

XV. IRRA ANNUAL REPORTS

IRRA Executive Board Meeting

Saturday, June 14, 2003

Radisson Hotel, Superior Room, Rosemont, IL

President Voos called the meeting to order at 12:17 p.m. Board members present included past president John Burton; president elect Marlene Heyser; secretary-treasurer Peter Feuille; and members Nancy Biagini, Jackie Blanchard, Joel Cutcher-Gershenfeld, Ann Frost, Cindy Gramm, Andy Levin, Wilma Liebman, Tia Schneider Denenberg, and Art Schwartz. Also present were Paula Wells and Suzi Millas of the national office. Past president Don O'Brien was an invited guest. Absent were board members Ronald E. Blackwell; Daniel Cornfield; Sanford Jacoby; Dennis W. Rocheleau; John C. Truesdale; Adrienne Eaton, editor in chief; and Lavonne Ritter, national chapter advisory chair.

Approval of Minutes—The minutes from the Washington, D.C., meeting, January 2, 2003, were reviewed. Marlene Heyser moved to approve the minutes, Cindy Gramm seconded the motion, and the motion was unanimously approved.

Committee and Officer Reports

Report of the Finance & Membership Committee—Don O'Brien, member of the Finance and Membership Committee, Special Strategic Membership Committee, and past IRRA president, addressed the board on behalf of Greg Woodhead, chair of the Finance & Membership Committee. O'Brien reported receiving news of \$10,000 in sponsorship monies soon to come from the General Electric Fund (Foundation) to support the publication of *Perspectives on Work*. He also reported that Tom Kochan spoke with FMCS Director Peter Hurtgen who verbally approved \$25,000 in grant funding in both 2003 and 2004, as requested by the IRRA. O'Brien thanked Lavonne Ritter

for her efforts to get the support of FMCS and Tom Kochan for his contact with Director Hurtgen. O'Brien also thanked Dennis Rocheleau for his support in obtaining the GE grant support.

In order to secure continuing grant funding for IRRA operations, a new Foundations Relations Committee has been established. It is being chaired by Hoyt Wheeler. O'Brien also pointed out that dues revenue was again projected to fall below the budgeted amount for this year, indicating a need to work harder to increase national membership or to raise funds in other ways. He discussed there was not much room for reduction of expenses in the current budget and that the board should be concerned with this matter.

Report of the Secretary-Treasurer & Executive Director—Paula Wells reported on current and recent promotional efforts, including

- a new IRRA library subscription brochure, revised 2003 membership and 2004 organizational brochures, and increased number and frequency of mailings and e-mail contacts since last fall. She reported the association gained library subscriptions and revenues partly due to the promotion of library online access to IRRA publications.
- half-price memberships have not provided any significant incentive for new members to join; the volume of new IRRA members has continued to decline and only 6% of half-price members renewed the following year. She recommended half-priced membership promotions be discontinued as a regular offering for new members except for limited times or events.
- with the advice and direction of Finance and Membership Committee Chair Greg Woodhead, the board members would be contacted soon by the national office to help recruit new members in a one-on-one capacity.
- the possible creation of a new membership type called "dual membership" allowing the option for members to pay for and join a local chapter at the same time they joined the national. Chapters would have the option to participate; it would not be mandatory. Wells recommended the board turn it over to the National Chapter Advisory Committee (NCAC) for consideration. A report on interest from the chapters was requested in January 2004. A pilot program involving a few of the more organized chapters was suggested.
- the national office will begin a program of contacting new members to encourage them to participate in association activities by sending short e-mails in conjunction with new-member materials.

Wells discussed the proposed membership dues structure for 2004. The board had voted in January to increase regular member dues to \$95 and had

asked Wells to recommend changes to the remaining membership types. Wells proposed raising contributing members to \$200, emeritus to \$55, and institutional subscribers to \$175. Student and additional family member dues would remain unchanged. She also recommended discontinuing half-price new membership offers except for special limited time frames. The board voted to accept those changes to the 2004 dues structure.

Other ideas to be considered in the future included developing a labor-management partnership rate for dues with a discounted rate for joint membership, and targeting top management and administrators as potential members. The issue of declining student membership was discussed, and ideas such as focusing on master's or undergraduate students, law, labor, and economics students; developing a conversion dues structure for recent graduates; or holding collective bargaining training were all put forward for consideration.

Report of the Special Strategic Membership Committee—President Voos asked for clarification regarding action items that would require a vote or approval by the board. Past President John Burton provided a set of recommendations and background information, including recommendations made by Hoyt Wheeler and Joel Cutcher-Gershenfeld on changing the name of the organization and adding industry and occupational sections. Member Andy Levin stated that he and other labor colleagues not present preferred an initial draft of one recommendation made to the committee, which suggested revising the association's current stated focus away from human resources management. Joel Cutcher-Gershenfeld noted that the IRRA exists at the intersection of interests in labor, management, neutral, and academic fields, and suggested that the language in the association's mission should continue to reflect the existence of this union.

