

JOHN E. SANDS
ARBITRATOR AND MEDIATOR
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ATTORNEY AT LAW
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CURRICULUM VITAE

Education: A.B. Princeton University 1962
J.D. Yale Law School 1965

Bar Admissions: State of New York, 1965
U.S. District Courts for the Southern and
Eastern Districts of New York, 1966

Employment:

1972 to Present - Arbitrator, mediator and fact-finder of public and private sector labor-management relations, employment law, commercial, construction, and employee benefit plan disputes.

Member, National Academy of Arbitrators since 1977.

I have served as arbitrator and mediator in more than 4,000 arbitrations and mediations covering the full range of employment discrimination (including race, gender, age, religion, national origin, and disability), sexual harassment, contract interpretation, employee benefit, executive compensation, trustee deadlock, withdrawal liability, and disciplinary issues. I have been a Governor and President of the College of Labor and Employment Lawyers, a Fellow of the American College of Employee Benefit Counsel, a Mediator and Arbitrator of the International Court of Arbitration for Sport in Lausanne, Switzerland, and a member of the U.S. Olympic Committee's Panel of Arbitrators.

I have served as Permanent or Designated Arbitrator for the following labor-management relationships, among others: National Football League

with NFL Players Association; National, International, American, and East Coast Hockey Leagues with NHL and Professional Hockey Players' Associations; Major League Baseball with Major League Baseball Players Association; United States Olympic Committee with individual athletes and coaches; Verizon with Communication Workers of America and International Brotherhood of Electrical Workers; United Parcel Service with various International Brotherhood of Teamsters locals; Long Island University and C. W. Post Collegial Federation; City University of New York and Professional Staff Congress; State University of New York and United University Professions; East and Gulf Coast Longshore Industry with International Longshoremen's Association and Port Watchmen's Union; United Needle Industry and Textile Employees ("UNITE") with the Pennsylvania Textile Manufacturing Industry, Liz Claiborne Fashions, and The Leslie Fay Companies, Inc.; Metro-North Commuter Railroad Co. and United Transportation Union (Crew Consist Chairman); Directors Guild of America and Screen Actors Guild with East Coast Entertainment Industry; New York Typographical Union No. 6 with New York City Job Printing Industry and New York Post; Seafarers International Union and Marine Engineers Beneficial Association with US-Flag Shipping Companies; U.S. Immigration and Naturalization Service with NINSC; New York City and Metropolitan Oil Heat Conferences with IBT; Contractors' Association of Greater New York and IBT Local 282; National Elevator Industry with International Union of Elevator Constructors; State and City of New York with various unions; New York City Transit Authority and various unions; various school districts with NYSUT and NEA unions, and others.

Member, Arbitration and Mediation Panels of Federal Mediation and Conciliation Service, National Mediation Board, American Arbitration Association (National Labor, Employment Disputes, Human Rights, Employee Benefit Claims, Multi-employer Pension Plan, and Pro-Bono Public Interest Panels), New York State Public Employment Relations Board, New Jersey State Public Employment Relations Commission, New York City Office of Collective Bargaining, State Employment Relations or Mediation Boards of New York, New Jersey, Massachusetts, Connecticut, Vermont and Maine. Former Special Arbitrator for J. Manville Property Damage Trust Fund.

1984 to Present - Alternative Dispute Resolution ("ADR") Services.

In this capacity I have provided arbitration, mediation, fact-finding, consulting, settlement initiation, impartial investigation, and external ombuds services in more than three hundred litigated and non-litigated sexual harassment, employment discrimination, commercial, insurance, construction, operational, and executive personnel disputes. I have also designed innovative ADR systems and services to resolve disputes and manage conflict for the business, academic, and government communities.

1973 to 1983 - Albany Law School - Union University, Albany, New York

1978 to 1983 - Professor of Law

1975 to 1978 - Associate Professor of Law

1973 to 1975 - Assistant Professor Law

Academic Years 1981 to 1983: On leave to direct research project, “The Impact of ‘The Duty of Fair Representation’ on Collective Bargaining and Dispute Resolution in Public and Private Sector Labor-Management Relations,” for which American Arbitration Association awarded its J. Nobel Braden Arbitration Chair.

Courses taught include Labor Law, Collective Bargaining in the Public Sector, Labor Arbitration, Insurance Law, Constitutional Law, Law of the Employment Relation (including Employment Discrimination Law), and Negotiating for Lawyers.

Chairman, Committee on Judicial Clerkships (1978 to 1981); Member, Committees on the Library (1973 to 1977) and Academic Standards (1977 to 1981). Faculty Representative to Board of Trustees and Dean Search Committee (1977 to 1979). Program Co-Chairman, Albany Law School Conferences on Police and Fire Binding Arbitration (1979) and Public Sector Labor Law (1981). Moot Court Advisor (1973 to 1976).

1970 to 1973 - General Counsel, Mayor’s Office of Labor Relations of the City of New York.

