

THE INDUSTRIAL
RELATIONS SECTION
OF PRINCETON UNIVERSITY
— 1922 TO 1985 —



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THE
INDUSTRIAL
RELATIONS
SECTION
OF
PRINCETON UNIVERSITY,
1922 TO 1985

INDUSTRIAL RELATIONS SECTION

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Foreword

OFTEN I HAVE been asked about the development of the Industrial Relations Section since its founding. This short document sets forth the basic facts in a manner much like the research that it chronicles.

The Section started as a pioneer university venture aimed at developing a model library and promoting education in the controversial field of labor and industrial relations. This story of the Section's activities and accomplishments over six decades shows how important are the professionals who form and conduct the programs and individual projects of such an enterprise. Also, from this history one gains an understanding of how major changes in company, union, and government policies and in research methods and available data influence the program of such a special library and research center.

The text has largely been written by Richard A. Lester, who first used the Section as a graduate student in 1929. He has been assisted by others who have been associated with the Section, including Dean J. Douglas Brown and Irene Rowe. Much material has been drawn from the annual reports and the archives of the Section in the Seeley G. Mudd Manuscript Library.

The Section is grateful for permission granted by the Charles H. Overly Studio to use his drawings of the Firestone Library and the Graduate College.

Orley Ashenfelter
Director

January 1986

Introduction

THIS BROCHURE deals with the programs and accomplishments of Princeton's Industrial Relations Section since its founding in 1922 at the suggestion of Clarence J. Hicks, with financial support by John D. Rockefeller, Jr.

Initially, stress was placed on the development of a comprehensive library in the subject. As the Section has grown, an increasing portion of its resources has been devoted to research and publication.

Members of the Section's professional staff—mostly Princeton faculty—have been free to pursue research projects of their choice in the industrial relations field. That helps to explain the varied character of the Section's research as indicated in the lists of publications following the text.

For purposes of exposition, this report of the Section's activities through the academic year 1984–1985 is divided into five time periods. Primarily, the periods correspond to the term of service of each director of the Section and to major changes in the industrial relations field, including research. The Section's activities in each period are usually presented under five headings: library, research and publication, student instruction, conferences and seminars, and financing.

The Early Period, 1922–1941

THE FIRST four years, Robert F. Foerster was the director of the Section. In 1926, J. Douglas Brown became director and served in that position for the next twenty-nine years.

THE LIBRARY



J. Douglas Brown
Director 1926–1955,
Faculty Associate 1955–
1971, Associate 1971–
1985
Deceased 1986

RESEARCH AND PUBLICATION

A primary objective of the Section was to develop a library specializing in labor subjects, designed for the use of students, faculty, and practitioners and researchers in this country and abroad. Cooperating companies and unions were solicited to supply a continuous flow of published and unpublished material so that the Section's library could serve as a comprehensive, well-catalogued storehouse of information and experience and could, thereby, provide a first-class reference service in response to requests. To facilitate functioning of the library as well as research and student instruction, provision was made that the Section's collection and operations should always be located within the main library of Princeton University.

The Section greatly benefited from the services of three very able librarians, who served in that capacity for extended periods of time: Helen Baker (1928–1937), Hazel Benjamin (1939–1968), and Helen Fairbanks (1968–1978). Baker became assistant director of the Section in 1937 and served as associate director from 1945 until her death in 1955, when the position of associate director was eliminated.

From the outset, the Section's program of research and publication was influenced by developments in the field of industrial relations in the 1920s and early 1930s. Throughout those years, the Section was the only university-based, industrial relations unit in existence.

In the late 1920s, many large firms instituted and pursued new

programs of personnel management. Among the items in many programs were: an employee representation plan, employee stock ownership, and various employee benefit plans such as group life insurance and company pensions. In 1928, the coverage of employee representation plans (later dubbed "company unions") exceeded one and a half million workers. The Section's early reports included several studies of experience with such programs. Indeed, the first book, authored by Robert F. Foerster and Else Dietel, examined *Employee Stock Ownership in the United States*. The second book, by J. Douglas Brown and Helen Baker, dealt with *The Labor Banking Movement in the United States* (1929).

After these two books, the Section's program of research and publication shifted to shorter, more frequent reports in line with the view of Professor Brown that the Section should seek to promote good practice by examining and reporting on experience with various policies and programs. Material for reports, such as company sickness benefit plans and personnel programs in department stores, was obtained from the library collection and from cooperating companies and unions by correspondence, questionnaires, and interviews.

In the early years, most Section reports drew heavily on first-hand material gained from observations in the field and on-site discussions with officers and staff of cooperating companies and unions. Such field visits were also arranged for selected students who were writing senior theses and doctoral dissertations.

As the Great Depression of the 1930s deepened and unionization and collective bargaining swept through the mass-production industries, aided by the National Labor Relations Act, the Section's program of research and publication encompassed that experience. Reports on collective bargaining in the steel industry and the seniority principle in union-management relations, authored by research assistant Frederick H. Harbison, were issued in the latter half of the 1930s. By 1939–1940, a report, "Outline of Industrial Relations Policies in Defense Industries" (Report no. 62) was prepared by Brown, Harbison, and Baker, and issued by the Section.

From 1935 on, much of the Section's staff was engaged in the study of employment security and social insurance. Director Brown had served on the old-age security part of the staff of the President's Committee on Economic Security. The Section greatly increased its library resources in social insurance, employment stabilization, and unemployment relief and issued an extensive bibliography on social security.

An important element in the Section's research program has been the training of advanced graduate students in data collection and analysis and in the preparation of research reports.



