

## **XIV. LERA Annual Reports**

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### **Executive Board Meeting Minutes**

**Sunday, June 8, 2008**

**Georgetown West Room, Washington Hilton  
Washington, DC**

*Call to Order*—the meeting was called to order at 7:20 p.m. by Tony Oliver, Jr., president. Present at the meeting were officers President Tony Oliver, Jr., Past President Eileen Barkas Hoffman, President-Elect Joel Cutcher-Gershenfeld, Secretary/Treasurer Peter Feuille, and Editor-in-Chief Adrienne Eaton. Also attending were Eileen Appelbaum (President for 2010). Members present included: Beth Almeida, Robert Chiaravalli, Ralph Craviso, Ellen Dannin, John Godard, Marlene Heyser, Julie Martinez-Ortega, Nancy Peace, and Bonnie Summers. Board members not able to attend were William Canak, Jacqueline Drucker, Jack Fiorito, John Godard, Lisa Lynch, Gordon Pavy, and Christian Weller. LERA office staff in attendance were Paula Wells and Emily Smith.

*Approval of the Minutes*—a motion was heard to approve the minutes of the board meeting held in New Orleans, in January 2008. Bonnie Summers motioned to approve the minutes, and Joel Cutcher-Gershenfeld seconded, and the motion was passed unanimously.

### **Committee and Officer Reports**

*Editorial Committee*—Editor-in-Chief Adrienne Eaton reported on an idea in development for the 2010 Research Volume. The Committee did not have a formal proposal yet, but would have one to submit in the near future.

*Finance and Membership Report*—Secretary/Treasurer Peter Feuille gave a mid-year report on the Membership and Financials. He reported that membership is down for the first part of the year, and that we have expected a decrease due to the increase in member dues. He also reported that 2007 will see an increased deficit and that 2008 forecasts an even larger deficit.

*Grants and Contributions Report*—Chair Marlene Heyser reported that a meeting had been set with BNA to discuss a sponsorship for the January 2009 Annual Meeting and possibly future programs. BNA is interested in both subscriptions and content LERA might offer.

*Awards*—Director Paula Wells presented a proposal for the James C. Scoville Best International Paper Award from the University of Minnesota. They would like the LERA to administer a financial award of \$500 and a plaque to be awarded to the best paper each year. They would give us \$10,000 to fund the award. We would keep \$1,000 to cover administrative costs with the remainder of the fund to go to a restricted account. A motion to approve the creation of the Award was made, seconded and unanimously passed.

### **Strategic Planning Initiatives Report and Discussion**

Joel Cutcher-Gershenfeld and Nancy Peace reviewed the Strategic Plan objective of membership development. Joel introduced pathways into LERA to bring in and develop members at every level and the board discussed ideas for member development. These included changing existing meeting structures to appeal to less-represented groups, using our technologies such as our blog site posting live reports of our events, getting our work onto other programs, mentoring and welcoming on new members by senior members, identifying new or mid-career milestones, establishing a “futures” team which would meet at NPF and present at the Annual Meeting, offering honorary memberships to key government officials, re-connect local chapters to national LERA, building new chapters, offering continuing education credits at our

programs, etc. A number of ideas for increasing revenue, pursuing partnerships, and developing membership were discussed, with the following actionable items suggested and potential champions identified for each:

Potential Action Items	Potential Champions
<ul style="list-style-type: none"> <li>• BNA Partnership: <b>Potential partnership relationship with BNA</b></li> </ul>	<ul style="list-style-type: none"> <li>• Tony Oliver and Marlene Heyser</li> </ul>
<ul style="list-style-type: none"> <li>• LERA Tracks Review: <b>Review of the LERA tracks, with respect to labor and employment law and other domains</b></li> </ul>	<ul style="list-style-type: none"> <li>• Program Committee (Joel Cutcher-Gershenfeld and Ellen Dannin for next year's program committee)</li> </ul>
<ul style="list-style-type: none"> <li>• CLE and other CEU Programming: <b>Establishment of CLE, HRCI, and other continuing education CEU programming in January and/or Spring meetings (requires state approval, so it would be more likely in the Spring meeting where we have a stable state home)</b></li> </ul>	<ul style="list-style-type: none"> <li>• CLE – Julie Martinez-Ortega</li> <li>• HRCI – Bob Chiaravalli</li> <li>• CEU – Beth Almeida</li> <li>• ACR – Nancy Peace</li> </ul>
<ul style="list-style-type: none"> <li>• Organizational Members: <b>Establish "paths in" for organizational members</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bob Chiaravalli (management)</li> <li>• Julie Martinez-Ortega, Nancy Peace, Gordon Pavy, Adrienne Eaton, Pat Syzmanski. (Labor)</li> </ul>
<ul style="list-style-type: none"> <li>• Pundits List: <b>"Pundits" list -- LERA as a clearing house for experts -- accessible to the press (a reason to be a LERA member) -- live blogs as a way to make this happen</b></li> </ul>	<ul style="list-style-type: none"> <li>• Ellen Dannin, Eileen Hoffman, Beth Almeida, Christian Weller</li> </ul>
<ul style="list-style-type: none"> <li>• Accessible Programming in Parallel with January: <b>Exploration of alternative/parallel format at January meetings -- student programming, CLE, and others</b></li> </ul>	<ul style="list-style-type: none"> <li>• Program committee lead, UCIRHRP</li> </ul>
<ul style="list-style-type: none"> <li>• Strategic Partnership with Sociologists: <b>Targeted outreach with the Sociologist or even a shift to a different partnership -- with appeal of access to practitioners -- constructing a stronger reciprocal relationship</b></li> </ul>	<ul style="list-style-type: none"> <li>• Adrienne Eaton, Bill Canak, Ruth Milkman, Dan K., and others possible</li> </ul>
<ul style="list-style-type: none"> <li>• Partnership with House and Senate Labor Committee Staff: <b>Comp informational memberships -- with people who can be responsive in a timely fashion -- with expertise on timely issues highlighted -- explore mutual interest (link to the pundits as a "customer pull")</b></li> </ul>	<ul style="list-style-type: none"> <li>• Ralph Craviso and Eileen Appelbaum</li> </ul>
<ul style="list-style-type: none"> <li>• Reciprocal Membership Benefits with Other Associations: <b>Member rates at events and others</b></li> </ul>	<ul style="list-style-type: none"> <li>• SHRM – Bob Chiaravalli</li> <li>• ASA - (above)</li> <li>• NAA - TBD</li> <li>• ACR – Nancy Peace</li> </ul>
<ul style="list-style-type: none"> <li>• Local Chapter Relations: <b>Engagement in new ways</b></li> </ul>	<ul style="list-style-type: none"> <li>• Presidents Group</li> </ul>
<ul style="list-style-type: none"> <li>• Membership sign ups at FMCS LERA sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Emily Smith</li> </ul>