This office was the City’s management arm, dealing with more than 100 unions representing the City’s almost 400,000 employees. As General

Counsel I headed OLR's six-attorney Legal Division, participated in high-level development and implementation of labor relations policy, and was responsible for all legal activities of that office.

1965 to 1970 - Schulman, Abarbanel, Perkel & McEvoy, New York, New York

1965 to 1968 - Associate (Schulman, Abarbanel & Kroner)

1969 to 1970 - Partner (Schulman, Abarbanel, Perkel & McEvoy)

This firm specialized in the practice of labor law, representing a number of international, national and local unions and associated employee benefit plans as well as individuals. As an associate and partner I performed the full range of legal and litigation services for major private and public sector clients.

Professional Activities, Associations and Honors

Fellow, The College of Labor and Employment Lawyers, 2001-present;
Member, Board of Governors, 2006-13; Secretary, 2011; Vice President 2012; President, 2013.

Fellow, The American College of Employee Benefit Counsel, 2005-present.

Fellow, The American Bar Foundation, 2004-present.

Accredited Professional Mediator, New Jersey Association of Professional Mediators, 2004-present.

J. Noble Braden Arbitrator (Honorary Chair of the American Arbitration Association to support scholarly research in the area of dispute resolution) 1981-82.

American Inn of Court

Master of the Bench, Sidney Reitman Labor and Employment Law

Inn of Court, 2001-present.

Association of American Law Schools

Chair, Labor Law Section 1977

Vice Chair, Labor Law Section 1976

Secretary, Labor Law Section 1975

New York City Bar Association (formerly Association of the Bar of the City of New York)

Chair, Committee on Labor and Employment

Law 1981 to 1984.

Committee on Labor and Social Security Legislation,
Classes of 1976 and 1981. (Chair, Subcommittees on
Tripartite Civil Service Commissions and Impact on
Collective Bargaining of New York City Fiscal Crisis).

Committee on Arbitration and Alternative Dispute
Resolution, Classes of 1988 and 1995. (Chair,
Subcommittee on Mediation.)

Committee on Professional and Judicial Ethics, 1989-91.

Member, Panels of Arbitrators and Mediators for
Lawyers Dispute Resolution Programs, 1988 - present.

National Academy of Arbitrators

Chair, Region 2 (New York-New Jersey) 1999-2001.

New Jersey Association of Professional Mediators, 2004-present.

New Jersey State Bar Association

Labor and Employment Section, member of Executive Committee
2004 to present; member of Section, 1983 to present.

Alternative Dispute Resolution Section, 1991 to present.

New York State Bar Association - Labor and Employment Law Section

Chair, 1986-87

Chair-Elect, 1985-86

Secretary, 1977 to 1978

Chair, Continuing Legal Education Committee 1978 to 1981, Neutral
Co-chair, Committees on Legislation (1983 to 1985) and Alternative
Dispute Resolution (1996 to 1998).

Administrator, Arbitrator Mentoring Program (2002-2012)

Member, Executive Committee, 1977 to present.

American Bar Association, 1966 to present

Member, Committee on Alternative Dispute Resolution of the Section
of Labor and Employment Law (Neutral Co-Chair, 2005-06).

Member, Committee on Employee Rights and Responsibilities of the
Section of Labor and Employment Law (Neutral Co-Chair
Subcommittee on Alternatives to Litigation, 2006-2011).

Section Liaison to ABA Consensus Committee on Federal ADR
Confidentiality (2000-02)

International Foundation of Employee Benefit Plans

Chair, American Arbitration Committee, 1986 (Member, 1984-87).

This Committee drafted the 1986 Revised Rules for Arbitration of Withdrawal Liability Disputes of American Arbitration Association and International Foundation of Employee Benefit Plans.

Labor and Employment Relations Association (formerly Industrial Relations Research Association)

President, New York Capital District Chapter, 1978 to 1979
Vice President, New York Capital District Chapter, 1977 to 1978
Treasurer, New York Capital District Chapter, 1976 to 1977

Member, New Jersey Chapter, 1981 to present.

Institute for Dispute Resolution of Seton Hall University Law School.

Member, Board of Directors, 1990-1997.

Association for Conflict Resolution (formerly Society of Professionals in Dispute Resolution), 1974 to present.

Advanced Practitioner Arbitrator of the Workplace Section,
2005-present.

Executive Committee, New Jersey Chapter, 1988 to 1990.

Executive Committee, New York Metropolitan Chapter, 1989-90.

National Health Lawyers Association Task Force on Alternative Dispute Resolution 1991-92.

American Arbitration Association

Member, 1972 to present.

Member, Upstate Board of Advisors 1977 to 1982

New York State School of Industrial and Labor Relations at Cornell

Capital District Board of Advisors 1974 to 1976

National Center for Dispute Settlement

Capital District Board of Advisors 1974 to 1976

Albany County Bar Association, 1973 to 1983

Biographical Listings

Who's Who in America (43rd Edition et seq.)