Helen Baker
Librarian 1928–1937,
Assistant Director 1937–
1944, Associate Director
1944–1955

STUDENT INSTRUCTION

A major reason for the founding of the Section was to make its materials and staff available for the instruction of Princeton undergraduates, graduate students, and its junior research staff. The director and some members of its staff have been part of the regular faculty, teaching courses on labor in the Economics Department and conducting policy conferences dealing with industrial relations issues as part of the curriculum of the School of Public and International Affairs, later named the Woodrow Wilson School of Public and International Affairs.

The Section's research staff and library staff provided a growing number of students with a range of services in connection with their preparation of course papers, senior theses (required of all undergraduates in the Social Sciences and Humanities), and doctoral dissertations. Students were helped with their choice of topics, the collection of relevant material, and contacts with experienced practitioners in cooperating companies and unions. In that way, the students' academic work was enriched by knowledge based on practical experience. To indicate the volume of such use of the Section's library and research staff, in the academic year 1935-1936 there were sixteen seniors and three graduate students writing theses in the labor field.

Each year the Section also arranged a number of on-campus meetings for interested students and Section staff. These informal meetings were usually addressed by a union official, a management executive, a government specialist in industrial relations, or a professor specializing in labor and industrial relations.

THE CONFERENCE AND SEMINARS

In September 1931, the Section held the first annual Conference Course in Industrial Relations at the Graduate College. Cooperating companies were invited to send their industrial relations executives to this special four- to five-day conference. The conference program, developed by Brown, consisted of morning, afternoon, and evening sessions. Each session usually was led by (a) an academic specialist like Sumner H. Slichter of Harvard, Edwin E. Witte of Wisconsin, or Leo Wolman of Columbia; (b) a company executive like Cyrus Ching of U.S. Rubber, John A. Stephens of U.S. Steel, or Chester I. Barnard of New Jersey Bell Telephone; (c) a labor union leader like Clinton S. Golden of the Steelworkers, George M. Harrison of the Railway Clerks, or Joseph A. Beirne of the Communication Workers; or (d) a government specialist like Isador Lubin, Commissioner of Labor Statistics, Harry A. Millis, when he was a member of the National Labor Relations Board, or Murray Latimer, chairman of the Railroad Retirement Board.

For two decades this annual conference served as the principal

meeting ground for industrial relations executives in this country. Many top industrial relations executives attended the conference year after year. To encourage free and frank exchange of views and experience, all remarks were off the record.

The conference enabled Director Brown and Associate Director Baker to develop close professional relationships with many company industrial relations executives and several union officials. The research program served the same purpose. Nellie Offutt, who was secretary of the Section from 1934 until she retired in 1965, attended to arrangements for the conferences and seminars during those thirty-one years.

In September 1938, the Section inaugurated an annual four-day seminar for thirty to forty junior industrial relations personnel. Held in the week preceding the conference, its program was designed to provide a basic review of the principal areas of industrial relations, including the economics of labor, labor relations, labor legislation, and personnel administration. The seminar "faculty" likewise included academic specialists, industrial relations practitioners, and union leaders.

In order to support the Section as an experimental project, John D. Rockefeller, Jr. provided an annual grant of \$12,000 for the first five years. Princeton University supplied the space, upkeep, and the salary of the director, who was to be a member of the regular faculty. In 1927, Mr. Rockefeller continued his annual contribution of \$12,000 for three more years. Then in 1930, he gave \$300,000 as permanent endowment for the Section. In 1937, John D. Rockefeller III, Princeton class of 1929, gave \$60,000 as an addition to the Section's endowment, to which he later contributed another \$60,000.

The Section supplied its publication gratis to cooperating companies and unions, to researchers, and to academic centers in the industrial relations field, which were founded as follows: University of Michigan (1935), Massachusetts Institute of Technology (1937), Queens University in Canada (1937), and California Institute of Technology (1939). Sales of Section publications to others largely covered printing and mailing costs. Also the conference and the seminar for junior industrial relations personnel were essentially self-supporting.

FINANCING

The War Years 1941–1946

THE ROLE that the Section, especially Professor Brown, played in Washington and elsewhere during World War II has been explained in a report authored by Brown entitled, *The Industrial Relations Section of Princeton University in World War II* (1976). Before and during the war, the Section issued a series of reports dealing with subjects like optimum hours of work in war production, women in war industry, and the readjustment of manpower in industry during the transition from war to peace (Reports nos. 65, 66, and 71). In September 1945, the conference, which was suspended in 1943 and 1944, focused on planning for reconversion of industry to peacetime operation.

Work in war agencies in Washington and in the field taught academic labor economists much about pricing, wage structures and variation, and collective bargaining, in actual practice. In mid-1941, J. Douglas Brown was appointed chief of a newly created Priorities Branch in the Labor Division of the Office of Production Management (War Production Board after December 1941). The branch's staff was to work with the industry branches to facilitate effective use of labor and training resources in view of priority allocations of materials and the distribution of defense contracts. To help him administer and staff the branch, Brown recruited Richard Lester, who had worked with Brown in the Section in the mid-1930s, and Frederick Harbison, a former research assistant in the Section. At its peak the Priorities Branch included some eighteen economists and two representatives of organized labor.

Many labor economists, including some associated with the Section in the past, got an education in real-world wage-setting, employee benefits, and grievance procedures from serving as

neutral members of panels, boards, and commissions under the War Labor Board and its regional offices.

Such wartime experience had a major influence on developments in industrial relations research in the postwar years.

The Postwar Decade, 1946–1955

By 1946, the labor relations situation in this country had changed considerably from the prewar years, and a great deal of attention was being devoted to labor matters.

Between 1941 and 1945, union membership increased from 10.5 million to almost 15 million. The return to free collective bargaining meant an upsurge in strikes, which had largely been avoided in war production by provision for National War Labor Board decisions to settle labor disputes. Strikes increased in the latter part of 1945, and reached an all-time peak in 1946, with almost 5,000 strikes involving 14.5 percent of the employed industrial workers and resulting in a direct loss of 116 million “man-days” of work.

