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EDUCATION

Bachelor of Arts in Economics, Florida State University, 1968.
Doctor of Philosophy in Economics, Vanderbilt University, 1972.

EMPLOYMENT

1990-present, Cornell University, New York State School of Industrial and Labor Relations. Professor of Labor Studies. Teaching: Collective Bargaining, Hospitality Industry Labor Relations, Trade Union Administration, Public Regulation of Work and Labor Relations, Contemporary Union Movement, Union Organizing. Administrative positions: Director of Labor Studies, 1990-2005; Extension Executive Committee, 2002-05; Associate Dean for External Relations, 2010-present

2008-09, Princeton University, Visiting faculty, Industrial Relations Section.

2004, University of Calgary, Haskayne School of Business. Visiting Professor of Human Resources and Organizational Dynamics.

1973-1990, University of New Hampshire, Whittemore School of Business and Economics. Professor of Economics. Teaching: Labor Relations, Labor Economics, Managerial Economics, Government Regulation of Business, Contemporary Economic Issues, Comparative Economic Systems. Administrative positions: Economics graduate program coordinator, 1988-90; University Senate, 1983-85 (Chairperson pro-tem, 1984-85); Division of Continuing Education Executive Committee, 1979-85; Whittemore School of Business Executive Committee, 1978-80; Economics Department Chair, 1978-80.

1974-75, Brookings Institution Economic Policy Fellow.

1974-75, American University. Visiting Assistant Professor (part-time), Department of Economics.

1972-73, Michigan State University. Visiting Assistant Professor, School of Labor and Industrial Relations.

PUBLICATIONS

“First Contract Arbitration and the Employee Free Choice Act: Multi-jurisdictional Evidence from Canada,” with Sara Slinn, *Advances in Industrial and Labor Relations*, v.18, 2011, pp.41-86.

“Employment Relations in Canada and the US,” with Sara Slinn, *Research Handbook in Comparative Employment Relations*, ed. by Adrian Wilkinson, Edward Elgar Publishing, Ltd., UK, 2011, pp.153-183.

International Handbook on Labor Unions: Responses to Neoliberalism, co-editor with Gregor Gall and Adrian Wilkinson, Edward Elgar Publishing, Ltd., UK, 2011.

“Sweeney’s Legacy: Tempered Ideals,” *Labor and Working Class History Association Newsletter*, Fall 2009, pp. 8-9.

"Fairness and Opportunity for Choice: the Employee Free Choice Act and the Canadian Model," with Sara Slinn, *Just Labour*, v. 15, November 2009

“Obama and the U.S. Labor Movement,” *Transfer: European Review of Labour and Research*, Autumn-Winter 2009, v. 15, #23-4, pp. 579-586.

Unions, Associations and Twenty-First Century Professionals, with Tashlin Lakhani, Union Network International, Nyon, Switzerland, May 2008.

“Neutrality Agreements: Innovative, Controversial and Labor’s Hope for the Future,” *New Labor Forum*, v. 17, no. 1, Spring 2008.

“The Origins and Effectiveness of Neutrality Agreements,” *Perspectives on Work*, No. 7, Fall 2007.

“U.S. Labor 2006: Strategic Developments Across the Divide,” *Journal of Labor Research*, v. XXVIII, no. 2, Spring 2007, pp. 313-325.

“Reflections on PATCO’s Legacy: Labor’s Challenges Persist,” *Employee Responsibilities and Rights Journal*, v. 18, no. 3, September 2006, pp. 207-214.

“Dueling Federations: US Labor in 2006,” *Fokus Amerika* (German publication of the Friedrich Ebert Foundation), 2006, No. 6.

“Beyond Labor’s Brawl: Strategic Conundrums Await,” *Social Policy*, Summer 2005, pp. 8-12.

“Competing Federations, Organizing, and the Future of the U.S. Labor Movement,” *The Reappraisal of Labor Movements*, Federation of Korean Trade Unions, December 2005, pp. 125-158.

