





OFFICE OF THE GOVERNOR  
State of California

November 3, 1995

TO: THE INSTITUTE OF INDUSTRIAL RELATIONS  
AT THE UNIVERSITY OF CALIFORNIA, BERKELEY

On behalf of the State of California, it is my distinct pleasure to extend my sincere congratulations and best regards as the Institute of Industrial Relations celebrates its 50th Anniversary.

Since 1945, the Institute of Industrial Relations has distinguished itself in research, education, and community services, and has earned the respect and appreciation of all who are familiar with their efforts. IIR's efforts to improve labor-management relations in California, and indeed throughout the world, have brought national and international recognition to this prestigious academic institution, and bolstered the stature of the University of California.

I salute the Institute of Industrial Relations for the vital bridge it forms between labor/management research and practice, a bridge which benefits employees and employers around the world. IIR's research, and the practical applications it has produced, have helped the Golden State maintain its status as a global economic leader. I am proud to join all who have gathered on this occasion to honor them for their outstanding record of accomplishment.

On this auspicious milestone, I send my very best wishes for a memorable Gala Celebration, and for IIR's continued success with its good work.

Sincerely,

A handwritten signature in cursive script, appearing to read "Pete Wilson".

PETE WILSON

### 50TH ANNIVERSARY COMMITTEE

**Clark Kerr & Lloyd Ulman**, Co-Chairs; **Clair Brown**, Director, IIR; **Earl F. Cheit**, Dean Emeritus, Haas School of Business; **Mary Ruth Gross**, Chair, Center for Labor Research and Education; **Terence Huwe**, Head Librarian, IIR Library; **Carol Vendrillo**, Director, California Public Employee Relations; **Diane Leite**, Business Manager, IIR; **James Lincoln**, Associate Director, IIR; **Raymond Miles**, Past Director, IIR; **George Strauss**, Past Director, IIR; **Don Vial**, Past Chair, Center for Labor Research and Education; and **Sheldon Zedeck**, Past Director, IIR.

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*Dear friends and colleagues,*

We are proud to share with you our celebration of the fiftieth anniversary of the Institute of Industrial Relations. Many of you have first-hand knowledge of the Institute's world-renowned leadership in work and employment issues.

The Institute of Industrial Relations, an integral part of the University of California at Berkeley, has accomplished much in its 50-year history. Our outstanding faculty publish work that is widely respected in the labor and business communities, and our community programs have taught leadership and mediation skills to hundreds over the past three decades.

Institute faculty have been drawn from a wide variety of academic disciplines, including the Departments of Economics, Political Science, Sociology, History, and Boalt Law School and the Haas School of Business. Faculty members have made significant contributions to public policy, helping to chart the course of employment development through both Republican and Democratic Administrations.



*IIR 50th Anniversary Celebration Co-Chairs, Lloyd Ulman and Clark Kerr*

It is this rich heritage of education, research, and community service that we celebrate in 1995. As we outline our goals and look ahead to the next millennium, we feel confident that the Institute will continue to take the lead in the area of industrial relations policy.

Sincerely,

A handwritten signature in cursive script, appearing to read "Clark Kerr".

Clark Kerr  
President Emeritus, UC  
Co-Chair  
50th Anniversary Committee

A handwritten signature in cursive script, appearing to read "Lloyd Ulman".

Lloyd Ulman  
Professor Emeritus, Economics  
Co-Chair  
50th Anniversary Committee



*Dear friends and colleagues,*

Tonight we gather to celebrate our joint achievement of IIR providing 50 years of international leadership in labor and workplace research, education, and community service.

The Institute of Industrial Relations' proud history is a story of dedicated scholarship and service by our faculty, students, and staff working with business, labor, and government leaders. Our distinguished faculty and talented graduate students conduct research that builds the knowledge base while linking new insights to practice and policy. In the best Berkeley tradition, as we uncover new insights and develop innovative solutions, we continue to stay at the forefront of policy. As IIR serves as a bridge between the skills and resources of the University and the communities of labor, business, and government, the Institute's dedication to graduate training remains one of its most important achievements.