*Adjournment*—The meeting was adjourned at 10:35 p.m. by President Oliver.

## Executive Board Meeting Minutes Wednesday, December 10, 2008 Conference Call

*Call to Order*—President Tony Oliver called the meeting to order at 2:05 EST. Present at the meeting were: *Officers*: Tony Oliver-President, Eileen Hoffman-Past President, Joel Cutcher-Gershenfeld, Eileen Appelbaum, Peter Feuille, Bill Canak. *Board Members*: Bob Chiaravalli, Ralph Craviso, Ellen Dannin, Jacqueline Drucker, Jack Fiorito, Lisa Lynch, Gordon Pavy, Nancy Peace, and Bonnie Summers. *Committee Chairs and Guests*: John Burton, Owen Herrnstadt, Marlene Heyser, David Lipsky, and Paula Voos. *Staff*: Emily Smith, Lisa Sprinkle, and Paula Wells

*Approval of Minutes*—Minutes of the previous June 2008 meeting were distributed and approved unanimously.

### Committee Reports

*Report of the Secretary/Treasurer and Financial and Membership Committee*—Paula Wells presented the financial and membership estimate through November 2008. The Fund position of the association was reviewed and the problem of a revenue shortfall to support all the on-going programs of LERA was identified. Joel brought up the idea of LERA creating a credentialing (Labor-Management Certification) program that he explored in a recent visit with the TERRA chapter. After long discussion, it was agreed to look into grant opportunities that might come with the new Administration in government to fund such a program. An ad hoc committee was created with Bob Chiaravalli agreeing to chair and Gordon Pavy, Bill Canak and Marlene Heyser agreeing to help explore the possible future program.

Discussion that LERA needs to generate revenue within the next 18 months followed. Several members explored creating a group of individuals who knew people in the new administration to make sure new faces on the hill were aware of LERA's work in employment relations. It was decided to hold a working session on Monday, January 5<sup>th</sup> at the Annual Meeting to come up with a working list of what LERA had to offer and discuss a strategy for approaching policymakers in Washington, DC in the near future. Members expressing interest were Joel Cutcher-Gershenfeld, David Lipsky, Lisa Lynch, Bonnie Summers, Eileen Appelbaum, Gordon Pavy, and Eileen Hoffman. Bonnie Castrey and Nancy Peace and Tom Kochan were mentioned to be invited."

*Report of the Grants and Sponsorship Committee*—Chair Marlene Heyser reported BNA, who is sponsoring the reception at the Annual Meeting in San Francisco, has extended their interest to possibly play a major co-sponsorship role in the National Policy Forum for 2009.

*Report of the Nominating Committee*—Owen Herrnstadt, chair, presented the slate of nominated individuals from the recent meeting of the 2008 LERA Nominating Committee. After discussion, one of the alternate names was removed from the list since that person no longer represented the perspective he was nominated for. Motion to accept the slate with the one modification passed unanimously.

*Report from the National Chapter Advisory Committee*—Bill Canak reported that Ellen Dannin has founded a new chapter in Pennsylvania, the Nittany LERA Chapter. They have submitted a startup chapter award proposal and bylaws. The NCAC has approved the charter of this new chapter and offered the motion to charter the Nittany LERA Chapter. The motion passed unanimously.

*The 2009 National Policy Forum Report*—Chair Joel Cutcher-Gershenfeld briefly reported that Bonnie Summers and Rich Trumka will serve as management and labor practitioner co-chairs. He is continuing to put together a large program committee including inviting representatives from BNA and will have more to report in January.

### Other Business

*New Policies to Comply with new IRS Rules*—Director Wells put forward new policies or policy language to amend or create the following LERA policies: Conflict of Interest, Whistleblowing, Document Retention

and Destruction, Joint Venture, and Compensation Determination. After review, a motion to adopt the five new IRS policies was made by Tony Oliver, seconded by Ralph Craviso, and approved unanimously.

*LERA Labor and Employment Relations/The New Yorker Cartoon Book*—Director Wells reported on Cartoon Book sales. We are 30 books left in stock from the original press run. She reported we recently sold an order for 1,000 books to Lancaster House in Toronto, which saved us enough to allow us to order another 300 copies for no cost.

*Partnership Protocol*—Joel Cutcher-Gershenfeld is developing protocol for entering into partner agreements. He pointed out we want to maximize two things: 1) distribute-ability of any member to pursue a partnership, 2) central oversight of partnerships. This item will be discussed more fully at the January meeting.

*Meeting Adjournment*—President Oliver adjourned the meeting at 3:59 p.m. EST.

## Executive Board Meeting Minutes Friday, January 2, 2009 Tower A, Westin St. Francis San Francisco, CA

*Call to Order*—The meeting was called to order at 6:30 p.m. by President Tony Oliver. Present at the meeting were officers and board members: Anthony T. Oliver, Jr. (President); Joel Cutcher-Gershenfeld (President Elect); Eileen Appelbaum (President Elect-Elect); Eileen Hoffman (Past President); Peter Feuille (Secretary-Treasurer); Adrienne Eaton (Editor in Chief); and Bill Canak (NCAC chair). Other Board Members present were Beth Almeida, Robert Chiaravalli, Ralph Craviso, Ellen Dannin, Jack Fiorito, John Godard, Lisa Lynch, Julie Martinez Ortega, Tony Oliver, Gordon Pavy, Bonnie Summers, and Christian Weller. Board members unable to attend included Jacqueline Drucker and Nancy Peace. Invited Guests were Incoming Board Members Rose Batt, Richard Fincher, Iain Gold, and Charles Whalen and Committee Chairs John Burton (Development), Marlene Heyser (Grants), David Lewin (Finance/Membership), Cheryl Maranto (Education), and Paula Voos (Finance/Membership). LERA staff who were present included Paula Wells, Lisa Sprinkle, and Emily Smith.