Who's Who in Labor (1st Edition)

Who's Who in American Law (2nd Edition)

Who's Who in the East (17th Edition)

American Men and Women of Science (13th Edition - Social and Behavioral Sciences)

Directory of American Scholars (8th Edition)

The Best Lawyers in America (2010 Edition et seq.)

Selected Writings, Special Courses, Lectures, and Speeches

Books

Editor, *Alternative Dispute Resolution and Risk Management: Controlling Conflict and Its Costs* (Practicing Law Institute, New York 1987).

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The Duty of Fair Representation -- A Practical Guide for Labor and Management, NYS-OER/CSEA Joint Labor-Management Committee on the Work Environment and Productivity. Albany, New York (Research Project, 1984).

Editor, *Negotiating and Drafting Labor Contracts* (Practicing Law Institute, New York 1980).

Articles

“Baseball Arbitration and the ‘Engineering’ of Effective Conflict Management,” 13 *Dispute Resolution Magazine* 10 (Spring 2007).

“Alternative to What?: Primary Conflict Management -- The New Face of Alternative Dispute Resolution” 10 *St. John’s Journal of Legal Commentary* 603-11 (1995).

“Alternative Dispute Resolution: Tools to Control the Cost of Conflict” and “Labor-Management and Employment Disputes: Arbitration versus Litigation,” in *How to Handle Arbitrations in New York State and Federal Courts* (Practicing Law Institute, New York, New York 1993) pp.139-92.

“ADR in Employment Law: The Concept of Zero Litigation,” *New Jersey Lawyer*, No. 155, p. 23-26 (1993), with S. Margulies.

“New Dispute Resolution Rules,” 133 *New Jersey Law Journal*, No. 5, pp. 11, 26 (1993), with S. Margulies.

“Private Case Management and Mediation in Employment Litigation,” 15 *New Jersey Labor and Employment Law Quarterly* pp. 12-13 (Winter, 1991-92).

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“ADR: A New Tool for Employment Relationships,” 34 *Risk Management* 22-30 (December 1987).

“Designing and Drafting ADR Systems for Risk Management Purposes,” in *Alternative Dispute Resolution and Risk Management: Controlling Conflict and Its Costs* (Practicing Law Institute, New York, New York 1987) pp. 1-42.

“New Developments in the Duty of Fair Representation: Practical Problems, Practical Solutions, and Legislative Proposals,” *Proceedings of the New York University Thirty Seventh Annual National Conference on Labor* (Matthew Bender, 1984), 12-1 to 12-44.

“The Collyer Doctrine: The State of Play,” *Proceedings of New York University Thirty-Fourth Annual National Conference on Labor* (Matthew Bender 1982), 97-118.

“1979 Survey of Insurance Law,” 31 *Syracuse L. Rev.* 323 (1980), with L.H. Lamel.

“Negotiating and Drafting Grievance Procedures and Arbitration Clauses, or How Not to Lose in Your Grievance Procedure Everything You Won Elsewhere,” in *Negotiating and Drafting Labor Contracts* (Practicing Law Institute, New York, New York 1980) pp. 147-160.

“1977 Survey of Insurance Law,” 29 *Syracuse L. Rev.* 385 (1978), with L.H. Lamel.

Papers

“Comparing Labor and Employment Arbitration,” paper and program delivered to Sidney Reitman Labor and Employment Law Inn of Court, Glen Ridge, NJ, February 25, 2014.

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“Should Arbitrators Mediate: Yes, No, and Maybe,” paper delivered to National Academy of Arbitrators Annual Meeting, Minneapolis, Minn., June 7, 2012.

“The NLRB’s New Approach to Post-Arbitration Deferral,” Paper delivered to 33rd Annual National Labor Relations Board’s Labor Law Conference, The Arthur Eisenberg Labor Symposium, New Brunswick, NJ, November 18, 2011.

“Evidence and Case Management,” paper delivered to Federal Mediation and Conciliation Service 32nd Annual Arbitration Seminar, Atlantic City, NJ May 6, 2011.

“How Advocates Can Make Mediation Work for Them” paper delivered to New Jersey State Bar Association Dispute Resolution Section’s Annual Meeting Program, Atlantic City, NJ May 20, 2011.

“Mediation Forms: Strategic Drafting,” Paper delivered to program of The CUNY Dispute Resolution Consortium at John Jay College and The Association for Conflict Resolution of Greater New York meeting, New York, NY May 5, 2011.

“Negotiating and Enforcing Collective Bargaining Agreements,” Paper delivered to Davis & Hersh Annual Education Seminar, Commack, NY October 20, 2010.

“How Advocates Can Make Mediation Work for Them,” Paper delivered to Joint Meeting of Garibaldi and Reitman Inns of Court, Basking Ridge, New Jersey May 18, 2010.

“How Plaintiffs’ Attorneys Can Make Mediation Work for Them,” Paper delivered to National Employment Lawyers Association of New Jersey, New Brunswick, New Jersey November 18, 2009.

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“*14 Penn Plaza v. Pyett*: Some Troubling Questions,” Paper delivered to National Academy of Arbitrators Second Region Meeting, New York, NY October 13, 2009.

