

## XVI. LERA ANNUAL REPORTS

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### IRRA Executive Board Meeting

June 1, 2004

Gold Coast Room, Hyatt Regency Hotel, Chicago,  
IL

*Call to Order*—Marlene Heyser called the meeting to order.

Present at the meeting were board members Peter Berg, Jackie Blanchard, Dan Cornfield, Amy Dean, Adrienne Eaton, Peter Feuille (secretary-treasurer), Ann Frost, Marlene Heyser (president), Sanford Jacoby, Andy Levin, Wilma Liebman, Anthony Oliver, Stephen Sleigh (president elect), Robert Taylor, and Paula Voos. Also in attendance were guests David Lipsky, chair of the Development Committee and president elect-elect; David Dunlop, development consultant, Jim Auerbach, NPF 2005 meeting coordinator; Charles Whalen, editor and chair of *Perspectives on Work*; national office staff members Anna Mehl and Paula Wells; and Sarah Dolinar, pending national office staff member. Not present were members Nancy Biagini, Joel Cutcher-Gershenfeld, Lavonne Ritter, and Art Schwartz, and counsel Stephen B. Rynecki.

*Approval of Minutes*—President Heyser asked for approval of the minutes of the January 4, 2004, board meeting held in San Diego, CA. Sandy Jacoby moved to accept, Jackie Blanchard seconded, and all members were in agreement to approve.

#### **Committee and Officer Reports**

*Report on Perspectives on Work*—Charles Whalen, chair of the Editorial Advisory Board and editor of *Perspectives on Work* (hereafter *Perspectives*), reported that the summer 2004 issue would be mailed soon and outlined the editorial plans underway for the winter 2005 issue, including articles on off-shoring, overtime regulations, privatization, work-family issues, occupational

licensing, public sector labor relations, and industry council reports. The summer 2005 issue will lead with a feature on women in the workplace. Whalen also discussed plans for the launch of a web version for the magazine; the mini-issues will fall between the printed issues and will include overflow or new material. They will reside on the free side of the web for six months and then move over to the members library. The *Perspectives* Editorial Advisory Board is working on plans for a roundtable forum at the 2005 annual meeting, to be followed up by articles in the magazine. Marlene Heyser thanked Whalen for his work on *Perspectives*.

*Report of the Development Committee*—Chair David Lipsky introduced and thanked David Dunlop, a consultant and former development officer with Cornell University, for leading a discussion on strategies and practices for IRRA development work with the Development Committee. Lipsky summarized that discussion by first defining the three categories of fundraising gifts: the regular periodic gift, the special purpose gift, and the ultimate gift. The committee believes the association should conduct a regular annual campaign, possibly beginning as early as fall 2004, and has created a subcommittee to research the feasibility of that. Second, the committee created a subcommittee to draft a case statement for presentation at a future board meeting as well as a subcommittee to develop a list of special projects or initiatives that would be the focus for a multiyear campaign for IRRA. In asking for board approval of the plans, Lipsky noted that the committee proposes researching the feasibility of a long-term campaign, which would include a long quiet phase before going public, not to be undertaken until research is complete for a measured plan for fundraising and development. Asked to talk about target audiences for such a campaign, Lipsky listed groups such as people close to the association who may not be members, senior people in the field who in the past had a close association to IRRA, institutions that have an interest in the association, and foundations, such as the Sloan Foundation. He noted that today most giving for most nonprofit organizations comes from individuals. Paula Voos added that Lipsky asked that all members of the Development Committee, as well as the board, foster a culture of giving by making an annual gift to the association.

Lipsky was asked how the Development Committee proposes linking the development strategy to the strategic substantive direction of the association, and he responded that the board be intimately involved in the committee's development of a case statement and that that statement should ultimately reflect the vision and purpose of the association and the initiatives that are integral to the association. Lipsky highlighted that IRRA is the only organization that provides a forum for all workplace constituencies that come

together to discuss all kinds of issues, practices, and policies; that the IRRA is unique in the workplace makes it a vital and multilateral organization. He reminded the board that the Development Committee will lean on its members with experience and backgrounds in development and fundraising and concluded the report with the Development Committee's recommendation to establish the Susan C. Eaton Outstanding Scholar-Practitioner Award:

*Motion: The IRRA Development Committee recommends to the Executive Board that it establish the IRRA Susan C. Eaton Outstanding Scholar-Practitioner Award. It further recommends that the Award be given annually to a member of the Association who has achieved distinction as both a practitioner and a scholar in our field.*

The motion was passed unanimously.

*Report of the National Policy Form 2005 Committee*—Steve Sleigh, president elect and committee chair, summarized the program for the 2005 NPF, which will include a slate of presentations on the field of healthcare pension, workers compensation, and the intersection of bargaining and policy surrounding worker benefits. A report on the details of proposed arrangements (with the hotel) and a report on the NPF financial history and proposed 2005 budget were presented (attachment C). Sleigh reported he and Marlene Heyser were organizing a program committee and that Jim Auerbach has agreed act as coordinator for the 2005 NPF and will work with Paula Wells and the national office. Auerbach reported that the D.C. Chapter was enthusiastic and had expressed strong support to do what it takes to make the forum successful. Hotel Washington, a union hotel at 15th and Pennsylvania Ave., NW, in downtown Washington, is available with reasonable room rates and a contract with them was pending approval. The proposed forum dates are for June 16–17, 2005. The arrangement with the hotel will include ten breakout sessions and two plenary sessions, plus limited room availabilities for the day before, in the case of council or committee meetings.

Paula Voos moved to approve the dates of June 16–17, 2005, and to grant authorization for the national IRRA office to enter a contract with Hotel Washington, and Peter Feuille seconded. The motion passed unanimously.

*Report of the 57th Annual Meeting Program*—President Marlene Heyser, Chair of the Program Committee for the 57th Annual Meeting, recognized her vice chairs, Bonnie Castrey and Bruce Kaufman, and thanked her committee for again helping to plan a program of broad interest. Attachment D provided a listing of the sessions and activities that were accepted into the program. She reported Walter Gershenfeld and Margery Gootnick

had agreed to serve on the distinguished panel and that a distinguished speaker would soon be announced.

