

California University, Institute of Industrial
Relations (Berkeley)

Institute of Industrial Relations,

UNIVERSITY OF CALIFORNIA, BERKELEY:



RESEARCH,

PUBLICATIONS,

COMMUNITY SERVICES and

CURRICULUM.

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LLOYD ULMAN, DIRECTOR

The Institute of Industrial Relations

was established in 1945 by the California state legislature for the purpose of planning and carrying out a program of research, community service, and education in the rapidly expanding field of industrial relations. Today, the Institute administers one of the most extensive and varied programs of its kind in the nation.

Institute staff members are presently conducting research in eight related subject areas. Their findings are widely distributed as books, monographs, pamphlets, and journal articles.

In fulfilling its important public service function, the Institute arranges and presents educational and informational programs designed to meet the needs of interested groups in the community. In 1964, a new Center for Labor Research and Education was created within the Institute in order to facilitate a major expansion and improvement of services.

With the assistance of the Institute, five University teaching departments have developed programs which permit specialization in the field of industrial relations. Over forty courses and seminars, most of which are taught by Institute members, are available on both the graduate and undergraduate levels. The Institute itself offers research assistantships, fellowships, and grants-in-aid to approximately thirty qualified graduate students each year.

Lastly, the Institute maintains a specialized library of materials on industrial relations and related topics which may be used by students, practitioners in the field, and interested members of the public.

RESEARCH

The research programs of the Institute of Industrial Relations are numerous and varied, but they have generally been characterized by certain attributes:

1. Research topics have been selected for both long-term and more contemporary interest. Even in the latter case, however, projects are expected to require professional competence for their execution and to yield results of professional as well as popular interest.

2. Most projects have been the result of the individual efforts of staff members, but some group research has been performed, subject to the general guiding principles alluded to under (1) above.

3. Research has been inspired both by the interests of individual scholars and by requests from the outside community. In both cases acceptability is conditioned on compatibility with scholarly standards.

4. Research into issues of policy interest have dealt with state and local as well as national and international problems.

5. An effort is made to develop projects which draw on more than one University discipline. The research staff includes persons trained in anthropology, history, law, political science, psychology, statistics, and sociology, as well as in business administration and economics.

6. Wherever possible, the acceptability of research projects is conditioned upon their contribution to the professional training of graduate students who receive part-time employment as research assistants in the Institute.

7. The results of research studies are made available in the form of published works and through the Institute's various education services.

Areas of Research

Research takes place in eight broad areas:

- Labor-management relations

- Wages and related problems

- Economic security programs

- The labor market and labor mobility

- The labor movement, social groups, and industrialization

- Industrial psychology and sociology

- Comparative developmental studies

- Unemployment and the American economy

The research program originally concentrated on the problems of collective bargaining, wages, and labor mobility. The program has broadened considerably, but there is still substantial emphasis on these aspects of industrial relations. Recently, for example, studies have been conducted on wage structure and labor mobility, interindustry bargaining patterns on the West Coast, industrial relations systems in Western Europe, wage incentive systems, and job rights and due process. In addition, recognition of the increasing importance of white-collar and professional workers in the labor force has stimulated investigations of white-collar mobility and unemployment, professional associations, government employees' strikes and public policy, and bargaining in public employment.

Because of the rapid growth of both public and private economic and social security programs in the last 15 years, staff members have undertaken several pertinent projects, including studies of occupational disability, the economics of welfare policies, income security and older workers, and health and welfare plans under collective bargaining.

Studies of the labor movement have an important place in the research program. Recently completed works cover the government of the steel workers union, labor and discrimination, the impact of social structure on trade unionism, and a history of the labor movement in Northern California.

Industrial psychology and sociology have also been emphasized, and the Institute's output includes some of the more significant work being done at present on such subjects as organization theory, managerial attitudes, aging and personality, the problems of leisure, and psychological aspects of remuneration.

Grants for Special Projects

Extramural grants have played a particularly important role in facilitating the expansion of the research program. In the past, grants have made possible intensive studies of aging in an industrial society, labor problems in economic development, occupational disability, and growth in industrial organizations. Presently, four grant projects are under way.