Thank you for joining us tonight as we celebrate our past and look toward the future of IIR as a valuable and unique element in the mosaic of academic excellence that is the University of California at Berkeley.

With warm regards,

A handwritten signature in black ink that reads "Clair Brown". The signature is fluid and cursive.

Clair Brown  
Professor of Economics  
Director, Institute of Industrial Relations

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## *IIR: A History of 50 Years of Excellence in Research, Education, and Community Service*

IIR's story could be considered as having begun in the 1920's when Berkeley boasted a nucleus of influential economists interested in labor. Notable among them were Ira Cross, Paul Taylor, and Charles Gulick. Berkeley had one of the country's first labor education schools, and during the 1930's Berkeley faculty were active and influential in San Francisco labor relations.

The Institute's inception is linked to a luncheon held in 1944 between then-University President Robert Gordon Sproul and then-Governor Earl Warren, both alumni of Berkeley. Warren asked Sproul whether the University might enlarge its educational base in labor and industrial relations and so facilitate, "open and honest labor-management relationships." Sproul was not unprepared for the Governor's proposal as he and other Berkeley faculty had long been concerned with potential high unemployment during the immediate postwar period. Sproul and Professor Gulick were instrumental in the founding of IIR with their preparation of the Governor's formal proposal for its funding.

The Institute of Industrial Relations was subsequently approved by the legislature, and it was decided that two institutes would be created, one each on the Los Angeles and Berkeley campuses.

The work of the Institute began in earnest in 1945 when, after

careful deliberation, Professor Clark Kerr was chosen as the Institute's first Director. Kerr's candidacy had been strongly recommended by leaders from both labor and management.



*Past Directors of IIR, from left to right: Lloyd Ulman, George Strauss, Clark Kerr, Raymond Miles, and Sheldon Zedeck.*

Kerr was instrumental in bringing faculty together from a variety of disciplines. After Kerr was appointed Chancellor of Berkeley, and then President of the University, IIR Assistant Director Arthur Ross was named Director. Ross established the Institute's prominent book publication series, and presided over the 1961 birth of the professional journal, *Industrial Relations*, which continues to be widely-recognized both domestically and internationally for its excellence in the field.



*The Institute's Minority Leadership Program, initiated in the late sixties trained minority trade unionists as union officers and community leaders.*

In 1963 Professor Lloyd Ulman's tenure as Director began, resulting in fruitful labor collaborations, including the creation of the Center for Labor Research and Education (CLRE). Professor Raymond Miles followed Lloyd Ulman as Director, and after he was named Dean of the Haas School of Business, George Strauss, Professor of Business, was appointed

Institute Director. Professor Strauss was followed by Professor Sheldon Zedeck, currently Chair of the Department of Psychology.



Past Associate Directors include long-time incumbent Margaret (Peg) Gordon, Lloyd Fisher, Earl (Bud) Cheit, George Strauss, Raymond Miles, Clair Brown, Sheldon Zedeck, Michael Reich, Glenn Carroll.



During its 50 years of operation IIR has taken a leading national role in work and

*History continued on page 16*

*Above, past Chair of the Center for Labor Research and Education, Don Vial.; Below, Founder and Director Emeritus of the California Public Employee Relations Program, Dr. B.V.H. Schneider.*

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*In grateful appreciation for their continued support of the Institute of Industrial Relations, the 50th Anniversary Committee would like to thank the following contributors for their generosity.*

