

## XVIII. IRRA ANNUAL REPORTS

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### IRRA EXECUTIVE BOARD MEETING

Friday, June 21, 2002

National Press Club, Washington, D.C.

John F. Burton, Jr., president of the IRRA, called the executive board meeting to order on June 21, 2002, at 12:00 p.m. at the National Press Club in Washington, D.C. Present were president elect and editor in chief Paula B. Voos, past president Maggie Jacobsen, National Chapter Advisory Committee Chair Marlene Heyser, and board members: Ronald Blackwell, Douglas Gamble, Teresa Ghilarducci, Cynthia Gramm, Richard Hurd, Anthony Oliver, Dennis Rocheleau, Stephen Sleigh, John Truesdale, and Arnold Zack. Also in attendance were: Peter Feuille, secretary-treasurer; Paula Wells, executive director; and Suzi Millas, assistant to the executive director. Absent board members were: Nancy Biagini, Dan Cornfield, Sanford Jacoby, Arthur Schwartz, and Tia Schneider Denenberg.

Guests included James Auerbach, Washington, D.C., IRRA Chapter President, and David Lipsky, former IRRA Mission Committee Member.

John Burton introduced James Auerbach and David Lipsky. He introduced Cynthia Gramm as Kate Bronfenbrenner's replacement on the board.

*Approval of the Minutes*—The minutes of the Atlanta, GA, meeting held January 3, 2002, were reviewed. A motion was made by Arnold Zack to amend the minutes by removing a phrase. Ron Blackwell seconded the change. The board approved the minutes unanimously.

*2002 National Policy Forum Report*—John Burton provided a brief history describing how the National Policy Forum had evolved from a spring meeting held by local chapters on a rotational basis, to an annual meeting organized by the national office and held in Washington, D.C., each June.

Spring meetings typically drew chapter members and papers from these meetings were published, while the current June meetings draw a more nationally based group of attendees and no papers are published. The First National Policy Forum was held in 1999 and was 2 1/2 days with sessions on Saturday, the Second NPF was 2 days, the Third NPF was 1 day, and the Fourth was 1 1/2 days. Maggie Jacobsen added that the IRRA was a rich resource providing a valuable network for practitioners and Capitol Hill attendees.

Paula Wells discussed the budget including lower NPF attendance, sponsor contributions, and hotel expenses all contributing to a loss for the NPF. This was the first year that the IRRA had paid for room rental, totaling over \$7K. Staff expenses (overhead) based on time spent on planning the NPF total \$25K. John Burton reiterated that hotel availability in June was lacking and the National Press Club offered the number and types of rooms that we needed, as well as offering an excellent location for the Forum.

*2003 National Policy Forum*—John discussed several options regarding holding the NPF: 1) holding the NPF every year (status quo), 2) alternating between Washington, D.C., and Chicago (with FMCS), and 3) dropping the NPF. Various issues were discussed relating to the Forum, including past and future topics, possibly including sub-themes instead of a single theme; the anomaly of the 2002 meeting due to the post 9–11–01 economy; location (Washington, D.C., possibly Chicago, other); lack of government participation and the possible need to coordinate NPF topics with current Capitol Hill issues, hot topics in the media, or the election cycle; promotion of the NPF; planning time, schedules, and opportunity costs for the national office and the organization; the lack of participation by the general membership in the NPF and the lack of perceived benefit for the membership. The possibility of holding only one meeting per year, and the need for the IRRA to hold a policy oriented meeting in order to draw practitioners were discussed.

A motion was made by Teresa Ghilarducci not to hold the National Policy Forum in 2003, and to create a planning committee for the 2004 NPF. Arnold Zack seconded the motion. Paula Voos added that a board meeting should be held each year whether or not the NPF is held, most likely in Washington, D.C. The motion was unanimously passed. John then requested Paula Voos and Marlene Heyser serve as co-chairs for the 2004 NPF Program Committee.

Some other business relating to the 2002 NPF was discussed when Ron Blackwell mentioned that Jon Hiatt, AFL-CIO, and Ralph Craviso, Lucent Technologies, were invited to serve as discussants on a panel featuring Solicitor Scalia as the speaker, and then were uninvited at the request of the Solicitor. John Burton explained that the Solicitor had not received our communication that a discussant had been invited and had expressed a possible hesitancy

to participate under those new conditions. Burton stated he made a judgment call as chair to withdraw the discussants, as the Solicitor was not aware of the format when he accepted the invitation to be featured luncheon speaker. Burton pointed out Scalia had agreed to accept questions following his speech. A motion to provide guidance to future Presidents was made by Arnold Zack, to read, "If we extend invitations to individuals and announce that they [will] have commentators, and they accept the invitation, we expect that the invitation be honored on the terms under which it was extended." Maggie Jacobsen seconded the motion. John called for a vote and all members accepted the motion.

### **Other Business**

*University of Illinois and GEO discussion*—Burton introduced David Lipsky who had chaired the 1997 Mission Committee. He was asked to discuss the issue of the IRRA Mission Statement in relationship to the UI/GEO situation. John Burton then announced the UI/GEO dispute had recently been resolved by both parties.

David stated that the Mission Committee concluded in 1997 that as a matter of rule and policy it was not a good idea for the IRRA to take a partisan position on anything. Arnold Zack made a motion that if future issues regarding labor disputes arise that the board should encourage the parties to resolve the dispute consistent with the last paragraph of our constitution. The motion was not seconded. There was a discussion as to the question of the partisan nature of the earlier proposed letter to UI/GEO, with some members viewing it as a non-partisan statement of our organization in relation to the mission, and others viewing it as partisan in support of the organizing group (GEO). The board did not make any specific decision as to the possible future use of the letter or a similar letter. John thanked David Lipsky for his attendance.

