

## XV. LERA Annual Reports

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### LERA Executive Board Meeting Minutes

August 15, 2006, 6:45 p.m.

Columbus GH, Hyatt Regency Hotel

Chicago, IL

*Call to order*—the meeting was called to order by President David B. Lipsky at 7:29 p.m. Present at the meeting were officers David Lipsky (president), Steve Sleight (past president), Eileen Hoffman (president elect), Peter Feuille (secretary/treasurer), Adrienne Eaton (editor-in-chief), William Canak (NCAC) and members: Sara Adler, Paul Almeida, Peter Berg, Jack Fiorito, Morris Kleiner, Jill Kriesky, Lisa Lynch, Tony Oliver, and Donna Wilson-Renner. Board members not able to attend included Amy Dean, Jerry Calhoun, Nancy Peace, Gordon Pavy and Robert Taylor.

Committee Chairs attending included: Joel Cutcher-Gershenfeld, Marlene Heyser, Paula Voos, and Charles Whalen.

National office staff present included Paula Wells, Anna Mehl, and Lisa Sprinkle.

*Approval of minutes*—A motion was heard by Paul Almeida to approve the minutes of the Boston Board meeting held in January 5, 2006. It was seconded and unanimously approved.

### Committee and Officers Reports

*Report of the Industry Council Advisory Committee Report*—Joel Cutcher-Gershenfeld reviewed his handout, highlighting the continued growth in councils; prominent Council program contributions to the 2006 NLMC; selected innovations in member engagement; recommendation to explore new industry councils in education, transportation, retail/service and pharmaceuticals/biotechnology; and proposed intensive focus on industry-related policy and administrative priorities in advance of LERA National Policy Forum in Spring 2007.

Joel noted that LERA Industry Councils were being highlighted in National Labor Management Conference brochure, there was a LERA Industry Council brochure in all the 1,500 NLMC registration packets, and that they Industry Councils served as the sponsor for Thursday's breakfast.

*Report of the Development Committee*—David Lipsky The development campaign has raised \$639,879 to date. There has been communications with board and committees on new initiatives to help us reach our goal. Volunteers are stepping up to help with campaign, John Burton proposed an initiative to approach current and past board members for contributions and expects 100% commitments from those entities. David reported he will develop a program to reach out to University centers and schools for their participation. At present, there are no volunteers in place to approach corporate or management side. Lipsky reported he and Steve Sleight met with Ted Kheel in February and that ideas from that meeting are still being considered. We are hoping to get one large contribution from an interested party and still very confident we can make our goal. Over the next two and a half years, the Foundations Committee is continuing to look for grants and foundations that would fund initiatives by the LERA.

The LERA Best Dissertation Award is being renamed Kochan-Sleight Best Dissertation Award; this has been made possible by Dennis Rocheleau and General Electric. In 2 years, a total of \$50,000 will be donated by the two entities. The Fund will be used to fund \$1,000 gift and plaque each year. A motion was presented from the Development committee to name the award as requested by Rocheleau after Kochan and Sleight for a minimum of 15 years, or until 2020. Paul Almeida moved, Bill Canak seconded and the motion was unanimously accepted.

Charitable organization State Law compliance. Paula Wells asked the Board to review the awards procedures for LERA awards and adopt and also to review and agree to sign an agreement stating there would be no conflict of interest for them to serve as a Board member as is required of non-profit organizations registered in the state by the Secretary of State of Illinois. A motion was made to accept the awards procedures and for all Board members to sign the CoI agreements. Motion made by Paul Almeida and seconded by Peter Feuille. The motion was voted on and unanimously passed. Paula Wells will send CoI agreements by email and ask board members to sign and return.

*Report of the Secretary/Treasurer Report and the Finance and Membership Committee*—Peter Feuille went over the budget and membership information for the actual budget for the past 2 years, the 2006 budget through July 2006 and the estimated budget for 2007. He pointed out the dues income is the same as it was in 1997 and dues have doubled since then. As the Sloan

grant final payment was in January 2006, the association would be operating in a deficit mode in 2007. He discussed membership figures back to 1997 and showed how the membership decline is across all categories, down almost 1000 members from 1997. He also noted the good news that the renewal rate is up. Continuation of the status quo in income (no new funding or grants) may mean dramatic cut backs in the operating status of some LERA Programs. Paula Wells also pointed out that in the 255 new members reported in 2005 was the highest in several years and that marketing efforts would continue at an increased pace. However, she also noted that the best recruiting tool was still person to person contact.

Paula Voos made her own personal contacts this year she is going through list of people at LIR schools and sending them emails. This is working very well and almost 50% of the people personally contacted join LERA. Lisa Lynch proposed that the members of the Board send an email to 20 people they know asking to join the association. Paula suggested board members use the online member directory to search colleagues to check their membership status and to send emails to those who are not but might be good candidates to join.

Morris Kleiner agreed to work with Paula Voos to identify the people to target and send prospecting emails to them as well.

The staff requested that Board members contact the National office with names of people contacted to avoid duplication. These contacts will be added to prospect list and sent promotional materials, to continue the effort of getting them to join LERA.

President Lipsky requested that Board members are responsible for contacting 20 people by December 2006.

*Report of the Editorial Committee*—Adrienne Eaton made a motion to accept the 2008 Research Volume as titled—*The Gloves-Off Economy: Problems and Possibilities at the Bottom of America's Labor Market*. Joel Cutcher-Gershenfeld moved to accept, Bill Canak seconded. The motion passed unanimously.