*Report of the Secretary/Treasurer and Executive Director*—Peter Feuille reviewed the midyear estimate, pointing out the grant funds were instrumental in keeping us in the black. Paula Wells, executive director, summarized recent activities at the national office, many which were initiated from the work of the Special Strategic Membership Committee. These included the Foundations Committee work to write and receive the Sloan grant to create industry councils and to help further our membership efforts; the creation and work of the Development Committee, chaired by David Lipsky to help ensure the association's long-term viability; the institutionalization and coordination of the Interest Sections and Industry Councils by the new Sections and Councils Coordinating Committee chaired by Hoyt Wheeler; and preparing for the upcoming name change. Wells reported membership numbers continued to trend slightly downward and there were a number of new membership efforts to be initiated in the late summer through the fall. She also outlined some of the efforts at the NLMC to stump for membership and the new industry councils.

*Report of the Editorial Committee*—Chair Adrienne Eaton reported she would be presenting a proposal for the 2006 research volume at the board meeting in January 2005.

*Report of the NCAC*—Committee chair Lavonne Ritter was unable to attend, and vice chair Anthony Oliver presented several NCAC proposals on IRRA chapter programming and waiver of chapter dues. There was discussion on including the following guidelines into the IRRA chapter handbook:

*“Given that labor, employment and workplace issues by their very nature involve conflicting views and interests, the Executive Board recommends that Chapters provide overall balance in their program development and avoid problems involving views that are antithetical to promoting conflict resolution methods compatible with the spirit of employee free and democratic choice under the law. “Balance” as is used in this resolution should not be interpreted as necessarily requiring the presentation of conflicting or divergent views on the same program as long as overall balance is achieved.”*

Paula Voos made a motion to accept the language in the chapter guidelines, Andy Levin seconded the motion and the resolution passed with thirteen votes in favor and one abstention

Discussion then ensued on verbiage for the waiver of chapter-to-national dues to be used internally by the staff for allowing dues waivers. The following criteria were decided upon:

*Dues may be temporarily waived for a period of no more than a year for a chapter that meets one or more of the following hardship conditions:*

- *Recent substantial drop in membership, creating a financial hardship.*
- *Involvement in chapter reorganization after a period of inactivity of hardship.*
- *Unforeseen financial stringencies such as loss of office or meeting venue or membership shortfall.*

A motion was made, a second was heard, and the motion passed unanimously.

A brief discussion was held on the individual criteria for chapter membership. After preliminary discussion, NCAC Vice Chair Anthony Oliver allowed that the NCAC had not fully discussed the topic and recommended the topic should be referred back to the NCAC for further discussion.

*Adjournment*—Marlene Heyser adjourned the meeting at 9:05 p.m. The next meeting of the executive board is scheduled for Thursday, January 6, 2005, at the Wyndham Philadelphia at Franklin Plaza, Philadelphia, PA.

## IRRA Executive Board

### Dinner and Meeting

Thursday, January 6, 2005, 6:15 p.m.

Philadelphia North Room, Wyndham Philadelphia  
at Franklin Plaza

17th and Race Street, Philadelphia PA

*Call to Order*—The meeting was called to order at 7:20 p.m. by President Marlene Heyser. Present at the meeting were officers Marlene Heyser (president), Stephen R. Sleigh (president elect), Paula B. Voos (past president), Pete Feuille (secretary-treasurer), Adrienne Eaton (editor-in-chief), Lavonne Ritter (NCAC), and members Peter Berg, Jackie Blanchard, Dan Cornfield, Joel Cutcher-Gershenfeld, Andy Levin, Anthony Oliver, Robert Taylor, John Truesdale, and Art Schwartz. Other invited guests included board-elect members Sara Adler, Paul Almeida, Morris Kleiner, and Jill Kriesky; president elect-elect David Lipsky; and committee chairs and coordinators Jim Auerbach, John Burton, Ralph Craviso, Charles Whalen, Hoyt Wheeler, and Greg Woodhead. Board members not able to attend included Nancy Biagini, Amy Dean, Ann Frost, Sanford Jacoby, and Wilma Liebman. National office staff present included Paula Wells, Sarah Dolinar, and Anna Mehl.

*Award Recognition and Announcements*—Marlene Heyser recognized outgoing board members Dan Cornfield, John Truesdale, Art Schwartz, Nancy Biagini, and Sandy Jacoby. Newly elected board members whose terms will begin following the 2005 annual meeting were also recognized: Paul Almeida, Department of Professional Employees, AFL-CIO; Morris Kleiner, University of Minnesota; Sara Adler, arbitrator/mediator; Jill Kriesky, Appalachian Institute at Wheeling Jesuit University; and Jerry Calhoun, Boeing Commercial Airplanes.

It was announced that a letter of resignation from board member Wilma Liebman had been received and that she would be stepping down from her

position on the IRRA/LERA board because of a new federal policy stating that presidential appointees could not serve on certain types of boards. A neutral replacement will be named at a future date to serve out the remaining year of her term.

President elect Steve Sleigh recognized Marlene Heyser for her service as the 2004 IRRA president.

Marlene Heyser recognized Greg Woodhead for his eight years of service as chair of the LERA Finance and Membership Committee.

*Approval of minutes*—A motion was heard to approve the minutes of the Chicago, IL, board meeting on June 1, 2004. It was seconded and unanimously approved

### **Committee and Officer Reports**

*Nominating Committee Report*—Chair Ralph Craviso reported the slate of candidates on behalf of the Nominating Committee. The 2004 committee included Janice Bellace, William Canak, Rachel Hendrickson, Dennis Rocheleau, Jay Siegel, and Paula B. Voos. Craviso announce Eileen Hoffman as unanimous selection of the 2006 president-elect position. A motion was made to accept the slate of candidates presented and was seconded (Ritter). The motion passed unanimously.

*Perspectives on Work Editorial Advisory Board Report*—Charles Whalen, editor and chair, reported the current state of the *Perspectives* magazine and announced that the magazine has asked two guest coeditors, Jim Auerbach and David Jacobs, to collaborate with him on the winter 2006 issue. He reported the launch of the *Perspectives Online Companion*, an online expansion of each issue, had taken place in the fall of 2004 and will be updated on a biannual basis.

*Foundations Committee*—John Burton announced that the meeting was cancelled and therefore had nothing to report. It was noted the committee is currently without a chair.

*Education Committee*—Because the committee meeting was delayed until Friday, no report was given at this meeting.