A large-scale Research and Training Program in Comparative Developmental Studies is supported by a five-year grant from the Carnegie Corporation. The program is designed to bring together established scholars and advanced graduate students whose research interests lie in the field of social and economic development. Participants are engaged in work on nine books and a joint volume on theory and research in comparative development.

A four-year policy evaluation and research program on Unemployment and the American Economy is supported by the Ford Foundation. Seventeen major studies and a number of doctoral theses will examine various aspects of the problem of full employment, the outlook for labor demand and supply, and labor market and work adjustment policies.

Also proceeding under grants from the Ford Foundation are studies of Cultural Patterns in the Role of the Executive and the Social and Political Environment of Business.

PUBLICATIONS

Publications of the Institute of Industrial Relations include a journal, a bulletin, books, monographs, nontechnical pamphlets, proceedings of Institute conferences, and reprints of articles by staff members. A complete, up-to-date list of all Institute publications is issued regularly and may be obtained on request.

Periodicals

INDUSTRIAL RELATIONS: *A Journal of Economy and Society*

Published three times a year, in October, February, and May, the journal features articles and symposia on all aspects of the employment relationship. First issue, October 1961. Rates: single issue, \$1.50; annual subscription, \$4.50; three-year subscription, \$10.

INSTITUTE OF INDUSTRIAL RELATIONS BULLETIN

Published occasionally during the academic year. A newsletter describing current research activities, new Institute publications, and Community Service programs. Free.

Books and Monographs

University of California Press, Berkeley:

Trade Union Wage Policy, Arthur M. Ross (1948), \$3.

Wages in California: War and Postwar Changes, Nedra Bartlett Belloc (1950), \$1.

The Labor Force in California, 1900-1950, Davis McEntire (1952), \$2.50.

Employment Expansion and Population Growth: The California Experience, 1900-1950, Margaret S. Gordon (1954), \$3.50.

The Economic Status of the Aged, Peter O. Steiner and Robert Dorfman (1957), \$5.

Retirement Policies Under Social Security, Wilbur J. Cohen (1957), \$3.

Social Mobility in an Industrial Society, Seymour Martin Lipset and Reinhard Bendix (1959), \$5 (clothbound), \$1.95 (paperbound).

Discipline and Discharge in the Unionized Firm, Orme W. Phelps (1959), \$5.
Old Age and Political Behavior, Frank A. Pinner, Paul Jacobs, and Philip Selznick (1959), \$6.
Trade Union Development and Industrial Relations in the British West Indies, William H. Knowles (1959), \$5.
Health Plans and Collective Bargaining, Joseph W. Garbarino (1960), \$5.
Industrial Relations in the San Francisco Bay Area, 1900–1918, Robert E. L. Knight (1960), \$6.50.
Employee Rights and the Employment Relationship, Howard M. Vollmer (1960), \$3 (paperbound).
Working Class Suburb: A Study of Auto Workers in Suburbia, Bennett M. Berger (1960), \$3.50.
Trade Union Democracy in Western Europe, Walter Galenson (1961), \$2.25 (paperbound).
Scientists in Industry: Conflict and Accommodation, William Kornhauser (1962), \$6.
Labor in Developing Economies, edited by Walter Galenson (1962), \$6.
Employment Policy and the Labor Market, edited by Arthur M. Ross (1965), \$7.50.

John Wiley & Sons, New York City:

Work and Authority in Industry: Ideologies of Management in the Course of Industrialization, Reinhard Bendix (1956), \$7.50.
Economic Backwardness and Economic Growth: Studies in the Theory of Economic Development, Harvey Leibenstein (1957), \$6.75.
Labor and Economic Development, edited by Walter Galenson (1959), \$6.75.
Modern Organization Theory, edited by Mason Haire (1959), \$6.75.
Changing Patterns of Industrial Conflict, Arthur M. Ross and Paul T. Hartman (1960), \$6.50.
Injury and Recovery in the Course of Employment, Earl F. Cheit (1961), \$11.95.
Organization Theory in Industrial Practice, edited by Mason Haire (1962), \$5.75.
Aging and Personality: A Study of Eighty-Seven Older Men, Suzanne Reichard, Florine Livson, and Paul G. Petersen (1962), \$7.95.
The Government of the Steel Workers' Union, Lloyd Ulman (1962), \$2.95 (paperbound).
Occupational Disability and Public Policy, edited by Earl F. Cheit and Margaret S. Gordon (1963), \$11.95.
Unemployment and the American Economy, edited by Arthur M. Ross (1964), \$4.95.
The Business Establishment, edited by Earl F. Cheit (1964), \$4.95.
Nation-Building and Citizenship: Studies of Our Changing Social Order, by Reinhard Bendix (1964), \$7.75.