“Remedy Issues in Labor Arbitration,” Training Program delivered to American Arbitration Association, Somerset, NJ October 9, 2009.

“Addressing Psychological Issues,” Paper delivered to “Advocacy in Employment Mediation,” program of New York State School of Industrial and Labor Relations at Cornell University, New York, NY October 18, 2007.

“Representing Your Client Effectively in Arbitration: An Arbitrator’s Perspective,” Paper delivered to National Employment Lawyers’ Association Annual Meeting, Rio Grande, Puerto Rico, June 28, 2007.

“Alternative Dispute Resolution Forms: Strategic Drafting,” Paper delivered to Marie L. Garibaldi ADR Inn of Court Basking Ridge, New Jersey May 7, 2009.

“How to Arbitrate Statutory Employment Disputes,” Paper delivered to Federal Mediation and Conciliation Service 28th Arbitration Symposium, Atlantic City, New Jersey, May 4, 2007.

“ADR Advocacy: Once the Courtroom, Now the Conference Room – An Arbitrator’s Perspective,” Paper delivered to The Georgetown Employment Law & Litigation Institute, Washington, D.C., April 13, 2007.

“Should Mediators Arbitrate: Yes, No, and Maybe,” Paper delivered to the New Jersey Institute for Continuing Legal Education program, “ADR Day X – Legends of ADR,” Edison, New Jersey, April 12, 2007.

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“Using Mediation and Alternative Dispute Resolution to Assist the Interactive Process of Exploring and Developing Reasonable Accommodations,” Paper delivered to Joint ADR-Labor and Employment Law Inns of Court Program, Berkeley Heights, New Jersey, March 8, 2007.

“Some Useful Strategies for Building a Full-Time Neutral Practice,” Paper delivered to New Jersey Association of Professional Mediators, East Windsor, New Jersey, May 13, 2006.

“Breaking the Impasse and Getting to Yes,” Paper delivered to National Employment Lawyers of New Jersey Annual Conference, Iselin, New Jersey, April 8, 2006.

“‘You Did What?’: Non-Traditional ADR to Manage Diversity Issues,” Paper delivered to ABA Section of Labor and Employment Law Committee on ADR in Labor and Employment Law Midwinter Meeting, Rancho Mirage, California, February 15, 2006.

“HIPAA: A Guide for the Perplexed [Arbitrator],” Paper delivered to National Academy of Arbitrators’ 2005 Fall Education Conference, Savannah, Georgia, October 29, 2005.

“Mediation Forms: Strategic Drafting,” Paper delivered to New Jersey Association of Professional Mediators Meeting, New Brunswick, New Jersey, January 19, 2005.

“Reinstating the Undeserving,” Paper delivered to National Academy of Arbitrators Fall Educational Conference, Vancouver, B.C., October 26, 2002.

“Impasse-Breaking Strategies,” Paper delivered to New Jersey Association of Professional Mediators meeting, New Brunswick, NJ May 15, 2002.

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“What Litigants Can Expect in Employment Arbitration,” Paper delivered to New Jersey Institute for Continuing Legal Education Program, *Mandatory Arbitration of Non-Union Employment Claims* in New Brunswick, NJ June 2, 2001.

“Using Mediation and Alternative Dispute Resolution to Assist Interactive Process of Exploring and Developing Reasonable Accommodations.” Paper delivered to New York State Bar Association ADA Litigation Institute, Litigating Discrimination Cases in New York at St. John’s University School of Law, Queens, NY, May 11, 2001.

“What’s Wrong with Alternative Dispute Resolution in Employment Law,” Paper delivered to Society of Human Resource Managers Meeting in Washington, D.C. March 1997.

“The Essential Elements of ADR System Design,” Paper delivered to Strategic Research Institute Program, *ADR in Employment Disputes* in New York City December 8, 1993.

“Understanding the Mediator’s Thought Process,” Paper delivered to Strategic Research Institute Program, *Alternative Dispute Resolution* in New York City September 23, 1993.

“Alternative Dispute Resolution (“ADR”),” Paper delivered to New York Bar Association Continuing Legal Education Program, *Litigating Employment Cases Under the Americans with Disabilities Act* in Rochester, Melville, New York City, and Albany in May and June 1993.

“What Causes Arbitration Cases To Be Appealed,” Paper delivered to Federal Mediation and Conciliation Service’s *Sixteenth Annual Arbitrators’ Symposium*, Atlantic City March 19, 1993.

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“Arbitrating Sexual Harassment Claims,” Paper delivered to American Bar Association Labor and Employment Law Section’s Annual Convention, San Francisco August 11, 1992.

“Alternative Dispute Resolution (“ADR”) of Coverage Disputes,” Paper delivered to Practicing Law Institute Program, *Insurance, Reinsurance and Excess Coverage Disputes* in New York City and San Francisco, January 1990.