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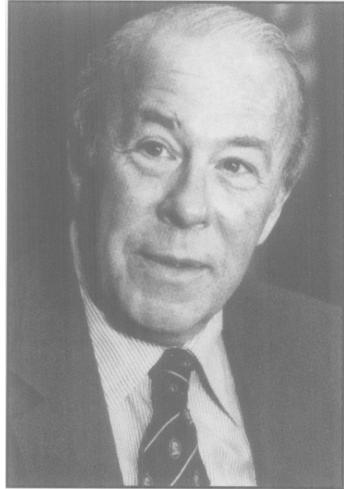
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| <p>Alameda County Central<br/>Labor Council<br/>Association of Flight<br/>Attendants, Council 11<br/>Ms. Bonnie Bogue<br/>Building and Construction<br/>Trades Council<br/>Prof. Glenn Carroll<br/>Profs. David and Ruth Collier<br/>Central Labor Council of<br/>Contra Costa County<br/>Prof. Earl F. Cheit<br/>Edward Chiera Associates<br/>Mr. David Concepcion<br/>Mr. Robert J. Flanagan<br/>Ms. Mary Ruth Gross<br/>Mr. George Hildebrand<br/>Mr. Terence Huwe<br/>ILGWU, Pacific Northwest<br/>District Council<br/>International Longshoremen's<br/>&amp; Warehousemen's Union<br/>Local 10<br/>Hon. Hagar El Islambouly<br/>Hon. Alexci Kashkovskiy<br/>Prof. Clark Kerr<br/>Prof. David Levine<br/>Los Angeles Plumbers<br/>Local 78<br/>Ms. Susan R. Mendelsohn<br/>Mr. Peter Meyer<br/>Milk Drivers &amp; Dairy<br/>Employees Local No. 302<br/>Prof. and Mrs. Raymond Miles</p> | <p>Operating Engineers Union Local 3<br/>Plumbers Union Local 78<br/>Plumbers, Steamfitters, &amp;<br/>Refrigeration Fitters,<br/>UA Local 393<br/>Mr. Harry Polland<br/>Mr. William E. Riker<br/>Mr. Ted Saenger<br/>San Francisco Firefighters<br/>Local 798<br/>San Joaquin Public Employees<br/>Association<br/>San Mateo County Central<br/>Labor Council<br/>Dr. B. V. H. Schneider<br/>South Bay Labor Council, AFL-CIO<br/>Dr. Paul Staudohar<br/>Prof. and Mrs. George Strauss<br/>Teamsters Joint Council 7<br/>Teamsters Joint Executive<br/>Council No. 77<br/>Teamsters Union Local 70<br/>Teamsters Automotive Employees<br/>Union Local 78<br/>Prof. and Mrs. Lloyd Ulman<br/>Union of American Physicians<br/>and Dentists<br/>Union of Needletrades, Industrial,<br/>and Textile Employees<br/>UFCW, Local 1179<br/>United Educators of San Francisco<br/>Ms. Carol Vendrillo<br/>Don and Rosemary Vial</p> |
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## 50th Anniversary

*George P. Shultz* was sworn in on July 16, 1982 as the 60th U.S. Secretary of State and served until January 20, 1989. During that time, he was awarded the Medal of Freedom, the nation's highest civilian honor.



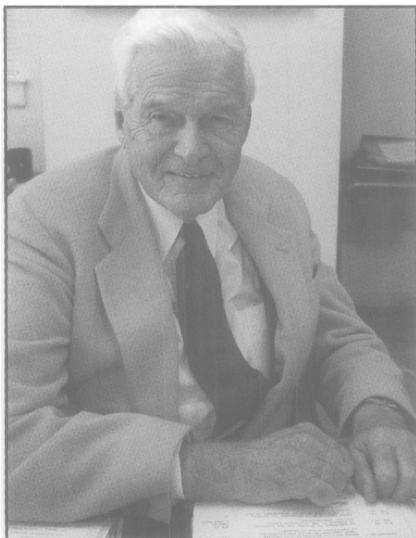
Mr. Shultz graduated from Princeton University in 1942, receiving a B.A. degree in Economics and earned a doctorate in Industrial Economics from the Massachusetts Institute of Technology in 1949. He took a year's leave of absence from M.I.T.'s faculty in 1955 to serve as senior staff economist on the President's Council of Economic Advisors during the Administration of President Eisenhower.