*Program Committee Report—55th Annual Meeting*—Jim Auerbach discussed the plans for the 55th Annual Meeting to be held at the Hyatt Regency Capitol Hill, January 2–5, 2003. The meeting starts with 2 pre-conference sessions from the NCAC and Washington, D.C., Chapter on January 2. The maximum allowed sessions will be held, 27 formal sessions, plus distinguished panels on Friday and a distinguished speaker session on Saturday featuring John Monks and possibly John Sweeney. Auerbach reported seven interest sections will hold meetings, as well as the Ph.D. student workshop and the Executive Board Meeting on January 2, the IRRA Welcome Reception on January 3, the Presidential Luncheon and General Membership Meeting on January 4, 2003. John thanked Jim for his efforts, and in his absence, thanked co-vice chair George Strauss for his many efforts.

*2002 Nominating Committee Appointment*—John briefly discussed the general requirements of the nominating committee, including specific representation. A chair who was a member of the previous year's committee, Morris Kleiner, agreed to serve as chair. John asked for a motion to accept the members of the nominating committee; the motion was made by Arnold Zack and seconded by Cynthia Gramm. All members voted in favor of the motion.

*National Chapter Advisory Committee*—Marlene Heyser discussed the NCAC meeting held June 20, 2002. She specifically mentioned possible changes to the national website including an event template for chapters and the topic of chapter grants and the provision of these grants. Cynthia Gramm asked about the possibility of paying chapter dues at the time of national dues payment. She thought that this provision existed in the past. Paula Wells discussed the implications of this provision for the chapters including needing additional staff to handle the accounting challenges this would cause. The National Office continues to search for affordable possible solutions.

*Report of the Editor in Chief*—Paula Voos discussed several issues. The first was the refereed papers competition, and the limiting factor of the 10-page limit on papers submitted for this competition. She motioned that the limit be extended to 20–25 pages, increasing the burden for the committee slightly and posing a slight cost increase, but attracting more and better quality papers from younger academics as well as facilitating publication with other groups. John asked for a vote from the board, and all were in favor of the motion. She also asked that the board add the *Labor Studies Journal* to the list of other journals in which members can publish their papers. The board agreed.

The second topic was input by the board relating to future possible research volume topics. She briefly discussed the call for topics/proposals and provided a list of possible future topics that were brainstormed at earlier meetings. Arnold Zack added the topic "Ethical Issues in Dispute Resolution in the Employment Field, both in the Labor Management and the Employer Promulgator." She asked board members to send her an email with other ideas.

John presented Paula Voos with an award of recognition for her many years of service as Editor in Chief of the IRRA. Paula will step down as Editor on September 1, 2002, in order to serve as President in 2003.

*Report of the Secretary/Treasurer and Executive Director*—Peter Feuille discussed the budget history, reminding board members that while the deficit exists for 2002, we hold a large pool of cash in CDs. He stated that membership statistics were of some concern, but would be deferred to the strategic membership committee appointed by John Burton. Paula Wells described the

budget estimate and the expensing of the Sloan Grant in 2001. She stated that the IRRA would need to explore different revenue sources such as other grants, fund raising, and other membership drives. Some cost savings may be realized in 2003 with online publications, but not enough to balance the deficits that face us in the upcoming year. Across the board, membership is decreasing.

John discussed the HR Network's connection with the Sloan Foundation, and possible future programs might be planned. Rose Batt and Tom Kochan would assist in this process.

## **New Business**

*Appointment of Special Strategic Membership Committee*—John Burton discussed the trend of declining membership since 1982. He appointed a committee that met Friday morning and included Maggie Jacobsen, Paula Voos, Marlene Heyser, Greg Woodhead, Peter Feuille, Paula Wells, Bill Canak, and John Burton. They discussed previously mentioned suggestions for improving membership. Committee members each took an area of focus—for instance, Paula Voos would explore publications and avenues to explore regarding IRRA publications. John asked board members if they would be willing to assist with non-renewing members in attempts to get them back into the membership. Paula Voos asked Paula Wells to send an email to the board with an attachment including the renewal notice for members to fill out and send in to the national office. Paula Wells stated that they would send the list of non-renewing members, as well as the letter and dues notice, to board members.

*Adjournment*—John Burton adjourned the meeting at 2:14 p.m. The next meeting of the Executive Board will be held Thursday, January 2, 2003, at 6:00 p.m. in the Hyatt Regency Capitol Hill in Washington, D.C. Dinner will be served.

## **IRRA EXECUTIVE BOARD MEETING**

**January 2, 2003**

**Hyatt Regency on Capitol Hill, Washington, D.C.**

**Capitol Room**

*Call to Order*—President John F. Burton, Jr., called the meeting to order at 7:15 p.m. Present were officers: Adrienne Eaton, Peter Feuille, Marlene

Heyser, Maggie Jacobsen, Stephen Rynecki, and Paula Voos. Board members in attendance included: Nancy Biagini, Ron Blackwell, Dan Cornfield, Tia Denenberg, Teresa Ghilarducci, Cynthia Gramm, Rick Hurd, Sandy Jacoby, Anthony Oliver, Dennis Rocheleau, Art Schwartz, John Truesdale, and Arnold Zack. Also present were incoming board members: Jackie Blanchard, Joel Cutcher-Gershenfeld, Ann Frost, Andy Levin, and Wilma Liebman. Guests included committee chairs: Dale Belman, Morris Kleiner, Lavonne Ritter, George Strauss, and Greg Woodhead. Also present were Suzi Millas and Paula Wells of the National Office. Board member Doug Gamble was not able to attend the meeting.

Burton acknowledged exiting board members Teresa Ghilarducci, Rick Hurd, Tony Oliver, Doug Gamble (absent), and Arnold Zack, who had served for the past three years, and presented each a certificate of appreciation. He announced that this would be past president Maggie Jacobsen's last board meeting and thanked her for her service to the IRRA. Paula Voos then presented President Burton with a token of the board's appreciation for his service, an engraved clock.