Institute of Industrial Relations, Berkeley:

Union Policy and the Older Worker, Melvin K. Bers (1957), \$1 (paperbound).

The Older Worker in Industry, G. Hamilton Crook and Martin Heinstein (1958), \$2 (paperbound).

Ideological Obsolescence in Collective Bargaining, Jack T. Conway (an address given in 1963), no charge.

Columbia University Press:

The Economics of Welfare Policies, Margaret S. Gordon (1963), \$3.

Doubleday-Anchor Press:

Labor and Management in Industrial Society, by Clark Kerr (1964), \$1.45 (paperbound).

West Coast Collective Bargaining Series

Published material on industrial relations on the Pacific Coast is comparatively rare. For this reason, the Institute has issued a series of eleven monographs which describe and analyze special features of labor relations in selected industries and occupations. Printed between 1955 and 1958, the paperbound monographs deal with agriculture, nonfactory unionism, and the motion picture, construction, nonferrous metal, lumber, longshore, aircraft, trucking, Hawaiian sugar, and maritime industries. Fifty cents a copy.

Popular Pamphlets

It is the Institute's policy to distribute the results of research to as wide an audience as possible. Books and monographs of a technical nature are often of necessity addressed to a limited group. However, the Popular Pamphlet Series is designed for use in unions, business firms, high schools, colleges, and public libraries, and by interested members of the general public. The pamphlets run from fifty to a hundred pages in length and are written with the intention of clarifying some of the more important current issues in the employment field.

Pensions Under Collective Bargaining, William Goldner (1950), 50c.

Strikes, William Goldner (1951), 50c.

Hours of Work, William Goldner (1952), 50c.*

Productivity, Peter O. Steiner and William Goldner (1953), 50c.*

Guaranteed Wages, Joseph W. Garbarino (1954), 50c.

Local Employers' Associations, William H. Smith (1955), 50c.

Unemployment Insurance, Margaret S. Gordon and Ralph W. Amerson (1957), 50c.

Automation: Technology's New Face, Jack Rogers (1958), 50c.

* To be reissued in revised form.

The Older Worker, B. V. H. Schneider (1962), 75c.

Wage Incentive Systems, Garth L. Mangum (1964), 75c.

The Business Agent and His Union, Wilma Rule Krauss and Van Dusen Kennedy, revised edition (1965), 75c.

Conference Proceedings

Conferences are regularly presented by the Institute for management, labor, and other groups. Proceedings are published when the subject is of widespread interest.

Reprint Series

A large proportion of the Institute's research output is published first in academic or technical journals and is then issued in the Institute's Reprint Series. Twenty to thirty such articles are reprinted yearly for general distribution. Recent reprints include:

250. *National Retirement Policies and the Displaced Older Worker*, by Margaret S. Gordon (1965).

251. *The Canadian Full Employment Goal*, by David C. Smith (1965).

252. *Labor Organizations and the Labor Movement in Advanced Industrial Society*, by Arthur M. Ross (1965).

253. *The Biography of a Research Project: Union Democracy*, by Seymour Martin Lipset (1965).

254. *Labor Mobility and the Industrial Wage Structure in the Postwar United States*, by Lloyd Ulman (1965).

COMMUNITY SERVICES

One of the Institute's major responsibilities is to serve the public. It attempts to meet this obligation in two ways: (1) by the arrangement and presentation of programs designed to answer the educational and informational needs of various groups in the community, and (2) by conducting community-oriented research projects. Both activities are generally carried out in cooperation with labor, management, or other groups.

Public and Labor-Management Programs

Institute Community Service activities fall into several categories. The most general encompasses programs for the general public, combined labor-management groups, or sections of the community with a specialized interest in some aspect of employment or industrial relations.