Mr. Shultz served in the Administration of President Nixon as Secretary of Labor for eighteen months until June of 1970, at which time he was appointed Director of the Office of Management and Budget. He became Secretary of the Treasury in May 1972 and also served as Chairman of the Council on Economic Policy.

Mr. Shultz, Jack Steele Professor of International Economics, Emeritus, Stanford University Graduate School of Business, is currently a Director of Bechtel Group, Inc and Distinguished Fellow at the Hoover Institution.

Mr. Shultz's publications include: *Turmoil and Triumph: My Years as Secretary of State* (1993), *Economic Policy Beyond the Headlines* (1978), *Workers and Wages in the Urban Labor Market* (1970), *Guidelines, Informal Controls, and the Market Place* (1966), and *Management Organization and the Computer* (1960).

## Celebration Honorees



*John (Jack) F. Henning*, has dedicated 25 years of service as the Executive Secretary-Treasurer of the California Labor Federation, AFL-CIO.

Jack Henning was born and raised in San Francisco. He has been Principal Officer of the California Labor Federation, the official state AFL-CIO organization since 1970. He has been associated with the Federation, which represents some two million union members, since 1949.

In past years he has served as president of the Board of Permit Appeals of the City and County of San Francisco and as the Director of the California Department of Industrial Relations. Mr. Henning took leaves of absence to serve as the U.S. Under Secretary of Labor in 1962, serving through the Kennedy and Johnson Administrations. From the Department of Labor, he accepted the position of U.S. Ambassador to New Zealand in 1967, serving until 1969.

In addition to his many roles in labor and government, Mr. Henning has been active in education. He has served as a member of the Board of Trustees at St. Mary's College and the Board of Regents of Lone Mountain College in San Francisco. In 1977, Mr. Henning joined the Board of Regents of the University of California, serving through 1989.

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*Institute of Industrial Relations*  
*50th Anniversary Honorary Committee*

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**Rome Aloise**  
Trustee, Teamsters Joint  
Council 7