Burton acknowledged and welcomed the incoming board members for 2003.

*Approval of Minutes*—President Burton pointed out that a revised copy of the June 2002 minutes, a committee roster, and an agenda were distributed and asked the Board to review these. Following their review, Ron Blackwell moved to adopt, Rick Hurd seconded, and the minutes were approved.

*Nominating Committee Report*—Chair Morris Kleiner reported on the current nominating committee roster and briefly described the process of deliberation. Kleiner explained that Steve Sleight had been a member of the committee but had recused himself at the urging of the committee. Following his departure from the committee, the committee nominated Sleight as the candidate for 2005 president elect. Kleiner reported that Sleight, in a follow-up phone call, had agreed to stand for president-elect elect. The slate of academic, management, labor, and neutral/government/other nominees were presented and reviewed by the board. Steve Rynecki moved to accept the slate of candidates, Marlene Heyser seconded the motion, and the slate was unanimously approved. Burton indicated that the board would be notified as soon as the slate was confirmed.

*Statistics Committee Report*—Chair Dale Belman stated that there would be a statistics committee workshop held by the census bureau tomorrow during the meeting. He indicated that the board needed to find a member in the

Washington, D.C., area who could attend quarterly COPAFS meetings in the capitol. Sanford Jacoby asked Belman about a current article in that day's newspaper regarding the Bureau's discontinuation of its data series on massive layoffs. Dan Cornfield asked if the board should ask the Statistics Committee to draft a letter reaffirming the importance to society of the high quality data collected by the federal government. Belman agreed to further investigate, to contact his colleagues at COPAFS to see what was being prepared as a response from that group, and to prepare or to forward a draft of a response for the board to review. It was agreed the review of a possible response would take place via email to the board.

*Education Committee Report*—Committee member Morris Kleiner reported in chair Cheryl Maranto's absence. The committee reviewed the Excellence in Education Award, and worked to clarify criteria in order to obtain better examples from candidates of their teaching philosophy and impact. It was determined that emeritus (or retired) educators would not be eligible for nomination for an Excellence in Education Award and that past award winners would be encouraged to become committee members. The committee would submit to Charles Whalen examples of innovations in teaching for possible use in the *Perspectives on Work*.

*Perspectives on Work Editor/Editorial Advisory Report*—Burton introduced Editor Charles Whalen. Charles indicated that this was the beginning of his second year as Editor and that the Editorial Advisory Board (EAB) and the national office had both provided a great deal of support to him. Whalen reported the "policy forum" organization of the magazine had been working out well, and stated that the topic for the June issue would be "The Right to Organize." He also suggested that he would be working to start up a section of the magazine titled "Best Practices" to involve more practitioners, and would be inviting chapters to submit ideas for articles, in hopes of bridging the gap between national IRRA and the local chapters. The EAB had also suggested providing a subscription to *Perspectives on Work* for chapter members who are not national members, as it was a highly valued benefit to members. Marlene asked about the charges, and Paula Wells said that the IRRA currently offers the magazine to any individual for a \$19 rate.

Whalen also reported the EAB's discussion of other ideas and options for the future: possible joint publication of an issue with AEA, NAA, and/or the Academy of Management, providing complimentary issues of *Perspectives on Work* to local, state, and federal policy makers to reach out to this sector and improve the dialogue, and the possibility of publishing an interim web issue of the *Perspectives on Work* to address important issues in a more timely fash-

ion. Board members asked if the EAB had considered looking at prospective constituencies of the organization versus existing constituencies, and if promoting advertising in the *Perspectives on Work* were possible. Whalen pointed out his role with *Perspectives* was in an editorial capacity and did not include advertising.

*Report of the Secretary/Treasurer and Executive Director*—Peter Feuille and the Board discussed administrative salaries in an executive session. Upon the staff's return to the meeting, Paula Wells discussed the deficit under which the association was operating in 2002 and would be in 2003. This was partially due to reduced earning/increased costs for the 2002 National Policy Forum, the significant drop in interest earnings due to reduced interest rates for CDs, and the increase in expenses to produce the Membership Directory, which is published every four years. In addition, the grant monies in 1999–2001 that had supported programs like *Perspectives*, other IRRA publications, and meeting expenses were no longer available. With the continuation of all publications, and services, expenses were outpacing revenues and would continue to do so until new revenues could be found. Wells indicated that the IRRA needed to focus on four options: look to increase the number of members (build revenue), conduct fundraising activities or apply for grant money, increase member dues, and/or determine cutbacks in programs and services to reduce expenses. She pointed out that the association's cash reserves were being depleted and that the board needed to take action this year to reverse the situation.

Membership numbers were discussed. Board members noted that the rate of decline across the membership included both academics and practitioners. It was noted that members in the business and labor sectors seemed to be leaving the association in larger numbers than academics and neutrals, and it was discussed that the labor-management dialogue could be very important to the association's future growth. Board members asked how many chapter members there were among all local chapters. Wells reported that the national office did not receive full membership information from the local chapters, but estimated that one-third of the chapters provided address information for 5,000–6,000 chapter or prospective chapter members. Wells also pointed out about one-third of national IRRA members listed affiliation with a local IRRA chapter. So there was much room for cross-member development between chapters and national. Discussion on various promotional ideas such as combination memberships and distributing national publications at chapter meetings followed.

Wells reported recent IRRA membership survey results on the perceived value of IRRA national membership. She indicated that the analysis provided some interesting information and asked for help from board members in



analyzing the data. Demographic information (age) on the membership was discussed. *Perspectives on Work* and the IRRA research volume were rated overall as the highest valued benefits, although different member segments ranked the benefits differently. The overlap of IRRA members with other associations was also captured in the survey.