2007 editors are Teresa Ghilarducci and Christian Weller, *Employee Pensions and Labor Employment Relations*, should be out late summer 2007.

2006 volume, editor is David Lewin, *Contemporary Issues in Employment Relations*, will be out late 2006.

*Report of the 2007 NPF National Policy Forum Program Chair*—Eileen Hoffman reported the theme for the meeting will be: *Searching for the New American Dream*. Jim Auerbach has agreed to serve as the meeting coordinator (a paid position) and Marlene Heyser, Rachel Hendrickson have agreed to serve as co-chairs. The meeting is scheduled for June 14–15, 2007 with the Board meeting in the afternoon of June 13. The DC LERA Chapter will

again hold a chapter dinner at the Hotel Washington on the evening of June 13, 2007 and the LERA will arrange for Board members to attend the dinner and program. Steve Sleigh encouraged Eileen to get a prominent Honorary Co-chair for fundraising.

*Report of the LERA 60<sup>th</sup> Annual Meeting Program Chair*—Eileen Hoffman reported on the that Bonnie Prouty Castrey and Joel Cutcher-Gershenfeld have agreed to serve as Co-Chairs of the 60<sup>th</sup> Program Committee, the complete roster is in Board packet. The theme of the meeting will be *Rebuilding America in a Changing Global Context*. The meeting will be held January 4–6, in New Orleans, LA.

The Board discussed the need to broaden the call for papers in the Annual Meeting program and to search for ways to bring more students into the meetings. It was discussed and agreed to include a student on the Program Committee to serve a term of one year and that the position be rotated among different schools. It could be that it be a rotating term with a Ph.D. Consortium chair serving on the Program Committee the year after chairing the Ph.D. Consortium. This appointment will be made by the Program Chair (president) each year with this outline in mind.

Other innovations in the annual meeting program were discussed and Eileen requested these ideas to come to her and the two co-chairs, Joel Cutcher-Gershenfeld and Bonnie Castrey.

*New Business*—There was no new business.

*Other Business*—There was no other business.

*Next meeting*—President Lipsky reminded the Board that the next meeting would be held on Thursday, Jan. 4, 2007 at the Chicago Hilton.

*Meeting adjournment*—The meeting was adjourned by President Lipsky at 10:00 p.m.

# Executive Board Meeting

## Thursday, January 4, 2007

### Marquette Room

### Hilton Chicago

*Call to order*—The meeting was called to order at 7:18 p.m. by President David Lipsky.

Present at the meeting were officers David Lipsky (president), Steve Sleigh (past president), Eileen Barkas Hoffman (president elect), Peter Feuille (secretary-treasurer), Adrienne Eaton (editor in chief and Newly elected Board member), Bill Canak (NCAC chair) and Steven Rynecki (Counsel). Members present included: Sara Adler, Paul Almeida, Peter Berg, Jack Fiorito, Morris Kleiner, Lisa Lynch, Tony Oliver, Gordon Pavy, and Nancy Peace. Also attending were newly elected 2007 board members Ralph Craviso and Julie Martinez-Ortega; committee chairs Joel Cutchner-Gershenfeld, Marlene Heyser, Paula Voos, and Charles Whalen, guest Rachel Hendrickson, and national office staff Anna Mehl, Lisa Sprinkle, and Paula Wells. Board members not able to attend included: Jerry Calhoun, Amy Dean, Jill Kriesky, Robert Taylor and Donna Wilson-Renner.

*Award Recognition and Announcements*—President Lipsky congratulated newly elected board members Ralph Craviso, Julie Martinez-Ortega, Adrienne Eaton, and Jackie Drucker (not in attendance) and welcomed them as guests to the board meeting. He then presented certificates to departing Board Member Peter Berg and thanked him and other departing Board members Amy Dean and Robert Taylor for their service to the organization. President-elect Eileen Hoffman then presented Lipsky with a thank you gift and certificate for his service. David expressed his grateful appreciation to the entire board for their work and support during his tenure.

*Approval of minutes*—A motion was heard to approve the minutes of the Chicago, IL board meeting held August 15, 2006. It was seconded and approved.

### **Committee and Officer Reports**

*Finance and Membership*—Secretary-Treasurer Peter Feuille presented a brief summary of the financial status of the association and the 2007 budget for approval. Finance and Membership Committee chair Paula Voos explained that part of deficit is explained by the completion of the Sloan Grant Industry Councils project, and that since we cannot cut our costs significantly to

programs or staff, LERA needs to reach out and be successful in getting new grants and other gifts to help with our operational deficit. Voos reported that with the grant ending, LERA needs to work with the Industry Councils to be self supporting and increase the number of organizational members. A motion to approve the 2007 budget was brought forward from the Committee by Paula Voos, seconded Paul Almeida, and unanimously approved.

The Finance and Membership Committee wanted to emphasize reaching new students to increase student membership. They recommended dues increases in 2008 to help with the declining revenue. These include increases of \$20 (from \$110 to \$130) for regular; \$10 for emeritus (from \$60 to \$70); \$50 for Contributing memberships (from \$200 to \$250). Student and family memberships are to stay the same. The motion to approve the dues increases was seconded and unanimously approved.

Paula Voos charged new members and all board members to make sure their employers are organizational members and to ask their colleagues to be members of LERA. The Board members agreed to each contact 20 people personally and invite them to become members of LERA.

