New home for treasured resource

Herman Library soars into the 21st Century

It all began in 1945 with a few disorganized boxes of materials housed in several rooms on the East Bank. Industrial Relations Center staff member Nora Eastman was the first to try to bring order to the chaos. “When I came, there were only boxes of materials,” she recalled in 1995. “I set up the classification for the materials according to ‘personnel’ headings. In this way we could use the materials.”

When Georgie Herman joined the Industrial Relations Center in 1956, the Reference Room (now named the Georgianna E. Herman Library) was “a little room in Vincent Hall with two desks, four tables, and no card catalog,” Herman remembered. “My project was to develop the ‘IRC Library.’”

And develop it she did! With the help of Professor Dale Yoder, the IRC received a grant from University of Minnesota President Morrill to create the Reference Room’s first card catalog. In those days, each card had to be typed individually on a manual typewriter and hand-filed into the system. Advances in technology led to the use of an electric typewriter to create the cards, and finally to the fast and extremely efficient online searching and cataloging system currently in use.

Today, the Herman Library proudly sits in its new, bright and cheery space on the third floor of the Carlson School of Management, immediately adjacent to the Center for Human Resources and Labor Studies (formerly named the IRC). Its collection holds approximately 12,000 books, 75 journal subscriptions and over 5,000 bound journal volumes, and covers a wide range of topics, including recruitment, training, compensation, job satisfaction, motivation, stress, drug testing, strategic management, staffing, effects of technological change, mergers, diversity, labor relations, leadership, unions, organizational behavior, absenteeism, and turnover.

Soaring into the 21st Century, the Herman Library unveiled a hosted integrated library system in 2007 that replaced WorksOnWork as the library’s catalog. “In order to meet the needs of our technologically savvy users, we
Greetings from the Center for Human Resources and Labor Studies!

It was exciting to see so many of you at the grand opening of the remodeled and relocated Georgianna E. Herman Library in mid-February. The library is now on the third floor of the Carlson School, and while it's been modernized, it still has its impressive collection of human resources management and labor relations materials. I would like to recognize the hard work and dedication of Mariann Nelson, who worked in the reference room for 35 years and retired in December. And, I want to thank Brenda Carriere, Library Director, and Jennifer Clement, Library Assistant, for the amazing work they've done to modernize our library.

As I write this we are gearing up for the 30th Annual HR Tomorrow Conference, our signature professional development offering that brings alumni and friends from across the country and around the globe back to campus. We are putting together a stimulating program of keynote and breakout speakers and are grateful once again for the support of GE Capital, Anheuser-Busch InBev, and our other corporate sponsors. I want to thank our Alumni Association Board for their hard work in putting this conference together and I look forward to seeing you there.

Challenging times lie ahead for our current students and some of our alumni as we face an uncertain economy and employment market. Our current students are finding that it is taking longer to find summer internships between their first and second years, and full-time positions after graduation. If your organization is in need of some high-quality, short-term HR project assistance, please see page 3 to learn about our HRIR Summer Internship program.

There are some bright spots on the horizon, however. Local and national recruiters are continuing to visit the Carlson School, knowing that our students are among the top candidates in the field. The strength and reputation of our MA-HRIR program continues to attract the best and brightest students and we are looking ahead to another large and impressive incoming class next fall.

Beginning July 1, my three-year term as CHRLS Director will end. I will be returning to more teaching in the fall and an increased focus on my research in the areas of unemployment and expatriation. While I’m looking forward to getting back to a more traditional faculty role, I really enjoyed meeting so many interesting people during my tenure as Director! My successor will be appointed later this spring.

Given this will be my last letter to you as director, I want to stress how thankful I am for all of the alumni and friends who are willing to give back through their continuing support of the Center. Whether as a mentor, an Alumni Association Board member, a classroom speaker, conference sponsor or individual donor, please know that all of you have made an important impact on our students, faculty, staff and the greater Carlson School community, and I sincerely thank you for that commitment. I also want to thank Bob Glunz, our Associate Director, and Anne Obst, our External Relations Coordinator, as well as the remainder of the CHRLS staff for the hard work they do on behalf of the CHRLS and for their support during my time as director. The CHRLS is a better place because of you.