*Finance and Membership Committee Report*—Chair Greg Woodhead went into the membership numbers in more detail, pointing out that not only were practitioner numbers down in membership, academics were also dropping out, and the association had few student members. He reiterated that finances for the association were at a critical stage due to the depletion of reserves and the association needed to come up with some solutions. Ideas included were sponsorship/advertising in the *Perspectives on Work*, reviewing (renewing, revisiting) the Dunlop-Kerr commission, possible FMCS support, grants from Sloan or other sources, USPS support, a stepped-up program to make repeated contact with new members to keep them involved and in the association, and/or possibly creating new committees to involve more members in activities and committees.

Woodhead asked that Board members take on this issue and recruit new members, and make contact with current and prospective members. He urged Board members to look for ways to help the national office and to generate more income. He recommended the board should raise dues to \$95 (from \$85) to take effect January 1, 2004. In the past, dues were raised every two to three years. Woodhead also asked Paula Wells to develop a proposal for the appropriate increase of other dues and present that to the Board in June. A motion was made to increase regular dues to \$95 on January 1, 2004. The board asked for clarification regarding the student membership dues, and suggested keeping student dues under \$30. President Burton indicated the possibility of adopting a dues structure similar to the AEA.

The board then discussed the IRRA structure and the fact that it seemed that chapters were somewhat disjointed from the national office. The question of the nature of the relationship between chapters and the national office was raised. Several board members pointed out that the discussion of increasing chapter members in the national association was ongoing, and the division between academics and practitioners exacerbated the situation. The board discussed working closer with chapter leaders on this issue, as well as reviewing an appropriate dues structure in conjunction with chapter dues to the national office. The board generally agreed with this course of action.

NCAC Chair Marlene Heyser pointed out that the chapters were somewhat autonomous and that the board needed to be aware that some of these issues have been raised a number of times (unsuccessfully) over the years and

require some historical perspective and sensitivity. Other ideas discussed included: fundraisers in which chapters provided contributions to the national office, the board working more closely with chapter leaders on regional programs and membership recruiting, and creating incentives for chapters to recruit national members—for example, giving the chapters back part of the national membership money collected in lieu of offering first-time discounts to chapter members.

The question of what the national office does for the chapters, or could be doing for the chapters, was raised. Paula Wells reported that the national office maintained the records and filed reports with the IRS each year to maintain the non-profit status for all chapters; maintained web pages for chapters, a chapters profile, and a chapters database as provided; helped chapters to set up websites; provided a board members speakers list; coordinated newsletter and listserv articles and announcements regarding chapter news; organized national NCAC and chapter rep meetings and phone conferences; coordinated the chapter grants program; and coordinated the annual chapter award programs. Wells pointed out that the most frequent request from chapters was for money from national to promote local membership and meetings. She reported the new budget item in 2002—to provide small chapter grants, or up to \$250 financial support for NCAC-approved programs—had been well-received. In reality, Wells said, dues collected from chapters barely matched the out-of-pocket expenses for chapter awards, meetings, grants, and chapter mailings from the national office. This analysis did not include costs of overhead, materials, free publications, and staff time.

*Editorial Committee Report*—Chair Adrienne Eaton discussed the research volume and the proposal received for the 2005 volume. She stated the committee wanted to further review the proposed idea but would probably recommend significant changes. She stated that an alternative plan would be a review of research, and that this could fall back for another year if needed. When the question was raised, President Burton, a former IRRA Editor in Chief, along with recent Editor in Chief Paula Voos briefly discussed the process of the call for proposals, and the general procedure for inviting ideas. It was proposed that the annual research volume be geared not only toward existing constituencies, but also toward prospective constituencies. Indeed, it was proposed that all IRRA publications and program content should be thus focused.

*NCAC Committee Report*—Chair Marlene Heyser reported on appointments of members to the NCAC, including Bonnie Castrey and Rachel Hendrickson, and the appointment of Lavonne Ritter to chair the Committee. The

Committee discussed developing workshop proposals for the San Diego meeting, arranging possible CLE credits, and ideas for chapters programming and promotion.

*Policy Forum 2004*—Incoming President Paula Voos discussed rethinking the NPF, which has been held in Washington, D.C., and to carefully review the success and failure of past meetings. Ideas to revamp the meeting included alternating the meeting between Washington and the FMCS meeting in Chicago, holding it alternate years, not holding it at all, moving it to a different location, or changing the format. Greg Woodhead mentioned the combination of lower 2002 revenues in sponsorship funding and higher costs in holding it at the National Press Club combined to create the financial problem in 2002. President Burton reviewed the NPF history (Attachment C). Other ideas mentioned included adding a day for training sessions and looking for grant support.

*Program Committee 56th Annual Meeting*—Voos discussed the program committee roster and the theme, *Industrial Relations and Democracy*. Burton mentioned the call for proposals and that the deadline was January 20, 2003.

## **New Business**

*Special Strategic Membership Committee*—Burton stated that the purpose of the new committee was to increase membership and to promote and improve the financial status of the association. He discussed the possibility of enhancing the current IRRA listserv by adding a weekly e-news bulletin, the *IRRA News*. This new service was actually an extension of the TERRA news; items will be batched and summarized by the national staff for a trial period and sent out via the IRRA listserv. Bill Canak would do a trial run for the spring, and a survey will be conducted in May. The board would then evaluate the service in June at the Board meeting. Board members who were also members of TERRA discussed the value of the listserv, and mentioned positive aspects such as the lack of editorialism and wide range of topics covered. The suggestion was made to offer the *IRRA News* to students for free and to try to generate membership that way.

President Burton stated that the committee will also review the mission statement and possibly discuss the name of the association. A report to the Board will be forthcoming in June.

Members suggested that the association needed to direct increased efforts toward younger prospective members. There was a discussion about the structure of the association, that perhaps sections related to various industry seg-

ments could be explored (for example, working with the Sloan Foundation or their industry centers). The association's challenge of determining its products and how to appeal to the different communities was discussed.