*Strategic Planning Process Summary*—Following the August meeting, President David Lipsky requested that Joel Cutcher-Gershenfeld and Nancy Peace serve as facilitators to summarize the purpose statement, vision, and goals and to facilitate a “next-steps” process.

They prepared an online survey for the Board and SP Committee, one that mandated making hard choices about the one or two main topics to focus on for each of the five goals. The five main goals were:

- Community
- Forums
- Networks
- Membership
- Development and Governance

The main topics of focus for those goals were:

- Creating technology enabled platforms
- Meeting development for annual and spring meetings
- Programming innovations with local chapters—bring chapter ideas into national
- Focus on academic memberships
- Institutionalizing financing.

Joel and Nancy agreed to prepare and circulate a document to the Board for their review, comments, and feedback, and to sketch out an action and

implementation plan so that a number of items could be brought forward for the Executive Board to make decision on at the June 2007 Board meeting. The output from the August 2006 and January 2007 discussion will also be introduced to the membership in the March LERA Newsletter and posted on the web for general membership review and comments.

*Development Committee*—Chair David Lipsky provided an update on activities to date. A total of \$883,344 has been raised since January 2004 or about \$300,000 per year for the past 3 years. He reported that for the last two years we have held an annual fund drive in the fall and brought in over \$15,000 each year in non-restricted income. He suggested increasing the pace a little bit to stay on track to meet our goal. The next stages of our work will be to involve reaching out to constituencies (current board, former board, organizational members, universities, etc.) Lipsky also reported that Pete Feuille and Paula Wells will check into who can best manage a private endowment fund for LERA.

Two motions were brought forward. The first was to empower the Development Committee to proceed to create an endowment fund for the LERA in the event a major contribution for such is received. The Motion from the committee was seconded and approved.

The second motion from the Committee was to make the LERA Development Committee a permanent standing committee for LERA. This motion was amended to specify that David Lipsky continue to serve as Chair for the next three years. The amended motion was seconded and approved.

*Editorial Committee*—Adrienne Eaton, Editor in Chief, reported that we had not received a 2009 Research Volume proposal as yet, but that the committee was going to invite some proposals, especially one that might have an international focus. Paula Voos suggested holding a conference call for the Editorial Committee each November to discuss proposals or ideas.

*Industry Council Coordinating Committee*—Chair Joel Cletcher-Gershfeld highlighted points of his executive summary (submitted as an attachment):

The number of current and new members indicating interest in Industry Councils has increased.

At FMCS, LERA sponsored 5 Industry Council sessions with substantive agendas and good turn out. NLMC was a good place to showcase LERA.

There is a large gap between the number of members reporting interest versus the number of people who actually attend IC meetings at the Annual Meeting.

A narrow and precise focus for each Council seems to enhance engagement.

He will continue to organize councils, as there is interest and will continue to work with existing councils to help them focus their message and have impact.

*Interest Sections Coordinating Committee*—Paula Wells submitted a brief report from the meeting which was chaired by Hoyt Wheeler since Jill Kriesky was out of the country. There are 8 current interest sections, each with bylaws and a process to rotate leadership, as required in their charters approved by the Board several years ago. These sections furnish *Perspectives on Work* editorial advisory board representatives and refereed papers readers, hold their own meetings and programs at the annual meeting, submit proposals to the formal program of each annual meeting, publish websites, e-newsletters, calls, and more. Several of the sections reported dissatisfaction with their proposals not being accepted on the formal program. In the future, they discussed holding conference calls between sections to discuss proposals for 2008 meetings and will be rotating section meeting times at the annual meeting between the pre-conference day and the meeting's first day luncheon slots. At their request, Paula Wells agreed to look into the availability of *Proceedings* space to publish a few of the papers presented in section programs, if space allowed.

*National Chapter Advisory Committee*—Chair Bill Canak reported that the committee reviewed new chapters, discussed how to deal with delinquent chapters, and developed a plan for the next 6 months. He discussed how important chapters are to the National and how better communication with chapters is important now, especially in the strategic planning process.

*2007 National Policy Forum*—Eileen Hoffman, chair of the program committee and co-chairs Rachel Hendrickson and Marlene Heyser presented a draft of the upcoming program and a budget. The theme is *Searching for the New American Dream*. They explained they wanted this program to encourage audience participation, not just talking heads. Paula Wells pointed out that Board and Committee chairs invited to the next board meeting, held in conjunction with this program in Washington, D.C., will have their ticket for the Washington DC dinner paid for by LERA.

*60<sup>th</sup> Annual Meeting*—Chair Eileen Hoffman introduced Joel Cutcher-Gershenfeld as academic co-chair and Bonnie Castrey as practitioner co-chair. This program in New Orleans needs to provide more opportunities to the graduate students to participate. Suggestions included: adding a doctoral student as a presenter or discussant in the symposiums, or that we hold a poster session just for the PhD students with a longer lead time on getting their abstracts in—November. It was pointed out that as long as their name is on the program, many can get their schools to finance a portion of their travel and meeting costs.

*Nominating Committee Report*—Chair Jody Hoffer Gittell presented the



slate of nominees for Board approval and brought the motion from the committee that the slate be accepted. The 2008 President Elect candidate was Joel Cutcher-Gershenfeld, dean at the University of Illinois at Urbana Champaign. The committee's motion was seconded and unanimously approved.

### **New Business**

*60<sup>th</sup> Anniversary Celebration*—President David Lipsky asked, “What, if anything, should we do to celebrate? Several ideas emerged from the staff and members of the Board. It was discussed that an ad hoc committee might be needed to address the 60<sup>th</sup> Anniversary celebration. President Eileen Hoffman stated she would look into that as one of her first items of business.