**Mary Bergan**  
President, California  
Federation of Teachers

**Craig Berggold**  
Education &  
Development Director  
We Do the Work

**Bonnie Bogue**  
Past Director, CPER, IIR

**Barbara Boxer**  
United States Senator  
State of California

**Willie Brown**  
Speaker Emeritus  
California Assembly

**Philip J. Carney**  
President, UFCW 1179

**Michael Casey**  
President  
HERE, Local 2

**Ed Chiera**  
Ed Chiera Associates

**David A. Concepcion**  
Arbitrator

**Amy Dean**  
Business Manager & CEO  
South Bay Central Labor  
Council

**Shirley Dean**  
Mayor, City of Berkeley

**Lou Fernandez, Jr.**  
Past Vice President  
Chevron

**Joseph Garbarino**  
Professor Emeritus  
Haas School of Business

**Joseph Grodin**  
Professor  
Hastings College of Law

**Albin Gruhn**  
President  
California Labor  
Federation, AFL-CIO

**Pete Guidry**  
CLRE, IIR

**John C. Hall**  
Business Manager  
L.A. Plumbers  
Union Local 78

**Roy A. Henderson**  
Vice Chairman &  
Executive Vice President  
The Bank of California

**Walter Johnson**  
Secretary-Treasurer  
San Francisco Central  
Labor Council

**Kathleen Kinnick**  
Director, Women's Activities  
OPEIU Local 3

**Stuart Korshak**  
Korshak, Kracoff, Kong,  
and Sugano

**Liz Loeffler**  
President, Association of  
Flight Attendants, Council 11

**Brian McWilliams**  
ILWU

**Chuck Mack**  
Secretary-Treasurer  
Teamsters Local 70

**Owen Marron**  
Executive Secretary  
Alameda County  
Central Labor Council

**Larry Martin**  
Transport Workers Union of America

**Larry Mazzola**  
Business Manager, Pipetrades Local 38

**Marty Morgenstern**  
Past Chair, CLRE, IIR

**Henry Nunn**  
Painters & Decorators Joint Committee

**Peter Olney**  
LAMAP

**Gino Pierotti**  
Past Vice President, Shell Oil

**Harry Polland**  
Economist

**Art Pulaski**  
Executive Secretary  
San Mateo County Central  
Labor Council

**Katie Quan**  
District Manager  
Union of Needletrades,  
Industrial and Textile Employees

**Charles Reiter**

**Steve Roberti**  
Executive Secretary-Treasurer  
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**Susan Sachen**  
West Coast Director of Training  
AFL-CIO Organizing Institute

**Ted J. Saenger**  
Past President and CEO, Pacific Bell

**Betty Schneider**  
Past Director, CPER, IIR

**David Sickler**  
Director, AFL-CIO Region 6

**Jodee Smith**  
CSEA/SEIU Local 1000

**Dwight Steele**

**Archie Thomas**  
Business Manager  
Northern California Council of  
Laborers

**Clyde Trombettas**  
Grievance Chair  
OCAW International Union, 1-326

**Thomas W. Tusher**  
President and COO  
Levi Strauss & Co.

**Paul Varacalli**  
Executive Director  
SEIU Local 790

**Shirley Ware**  
SEIU Local 250

**Larry Williams**  
Assistant General Manager, BART

**Larry Wing**  
President, ILWU Local 10

**Janice Wood**  
Vice President  
CWA District 9

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*Units within the  
Institute of Industrial Relations*

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**The Center for Labor Research and Education (CLRE)**

facilitates communication on issues relevant to both the labor movement and academia through its publications, educational programs, and research materials concerning organized labor. It promotes a participatory style of education, and develops programs to meet the needs of individual unions, as well as offering multi-union conferences on issues affecting the

*CLRE promotes a participatory style of education and develops programs to meet the needs of individual unions.*

future of the labor movement. CLRE publishes books, pamphlets, and a newsletter entitled, *The Labor Center Reporter*.

*CLRE past chairs include: Donald Vial, Norman Amundson, Paul Chown, and Martin Morgenstern*

**The California Public Employee Relations**

**(CPER)** Research and Publications Program began in 1969 to assist management and labor representatives in handling the special problems in public sector employment relations. CPER serves the changing needs of those involved in the bargaining process and engaged in public policymaking; it also maintains a specialized research archive for use by students, faculty and practitioners. CPER publishes the bimonthly journal *CPER* and the CPER Easy Reference Pocket Guide series and conducts public sector employment relations research.

*Past directors include: Dr. B.V.H. Schneider and Bonnie G. Bogue*

**The Institute's Library**, which is open to the public, houses the largest labor relations research collection on the west coast. It is a vital resource for faculty and students in numerous disciplines. Its collection exceeds 64,000 volumes including labor and management-related periodicals, government documents, and books. The Library grants access to electronic information resources from the free use of the Internet to pay-for-use services such as Knight-Ridder Information Services and LEXIS/NEXIS. The Library also manages the Institute's substantial presence on the World Wide Web and monitors emerging developments in electronic media of all types.



*Past Librarian, Gwendolyn Lloyd was crucial in the formation and development of the Institute of Industrial Relations Library in the first 29 years of its existence.*

***Industrial Relations***, the Institute's academic journal, is now in its thirty-fourth year of publication. With four issues a year, *Industrial Relations* offers an international perspective on current topics in industrial relations. Each issue includes research articles, notes, and symposia on all aspects of employment relations and the labor market. The editors are supported by an outstanding Board of Reviewers, as well as over 700 referees from academic institutions around the world.