Warm regards,

Connie Wanberg, PhD
Professor and Director
Center for Human Resources and Labor Studies
Do you have an HR project that you’d like some short-term help with? Students from the CHRLS’ MA-HRIR program are available for volunteer or paid internships at your organization this summer!

The Carlson School of Management’s Graduate Business Career Center is organizing summer internships for MA-HRIR students. Our high potential students receive useful hands-on experience, while your organization benefits from the work of talented, motivated students who will be the next generation of leading human resources professionals.

MA-HRIR Internship Program (Summer 2009)

> Paid or unpaid internships
> 4 – 12 week projects (12 weeks is typical in a paid internship)
> Anywhere from 5 – 40 hours per week; you can work this out with the student. Paid internships are typically full-time; unpaid internship hours would be negotiable.
> Internship ideas: updating job descriptions, reviewing new employee orientation materials and employee handbooks, creating training materials, performing affirmative action audits, conducting research, preparing for labor negotiations, etc.
> Ideal start date is in mid-May

If your organization would like to have an intern, please indicate your interest by contacting Katie Smith, Director of Business Development, at kwsmith@umn.edu or 612-625-7587.

NAAAHR scholarship winners

The Twin Cities chapter of the National Association of African Americans in Human Resources (NAAAHR) recently awarded scholarships to three current students in the MA-HRIR program. Pictured from left are Yahkeva Eason, Jameelah Muhammad, and Endra Young. 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.
requests from all parts of the United States and several foreign countries. Today’s library is a hub of activity, with staff providing daily assistance to current MA-HRIR students. “Our students use the library for research, of course, but for so much more, too,” said Carriere. “They work on team projects, access our database, make use of the computers, prepare for interviews in our breakout rooms, search our collection, and use the copy machine. It’s a busy place!” On just one day last October, Carriere noted, 68 students visited the library in its Humphrey Center location - almost a third of the entire HRIR student body. And now that the Herman Library resides in the Carlson School, the staff often see more than 20 students use the library on any given day.

Even with the wealth of information available today, with just the click of a mouse button, the library staff of Carriere and Library Assistant Jennifer Clement still field requests from all over the country every year, including alumni, business people, labor organizations and other academic institutions, as well as the daily support they provide to the current HRIR students, faculty and staff of CHRLS. “These requests can be as simple as just pointing someone in the right direction, or as complex as finding information and documentation for an arbitration case,” said Carriere. “We also provide in-depth literature searches to corporate members of the Human Resources Research Institute, which we know has been very beneficial to them.”

Evelyn Lee, Account Manager in Abbott Laboratories’ University Relations department, is pleased with the service her employer received from the Herman Library. “The research digest that you gathered for us (as an HRRI member) was right on target for the information we needed,” she said. “Your research was thorough, and you also completed this project in a timely manner. Thank you!”

Other users of the Library are equally as pleased. Alvin Schexnider, ’08 MA-HRIR, utilized the library regularly during his two years of study here. “The staff was always a great resource for helping me find the right information for coursework,” he said. “I also enjoyed the publications that they subscribed to.”

Carolyn Beer, ’95 MA-IR, recently wrote CHRLS Director Connie Wänberg to report her great satisfaction with the library. “I recently had the opportunity to use the library and I wanted to pass on to you just how impressed I am with the new and improved CHRLS Herman Library,” she wrote. “The newly implemented technology multiplied by Brenda’s expertise and Jennifer’s friendly assistance makes for a winning and powerful combination. What a great resource to me and others!”