*Recognition*—President Oliver recognized outgoing board members Jack Fiorito, Lisa Lynch, Gordon Pavy, and Nancy Peace. Joel Cutcher-Gershenfeld presented Tony Oliver with a gift in recognition of his service as President throughout 2008.

*Approval of Minutes of December 2008 Board Meeting*—William Canak made a motion to approve the minutes, Eileen Appelbaum seconded the motion, and it unanimously passed.

*Editorial Committee Report*—Adrienne Eaton recommended the Board accept the Editorial Committee's motion to designate the proposal for *US Skills System for the 21<sup>st</sup> Century* as the 2010 LERA Research Volume. Editors for the volume will be David Finegold, Mary Gatta, Hal Salzman, and Susan Schurman (Attachment B) The Committee's motion was unanimously approved.

*Perspectives on Work New Editor Update*—Paula Wells informed the board that Susan Cass of MIT had accepted the position as the new Editor for *Perspectives on Work* to replace Charles Whalen who has served as Editor since 2003. Susan worked with Tom Kochan as the managing editor for a number of years on *Perspectives on Work* and has committed to serve as Editor for the next two (2009) issues.

*National Policy Forum 2009*—Joel Cutcher-Gershenfeld reported that the theme of the next National Policy Forum will be addressing new developments in Labor and Employment Relations. Tom Kochan has agreed to serve as co-chair as well as Bonnie Summers (management-side) and Richard Trumka (labor-side). There are many people involved in the program committee because sub-groups will be responsible for each theme in the forum (Attachment C). Each group will identify who will be on the program for a session, who should be invited to be part of the audience, and will be responsible for looking for those who would have an interest in funding that topic as well. Throughout the coming months, this committee will be tracking the political agenda and questions that will be arising from the next administration and will answer these urgent questions at our next National Policy Forum. He invited input from the board about themes or other adjustments to the program.

*Annual Meeting 2010*—Joel Cutcher-Gershenfeld reported that the 62<sup>nd</sup> LERA Annual Meeting will be held in Atlanta, GA and the theme will focus on employment relations in a globalized economy. The Program Committee (Attachment D) is already in place and proposals for session are being accepted. Joel reported that Atlanta has some local industry that we should engage in this meeting; he will begin reaching out to them as early as this month. To help support the 2009 meeting and the NPF and other LERA activities, the Bureau of National Affairs has contributed \$25,000 which marks the beginning of a partnership with them BNA, one of the lead publishers in our field. The LERA will be working closely with BNA so that some content will be available to them in their various publications. Joel Cutcher-Gershenfeld thanked Marlene Heyser and Tony Oliver for their work that made this sponsorship possible.

*Nominating Committee Follow-up*—Tony Oliver, Jr. reported that Gordon Pavy has been selected to be the next President Elect and congratulated Gordon.

*Staff Changes for 2009*—Paula Wells, Executive Director reported that Lisa Sprinkle will be leaving LERA to take a marketing position with the County of Champaign. Lisa's position will not be replaced for at least the next year to help balance the operating budget for 2009. Paula and Emily Smith will remain and will reduce staff services in a number of areas, including chapter, section, committee, and council administration and support, and website, Listserv and LERAblog updates and innovations. (Attachment E) The LERA staff asked committee chairs, chapter officers, conveners and all members to help keep website info updated and their own components' business flowing smoothly and the staff informed. The staff will focus on meeting and publication coordination and membership outreach and services instead.

*Finance and Membership Report.* Peter Feuille, Secretary-Treasurer, introduced David Lewin and Paula Voos to discuss Finance and Membership of the Association. (Attachment F) David Lewin made 3 motions from the Committee to the Board to consider:

- 1) that a new dues schedule for 2010 be approved—\$185 for regular members (a \$20 increase), \$95 for emeritus (a \$10 increase), \$25 for student member (no increase), \$25 for family members, \$250 for library subscription, \$300 for a contributing member. Additionally, the international member surcharge was to be raised from \$15 to \$20 to cover increased mailing costs of LERA publications. Motion 1 was seconded by Rose Batt and unanimously approved.
- 2) that the 2009 budget be approved with projected revenue of \$403,000 and expenses of \$403,000. Motion 2 was seconded and unanimously approved.
- 3) that we allow those unemployed by current fiscal crisis to waive membership fees for one year, but that the number of publications mailed to these people be scaled back in an effort to keep them as a member, but to control the costs of their membership to the LERA. Motion 3 was seconded by Julie Martinez Ortega and unanimously approved.

The Committee further recommended that we experiment with the complimentary membership for these unemployed workers in this way for the period of one year.

*Development and Contributions Committee*—John Burton presented the development report (Attachment G) and brought the following motions to the Board from the Committee:

- 1) for the Board to encourage each chapter to contribute the recommended amount
- 2) for each board member to make an annual contribution of \$500 or an amount they could afford, recognizing the unique circumstances of each member
- 3) that the Board recognize that as board members, they may be asked from time to time to respond to requests for fundraising activities.

All three motions passed unanimously.

Development Committee member Ralph Craviso commented that LERA's deficit was structural; it is not an expense issue but an income issue. He discussed a model of how we can arrive at an extra \$100,000 each year, given all of the above and additional fundraising activities.

*Grants and Sponsorship Committee*—Joel Cutcher-Gershenfeld led a discussion about generating prospective grants and Sponsors for LERA. The Board broke into five groups to delineate specific leads with one member of each group reporting their results. Labor, neutral, and law firms, state labor organizations that supported local chapters but not national, law school programs, government agencies, highly unionized companies, insurance companies, public unions not represented in our membership were all identified.