After further discussion, it was determined the association would continue to remain broadly representative across the industrial relations field when describing its focus without amending the wording of the current constitution.

The issue of the possible name change for the association was discussed. Burton described the process whereby eight names were developed and then ranked by the committee, with the top two choices listed for the board. Burton acknowledged that Ron Blackwell suggested the name Work and Employment Association, which was amended to Work and Employment Relations Association and was the first choice of the SSMC members. The second choice of the SSMC was the Labor and Employment Research Association. The history of the association's name was discussed and the two names were considered. The second name, Labor and Employment Research Association, was amended to Labor and Employment Relations Association. A straw poll was

taken by the board, and there was general agreement that LERA would be recommended to the members as the new name of the association.

Wells pointed out that the process of changing the constitution, in which the name of the association is included, requires board approval and a follow-up vote of the membership for amendment. It was determined there was a need for background information, to be presented to the membership before any vote could be taken. A committee made up of Burton, Cutcher-Gershenfeld, Levine, and Schwartz would develop the wording for the reason behind the name change. The executive board endorsed the following procedure with respect to the proposed name change: First, the proposed change would be announced in the September 2003 IRRA Newsletter (which we are doing with this article), with comments solicited (please send them to the national office). Second, the local chapters of the IRRA would be asked to consider the proposal during fall 2003 and transmit their views to Lavonne Ritter, chair of the Chapter Advisory Committee. Local chapters would not need to change their own names—or may change their names at a later time. Third, the proposed name and comments would be discussed at the January 2004 meetings of the executive board and the general membership meeting. Finally, The proposed name change would then be submitted to the membership for a mail vote in spring 2004.

The basic structure of the association, with local chapters and interest sections, was discussed, but with increased emphasis on the sections and possibly adding industry or occupations councils (at the suggestion of Joel Cutcher-Gershenfeld). Joel described the basics of the plan as adding a third structural dimension to the association, including persons within a specific industry or occupational group. Advantages included 1) annual meeting benefit—if a panel existed at the meeting, it would draw those persons to the association; and 2) Sloan has funded 19 industry centers (aerospace, airline, trucking, etc.), and a partnership between those industries, Sloan, and the IRRA could be investigated (with possible funding from Sloan).

A core group and defined leadership for each council would be determined and given an industry designation upon meeting certain criteria. Concern for the IRRA administration and the need for funding for the project were emphasized. Joel supported this need and described his interaction with Sloan regarding the matter. The issue of exercising caution regarding the promising of slots at the annual meeting to specific groups was mentioned, and the use of pre- or postconference days for such sessions was discussed, as well as dues structure for the industry councils.

The forming of alliances with other organizations was mentioned and briefly discussed. The importance of the uniqueness of the association and the

ramifications of alliances with other groups (possibly taking away from our autonomy) were mentioned.

The recommendation to continue producing the current IRRA publications was discussed. Funding for the *Perspectives on Work* from the FMCS was mentioned. The *IRRA News* was discussed, and the brief online survey administered in early June was mentioned. Based on board approval, if the *IRRA News* service was to continue, external funding would be pursued in order to support Bill Canak and the service. This was considered in relationship to other publications, for example, *Perspectives on Work*, edited by Charles Whalen, who would perform a comparable amount of work but who has only received a modest reimbursement for some travel expenses.

The association dues structure was discussed, and possibilities such as salary based tiers, solicitation of funds for lifetime members, the development and undertaking of a fundraising event among members, past officers, etc., and the restructuring of dues to a 12-month membership were explored (possibly starting in January 2004).

It was also suggested that the membership be surveyed every other year regarding the relative value of benefits. The recommendation to establish five committees to undertake the before mentioned strategies was discussed. These included the Foundations Committee (exists), Sections Coordination Committee, Organizational Alliance Committee, Development (Fundraising) Committee, and National Policy and Practitioners Forum Committee. It was recommended that board members should serve on these committees. The structure of these committees as ad hoc was emphasized, as well as strongly linking the Finance & Membership Committee to these committees. It was recommended that non-elected executive board candidates would be excellent members for these committees, broadening the reach of the association.

The need for transparency in the association's structure and presentation, and the need to be open to all types of members within our committees and subcommittees were mentioned, as well as the idea of systematically engaging poster session participants to serve on a committee in order to bring others into the association, especially younger people. The suggestion was also made that board members could serve as "receptionists" for the individual sessions at the annual meeting, greeting attendees, tracking time, and even promoting IRRA membership among attendees; and President Voos indicated she would follow-up on the idea.

Report of the Fundraising Committee—John Burton indicated that this committee's name had been revised to the IRRA Foundations Relations Committee, via Hoyt Wheeler's suggestion. The focus of the committee was to build

sustaining contacts with foundations and secure long-term funding in order to stabilize the association.