*Sections and Councils Committee*—Joel Cutcher-Gershenfeld, cochair, gave a report on the Industry Councils, in which he noted that 482 people have signed up for Industry Councils, and 83 of them became new members of the Association because of their interest in the councils. He summarized the role

and objectives of the councils, an initiative enabled by a grant from the Alfred P. Sloan Foundation and asked board members to review the proposed charters for three councils: Aerospace, Airline, and Public Sector-Federal.

He made a motion to accept the charters of Aerospace, Airlines and Public Sector-Federal as submitted and sanction the first three LERA Industry Councils. Comments were made to recognize the hard work of those behind the councils and of their importance and relevance to LERA. The motion was passed unanimously.

Hoyt Wheeler, cochair, reported on the LERA Interest Sections, summarizing their roles and activities, including conducting surveys, convening meetings, distributing e-mail newsletters and listservs, and developing bylaws. A question was heard on the role of the sections regarding the development of the annual meeting, to which Hoyt explained that sections are invited to submit proposals for sessions or workshops. A suggestion was heard to reserve slots in the program for sections, to which it was noted that the annual meeting is already a very tight program and that it would be difficult to make such a policy; in addition, doing so might involve needing to amend association bylaws, because current bylaws called for the president, cochairs, and committee to determine the program.

Together, the cochairs brought a motion from the committee to split the Sections and Councils Coordinating Committee and create separate coordinating committees for both areas. Hoyt would chair the Sections Coordinating Committee, and Cutcher-Gershenfeld would chair the Councils Coordinating Committee. It was noted that the recommendation did not include adding a position to the board and that each committee would make individual reports to the board. Cutcher-Gershenfeld and Hoyt would be responsible as chairs to reconstitute the committees and recruit members. The motion was seconded and passed unanimously.

*Development Committee*—David Lipsky, chair, reported on the history of the committee, noting the creation of subcommittees that focus on specific fundraising efforts and research. He brought forward the following motions from the committee for the board to consider:

A. Motion—to announce the launch of a three-year development campaign at the 2006 annual meeting, the goal of which will be \$1 million. The campaign will run from January 2006 to January 2009. A question was heard on plans to endow any of the \$1 million raised by the campaign, to which Lipsky reported the Development Committee has discussed the benefits and disadvantages of endowed funds with attention paid to the mission and projections of the association and the administration of endowment accounts, but there were no formal recommendations from the committee at this time.



The primary focus for raising the funds, he noted, is to ensure the continued operation of the association. He did point out that the campaign will involve various giving opportunities, including naming opportunities, restricted gifts, et cetera. The motion was passed unanimously.

B. Motion—That LERA impose a 10 percent administrative fee on all such gifts, including the Susan C. Eaton Fund, to cover the operational and administrative costs of development and administration of such funds. This was passed unanimously.

C. Motion—Lipsky reported on the Susan C. Eaton Scholar-Practitioner Fund and recognized and acknowledged the efforts of Tom Kochan to raise approximately \$50,000 for the fund. He reported that the committee recommended that LERA not put the \$50,000 in an endowment, but rather create a small committee to administer the fund to be able to give annual monetary awards to deserving scholar-practitioners. The fund would be managed to allocate all the monies within a finite period of time, such as ten to fifteen years, and that the time period should only be extended should more money be given for the award. It was also recommended that a member of the Finance and Membership Committee be a member of this subcommittee. The motion passed unanimously.

D. Motion—To create an annual solicitation process that would be included in the regular renewal application as a list of tiered check-off options for additional contribution amounts, giving members an opportunity to give above and beyond their membership dues. The motion was passed unanimously.

Lipsky asked the board to review and make comments offline on a draft of the LERA case statement, which will be circulated soon to the board. He described the case statement as a rationale of the campaign that might encourage donors to support LERA. He also asked the board to consider and give feedback on some of the logistics of the campaign, including fundraising targets, activities, and audiences and invited board members to take part in the Development Committee activities and planning. In addition, he asked that, by the time LERA announces the capital campaign in January 2006, that he be able to report 100 percent board participation in fundraising efforts.

Finally, there was discussion regarding the idea to create a LERA Foundation, a nonprofit body that would administer the fundraising efforts and gifts. The committee agreed to consider the idea in a future meeting.

*Finance and Membership Committee*—Chair Greg Woodhead reported on the 2004 financial report, including the estimated year-end membership dues revenues of \$142,044 and the grants received revenues of \$221,547. He

pointed out the association appears to be grant dependent. He summarized the membership report, including the 2004 membership totals of 2,871. He also reported that the committee discussed joint membership options. It was noted that local chapters are not in favor of joint memberships but that they are researching unified membership structure. He presented the following motions from committee:

A. Motion—to approve the 2005 budget as presented. A second was heard. The motion passed unanimously.

B. Motion—to raise the annual membership dues effective January 2006. The annual regular membership dues would be raised from \$95 to \$105; the emeritus membership dues would be raised from \$55 to \$60; library subscriptions would be raised from \$175 to \$190; student memberships would remain at \$25. The motion passed unanimously.

Woodhead asked that, in the coming year, board members continue the practice of making five personal contacts (by e-mail or phone) to members as a way to encourage membership renewals.

*Report of the Secretary/Treasurer and Executive Director*—Peter Feuille, secretary-treasurer, reported that the financial situation of the association cannot be taken care of by simply cutting expenditures and commended the staff for managing the expenditures. He reported that progress was made this year in understanding what is involved in development and fundraising efforts and acknowledged the work of the Development Committee. He acknowledged that the three-year Sloan Foundation grant has been much needed by the association in creating programs that would interest new members.

Paula Wells, executive director, summarized the financial and membership reports that were provided, and answered questions from the board. Her summary included a profile of the year, highlighted primarily by the addition of new staff, activities surrounding the name change the development of new LERA Industry Councils and the reactivation of the National Policy Forum in the FMCS's NLMC last June. A comment was heard regarding the information and data base systems with which the national staff works, and a suggestion was made for the board to help in some way. Wells welcomed such an exploration of the database system and possible solutions. A suggestion was also heard that the association might consider increasing the expenditures for membership development.

*NCAC Committee*—Lavonne Ritter, NCAC chair, reported that the committee discussed changes to the chapter awards process and nomination form and passed several recommendations, including a general request for

more supporting material to accompany nominations; clarifying descriptive language for each award and suggested supporting material; adding specific wording stating that, once a chapter wins a Chapter Star Award, its record again restarts again at zero.