“Alternative Dispute Resolution as Risk Management,” Paper delivered to New York Chamber of Commerce and Industry Program, *Emerging Issues in Human Resources Law* in New York, New York, January 27, 1988.

“Alternative Methods of Dispute Resolution,” Paper delivered to Bureau of National Affairs’ Second Annual Conference on *Individual Rights and Employer Responsibilities* in Washington, DC, October 30, 1989. Coursebook pp. 187-206.

“Alternatives to Litigation: The Role of Mediation and Arbitration,” Paper delivered to *American Bar Association National Institute on Employer-Employee Liability* at Los Angeles, California, April 24, 1987.

“Arbitration Alternatives in Wrongful Discharge Cases,” Paper delivered to Labor and Employment Law Section of the State Bar of California’s *Fourth Annual Meeting*, San Diego, California, October 17, 1986.

“A Study of Tripartite Civil Service Commissions,” prepared on a grant from The Fund for the City of New York, 1975.

Special Courses

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Advocacy in Employment Mediation, a half-day training program of the Cornell University ILR School and New York State Bar Association's Labor and Employment Law Section, New York, NY. October 18, 2007.

DR-150: Impartial Investigation and Fact-Finding of Sexual Harassment Complaints, a three-day training program of the Cornell University Institute on Conflict Resolution, New York, NY, May 1-3, 2006 and January 22-24, 2007. (Scheduled to be offered April 9-11, 2012.)

The Employment Law Advanced Mediator Training Program, a three-day training program of The Alliance for Education in Dispute Resolution and the Cornell/PERC Institute on Conflict Resolution, Old Greenwich, CT, February 17-19, 2003.

The Employment Law Mediator Training Program, a five-day training program of The Alliance for Education in Dispute Resolution and the Cornell/PERC Institute on Conflict Resolution, delivered at Chicago-Kent College of Law, Chicago, IL, December 6-10, 2002.

Comparing Labor and Employment Arbitration in a Sexual Harassment Case, program delivered to joint session of The Marie Garibaldi Alternative Dispute Resolution Inn of Court and The Sidney Reitman Employment Law Inn of Court, Basking Ridge, NJ, November 14, 2002.

Arbitration of Statutory Employment Disputes, a four-day intensive training program co-sponsored by Cornell University School of Industrial and Labor Relations, Cornell/PERC Institute on Conflict Resolution, and Region 2, National Academy of Arbitrators in cooperation with American Arbitration Association, New York City, May 1998.

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Problem-Solving in a Labor-Management Environment, Week-long course developed and taught for Bayer Industries' management and union leadership at Sarnia, Ontario in March and September, 1997.

Introduction to Labor Law, Full-day mini-course developed and taught for Rutgers University's Center for Management Development and taught semi-annually at New Brunswick and Parsippany Campuses, 1989-2003.

High-Performance Supervisor and Steward, Full-day Labor Management Studies' Training Program conducted in Houston, San Francisco, New York, Detroit, Cleveland, and Chicago May 1994.

Resolving Labour-Management Disputes, Full-day Labour Management Studies' Training Program conducted in Vancouver, BC and Halifax, NS March 8 and April 18, 1994.

Arbitral Case Management, Conducting the Hearing, and Deciding Cases, Half-day training program for Essex County Court System, September 1993.

Effective Lawyering in Federal and State Courts: Mediation of Complex Cases, Half-day training program for Association of The Bar of The City of New York, New York City April 30, 1993.

Arbitration and Dispute Resolution Institute, Two-day institute of International Foundation of Employee Benefit Plans in Palm Springs, California, March 11 - 12, 1991.

How Arbitrators Decide Cases, Full-day Training Program delivered to New York State Public Employment Relations Board's Staff Mediators and Administrative Law Judges in Saratoga Springs, New York, November 24, 1987.

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Practice and Procedure Under Multiemployer Pension Plan Amendments Act of 1980, International Foundation of Employee Benefit Plans' programs at Palm Springs, California and Miami, Florida, January and February, 1984; and in Orlando, Florida and Phoenix, Arizona, February and April, 1985; and Phoenix, Arizona, April, 1986.

"Public Employment Dispute Resolution" and "Collective Negotiations in the Public Sector," Full-day program and materials developed for and delivered to the Southwestern Legal Foundation's Short Course, Local Government Problems at Dallas, Texas, December 5 - 7, 1977. "Labor Law," Courses taught for New York State School of Industrial and Labor Relations (Cornell) Extension Division at New York City and Albany 1975, 1974, 1972, 1971.

"Labor Relations," Course taught at Fairleigh Dickinson University School of Business Administration, Summer, 1971.

Lectures

"Maintaining Impartiality in the Age of Social Media." Lecture delivered to American Bar Association Section of Labor and Employment Law's Ethics and Professional Responsibility Committee, Cabo San Lucas, Mexico, March 21, 2014.

"Effective Case Management in Employment Arbitration." Lecture delivered to American Bar Association Section of Labor and Employment Law's Employment Rights and Responsibilities Committee Meeting, Cabo San Lucas, Mexico March 19, 2014.