Cutcher-Gershenfeld made a motion that a protocol for new establishing new partnerships be approved (Exhibit H of the Board materials.) This new protocol would allow every member of the LERA to prospect for partnerships/sponsorships, and provide an avenue to bring this information back to the board. These partnership recommendations will become a steady diet for the board to decide upon individually. Rose Batt moved to accept Joel's motion, Julie Martinez Ortega seconded and the motion passed unanimously.

Joel also discussed establishing a 10-20 member advisory board (AB) for each Industry Council, which would allow each council to reach into their industry and get broader engagement. Winter meetings would be used as a platform for some industry programming but the majority of the programming would be targeted to the spring meeting. Also, each Industry Council could offer content to the local chapters.

*Certification Process*—Based on discussions held with TERRA members earlier in the year, Joel Cutcher-Gershenfeld introduced the broad notion of establishing a certificate program to certify labor management professionals. This certification would represent some number of hours accumulating toward being certified as a professional against a standard curriculum that the LERA would identify. Utilizing a progressive approach to labor management relations, the architecture could be delivered through local chapters, some through certified sessions at the national meeting, some in partnership with universities, and some in partnership with government agencies. Essentially, the LERA would assemble a curriculum to be delivered across the many stakeholders. He pointed out that we have a number of potential allied agencies with which to partner. Bill Canak noted a Certificate Program's potential for providing the chapters with new and substantial relationship with national to the NCAC and reported that the NCAC was excited and saw it as an opportunity to build their own local membership. The Board felt that this program was directionally correct and that we should continue to develop the idea and look for a clear source of funding. A small working group, headed by Bob Chiaravalli and Joel Cutcher-Gershenfeld will bring a more complete plan to the Board.

*Other Announcements*—President Oliver reminded the Board that the next board meeting will take place Wednesday, June 10, 2009 from 3:00 to 6:00 p.m. the afternoon before the next National Policy Forum in Washington D.C. Each board member was reminded to sign the conflict of interest policy and forward it to the LERA staff.

*Meeting Adjournment*—President Tony Oliver adjourned meeting at 10:10 p.m.

## LERA General Membership Meeting and Awards Presentation Sunday, January 4, 2009 Elizabethan CD, Westin St. Francis Hotel San Francisco, CA

*Call to Order*—Anthony Oliver, Jr., President, called the meeting to order and welcomed everyone to the meeting at 6:00 p.m.

### Committee Reports

*Membership and Financial Committee Report*—David Lewin reported that the Membership Dues Schedule for 2010 will be as follows: \$185 for regular members (a \$20 increase), \$95 for emeritus (a \$10 increase), \$25 for student member (no increase), \$25 for family members, \$250 for library regular subscription and \$300 for a contributing member. Additionally, the international member surcharge will be raised from \$15 to \$20 to cover increased mailing costs of LERA publications. Lewin also reported that the board voted to waive membership dues for one year for persons who request it and have become unemployed due to the current national economic crisis.

*Development and Contributions Committee Report*—John Burton reported that the structural deficit in the operating budget is presenting problems and the board has opted for a multi-prong solution including increases in support from board, from members, by cutting expenses, and from further development efforts.

*Grants and Sponsorship Committee Report*—Anthony Oliver, Jr. reported that Marlene Heyser chair of the Grants and Sponsorships committee had helped to initiate dialog with The Bureau of National Affairs, Inc. and that they had made a decision to support the LERA in 2009 by becoming a \$25,000 Sustaining Sponsor of the LERA.

*Industry Council Coordinating Committee Report*—Joel Cutcher-Gershenfeld reported that with 1,404 members, the Industry Councils continue to grow, but that hasn't necessarily translated into more activity. Looking forward, he said his group will be reaching out to industry neutrals, management, and labor professionals, requesting further activity and support. Additionally, industry representatives will be reached out to attend and support the spring meeting, the National Policy Forum, where we will continue programming industry focused sessions and topics at this meeting.

*Editorial Committee Report*—Anthony Oliver, Jr. reported for Adrienne Eaton and the Editorial Committee. Adrienne has announced that David Finegold and several others at Rutgers University have submitted a proposal for the 2010 Research Volume on Workforce Training and it has been accepted by the Editorial Committee and the Board.

*National Chapter Advisory Committee Report*—Bill Canak, NCAC Chair, reported that we have chapters in 47 states in the US and a few re-emerging chapters in England and France. We had two new chapters chartered this year, one in Maine and the other in Pennsylvania. To recognize outstanding chapters, we review merits by committee—those chapters receiving merit awards received their awards earlier today. Two chapters received star chapter awards, these are: Long Island Chapter in New York and St. Louis Gateway Chapter in Missouri.

### Award Presentations

*Best Dissertation Award*—Bruce Kaufman, Chair of BDA Committee, presented awards to the winning authors. Their dissertations were judged on whether they displayed relevance and usefulness in the real world of industrial relations. The 2009 LERA Thomas A. Kochan and Stephen R. Sleigh Best Dissertation co-winners are Ariel Avgar for his dissertation completed at Cornell University, *Treating Conflict: Conflict and its Resolution in Healthcare*, and David Madland for his dissertation entitled, *A Wink and a Handshake: Why the Collapse of the U.S. Pension System has Provoked Little Protest*. Madland's work was completed with his advisors at the Georgetown University. There were three other papers that were deemed excellent and worthy of



Honorable Mention awardees included Rocio Bonet of University of Pennsylvania; Rupa Banerjee of the University of Toronto; and Kyoung-Hee Yu from MIT.

*John Dunlop Outstanding Scholar Award*—Morris Kleiner presented the John Dunlop Outstanding Scholar Award to Alexandre Mas of the University of California-Berkeley for his work on labor-management disputes as well as his work in the public sector. He also presented this award to Nicholas Bloom of Stanford University for his work creating an international database and analysis looking at management practices evolution around the world.