For example, the Institute annually presents, in cooperation with roughly fifteen labor and management organizations, a one-day Industrial Relations

Conference at which prominent national authorities speak on important current issues; recent conferences have dealt with "The Public Interest in Labor Relations," "Unemployment and Collective Bargaining," and "Industrial Relations and Job Training."

Public lectures: A policy is followed of inviting outstanding representatives of industry, labor, government, universities, and other groups to speak on subjects in the field of industrial relations.

Special meetings: Programs are frequently arranged to deal with specific subject matter of general public interest. For example, the Institute recently presented a three-day national conference on poverty in America (cosponsored by University Extension); a one-day conference to discuss new methods of job protection for emotionally disabled workers (cosponsored by the San Francisco Association for Mental Health and University Extension); a workshop on employment of older people (cosponsored by the Oakland Industrial Development Commission, California Department of Employment, and California Citizens Advisory Committee on Aging).

Certificate program: For those who wish formal education in labor-management relations or personnel administration, but cannot attend regular University classes, a special program of evening classes is offered by University Extension, in cooperation with the Institute. The course leads to a Certificate in Industrial Relations and is designed to cover basic subjects as well as specialized or professional subjects important to persons in the field. The program is open to all adults, regardless of previous education.

Industrial Relations Alumni Association: The Institute assists in program planning for the IRAA, whose membership is comprised of persons who have completed four or more courses toward the Certificate of Industrial Relations.

Center for Labor Research and Education

Labor programs are conducted by the Institute's Center for Labor Research and Education in consultation with the Joint Labor-University Advisory Committee. The Center serves union organizations and their members in accordance with a set of guidelines developed in 1964 by representatives of the University and the labor movement. Training classes and conferences fall generally into three categories: (1) training for members in the basic principles of unionism, (2) training for officers in union administration and the problems of the union's environment, and (3) professional and academic training for leadership and staff officials. The

Center also coordinates research projects which deal with industrial relations at all operational levels and with functional problems of concern to labor groups. The results of such research are integrated into the Center's training programs. Some examples of typical labor programs are listed below.

Basic training: Six- to eight-week courses held one night a week for shop stewards and new or emerging leaders. They cover such subjects as Labor History and Philosophy, Grievance Handling, Arbitration, Local Union Administration, Local Union Officers Training, Public Speaking and Parliamentary Procedure, Labor Law and Protective Labor Legislation, and Training of Shop Steward Instructors. Courses are frequently tailored to meet the needs of cosponsoring labor organizations and may be condensed into week-end sessions.

Conferences and seminars: Designed to provide labor leaders with background knowledge which will facilitate decision-making in the public interest. Typically action-oriented, these programs cover such subjects as automation, job displacement and training, poverty, health care, civil rights, housing for moderate income families, and other urban or metropolitan problems.

Summer schools: Residential and nonresidential programs offering a variety of training in many of the subject areas indicated above. The schools usually last a week and are developed in cooperation with international unions or central labor bodies for local union officers and other union representatives.

Advanced training: Seminars, courses, and conferences for staff officials and the higher levels of leadership. An example is the Center's continuing monthly Seminar on Economic Policy for staff officials in the Bay Area. The focus is on the broader issues confronting labor, and the instruction draws heavily from the academic disciplines.

Examples of past programs and conferences: United Steelworkers Summer School, Machinists Leadership School, American Federation of Teachers Summer Institute, Steelworkers Legislative Education Conference, Annual Week-end Seminar on Labor and the Free Society, Labor Education Conference, Seminar on the Universities and the Free Society, Railroad Leadership Seminar, AFT Leadership Seminar, Conference on Employee Relations in Local Government, IAM Summer Institute, Union Printers College, American Federation of Government Employees Shop Stewards Conference, Conference on Four Years of Landrum-Griffin, Collective Bargaining Statistics Course, Conference on Prepaid Group Practice Health Plans, Communications Workers Summer Institute, Brotherhood of Electrical Workers Leadership Program.

Management Programs

Programs for companies and management organizations fall into three categories. For a company or group of companies wishing instruction or training for personnel in a specific area of industrial relations, the Institute will organize and staff a conference or workshop. Such programs are arranged on a contractual basis. Second, the Institute on its own initiative organizes seminars and conferences on problems of general interest to the management community. The extensive research programs of the Institute and other University units provide the third area of service to management. As research projects are completed, those having applicability to management problems and responsibilities are brought to the attention of the business community in a number of ways, such as through publication of the research, conferences, or speeches before groups of management personnel. Listed below are some of the programs designed for management personnel.

