Making the Dream of Graduate School a Reality

IRC Alumni Establish Endowed Fellowship

There are many worthy causes in the world that need our support, and deciding where to direct charitable contributions is always challenging. Donors often reflect upon a person or an experience that made a profound difference in their lives when determining where to contribute.

Three outstanding alumni, all of whom graduated from the Industrial Relations Center’s Master of Arts program in the 1970s, have done just that. Steve Kumagai, ’74 MA-IR, Joe Mucha, ’75 MA-IR and Mike Delaney, ’72 MA-IR, have combined their resources to establish the Professor Thomas Mahoney Memorial Fellowship in honor of one of their favorite professors from their years in the program.

Through their generosity they’ve created a $25,000 endowed fellowship that will support MA-HRIR students now and for many years to come. The Mahoney Fellowship is eligible for the 21st Century Graduate Fellowship Match, (see box on page 3) thus doubling the alumni’s investment in the future of our HRIR students and program.

“The Industrial Relations Center has provided so many of us with a superior education and a great base for our careers,” said Kumagai, “that we believe it’s essential to help maintain the IRC as one of the premier programs of its kind in the world.

“Graduate programs that were once fairly affordable are now often out of reach of large numbers of exceptional students.”
—Professor Avner Ben-Ner

“Public education has changed since most of us went to school,” Kumagai continued. “In the past, public funding was available to fund much of the cost of graduate programs like the IRC. In the past, almost anybody with talent could afford to go to a top program like the IRC. Today that’s not true,” he said. “The costs for today’s students have gone up so dramatically that you need not only talent, but money to succeed, and as a result, we just won’t be able to attract the top students unless we can also provide funding.”

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Continuing Excellence Through Change

Greetings from the Industrial Relations Center. It’s been said that change is the only constant. That certainly is the case here at the IRC.

The first change you might have noticed is the redesign of our newsletter. I hope you will like the fresh look, larger photographs, and feature stories. Please let me know your thoughts.

A most important change is occurring in the Director’s position; I am pleased to announce that the IRC has named Professor Connie Wanberg as the new Director of the Center. Connie joined the faculty at the Carlson School in 1996 and has set a standard of excellence in her teaching, research and interaction with others in our program, our school and the University. Connie will assume the Director’s duties on July 1, and will greet you in the next issue of IRC News. Our students, staff, and faculty, as well as the Carlson School and the University of Minnesota, will benefit from her leadership.

I have witnessed incredible change during my nine years as IRC Director, from significant adjustments in our curriculum and program requirements, to the expansion of our outstanding reference library, to growth in the size and diversity of our graduate program. We’ve guided over 825 students through our Masters and PhD programs, and watched state funding for public higher education continue to dwindle.

One thing, however, has remained constant over the years: the Industrial Relations Center continues to be the premier center of its kind in the country, and indeed the world, consistently challenging and educating the top leaders in the human resources and industrial relations fields. The IRC is dedicated to the study and teaching of human resources, industrial relations and all facets of the employment relationship. We are looked to by our peers as an internationally-recognized, full-service center of HRIR research, teaching and outreach.

I am proud to have been associated with such a program of excellence, and I know the IRC will continue to thrive under the leadership that Connie Wanberg will provide.

As for me, I am eager to return to my research and teaching, some of which had to be put on hold while I fulfilled my Director’s responsibilities.

Giving Back

One of the legacies I am most proud to be passing on to our new leadership is the level of commitment our alumni show to our program; our students, faculty, and staff continue to benefit from their leadership, experience, mentoring, advising, and financial support.

Three of our alumni deserve special recognition: Steve Kumagai ’74, Joe Mucha ’75, and Mike Delaney ’72, have demonstrated their unwavering support of our program by establishing the Professor Thomas Mahoney Memorial Fellowship (see story on page 9). Their commitment to our current and future students should serve as an inspiration to all IRC alumni to pledge their support of our program.

