence of his faculty colleagues. “This expertise and knowledge not only continues our history of international leadership and reputation in the field,” he said, “but also serves as an enormous competitive advantage for our students.” A few additional examples include:

Full-time instructional faculty member Sid Benraouane will be participating in three separate activities with an international reach this May: he is collaborating on a book on e-learning to be published in Europe in 2011; presenting a paper on financial crisis and executive compensation at the International Forum of Finance; and will be jointly teaching an International Business Project Case Study seminar to students from the Carlson School and Vienna University of Economics and Business which culminates with two weeks spent in Vienna and Munich.
Following in the footsteps of his HRIR teaching colleagues Benraouane and Wanberg, full-time instructional faculty member Rob Vellella will be teaching the same undergraduate HR course they’ve previously taught, International Human Resources Management, in Australia during Spring Semester 2011. This popular course introduces human resources as a field of study and profession, and focuses on labor market trends in the United States and Australia. The May 2011 course is already full with a waiting list.

Assistant Professor Aaron Sojourner presented at invited research seminars in the economics departments at the University of Toulouse, France and the University of Trento, Italy. He also met with faculty there, and with researchers at the European Research Institute on Cooperative and Social Enterprises (EURISCE) in Trento.

CHRLS faculty participated in a number of international academic conferences: Professor Michelle Duffy will be one of three keynote speakers at the International Symposium on Workplace Envy to be held in Turin, Italy in September 2011. Associate Professors Joyce Bono and Theresa Glomb, along with Duffy, collaborated on three papers that Bono presented at the European Conference on Positive Psychology in Copenhagen, Denmark: Emotions in Every Day Work Life; The Mindful Workplace: Mindfulness and Integrative Employee Well Being; and Affect Balance at Work: A Key Indicator of Employee Thriving. “One of the best parts of presenting at an international conference is the opportunity to share my research with folks who approach the topic from a different perspective, and get their feedback,” Bono said. “Even more important is the opportunity it provides to develop research collaborations with colleagues from around the world, which I think ultimately leads to research that is more interesting, more broadly applicable, and with greater impact on the field of management.”

Back to that sidewalk café. In March, Professor Avner Ben-Ner made presentations on various topics at the IESE School of Business in Barcelona, the Department of Management at the Public University of Navarra, and the Department of Managerial Economics at the Autonomous University of Barcelona, where he was a guest for a week. And his international travels weren’t limited to Spain. “In June I spoke on trust and organizational forms at the Vatican’s conference of university professors in Rome,” he said, “and last December I taught a short course on organization theory in New Delhi.” He also presented academic papers at the annual Academy of Management conference in Montreal, and taught in the Ph.D. summer school in behavioral economics in Trento, Italy. And that’s just during one twelve-month period!

Forging an International University

In 2005 the University of Minnesota established the goal of becoming one of the top three public research institutions in the world in the next decade. In a report published in January 2006, the “Forging an International University Task Force” stated that, to reach that goal, the University must become a global university. “This demands that internationalization, diversity and academic excellence be inextricably intertwined and central to the University’s core mission,” the Task Force reported. Two critical trends make the internationalization of the university a necessity:

“We live in an increasingly internationalized world,” the report states. “Expanding and tightening connections between states, societies, and peoples have made the world more integrated and complex. Challenges such as global climate change, natural resource and food security, economic development, terrorism, and health pandemics can only be addressed through sustained, disciplined scholarly debate that reflects the interests and ideas of diverse groups located in different parts of the world.”

“As the world is becoming internationalized, so too is the production of knowledge to understand that world,” the report continues. “Knowledge production increasingly operates in a world without borders. We are seeing the emergence of a transnational community of scholars who are increasingly collaborating across territorial boundaries and applying their findings to diverse settings. This reconfiguration of the scholarly landscape has far-reaching consequences for research, teaching, and public engagement.

The report went on to say that “these twin trends have major implications for the University’s identity and mission – it must develop a global orientation and realize its place in a developing global network of engagement and scholarship.”