Continuing monthly seminars: Personnel Administration Seminar, designed for staff in the personnel and industrial relations fields. Philosophy of Management Seminar, a series of four-session seminars for senior management representatives. Background reading is required for the seminars, both of which deal with the nature of management and its relationships with the other major segments of society.

Examples of past programs and conferences: Patterns in Leadership, a conference in cooperation with the California Alumni in Hospital Administration; Effective Management Planning, Control, and Evaluation, a program presented with the American Production and Inventory Control Society; Elements of Supervision and Leadership, a seven-week course at the Hamilton Air Force Base; Human Factors in Managerial Leadership, a short course to provide fundamentals of sound management practices for those with supervisory responsibilities at intermediate levels of management; a one-week training session in general management principles for executive directors of The Boys' Clubs of America in the Pacific Northwest; a series of two-day conferences for middle and upper management personnel of the Pacific Gas & Electric Company on the fiscal implications of engineering design and construction, decision-making, techniques and problems in the field of personnel motivation, and modern management; a one-week training conference for middle management personnel at Travis Air Force Base and selected personnel from nearby government installations.

In 1965, the Institute also cosponsored a Plans for Progress Conference, attended by employers from 12 western states. Held under the auspices of the President's Committee on Equal Employment Opportunity, the conference was designed to encourage and assist employers to take actions which will result in greater employment opportunities for members of minority groups.

Consultation

Community Services staff members are available to any outside organization for consultation, and it is in this area that the Institute performs one of its more important functions. For the organization which wishes to establish an education program or conference of its own or merely plans to investigate a particular problem, the Institute will locate speakers, suggest alternative methods of presentation, or provide extensive research materials.

CURRICULUM

The University of California at Berkeley offers exceptional opportunities for graduate and undergraduate students interested in industrial relations. With the assistance of the Institute of Industrial Relations, five teaching departments have developed programs which permit specialization in the field. Over forty courses and seminars in industrial relations and related subjects are offered by the departments of Business Administration, Economics, Political Science, Psychology, and Sociology. Fellowships and research assistantships are available at the Institute to students who wish to emphasize some aspect of industrial relations in their work for an advanced degree in one of the social sciences.

The establishment of a curriculum in industrial relations has been governed by two criteria. First, no one discipline can encompass with authority the areas which are known collectively as industrial relations. Second, in recent years the spread of unions and collective bargaining, the increasingly important role of government in labor-management relations, the development of new management techniques, and the ramifications of a persistently high rate of unemployment have led students to elect courses in industrial relations even though they plan to enter quite different fields. For this reason, many of the courses take an analytical rather than a vocational approach to the subject matter and are designed to provide a broad orientation in concepts and issues.

Undergraduate Programs

The University at Berkeley does not provide for a degree based solely on work in industrial relations, but course offerings are available in the five departments noted above, and each course is related to the intellectual content of the academic discipline involved.

Students interested in industrial relations and personnel administration may work for the Bachelor of Science degree offered by the School of Business Administration. Labor Economics may be chosen for concentration by those who major in Economics. Emphasis on particular aspects of industrial relations is also possible in the undergraduate programs of the Psychology, Sociology, and Political Science Departments. In all cases the student must meet standard departmental requirements for a major.

Graduate Programs

Specialized graduate work in industrial relations is possible in the same five departments. The subject is most often chosen by students in Business Administration and Economics. However, the field has shown a steady increase in popularity among graduate students in Sociology, Psychology, and Political Science. Higher degrees and some of the course work available in labor, personnel, and related areas are summarized briefly below.

Business Administration. One of the fields of emphasis for work in the Graduate School of Business Administration is Industrial Relations and Personnel Management. The program for the M.B.A., for example, may include seminars in Industrial Relations or Collective Bargaining, as well as courses in Managerial Policies and the Labor Factor, Wage Policies and Wage Behavior, Business Research Methods, and a research and writing project. A more advanced course of study in industrial and personnel relations is possible for students who wish to earn the Doctor of Philosophy degree in Business Administration.