And it’s not just alumni of the CHRLS who use the library. Chuck Collins is a local labor attorney who occasionally requests assistance from Herman Library staff. “What I like most is that everything in the fields is all assembled under one roof, and they subscribe to several useful journals and texts,” he said. “I was astonished that as an ordinary citizen I am free to use this great resource. I wish I’d known about the place years and years ago.”

A familiar face to more than three decades of students, Mariann Nelson retired from her position in the library in December 2008 after 35 years. She was responsible for cataloging the collection, and assisting patrons with complex research requests. “I worked in four locations and have been in three moves of the entire Reference Room over the years” she recalled. “I enjoyed the variety of tasks; being in a small library you get the chance to do everything.

“The main changes I experienced in those years were the technology – the online catalog, indexes and other publications - and the mix of students. When I started, most students were male,” she said. “Now the program has a large percentage of female students, and the number of international

developed a web portal and entered our collection into an online catalog, allowing for more effective use,” said current Herman Library Director Brenda Carriere, MLS, MIS. “Our previously un-cataloged, older items are now cataloged, allowing increased access and therefore, visibility to our collection.”

Even more striking than the growth of the library’s collection is its continuing and lasting impact on the students, faculty, alumni and community members who are its patrons. Described in 1995 as “one of the most extensive collections of research and reference materials on human resources in the country,” the Herman Library has a rich legacy.

In 1953 the library received more than 350 requests for reference assistance from companies, unions, government agencies and private citizens. By 1955, the library was well-known not only locally, but nationally and internationally as well, and fielded
What didn’t change over the years of Nelson’s tenure was the contact with students. “One thing that did remain the same was the close interaction with students,” she said. “I will miss working with them, and with the faculty and staff.”

Professor Emeritus John Fossum has a unique perspective on the Herman Library. A 1968 graduate of the MA-IR program, Fossum also taught as a professor in the program for 25 years, and is an unabashed supporter of the library. “I first learned about the Reference Room as an incoming MA student in September 1965,” he recalled. “What became immediately apparent to me (and everyone else who used the Reference Room) was that the cataloging was far more detailed than any other library I had used before. For students in the graduate programs, the library was as integral to their training as a laboratory would be to a chemistry student.

“Later, as an academic,” he went on,” it became apparent to me that one of the things that distinguished a top quality program from the others was an independent, self-contained collection with a dedicated librarian and staff. For generations of HRIR graduate students, the library and its staff have added immeasurably to their learning. That’s why it has been so widely and deeply supported by alumni.”

Although the face of the library has changed dramatically, our mission remains the same: to provide students, faculty and staff the resources to be successful.”

—Brenda Carriere, MLS, MIS, Herman Library Director

Although the face of the library has increased substantially as well.”

A glance back

Library Directors
Nora Eastman.......... 1945-1947
Roberta Nelson ........ 1947-1956
Georgie Herman ........ 1956-2001
Brenda Wolfe ............. 2001-2005
Brenda Carriere ... 2006 – present

Library Locations
> Vincent Hall
> Blegen Hall
> Management and Economics Center (now Heller Hall)
> Hubert H. Humphrey Center
> 3-306 Carlson School of Management

A look ahead

“Our interest in the Herman Library and donations to support it reflect our gratitude for its impact on our development,” said Professor Emeritus John Fossum, “and an investment in its sustained quality and availability for future generations of students.”

The Herman Library is no longer supported by University funds and relies on endowment earnings and donations to purchase items for the collection. Every donation helps; please consider donating to the CHRLS Herman Library endowment fund so we can continue to provide quality service and resources to all of our patrons.

To make a donation to the Herman Library, please visit https://www.carlsonschool.umn.edu/Page6147.aspx. For more information about the library and its collection, please contact Library Director Brenda Carriere at carri084@umn.edu.