*Work Day in New Orleans*—Sara Adler proposed that we recognize the fact that we are in a destroyed city and that LERA might consider organizing a work day, like a Habitat for Humanity day on the day before the pre-conference. Paula Wells reminded the Board that the pre-conference day was January 3, so the work day would need to be Wednesday January 2, 2008. Sara agreed to look into and coordinate.

### **Other Business**

*Online Voting for LERA elections*—Lisa Sprinkle of the national office suggested the board consider online election voting utilizing a system called VoteNet; it would cost about the same as using and mailing printed ballots, but it would save a lot of staff time in compiling. A number of questions were raised about the possibility of LERA email inviting members to vote being treated as spam, bad email addresses, and the low participation level of such online balloting. Because of the intense schedule of the next 6 months, rather than create duplicate systems to test its viability (as it was suggested), it was decided to drop the idea and consider it in the future.

*Meeting Adjournment*—President Lipsky thanked the Board and adjourned the meeting at 10:32 p.m.

LERA General Membership  
Meeting & Awards Presentation  
Saturday, January 6, 2007, 6:00 p.m.  
Continental A, Hilton Chicago  
Chicago, IL

*Call to order*—President David Lipsky called the meeting to order at 6:10 p.m. He welcomed LERA members and guests, acknowledged new members, and introduced Eileen B. Hoffman, LERA President Elect.

**Committee and Officer Reports**

*Report from the Finance and Membership Committee*—Chair Paula Voos reported the Executive Board approval of the 2007 budget with a deficit, due to the expiration of the Sloan grant. She pointed out that if all current programs are continued with no new revenue streams added, there is a structural deficit in the budget in the range of \$35,000 to \$40,000. The committee recommended LERA leadership seek out possible grants. The board approved the following dues increases for 2008:

- \$10 increase for emeritus, from \$60 to \$70
- \$20 increase for individual members, from \$110 to \$130
- \$5 increase for library subscriptions, from \$195 to \$200
- \$50 increase for Contributing members, from \$200 to \$250
- Student and Family membership rates were to remain the same.

*Report from the Development Committee*—Chair David Lipsky thanked members of the Development Committee for their hard work. He explained LERA has a one-half million operating budget with less than half of that coming from dues and that the organization cannot be sustained on dues membership alone and that development is required for survival, including soliciting money from organizations, educational institutions, and members. He reported that, to date, \$883,000 has been raised toward our \$1.5 million goal, and that a little over \$300,000 needs to be raised each of the next two years. He asked all members to give generously and commit to helping LERA make its development goal.

*Report on Strategic Planning*—President Lipsky reported that strategic

planning started in August of 2006 with a follow-up meeting held January 3 2007. Nancy Peace and Joel Cutcher-Gershenfeld are facilitating the development of the final action plan, writing the formal plan and coordinating the implementation of the plan, to begin June of 2007. Cutcher-Gershenfeld reported the statements of vision, purpose, goals, and objectives were drafted and will be reported to the membership in the next Newsletter with an invitation for members to provide input. He stressed the Executive Board and Committee members know we can't do everything we've been doing with the same resources, and that priorities and goals should be set. Many issues and new ideas are on the table and the next step is to finalize formal recommendations after the June meetings.

*Report from the Editorial Committee*—Editor in Chief Adrienne Eaton stated that the committee is still seeking 2009 research volume proposals, especially those having a strong international or global focus or flavor. She also reported that committee considered the question of setting a policy regarding the granting of permissions for online re-publishing of chapters from LERA research volumes, *Perspectives on Work*, and the proceedings. The Committee prefers to continue to make materials as accessible as possible, but recommended more research be done before developing a policy statement.

## **LERA Awards Presentations**

*Kochan-Sleigh Best Dissertation Award Co-Winners:* Bruce Kaufman, Chair of the Dissertation Awards Committee presented the award to co-winners: Virginia Doellgast, who received her degree from Cornell University and Andrew Charlwood, who received his degree from the London School of Economics Honorable Mentions included Mark Price, University of Utah and Konstantinos Tzioumis, London School of Economics.

*John T. Dunlop Outstanding Scholar Awards Presentation:* Morris Kleiner, LERA Awards Committee Chair presented two awards. For outstanding research addressing an IR problem of national significance, Marianne Bertrand, University of Chicago won the award. For exceptional contributions to international and comparative labor and employment research, Armin Falk, Institute for the Study of Labor won the award.

*LERA Outstanding Practitioner Award Presentation:* Morris Kleiner, LERA Awards Committee Chair presented the award to joint winners Linda Ewing, United Auto Workers and Arthur Schwartz, General Motors.

*Susan C. Eaton Outstanding Scholar-Practitioner Award Presentation:* In recognition of outstanding research and practice emphasizing the value of bringing together the academic and practitioner communities in our field, Peter Feuille, University of Illinois at Urbana-Champaign received the award.

*Susan C. Eaton Scholar-Practitioner Research Grant:* Awards chair Eileen Appelbaum recognized the winner Shaun T. Giese, University of Nebraska. A grant of \$3,000 was presented to the researcher.

*Excellence in Education Award Presentation:* Cheryl Maranto, Chair of the LERA Education Committee presented awards to Daniel J.B. Mitchell, UCLA; and Daphne Taras, University of Calgary.