“Unionization of Professional and Technical Workers: The Labor Market and Institutional Transformation,” with John Bunge, in *Emerging Labor Market Institutions for the 21st Century*, edited by Richard Freeman, Joni Hersch and Lawrence Mishel, Chicago: University of Chicago Press for the National Bureau of Economic Research: 2005.

Book Review: *The Twilight of the Old Unionism*, by Leo Troy, in *Industrial and Labor Relations Review*, Vol. 58, No. 2, January 2005.

“The Failure of Organizing, the New Unity Partnership and the Future of the Labor Movement,” *Working USA*, September, 2004.

“The Rise and Fall of the Organizing Model in the U.S.,” in *Trade Unions and Democracy: Strategies and Perspectives*, edited by Mark Harcourt and Geoffrey Wood, Manchester University Press, 2004.

“Union Revitalization: Concepts and Theory,” with Martin Behrens and Kerstin Hamann, in *Varieties of Unionism: Strategies for Union Revitalization in a Globalizing Economy*, edited by Carola Frege and John Kelly, Oxford University Press, 2004.

“Can Structural Change be a Source of Union Revitalization?” with Martin Behrens and Jeremy Waddington, in *Varieties of Unionism: Strategies for Union Revitalization in a Globalizing Economy*, edited by Carola Frege and John Kelly, Oxford University Press, 2004.

“Public Sector Unions: Will they Thrive or Struggle to Survive?” with Sharon Pinnock, *Journal of Labor Research*, Vol. XXV, No. 2, Spring 2004.

“Structural Change and Union Transformation,” with Martin Behrens, *IRRA Proceedings of the Fifty Fifth Annual Meeting*, 2003.

“Structural Change as a Source of Union Revitalization,” with Martin Behrens and Jeremy Waddington, *WSI-Mitteilungen (Germany)*, September, 2003.

“In Defense of Public Service: Union Strategy in Transition,” *Working USA*, Summer 2003.

“Reviving the American Labor Movement: Institutions and Mobilization,” with Ruth Milkman and Lowell Turner, *European Journal of Industrial Relations*, Vol. 9, No. 1, March 2003. Earlier version published as a discussion paper by International Institute for Labor Studies, International Labor Organization, Geneva, 2002.

“Contesting the Dinosaur Image: The U.S. Labor Movement’s Search for a Future,” *Society in Transition* (South Africa), Vol. 33, No. 2, 2002; also published in *Transfer* (European Trade Union Institute: 2001); updated and revised version of a paper originally published in *Labor Studies Journal*, Vol. 22, No. 4, 1998.

“Charting Their Own Future: Independent Organizing by Professional Workers,” *IRRA Proceedings of the Fifty Fourth Annual Meeting*, 2002, with Elisabet Tenenholtz.

“Professionalism, Education and Union Transformation” in *Labor’s Role in Workforce Development* (New Economy Information Service, 2002), edited by Richard Wilson.

Rekindling the Movement: Labor’s Quest for Relevance in the Twenty First Century, with Lowell Turner and Harry Katz (ILR Cornell University Press: 2001).

“Revival of the American Labor Movement: Issues, Problems, Prospects,” with Lowell Turner and Harry Katz, in *Rekindling the Movement*, 2001.

“Overcoming Obstacles to Transformation: Challenges on the Way to a New Unionism,” with Bill Fletcher, in *Rekindling the Movement*, 2001.

“Building Social Movement Unionism: the Transformation of the American Labor Movement,” with Lowell Turner, in *Rekindling the Movement*, 2001.

“Thirst for Knowledge: Associations, Information and Professional Development.” *New Economy Information Service E Bulletin*, Vol. 1, No. 2, August 2001.
[<http://www.newecon.org/HurdThirstforKnowledge.org>]

“Professional Workers, Unions and Associations: Affinities and Antipathies.” Albert Shanker Institute web site, Issue Area: Labor; originally posted 2001.
[<http://www.ashankerinst.org/labor.html>]

“Is Organizing Enough? Race, Gender and Union Culture,” with Bill Fletcher, *New Labor Forum*, Spring-Summer 2000.