*Fund Raising Committee*—President Burton discussed developing a committee to spearhead fundraising for the association, and hoped to have the committee organized before the June meeting. He welcomed ideas and participation from board members, and reiterated the importance of the matter.

*Awards Report*—Paula Wells pointed out the attachment in the board packet listing the 2002 Awardees was being distributed throughout the conference. She acknowledged new board member Ann Frost had received an outstanding Young Scholar Award. She also reported that the awards would be presented at the Saturday evening general membership meeting, rather than the presidential luncheon.

*UCIRHRP Joint Administration Proposal*—President Burton reported that over the past year, discussions between the University Council of Industrial Relations and Human Resources Programs (UCIRHRP) officers and IRRA officers had taken place, with a general agreement that it would serve both organizations to consolidate administrative duties for UCIRHRP into the IRRA. Burton discussed the structure of the UCIRHRP and pointed out that the group meets annually during the IRRA meeting. He discussed the proposal letter, which was distributed to the Board. Burton asked for a motion for approval of the proposal, Sandy Jacoby so moved, Dan Cornfield seconded the motion, and the motion was unanimously approved.

*Appointment of the 2003 Nominating Committee*—Paula Voos discussed the distributed list of 2003 Nominating Committee appointees and asked for approval. Ron Blackwell made a motion to approve the list, Rick Hurd seconded the motion, and the slate was unanimously approved. President Burton reminded the Board that the next meeting of the board was scheduled for noon on June 14, 2003 at the Radisson O'Hare in Rosemont, IL and adjourned the meeting at 10:05 p.m.

## IRRA GENERAL MEMBERSHIP MEETING

Saturday, January 4, 2003

Hyatt Regency on Capitol Hill, Washington, D.C.

Ticonderoga Room

*Call to Order*—President John Burton called the meeting to order at 6:13 p.m. and welcomed the new IRRA board members and the general membership.

*Nominating Committee Report*—President Burton announced the acceptance of the nominees presented by the committee at the board meeting. He announced that Stephen R. Sleigh of the International Association of Machinists and Aerospace Workers was nominated as president-elect elect for 2005, and introduced incoming president Paula Voos and president elect Marlene Heyser to the membership.

*Finance and Membership Committee Report*—Chair Greg Woodhead asked that new members introduce themselves and welcomed them. He discussed the financial problems faced by the association, stated that the association was in a post grant period with a drop in membership, and that both the 2002 fiscal year and the budget for 2003 projected a deficit. He asked members do their part to reach out to colleagues to join the IRRA and to assist in the process of rebuilding the association. It was noted that the IRRA constitution and bylaws provide that the board has the authority to increase dues and that they had approved a dues increase to \$95 for regular members for 2004. In addition, efforts to reach organizational membership would be expanded. Woodhead asked for other ideas to improve the membership numbers.

*Special Strategic Membership Committee Report*—President Burton reported that a new special strategic membership committee would be considering different ideas to increase membership and fund-raising options. He stated that most local chapter members were not national members and hoped the committee could find ways to convert some of these to national members. He also reported that the committee would look at the possibility of redefining the mission, to expand it from a labor-management and labor relations focus to include other segments of the employment community, i.e., the management side of the labor relations community. Burton emphasized the committee would need to remain sensitive to labor union members and academ-

ics in considering these options. In addition, the committee would consider a name change for the association, as the definition of industrial relations had changed in the last 50 years.

Burton stated that the national office would put an outline of ideas into an electronic format to be accessible to members, in order to gather ideas. The ideas would be collected and reported to the executive board at the June 2003 board meeting. Items such as name change would require a vote by the membership. He reiterated the seriousness of the membership development issue, and that four presidents were on the committee, as well as members of the national office and the chair of the finance and membership committee. He restated the importance of members inviting friends or colleagues to join the IRRA.

*Best Dissertation Award*—Past President Hoyt Wheeler introduced Elizabeth Hoffmann as the awardee and announced her dissertation title and presented her with a certificate, plaque, and check for \$1000. He also announced the honorable mention award winners: Corrine Bendersky, George Benson, and Aparna Joshi.

*Education Committee Report*—Chair Cheryl Maranto stated that the committee discussed criteria for the Excellence in Education award as well as ways to disseminate the innovations that were presented by nominees. She stated that they would want to work with Charles Whalen to solicit individuals to write articles for *Perspectives on Work* regarding their exceptional practices.

*Excellence in Education Award Presentation*—Maranto announced that all nominees for the award were exceptional, and that the committee had looked for truly exceptional innovations in teaching. She announced Terry Wagar and Ruth Needleman as winners of the 2002 Excellence in Education Award.

*Report on Perspectives on Work*—President Burton announced that the membership was invited to submit proposals and ideas for topics for articles to Charles Whalen, editor. He offered that samples of the magazine were available in the foyer and that Charles's email was listed in the issue.

*Chapter Advisory Committee Report*—Chair Marlene Heyser reported on the NCAC and Chapter Representative Report, and that the committee had reappointed several members and was looking for ways to assist the Associa-

tion's 50+ chapters. She invited members to contact her or Lavonne Ritter, vice-chair and incoming 2003 chair, if assistance was needed.

*IRRA Chapter Awards*—Heyser discussed the Chapter Award categories and introduced the committee. She also thanked awards chair Jan Conti for all of her work. She then presented several IRRA chapter representatives with awards. The following chapters received awards: Alabama, Orange County, Southern California, Washington, D.C., Atlanta, Chicago, Detroit, Southern Nevada, Hudson Valley, New York Capital, and TERRA. Heyser announced that Bob Chiaravalli and Tony Oliver were nominated as new members of the NCAC.