A widespread desire to continue the cooperative union–management relations developed during the war and to gain further understanding of the factors that contribute to constructive labor relations led to the establishment of many new programs and institutions for the study of labor subjects.

Between 1949 and 1950, new centers, institutes, or schools of industrial relations were established at eleven universities in this country and Canada, most of them in state institutions or with state support. Five were founded in the year 1945: the Cornell School of Industrial and Labor Relations, the Institutes of Industrial Relations of the University of California at Berkeley and at Los Angeles, the Industrial Relations Center at the University of Minnesota, and the Industrial Relations Center at the University of Chicago. In the next five years, similar centers or institutes were established at the University of Illinois (1946), the University of Wisconsin (1947), Rutgers University (1947), the University of Hawaii (1948), McGill University in Canada

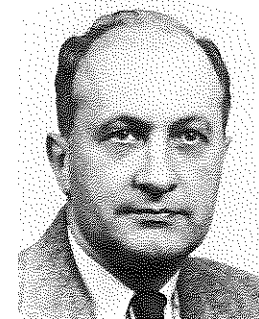
(1948), the University of Utah (1949), and the University of Iowa (1950).

Another significant development in the labor field was the establishment in 1948 of a professional society, the Industrial Relations Research Association. The aim was to have a professional association for persons engaged in industrial relations research—economists, sociologists, political scientists, psychologists, and law professors—and those using the results of such research in teaching and in practice in industry. Brown and Lester played a leading role in the creation of the IRRA. At the time of its first annual meeting in December 1948, IRRA had a membership of 1,025; the printed proceedings of that meeting ran to 233 pages.

As part of a growing interest in improving labor relations, the National Planning Board in 1947 established a major program of study entitled *The Causes of Industrial Peace under Collective Bargaining*. A committee of twenty-nine prominent persons, chaired by Clinton S. Golden, was appointed to oversee the project. It included J. Douglas Brown, Frederick Harbison (executive officer of the Chicago Industrial Relations Center), George W. Taylor (chairman of the War Labor Board), Clark Kerr, and John T. Dunlop. In seeking to determine the factors that contribute to constructive relations under collective bargaining, detailed case studies were made of twelve large plants, in different competitive industries, that had important industrial relations problems to solve. The individual studies and the final report received wide publicity during the years 1948 to 1953.

While the Section’s prewar programs were carried into the postwar years, some adjustments and expansions occurred to take account of such developments as those mentioned above. New ventures were started in the library, research, and conference areas, with the staff of the Section increasing from eight in 1943–1944 to thirteen in 1949–1950. That increase was mainly in the area of research. Richard Lester joined the Princeton faculty in the fall of 1945, and from then on spent part of his time as research associate in the Section. Also, a number of junior faculty and advanced graduate students were appointed as research assistants in the Section, usually for two years. Some of the expansion was financed by a successful campaign to enlarge the endowment of the Section by contributions from cooperating companies and unions.

By 1930 some 250 companies were supplying the Section annually with information on their personnel policies. The Section’s research projects involving field interviews and discus-



Richard A. Lester
Faculty Associate 1945–
1974, Associate 1974–
1985

THE LIBRARY

RESEARCH AND PUBLICATION

sions with practitioners provided unique supplementary material. Each year in the 1940s, some 680 serial publications—employee magazines, trade union journals, labor newspapers, and government publications—were scanned for important articles and significant developments, which were indexed in the Section's card catalogue.

With its rich library resources and readiness to respond to inquiries, the Section each year received a large volume of special requests by letter, telephone, and personal visits, for bibliographies and memoranda.

In January 1945 the Section began a printed bibliographical series entitled "Selected References." Each bimonthly issue dealt with a specific subject of current interest. Beginning in 1950 one issue of Selected References each year was devoted to the "Outstanding Books on Industrial Relations" in the preceding year, as selected and annotated by the staff. This program has continued through 1985.

Prior to 1945, the printed reports of the Section were largely surveys of company experience with policies, practices, and administrative arrangements. An effort was made to present an early report on a promising industrial relations policy or program.

The postwar developments outlined above led the Section to spread its research into additional areas (e.g., wages, labor markets, government programs) and to use additional research methods and materials (e.g., case studies and data from government sources). Examples of studies in new areas are: *Wages under National and Regional Collective Bargaining: Experience in Seven Industries*, Report no. 73 (1946); *Compulsory Arbitration of Utility Disputes in New Jersey and Pennsylvania*, Report no. 85 (1951); and two reports on the Trenton labor market similar to ongoing studies at Yale and MIT: *Hiring Practices and Labor Competition*, Report no. 88 (1954) and *Adjustments to Labor Shortages: Management Practices and Institutional Controls in an Area of Expanding Employment*, Report no. 91 (1955). The Section study of *Constructive Labor Relations: Experience in Four Firms*, Report no. 75 (1948) paralleled the National Planning Board's early case studies of industrial peace. Some Section studies combined a broad survey of many companies with selected case studies to provide more detailed analysis and greater depth of understanding. An example is *Job Modifications under Collective Bargaining: A Survey of Company Experience and Four Case Studies*, Report no. 80 (1950). In line with the director's interest were the following studies of benefit plans: *Group Health Insurance and Sickness Benefit Plans in Collective Bargaining*, Report no. 72 (1945); *The Operation of Sickness Benefit*

Plans in Collective Bargaining, Report no. 84 (1951); and *Disability Retirement in Industrial Pensions Plans*, Report no. 93 (1946), written by W. Michael Blumenthal, a faculty member and research assistant (1954–1956). A condensed version of Blumenthal's Ph.D. dissertation was published as *Codetermination in the German Steel Industry*, Report no. 94 (1956).