“Although the face of the library has changed dramatically, our mission remains the same: to provide students, faculty and staff the resources to be successful.”
Alumni News

Hay Group presents professional development workshop

The CHRLS Alumni Association hosted an engaging professional development workshop in mid-February on the topic of "Reward Program Effectiveness: Lessons Learned from Most Admired Companies." (Left) Representatives of two local "Most Admired Companies," David Ness, Vice President of Compensation and Benefits at Medtronic, and Tracy Kofski, Vice President of Compensation and Benefits at General Mills, participated in a panel discussion facilitated by Hay Group Senior Consultant Marc Wallace and Associate Consultant Adam Kahle, ’04 MA-HRIR. (At right) The audience included more than 125 HR practitioners, alumni, students, faculty and staff of the Center for Human Resources and Labor Studies.

Alumni Updates

Lynn Bentley, ’71 MA-IR, is a senior account executive with Cote & D’Ambrosio Marketing and Communications. He leads marketing and business development for the eastern region of the United States, focusing on market research, business strategy development, ad agency services and business planning solutions. He lives in Wickford, R.I.

Richard Berger, ’78 MA-IR, was promoted to vice president at The Segal Co. He joined Segal’s Washington, D.C. office in 1997 as a benefits consultant and has more than 20 years experience working with pension and group health plans in the maritime and service industries.

Ralph Jacobson, ’80 MA-IR, teaches at the Physician’s Leadership College at the University of St. Thomas, and is the author of Leading for a Change: How to Master the Five Challenges Faced by Every Leader.

Irwin Horwitz, ’03 PhD-HRIR, has been promoted to Associate Professor of Management and Organizational Studies at the University of Texas School of Public Health, Health Science Center at Houston.

Hui Liao, ’02 PhD-HRIR, is the winner of two prestigious awards: the SIOP (Society for Industrial and Organizational Psychology) Early Career Award, and the Academy of Management Early Career Achievement Award in the Human Resources Division. Liao is an associate professor in the Robert H. Smith School of Business at the University of Maryland, where she is co-editor, Research in Personnel and Human Resources Management, Department of Management and Organization.

Ying “Anna” Liu, ’04-MA-HRIR, is Vice President and Co-Owner of Compass Tech International, Ltd., an HR solution company that offers strategic staffing and technical recruitment services, outplacement counseling services, and outsourcing services nationwide and internationally. Based in Dublin, OH, CTI serves clients throughout the United States, and has ongoing business in China and Japan. Along with her partner, CTI raised over $150,000 for local charities in 2008, including Nationwide Children’s Hospital, Habitat for Humanity and Christians Overcoming Cancer. CTI’s business model includes community leadership and support of worthy causes.

Carla Zachman, ’04 MA-HRIR, recently joined AGA Medical as a senior recruiter.

Pengpeng Zhou, ’07 MA-HRIR, is currently working for Cargill in Belgium, focusing her time on global talent management and HR issues in Europe.

PhD-HRIR Student Updates

Jonathan Booth has accepted a position as Assistant Professor in the Employment Relations and Organisational Behaviour Group in the Department of Management at the London School of Economics.

Darla Flint Paulsen has accepted a position as Assistant Professor at the School of Urban and Public Affairs at the University of Texas – Arlington.

Ting Ren has accepted a position as Assistant Professor at Peking University HSBC School of Business.

Jing Zhu has accepted a position as Assistant Professor with the Department of Management of Organizations in the School of Business and Management at Hong Kong University of Science and Technology.

Share your news!

Please share your accomplishments and announcements with alumni and friends of the CHRLS. Send your professional, academic and/or civic accomplishments to chrls@umn.edu for inclusion in upcoming newsletters. Make sure to include:

- Your name
- Your name as a U of M student (if different)
- Email address (will not be published)
- Year graduated
- Your news
Faculty and Staff News

Joyce Bono and Michelle Duffy are both new members of the Journal of Applied Psychology Editorial Board.


“Identity and In-group/Out-group Differentiation in Work and Giving Behaviors: Experimental Evidence” by Avner Ben-Ner, Brian McCall, Massoud Stephane, and Hua Wang was accepted for publication in Journal of Economic Behavior and Organization.