"Arbitrating Pension, Withdrawal Liability, and Trustee Deadlock Cases," Lecture delivered to National Academy of Arbitrators' Annual Meeting, Vancouver, Canada June 6, 2013.

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“How Advocates Can Make Mediation Work for Them,” lecture and paper delivered to New Jersey State Bar Association Labor and Employment Section’s New Jersey ICLE Program, *Hot Topics in Labor and Employment Law*, New Brunswick, NJ, June 1, 2012.

“Decision-Making by Judges and Arbitrators: How Decisions Are Made and Influences on the Process,” Lecture delivered to New Jersey State Bar Association Dispute Resolution Program, New Brunswick, NJ, February 28, 2012.

“Arbitrator Ethics,” Lecture delivered at ADR Day XIV program of New Jersey Institute of Continuing Legal Education, New Brunswick, NJ June 3, 2011.

“40 (or so) Questions You Were Afraid To Ask About Mediation,” Panel Discussion delivered to joint meeting of The New Jersey State Bar Association Dispute Resolution Section and The New Jersey Association of Professional Mediators, New Brunswick, NJ, January 18, 2006.

“Using Alternative Dispute Resolution Strategies to Achieve Zero Litigation,” Lecture delivered to Legal and Ethical Issues in Business class at New Jersey Institute of Technology, Newark, NJ, October 24, 2005.

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“What’s Wrong with ‘Alternative Dispute Resolution’: Conflict Management in the Workplace,” Lecture delivered to Labor and Employment Relations Association of the Capital District meeting, Albany, New York, March 29, 2005.

“The Vanishing Jury Trial.” Panel Discussion delivered to New Jersey State Bar Association’s Institute for Continuing Legal Education program, “2005 Labor Law Forum.” Edison, NJ, March 16, 2005.

“Arbitration Success Tips from the Labor Law Pros.” Lecture delivered to American Bar Association Section of Labor and Employment Law’s Employee Rights and Responsibilities Committee, Key Biscayne, FL, March 11, 2005.

“Is It Time to Develop a Model Employment Arbitration Agreement: An Arbitrator’s Perspective.” Lecture delivered to American Bar Association Section of Labor and Employment Law’s ADR in Labor and Employment Law Committee, Coral Gables, FL, February 15, 2005.

“Mediation Forms: Strategic Drafting.” Lecture delivered to New Jersey Association of Professional Mediators, New Brunswick, NJ, January 19, 2005.

“How Arbitrators Manage and Decide Employment Law Cases. Lecture delivered to 2004 Judicial College of New Jersey’s Administrative Office of the Courts, Teaneck, NJ, November 22, 2004.

“Arbitration: An Arbitrator’s Perspective,” Lecture delivered to Rutgers - Newark Law School Labor Relations Law Seminar, Newark, New Jersey, March 11, 2004.

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“A Review of Twenty-Five Years of New Jersey’s Labor Relations.” Panel Discussion moderated at Twenty-Fifth Annual Labor Law Conference of National Labor Relations Board and New Jersey State Bar Association Labor and Employment Law Section, South Iselin, NJ, November 21, 2003.

“Permissive Negotiation of a Voluntary Procedure for Arbitration of Employment Disputes.” Lecture delivered to The College of Labor and Employment Lawyers’ Second Circuit and New Jersey Regional Meeting, New York, NY, November 17, 2003.

“How Arbitrators Rule.” Lecture delivered to Federal Mediation and Conciliation Service Program, Twenty-fourth Arbitration Symposium, Atlantic City, NJ, May 16, 2003.

“Addressing Psychological Issues.” Lecture delivered to American Bar Association Labor and Employment Law Section’s Committee on ADR in Labor and Employment Law Meeting Program, Mediation of Employment Disputes: What Works and Doesn’t Work, Santurce, Puerto Rico, March 18, 2003

“Adressing Psychological Issues in Mediation,” Lecture delivered to Advanced Civil Mediation Techniques Seminar of New Jersey Association of Professional Mediators, Somerset, NJ, February 8, 2003.

“Alternative Dispute Resolution: Managing the Risk of Loss Due to Conflict,” Lecture delivered to NYU Law School ADR Course taught by Prof. Oscar Chase, November 26, 2002.

“Withholding Information in the Grievance Proceedings: *Is There No Penalty?* – An Arbitrator’s Perspective,” Lecture delivered to American Bar Association Labor and Employment

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Law Section's Committee on ADR in Labor and Employment Law Meeting, Tucson, AZ, February 11, 2002.

"Arbitration and Mediation of Employment Law Disputes," Lecture delivered to New Jersey Judicial Conference meeting at New Jersey Law Center, New Brunswick, NJ, June 1, 2001.

"Dispute Resolution and Problem Solving in Sports," Lecture delivered to American Bar Association Section of Dispute Resolution Program, *ADR by the Bay*, at San Francisco, April 7, 2000.