Discussion was heard on chapter dues status, showing that seven chapters are in arrears on their dues to national. The committee elected to place the Greater Cincinnati chapter on inactive status rather than revoking its charter. They discussed a dues waiver request from the Gold Rush Chapter, but did not approve the waiver, requesting more information instead. The committee reported three chapter grants dispersed in 2004, and one grant was moved to the 2005 budget. NCAC members Talmage Reynolds and Matthew Bodah have been reappointed to serve on the committee for three-year terms, ending 2008.

A request was made for the board to consider approving the imposition of a deadline for chapters to pay their dues to national. A motion was heard that national use stronger wording clearly stating to chapters that by being in arrears on dues to national that they are “jeopardizing their tax-exempt status.” A second was heard. The motion was passed unanimously.

A suggestion was heard from the board to communicate the pending capital campaign to chapters and to include for consideration of a chapter to National Merit Award the criteria of higher percentages of individual memberships in the national association as well as contribution to the campaign. NCAC was requested to encourage chapters to provide their members’ contact information to national. Lavonne Ritter suggested that the Development Committee consider a solicitation of chapters for the campaign as well as annual gifts.

*Editorial Committee*—Adrienne Eaton, editor-in-chief, reported that the committee discussed the 2005 research volume, which will be focused on ethics. Although they do not have a proposal for the 2006 research volume ready to present to the board at this time, they did review a list of chapters and authors suggested by David Lewin. The view of the committee is that this volume is looking like a review of contemporary issues in industrial relations and that it will be recommended that the board approve by e-mail the forthcoming proposal. Suggestions for future volumes included a volume on retirement issues.

*National Policy Forum 2005*—James A. Auerbach, NPF 2005 meeting coordinator, gave a brief report on the plans for the program, which will take place June 16–17, 2005, at the Hotel Washington in Washington, D.C. The

theme of the event will be “Benefits at Risk: Meeting the Challenge of Providing Health Care Benefits and Retirement Income in the 21st Century.” Financial support, in the form of sponsorships and individual gift solicitations is being sought for the meeting. Joe Hanson of the UFCW and Bill Vaughn of Ahold USA have been named as conference cochairs. Steve Sleigh noted that at this time the committee is securing very high-profile plenary speakers.

*Program Committee 58th Annual Meeting*—Stephen R. Sleigh, president elect and program chair, reported that Ralph Craviso and Richard Freeman have agreed to cochair the committee. The program will take place January 5–8, 2006, in Boston, MA. The theme will be “Labor and Capital in the 21st Century: Human, Social, and Financial Contributions to Creating Wealth.”

### **New Business**

*TERRA News*—John Burton summarized the history of *TERRA News*, an e-mail distribution list of news and information relevant to TERRA members, and summarized the history of the creation of *IRRA News*, a weekly e-mail listserv repackaged from the daily *TERRA News* program. Burton reported that the board originally approved the *IRRA News* program pending successful fundraising to cover the expenses. That fundraising did not happen, and in the late fall of 2004, the *IRRA News* service was terminated. *TERRA News* will continue to be operated by the TERRA chapter for its members. The national office publicized *TERRA News* subscriptions to the LERA listservs when *IRRA News* service was terminated.

*2004 Awards Report*—Paula Wells, executive director, acknowledged the 2004 award winners, including Lifetime Achievement Award winners Walter Gershenfeld and Kenneth Ristau, who will be recognized at the Presidential Luncheon. All other awards will be given at the general membership meeting. Chapter awards will be given at the NCAC/chapter representatives meeting.

*IRRA Awards Committee Proposal*—Morris Kleiner, IRRA Awards Committee member, put forth a motion from the committee that the board change the name of the Outstanding Young Scholar Award to the John T. Dunlop Scholar Award as a tribute to the IRRA cofounder who passed away in 2004. A question was heard regarding the limitations of the age or stage of award winner. Morris explained that the award criteria suggested that nominees be within ten years of the completion of their Ph.D. but does not indicate any age limitations. The motion passed unanimously.

**Other Business**

*Ratify Constitution with LERA Name Change*—Paula Wells, executive director, presented the modified constitution and bylaws to the board for ratification, noting the only changes in the document were in the four places where the association's name was stated. In those four places, the former name of Industrial Relations Research Association or IRRA, was changed to Labor and Employment Relations Association, or LERA. This is in compliance with previous board vote and the vote of the general membership by mail in June 2004.

A motion was heard to ratify the constitution and bylaws with the new name for the organization: Labor and Employment Research Association, or LERA. The motion was seconded and passed unanimously.

*Meeting Adjournment*—The meeting was adjourned at 10:27 p.m.

IRRA General Membership Meeting  
Saturday, January 8, 2005 from 6:00–7:00 p.m.  
Wyndham Ballroom A  
Wyndham Philadelphia at Franklin Plaza

*The meeting was called to order by Marlene Heyser, 2004 IRRA President, at 6:04 p.m.*

*Welcome*—Marlene Heyser, IRRA President, welcomed the membership and acknowledged new members.

*Report on the Nominating Committee*—Marlene Heyser reported that the Executive Board has is currently working on the slate of nominees for the 2006 elections. She also reported that the 2006 President-Elect nominee is Eileen Hoffman as the 2006 President-Elect.

### **Committee Reports**

*Perspectives on Work Report*—Charles Whalen, editor of *Perspectives on Work*, announced that *Perspectives* now has an online companion version, with articles complementary to the print version. He also gave a brief report on the plans for the Summer 2005 issue which will focus on Women in the Workplace, and will include a piece based on a roundtable on “What’s next for the NLRB”, workplace rights and national security, post-retirement healthcare policy and much more.

*Finances/Membership Committee Report*—Greg Woodhead, Chair, reported that the financial condition of the association is good. In 2004, we collected \$196,000 in dues, paid expenses of \$374,000 dollars, and for this year, received \$271,000 in grants, which means that the association is currently dependent on grants. He reported that we are seeing a downward trend in membership, with this year’s total topping at 2,871 members. He reported that online memberships are up, and plans to consider an online members survey. The association continues to build relationships with local chapters in order to encourage joint memberships to strengthen the association both locally and nationally. He reported that the Executive Board

approved the recommendations of the committee to approve the 2005 budget, and to increase memberships for the 2006 year. [details on increases]

*Development Committee Report*—David Lipsky, Chair, gave some history on the work of the Development Committee, specifically its plans to facilitate an organized fundraising effort. He reported that the association will begin a formal fundraising process, noting that these efforts will be made to each member as part of the membership renewal efforts. He reported that the association will launch a three-year million-dollar campaign starting in 2006. In facilitating this effort, the committee will develop new initiatives for fundraising efforts, including naming opportunities. He also reported that several members have been working to raise funds to support the Susan C. Eaton Scholar-Practitioner Award, and to date they have successfully raised \$50,000 towards the award. They plan to convene a committee that will administer that award and funds.