Report of the 56th Annual Meeting Program Committee—President Voos briefly discussed the program and thanked the program committee for their work. She asked that members review Attachment B describing the theme of the meeting, events, and listing sessions and their tracks, titles, and chairs.

Report of the Editorial Committee—President Voos reported on behalf of Chair Adrienne Eaton that the committee had received the revisions to the proposal and had approved the 2005 volume proposal from John Budd. The volume's topic was on ethics in employment.

New Business

No new business was discussed.

Old Business

National Policy Forum (NPF)—President Elect Marlene Heyser reported she and Don O'Brien had received a preliminary positive response from a few people inside FMCS regarding the idea of holding an IRRA Policy Forum or spring meeting inside or adjacent to the FMCS labor conference in Chicago this next spring, June 2–4, 2004. The FMCS meeting is held every other year. Heyser cautioned that this was a preliminary response only and added that a committee needed to be formed to further look into the willingness of FMCS to hold a joint conference, to develop a format for these meetings, and determine a program. Heyser suggested on alternate years, the association could hold its own meeting in D.C., similar to the National Policy Forum format. Heyser planned to work with Don O'Brien, Paula Voos, and John Burton on the idea.

The board reviewed the NPF history and proposed budget, and discussed past problems and future issues. The implications for the national staff, i.e., the need to add back one half-time staff member in order to undertake adding this meeting to the workload, were discussed. Other ideas mentioned included

- holding the meeting on Saturday to allow for lower airfares for participants
- holding off-year meetings in Washington, D.C., to keep the focus of the NPF on policy issues
- including research panels and industry-focused sessions to demonstrate the association's involvement in these areas

- honoring someone of esteem at the meeting to draw attendees
- holding the meeting in the early fall so as not to conflict with the annual meeting preparation and the timing of major membership promotions undertaken by the national staff
- President Voos stated that holding the meeting with FMCS would need to be fully explored, and a business plan and program would need to be developed and approved by the board this fall if the association would be holding a meeting in spring 2004.

Adjournment—President Voos adjourned the meeting at 3:12 p.m. The next IRRA Executive Board meeting is scheduled to convene on January 2, 2004, at the Holiday Inn on the Bay, San Diego, CA.

IRRA Executive Board Meeting

January 2, 2004

East Coast Room, Holiday Inn on the Bay,
San Diego, CA

Call to Order—Paula Voos called the meeting to order. She introduced Gail Pesyna of the Alfred P. Sloan Foundation. Gail briefly discussed the grant provided by the Foundation to the IRRA for the purpose of starting up industry councils within the association and encouraged the board to think boldly in its use.

Present at the meeting were board members Nancy Biagini, Jackie Blanchard, John Burton (past president), Dan Cornfield, Joel Cutcher-Gershenfeld, Tia Schneider Denenberg, Adrienne Eaton, Peter Feuille (secretary-treasurer), Ann Frost, Cindy Gramm, Marlene Heyser (president elect), Sanford Jacoby, Andy Levin, Wilma Liebman, Lavonne Ritter (NCAC), Dennis Rocheleau, Art Schwartz, Stephen Sleigh (president elect-elect), John Truesdale, and Paula Voos. Also in attendance were committee chairs Cheryl Maranto (Education), Hoyt Wheeler (Sections and Councils), and David Lewin (Nominating); new board members Peter Berg, Amy Dean, Anthony Oliver, and Robert Taylor; and national office staff members Suzi Millas and Paula Wells.

Paula Voos welcomed the new board members and thanked and recognized those board members who will be ending their terms following the conference, including Ron Blackwell, Tia Denenberg, Cindy Gramm, and Den-

nis Rocheleau. Marlene Heyser then thanked Paula Voos for her service and presented a token of the board's appreciation.

Approval of Minutes—President Voos asked for approval of the minutes of the June 14, 2003, board meeting held in Chicago, IL. John Burton moved to accept and all members were in agreement to approve.

Committee and Officer Reports

Nominating Committee—David Lewin, chair, reported the slate of candidates on behalf of members of the Nominating Committee. The 2003 committee included Ruth Milkman, Iain Gold, Ralph Craviso, Dale Belman, Bonnie Castrey, and John Burton. Lewin announced David Lipsky as unanimous selection as president elect for 2005. The slate of nominees was discussed. Tia Denenberg made a motion to accept the slate as proposed by the committee, Nancy Biagini seconded, and the motion was unanimously passed by the board.