Thank you for the opportunity to serve as the IRC Director for the past nine years; it truly has been my honor.

Best wishes to all!

Avner Ben-Ner
Professor and Director
Kumagai knows that the IRC needs those top students, regardless of their income level, so that the top talent available remains in the field.

Professor Avner Ben-Ner can attest to that. Teaching in the HRIR program since 1988, and leading the IRC as Director since 1997, Ben-Ner has seen a disproportionate rise in tuition over his tenure at the University. “Public education is now going the private way,” he said. “Graduate programs that were once fairly affordable are now often out of reach of large numbers of exceptional students. To maintain our position as one of the top three HRIR programs in the United States, we need to continue to attract the best and brightest students, and to do that we must be able to offer additional financial support.”

Due to the persistent decline in state funding as part of the overall budget, the HRIR academic program has been compelled to increase tuition at a rate consistently higher than the inflation rate. The graph above illustrates the declining share of state funding and annual increases in tuition and the Consumer Price Index over the past 12 years.

That’s why Kumagai, Mucha and Delaney have stepped in. “We wanted to give back to a program that has provided so much for us. We hope to inspire other classes to step up and create additional fellowships.”

Kumagai notes that there are many options for giving. Cash donations are the most often used way to make an outright gift and can be made by credit card, check or money order, online or by phone. Other options for making a gift to the IRC include donations of securities (gifts of stock, bonds, treasuries and mutual funds); property (real estate or tangible personal property); retirement plan assets (IRA, qualified retirement plan assets, or commercial annuities); or life insurance policies. For more details about making a gift to the IRC, please visit the University of Minnesota Foundation website at www.giving.umn.edu.

Ben-Ner is enthusiastic about the fellowship, and appreciative of the graduates’ support. “We are most fortunate to have concerned and committed alumni with the resources to be able to make a difference, and the willingness to do so,” he said. “The IRC owes a debt of gratitude to Steve, Joe and Mike for their efforts. They serve as an excellent example for other alumni to emulate.”

Ben-Ner also praises Carlson School Alumnus Dick Lidstad, ’63 BSB, who retired from the top human resources position at 3M in 1998, for his continuing commitment to the IRC. “Dick has very unselfishly continued to champion our programs,” said Ben-Ner, “by serving as an Executive in Residence, leading the corporate segment of the IRC Fellowship Campaign, and serving as a member of our IRC Advisory Board. On top of all this, in 2002 Dick and his wife, Peggy, led the way by establishing a fellowship endowment to help HRIR students.”

Ben-Ner noted that in just the past few weeks, Lidstad coordinated meetings with HRIR executives in two leading Twin Cities organizations. “These visits served to advance dialogue between our groups to determine how the IRC can better meet the needs of the companies that recruit our students,” Ben-Ner said. “Dick’s tireless work on behalf of the IRC is another example of the strength and excellence of our programs. We wish to thank him for his extraordinary efforts.”
HR Tomorrow Conference Offers Glimpse Into Future

In this fast-paced and ever-changing world, it may seem next to impossible to anticipate the newest trend in the workplace, let alone deliberately plan for it. As more organizations look to their human resource professionals to serve as strategic business partners, HR leaders must stay current with the latest employment trends, be knowledgeable about the newest regulations affecting their industries, and anticipate their employees’ future needs, all while managing their day-to-day challenges.

HR professionals had the chance to pull back the curtain for a glimpse into the future when they attended the 27th Annual HR Tomorrow Conference: What Does the Future Hold? on April 21 at the University of Minnesota’s Carlson School of Management.