“Professional Employees and Union Democracy: From Control to Chaos,” *Journal of Labor Research*, Vol. XXI, No. 2, Spring 2000; also published in *The Internal Governance and Organizational Effectiveness of Labor Unions* (Kluwer Law International: 2001), edited by Samuel Estreicher, et al.

“Government Oversight, Union Democracy and Labor Racketeering,” with Michael Belzer, *Journal of Labor Research*, Vol. XX, No. 3, Summer 1999.

“Political Will, Local Union Transformation and the Organizing Imperative,” with Bill Fletcher, in *Which Direction for Organized Labor* (Wayne State University Press: 1999), edited by Bruce Nissen.

The Organizing Challenge: Professional and Technical Workers Seek a Voice. (AFL-CIO, Department for Professional Employees: 1998).

Book Review: *We Can't Eat Prestige: The Women Who Organized Harvard*, by John Hoerr, in *Industrial and Labor Relations Review*, Vol. 51, Number 4, 1998.

Organizing to Win (Cornell University ILR Press, 1998); co-edited with Kate Bronfenbrenner, Sheldon Friedman, Rudolph Oswald and Ronald Seeber.

"Beyond the Organizing Model: the Transformation Process in Local Unions," with Bill Fletcher, in *Organizing to Win*, 1998.

"Fear, Conflict and Union Organizing," with Larry Cohen, in *Organizing to Win*, 1998.

Directory of Faculty Contracts and Bargaining Agents in Institutions of Higher Education, Volume 23, with Amy Foerster (National Center for the Study of Collective Bargaining in Higher Education: 1997).

"Unionization Among College Faculty - 1996," with Amy Foerster, *Newsletter*, National Center for the Study of Collective Bargaining in Higher Education, Vol. 24, No. 2, April/May 1996.

Directory of Faculty Contracts and Bargaining Agents in Institutions of Higher Education, Volume 22, with Amy Foerster (National Center for the Study of Collective Bargaining in Higher Education: 1996).

"Union Free Bargaining Strategies and First Contract Failures," *IRRA Proceedings of the Forty Eighth Annual Meeting*, 1996.

Directory of Staff Bargaining Agents in Institutions of Higher Education (National Center for the Study of Collective Bargaining in Higher Education: 1995).

Assault on Workers' Rights (AFL-CIO, Industrial Union Department: 1994).

Restoring the Promise of American Labor Law (Cornell University ILR Press: 1994), co-edited with Sheldon Friedman, Rudolph Oswald, and Ronald Seeber.

"Patterned Responses to Organizing - Case Studies of the Union Busting Convention," with Joseph Uehlein in *Restoring the Promise of American Labor Law*, 1994.

"Reinventing an Organizing Union: Strategies for Change," with Jeffrey Grabelsky, *IRRA Proceedings of the Forty-Sixth Annual Meeting*, January 1994.

"The Unionization of Clerical, Technical, and Professional Employees in Higher Education - Threat or Opportunity for Management?," in *Managing the Industrial Labor Relations Process in Higher Education* (College and University Personnel Association: 1993), edited by Dan Julius.

"Organizing and Representing Clerical Workers: The Harvard Model," in *Women and Unions: Forging a Partnership* (Cornell University ILR Press: 1993), edited by Dorothy Sue Cobble.

"Barriers to Union Organizing," in *Examining a Fundamental Change in Society that Retards Progress in our Nation - The Decline of Labor Union Membership*, hearing of a Subcommittee of the Committee on Labor and Human Resources, of the United States Senate, December 9, 1992.

"A Preliminary Report on Non-faculty Bargaining at Colleges and Universities - 1993," with Elizabeth O'Leary, *Newsletter*, National Center for the Study of Collective Bargaining in Higher Education and the Professions, Vol. 20, no. 4, November/December 1992.