*LERA Chapter Awards:* Bill Canak, Chair of the National Chapter Advisory Committee presented the Chapter Star award to the Long Island New York and Gateway (St. Louis) Chapters. Tom Lilly, president of the NY chapter and Rudy Smith, membership chair of the Gateway Chapter accepted the awards.

### **Business Meeting Continuation**

*Report from the National Chapter Advisory Committee*—Bill Canak, Chair of the National Chapter Advisory Committee reported that chapter merit awards were given to 13 chapters this year. Canak said 3 chapter grants were given in the last year; Hudson Valley, New Jersey, and Alabama all received \$125 grants to help with chapter membership and conference activities. He also informed the membership that 4 new chapters are taking steps to form, in Maine, Rochester NY, London, and Paris.

*Request for New Business from the Floor*—President Lipsky introduced LERA member Janice Bellace, the new President Elect of the International Industrial Relations Association (IIRA). Bellace informed the membership that the IIRA World Congress will be held in the U.S. in 2012 and asked that any LERA members interested in participating in planning should contact her. Lipsky also reported that planning is well underway for the next National Policy Forum and that it will be held June 14–15, 2007 in Washington D.C. at the Hotel Washington. The 60<sup>th</sup> Anniversary meeting of this association will take place in New Orleans January 3–6, 2008. Since the Fairmont hotel has closed, a new hotel is being contracted.

*Concluding Remarks*—President Lipsky thanked LERA members, executive board, officers, past and future presidents for the privilege for serving as the president. He also thanked staff members Paula Wells, Lisa Sprinkle and Anna Mehl and President-Elect Eileen B. Hoffman for her work in the past year. He then ceremoniously passed the gavel over to her.

*Meeting adjournment*—President Elect Eileen B. Hoffman adjourned the meeting at 7:00 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 financial statements of the Labor and Employment Relations Association (a nonprofit organization), State of Illinois, as of and for the years ended December 31, 2006 and 2005, as listed in the table of contents. These financial statements are the responsibility of the Organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

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

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Labor and Employment Relations Association as of December 31, 2006 and 2005, 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 26, 2007



## LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF FINANCIAL POSITION  
December 31, 2006 and 2005

<b>ASSETS</b>	<b>2006</b>	<b>2005</b>
Current Assets		
Cash and Certificate of Deposit	\$ 487,496	\$ 474,881
Accounts Receivable - Net	55,415	43,338
Grants Receivable	15,330	126,661
Prepaid Expenses	4,100	3,778
Inventory	13,047	6,889
Accrued Interest Receivable	<u>4,214</u>	<u>2,508</u>
Total Current Assets	<u>579,602</u>	<u>658,055</u>
Property and Equipment	18,179	18,179
Less: Accumulated Depreciation	<u>(14,604)</u>	<u>(13,239)</u>
Net Property and Equipment	<u>3,575</u>	<u>4,940</u>
 TOTAL ASSETS	 <u>\$ 583,177</u>	 <u>\$ 662,995</u>
 <b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities		
Accounts Payable	\$ 32,318	\$ 11,893
Accounts Payable to UCIRHRP	7,533	7,561
Accrued Liabilities	8,270	19,404
Dues Collected in Advance	86,469	72,907
Subscriptions Collected in Advance	24,856	10,855
Deferred Convention Expense	6,450	7,750
Eaton Memorial Scholarship Receipts	46,575	46,877
Kochan-Sleigh Award Receipts	19,135	0
Deferred Grant, Contribution Income	<u>56,488</u>	<u>178,101</u>
Total Current Liabilities	<u>288,094</u>	<u>355,348</u>
Net Assets		
Temporarily Restricted	0	0
Unrestricted		
Operating	295,083	307,647
Total Net Assets	<u>295,083</u>	<u>307,647</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 583,177</u>	<u>\$ 662,995</u>

The accompanying notes are an integral part of these financial statements

## LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF ACTIVITIES  
Years Ended December 31, 2006 and 2005

	2006			2005		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue, Gains and Other Support						
Membership Dues	\$ 163,320		\$ 163,320	\$ 157,958		\$ 157,958
Subscriptions	38,501		38,501	39,080		39,080
Chapter Fees	9,508		9,508	9,250		9,250
Publications	818		818	630		630
Advertising	1,490		1,490	1,295		1,295
Mailing List Rental	5,383		5,383	5,459		5,459
Royalties	9,965		9,965	6,232		6,232
Meeting Income	26,572		26,572	86,924		86,924
Interest Income	13,166		13,166	8,855		8,855
Member Contributions	17,135		17,135	8,979		8,979
Administrative Fees	3,831		3,831	3,894		3,894
Contributions						
GE Contributions		0	0		5,000	5,000
FMCS Grant		53,047	53,047		39,232	39,232
Sloan Grant		121,612	121,612		105,652	105,652
Restrictions satisfied	174,659	-174,659	0	149,884	-149,884	0
Total Revenues, Gains and Other Support	464,348	0	464,348	478,440	0	478,440
Expenses and Losses						
Program Services						
General	138,813		138,813	122,530		122,530
Meetings	43,705		43,705	77,784		77,784
Publications	72,280		72,280	71,983		71,983
Grant Expenses						
Sloan Grant Expense - See Note 5	121,612		121,612	105,652		105,652
GE Contributions - See Note 4	0		0	5,000		5,000
FMCS Grant Expense - See Note 6	53,047		53,047	39,232		39,232
Supporting Services						
Management and General	16,631		16,631	19,781		19,781
Membership Development	30,824		30,824	19,883		19,883
Total Expenses and Losses	476,912		476,912	461,845		461,845
Change in Net Assets	-12,564		-12,564	16,595		16,595
Net Assets at Beginning of Year	307,647		307,647	291,052		291,052
Net Assets at End of Year	\$ 295,083	\$	\$ 295,083	\$ 307,647	\$	\$ 307,647