Focusing directly on the future, the 17 guest speakers at the day-long conference explored a wide range of topics, including:

- talent management and growth leadership strategies at two leading local employers;
- a look at the future of the National Labor Relations Board;
- an introduction of the innovative Results-Only Work Environment model;
- the changing face of executive compensation;
- insights into a study that looked at how U.S. multinational firms determine where to locate their production facilities;
- changing work culture through a new era of labor relations

Sponsored by the Industrial Relations Center and its Alumni Association, the conference attracted more than 250 attendees from the Twin Cities, greater Minnesota and beyond. “The purpose of the conference is to provide an avenue for HR professionals to come together to talk about new trends in the industry and how to incorporate these trends into their businesses,” said Kim Johnson, ’03 MA-HRIR, Vice President of the IRC Alumni Association and HR Tomorrow Planning Committee Chair. “Throughout the day I saw people networking and sharing their own best practices and key learnings.”

Johnson was especially pleased with the slate of speakers who shared their expertise during the conference. “The caliber of the speakers was just outstanding,” she said. “The committee worked hard to seek out a diverse group of speakers who could provide insights from a variety of perspectives. We had speakers from large corporations and small consulting firms; we heard from experts in labor relations and one of the IRC’s own professors on the results of his research. It was a very invigorating day.”

Conference participants shared Johnson’s enthusiasm. “Very thought-provoking and interactive,” one attendee wrote in her conference evaluation. “As a recent graduate just starting out in the field of HR I found the conference very interesting and very important to things I will be learning and doing in the next few years,” wrote another. “Very good tools and examples to take with us after the conference,” was another shared comment. As all the speakers found, the conference participants were eager to listen, learn and ask questions. Several speakers continued their presentations more informally after their sessions ended.

The keynote speakers were Thomas Wood, Vice President of Labor Relations at Mittal...
Conference Fellowship Opens Doors for Student

Not everyone may know that the Human Resources and Industrial Relations Master of Arts (MA-HRIR) program at the Carlson School of Management’s Industrial Relations Center is consistently rated among the top three programs in the US. One person who does know is Ato Taylor.

Taylor, a 2005 graduate of the University of Minnesota with a degree in Political Science, will be joining the MA-HRIR program as a full-time day student in September 2006. After working as a recruiter he decided to return to school to further his education and career, and reviewed a number of graduate schools across the country. Taylor said he chose the HRIR program at Carlson “because of its high level of faculty, staff, facilities, and reputation.”

Another major factor in his decision: he was awarded the 2nd Annual HR Tomorrow Fellowship, which will help cover his expenses this fall. “Without the HR Tomorrow fellowship, I would not have been able to pursue my academic ambitions to attend the MA-HRIR day program,” Taylor said.

Additionally, Taylor says the receipt of the fellowship “will allow me to achieve my ultimate aspiration of fostering the growth of a human resource infrastructure in the country of my heritage, Ghana, West Africa.”

The fellowship fund was established in 2005 and is made possible by the generous contributions of corporations who sponsor the HR Tomorrow conference, an annual gathering of HR professionals from the Twin Cities, greater Minnesota and across the country (see accompanying story). Conference sponsors know that their support helps make the way easier for promising students. This year’s sponsors were 3M, Allina Health Systems, C.H. Robinson Worldwide, Ceridian Corporation, Cummins Power Generation, Ecolab, Emerson Process Management, GE, IBM, Johnson & Johnson, Medtronic, Procter & Gamble Beauty, and SUPERVALU.

Beth Maule, Director of Human Resources at Emerson Process Management, believes that students benefit from attending the HR Tomorrow conference “because they gain valuable exposure to current trends and best practices, and have the opportunity to network with HR practitioners representing a wide variety of industries. We are happy to sponsor this conference,” she said, “and give students an opportunity to participate in this unique day of learning.”

John Budd, Landgrant Professor of Industrial Relations and the Director of Graduate Studies, says corporate sponsorship of the HR Tomorrow conference is a specific example of how corporate support helps the MA-HRIR program maintain the high standards that attract top students like Taylor. “Corporate support allows us to focus on applicants for whom Minnesota is a top choice because of the rigor and reputation of the program, because of the opportunities afforded by attending the Carlson School, and being part of the vibrant Twin Cities community,” he said.
IRC Welcomes Two New Faculty Members

The Industrial Relations Center is pleased to announce two new faculty members will be joining the Human Resources and Industrial Relations program in fall 2006.