"Strategic Diversity in Union Political Action: Implications for the 1992 House Elections," with Jeffrey Sohl, *IRRA Proceedings of the Forty-Fourth Annual Meeting*, January 1992.

"Strategic Diversity in Labor PAC Contribution Patterns," with Jeffrey Sohl, *The Social Science Journal*, Vol. 29, January 1992.

"Introduction: Non-Faculty Unionization," in *Directory of Non-Faculty Contracts and Bargaining Agents in Institutions of Higher Education* (National Center for the Study of Collective Bargaining in Higher Education: 1991), edited by Joel Douglas.

"Progressive Union Organizing: The SEIU Justice for Janitors Campaign," *Review of Radical Political Economics*, Vol. 21, No. 3, 1990.

"Organizing Clerical Workers," *Meeting the Challenges of Change* (Department for Professional Employees, AFL-CIO: 1990), edited by Pamela Wilson.

"The Unionization of Clerical Workers in Colleges and Universities: a Status Report," in *Power Relationships on the Unionized Campus* (National Center for the Study of Collective Bargaining in Higher Education: 1989), edited by Joel Douglas.

"Learning from Clerical Unions: Two Cases of Organizing Success," *Labor Studies Journal*, Vol. XIV, Spring, 1989.

"Big Labor Regains Its Muscle: Social Responsibility Leads to Greater Political Clout," *Business and Society Review*, Number 68, Winter 1989.

"Organizing Activity Among University Clerical Workers," with Adrienne McElwain, *IRRA Proceedings of the Forty-First Annual Meeting*, December 1988 (refereed papers session).

"Organizing Clerical Workers: Determinants of Success," with Adrienne McElwain, *Industrial and Labor Relations Review*, Vol. XLI, April 1988.

"The Unionization of Clerical Workers at Large U.S. Universities and Colleges," with Gregory Woodhead, *Newsletter*, National Center for the Study of Collective Bargaining in Higher Education and the Professions, July/August 1987.

"The Rise and Demise of PATCO Reconstructed," with Jill K. Kriesky, *Industrial and Labor Relations Review*, Vol. XL, October 1986.

"Scientific Management, Human Relations and The Class Struggle: The Evolution of the Labor Process in the United States," in *Toward the Construction of a New Economic Order* (Praeger Publishing: 1986), edited by Richard England.

"A Retrospective on the PATCO Strategy," in *The Air Controllers Controversy: Lessons from the PATCO Strike* (Human Sciences Press: 1986) by Arthur Shostak and David Skocik.

"Bottom-Up Organizing: HERE in New Haven and Boston," *Labor Research Review*, Number 8, March 1986.

"You Can Fight City Hall - the Dover, N.H., IAFF Defeat of Privatized Fire Protection," with Jill K. Kriesky, *Labor Studies Journal*, Vol. X, Fall 1985.

"How PATCO Was Led Into a Trap," *The Nation*, December 26, 1981.

"Gearing CETA to Private Sector Needs--the New Hampshire Balance of State Employer Survey," with Allen Thompson, *The New England Journal of Employment and Training*, Fall 1981.

"Welfare Reform: The View From New Hampshire and Massachusetts," with Allen Thompson. *The New England Journal of Business and Economics*, Vol. IV, Spring 1978.

"The Myth of the Unemployment - Inflation Trade-Off," in *The Federal Budget and Social Reconstruction* (Transaction Books, 1978), edited by Marcus Raskin.

"The New Hampshire Public Employee Relations Act," *The New Hampshire Review*, January 1977.

"New Deal Labor Policy and the Containment of Radical Union Activity," *Review of Radical Political Economics*, Vol. VIII, Fall 1976.

"Manpower Training and Government Job Creation under CETA: The Experience in Maine and New Hampshire," with Allen Thompson, *The New England Journal of Business and Economics*, Vol. II, Winter 1976.