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

LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF FUNCTIONAL EXPENSES  
For the Year Ended December 31, 2006

	MEETINGS			GRANTS/CONTRIBUTIONS			PUBLICATIONS			SUPPORTING SERVICES					
	General	Winter Conference	Nafl Policy Forum	Winter Bd Meeting	Spring Bd Meeting	GE Contfabs	FMCS Grant	Sloan Grant	Annual Processings	Prospectives	Research Volume	Directory & Newsletter	Management & General	Membership Development	Totals
Compensation	102,706					18,489	49,605								170,800
Payroll taxes & fringes	36,107					1,513	16,029						1,365		53,649
Depreciation													3,070		1,365
Insurance															3,070
Industry Research						26,403	6,926								33,329
Bank Charges		6,796				18	3,868								363
Promotion							1,000								19,305
Fulfillment															12,299
Postage and freight															2,746
Accounting/auditing		1,234													3,025
Printing/production		556	81												5,075
Postage							3,157	1,191	2,455	18,739	8,843	4,405			39,833
Other public costs							1,191	1,560	2,720	2,461	5,079				19,648
GE Contribution Expense							6,929	6,164	7,512	8,114	4,228				32,947
FMCS Grant Expense							7								0
Sloan Grant Overhead							15,862								7
Meals, Receptions		24,034	112	2,084	2,428		224	15,000							43,882
Travel		1,756	159				4,275	639							6,829
Other meeting expenses		3,505	939	73	8		930	54							5,509
Education															90
Computer supplies/svc							420	1,335							4,900
Office supplies							708								3,145
Student and member awards															2,956
Printing Expense															3,624
Telephone Expense															17,191
Travel Expense															1,853
Chaper expenses															920
Dues															945
Duplicating															604
Other committee expenses							17								406
Miscellaneous office															1,092
	<u>136,813</u>	<u>37,621</u>	<u>1,291</u>	<u>2,157</u>	<u>2,436</u>	<u>0</u>	<u>53,047</u>	<u>121,612</u>	<u>10,179</u>	<u>28,971</u>	<u>19,418</u>	<u>13,712</u>	<u>16,631</u>	<u>30,824</u>	<u>476,912</u>

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



LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF FUNCTIONAL EXPENSES  
For the Year Ended December 31, 2005

	MEETINGS					GRANTS/CONTRIBUTIONS					PUBLICATIONS					SUPPORTING SERVICES			Totals
	General	Winter Conference	Regional Meetings	North Policy Forum	Winter Bd Meeting	Spring Bd Meeting	GE Contribution	FMCS Grant	Shan Grant	Annual Proceedings	Perspectives	Research Volume	Directory & Newsletter	Management & General	Membership Development				
Compensation	94,199						18,195	47,290								159,684			
Payroll taxes & fringes	26,331							17,301								45,632			
Depreciation														1,318		1,318			
Insurance														1,825		1,825			
Industry Research							1,505	4,975								6,480			
Bank Charges														210		210			
Promotion		7,679		10,859			688	4,214							14,621	38,061			
Fulfillment							309									7,024			
Postage and freight																2,434			
Accounting/printing		927		898				5,187								2,743			
Printing production		808		469			5	1,347	9,000	21,985	7,981				1,740	52,290			
Postage									-84	1,780	4,557					14,451			
Other public costs								5,000	1,657	4,030	6,912					19,944			
Meals		18,419		14,307	2,378	1,599	122	3,312								40,337			
Travel		1,624		892	0	482	10,495	1,643								15,146			
Other meeting expenses		3,227		13,099	107		2,275	937								24,645			
Shan Grant Overhead								13,781											
Education							248									577			
Computer & label supplies							4,237	305								335			
Office supplies							1,153									1,153			
Shan Grant member awards																1,088			
Duplicating Expense								360								360			
Telephone and FAX																757			
Chapter expenses																1,237			
Dues																621			
Other committee expenses																396			
Miscellaneous office																1,100			
<b>122,530</b>	<b>32,694</b>	<b>0</b>	<b>40,524</b>	<b>2,465</b>	<b>2,091</b>	<b>5,000</b>	<b>39,232</b>	<b>105,652</b>	<b>10,573</b>	<b>27,795</b>	<b>19,450</b>	<b>14,165</b>	<b>19,781</b>	<b>19,893</b>	<b>461,945</b>				

The accompanying notes are an integral part of these financial statements.  
Page 5

## LABOR AND EMPLOYMENT RELATIONS ASSOCIATION

STATEMENT OF CASH FLOWS  
For the Years Ended December 31, 2006 and 2005

## CASH FLOWS FROM OPERATING ACTIVITIES

	2006	2005
Change in Net Assets	\$ (12,564)	\$ 16,595
Adjustments to Reconcile Change In Net Assets to Net Cash From Operating Activities		
Depreciation	1,365	2,196
(Increase) or Decrease in Operating Assets:		
Accounts Receivable	(12,077)	(38,867)
Grants Receivable	111,331	113,616
Prepaid Expense	(322)	(395)
Inventory	(6,158)	4,732
Other Current Assets	(1,706)	(2,270)
Increase ( Decrease) in Operating Liabilities		
Accounts and Awards Payable	39,230	3,473
Accrued Liabilities	(12,434)	16,577
Dues Collected in Advance	13,562	942
Subscriptions Collected in Advance	14,001	3,755
Deferred Grant, Contribution Income	<u>(121,613)</u>	<u>(110,652)</u>
Net Cash Provided by Operating Activities	12,615	9,702
Payments for Property and Equipment	<u>0</u>	<u>(4,484)</u>
Net Increase ( Decrease) in cash and cash equivalents	12,615	5,218
Cash and short-term Investments:		
Beginning of Year	<u>474,881</u>	<u>469,663</u>
End of Year	<u>\$ 487,496</u>	<u>474,881</u>