Michelle Duffy is currently an associate professor and a Gatton Endowed Research Professor in the University of Kentucky’s Gatton College of Business and Economics. She has an MA in industrial/organizational psychology and a PhD in business administration with an emphasis in human resource management. She has published a number of articles in the *Academy of Management Journal*, the *Journal of Applied Psychology*, and elsewhere. Her current research focuses on the antecedents and consequences of social undermining behaviors in organizations, understanding the role of moral disengagement and unethical workplace behavior, and analyzing diversity and social networks. Professor Duffy will teach in the staffing, training and development, and organizational behavior areas.

Jason Shaw is currently the Clark Material Handling Company Professor of Management in the University of Kentucky’s Gatton College of Business and Economics. He has an MBA and a PhD in business administration with an emphasis in human resource management. He has published a number of articles in the *Academy of Management Journal*, the *Strategic Management Journal*, and elsewhere. His current research focuses on functional and dysfunctional turnover rates, HR system transformation, work force diversity, and reactions to merit pay systems. Professor Shaw will teach in the compensation, organizational behavior, and strategy areas.

Welcome to Professors Duffy and Shaw; the HRIR faculty and staff look forward to their outstanding contributions to the program.

Carlson School News

Carlson School Announces Expansion

To meet increasing demand for a business education, the Carlson School plans to expand its undergraduate program to serve 50 percent more students by 2008. Currently the Carlson School can only serve 12 percent of students who apply, turning away many of the state’s brightest students.

The expansion will include Hanson Hall, a new facility that will help the school keep hundreds more top students engaged in the state’s economy. Herb and Bar Hanson pledged $10 million for a new undergraduate building in 2004, and state funding allows the school to realize this gift. Groundbreaking for Hanson Hall will occur in September 2006.

First Tuesday Luncheon Series

The Carlson School of Management’s First Tuesday Luncheon 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 Luncheon Series features top-notch executives as keynote speakers addressing hot topics in business and leadership. Mark your calendars for these upcoming dates and speakers. For more information or to register, visit the Carlson School website at www.csom.umn.edu.

July 11, 2006 – Russell Chew, COO, Federal Aviation Administration
August 1, 2006 – Leslie Frécon, President, L Frécon Enterprises
September 5, 2006 – Colleen Reitan, Blue Cross Blue Shield of Minnesota
October 3, 2006 – Jim Steiner, Lowry Hill Investments
November 7, 2006 – Susan Marvin, President, Marvin Windows and Doors
December 5, 2006 – Tom Kingston, President, Wilder Foundation

Where Are You Now?

Please help us keep our records updated by contacting us with any changes to your personal information: change of name, address, employer, email address, telephone, etc.

We want to make sure we keep you informed about all the exciting activities going on in the Industrial Relations Center, the HRIR program and the Carlson School.

Please forward your updates to: irc@csom.umn.edu, or call 612-624-2500. We’ll be in touch!
Faculty and Staff News

The Industrial Relations Center named Professor Connie Wanberg as director. She will assume her new responsibilities in July 2006. She succeeds Professor Avner Ben-Ner, who has held the position since 1997.

Professor Rich Arvey was awarded the Herbert Heneman Jr. Career Achievement Award by the Human Resources Division of the Academy of Management. The award is given annually to an individual who has distinguished himself/herself in the field of human resource management. The award will be announced at the 2006 Academy of Management meeting during the HR Division Awards ceremony.

Iota Rho Chi (IPX), the HRIR student organization, awarded the 2006 Herbie Award for teaching excellence in industrial relations to IRC Lecturer Mike Davis.

Professor Connie Wanberg gave an invited presentation to the American Association of Career Professionals International on the topic of unemployment in Bloomington, MN in mid-March.