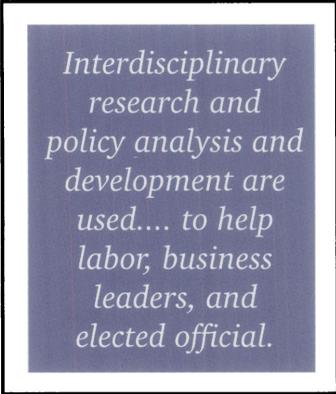
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## **The National Center for the Workplace**

**(NCW)** addresses the problems created by the convergence of socio-economic, political and technological changes in the workplace. Various approaches, including interdisciplinary research, and policy analysis and

development, are used. NCW was created by Congress, and today receives funding from private foundations, including Sloan. The NCW identifies how to expand knowledge through research of problems facing the American workplace in order to help labor and business leaders and elected officials find solutions to today's challenges.



*Interdisciplinary research and policy analysis and development are used.... to help labor, business leaders, and elected official.*

## **The Center for Community Economic**

**Research (CCER)** brings scholars, community leaders and unionists together in a collaboration to develop economic alternatives for the U.S. CCER's Economic Democracy Information Network (EDIN) is an on-line server that electronically provides information on the Internet. EDIN facilitates research and communication on economic issues, and is the first archive to link information on the economic aspects of conversion, development and the environment.

**The Center for Organizational Theory (COT)**, directed by Professor Glenn Carroll, develops and supports research activities on the relationships between organizational factors and productivity, efficiency, and innovation. Founded in June 1995, COT addresses these important issues by seeking to advance basic and applied knowledge about organizations and organizational processes. Incorporating social scientists from all disciplines, especially sociology, psychology, and economics, COT recognizes that a diversity of approaches is critical to advancing our understanding of how organizations operate.

*Selected Publications of the Institute of Industrial Relations*

**California Workers Rights: A Manual of Job Rights, Protections, and Remedies**, by Joan Marie Braconi, Alan Nicholas Kopke, and the CLRE staff, 1995, 250 pages, \$14.95. Contact the Center for Labor Research and Education.

**Industrial Relations, A Journal of Economy and Society**, \$29.00 per year. Contact Basil Blackwell, Inc., 238 Main Street, Cambridge, MA 02142.

**Labor Center Reporter**, 12-16 pages, quarterly, Free (\$20 suggested donation). Contact the Center for Labor Research and Education.

**CPER Magazine**, 70 pages, six times a year, \$250 per year. Contact BookMasters, Inc., (800)247-6553.

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employment research, contributing to a number of key national policies. IIR has attracted numerous prestigious grants from major companies and foundations, which have funded basic research of the Institute's distinguished faculty. In 1971, a major grant from the Ford Foundation established the Minority Leadership Training Program, a model for effective community training and outreach. This important grant also led to the establishment of the Minority and Women's Trade Unionists Program, the California Public Employee Relations Program (established to train labor and management representatives in the new art of public collective bargaining), and the Labor and Occupational Health Program, which eventually received legislative support through the Northern California Occupational Health Center. Recently, major contributions for new research have been made by Citicorp and the Sloan Foundation.

IIR's leading role in graduate training is underscored by the recent number one ranking of Berkeley's graduate programs. Graduate students from diverse departments receive support from IIR.

After five decades, the Institute of Industrial Relations continues to serve the campus, labor, and business communities through its education and research activities. IIR, a vibrant thread in the rich fabric of the Berkeley campus, looks forward to continuing its valuable and timely work into the next millennium.



- Research  
provided by  
George Strauss

*IIR Staff pictured, from left to right; back row: Janice Kimball, Elaine Meckenstock, Maureen Kawaoka, Mary Ruth Gross, Terence Huwe, Diane Leite, Myra Armstrong; front row: Maria Vu, Mary Kay Stuvland, Stephanie Kalmin, Frozan Wahaj, Sharon Melnyk, Torrey Shanks, Daniel Edington; not pictured: Fred D'Orazio, Pamela Hava, Bruce Kieler, Leslie Nelson, and Glen Ozawa.*

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