While he was a visiting associate professor of Economics in 1954–1955, Herbert S. Parnes of Ohio State University was a half-time research associate in the Section. His research resulted in Section Report no. 92, *Union Strike Votes: Current Practice and Proposed Controls* (1956). The use of faculty from other institutions as visiting research staff in the Section was much more frequent during the next decade, when Frederick Harbison was director of the Section.

The use of advanced graduate students as research assistants in the Section was especially extensive in the period 1946 through 1955. During that time ten research assistants worked, usually for two years, on research projects with Lester or Baker. Seven were candidates for a doctor's degree at Princeton. Four of them were sole authors of a Section report in their second year.

By 1952–1953, five members of the Section's research staff were teaching undergraduate and graduate courses and supervising senior and Ph.D. theses in the labor field. In that academic year, there were some 150 undergraduates in the labor courses in the Economics Department and in a public affairs conference on an industrial relations subject in the Woodrow Wilson School. The Section materials were used for papers and other course assignments. Thus, students were brought into close contact with real-world conditions and the products of research. Of the twenty-four seniors writing theses on industrial relations and, therefore, likely to be advised by faculty affiliated with the Section, fifteen were majoring in Economics, five in the Woodrow Wilson School, two in the Politics Department, and two in History.

After the war, the Conference Course for senior executives in industrial relations operated much as it had in earlier years. Attendance continued to be limited to 100, partly due to the size of the conference room and the residential facilities available at the Graduate College complex.

The speakers were largely experienced company executives and university professors with special interest in industrial relations, but also included one or more officials from government and from organized labor. Typical of the topics that were presented and discussed in twelve sessions in a three-day period are

STUDENT INSTRUCTION

THE CONFERENCE AND SEMINARS

the following: the economic outlook and its implications for industrial relations, the contributions of behavioral science to personnel administration, the guaranteed annual wage and supplementary unemployment benefits, the impact of changing labor legislation on industrial relations, and the handling of production changes under collective bargaining.

The five-day Seminar Course in Industrial Relations held the week preceding the conference continued in its prewar pattern. Intended primarily for junior industrial relations executives, the program, as indicated above, was designed to provide a basic review of the principal areas of industrial relations. The ten to twelve leaders of sessions were: prominent industrial relations executives, professors specializing in industrial relations, and union officials. To assure plenty of opportunity for discussion, attendance at the seminar continued to be limited to forty enrollees representing about that number of companies.

After extended conversations with union research directors, the Section inaugurated in June 1947 an annual Seminar in Labor Relations for Union Research and Staff Personnel. This unique seminar aimed to provide an opportunity for research and other union staff personnel to meet in a university setting at the Graduate College and to discuss with leading scholars and practitioners the economic, political, and social issues of importance to organized labor. Each of the five sessions during a two-day period was opened with concise informal presentations by one, two, or three discussion leaders stating their views and reasons for their positions, followed by general discussion of the subject by the attending union representatives.

Some of the subjects discussed in the trade union seminar were similar to those in the conference for industrial relations executives. Typical topics were: the economic outlook and collective bargaining, job evaluation and wage incentives, pensions and sickness benefits under collective bargaining, the effects of federal labor legislation on labor relations, the labor movement over the next decade, and union views on research in industrial relations.

Twenty-two union representatives were at the first seminar in 1947. By 1952-1953 the number had risen to thirty-one. Many research directors regularly attended the annual June seminars and participated in the planning of the program.

The discussion leaders were mainly union research directors and university faculty but also included federal and state officials. Among the university faculty serving as discussion leaders were: George W. Taylor, Frederick H. Harbison, John T. Dunlop, Clark Kerr, Douglas M. McGregor, Arthur Schlessinger, Jr., and Jacob Viner. Among the union research personnel who made

presentations as opening speakers and discussion leaders were: Boris Shiskin and Lane Kirkland (AFL), Stanley H. Ruttenberg and Nathaniel Goldfinger (CIO), Eugene A. Forsey (Canadian Congress of Labor), Nat Weinberg (Auto Workers), Otis F. Brubaker (Steelworkers), Hyman H. Bookbinder (Amalgamated Clothing Workers), William Gomberg (Ladies' Garment Workers), Solomon Barkin (Textile Workers), Everett M. Kassalow (Rubber Workers), and George W. Brooks (Pulp and Paper Workers). It is interesting that the last four ultimately became members of university faculties—Gomberg at the University of Pennsylvania, Barkin at the University of Massachusetts, Kassalow at the University of Wisconsin, and Brooks at the Cornell School.

The request to the cooperating companies and unions for a contribution for endowment emphasized the special services and benefits that the Section had, over the previous two decades, provided gratis to each individual company and union. They included library services (the printed selected references, other bibliographical material in response to specific requests), all the Section's research reports, preference for company representatives in attending the annual conference and the seminar course, and advice and other assistance from the director and the staff. It was a Section policy that the staff should freely provide advice and assistance to cooperating companies and unions.

By 1955 some eighty-one companies and eight national trade unions had contributed a total of more than \$550,000, bringing the Section's permanent endowment to over a million dollars.

The Class of 1926, which included many members interested in the Section, gave \$150,000 for the Section's quarters in the new Firestone Library opened in 1948.

FINANCING

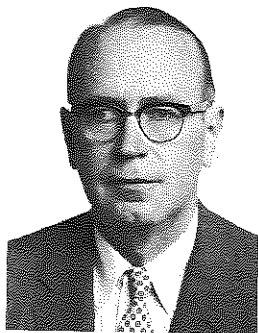
The Development Period, 1955–1971

FREDERICK H. HARBISON became the director of the Section in September 1955, succeeding Brown, who had become dean of the faculty. Harbison continued as director until July 1968. Albert Rees was director of the Section from 1968 until July 1971, when Orley Ashenfelter was appointed the director.