*Interest Sections Committee Report*—Hoyt Wheeler, Chair, reported that the Interest Sections have been lively for 10 years, with listservs, email newsletters, meetings, and networking. He noted that the recently created Sections and Councils Coordinating Committee has elected to split and become two committees that will focus specifically on each area. Hoyt will remain the chair of the Sections Coordinating Committee and Joel Cutcher-Gershenfeld will chair the Industry Councils Coordinating Committee. Joel reported on the Councils, noting that the plans for 8 councils are going strong. Three charters—Aerospace, Airline, and Public Sector-Federal—have been ratified by the Executive Board. Six other Councils continue to develop, all to complement existing programs from other like organizations, providing opportunities for members of the work and employment, industry, or academic arenas. He also reported that the Councils project has successfully brought 83 new members to the association this year.

*Editorial Committee Report*—Adrienne Eaton, Chair, reported that the primary business of the committee has been active. The 2005 issue is on Ethics, edited by John Budd and James Scoville, and should be published in Summer 2005. The 2006 issue will be edited by David Lewin, and will be focused on contemporary issues; and the committee elected to focus the 2007 issue on retirement and security.

### **IRRA Awards Presentations**

*Best Dissertation Award Co-Winners*—John F. Burton, Jr. presented the 2004 IRRA awards to Christopher Riddell, University of British Columbia.

Ph.D. from the University of Toronto for his dissertation was titled, *Three Essays on Labour Policy*. The award was also present to Eric Verhoogen, Columbia University. Ph.D. from the University of California at Berkeley for his dissertation titled, *Essays on External Conditions and Wage-Setting Within Firm*. Honorable Mentions were given to Forrest Briscoe, Penn State University, PhD from Massachusetts Institute of Technology and Isabel Fernandez-Mateo, London Business School, Ph.D. from Massachusetts Institute of Technology.

*Excellence in Education Award*—Janet Conti, member of the Excellence in Education Awards committee, presented the award to Mary Ellen Benedict, Bowling Green State University in Labor Economics.

*Young Scholar Awards*—Harry Katz presented the Young Scholar Awards to recognize outstanding research addressing an IR problem of national significance, to two co-winners Jody Hoffer Gittell, Brandeis University, and Kevin F. Hallock, University of Illinois at Urbana-Champaign.

*Outstanding Scholar-Practitioner Award*—Susan C. Eaton presented this award in recognition of outstanding research, teaching, and practice emphasizing the value of bringing together the academic and practitioner communities in our field, to Eileen Appelbaum, Rutgers University.

*Lifetime Achievement Award*—Marlene Heyser welcomed James Small, president of the Orange County California IRRRA Chapter, on behalf of the family of Kenneth Ristau, award receiptant.

*National Chapter Advisory Committee Report*—Lavonne Ritter, chair of the NCAC, reported that the NCAC heard several recommendations for the Chapter Awards process, and that the NCAC/Chapter Representatives Meeting included a workshop on Chapter Programming and Membership Development. She then presented the 2004 Chapter Star Awards, to the TERRA (Tennessee Chapter) and Washington D.C. chapters.

*Announce Dates of Next Meetings*—Marlene Heyser reported that the National Policy Forum will be June 16 & 17, 2005 at the Hotel Washington, 15<sup>th</sup> and Pennsylvania in Washington, D.C. The theme for the meeting will be *Benefits at Risk: Health Care Benefits and Retirement Income*. She noted that announcements will be at the LERA website and in the LERA Newsletter in March for details on speakers, registration. She announced that the IRRRA 58<sup>th</sup> Annual Meeting will be in Boston, MA, January 5–8, 2006.



*Administrator's Report*—Paula Wells, executive director of the LERA, began by welcoming all new members and all participants to Philadelphia, and asked for feedback on the 57<sup>th</sup> Annual Meeting. She reported that with the ratification of the name change by the Executive Board, the association has officially changed its name to the Labor and Employment Relations Association (LERA). She announced that the association hired two new staff members this year: Sarah Dolinar and Anna Mehl. She asked for all members and participants to take a look at the association's new look that accompanies with the new name, including the website, publications, and other promotional material. Major initiatives for the coming year include helping to organize and coordinate Industry Council activities, membership development, preparing for the two meetings held by the association, and publishing the association's many publications.

*Request New Business from the Floor*—Peter Feuille, LERA secretary/treasurer, formally thanked the LERA National staff for their hard work, noting the quality of the new employees and the work that Paula Wells has directed them with. He invited participants to attend the Joint Universities Reception, held immediately following the General Membership Meeting.

*Concluding Remarks*—Marlene Heyser delivered concluding remarks, thanking the association for the opportunity to serve as the president for the past year. As ceremony, she turned the meeting over to the 2006 LERA President Steve Sleight who adjourned the meeting.

## ***STAN FELLER, CPA***

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**Accountant - Tax Consultant**

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### INDEPENDENT AUDITOR'S REPORT

**Board of Directors**

Industrial Relations Research Association, now known as Labor and Employment Relations Association  
121 ILR Building, 504 East Armory Avenue  
Champaign, Illinois 61820

I have audited the accompanying financial statements of the Industrial Relations Research Association (a nonprofit organization), State of Illinois, as of and for the years ended December 31, 2004 and 2003, as listed in the table of contents. These financial statements are the responsibility of the Organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Industrial Relations Research Association as of December 31, 2004 and 2003, and the changes in its net assets and its cash flows for the years then ended, in conformity with generally accepted accounting principles.