Economics. In the Economics Department a student may concentrate on labor and industrial relations while working toward either the M.A. or Ph.D. degree. In both programs the student may write a thesis on some aspect of labor economics and takes comprehensive written examinations in two fields, one of which may be labor economics. The department offers a variety of courses on such topics as Industrial Organization, Labor Economics, Wages Theory and Policy, and Economic Development.

Political Science. Candidates for the M.A. in Political Science or Public Administration are permitted, with the approval of an adviser, to do some of the required course work in the field of industrial relations. Students

working for the Ph.D. in Political Science may choose a dissertation topic in industrial relations; they are also examined in five fields, one of which may be labor economics or industrial relations.

Psychology. Candidates for both the M.A. and Ph.D. in Psychology may do specialized work in industrial relations and industrial psychology. The Psychology Department offers courses of its own in the field, such as Personnel and Industrial Psychology, Psychological Problems in Industry, and Social Psychology of Industry.

Sociology. Industrial relations may be emphasized in the programs leading either to the M.A. or the Ph.D. degree in this department. The choice of courses in political and industrial sociology and industrial relations is left to the student and his faculty adviser.

In addition, the School of Law offers courses in Labor Law and in Negotiation, Conciliation, and Arbitration; and the Department of Industrial Engineering offers such courses as Motion and Time Study, Wage and Incentive Systems, and Job and Organization Design.

Prospective graduate students should consult the *Announcement of the Graduate Division, University of California, Berkeley*, or write to the department in which they are interested for detailed information on requirements for admission to the Graduate Division, requirements for full graduate standing, and general University regulations governing higher degrees.

GRADUATE RESEARCH ASSISTANTSHIPS and FELLOWSHIPS

The Institute offers advanced training in research to qualified graduate students interested in industrial relations.

Graduate students in the fields of business administration, economics, history, law, political science, psychology, sociology, and statistics are eligible to apply for research assistantships. Assignments are half time from September 15 to June 15 and carry a stipend of \$2,290 or more, depending on the individual's training and experience. The nonresident tuition fee may be waived for applicants with distinguished scholarship records. In exceptional cases a research assistant may do his own research under the guidance of a faculty member. Further information and application forms are obtainable from the Institute. February 20 is the final application date for appointments beginning the following September.

Both grants-in-aid and research assistantships are available for work in the Institute's special Research and Training Program in Comparative Developmental Studies. Graduate students in economics, political science,

sociology, history, and anthropology are eligible to apply. The program is concerned with problems of industrialization and the formation of stable societies in underdeveloped countries and with historical analysis of such problems in more developed countries. Conditions for graduate research assistants are the same as those stated in the paragraph above. Successful candidates for fellowships, normally those working for a Ph.D. degree, receive a somewhat higher stipend. Fellows are expected to undertake a broader training program than is conventionally followed for the doctorate and to work closely with at least one faculty member. Application forms may be obtained from the Institute and are due February 20.

Grants-in-aid to doctoral candidates are also available in connection with the Institute's research and policy evaluation program on Unemployment and the American Economy. Grants are made for varying lengths of time, with one year as the maximum (at roughly \$3,000). There is no application deadline. Inquiries should be directed to Arthur M. Ross or R. A. Gordon, codirectors of the program.

Most of the social science departments offer teaching assistantships and fellowships to qualified graduate students. Applications and information may be obtained from the chairman of the department in which the student wishes to teach. Deadline dates vary, but generally fall in the period from January to April.

Numerous other fellowships and scholarships are open to both graduate and undergraduate students with superior academic records. Requests for information on graduate grants should be addressed to the University's Committee on Fellowships and Graduate Scholarships. An informational circular on undergraduate scholarships may be obtained from the Committee on Undergraduate Scholarships and Honors. Deadline dates vary, but normally occur in January and February for the succeeding academic year.

INDUSTRIAL RELATIONS LIBRARY

The Institute maintains a specialized library of materials on industrial relations and related topics. Included in the selective collection are standard works; statistical compilations; government documents; publications of university industrial relations centers; pamphlets; labor union and employer publications; collective bargaining agreements; journals concerned with industrial relations, labor, economics, personnel, industrial psychology, and sociology; and other publications for research in the field. The library offers easy access to materials and the assistance of an expert staff.

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