Brenda Wolfe, Director of the Herman Reference Room, left the IRC in March to take a position at the Carver County Law Library.

Please welcome Danielle Dupree to the HRIR Admissions Office, where she works as student services assistant. In her role as an admissions coordinator, her job is to recruit prospective students to the HRIR program and work with applicants through the admissions process. Danielle graduated from the University of Minnesota with a BA in psychology and is pursuing an MA in industrial/organizational psychology.

The Minnesota Alliance for Progressive Action asked the IRC’s Labor Education Service to create a video for their annual dinner. The program, created by Randy Croce and Howard Kling, profiled the 18-year-old organization on the eve of its merger with Progressive Minnesota. Over 500 people attended the dinner and presented at the St. Paul Radisson Hotel, including state senators, the mayors of Minneapolis and St. Paul, and many other elected officials and community leaders. The video will be cablecast on Minnesota at Work during 2006.

Hua Wang, an IRC PhD student, has accepted an offer from the University of Wisconsin, Whitewater. She will be a faculty member there and will start in fall 2006.

Three new PhD students will be joining the IRC in fall 2006: Ruolian Fang, Tae Youn Park, and Robert Valletta.

Theresa Glomb, associate professor of industrial relations and industrial relations, presented two papers at a meeting of the Society for Industrial and Organizational Psychology in Los Angeles. Her papers were titled, “Predicting Workplace Aggression: Reciprocal Aggression, Organizational and Individual Antecedents” and “Emotional Labor Demands, Wages, and Gender: A Longitudinal Study.”

Mario Bognanno and John Budd, both professors of human resources and industrial relations, are serving as guest co-editors of a special volume of Industrial Relations, “Governing the Global Workplace,” which will consist of 10 papers that were presented at a symposium last year. Bognanno is also authoring Discipline and Discharge in the United States, a book dealing with employee discipline and dismissal. His co-authors are Laura Cooper and Steve Befort, both of the University of Minnesota College of Law. Papers will be written based on the data gathered and presented at the 2007 national meetings of the National Academy of Arbitrators. The studies are partially supported by a $20,000 research grant from the Research and Education Foundation of the National Academy of Arbitrators.

Alumni News

Susan Allen, ’88 MA-IR, recently joined St. Jude Medical as a Senior Director of Human Resources. She is a member of the IRC Alumni Association Board of Directors.

Ben Crockett, ’06 MA-HRIR, recently joined Cummins Power Generation as a Human Resources Manager. Ben is completing his term as President of the IRC Alumni Association.

The IRC Alumni Association has named three new members who will join the Board of Directors in August 2006: Deb Broberg, ’97 MA-IR, Vice President Learning & Development at Wells Fargo Home Mortgage; Jaime Nelson,’02 MA-HRIR, Senior HR Generalist at Donaldson Company; and Gregg Peterson, ’94 MA-IR, Senior Human Resources Manager at Medtronic.
Upcoming Events

First Friday Networking Series
August 4, 2006
First Friday Boat Cruise
Don't miss out on this annual First Friday tradition! Network with Carlson School HRIR and MBA alumni and students while enjoying a leisurely cruise on the Mississippi River aboard the exquisite Paradise Lady yacht! For more information or to register, visit the Carlson School website at www.csom.umn.edu.

9th Annual Carlson School Day at the Races
Friday, August 11, 2006
Reconnect with former classmates while you network with new friends. Mark your calendars and watch for more information soon. This event is a blast!

Share Your Brilliance!
If you would like to share your HR work experience, offer professional advice and assist in shaping careers, please consider volunteering for the IRC Alumni Mentoring program. The program, which resumes this fall, provides a way for you to remain involved with the IRC while enhancing the HRIR graduate student experience. Through your commitment, students will gain real-world exposure to the HR field, while you re-energize your own commitment to your discipline. Registration will occur later this summer; watch for more details.