"Arbitration of National Hockey League Disputes," Lectures and workshop delivered to Pennsylvania Bar Institute Program, *Regulation and Dispute Resolution in Sports*, at Philadelphia, October 7, 1998.

"Arbitral Case Management" and "The Award: Deciding Cases and Writing Opinions," Lectures delivered to Four-Day Intensive Training Program for Arbitrators of Statutory Employment Disputes co-sponsored by Cornell University School of Industrial and Labor Relations and American Arbitration Association in New York, New York during May, 1998.

"The Arbitrator's Dilemma: Resolving Ethical Issues," Lecture and Workshop delivered to New York State Bar Association Labor and Employment Law Section's Fall meeting at Bolton Landing, New York, September 1997.

"Grievance Gridlock," Lecture delivered to Cleveland State University's Labor-Management Development Institute program, Labor Relations Headaches in Newark, New Jersey on April 18, 1997.

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“ADR as a Business: Improving the Business Side of Your Practice,” Lecture delivered to National Academy of Arbitrators Fall Educational Conference at Baltimore, Maryland in October 1996.

“The Essential Elements of ADR System Design,” Lecture delivered to New York State Bar Association Section on Labor and Employment Law Fall Meeting at Captiva Island, Florida in September 1996.

“Arbitration: An Arbitrator’s Perspective,” Lecture delivered to New Jersey Utilities Association Labor Relations Seminar at Edison, New Jersey on September 27, 1996.

Discipline and Discharge in the Unionized Workplace, Workshop delivered for Center for Labor-Management Development at Newark, New Jersey May 1, 1996.

“What’s Wrong with ADR,” Lecture delivered to St. John’s University School of Law’s Symposium, Civil Rights for the Next Millenium: Evolution of Employment Discrimination under the Americans with Disabilities Act, April 1995.

“New Ways of Resolving Workplace Conflict,” Lecture delivered to Labor Management Studies’ Program, Discipline and Discharge in the Unionized Workplace, New York City October 22, 1993.

“Arbitration of Employment Disputes,” Lecture delivered to Society of Human Resource Management/Equal Employment Advisory Council Program, Resolving Employment Disputes Without Litigation, Arlington March 22, 1993.

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“Sexual Harassment in The Workplace: The Responsibilities of Management and Labor,” Lecture delivered to Industrial Relations Research Associations’ Long Island Chapter, Jericho March 11, 1993.

“Arbitrating Sexual Harassment Issues in The Organized Sector,” Lecture delivered to Fourteenth Annual Labor Law Conference of National Labor Relations Board Region 23 and The New Jersey State Bar Association, New Brunswick November 13, 1992.

“Arbitration of Public Policy Issues,” Lecture delivered to New York State Bar Association Labor and Employment Law Section’s Fall Meeting, New Paltz October 2, 1992.

“Alternative Dispute Resolution: Controlling the Cost of Conflict,” in The American Friends of Hebrew University Greater New York Lawyers Division Program, September 26, 1991 at New York, New York.

“Promotions Without Problems,” in American Arbitration Association program, Taking Charge: Surviving During a Recession, July 24, 1991 at Stowe, Vermont.

“How Arbitrators Decide NLRB Deferral Cases,” Lecture delivered to National Labor Relations Board Region 33’s 25th Anniversary Labor Law Conference, Peoria, Illinois, December 6, 1989.

“Resolving Conflicts Through ADR Mechanisms,” in American Arbitration Association Program, Critical Issues in Employment Law, December 7, 1989 at Somerset, New Jersey.

“ABC’s of ERISA,” for 1989 Annual Conference of Society of Professionals in Dispute Resolution, Washington, D.C. October 21, 1989.

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“Risk Management Through Use of Alternative Dispute Resolution,” in Alternative Dispute Resolution, in-service program of Citicorp/Citibank General Counsel’s Office. New York, New York October 28, 1988.

“Alternative Dispute Resolution: Avoiding Employment Litigation” in Professional Management Seminars’ Personnel Law 1988, New York, New York, September 28, 1988.

“Using Last Offer Arbitration to Design Effective Dispute Resolution Systems: The Lessons of Major League Baseball,” Lecture delivered to meeting of the Arbitration and Alternative Dispute Resolution Committee of the Association of the Bar of the City of New York, June 18, 1991.

“Major League Baseball Salary Arbitration,” Lecture delivered to New Brunswick Chapter of Industrial Relations Research Association in New Brunswick, New Jersey, February 1, 1988.

“Case Analysis: Sports and Entertainment Arbitration,” Program developed for and lecture delivered to Society for Professionals in Dispute Resolution Fifteenth International Conference, New York, New York, October 24, 1987.

“Practical Considerations and Trends in Alternative Dispute Resolution for Employee Benefit Plans, “ Lecture delivered to New York University’s Fortieth National Conference on Labor, New York, New York, June 3, 1987.

“Arbitration and Other Alternative Dispute Resolution Processes,” Lecture delivered to International Foundation of Employee Benefit Plans’ Arbitration and Dispute Resolution Institute, Hollywood, Florida, March 1, 1987.