Harbison brought with him from Chicago a collaborative research program, on which he, Clark Kerr, John T. Dunlop, and Charles A. Myers were engaged. Known as "The Inter-University Study of Labor Problems in Economic Development," it involved the analysis of industrial relations developments on a worldwide basis and was independently financed by the Ford Foundation. The final report of the Inter-University Study was *Industrialism and Industrial Man Reconsidered* (1975), which carried the Section's address for its publication. It contains a list of the publications and individuals associated with the study.

In line with Harbison's professional interests, the Section's programs were expanded into three subject areas: the relationship between management development and economic growth in this country, the human problems encountered by American companies operating abroad, and comparative study of managerial approaches to labor problems in both industrialized and underdeveloped countries.

Research projects and course instruction focusing on management and labor factors in economic growth in developed and underdeveloped countries were appealing to American and foreign students and to researchers in Economics, Sociology, and the Woodrow Wilson School with its program in world affairs. In 1957–1958 there were five graduate students working on Ph.D. dissertations; in 1963–1964 that number had risen to eleven.



Frederick H. Harbison
Director 1955–1968,
Faculty Associate 1955–
1976

The new emphasis on certain areas of research, especially on management and labor in developing countries, meant a corresponding expansion in library resources.

The Section published in 1958 a ninety-three-page annotated bibliography: *Manpower Problems in Economic Development: A Selected Bibliography*, by Keith Simpson and Hazel Benjamin. The project was undertaken for the Ford Foundation, which commissioned the Section to keep it up to date and to serve as a central clearing point for material on the subject of human resources in economic development.

The work of the Library expanded significantly during the decade from 1955 to 1965. As in earlier periods, periodically a letter was sent to over 100 companies, accompanied by a checklist of present holdings and a request for the company to supply additional, up-to-date material. Nevertheless, in 1964–1965 only about 45 percent of the Library's 3,280 acquisitions were company publications and other company documents.

Foreign use of the Library increased. Requests for reference assistance in 1964–1965 and 1965–1966 were received from thirteen countries. The on-campus student use of the Library also increased during the decade. In 1964–1965 around 215 undergraduate and graduate students made use of the Section's facilities in writing papers and reports for courses and in producing senior and doctoral theses.

The period 1956 through 1971 was one of remarkable research activity in the Section. By 1958–1959 the Section staff included ten research associates and four research assistants. Seven of the research associates were members of the Princeton faculty and two were professors at other universities, one of them from England.

The research projects and programs on which the Section staff was engaged varied widely in subject and in country coverage. As the lists of publications show, Section researchers during the sixteen years from 1956 through 1971 wrote thirty-five books. They are Section reports numbered 92 through 115, including three reports of conferences (nos. 108, 109, and 111) and thirteen books written or edited during that period but issued by other publishers.

Most of the thirty-five books can be grouped under three subject categories. One category consists of the traditional subjects of unions, wages, labor supply, and social insurance. This category includes Section reports numbered 92, 93, 97, 100, 103, 108, 109, and 111, and books issued by other publishers listed as numbers 2, 5, 7, 10, 11, 12, and 13.

A second category concerns the management of human resources in this country and abroad. In this category are Section reports numbered 95, 96, 99, and books issued by outside publishers listed as 3, 4, and 6.

A third category involves manpower development and management in individual foreign countries. Thereunder are Section reports 98, 102, 106, 107, and 110, and books by other publishers numbers 1, 8, and 9.

The subject areas of the remaining books are too varied to fit under a single grouping. Section reports numbered 94, 104, 105, 112, and 113 deal with such diverse subjects as codetermination, education, and hospital regulation.

In 1967, the Section entered into a contract with the Office of Manpower Policy, Evaluation, and Research of the U.S. Department of Labor for a research program on urban labor markets. Entitled "Systems Analysis of Labor Markets in the U.S.," the project aimed at developing a series of models that would (a) enable analysts and policymakers to trace the effects of both external pressures and alternative manpower policies on the American system of labor markets and (b) provide training and research experience for graduate students in labor market analysis.

Princeton faculty members participating in the project at times included Stanley Black, William Branson, Ray Fair, Daniel Hamermesh, Harry Kelejian, Joseph Mooney, Wallace Oates, and Orley Ashenfelter. George E. Johnson joined the project's staff for a year on leave from the University of Michigan. Black served as director of the project the first year and Ashenfelter was director the second year. Albert Rees, who was director of the Section from 1968 to 1971 and provost 1975–1977, served as chairman of the project advisory committee. Five graduate students worked on doctoral dissertation topics connected with the project or closely related to it.

The project on systems analysis of the labor market developed thirteen working papers and a final report submitted to the U.S. Department of Labor. The essence of some of the working papers appeared in journal articles, which are included in the Section's reprint series. A main paper was: "A Macro Model of the U.S. Labor Market" by Black and Kelejian, published in *Econometrica* in 1970.

Another major project in the Section was the 897-page book, *The Economics of Labor Force Participation*, authored by William G. Bowen and T. Aldrich Finegan and published by the Princeton University Press in 1969. Bowen became a faculty research associate in the Section in 1958, and served as acting director of the Section in 1962–1963 while Harbison was on leave.

He was director of the graduate program of the Woodrow Wilson School in 1964–1966 and became Princeton's provost in 1967 and president in 1972. J. Douglas Brown retired in 1967, becoming provost and dean of the faculty emeritus. He continued as an associate in the Industrial Relations Section; some of his publications after 1967 appear in the attached lists.

In the 1950s and 1960s, an increasing portion of the Section's research product was published in the form of a journal article or a chapter in a book of articles. Beginning in 1956, reprints of selected papers, written by Section staff and associates and appearing initially in a journal or a book, were put in Section covers and distributed to cooperating companies, unions, special libraries, and university and college faculty in industrial relations. The annual number of papers in the reprint series increased from three in 1956 to seven in 1970 and eleven in 1972.