Foundations Committee—Chair Joel Cutcher-Gershenfeld listed the roster of the committee and reported on the issues discussed in the meeting, including the Sloan Foundation Grant; a list of foundations that Hoyt Wheeler had constructed that might be targeted for smaller, more focused funding requests; and the idea that the committee might expand to include creating links to other associations with IRRA such as the ACR, PERB, FMCS, LEL of the Bar, NBER, EPI, and many others. Joel suggested liaisons from the IRRA be designated by the president to deal with these specific associations. The need for an appropriate structure for the committee and liaisons idea was further discussed when Voos asked the board for feedback. Jacoby mentioned the need to prioritize which outside organizations the IRRA should partner with, and that this might need to be dealt with separately from the Foundations Committee. The board delayed further discussion on such linkages pending recommendations from the Foundations Committee on whether to break this out for another committee.

Sections and Councils Committee—Hoyt Wheeler stated that the committee meeting included many representatives from the IRRA sections as well as the entire committee. He provided documentation to the board regarding the purpose and structure of the sections and industry councils. He asked that the board consider approval of the ideas and recommendations within the documentation, including the issuance of a charter to be granted by the board for 5 years with organizational structure of the councils at their discretion but

with tripartite leadership and balance, and that councils operate under a consensual basis. Councils would not be allowed to participate in lobbying without consensus of the members and approval from the IRRA board. Burton pointed out the issue of lobbying on the part of the councils could place our nonprofit status at risk, and the question of the legitimacy of this activity required further discussion at a later time.

The issue of the charter period was further discussed and amended to 2 years. Other changes to the documentation included the provision for revocation of a charter, as well as removal of the wording “partisan basis” from the documentation, as well as the requirement of council members to be national association members. Voos asked for a motion to accept, Lavonne Ritter moved to accept the new document regarding the purpose of the IRRA Industry Councils, and the motion was unanimously approved.

Wheeler also asked for approval to continue with existing interest sections (grandfathered in with a 2-year charter) and to require new sections to have at least 10 members with an initial 2-year charter; to provide documentation regarding their structure; to elect officers every 3 years; to report to the board or one of the official committees on their structure and governance; and that they may or may not collect dues. Lavonne Ritter moved to accept the proposal and the motion was passed.

Development Committee—This report was not made due to David Lipsky’s absence.

Report of the Secretary/Treasurer, Finance and Membership Committee, and Executive Director—Peter Feuille mentioned the report provided to the board prior to the meeting, pointing out the slight increase in membership, but that this was not a large enough increase and that the association needed to continue building membership. Regarding the budget, he discussed the revised budget, including the deficits in 2002 and 2003. Feuille asked for approval of the 2004 budget proposed in the report reflecting the addition of another staff member to the national office, funded by the Sloan Grant and turnaround to the bottom line. The Finance and Membership Committee approved the budget and asked for board approval. Lavonne Ritter moved to approve and the 2004 budget was unanimously approved.

Feuille also reported on the recommendation by the Finance and Membership Committee to continue or maintain the 2004 dues rates for the year 2005. John Truesdale moved to approve and the motion was unanimously passed. Peter thanked Paula Wells and Joel for their work to obtain the Sloan Funding, and he emphasized the need to continue to look for other means of

funding. Voos emphasized that board members should also be financially supportive of the association.

NCAC Committee—Lavonne reported that the NCAC would make recommendations on two topics. The first was the name change. The consensus of the committee was to support the idea of the name change but in the context of the comprehensive change efforts purported by the SSMC—that is, that the board continue to aggressively address systemic changes needed to revitalize the organization. Chapter liaisons would work to disseminate pertinent information and work toward this goal.

The second recommendation was the dual membership. The proposal for dual membership included the national office promoting and processing chapter memberships to all national association members and prospect lists and collecting a small fee from the chapter for each new member passed along. The NCAC recommends the collection of data regarding other associations with a similar dues structure by a new committee or subcommittee, and that possibly some of the larger, more successful chapters be involved in this process and provide information regarding perceived benefits or added value for the chapters. Whatever action would be taken should not result in the decrease in revenues for any chapter.

Education Committee—Cheryl Maranto reported that the committee suggested the addition of a practitioner-based award in the area of teaching excellence, and that the committee would look to Sue Schurman and Pat Greenfield for guidance. Board members generally expressed support for the idea.

Editorial Committee—Adrienne Eaton reported that the committee discussed a proposal for the 2006 Research Volume, and that the proposal was rejected. The committee discussed the idea of David Lewin editing the 2006 volume and Eaton said they would be receiving a proposal from him in the future with a recommendation to come up to the board in June or next January.

The length of the Annual Proceedings was discussed while the current session structure at the annual meetings was to be maintained, only 4 papers per symposium would be published; symposium organizers would be responsible for determining which papers would be presented. Eaton mentioned that discussant comments would continue to be published.

Policy Forum 2004—Marlene Heyser reported the NPF would be held in conjunction with the FMCS National Labor-Management Conference, June 2–4, 2004, at the Grand Hyatt Regency in downtown Chicago. The program

will feature 6 IRRA Industry Council workshops and the IRRA will sponsor the Thursday morning breakfast. The next meeting of the executive board will be held Tuesday, June 1, 2004, at the Hyatt.