The accompanying notes are an integral part of these statements.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2006 AND 2005**

## 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, 2006 and 2005, 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, 2006 AND 2005**Financial Statement Presentation

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

Organization Name Change

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

Contributions

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

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

Income Taxes

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

However, net income from the sale of membership mailing lists and newsletter advertising is unrelated business income, and is taxable as such. After deducting costs associated with the income, there was no tax owed for 2006 or 2005.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2006 AND 2005**Investments

The Association does not have any investments in marketable securities.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Association considers all highly liquid investments available for current use with an initial maturity of twelve months or less to be cash equivalents. Cash investments held at seven financial institutions exceeded the \$100,000 FDIC insurance limits by a total of \$12,622 at December 31, 2006 and by \$7,292 at December 31, 2005.

Inventory

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

Membership Dues – Advance Subscriptions Collected

Beginning in September, 2006, membership dues and subscriptions are assessed and recognized into income on a rolling 12-month basis. Prior to July, 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.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2006 AND 2005**

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, 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 7,533 at December 31, 2006, and \$7,561 at December 31, 2005. 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 National Policy Forum activities and additional support for the Aerospace Industry Council. Aerospace Industry Council funds have been deferred to 2007, while NPF 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 is to be 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 2006 expenses totaling \$121,612, which includes overhead charges allowed at 15%. The 2005 installment was offset with 2005 expenses totaling \$91,872, plus overhead

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2006 and 2005**

charges of \$13,780. The 2004 installment was offset with 2004 expenses totaling \$96,890, plus overhead charges of \$14,534. This leaves \$48,988 of unspent grant funds deferred.

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 of this project's funds was received from FMCS in 2006. Expenses relating to the grant in 2006 totaled \$53,047, resulting in a grant receivable at December 31, 2006 of \$15,330 to be requested from FMCS in early 2007. \$28,948 of this project's funds was received from FMCS in 2005. Expenses relating to the grant in 2005 totaled \$39,232, resulting in a grant receivable at December 31, 2005 of \$10,284 requested from FMCS in early 2006. The remaining balance of this grant to be requested or forfeited as of March 31, 2007 is \$48,052.

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 \$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, to be paid to one or more worthy persons. Two award payments totaling \$3,000 were paid in January 2006. The LERA is allowed to collect 10 % of gifts collected each year as an administrative fee. Including interest earned and paid to the account, \$46,575 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. The contributor is to make a start up contribution of an additional \$1,000 each in 2006 and 2007 to cover the award for the first two years before the fund is fully

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2006 AND 2005**

funded. After the fifteen-year period, the principle amount remaining is to be released and become available to LERA for unrestricted purposes. \$21,000 has been received as of December 31, 2006. The LERA is to collect 10% of annual contributions collected as an administrative fee.

Note 9 – Fundraising 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 all sources. Beginning in 2006, the LERA kicked off its fundraising 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 public campaign. This fundraising campaign goal is inclusive of all grants pledged and contributions given to the LERA since 2004. Total fundraising expenses in 2006 for this effort were \$17,191.





## LERA Chapters

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

### ALABAMA

Alabama

### ARIZONA

Arizona (Phoenix/Tucson)

### CALIFORNIA

Gold Rush (Oakland/San Jose)

Inland Empire (Riverside/San Bernardino)

Northern (Sacramento)

Orange County (Anaheim)

San Diego

San Francisco

Southern (Los Angeles)

### COLORADO

Rocky Mountain (Denver)

### CONNECTICUT

Connecticut Valley (Hartford/New Britain)

### DISTRICT OF COLUMBIA

Washington D.C.

### FLORIDA

Central Florida (Orlando)

West Central Florida (Tampa/Clearwater)

### GEORGIA

Atlanta

### HAWAII

Hawaii (Honolulu)

### ILLINOIS

Chicago

### IOWA

Iowa

### MARYLAND

Maryland (Baltimore)

### MASSACHUSETTS

Boston

### MICHIGAN

Detroit

Mid-Michigan (Lansing)

### MISSOURI

Gateway (St. Louis)

### NEVADA

Southern (Las Vegas)

### NEW JERSEY

New Jersey

### NEW YORK

Capital District (Albany)

Central New York (Syracuse)

Hudson Valley

Long Island

New York City

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Central (Columbus)

Northeast (Cleveland)

Southwestern (Dayton)

### OREGON

Oregon (Portland)

### PENNSYLVANIA

Central (Harrisburg)

Northeast (Bethlehem)

Philadelphia

Western (Pittsburgh)

### RHODE ISLAND

Greater Rhode Island

### SOUTH CAROLINA / NORTH CAROLINA

South Atlantic (Columbia/Charlotte)

### TENNESSEE

Tennessee Employment Relations Research Association (TERRA)

### TEXAS

Greater Houston

### WASHINGTON

Northwest (Seattle)

### WISCONSIN

Wisconsin (Milwaukee)

### CANADA

Hamilton District (Ontario)

### FRANCE

Paris

## LERA Organizational Memberships

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

We invite your organization to become a member of our prestigious, vibrant association. The Labor and Employment Relations Association (LERA) is the professional membership association and learned society of persons interested in the field of industrial relations. Formed sixty years ago, the LERA brings together representatives of labor, management, government, academics, advocates, and neutrals to share ideas and learn about new developments, issues, and practices in the field. Members share their knowledge and insights through LERA publications, meetings, and LERA listservs. In addition, the LERA provides a network of 45 chapters where professionals meet locally to discuss issues and share information.