*Young Scholar Award Presentation*—Past President Don O'Brien announced the categories of the Young Scholar Awards and presented awards to Lucio Baccaro (absent), Carola Frege, Mike Belzer, and Ann Frost.

*Lifetime Achievement Award Presentation*—President Burton announced that Neil Chamberlain and George P. Shultz had both been awarded Lifetime Achievement Awards, and provided background info on each. George Strauss commented and read a brief statement provided by Neil Chamberlain, and Bob McKersie commented and read a brief statement provided by George Shultz. Burton announced that the statements would be published in the 2003 Proceedings.

*Announce Dates of Next Meeting*—Incoming President Paula Voos announced the dates of the next IRRA annual meeting as January 2–5, 2004. The meeting theme is to be *Industrial Relations and Democracy*. Voos invited members to submit proposals to the committee; the deadline for proposals is January 15, 2003.

*Administrator's Report*—Paula Wells welcomed everyone to the meeting and thanked John Burton and the program committee for all of their hard work. She announced that many IRRA publications were now available online, including the Directory, Proceedings, and *Perspectives on Work*. Wells reminded members that the downward trend in association membership was not unique to the IRRA, but that the association was highly dependent on membership dues as its main source of operating revenue. Wells looks forward to working with the new Strategic Membership Committee that Burton had discussed earlier for ideas on how to stabilize and increase our membership base.

*Request for New Business or Comments*—Burton asked if there was any new business; there was none. He opened the floor for comments. Bonnie Castrey thanked President Burton for his service to the IRRA. He thanked the IRRA Executive Board and national staff for their service.

*Concluding Remarks and Adjournment*—President Burton announced that Cornell University, Rutgers University, and the University of Illinois at Urbana-Champaign were holding a joint reception and adjourned the meeting at 7:16 p.m.



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

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### INDEPENDENT AUDITOR'S REPORT

Board of Directors  
Industrial Relations Research Association  
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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, 2002 and 2001, 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 the audit in accordance with generally accepted auditing standards. 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, 2002 and 2001, 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  
February 12, 2003



## INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF FINANCIAL POSITION  
December 31, 2002 and 2001

<b>ASSETS</b>	<b>2002</b>	<b>2001</b>
<b>Current Assets</b>		
Cash and Certificate of Deposit	\$ 316,308	\$ 457,724
Accounts Receivable - Net	77,587	46,180
Grants Receivable	67,935	19,920
Prepaid Expenses	2,814	14,421
Inventory	23,358	12,060
Accrued Interest Receivable	<u>0</u>	<u>1,095</u>
Total Current Assets	<u>488,002</u>	<u>551,400</u>
Property and Equipment	12,604	48,611
Less: Accumulated Depreciation	<u>(6,948)</u>	<u>(40,590)</u>
<b>TOTAL ASSETS</b>	<u><u>493,658</u></u>	<u><u>\$ 559,421</u></u>
 <b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts Payable	\$ 11,076	\$ 26,428
Accrued Liabilities	0	12,268
Dues Collected in Advance	107,887	108,396
Subscriptions Collected in Advance	30,300	25,525
Grants Payable to George Meany Center	<u>74,684</u>	<u>0</u>
Total Current Liabilities	<u>223,947</u>	<u>172,617</u>
<b>Net Assets</b>		
Unrestricted		
Operating	269,711	386,804
Total Net Assets	<u>269,711</u>	<u>386,804</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u><u>\$ 493,658</u></u>	<u><u>\$ 559,421</u></u>

The accompanying notes are an integral part of these financial statements

## INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF ACTIVITIES  
Years Ended December 31, 2002 and 2001

	2002			2001		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue, Gains and Other Support						
Membership Dues	\$ 162,410		\$ 162,410	160,323		\$ 160,323
Subscriptions	29,605		29,605	30,308		30,308
Chapter Fees	9,073		9,073	8,135		8,135
Publications	1,376		1,376	4,737		4,737
Advertising	770		770	3,565		3,565
Mailing List Rental	5,310		5,310	4,175		4,175
Royalties	9,741		9,741	8,713		8,713
Meeting Registrations	33,731		33,731	54,795		54,795
Interest income	8,801		8,801	25,363		25,363
Non-Member Contributions	7,945		7,945	2,743		2,743
Contributions						
Sloan Grant					78,397	78,397
Clark Grant					433	433
DOL Grant					0	0
FMCS Grant		101,593	101,593		37,407	37,407
Other Grants					15,000	15,000
Restrictions satisfied	101,593	-101,593	0	131,237	-131,237	0
Total Revenues, Gains and Other Support	370,355	0	370,355	434,094	0	434,094
Expenses and Losses						
Program Services						
General	135,673		135,673	113,957		113,957
Meetings	76,380		76,380	48,020		48,020
Publications	109,343		109,343	74,551		74,551
Grant Expenses						
FMCS Project	101,593		101,593	37,407		37,407
Sloan Project	0		0	78,397		78,397
FMCS Grant Expense See Note 5	13,205		13,205	0		0
Supporting Services						
Management and General	17,640		17,640	-2,722		-2,722
Membership Development	33,614		33,614	23,522		23,522
Total Expenses and Losses	487,448		487,448	373,132		373,132
Change in Net Assets	-117,093		-117,093	60,962		60,962
Net Assets at Beginning of Year	386,804		386,804	325,842		325,842
Net Assets at End of Year	\$ 269,711	\$	\$ 269,711	386,804	\$	\$ 386,804