*Outstanding Practitioner Award*—Morris Kleiner presented the Outstanding Practitioner Award to Jeffrey Sacks, leading member of Canadian Labor Bar, for his 40 years of labor law work, acting as counsel of a member of the arbitration boards. Sacks is also a founding member of the Canadian Association of Labor Lawyers, and more.

*Susan C. Eaton Outstanding Academic Practitioner Award*—Morris Kleiner presented the Susan C. Eaton Outstanding Academic Practitioner Award to Allen B. Krueger, Princeton University, who he called one of the top five economists in the world. As the Chief Economist for the Department of Labor, Krueger has written articles for the *New York Times*, and has developed new data at the Bureau of Labor Statistics.

*Fellows Award*—New in 2009, the LERA Awards Committee has created a new Fellows Award to recognize scholars and practitioners who have made contributions of unusual distinction to the field and have been in the profession and field for longer than 10 years. The committee awarded the distinction to five each scholars and practitioners for the initial year of the award.

Inaugural Scholar Fellows included:

- Thomas Kochan, MIT, for transformation of labor relations
- Francine Blau, Cornell University, for research in gender issues in the US and abroad
- Richard Freeman, Harvard University, for research in union voice and monopoly
- Arne Kalleberg, University of North Carolina, for data development on work practices and organizations and sociological approaches to the world of work
- Bruce Kaufman, Georgia State University, for his research and writings on the origins of industrial relations and ability to link the origins to the current employment relationship

Inaugural Practitioner Fellows included:

- Sheldon Friedman, AFL-CIO for his ability to tell academics about what labor unions do and to tell unions what academics do, and for being a transitional figure in our field
- Bonnie Castrey, Mediator/Arbitrator, for her lifetime work in arbitration and mediation
- Sara Adler, Mediator/Arbitrator, for her work with labor-management disputes
- Arnold Zack, Arbitrator, for his contributions as an arbitrator, mediator and judge
- Eileen Hoffman, FMCS, for her ability to translate mediation work around the world

*James Scoville Best International Paper Award*—LERA announced another new award, the James Scoville Best International Paper Award, and issued the first call for entries with the first award to be made in January 2010. The award, which will offer a \$500 prize and a plaque, has been sponsored and funded by the University of Minnesota to honor LERA member James Scoville for his distinguished career in international labor relations. Jim Scoville thanked the committee, “Thirty years ago I brought international comparative studies to the University of Minnesota, and now I’m looking forward to being involved in passing out this award next year and in the years to come.”

## **New Business**

Joel Cutcher-Gershenfeld reported on the new certification program. The LERA is currently in the process of developing a standardized curriculum for labor and management professionals in the field using a distributive delivery system pulling together chapters, national, university/educational system, and government agencies/NGOs to provide services, and to provide the needed professionals. Bob Chiaravalli invited those interested in getting involved to please contact him regarding your interest.

Tony Oliver reported that Lisa Sprinkle, assistant director of the LERA, is leaving and thanked her for her excellent help over the last several years. Bill Canak remarked that he worked closely with Lisa Sprinkle, and that her help made an extraordinary difference in ability to meet the goals of the organization.

*Next Meetings*—The National Policy Forum will be held this year in Washington, DC on June 11, 2009. The next Annual Meeting will be held on January 2, 2010 in Atlanta, GA.

*Meeting Adjournment*—Tony Oliver passed the gavel to the new president Joel Cutcher-Gershenfeld and adjourned the meeting at 6:42 p.m.

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

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### INDEPENDENT AUDITOR'S REPORT

Board of Directors  
Labor and Employment Relations Association  
121 ILIR Building, 504 East Armory Avenue  
Champaign, Illinois 61820

I have audited the accompanying statements of financial position of the Labor and Employment Relations Association (a nonprofit organization), State of Illinois, as of December 31, 2008 and 2007, and the related statements of activities and cash flows for the years then ended. 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 Labor and Employment Relations Association as of December 31, 2008 and 2007, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Stan Feller, CPA  
Champaign, Illinois  
April 24, 2009



## LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF FINANCIAL POSITION  
December 31, 2008 and 2007

<b>ASSETS</b>	<b>2008</b>	<b>2007</b>
Current Assets		
Cash and Certificate of Deposit	\$ 300,405	\$ 309,756
Accounts Receivable - Net	76,652	124,976
Grants Receivable	0	0
Prepaid Expenses	26,583	27,315
Inventory	10,488	18,784
Accrued Interest Receivable	441	455
Total Current Assets	<u>414,569</u>	<u>481,286</u>
Property and Equipment	14,868	13,781
Less: Accumulated Depreciation	<u>(11,204)</u>	<u>(9,803)</u>
Net Property and Equipment	<u>3,664</u>	<u>3,978</u>
TOTAL ASSETS	<u>\$ 418,233</u>	<u>\$ 485,264</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities		
Accounts Payable	\$ 5,139	\$ 3,664
Accounts Payable to UCIRHRP	5,187	6,145
Accrued Liabilities	15,515	15,569
Dues Collected in Advance	107,741	108,351
Subscriptions Collected in Advance	22,109	16,358
Deferred Contributions	31,025	2,550
Eaton Memorial Scholarship Receipts	44,525	46,133
Kochan-Sleigh Award Receipts	47,460	37,973
Deferred Grant, Contribution Income	7,500	11,115
Total Current Liabilities	<u>286,201</u>	<u>247,858</u>
Net Assets		
Temporarily Restricted	0	0
Unrestricted		
Operating	132,032	237,406
Total Net Assets	<u>132,032</u>	<u>237,406</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 418,233</u>	<u>\$ 485,264</u>