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Institute on Labor Law and Labor Relations, New York City
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and “Ask the Arbitrators,” Lectures delivered to International
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Benefits Conference, Las Vegas, Nevada, November 18 and 19, 1986.

“Arbitration of Trustee Deadlocks,” Lecture delivered at International
Foundation of Employee Benefit Plans Program, 1986 Benefit Plan
Professionals Institute - Attorneys, at Phoenix, Arizona, May 1986.

“Arbitrating a Trustee Impasse: A Case Study,” Lecture delivered at
American Arbitration Association Training Program, Arbitrating
Disputes in Jointly Administered Employee Benefit Plans Under
ERISA-MPPAA-NLRA at New York, New York, October 1985.

“Arbitrator as Fiduciary,” “Pre-Hearing Conferences and the
Arbitration Hearing,” “Post-Hearing Considerations,” and “How
Arbitrators Manage MPPAA Proceedings” in International Foundation
of Employee Benefit Plans and American Arbitration Association
Program, Arbitration of Multiemployer Pension Plan Disputes, in New
York City, Miami, Palm Springs, and Phoenix, 1982 - 85.

“Dilemmas in The Hearing Room” in Bureau of National Affairs
Program, Alcohol and Drugs: Issues in the Work Place at
Washington, D.C., November 3, 1983.

“Direct and Cross Examination of Witnesses” and “Aspects of
Evidence and Proof” in American Arbitration Association Program,
Advanced Arbitration Advocacy at Vernon, New Jersey, July 1983.

“Some Thoughts on Mergers, Acquisitions, and the Labor Arbitration
Process,” in Georgetown University Law Center’s Continuing Legal
Education Division Program Labor Relations Aspects of Mergers and

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Acquisitions at Houston, Texas and New York, New York, December 1982.

“Disciplinary Arbitration for Abuse of Mentally Disabled Persons,”
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Committee of State of New York Commission on Quality of Care for
The Mentally Disabled, Albany, New York, June 24, 1981.

“Union Challenges of the ‘Eighties--The Duty of Fair Representation,”
Lecture delivered to Association of American Law Schools’ Labor
Law Section at Philadelphia, Pennsylvania, January 8, 1982.

“Recent Court Decisions” in American Arbitration Association
Program, Arbitration Update-1981, Albany, New York, October, 1981.

“Statutory Background - Rights of Employees and Management” and
“Private Sector Labor Arbitration,” in Practicing Law and Institute
Programs, Basic Labor Relations at New York, New York, Seattle,
Washington, Milwaukee, Wisconsin, and San Francisco, California,
Fall 1981, 1979 and 1977.

“New Developments in the Law of Public Sector Labor Arbitration,”
in Practicing Law Institute Programs, New Trends in Public Employee
Organizing and Bargaining at New York City, April 1982, December,
1978 and November 1976.

“A Neutral’s Experience under the Taylor Law” at New York State
Public Employment Relations Board Conference on Police and Fire
Binding Arbitration, Albany, New York, March 1977.

“Some Considerations of Public Employee Strikes,” in Practicing Law
Institute Program, Strikes and Boycotts at New York, New York,
Atlanta, Georgia, and Las Vegas, Nevada, Fall 1972.

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“Analysis and Overview of the National Labor Relations Act” in Labor Law for the General Practitioner, a New York State Bar Association Continuing Legal Education Program conducted in Syracuse, Albany and New York City in May and June of 1983, 1979 and 1977.

“The Duty of Fair Representation -- Introduction and Overview,” in American Arbitration Association Programs, A Seminar on the Duty of Fair Representation at Albany and Syracuse, New York on May 25 and November 14, 1978.

“Standards for Discipline” at Third Annual Teachers Institute cosponsored by Faculty of Professional and General Studies, State University College of Arts and Sciences, Plattsburgh, New York, July 15, 1976.

“Management’s Rights Issues” at American Arbitration Association Program, Arbitration Seminar Series for Labor and Management Representatives, Boston, Massachusetts, October 1977.

“Subjects of Bargaining” at State of Massachusetts Governor’s Labor Relations Conference, March 1977 at Wellesley, Massachusetts.

“Cause, Just Cause and Sufficient Cause,” at American Arbitration Association Conference, Discipline and Discharge in Public Education at Albany, New York, March 1975.

“Employment Discrimination Law -- Introduction and Overview” at First Annual Labor Law Institute sponsored by Federal Bar Association, New York State Bar Association and Bureau of National Affairs at New York City, November 1974.

“A Management Lawyer looks at Taft Hartley -- Twenty-Five Years Later” at Industrial Relations Research Association, New York City Chapter Program on Twenty-Fifth Anniversary of Taft-Hartley at New York, New York, November 1972.

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Other writings include four Committee reports and more than three thousand arbitration awards and fact-finding reports comprising more than thirty thousand pages. A number of these have been published by Association of the Bar of the City of New York, Bureau of National Affairs, Commerce Clearing House, and American Arbitration Association.