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1 Transforming the University: Systemwide Academic Task Force on Forging an International University, published January 31, 2006.
Alumni News

2010-2011 CHRLS Alumni Association Board

Jillian DeMello, ‘08 MA-HRIR, recently relocated to Dubai in her role as HR Manager supporting Pfizer’s Africa/Middle East regional office.

Michael Egermann, ‘00 MA-HRIR, is currently working as Director Human Resources, Europe North & Australia, for Amgen.

Craig Heyrman, ‘00 MA-HRIR, is currently working as Director Human Resources, Switzerland & European Hub Operations, for Merck.

Adam Kahle, ‘06 MA-HRIR, has joined Grant Thornton LLP as a Senior Associate in the Compensation and Benefits Consulting area.

Brian Kalinoski, ‘06 MA-HRIR, has joined Polaris as a Senior International HR Specialist.

Ellen Kleiner Weinstein, ‘07 MA-HRIR, was named Director of Academic Services at the University of Washington’s Evans School of Public Affairs.

Kristin Lee, ‘06 MA-HRIR, recently joined Cargill as a Senior HR Generalist.

Katie Oberg, ‘07 MA-HRIR, is currently working for ConAgra Foods as Human Resources Manager.

Eva Treuer, ‘10 MA-HRIR, recently joined Target as a senior process business partner.

It’s an (Alumni) Family Affair...

Are you related to another graduate of the Human Resources and Industrial Relations program? Did you meet your future spouse while attending the Carlson School? Maybe one of your parents came before you and recommended the program? Did you encourage your sibling or cousin to earn their MA degree in HRIR at Minnesota? If so, we want to hear from you! We’d like to feature the many family connections our alumni have in an upcoming newsletter or web story. Please drop us a note at chrls@umn.edu. We look forward to sharing news about our extended family!

Making a Difference

Alumni interested in getting more involved with the HRIR program have many opportunities:

> Serve as a resume reviewer or mock interviewer through the Carlson School’s Business Career Center

> Attend the HR Tomorrow Conference on April 15, 2011

> Encourage your employer to support student fellowships

> Host a site visit to your organization for current students

> Make an individual donation to support the CHRLS’ efforts to attract the best and brightest students

> Provide a case study that faculty can use in their classes to illustrate HR principles at work

Deb Broberg, ‘97 MA-IR, received the University of Minnesota’s Alumni Service Award at a ceremony held at the Carlson School of Management in September, where she was honored for her service as a volunteer to the CHRLS and the Carlson School. Broberg, at right, receives her award from Carlson School Dean Alison Davis-Blake.
Faculty and Staff News

“Learning: What and How? An Empirical Study of Adjustments in Workplace Organization Structure” by Professor Avner Ben-Ner and Stephanie Lluis has been accepted for publication in Industrial Relations. Also, “Lavish Returns on Cheap Talk: Two-Way Communication in Trust Games” by Ben-Ner, Louis Puterman, and Ting Ren, has been accepted for publication in the Journal of Socio-Economics.

Professor John Budd gave the keynote address at a conference at Cardiff (Wales) Business School in September 2010.

“Organizational socialization processes: Review and development of a social capital model,” by Ruolian Fang and Professors Michelle Duffy and Jason Shaw, has been accepted for publication in Journal of Management.

Associate Professor Theresa Glomb, along with Erin Kelly and Jean Abraham, recently received a $98,361 Society for Human Resource Management (SHRM) grant for “Unhealthy Balance? The Consequences of Work and Family Demands and Resources on Employees’ Health and Health Care Consumption.”

“But Affirmative Action hurts us! Race-related beliefs shape perceptions of White disadvantage and policy unfairness,” by Assistant Professor Lisa Leslie and co-authors, has been accepted for publication in Organizational Behavior & Human Decision Processes.

Assistant Professors Colleen Manchester and Aaron Sojourner received a $75,000 grant from the Social Security Administration to study “What’s My Account Really Worth? The Effect of Lifetime Income Disclosure on Retirement Savings.”

Professor Connie Wanberg won a school-wide research award from the Carlson School of Management.