The accompanying notes are an integral part of these financial statements

## LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

## STATEMENT OF ACTIVITIES

Years Ended December 31, 2008 and 2007

	2008			2007		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue, Gains and Other Support						
Memberships Dues	\$ 167,102	\$	\$ 167,102	\$ 137,852	\$	\$ 137,852
Subscriptions	38,124		38,124	29,471		29,471
Chapter Fees	7,500		7,500	6,425		6,425
Publications	23,787		23,787	2,337		2,337
Advertising	475		475	1,213		1,213
Mailing List Rental	3,211		3,211	3,175		3,175
Royalties	11,715		11,715	12,979		12,979
Meeting Income	33,082		33,082	99,196		99,196
Interest Income	7,724		7,724	14,975		14,975
Member Contributions	16,920		16,920	21,296		21,296
Administrative Fees	1,195		1,195	2,349		2,349
Contributions						
GE Contributions		0	0		0	0
FMCS Grant		0	0		32,722	32,722
Sloan Grant		3,615	3,615		45,373	45,373
Restrictions satisfied		-3,615	0		-78,095	0
	<u>3,615</u>	<u>-3,615</u>	<u>0</u>	<u>78,095</u>	<u>-78,095</u>	<u>0</u>
Total Revenues, Gains and Other Support	<u>314,450</u>	<u>0</u>	<u>314,450</u>	<u>409,363</u>	<u>0</u>	<u>409,363</u>
Expenses and Losses						
Program Services						
General	230,157		230,157	206,013		206,013
Meetings	53,886		53,886	82,724		82,724
Publications	82,456		82,456	61,346		61,346
Grant Expenses						
Sloan Grant Expense - See Note 5	3,615		3,615	42,992		42,992
GE Contributions - See Note 4	0		0	0		0
FMCS Grant Expense - See Note 6	0		0	32,722		32,722
Supporting Services						
Management and General	33,411		33,411	30,812		30,812
Membership Development	16,299		16,299	10,431		10,431
Total Expenses and Losses	<u>419,824</u>		<u>419,824</u>	<u>467,040</u>		<u>467,040</u>
Change in Net Assets	-105,374		-105,374	-57,677		-57,677
Net Assets at Beginning of Year	<u>237,406</u>		<u>237,406</u>	<u>295,083</u>		<u>295,083</u>
Net Assets at End of Year	<u>\$ 132,032</u>		<u>\$ 132,032</u>	<u>\$ 237,406</u>		<u>\$ 237,406</u>

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

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LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF FUNCTIONAL EXPENSES  
For the Year Ended December 31, 2008

	MEETINGS			GRANTS			PUBLICATIONS				SUPPORTING SERVICES				
	General	Winter Conference	Nat'l Policy Forum	Winter Bd Meeting	Spring Bd Meeting	GE Contribs	Sloan Grant	Annual Proceedings	Perspectives	Research Volume	Cartoon Book	Directory & Newsletter	Management & General	Membership Development	Totals
Compensation	172,648														172,648
Payroll taxes & fringes	57,509														57,509
Depreciation													1,401		1,401
Insurance													3,016		3,016
Industry Research							627							38	665
Bank Charges							1,000						290		290
Promotion		8,338												11,783	21,154
Fulfillment													13,180		13,180
Postage and freight													2,112		2,112
Accounting/auditing													3,615		3,615
Printing, production		1,582	234					2,911	16,614	7,529	17,417	4,298			50,585
Postage		892	597					515	1,318	2,677	3,378	9,377			9,377
Other public costs								9,245	3,304	7,242	6,008				25,799
GE Contribution Expense															0
FMCs Grant Expense															0
Sloan Grant Overhead							1,000								33,740
Meals, Receptions		21,339	7,458	1,911	2,032										6,739
Travel		1,652	4,266				821								3,552
Education		2,605	200		533										757
Computer supplies/svc													757		1,908
Office supplies													1,891		2,682
Student and member awards													2,682		1,361
Fundraising expense														1,363	1,363
Telephone, Fax													1,719		1,719
Chapter expenses							150								1,285
Dues													1,025		1,025
Duplicating													217		217
Other committee expenses													619		619
Miscellaneous office													1,506		1,506
	<u>230,157</u>	<u>36,408</u>	<u>12,788</u>	<u>2,125</u>	<u>2,565</u>	<u>0</u>	<u>3,615</u>	<u>12,671</u>	<u>21,236</u>	<u>17,448</u>	<u>17,417</u>	<u>13,684</u>	<u>33,411</u>	<u>16,299</u>	<u>419,824</u>

The accompanying notes are an integral part of these financial statements.  
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LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF FUNCTIONAL EXPENSES  
For the Year Ended December 31, 2007

	MEETINGS					GRANTS/CONTRIBUTIONS					PUBLICATIONS					SUPPORTING SERVICES		
	General	Winter Conference	Regional Meetings	Natl Policy Forum	Winter Bd Meeting	Spring Bd Meeting	GE Contribution	FMCS Grant	Sloan Grant	Annual Proceedings	Perspectives	Research Volume	Directory & Newsletter	Management & General	Membership Development	Totals		
Compensation	156,734						8,570	4,042								169,346		
Payroll taxes & fringes	49,279						2,757	1,375								53,411		
Depreciation														1,218		1,218		
Insurance													1,218			1,218		
Industry Research							21,056	2,911						3,051		23,967		
Bank Charges													400			400		
Promotion		6,848		9,763				3,888							3,574	24,073		
Fulfillment													13,180			13,180		
Postage and freight													1,720			1,720		
Accounting/auditing													4,855			4,855		
Printing, production		970		492				7,016	388		15,559	7,092				42,155		
Postage		2,024		409				2,465	928		1,781	3,155				16,047		
Other public costs								11,200	3,134		7,156	5,290				27,720		
Meals		23,893		17,038				1,000								46,785		
Travel		1,108		10,396		1,000		529								12,033		
Other meeting expenses		2,483		2,221		52	339	1,350								6,618		
Sloan Grant Overhead								6,806										
Education																		
Computer & label supplies								410								784		
Office supplies																3,999		
Student and member awards																1,685		
Fundraising expense														1,543		1,543		
Duplicating expense														3,872		3,872		
Telephone and FAX																571		
Chapter expenses														816		1,855		
Dues																816		
Other committee expenses																1,285		
Miscellaneous office																626		
	206,013	37,326	0	40,319	4,027	1,052	32,722	42,992	4,450	24,496	16,863	15,537	30,812	10,431		467,040		