During the three years (1968–1969 through 1970–1971) that Albert Rees was the director of the Section, some twenty published papers were added to the Section's reprint series and a dozen graduate students completed their Ph.D. dissertations.

Professor Herman M. Somers of the Woodrow Wilson School and the Politics Department became a faculty associate in the Section in 1963. He was a coeditor and author of a chapter in the volume, *The American System of Social Insurance*, a symposium in honor of J. Douglas Brown, published in 1968. Anne R. Somers joined the Section staff as research associate in 1964. Her book, *Hospital Regulation: The Dilemma of Public Policy*, was issued as Section Report no. 112.

In 1966, Lester became director of the Graduate Program and associate dean of the Woodrow Wilson School, and in 1964 was appointed dean of the faculty while continuing as a faculty associate in the Section. In 1974 he retired from the faculty but continued to be associated with the Section, authoring Section Report no. 124, *Labor Arbitration in State and Local Government* (1984).

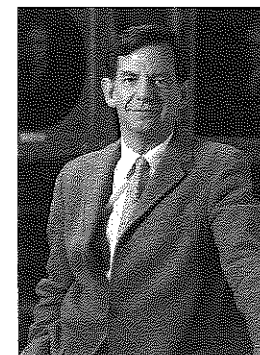
The expansion of research and teaching in manpower policy and economic development on a global basis attracted the interest of students in the Economics Department and especially in the Woodrow Wilson School of Public and International Affairs.

In 1963–1964, a new graduate policy seminar on Manpower and Education in the American Economy was added to the course offerings in the Woodrow Wilson School. The next year a new upperclass course on Economic Growth and Social Change was added to the Economics Department's curriculum. Harbison did much of the teaching in those courses.

During the 1960s, the Section sponsored an on-campus Man-



Albert Rees
Director 1968–1971,
Faculty Associate 1966–
1979



William G. Bowen
Faculty Associate 1958–
1985, Acting Director
1962–1963

STUDENT INSTRUCTION

THE CONFERENCE AND SEMINARS

power Seminar, attended mostly by graduate students, faculty, and Section staff. It met six to ten times a year, with a graduate student presenting his or her research-in-progress or with an outside researcher explaining a research project.

In those years, the Section was sponsoring the doctoral dissertation work of five to seven advanced graduate students, and offering summer employment to qualified graduate students interested in research on subjects that Section staff was pursuing. Also, fellowship support was provided annually for two to three graduate students in their first or second year of graduate study. In addition, there were visiting research fellows from other countries, three of whom were on the campus in 1957-1958.

The number of seniors writing theses in the area of the Section's interest and, therefore, likely to be advised by faculty affiliated with the Section, ranged from fifteen to thirty in the 1960s. The number of undergraduate students using the Section's resources to prepare papers or reports in connection with courses approached 200 during some years.

An appraisal of the traditional form of the conference and the seminar program for company executives occurred in 1955. In view of the competitive conferences and mid-career courses on managerial problems, personnel administration, and union-management relations being held by graduate schools of business administration, nationwide management organizations, and university industrial relations centers, the question was raised whether the Section could use its resources more effectively by having each conference or seminar deal with a current policy subject. In line with that idea, the twenty-fourth annual conference for senior industrial relations executives in September 1956 was devoted to a single theme: "Organization Planning and Management Development." A hundred persons from ninety-one companies in the U.S. and Canada were in attendance.

The annual seminar course for junior executives was also held that year, but was then discontinued. The reason for its elimination was that, with similar programs available under other auspices, the need for the Section to perform that function had been reduced and the resources involved could, therefore, be better devoted to other activities of more current interest to high levels of management.

The twenty-fifth annual conference for senior executives held in September 1957 was on the theme: "Selection and Development of High-Talent Manpower." This was the subject of a ninety-eight page book by Brown and Harbison (Research Report no. 95) published in the same year. Again there were one

hundred executives in attendance, which continued to be the limit for those annual conferences. The Section also held a conference in November 1957 on the subject, "Management of U.S. Corporations Abroad." It was attended by forty top executives.

The theme of the twenty-sixth annual conference in 1958 was "An Appraisal of Unionization and Collective Bargaining." In 1959, the annual conference theme was: "Education, Research, and Modern Management." In addition in November 1959, a seminar jointly sponsored by the Section and the Princeton University Conference dealt with "Management in the Industrial World: An International Analysis."

The theme of the 1960 annual conference was "Perspectives on Modern Management." It included a discussion of the findings of recent research in the social sciences of interest to managers. For the twenty-ninth conference in 1961 the theme was "Forward Planning for Managerial Development." Brown and Harbison led the opening session; subsequent sessions dealt with the important factors and conditions to be taken into account in such planning. The annual conference was omitted in 1962 and 1963, as Harbison was away on leave for the 1962-1963 academic year.

The thirtieth and last annual conference in April 1964 dealt with the theme: "Discovery and Development of Manpower to Fill Critical Needs." Considerable attention was given to the education, training, and selection of talented persons, especially engineers and scientists, and to their performance on the job. There were seventy-three executives from sixty-four companies in attendance at this last in the series of annual conferences.

The character and form of the annual Seminar in Labor Relations for Union Research and Staff Personnel remained much the same through the twelfth and final seminar meeting in January 1958. The five sessions at that two-day seminar centered on the theme of "Economic Fluctuations and the Labor Movement." The seminar was mainly concerned with the effects and the implications for organized labor of the current economic recession. Among the session leaders were two eminent economists and an expert on business cycles. The attendance, which had been running twenty-five to thirty, dropped to twenty, partly perhaps because the seminar took place in January whereas all the others were held in June at the Graduate College. As indicated above, many of the union research directors had attended most of the twelve seminars.