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, 2001

	MEETINGS				GRANTS			PUBLICATIONS			SUPPORTING SERVICES			Totals
	Winter Conference	Regional Meetings	Policy Meeting	Winter Bd Meeting	Spring Bd Meeting	Sloan Grant	FMCS Grant	Annual Proceedings	Perspectives	Research Volume	Directory & Newsletter	Management & General	Membership Development	
Compensation						16,814	24,252					1,907		155,023
Payroll taxes & fringes												1,048		1,907
Depreciation												840		1,048
Insurance												640		150
Donations													6,688	6,688
Bank Charges												128		128
Promotion												1,326		2,840
Equipment lease						1,503		11				2,450		2,950
Printing and freight						500								2,950
Accounting/auditing						16,000								63,945
Accounting/auditing						4,300			10,387	14,394	6,500			63,945
Printing production	1,140		7,634						5,126	5,075	4,008			28,396
Postage	1,681		4,631			1,750		1,972	3,575	1,987	14			7,401
Other public costs				686	214	1,969			778					14,844
Contract services						1,969			12,845					31,855
Meals	9,590		12,568	2,053	748	6,906								7,019
Travel	3		1,678	640	1,678	3,020								6,802
Other meeting expenses	331		2,260	495		3,716								312
Education						416								1,052
Computer & label supplies						2,269								636
Office supplies														869
Student and member awards														2,535
Telephone														14,299
Travel														14,299
Teleshop														2,546
Charter expenses						1,915								631
Dues														1,339
FMCS project							13,144							1,070
1999 indirect expenses						9,128								13,144
2000 indirect expenses						7,564								-9,128
Other committee expenses														-7,564
Miscellaneous office						577								249
														1,015
														-2,722
														23,522
														373,132
<b>113,957</b>	<b>12,745</b>	<b>0</b>	<b>28,761</b>	<b>3,874</b>	<b>2,640</b>	<b>78,397</b>	<b>37,407</b>	<b>17,485</b>	<b>25,088</b>	<b>21,456</b>	<b>10,522</b>	<b>-2,722</b>	<b>23,522</b>	<b>373,132</b>

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, 2002

	MEETINGS				GRANTS				PUBLICATIONS			SUPPORTING SERVICES			Totals
	Writer Conference	Regional Meetings	Natl Policy Forum	Writer Bd Meeting	Spring Bd Meeting	FNCS Grant	Stoen Grant	Writer Proceedings	Perspectives	Research Volume	Directory & Newsletter	Management & General	Membership Development		
General	110,051													110,051	
Compensation	25,622													25,622	
Payroll taxes & fringes														2,365	
Depreciation														2,263	
Insurance														50	
Donations														280	
Bank Charges														14,605	
Promotion	10,595													10,595	
Fulfillment														12,299	
Postage and freight														1,739	
Accounting/auditing	820		4,107					21,241	18,429	20,069	14,298			1,739	
Printing, production	3,526		3,923					806	2,576	2,068	8,063			2,625	
Postage								325	14,689	3,659	2,688			2,625	
Travel														78,964	
Other public costs														20,984	
FNCS Projects						101,593								21,161	
FNCS Grant Expense						13,205								11,593	
Travel	17,906		18,481	2,969										13,205	
Meals	3,903		2,796	557	1,167									39,376	
Other meeting expenses	1,785		2,894	699	232									8,423	
Education														5,610	
Computer & label supplies														1,735	
Office supplies														523	
Student and member awards														2,328	
Telephone														2,525	
Chapter expenses														1,443	
Dues														995	
Duplicating														675	
Other committee expenses														1,743	
Miscellaneous office														589	
	135,673	38,635	0	32,201	4,245	1,399	0	22,372	35,896	25,996	25,079	17,640	33,614	487,448	

The accompanying notes are an integral part of these financial statements.  
Page 4

## INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF CASH FLOWS  
For the Years Ended December 31, 2002 and 2001

## CASH FLOWS FROM OPERATING ACTIVITIES

	2002	2001
Change in Net Assets	\$ (117,093)	\$ 60,962
Adjustments to Reconcile Change In Net Assets to Net Cash		
From Operating Activities		
Depreciation	2,365	1,906
(Increase) or Decrease in Operating Assets:		
Accounts Receivable	(31,407)	(33,558)
Grants Receivable	(48,015)	(18,920)
Prepaid Expense	11,607	(5,989)
Inventory	(11,298)	3,370
Other Current Assets	1,095	(1,095)
Increase ( Decrease) in Operating Liabilities		
Accounts and Grants Payable	59,332	(36,581)
Accrued Liabilities	(12,268)	(16,004)
Dues Collected in Advance	(509)	8,695
Subscriptions Collected in Advance	4,775	1,563
Deferred Income	<u>0</u>	<u>(94,830)</u>
Net Cash Provided by Operating Activities	(141,416)	(130,481)
Payments for Property and Equipment	<u>0</u>	<u>0</u>
Net Increase ( Decrease) in cash and cash equivalents	(141,416)	(130,481)
Cash and short-term Investments:		
Beginning of Year	<u>457,724</u>	<u>588,205</u>
End of Year	<u>\$ 316,308</u>	<u>457,724</u>

The accompanying notes are an integral part of these statements.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2002 AND 2001**

## 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 amongst 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, 2002 and 2001, 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 2002, approximately \$36,000 of fully depreciated furniture and equipment, which had become obsolete and is no longer in service by the Organization, was written off.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2002 AND 2001**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.

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 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 2002 or 2001.

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.



**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2002 AND 2001**Inventory

The Association's inventory of directories, research volumes, proceedings and prior 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 2003 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.

## Note 3 – Department of Labor Grant #B9491808

On December 18, 1998, the IRRA was awarded a \$25,000 grant for "reconstructing the social contract of work". As of December 31, 2000, the IRRA had received \$24,000 of the grant, and was to be paid the additional \$1,000 in 2001. This was shown as a receivable at December 31, 2000. All grant monies except the final \$1,000 were received as of December 31, 2001, and this grant account has been closed.