"Unemployment and the Federal Budget," in *The Problem of the Federal Budget*, Institute for Policy Studies, Washington, D.C., November 1975.

"Organizing the Working Poor: The California Grape Strike Experience," *Review of Radical Political Economics*, Vol. VI, Spring 1974.

"Strategies for Union Growth in Food Manufacturing and Agriculture," *IRRA Proceedings of the Twenty-Sixth Annual Meeting*, December 1973.

"Equilibrium Vacancies in a Labor Market Dominated by Non-profit Firms: The 'Shortage' of Nurses," *The Review of Economics and Statistics*, Vol. LV, May 1973.

"Estimating the Cost of the City Worker's Family Budget: A Multiple Regression Approach," *The Review of Regional Studies*, Vol. III, Fall 1972.

"Economic Discrimination Against Women," with Margaret Metheney and Ann Ross, in *Essential Principles and Cases for Second Semester of Elementary Economics*, edited by Rendigs Fels and Ewing Shahan, Vanderbilt University, August 1971.

OTHER PROFESSIONAL ACTIVITIES

Executive Board: Industrial Relations Research Association, 2000-03.

Convener: Industrial Relations Research Association Labor Studies Section, 1995-2000.

Executive Committee: University and College Labor Education Association, 1996-98.

Referee: *Journal of Social Policy*, 2009-10.

Referee: *New Labor Forum*, 2009-10.

Referee: *British Journal of Industrial Relations*, 2004-10.

Referee: *Sociological Perspectives*, 2005-06.

Referee: *Labor Studies Journal*, 2002-06, 2011.

Referee: *Work and Occupations*, 1996-98, 2011.

Referee: *Industrial and Labor Relations Review*, 1988-2010.

Referee: *Industrial Relations*, 1993-94, 2008-10.

Referee: *Review of Economics and Statistics*, 1973-81.

Associate Editor: *International Contributions to Labour Studies*, 1994-2000.

Manuscript Reviews: Cornell ILR Press, 1988-2010; Edward Elgar Publishing, 2010-11.

CONSULTING

President, Ithaca Labor Relations Analysts, consulting firm specializing in Labor Economics and Industrial Relations, 1991-2011.

Clients:	2010	Writers Guild of America- West
	2009	US Airways Pilots Association
	2008	American Federation of State County and Municipal Employees, Council 31 (Illinois)
	2007-08	United Food and Commercial Workers Union, Office of the Vice President for Collective Bargaining
	2007-08	National Association for the Education of Young Children
	2007-08	Union Network International – Professional and Managerial Staff
	2005-08	International Brotherhood of Teamsters, James R. Hoffa Scholarship Committee
	2001-02, 2005, 2008	Service Employees International Union, Local 511 (Connecticut)
	2005-07	Canadian Labour Congress, Office of the President
	1998-99, 2005-07	AFL-CIO Department for Professional Employees
	2001-06	American Federation of Teachers: Professional Development Committee, Organizing Committee, Albert Shanker Institute
	1998-04	American Guild of Musical Artists
	2002	American Nurses Association/United American Nurses
	2002	American Federation of Government Employees, Organizing Department
	2000-01	Economic Policy Institute
	1999	Washington Education Association
	1997	AFL-CIO Education Department
	1997	AFL-CIO Committee 2000
	1996	Service Employees International Union, Organizing Department
	1996	Communications Workers of America, Organizing Department
	1995	AFL-CIO Department of Organization and Field Services
	1994	AFL-CIO Task Force on Labor Law
	1994-95	American Federation of Teachers, Organizing Department
	1994	Georgia Pacific
	1993-94	Diane Downey Associates
	1992-94	AFL-CIO, Industrial Union Department
	1992-94	American Federation of Government Employees
	1993	College and University Personnel Association
	1993	Service Employees International Union, District 925
	1991-93	National Education Association, Organizing Conference
	1991	Fraternal Order of Police, Washington, DC
	1991	Airline Pilots Association, Northwest Airlines
	1991	International Association of Fire Fighters