Stan Feller, CPA  
Champaign, Illinois  
March 22, 2005

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION****STATEMENT OF FINANCIAL POSITION****December 31, 2004 and 2003**

<b>ASSETS</b>	<b>2004</b>	<b>2003</b>
<b>Current Assets</b>		
Cash and Certificate of Deposit	\$ 469,663	\$ 370,582
Accounts Receivable - Net	4,471	56,535
Grants Receivable	240,277	0
Prepaid Expenses	3,383	3,830
Inventory	11,621	18,076
Accrued Interest Receivable	<u>238</u>	<u>337</u>
Total Current Assets	<u>729,653</u>	<u>449,360</u>
Property and Equipment	13,695	13,695
Less: Accumulated Depreciation	<u>(11,043)</u>	<u>(8,918)</u>
<b>TOTAL ASSETS</b>	<u><u>732,305</u></u>	<u><u>\$ 454,137</u></u>
 <b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts Payable	\$ 19,156	\$ 59,703
Accounts Payable to UCIRHRP	7,371	6,852
Accrued Liabilities	7,677	19,327
Dues Collected in Advance	71,965	101,673
Subscriptions Collected in Advance	7,100	33,190
Convention Expenses Collected in Advance	2,900	0
Eaton Memorial Scholarship Receipts	36,331	0
Deferred Grant, Contribution Income	<u>288,753</u>	<u>0</u>
Total Current Liabilities	<u>441,253</u>	<u>220,745</u>
<b>Net Assets</b>		
Temporarily Restricted	0	0
Unrestricted		
Operating	291,052	233,392
Total Net Assets	<u>291,052</u>	<u>233,392</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u><u>\$ 732,305</u></u>	<u><u>\$ 454,137</u></u>

The accompanying notes are an integral part of these financial statements

## INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF ACTIVITIES  
Years Ended December 31, 2004 and 2003

	2004			2003		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue, Gains and Other Support						
Membership Dues	\$ 155,744		\$ 155,744	\$ 161,599		\$ 161,599
Subscriptions	40,740		40,740	41,670		41,670
Chapter Fees	8,975		8,975	7,250		7,250
Publications	896		896	2,407		2,407
Advertising	1,320		1,320	1,120		1,120
Mailing List Rental	2,926		2,926	5,612		5,612
Royalties	8,295		8,295	8,937		8,937
Meeting Income	25,709		25,709	18,905		18,905
Interest income	3,571		3,571	5,614		5,614
Member Contributions	1,848		1,848	2,310		2,310
UCIRHRP Admin. Fees	261		261	0		0
Contributions						
GE Contributions	15,000	2,500	17,500		10,000	10,000
FMCS Grant		49,147	49,147			0
Sloan Grant		111,424	111,424			0
Restrictions satisfied	163,071	-163,071	0	10,000	-10,000	0
Total Revenues, Gains and Other Support	428,356	0	428,356	265,424	0	265,424
Expenses and Losses						
Program Services						
General	115,770		115,770	137,168		137,168
Meetings	27,447		27,447	38,736		38,736
Publications	33,250		33,250	75,197		75,197
Grant Expenses						
Sloan Grant Expense - See Note 5	111,424		111,424			0
GE Contributions - See Note 4	17,500		17,500	10,000		10,000
FMCS Grant Expense - See Note 6	49,147		49,147			0
Supporting Services						
Management and General	8,615		8,615	19,582		19,582
Membership Development	7,543		7,543	21,060		21,060
Total Expenses and Losses	370,696		370,696	301,743		301,743
Change in Net Assets	57,660		57,660	-36,319		-36,319
Net Assets at Beginning of Year	233,392		233,392	269,711		269,711
Net Assets at End of Year	\$ 291,052		\$ 291,052	\$ 233,392		\$ 233,392

The accompanying notes are an integral part of these financial statements.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF FUNCTIONAL EXPENSES  
For the Year Ended December 31, 2004

	MEETINGS			GRANTS			PUBLICATIONS			SUPPORTING SERVICES				
	Winter Conference	Next Policy Forum	Winter Bd Meeting	Spring Bd Meeting	FMCS Grant	GE Contribution	Sloan Grant	Winter Proceedings	Perspectives	Research Volume	Director & Newsletter	Management & General	Membership Development	Totals
Compensation							37,036							130,686
Payroll taxes & fringes							11,850							33,970
Depreciation												786		786
Insurance												1,083		1,083
Donations												37		37
Bank Charges	5,581				5,987		6,407					53	4,345	22,320
Promotion					6,626							2,316		8,942
Postage and freight												322		322
Printing, production										10,973	675	860		46,358
Accounting/auditing	1,462				20,705		8,100	4,443		3,909	3,077			12,198
Other public costs	273				2,246		1,912	781		4,455	3,188			19,121
GE Contribution Expense					9,729			1,749						15,000
FMCS Grant Expense					51									51
Sloan Grant Overhead														14,534
Meals, Receptions	16,740		1,907		1,500		540							20,687
Travel	327				500		953							5,091
Other meeting expenses	363		56		500		20,519							21,771
Computer Equip. supplies					48		146					282		3,000
Office supplies							5,905							5,905
Student and member awards												984	2,683	2,683
Telephone, Fax					907							666		666
Chapter expenses												483	250	1,157
Dues												125		125
Duplicating													265	265
Other committee expenses							250							515
Miscellaneous office												618		618
	<u>115,770</u>	<u>24,746</u>	<u>0</u>	<u>1,983</u>	<u>738</u>	<u>49,147</u>	<u>111,424</u>	<u>6,973</u>	<u>0</u>	<u>19,337</u>	<u>6,940</u>	<u>6,615</u>	<u>7,543</u>	<u>370,686</u>

The accompanying notes are an integral part of these financial statements.  
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INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF FUNCTIONAL EXPENSES  
For the Year Ended December 31, 2003