Professor Emeritus Mahmood Zaidi, founding director of the International Programs Office, recently published Beyond MBA: Management Education in Transitional Times. The book was co-authored by Aleksander Sulejewicz of the Warsaw School of Economics.

Assistant Professor Colleen Manchester was selected as the winner of the Herbie Award for Teaching Excellence by the students of the Human Resources and Industrial Relations program in recognition of her exceptional teaching practices.

“Unionization of Nursing Homes,” by Assistant Professor Aaron Sojourner and co-authors, has been accepted for publication in Inquiry.

The Georgianna Herman Library announces a new collection of Labor and HR DVDs and VHS tapes that are available for students, staff, faculty, alumni and the general public to check out. The collection includes classics such as At the River I Stand, Matewan, Norma Rae, 10,000 Black Men Named George, The Wobblies, Salt of the Earth, Silkwood and Hartland County, USA. Also included are DVDs on ethics, performance appraisals and HR Leadership. The collection is a joint project of the Herman Library and LES.

The Herman Library is open to the public and provides numerous benefits to alumni and the local business and labor communities. The library subscribes to over 75 scholarly and professional journals, and library staff are available to assist alumni with research needs. Contact chrslib@umn.edu for further information.

The Herman Library is working with the Minnesota Digital Library (http://reflections.mndigital.org/) to digitize “The Organizer,” the very first daily strike newspaper in American history. Chronicling the 1934 Local 574 Teamsters strike, the Organizer is a piece of Minnesota and Labor Union history. The collection will be available from the library catalog and through the Minnesota Reflections website. The project is in its beginning stages and should be available in late spring.

Colleen Manchester

Assistant Professor Aaron Sojourner

Barb Kucera became director of the Labor Education Service in July 2010. Kucera replaces Howard Kling, who concluded nine years as director. Kling will continue his videography work and return to heading up the LES media program. Kucera will maintain her role as editor of the Workday Minnesota website, in addition to her duties as director. The CHRLS extends congratulations to Barb Kucera and thanks to Howard Kling for his years of service.

The Labor Education Service was featured in the Fall 2010 issue of Minnesota magazine, a publication of the University of Minnesota’s Alumni Association. The article is titled, “State of the Unions.”

LES staff took home three awards in the International Labor Communications Association contest. Writing for Workday Minnesota, Mary Bellman won first place for best editorial or column for “In health care debate, don’t fall prey to the politics of exclusion.” Deborah Rosenstein was the producer and Randy Croce was the editor and camera operator for new footage for “Minneapolis truckers make history,” which won first place in the education and training video category. Howard Kling won second place for a long video, “U.S. labor education delegation to Vietnam,” about a fact-finding trip by labor educators to that Asian nation.

LES will present the second Minnesota Union Women’s Leadership Retreat at Ruttger’s Bay Lake Lodge from April 27-29, 2011. Their first retreat in 2009 brought together 140 women from a variety of backgrounds to learn from each other and build power. Registration brochures will be available in January.
2011 HR Tomorrow Conference - Save the Date!

HR Tomorrow...Today

The changing economic, political and demographic climate, along with increased organizational pressure to effectively manage costs, have altered the playing field for engaged human resources departments. Our “new normal” requires that we understand the business effects of slow economic growth, increased uncertainty about the future, an aging workforce, major healthcare reform, and an unparalleled need to attract and retain key talent. HR Tomorrow...Today will further equip HR leaders to navigate through this complex and challenging time.

Friday, April 15, 2011 • 8:00 am – 5:30 pm

Featured keynote speakers:

Michael J. Hoffman
Chairman and CEO, The Toro Company

Steve Miranda
Chief HRO, Society for Human Resource Management

Early Bird Special!

Save $50! Register before March 28, 2011, at

http://carlsonschool.umn.edu/hrtomorrow

Conference topics may include:

- Leadership and Strategy
- Business Acumen
- Talent Management
- Performance
- Workforce Planning
- Labor Relations
- Talent Acquisition/Recruiting
- Total Rewards