Program Committee 57th Annual Meeting—Marlene Heyser reported that the Program Committee vice chairs would be Bonnie Castrey and Bruce Kaufman. The topic of the number of papers to be presented was discussed with emphasis on decreasing the number of papers per session. Submissions must be received by the end of January 2004 for review by the committee. The meeting location in Philadelphia should provide a larger venue for preconference meetings and sessions. In addition the meeting would be held the second week of January, the 6–9 and that could increase attendance.

New Business

2003 Awards Report—Paula Wells reported on the awards to be presented at the general membership meeting on Sunday, January 4, 2004.

Special Strategic Membership Committee—The IRRA to LERA name change was discussed in relationship to declining membership in the national association. John Burton provided a history of the SSMC and the committee's past activities, including the development of ad hoc committees currently in existence, including the Development, Sections and Councils, and Foundations Relations Committees.

Burton pointed out to new board members that the name change had been deliberated for many years, with many recommendations, and the general consensus has been that the name IRRA does not appropriately describe the depth and activities of the association and actually creates a misconception among many people regarding the nature of the association. The name Labor and Employment Relations Association was accepted by the board, for recommendation to the general membership, in June 2003. Feedback since then from the membership had been mixed, some positive and some negative. Burton said the name change would be further discussed at the general membership meeting on Sunday and, as planned, would go to the entire membership for a vote in the summer.

Hudson Valley Chapter Meeting/New York AFL-CIO Response—Voos reported on a controversy that arose earlier in the year when several labor members expressed concern about an HV chapter's monthly meeting guest speaker. Voos asked NCAC Chair Lavonne Ritter for comment. Ritter stated that the NCAC was only an advisory committee, not a regulatory committee,

and that the committee could deliberate and provide advice to chapters on specific issues such as balance in programming. She stated the NCAC could develop and recommend guidelines on chapter programming but that programming controversies should be referred back to the individual chapter's programming committee for action.

Steve Sleigh, who had spoken to one of the concerned parties regarding the matter expressed that the party was worried that the lack of guidelines in relationship to chapters could be detrimental to the national IRRA. Some board members agreed the NCAC was in a good position to provide advice to chapters, others suggested that the NCAC should be careful to make sure they were only providing guidelines to chapters. Tia Denenberg moved that the matter be turned over to the NCAC for further review and that they look into the development of programming guidelines for chapters. All board members voted in the affirmative.

Other Business—The board went into executive session to discuss the national staff annual reviews.

Adjournment—President Voos adjourned the meeting at 10:40 p.m. The next meeting of the executive board is scheduled for June 1, 2004, at the Hyatt Regency in downtown Chicago.

IRRA General Membership Meeting

January 4, 2004

Pacific D, Holiday Inn on the Bay, San Diego, CA

Call to Order—Paula Voos called the meeting to order and welcomed new members. Saul Rubinstein invited all those in attendance to attend the industry sessions to be held Monday, January 5, to be followed by a luncheon with Sen. Jon Corzine of New Jersey as speaker.

Report of the Nominating Committee—Voos announced that the board had approved the nominee of the IRRA Nominating Committee for president elect in 2005 and that the nominee was David Lipsky, Cornell University. Lipsky's name will be placed on the ballot in spring 2004.

Report of the Finance and Membership Committee—Pete Feuille reported that membership was slightly up for this year and stated that the organiza-

tion needed to continue to work toward increasing membership. He reported that membership dues would be \$95 for 2004 and 2005 for regular members. Contributing membership dues increased to \$200, but most other dues categories remained the same. He reminded the group of the last year's deficits, and reported that a substantial grant was to be received from the Sloan Foundation and would reduce the association's deficit.

Industry Councils Initiative and announcement of new IRRA committees—Paula Voos explained the new Industries Councils Initiative to be developed over the next three years with the Sloan Grant. She also announced the creation of three new ad hoc committees based on the recommendation of the Special Strategic Membership Committee: Development, chaired by David Lipsky; Foundations Relations, chaired by Joel Cutcher-Gershenfeld; and Sections and Councils Coordinating, chaired by Hoyt Wheeler.

Best Dissertation Awards Presentation—John Burton, chair of the Best Dissertation Awards Committee presented the Best Dissertation Award and honorable mention certificates to the 2003 honorees. The winner of the Best Dissertation Award for 2003 was Anthony Zumbolo. Honorable mention was given to Elizabeth Craig, Lydia Fraile, and Haejin Kim.

Excellence in Education Awards—Rachel Hendrickson, chair of the Excellence in Education Awards Committee, presented an award for 2003 to Kenneth Dau Schmidt. Also receiving an award but not in attendance was Stephen Ashby.