The accompanying notes are an integral part of these financial statements.  
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## LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

## STATEMENT OF CASH FLOWS

For the Years Ended December 31, 2008 and 2007

## CASH FLOWS FROM OPERATING ACTIVITIES

	<b>2008</b>	<b>2007</b>
Change in Net Assets	\$ (105,374)	\$ (57,677)
Adjustments to Reconcile Change In Net Assets to Net Cash		
Cash Flows from Operating Activities		
(Increase) or Decrease in Operating Assets:		
Cash Received/Disbursed for general undesignated offerings	48,324	(69,561)
Cash Received from restricted grant contributions	0	15,330
Cash Received/Disbursed for Prepaid Expenses	732	(23,215)
Cash Received/Disbursed for Inventory	8,296	(5,737)
Cash Received from Interest Income	14	3,759
Increase ( Decrease) in Operating Liabilities		
Cash Received/Disbursed for general undesignated offerings	36,871	(15,546)
Cash Received/Disbursed from undesignated accrued liabilities	(54)	7,299
Cash Received for general supporting and fundraising expense	5,751	21,882
Cash Disbursed for general supporting and fundraising expense	(610)	(8,498)
Cash Disbursed for restricted grant contributions	<u>(3,615)</u>	<u>(45,373)</u>
Net Cash Provided by Operating Activities	(9,665)	(177,337)
Cash Flows from Investing Activities		
Depreciation	1,401	1,218
Loss on stolen fixed asset	0	761
Payments for Property and Equipment	<u>(1,087)</u>	<u>(2,382)</u>
Net Cash Provided by Investing Activities	314	(403)
Net Increase ( Decrease) in cash and cash equivalents	(9,351)	(177,740)
Cash and short-term Investments:		
Beginning of Year	<u>309,756</u>	<u>487,496</u>
End of Year	<u>\$ 300,405</u>	<u>\$ 309,756</u>

The accompanying notes are an integral part of these statements.



**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2007 AND 2006**

Note 1 – Nature of Activities and Significant Accounting Policies

Nature of Activities

The Labor and Employment Relations Association (LERA) 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 LERA 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, 2007 and 2006, 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. Beginning in 2005, LERA decided to follow the practice of the University of Illinois to expense any items purchased costing less than \$500.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2007 AND 2006**

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.

Investments

The Association does not have any investments in marketable securities.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2007 AND 2006**

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 seven financial institutions exceeded the \$100,000 FDIC insurance limits by a total of \$8,280 at December 31, 2007 and by \$12,622 at December 31, 2006.

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 and Advance Subscriptions Collected

Beginning in September 2006, membership dues and subscriptions are assessed and recognized into income on a rolling 12-month basis. Dues paid over one year in advance are not recognized into income until the twelve-month period they are due. Prior to September 2006, these dues and subscriptions were assessed on a calendar year basis and recognized on an annual accrual basis.

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 Association then reimburses the University quarterly for the cost of the employees.

Note 3 – UCIRHRP servicing arrangement to administer business

On January 3, 2003, the LERA 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,

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2007 AND 2006**

Note 3 – UCIRHRP servicing arrangement to administer business - continued

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 LERA's general bank account. The amount of cash belonging to UCIRHRP in the general account is shown on LERA's balance sheet as Due to UCIRHRP. The initial deposit of UCIRHRP funds was wired to LERA on September 22, 2003, at which time the LERA began this servicing arrangement. UCIRHRP's cash balance in LERA's custody was \$6,145 at December 31, 2007, and \$7,533 at December 31, 2006. The LERA 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 LERA 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 LERA deferred \$5,000 of the contribution to 2007 for Aerospace, recognized as income and allocated \$5,000 to 2005 NPF expenses, and allocated the unspecified portion to 2004 expenses.

On August 27, 2004, the LERA received a \$5,000 separate donation from GE to co-sponsor the 2004 LERA activities within the National Labor Management Conference and additional support for the Aerospace Industry Council. Aerospace Industry Council funds have been deferred for future use, while NLMC co-sponsorship funds received were recognized in 2004.

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

On December 13, 2004, the LERA received notification that it was the recipient of a grant for \$387,677 to establish a network of industry councils within the LERA. The grant was received in three installments, with \$147,400 received in January 2004, \$123,900 received in February 2005, and the final payment of \$116,377 received in 2006. The 2006 installment was offset with 2007 expenses totaling \$45,373, which includes overhead charges allowed at 15% and 2006 expenses totaling \$121,612, plus overhead charges of \$18,214. The 2005 installment was offset with 2005 expenses totaling \$91,872, plus overhead charges of \$13,780. The 2004 installment was offset with 2004 expenses totaling \$96,890, plus overhead charges of \$14,534. This leaves \$3,615 of unspent grant funds deferred to 2008 to be expended by February 29, the end of the extended grant period.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2007 AND 2006**

Note 6 – Federal Mediation and Conciliation Services Grant #03-CA/I-004

On February 17, 2005, the LERA received notice of its \$125,000 grant application approval by FMCS and additional \$13,889 funds to be provided by MIT and LERA for LERA Airline Industry Council project leadership and management committee meetings. The initial project and budget period of this grant covered October 1, 2003 to September 1, 2006, but was extended in 2006 to cover 2007 expenses through March 31, 2007. \$48,000 in project reimbursement was received from FMCS in 2006. Expenses relating to the grant in 2006 totaled \$53,047. The last reimbursement of \$48,052 for this project was received from FMCS in 2007. Final expenses relating to the grant in 2007 totaled \$32,722. A total of \$125,000 in reimbursements was received by the LERA from FMCS over the course of the project. The grant was closed as of March 31, 2007.