	MEETINGS				GRANTS			PUBLICATIONS			SUPPORTING SERVICES			
	Winter Conference	Regional Meetings	Policy Meeting	Winter Bd Meeting	Spring Bd Meeting	GE Found Grant	FMCS Grant	Annual Proceedings	Perspectives	Research Volume	Directory & Newsletter	Management & General	Membership Development	Totals
Compensation	108,886													108,886
Payroll taxes & fringes	28,282													28,282
Depreciation												1,970		1,970
Insurance												2,656		2,656
Office supplies														
Bank Charges												148		148
Promotion	7,383		54									5,684		13,131
Fulfillment												12,269		12,269
Postage and freight												2,841		2,841
Accounting/auditing	1,287					10,000		11,346	18,348	15,547	7,115	2,595		2,595
Printing, production	787		17					1,933	3,313	7,586	3,328			63,643
Postage	2,982							152	3,606	827	2,096			16,964
Other public costs	16,918													9,643
Meals	3,398			3,398	409									20,725
Travel				644	396									5,149
Other meeting expenses	3,961		128	242	130									372
Entertainment												883		883
Computer & label supplies												268		268
Office supplies											2,123			2,123
Student and member awards												3,067		3,067
Duplicating Expense												1,733		1,733
Telephone and FAX												1,604		1,604
Chapter expenses												1,033		1,033
Dues												1,115		1,115
Other committee expenses												431		431
Miscellaneous office												182		182
	<u>137,168</u>	<u>33,318</u>	<u>0</u>	<u>199</u>	<u>4,284</u>	<u>10,000</u>	<u>0</u>	<u>13,431</u>	<u>25,267</u>	<u>23,960</u>	<u>12,539</u>	<u>19,562</u>	<u>21,060</u>	<u>301,743</u>

The accompanying notes are an integral part of these financial statements.  
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## INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF CASH FLOWS  
For the Years Ended December 31, 2004 and 2003

## CASH FLOWS FROM OPERATING ACTIVITIES

	2004	2003
Change in Net Assets	\$ 57,660	\$ (36,319)
Adjustments to Reconcile Change In Net Assets to Net Cash		
From Operating Activities		
Depreciation	2,125	1,970
(Increase) or Decrease in Operating Assets:		
Accounts Receivable	52,064	21,052
Grants Receivable	(240,277)	67,935
Prepaid Expense	447	(1,016)
Inventory	6,455	5,282
Other Current Assets	99	(337)
Increase ( Decrease) in Operating Liabilities		
Accounts and Scholarships Payable	(797)	(19,205)
Accrued Liabilities	(11,650)	19,327
Dues Collected in Advance	(29,708)	(6,214)
Subscriptions Collected in Advance	(26,090)	2,890
Deferred Grant, Contribution Income	<u>288,753</u>	<u>0</u>
Net Cash Provided by Operating Activities	99,081	55,365
Payments for Property and Equipment	<u>0</u>	<u>(1,091)</u>
Net Increase ( Decrease) in cash and cash equivalents	99,081	54,274
Cash and short-term Investments:		
Beginning of Year	<u>370,582</u>	<u>316,308</u>
End of Year	<u>\$ 469,663</u>	<u>370,582</u>

The accompanying notes are an integral part of these statements.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2004 AND 2003**

## Note 1 – Nature of Activities and Significant Accounting Policies

Nature of Activities

The Industrial Relations Research Association (IRRA) was founded in 1947 to encourage research in all aspects of the field of labor, employment, and the workplace. It is a non-profit scholarly association of academic, labor, business and neutral communities committed to the full discussion and exchange of ideas between and among its broad constituencies through meetings, publications, and its various electronic listservs and websites. The IRRA National Office is located in Champaign, Illinois and serves the association by planning conferences and meetings, and publishing the various research of its members.

Basis of Accounting

The financial statements of the Association are presented using the accrual basis of accounting.

Contributed Services

During the years ended December 31, 2004 and 2003, the value of contributed services meeting the requirements for recognition in the financial statements was not material and has not been recorded.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Property, Plant and Equipment

Property, plant and equipment are carried at cost. Depreciation is provided using the straight-line method over an estimated five to seven year useful life. In 2004, the company decided to follow the practice of the University of Illinois to expense any items purchased costing less than \$2500.



**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2004 AND 2003**Financial Statement Presentation

The Association has adopted Statement of Financial Accounting Standards (SFAS) No. 117, "Financial Statements of Not-for-Profit Associations." Under SFAS No. 117 the Association is required to report information regarding its financial position and activities according to two classes of net assets: unrestricted net assets and temporarily restricted net assets. As permitted by the statement, the Association does not use fund accounting.

Organization Name Change

Effective January 6, 2005, the organization's constitution and bylaws were changed to denote the name change to Labor and Employment Relations Association. The new name was ratified and approved at the executive board meeting on January 6, 2005, in compliance with a general membership vote by mail in June, 2004.

Contributions

The Association also adopted SFAS No. 116, "Accounting for Contributions Received and Contributions Made." Contributions received are recorded as unrestricted or temporarily restricted support depending on the existence or nature of any donor restrictions.

Temporarily restricted net assets are reclassified to unrestricted net assets upon satisfaction of the time or purpose restrictions.

Income Taxes

The Association is a not-for-profit Association that is exempt from income tax under Section 501 (c)(3) of the Internal Revenue Code, and is classified by the Internal Revenue Service as other than a private foundation.

However, net income from the sale of membership mailing lists and newsletter advertising is unrelated business income, and is taxable as such. After deducting costs associated with the income, there was no tax owed for 2004 or 2003.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2004 AND 2003**Investments

The Association does not have any investments in marketable securities.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Association considers all highly liquid investments available for current use with an initial maturity of twelve months or less to be cash equivalents. Cash investments held at five financial institutions exceeded the \$100,000 FDIC insurance limits by a total of \$63,724 at December 31, 2004, and \$10,927 at December 31, 2003.

Inventory

The Association's inventory of directories, research volumes, proceedings and perspective magazines is carried at the lower of cost or market value.

Membership Dues – Advance Subscriptions Collected

Membership dues and subscriptions are assessed on a calendar year basis and are recognized on an accrual basis. Funds received for 2005 and future years are reported as collected in advance on the statement of financial position.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

## Note 2 – Arrangements with the University of Illinois

The Association moved its offices to the University of Illinois at the end of 1999. Under an arrangement with the University, the employees of the Association are employed by the University. The employees' pension and benefits are part of the University's plans. The University then bills the Association quarterly for the cost of the employees.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2004 AND 2003**

Note 3 – UCIRHRP servicing arrangement to administer business

On January 3, 2003, the IRRA entered into a servicing arrangement to administer the business of the University Council of Industrial Relations and Human Resources Programs (UCIRHRP). These servicing duties include dues notification and collection, annual meeting arrangement and report preparation, and maintaining a data base and network communications for this separate organization. A separate financial statement is maintained for this company, but the fund's cash is maintained in IRRA's general bank account. The amount of cash belonging to UCIRHRP in the general account is shown on IRRA's balance sheet as Due to UCIRHRP. The initial deposit of UCIRHRP funds were wired to IRRA on September 22, 2003, at which time the IRRA began this servicing arrangement. UCIRHRP's cash balance in IRRA's custody was 7,370.69 at December 31, 2004, and \$6,851.55 at December 31, 2003. The IRRA is allowed to collect 20 % of dues collected each year as an administrative fee.