“Trust, Communication, and Contracts: An Experiment” by Avner Ben-Ner and Louis Puttermann has been accepted for publication in Journal of Economic Behavior and Organization.

Mario Bognanno, Stephen Befort, and Laura Cooper are completing a monograph for publication by 2010. This book analyzes the content of 2,055 labor arbitration awards issued between 1982 and 2005. Each award involves the discharge or discipline of an employee. The inquiry is wide-ranging, with chapters highlighting who won the arbitrations and why, and detailing remedies and factors mitigating the penalty. The study also takes on the conventional wisdom by debunking several myths about the arbitration process, decisional thinking, and participants to arbitration proceedings.

John Remington recently signed an agreement with Prentice-Hall to publish a work to be entitled Human Resource Law. Co-authors are Richard Heiser and Cyrus Smythe.

The Carlson School lost a friend and colleague when Martin Duffy, former associate professor of the Labor Education Service, passed away December 6 in Seagrove Beach, Fla. He was 87 years old. Duffy came to the University of Minnesota in 1960 with a bachelor’s degree in economics and psychology from Northern Michigan State College (now Northern Michigan University) and several years as a labor union activist in the iron ore mining industry. As associate professor of the Labor Education Service, Duffy taught evening classes to union members and collective bargaining to business school students.

Labor Education Service News

The Labor Education Service will host its first Minnesota Union Women’s Leadership Retreat this April. Women active in their unions – and those interested in getting active in labor organizations – will learn new skills at the Minnesota Union Women’s Leadership Retreat April 22-24, 2009 at Rutterg’s Bay Lake Lodge near Brainerd. Participants will learn skills for organizing, mobilizing and building union power. The retreat will also be a venue for women at all experience levels to share what they know and mentor new leaders. LES staff members Mary Bellman, Barb Kucera and Deborah Rosenstein coordinated the event.

The LES video documentary, “Twin Cities Assembly Plant: A Job and A Family,” was premiered for Ford plant retirees at the United Auto Workers #789 union hall in December. Since then, 3,500 DVDs were given out to former and current workers at the St. Paul Ford plant. The documentary will be featured in the spring “Untold Stories” labor history series sponsored by Friends of the Saint Paul Public Library and co-sponsored by LES and many area unions. This public premiere will take place on Thursday, April 30, 7 p.m., Merriam Park Branch Library, corner of Fairview and Marshall in St. Paul. LES staff members Randy Croce, Barb Kucera, John See and Howard Kling worked on the documentary.

CHRLS Retirements

Please join the CHRLS in thanking the following staff members for their dedicated years of service:

Larry Casey, Coordinator in the Labor Education Service, will retire in June after more than 30 years with LES.

Joyce Hegstrom, Executive Assistant in the Labor Education Service, retired in April after more than 35 years at the University, 33 of those with LES.

Mariani Nelson, Library Assistant, retired in December after 36 years with the University, 35 of those years working in the Reference Room.

Sharon Sandanger, Executive Office Administrative Specialist, will retire in June after 18 years with the University, 3 of those years working in the CHRLS.
Upcoming Events

HR Tomorrow Conference: Building Capabilities – Driving Results

> Friday, April 17, 2009 – 8:00 a.m. to 5:30 p.m.

> Featuring keynote speakers:

Ryan Knapp, Divisional Vice President - Business Human Resources, Abbott Laboratories
Lee Woodward, Vice President of Corporate Human Resources; Honeywell

For more information or to register visit http://hrtomorrow.csom.umn.edu/

Please keep in touch!

Please help us keep in touch by providing your updated contact information: change of name, address, employer, work or personal email address, telephone number, etc.

We would especially appreciate having your current email address, which will allow us to save the expense of printing and mailing all of our alumni communications.

We want to make sure we keep you informed about all the exciting activities going on in the HRIR program, the Center for Human Resources and Labor Studies, and the Carlson School.

Please forward your updates to chrls@umn.edu. Thank you!