After the final management conference in 1964, the Section conferences had a single theme or public policy focus, and invitations to them were sent to experienced practitioners in management, organized labor, and government as well as university

faculty engaged in research in the subject area. Usually they were held jointly with the Woodrow Wilson School, a federal manpower agency, or a related organization, and publication of the papers and some discussion was the normal practice for each such Princeton Manpower Symposium.

The first manpower symposium in March 1965 dealt with the subject of "Unemployment in a Prosperous Economy." The nine papers prepared in advance and summaries of the discussion were published as Section Report no. 108. The 1966 symposium was on "Critical Issues in Employment Policy." The proceedings were issued as Section Report no. 109. The third symposium in 1967 consisted of eight papers with discussion summaries and conclusions in a book entitled: *The Princeton Symposium on The American System of Social Insurance: Its Philosophy, Impact, and Future Development*, published by McGraw-Hill.

The fourth symposium in 1968 dealt with the subject: "The Transition from School to Work." It was sponsored jointly by the Section, the Woodrow Wilson School, the U.S. Departments of Labor and Health, Education, and Welfare, and the National Manpower Policy Task Force. The proceedings, consisting of ten papers and a summary of the viewpoints expressed, were published as Section Report no. 111. The last manpower symposium in 1969 dealt with "Research on Poverty." The proceedings were not published. Attendance in all five symposiums was by invitation and ranged from 60 to 100.

FINANCING

In 1955 the total endowment of the Section just exceeded a million dollars. By 1970, the market value of the endowment was over five million dollars. In many years, income from the endowment exceeded expenditures and the unspent sums were added to the Section's endowment.

The Recent Period 1971–1985

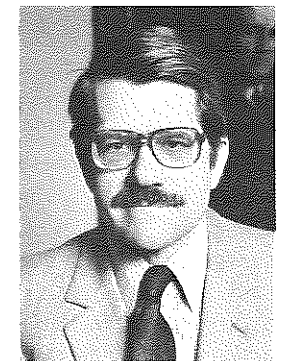
DURING the 1970s, research projects of the Section and training of graduate students tended to emphasize methodological advances that were being applied throughout the social sciences. Much of the Section's research in this period involved the use of quantitative and econometric methods of analysis.

In mid-1971 Orley Ashenfelter succeeded Albert Rees as director of the Section and has continued as director through 1985. He had served as director of the project on Systems Analysis of the Labor Market beginning September 1968 and had, during 1969 and 1970, pioneered in using econometric techniques for analyzing racial discrimination in employment.

The educational and reference contributions of the Section's library continued on about the same scale during the 1970s and the first half of the 1980s. The library staff assisted students each year in obtaining materials for use in connection with two or three undergraduate courses in Economics, and three or four graduate courses in Economics and the Woodrow Wilson School. Also, assistance was provided for undergraduates writing senior theses in industrial relations subjects and graduate students preparing doctoral dissertations. During the 1970s there was increased use of the Section library by graduate students at Rutgers University and at the Wharton School of the University of Pennsylvania.

Each year roughly 8,000 subject cards were added to the Section catalogue. By 1974–1975 there had been a significant decrease in the number of items received each year from cooperating companies and unions. By 1978–1979 the Section library had accumulated around 100,000 documents and miscellaneous pamphlets, and work had begun on sorting them for retention, storage, or disposal.

THE LIBRARY



Orley Ashenfelter
Director 1971–
Faculty Associate 1968–
1971

RESEARCH AND PUBLICATION

In 1973, efforts began to develop a single Social Science Reference Center for integrating four separate units: the Industrial Relations Library, the Pliny Fisk Library of Economics and Finance, the Public Administration Collection, and the Human Relations Area Files. The Section continued to meet the cost of acquisition of new books and periodicals in industrial relations subjects, which in 1984–1985 was running around \$13,000 a year.

The Section library continued each year to prepare and issue five selected references, including one issue entitled "Outstanding Books in Industrial Relations" published in the preceding year. About 1,500 copies of each selected reference were distributed each year to libraries, companies, unions, government agencies, and individuals working in the field.

This period was characterized by a large volume of research, most of which was published in the form of articles. Some 109 journal articles or papers in symposiums were included in the Section's Reprint Series during the fourteen years from 1971–1972 through 1984–1985, an average of almost eight a year. About a third of those reprints were written by advanced graduate students, usually growing out of their doctoral dissertations. During the period, only nine books were published in the Section's Report Series (nos. 116 through 124), and thirteen other books, prepared or edited by members of the Section's staff, were published by outside presses. Five of those books consisted of papers presented at Section-sponsored conferences (Section Report no. 120 and outside-published books numbered 23, 25, 26, and 27).

During those fourteen years, four assistant professors were on the Section's research staff for four years or more; two of them served as acting director for a year while the director was on leave. With the period of their Section association, they are: Daniel S. Hamermesh (1969–1973; acting director 1972–1973); Farrell E. Bloch (1974–1978); Cordelia W. Reimers (1976–1982, acting director 1980–1981); and James N. Brown (1978–1985; acting director 1984–1985).

During that period there were, practically every year, two to four professors holding visiting appointments on the Section's research staff for a semester or an academic year. Among the visitors, with their recent university connections, were: Glen G. Cain (Wisconsin), Barry R. Chiswick (Chicago), Michael Rothchild (University of California at San Diego), Walter Y. Oi (Rochester), H. Gregg Lewis (Duke), and Michael L. Wachter (Pennsylvania). Among the visiting researchers from abroad were: Anthony P. Thirlwall (University of Kent-Canterbury, England),

Yoram Weiss (Tel Aviv University, Israel), Charles Mulvey (University of Western Australia), Mark B. Stewart (University of Warwick, England), and David Metcalf, Stephen J. Nickell, and Chris A. Pissarides of the London School of Economics and Political Science.