Outstanding Young Scholar & Practitioner Awards—Paula Voos reported that the executive board was considering naming an Outstanding Young Scholar-Practitioner Award in the name of the late Susan Eaton, or possibly naming another award or honor in her name. Harry Katz, chair of the IRRA Awards Committee described and presented the 2003 awards. He presented the 2003 Young Scholar Award to Frits Pil, in the international category; individual Outstanding Young Scholar awards to Alexander Colvin and John Logan in the domestic categories; and the 2003 Outstanding Young Practitioner Award to John Amman for his contributions to the industrial relations profession.

IRRA Chapter Awards—Lavonne Ritter, chair of the NCAC, described the purpose of the chapter awards and presented the Chapter Star Award to the Alabama Chapter. She then presented Outstanding Chapter Awards to the Chicago, Orange County, and Washington, D.C. Chapters. She acknowledged

those chapters who had won Chapter Merit Awards in 2003, including Arizona, Gateway (St. Louis), Hawaii, Hudson Valley NY, New Brunswick, San Diego, TERRA (Tennessee), West Central FL (Tampa) and Wisconsin. These were presented earlier in the day at the chapter representatives meeting. She thanked all of the chapters for their continued efforts.

Lifetime Achievement Award—Paula Voos announced that the late Clark Kerr, IRRA president, 1954, was named as the IRRA Lifetime Achievement Award winner for 2003, and presented the award posthumously.

National Policy Forum—The next IRRA National Policy Forum will be held in conjunction with the FMCS National Labor-Management Conference at the Hyatt Regency in downtown Chicago, June 2–4, 2004, with focus on industries councils and featuring an IRRA-sponsored breakfast on June 3, 2004.

IRRA 57th Annual Meeting—The next annual meeting would be held in Philadelphia, PA, January 6–9, 2005. Session proposals would be due January 10, 2004.

Old Business—Regarding the name change, Paula Voos announced the impending vote by mail on the proposed new name for the association, to be changed from IRRA to LERA, or Labor and Employment Relations Association. John Burton described the background regarding the name change, including declining membership. The association had introduced the *Perspectives on Work* magazine and National Policy Forum in the attempt to attract practitioners to the association, and that the introduction of the industry councils to the association and the idea of the name change were just a part of the process to rejuvenate the association. He described the wide scope of interests of the association and that many people associate the term industrial relations with the manufacturing industry, and the limitations that term created for the association. He stated that a written ballot would be sent to IRRA members for a vote on the name change in spring 2004 and asked for comments from the floor. Lavonne Ritter, chair of NCAC, added that the local chapters would not be required to change chapter names.

Request for New Business or comments from the floor—Paula Voos requested new business from the floor. Joel Cutcher-Gershenfeld described the industry councils to be developed with the support, via funding, from the Sloan Foundation. He reported that the grant totaled \$387K.

Adjournment—Paula Voos announced that Marlene Heyser would serve as the IRRA president for 2004 and welcomed her to the office by turning over the gavel. Heyser thanked her and the group and expressed her excitement in taking over the position. Heyser adjourned the meeting at 7:05 p.m. The next IRRA general membership meeting will be held January 8, 2005, at the Wyndham Hotel at Franklin Plaza in Philadelphia, PA.

STAN FELLER, CPA

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INDEPENDENT AUDITOR'S REPORT

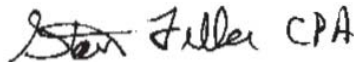
Board of Directors
Industrial Relations Research Association
1211LR Building
504 East Armory Avenue
Champaign, Illinois 61820

I have audited the accompanying financial statements of the Industrial Relations Research Association (a nonprofit organization), State of Illinois, as of and for the years ended December 31, 2003 and 2002, as listed in the table of contents. The 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. My audit provides a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Industrial Relations Research Association as of December 31, 2003 and 2002, 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 16, 2004



INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF FINANCIAL POSITION
October 31, 2003 and 2002

ASSETS	2003	2002
Current Assets		
Cash and Certificate of Deposit	\$ 370,582	\$ 316,308
Accounts Receivable	56,535	77,587
Grants Receivable	0	67,935
Prepaid Expense	3,830	2,814
Inventory	18,076	23,358
Accrued Interest Receivable	<u>337</u>	<u>0</u>
Total Current Assets	<u>449,360</u>	<u>488,002</u>
Property and Equipment	13,695	12,604
Less: Accumulated Depreciation	(8,918)	(6,948)
TOTAL ASSETS	454,137	\$ 493,658
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts Payable	\$ 59,703	\$ 11,076
Accounts Payable to UCIRHRP	6,852	0
Accrued Liabilities	19,327	0
Dues Collected in Advance	101,673	107,887
Subscriptions Collected in Advance	33,190	30,300
Grants Payable to George Meany Center	0	74,684
Total Current Liabilities	<u>220,745</u>	<u>223,947</u>
Net Assets		
Unrestricted		
Operating	233,392	269,711
Total Net Assets	233,392	269,711
TOTAL LIABILITIES AND NET ASSETS	\$ 454,137	\$ 493,658