Note 7 – Susan C. Eaton Scholar-Practitioner Memorial Fund

The LERA set up a memorial fund in honor of an author of a 1998 "Perspectives on Work" article and active young LERA member, who died on December 30, 2003. Memorial gifts received were \$1000 in 2007, \$2000 in 2006, \$13,629 in 2005, and \$36,331 in 2004. At its June 1, 2004 meeting, the LERA approved the establishment of an annual Susan C. Eaton Scholar-Practitioner award and grant, to be paid to one or more worthy persons. At its January 6, 2005 meeting, the Board directed that the LERA collect 10% of any gifts received each year as an administrative fee for managing the Fund and grant. One award totaling \$3,000 was paid in January 2007 and two awards totaling \$3,000 were paid in January 2006. Including interest earned and paid to the account, \$46,133 has been deferred to future years for future annual award payments.

Note 8 – Kochan-Sleigh Best Dissertation Award Fund

On March 27, 2006, the LERA set up a temporarily restricted fund with contributions from a member and matching contributions from General Electric. The fund is restricted for a minimum of fifteen years, when only interest income may be used from the fund to pay for the \$1,000 annual best dissertation award. After the fifteen-year period, the principle amount remaining is to be released and become available to LERA for unrestricted purposes. The contributor made additional start up contributions of \$1,000 each in 2006 and 2007 to cover the award for the first two years before the fund is fully funded. A total of \$21,000

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2007 AND 2006**

of member and matching contributions was received in 2007 and a total of \$21,000 of member and matching contributions was received as of December 31, 2006. Two best dissertation awards totalling \$1,000 were granted in 2007. According to the terms of the award document and pursuant to a vote of the Executive Board in 2005, the LERA is to collect 10% of annual contributions as a one-time service fee to help cover the LERA costs to administer this award. Including interest earned and paid to the account as of December 31, 2007, \$37,973 has been deferred to future years for future annual awards.

Note 9 – Campaign Drive

To help ensure the financial stability of the organization, the LERA Board of Directors established a Development Committee on January 1, 2004 to begin its work raising money from the membership and supporting organizations. Beginning in 2006, LERA kicked off its campaign drive, where the executive board agreed to establish its formal campaign goal of \$1,500,000 to be raised over a three year period beginning January, 2007, the start of its campaign. The campaign goal is inclusive of all grants pledged and contributions given to the LERA since 2004. Total related expenses in 2007 and 2006 for this effort were \$3,872 and work \$17,191, respectively.

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

## **ANNUAL MEMBERS 2008-2009**

AFL-CIO, Department of Professional Employees  
AFL-CIO, Working for America Institute  
American Federation of Teachers  
American Rights at Work  
BlueCross BlueShield Association, National Labor Office  
California Labor Federation  
City of Baltimore  
Communication Workers of America  
Cornell University, Scheinman Institute of Conflict Resolution  
Cornell University, School of Industrial and Labor Relations  
Dairyland Power Cooperative  
Federal Mediation and Conciliation Service  
Health Alliance Plan of Michigan  
International Association of Machinists and Aerospace Workers, Strategic Resources  
International Brotherhood of Boilermakers  
Indiana University of Pennsylvania, PA Center for the Study of Labor Relations  
Las Vegas City Employees' Association  
Las Vegas Metro Police Department  
Le Moyne College  
Massachusetts Institute of Technology (MIT), Sloan School of Management  
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Michelin North America, Inc.  
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National Labor College  
National Public Employer Labor Relations Association  
New York State Nurses Association, Economic & General Welfare Program  
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Penn State University, Labor Studies and Employment Relations  
Rollins College, Master of Human Resources Program  
Rutgers University, School of Management and Labor Relations  
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San Diego Municipal Employee Association  
Society for Human Resource Management (SHRM)  
Southwest Airlines Pilots' Association  
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United Food and Commercial Workers, Local #1776  
University of California at Los Angeles, Institute for Research on Labor and Employment  
University of California—Berkeley, Institute for Research on Labor and Employment  
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University of Minnesota, Carlson Industrial Relations Center  
University of Toronto, Center for Industrial Relations and Human Resources  
West Virginia University, Department of Industrial Relations and Management  
Wilson Center for Public Research

For more information about Organizational Membership with the LERA, please visit the LERA website:  
<http://www.lera.illinois.edu/about/OrgMemInfo.html>.



*You are invited to become a member of*

## **THE LABOR AND EMPLOYMENT RELATIONS ASSOCIATION**

The Labor and Employment Relations Association (LERA) was founded in 1947 by a group who felt that the growing field of industrial relations required an association in which professionally minded people from different organizations could meet. It was intended to enable all who were professionally interested in industrial relations to become better acquainted and to keep up to date with the practices and ideas at work in the field. To our knowledge there is no other organization that affords the multiparty exchange of ideas we have experienced over the years—a unique and valuable forum. After 60 years, both our academic and practitioners agree with the conviction of the founders that the encouragement, reporting, and critical discussion of research are essential if our professional field is to advance.

Our membership of 3,000 includes representatives of management, unions, government; practitioners in consulting, arbitration, mediation, and law; and scholars and teachers representing many disciplines in colleges and universities in the United States and Canada, as well as abroad. Libraries and institutions interested in the publications of the Association are also invited to become subscribing members and thereby receive the same member publications. Organizational memberships in the Association are also available.

Membership dues cover publications for 12 months and entitle members to the electronic newsletter and proceedings of the annual meeting online, and printed copies of the annual research volume, membership directory, and the magazine, *Perspectives on Work* (some volumes available online). Additional online resources include Chapter Profiles and an IR/HR Degree Program Listing for the United States, Canada, and Australia.

Dues for the 2010 calendar year are listed below. Canadian and foreign memberships require an additional \$20.00 per year to cover postage costs.

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Tax-deductible financial contributions to the Association to support its educational activities are always welcome. You can make an online contribution at our website, [www.lera.illinois.edu](http://www.lera.illinois.edu), and choosing “Contribute to the LERA”. If you are not already a member, we invite you to join the LERA by sending your membership application and dues payment. You can also register online at the LERA website, [www.lera.illinois.edu](http://www.lera.illinois.edu) by choosing “Become a Member”, or request an invoice. Inquiries regarding membership, meetings, and publications should be addressed to the LERA office.

### **LABOR AND EMPLOYMENT RELATIONS ASSOCIATION**

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