## Note 4 – Alfred P. Sloan Foundation Grant #98-3-9

On March 17, 1998, the IRRA received notification that it was the recipient of a grant for \$239,000 to continue the work of the Sloan Human Resources Network.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2002 AND 2001**

The IRRA received the grant in three installments starting with \$115,000 in April 1998, \$82,800 in April 1999 and the final payment of \$41,400 in November 2000. The Association incurred the last of the expenses related to this grant in 2001, thereby closing this grant account. 1999 and 2000 indirect expenses from the two previous years were recognized in 2001. Indirect expenses related to 2001 are shown in the various expense accounts in 2001.

Note 5 – 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 the "Workplace Issues and Collective Bargaining in the Classroom" project. Those providing the grant funds are FMCS - \$125,000, NEA - \$5,000, AFT - \$5,000, AFLCIO - \$2,000, and IRRA general fund - \$2,000. The IRRA contracted with George Meany Center to administer the educational objectives of the grant. The IRRA was the initial recipient of the grant funds, then would pay the funds out to George Meany Center when the grant expenses were incurred and billed by George Meany. The IRRA received \$17,487.01 in 2001. \$19,919.72 was billed but not paid by December 31, 2001, and is shown as a receivable at December 31, 2001. In 2002, the IRRA received \$53,577.70. All remaining grant money totaling \$67,935.29 was billed but not paid by December 31, 2002. \$63,455.69 of grant funds collected by IRRA has been remitted to George Meany Center by December 31, 2002. \$74,684.16 of remaining grant funds is listed as payable to George Meany Center at December 31, 2002. The IRRA is allowed to retain \$860.15 of total grant funds collected for servicing this grant.

In 2001, the IRRA had recognized \$37,407 income on the FMCS grant, but had incurred general expenses related to the grant of only \$24,202. The IRRA recognized the remaining \$101,593 of the grant as earned in 2002, and the general expenses realized were \$114,798. In 2001, additional operational expenses were allocated to the grant to even the expenses with the revenues each year, because the IRRA was not notified by the George Meany Center until late 2002 how much the IRRA could retain for servicing this grant. The difference of \$13,205 is shown as a separate expense line item in 2002, showing the timing difference between the income and expenses over the two year project.

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## IRRA 2004 MEMBERSHIP DUES

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- Institution/Library \$175.00

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## To join IRRA or update your IRRA listing:

Online at <www.irra.uiuc.edu>.

Or return this form to:

IRRA, University of Illinois, 119 LIR, 504 E. Armory, Champaign, IL 61820

Make checks payable to "IRRA".

Phone: 217/333-0072; Fax: 217/265-5130; E-mail: irra@uiuc.edu

Card # \_\_\_\_\_ Exp Date \_\_\_\_\_

Signature: \_\_\_\_\_

## PLEASE PRINT CLEARLY

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Current Position/Title: \_\_\_\_\_ Fax: \_\_\_\_\_

Institution/Employer: \_\_\_\_\_ E-mail: \_\_\_\_\_

Street / Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ State or Country: \_\_\_\_\_ Postal Code: \_\_\_\_\_

## CONCURRENT/PAST POSITIONS (up to two, most recent first):

Position: \_\_\_\_\_ Dates: \_\_\_\_\_

Institution/Employer: \_\_\_\_\_

Position: \_\_\_\_\_ Dates: \_\_\_\_\_

Institution/Employer: \_\_\_\_\_

## EDUCATION AND DEGREE (omit honorary)

Degree	Year Granted	Institution
_____	_____	_____
_____	_____	_____

IRRA CHAPTER MEMBER:     No     Yes    Name of Chapter(s): \_\_\_\_\_

## OCCUPATION (Mark ONE only):

### ACADEMIC DISCIPLINE

- University Administration
- Business Administration/  
Management
- Economics
- Human Resources/Personnel
- Industrial Relations
- Law
- Organizational Behavior
- Labor Education
- Sociology
- Other (Specify) \_\_\_\_\_

### PROFESSIONAL OCCUPATION

- Arbitration/Mediation
- Business: Management/  
Administration
- Business: Industrial Relations
- Business: Human Resources/  
Personnel
- Consulting
- Government
- Legal Practice
- Union
- Other (Specify) \_\_\_\_\_

## AREAS OF MAJOR INTEREST

(Mark UP TO THREE; indicate "1," "2," and "3" in order of importance.)

- arbitration
- collective bargaining
- employment/training
- government policy
- health care
- human resources/personnel
- income maintenance
- industrial psychology
- industrial sociology
- international/comparative
- labor education
- labor history
- labor/employment law
- labor market economics
- management/education
- methodology/statistics
- organizational behavior
- union organization/administration
- other (specify): \_\_\_\_\_

## IRRA SECTION INTERESTS

(Mark TWO only):

- Collective Bargaining
- Dispute Resolution
- Human Resources
- International
- Labor/Employment Law
- Labor Markets
- Labor Union/Labor Studies
- NAFTA & Regional Integration

## **IRRA CHAPTERS**

*For contact information on a chapter in your area, visit the IRRA website at [www.irra.uiuc.edu](http://www.irra.uiuc.edu).*

### **ALABAMA**

Alabama

### **ALASKA**

Alaska (Anchorage)

### **ARIZONA**

Arizona (Phoenix)

### **CALIFORNIA**

Central (Fresno)

Gold Rush (Oakland/San Jose)

Inland Empire (Riverside/San Bernardino)

Northern (Sacramento)

Orange County (Anaheim)

San Diego

San Francisco

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### **COLORADO**

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### **CONNECTICUT**

Connecticut Valley (Hartford/New Britain)

Southwestern

### **DISTRICT OF COLUMBIA**

Washington D.C.

### **FLORIDA**

West Central Florida (Tampa/Clearwater)

### **GEORGIA**

Atlanta

### **HAWAII**

Hawaii (Honolulu)

### **ILLINOIS**

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Greater Cincinnati

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### **OREGON**

Oregon (Portland)

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