The accompanying notes are an integral part of these financial statements

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF ACTIVITIES
Year Ended December 31, 2003 and 2002

	2003		2002	
	12/31/03		12/31/02	
Revenue and Other Support				
Member Ship Dues	161,999	\$ 161,599	182,410	162,410
Subscriptions	41,670	41,670	29,606	29,605
Chaplain Fees	7,250	7,250	9,073	9,073
Publications	2,407	2,407	1,378	1,376
Accounting	1,120	1,120	770	770
Mailing and Rental	5,612	5,612	5,310	5,310
Royalties	8,937	8,937	9,741	9,741
Meeting Income	18,905	16,905	33,731	33,731
Interest income	5,614	5,614	8,801	8,801
Member Contributions	2,310	2,310	7,115	7,94
Contributions				
General Grant		10,000		
FMS Grant				101,593
Other Grants				
Restrictive Contributions		<u>0</u>	101,593	<u>0</u>
Total Revenue and Other Support	215,424	<u>265,424</u>	370,355	<u>371,35</u>
Expenses				
Program Expenses				
General	137,158	137,158	138,573	138,573
Membership	38,736	38,736	76,380	76,300
Publications	75,117	75,117	109,343	109,343
Program Expenses				
MCS Project		0	101,593	101,593
General Foundation Project	10,000	10,000	0	0
FMS Grant Expenses		0	13,205	13,205
Support and Services				
Management General	19,582	19,582	17,640	17,640
Membership	21,060	21,000	33,514	33,614
Total Expenses and Losses	301,743	301,743	487,448	487,448
Change in Net Assets	-36,319	-36,319	-117,093	-117,093
Net Assets at Beginning of Year		269,711	396,804	388,804
Net Assets at End of Year		<u>\$ 233,392</u>	279,711	<u>\$ 271,711</u>

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

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2003 and 2002

CASH FLOWS FROM OPERATING ACTIVITIES

	2003	2002
Change in Net Assets	\$ (36,319)	\$ (117,093)
Adjustments to Reconcile Change in Net Assets to Net Cash From Operating Activities		
Depreciation	1,970	2,365
(Increase) or Decrease in Operating Assets:		
Accounts Receivable	21,052	(31,407)
Grants Receivable	67,935	(48,015)
Prepaid Expense	(1,016)	11,607
Inventory	5,282	(11,298)
Other Current Assets	(337)	1,095
Increase (Decrease) in Operating Liabilities		
Accounts and Grants Payable	(19,205)	59,332
Accrued Liabilities	19,327	(12,268)
Dues Collected in Advance	(6,214)	(509)
Subscriptions Collected in Advance	2,890	4,775
Deferred Income	<u>0</u>	<u>0</u>
Net Cash Provided by Operating Activities	55,365	(141,416)
Payments for Property and Equipment	(1,091)	0
Net Increase (Decrease) in cash and cash equivalents	54,274	(141,416)
Cash and short term Investments:		
Beginning of Year	316,508	457,724
End of Year	\$ 370,582	<u>316,308</u>

The accompanying notes are an integral part of these statements.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2003 AND 2002

Note 1 – Nature of Activities and Significant Accounting Policies

Nature of Activities

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

Basis of Accounting

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

Contributed Services

During the years ended December 31, 2003 and 2002, the value of contributed services meeting the requirements for recognition in the financial statements was not material and has not been recorded.

Estimates

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

Property, Plant and Equipment

Property, plant and equipment are carried at cost. Depreciation is provided using the straight-line method over an estimated five to seven year useful life. In 2002, approximately \$36,000 of fully depreciated furniture and equipment, which had become obsolete and is no longer in service by the Organization, was written off.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

**NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2003 AND 2002**

Liabilities Presentation

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

Contributions

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

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

Income Taxes

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

However, net income from the sale of membership mailing lists and newsletter advertising is unrelated business income, and is taxable as such. After deducting costs associated with the income, there was no tax owed for 2003 or 2002.

Investments

The Association does not have any investments in marketable securities.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Association considers all highly liquid investments available for current use with an initial maturity of twelve months or less to be cash equivalents.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2003 AND 2002

Inventory

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

Membership Dues – Advance Subscriptions Collected

Membership dues and subscriptions are assessed on a calendar year basis and are recognized on an accrual basis. Funds received for 2004 and future years are reported as collected in accordance on the statement of financial position.