Note 4 – General Electric (GE) Contributions

On September 2, 2004, the IRRA received a \$25,000 contribution, with \$5,000 allocated to its 2005 National Policy Forum (NPF), \$5,000 for the Aerospace Industry Council, and \$15,000 for unspecified uses. The IRRA deferred \$10,000 of the income to 2005 expenses, and allocated the unspecified portion to 2004 expenses.

On August 27, 2004, the IRRA received a \$5,000 separate donation from GE to co-sponsor the 2004 National Policy Forum activities and additional support for the Aerospace Industry Council. Aerospace Industry Council funds have been deferred to 2005, while NPF co-sponsorship funds received were recognized in 2004.

On June 16, 2003, the IRRA was awarded a \$10,000 grant for publishing online its December "Perspectives on Work" magazine in 2003. These grant funds partially covered production and printing costs related to its Perspectives magazine and the online issue for 2003. All grant monies were received and expended as of December 31, 2003.

Note 5 – Alfred P. Sloan Foundation Grant #2003-12-14

On December 13, 2004, the IRRA received notification that it was the recipient of a grant for \$387,677 to establish a network of industry councils within the IRRA.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2004 and 2003**

The grant is to be received in three installments, with \$147,400 received in January 2004, \$123,900 to be paid in January 2005, and the final payment of \$116,377 in January 2006. The 2004 installment has been offset with 2004 expenses totaling \$96,890, plus overhead charges allowed at 15% of \$14,534.

Note 6 – Federal Mediation and Conciliation Services Grant #04-IL/I-001

On August 31, 2004, the IRRA received approval of its \$50,000 grant application to FMCS requesting 90% support of IRRA's publication of Perspectives on Work magazine, to achieve wider distribution of two annual issues during the grant period. A total amount of \$49,147 was received in four installments in 2004 and, since all expenses relating to the grant were covered, this grant was closed.

Note 7 – Federal Mediation and Conciliation Services Grant #00-IL/PSE-019

On October 1, 2000, the IRRA received notification that it was to service a grant for \$139,000 for a two year project entitled "Workplace Issues and Collective Bargaining in the Classroom." Those providing the grant funds were FMCS - \$125,000, NEA - \$5,000, AFT - \$5,000, AFLCIO - \$2,000, and IRRA general fund-\$2,000. This grant was closed on February 27, 2003, upon receipt of the last \$67,935.29 of grant funds.

Note 8 – Susan C. Eaton Scholar-Practitioner Memorial Fund

The IRRA set up a memorial fund in honor of an author of a 1998 "Perspectives on Work" article and active young IRRA member, who died on December 30, 2003. In 2004, \$36,331 memorial gifts were received. At its June 1, 2004 meeting, the IRRA approved the establishment of an annual Susan C. Eaton Scholarship award, to be paid to one or more worthy persons. No payouts have been made to date.

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## LERA CHAPTERS

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## **LERA Organizational Memberships**

*The LERA provides a unique forum where representatives of all stakeholders in the employment relationship and their views are welcome.*

We invite your organization to become a member of our prestigious, vibrant association. The Labor and Employment Relations Association (LERA) is the professional membership association and learned society of persons interested in the field of industrial relations. Formed more than fifty years ago, the LERA brings together representatives of labor, management, government, academics, advocates, and neutrals to share ideas and learn about new developments, issues, and practices in the field. Members share their knowledge and insights through LERA publications, meetings, and LERA listservs. In addition, the LERA provides a network of 50 chapters where professionals meet locally to discuss issues and share information.

The purpose of the LERA is to encourage research and to foster discussion of issues affecting today's workplace and workers. To that end, the LERA publishes an array of information, including research papers and commentary presented at Association meetings; the acclaimed practitioner-oriented magazine, *Perspectives on Work*; a printed and online membership directory; quarterly newsletters; and an annual research volume. Recent research volumes include *The Ethics of Human Resources and Industrial Relations*, John Budd and James Scoville, editors; *Theoretical Perspectives on Work and the Employment Relationship*, Bruce E. Kaufman, editor; *Going Public: The Role of Labor-Management Relations in Delivering Quality Government Services*, Jonathan Brock and David Lipsky, editors; and *Collective Bargaining in the Private Sector*, Paul F. Clark, John T. Delaney, and Ann C. Frost, editors. Other member publications and services include online IR/HR degree programs listings, an online library, job announcements, calls and announcements, competitions and awards for students and practicing professionals, and much more.

LERA is a non-profit, 501(c)(3) organization governed by an elected Executive Board comprised of representatives of the various constituencies within the Association.

Organizational memberships are available on an annual or sustaining basis and include individual memberships for organization designees, a wealth of LERA research and information, and numerous professional opportunities. Organizational members receive all LERA publications and services. Your support and participation will help the Association continue its vital mission of shaping the workplace of the future. For more information, contact the LERA National Office, 504 East Armory Ave, Room 121, Champaign, IL 61820. Visit the LERA on the web at: [www.LERA.uiuc.edu](http://www.LERA.uiuc.edu).

***The LERA gratefully acknowledges the continuing support of its Sustaining and Annual Organizational Members.***

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 Master of Human Resources Program, Rollins College  
 Master of Human Resources Program, University of South Carolina  
 Merrimack Films  
 New York Nurses Association  
 Orange County Transportation Authority  
 San Diego Municipal Employees Association  
 School of Industrial and Labor Relations, Cornell University  
 School of Management and Labor Relations, Rutgers University  
 Sloan School of Management, Massachusetts Institute of Technology  
 Society for Human Resources Management  
 United Food and Commercial Workers, Local Union 1776  
 Working for America Institute, AFL-CIO  
 Zenith Administrators, Inc.

\*Annual organizational memberships are available at the following levels:

<b>Benefactor</b> , \$5,000 or more	6 employee members
<b>Supporter</b> , \$1,000 to \$4,999	6 employee members
<b>Annual or Major University</b> , \$500	2 employee members
<b>Educational or Non-Profit</b> , \$250	2 employee members