The purpose of the LERA is to encourage research and to foster discussion of issues affecting today's workplace and workers. To that end, the LERA publishes an array of information, including research papers and commentary presented at Association meetings; the acclaimed practitioner-oriented magazine, *Perspectives on Work*; a printed and online membership directory; quarterly newsletters; and an annual research volume. Recent research volumes include *Contemporary Issues in Employment Relations*, David Lewin, editor. *The Ethics of Human Resources and Industrial Relations*, John Budd and James Scoville, editors. *Theoretical Perspectives on Work and the Employment Relationship*, Bruce E. Kaufman, editor. Other member publications and services include online IR/HR degree programs listings, an online library, job announcements, calls and announcements, competitions and awards for students and practicing professionals, and much more.

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

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

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

**ANNUAL MEMBERS 2006–2007\***

AFL-CIO  
BlueCross BlueShield  
Communication Workers of America  
Cornell, University, Institute of Conflict Resolution  
Cornell University, School of ILR  
Federal Mediation and Conciliation Service  
Intl Association of Machinists and Aerospace Workers  
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Merrimack Film  
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Rutgers University  
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UCIRHRP  
United Steelworkers of America  
University of Illinois Urbana-Champaign  
University of Toronto  
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*\*Annual organizational memberships are available at the following levels:*

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

Labor and Employment Relations Association

Enrollment Form



504 E. Armory  
 Champaign, IL 61820  
 Phone: 217.333.0072 Fax: 217.265.5130  
 Web: www.lera.uiuc.edu  
 Email: LERAoffice@uiuc.edu

*Please indicate address changes below and remember to update your LERA Online Directory listing at www.lera.uiuc.edu.*

*Please update or provide complete contact and Chapter information.*

Name: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Affiliation: \_\_\_\_\_  
 Address: \_\_\_\_\_  
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Phone: \_\_\_\_\_  
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 Email Address: \_\_\_\_\_  
 Please subscribe me to the LERA Email Listserv (free)  
 I am a member of LERA Chapter(s) \_\_\_\_\_

Membership Type (Please check one)	Membership Dues		
	<i>1 year</i>	<i>2 years</i>	<i>3 years</i>
_____ Regular Member	<input type="checkbox"/> \$130	<input type="checkbox"/> \$260	<input type="checkbox"/> \$390
_____ Additional family member at same address	<input type="checkbox"/> \$10	<input type="checkbox"/> \$20	<input type="checkbox"/> \$30
_____ Emeritus Member (at least 10 years of membership and no longer employed)	<input type="checkbox"/> \$70	<input type="checkbox"/> \$140	<input type="checkbox"/> \$210
_____ Full-time Student (limited to 4-consecutive years)	<input type="checkbox"/> \$25	<input type="checkbox"/> \$50	<input type="checkbox"/> \$75
_____ Contributing Member (includes \$90, \$180 or \$270 contribution to the LERA)	<input type="checkbox"/> \$250	<input type="checkbox"/> \$500	<input type="checkbox"/> \$750
_____ Library Subscription	<input type="checkbox"/> \$200	<input type="checkbox"/> \$400	<input type="checkbox"/> \$600

Calculate Dues:

Total Dues (from above, include shipping outside US) \$ \_\_\_\_\_

Method of Payment (U.S. funds only)

I would like to show my support for the LERA, and make the following charitable contribution to help offset growing publications and meeting expenses.

Check or Money Order     VISA  
 Mastercard

Credit Card # \_\_\_\_\_

Silver Donor (\$25).....\$ \_\_\_\_\_  
 Gold Donor (\$50).....\$ \_\_\_\_\_  
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Signature \_\_\_\_\_

**Total Dues and Contributions \$ \_\_\_\_\_**

Please update the following information  
(Select only one)

Academic:

- Business Administration
- Economics
- Human Resources
- Industrial Relations
- Labor Education
- Law
- Management
- Organizational Behavior
- Political Science
- Sociology
- Student
- University Administration
- Other (Specify)

Professional:

- Arbitration/Mediation
- Consulting
- Government
- Legal Practice
- Management: Industrial/Labor Rel
- Management: Human Resources
- Management: Public Sector
- Management: Other
- Trade Association
- Union
- Other (specify)

LERA Interest Sections

Select up to two (2):

- Collective Bargaining
- Dispute Resolution
- International
- Labor and Employment Law
- Labor Economics/Markets
- Labor Unions/Labor Studies
- Globalization, Investment and Trade
- Work and Employment Relations

LERA Industry Councils

Select up to two (2)

- Aerospace
- Airline
- Automobile
- Construction
- Health Care
- Hospitality
- Materials Processing
- Public Sector
- Public Sector - Federal
- Utilities
- Other (specify)

**Please complete this form and return with payment  
by fax or post mail to the LERA National Office**

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