Functional Allocation of Expenses

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

Note 2 - Arrangements with the University of Illinois

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

Note 3 – General Electric Foundation Grant

On June 16, 2003, the IRRA was awarded a \$10,000 grant for publishing online its December "Perspectives on Work" magazine in 2003. These grant funds partially covered production and printing costs related to its Perspectives magazine and the online issue for 2003. The IRRA followed the specific grant requirements outlined on the GE Foundation website under "Working with the Foundation" heading for the expenditure of this grant. As of June 17, 2003, the IRRA had received the entire \$10,000 of the grant. Since all grant monies were received and expended as of December 31, 2003, this grant account has been closed.

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION
NOTES TO FINANCIAL STATEMENTS DECEMBER 31,
2003 AND 2002**

Note 4 – Federal Mediation and Conciliation Services Grant #00-IL/PSE-019

On October 1, 2000, the IRRA received notification that it was to service a grant for \$139,000 for the "Workplace []ue and Collective Bargaining In the Classroom" project. Those providing the grant funds were FMCS - \$125,000, NEA - \$5,000, AFT - \$5,000, AFLCIO - \$2,000, and IRRA general fund - \$2,000. The IRRA contracted with George Meany Center to administer the educational objectives of the grant. The IRRA was the initial recipient of the grant funds, then would pay the funds out to George Meany Center when the grant expenses were incurred and billed by George Meany. The IRRA received \$17,487.00 in 2001. In 2002, the IRRA received \$53,577.70. All remaining grant money totaling \$67,935.29 was billed by December 31, 2002, but was not received until February 27, 2003. \$63,455.69 of grant funds collected by IRRA were remitted to George Meany Center by December 31, 2002. \$74,684.16 of remaining grant funds was listed as payable to George Meany Center at December 31, 2002. The IRRA was allowed to retain \$860.15 of total grant funds collected for servicing this grant.

In 2001, the IRRA had recognized \$37,407 income on the FMCS grant, but had incurred general expenses related to the grant of only \$24,202. The IRRA recognized the remaining \$101,593 of the grant as earned in 2002, and the general expenses realized were \$114,798. In 2001, additional operational expenses were allocated to the grant to even the expenses with the revenues each year, because the IRRA was not notified by the George Meany Center until late 2002 how much the IRRA could retain for servicing this grant. The difference of \$13,205 was shown as a separate expense line item in 2002, showing the timing difference between the income and expenses over the two year project. This grant was closed on February 27, 2003, upon receipt of the last \$67,935.29 of grant funds.

Note 5 – UCIRHRP servicing arrangement to administer business

On January 3, 2003, the IRRA entered into a servicing arrangement to administer the business of the University Council of Industrial Relations and Human Resources Programs (UCIRHRP). These servicing duties include dues notification and collection, annual meeting arrangement and report preparation, and maintaining a data base and network communications for this separate organization. A separate financial statement is maintained for this company, but

**INDUSTRIAL RELATIONS RESEARCH ASSOCIATION
NOTES TO FINANCIAL STATEMENTS DECEMBER 31,
2003 and 2002**

the fund's cash is maintained in IRRA's general bank account. The amount of cash belonging to UCIRHRP in the general account is shown on IRRA's balance sheet as Due to UCIRHRP. The initial deposit of UCIRHRP funds were wired to IRRA on September 22, 2003, at which time the IRRA began this servicing arrangement. At December 31, 2003, UCIRHRP's cash balance in IRRA's custody was \$6,851.55.

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IRRA CHAPTERS

For contact information on a chapter in your area, visit the IRRA Web site at www.irra.uiuc.edu.

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IRRA Organizational Memberships

The IRRA 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 Industrial Relations Research Association (IRRA) is the professional membership association and learned society of persons interested in the field of industrial relations. Formed more than fifty years ago, the IRRA 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 IRRA publications, meetings, and IRRA listservs. In addition, the IRRA provides a network of 50 chapters where professionals meet locally to discuss issues and share information.

The purpose of the IRRA is to encourage research and to foster discussion of issues affecting today's workplace and workers. To that end, the IRRA 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 *Theoretical Perspectives on Work and the Employment Relationship*, Bruce E. Kaufman, editor; *Labor-Management Relations in Government Employment*, David Lipsky and Jonathan Brock, editors; *Collective Bargaining in the Private Sector*, Paul F. Clark, John T. Delaney, and Ann C. Frost, editors; and *The Future of the Safety Net: Social Insurance and Employee Benefits*, Sheldon Friedman and David Jacobs, editors. Other member publications and services include online IR/HR degree programs listings, an online library, job announcements, calls and announcements, competitions and awards for students and practicing professionals, and much more.

IRRA is a non-profit, 501(c)(3) organization governed by an elected executive board composed 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 IRRA research and information, and numerous professional opportunities. Organizational members receive all IRRA 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 IRRA National Office, 504 East Armory Ave., Room 121, Champaign, IL 61820. Visit the IRRA on the Web at www.irra.uiuc.edu.

The IRRA gratefully acknowledges the continued support of its Sustaining and Actual Organizational Members.

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