Most of the visitors were on paid leave of absence from their institutions, with the Section often supplying some supplementary support. Beginning with 1981–1982, six out of the ten professors with visiting appointments were Princeton Ph.D.'s, half of whom had earned their degrees ten or more years earlier.

Each year during this period, two or three undergraduate courses in labor economics or industrial relations were taught usually by faculty attached to the Section, including visiting faculty. The Section staff also supervised junior papers and senior theses in the subject area.

At the graduate level, faculty associated with the Section, including visitors, taught three or four courses in the labor field in the Economics Department and the Woodrow Wilson School.

Each year, the Section allocated financial assistance, in the form of fellowships and research assistantships, to graduate students interested in labor and related subjects. In some years as many as eight students received that kind of financial assistance.

In the twelve years (1971–1983), a total of thirty-four graduate students earned Ph.D. degrees, submitting theses dealing with subjects in the area of the Section's interests; only one doctoral degree was conferred in the two years 1984 and 1985. Faculty on the Section staff served as advisers on most of those theses.

During each academic year, the Section arranged for a dozen or more research seminars, attended by interested graduate students and faculty. Typically, a "working paper," prepared by a graduate student writing a thesis, by a faculty member, or by an outside researcher, was distributed beforehand and then thoroughly discussed in the meeting. Generally, some three-fourths of the research seminars were led by prominent researchers from other institutions, who presented the research project on which they were currently engaged.

Most of the students earning doctorates in the 1970s and early 1980s in industrial relations subjects obtained appointments and promotions at well-known institutions. A dozen of those completing their doctorates in the 1970s had, by 1985, been promoted to associate or full professor with academic tenure at institutions in this country and abroad, including such universities as Chicago, Massachusetts Institute of Technology, Stanford, Cornell, Queens (Canada), Toronto, and Oxford (Eng-

STUDENT INSTRUCTION

land). Three others had attained high positions in government, and two had important positions in the private sector.

A dozen of those obtaining a Ph.D. degree in the years 1979 to 1985 were, in mid-1985, assistant professors or associate professors without tenure at different institutions, including Harvard, Columbia, Michigan, Chicago, Princeton, Rochester, University of California at Los Angeles, and University of British Columbia.

CONFERENCES

During this period, the Section conducted a number of conferences dealing with research in various areas. Four were two-day conferences, jointly sponsored, with five or six papers prepared and distributed in advance to those invited to attend and with formal comments on each paper by an invited discussant. The papers and comments were revised in light of discussion at the conference and then published in book form. The books are: *Discrimination in Labor Markets* (no. 16 in the other publishers list), *Labor in the Public and Nonprofit Sectors* (no. 23 in the other publishers list), *Evaluating the Labor-Market Effects of Social Programs* (Section Report no. 120), and *Evaluating Manpower Training Programs* (no. 27 in the other publishers list).

The Section also held some informal, two-day meetings at which a dozen or so academics engaged in research on a particular subject discussed their research in progress and the results to date. In the spring of 1983 such a conference was held on "Empirical Analysis of Labor Supply Behavior." Another one on "Empirical Analyses of Arbitration and Bargaining" occurred in the spring of 1985.

Arrangements for the conferences, the research seminars, and the printing and distribution of Section publications has been handled by Irene Rowe, whose connection with the Section began in 1969. Since January 1982, she has served as office manager and administrative assistant to the director.

FINANCING

During this period, the Section's expenses have been largely financed out of income from its endowment. Some income was derived from sale of its publications, in addition to those mailed free to cooperating companies, unions, industrial relations centers, and individuals specializing in the field. For instance, in 1978-1979, the Section received \$3,011 from sales of publications and \$3,843 from royalties on Section-developed books issued by other publishers.

The endowment of the Section grew from \$5 million in 1970 to more than \$10 million in mid-1985. Over the years a significant part of the increase in endowment has come from adding unspent revenues to the principal.

The Present Situation

THE RESOURCES accumulated and the experience gained since 1922 place the Section in an excellent position to make important contributions to the field of industrial relations in the future.

The Section's resources include its outstanding library, which recently became part of a combined Social Science Reference Center, and its office facilities, which occupy some 1,560 square feet of floor space adjoining the Reference Center in Firestone Library. In that space are eight separate offices (including the director's spacious office) occupied by faculty associates and research staff of the Section, plus space for secretarial, technical, and administrative personnel and a room containing a word processor with a printer and one of three terminals connected to Princeton's mainframe computer.

The Section's large financial resources, mainly endowment, are ample for educational purposes and for a sizable, flexible program of research. With the substantial changes taking place in industrial relations in much of the economy, flexibility in the use of these resources is a real advantage for research.

The Section's professional resources include not only its present staff but also past members of the research staff and professionals located at other institutions who did their graduate work at Princeton. Research and teaching can be enriched by the exchange of ideas and sharing in projects within such a network of professionals in industrial relations.

Pressed by the recession of 1982, many organized and non-union firms have made significant changes in their industrial relations policies and practices, often in order to adjust to global and domestic pressures of competition. Companies have been

experimenting with participatory management and workplace practices similar to those in large Japanese companies. Such marked changes can lead to a new era in American industrial relations. The Section is well situated to analyze and evaluate such developments.

LISTS OF PUBLICATIONS

Reports Published in the Section Series

IRS
REPORT
NUMBER

1. Foerster, R. F., and E. H. Dietel. *Employee Stock Ownership in the United States*. 1927. 174 pp.
2. Staff. *Corporation Training Programs*. 1927. 18 pp.
4. Staff. *Labor Turnover*. 1927. 18 pp.
5. Staff. *Reduction of Absence and Tardiness*. 1927. 25 pp.
6. Staff. *Group Insurance*. 1927. 21 pp.
7. Staff. *Rules and Financial Provisions of Industrial Pension Plans*. 1928. 38 pp.
8. Staff. *Employee Savings Plans*. 1929. 20. pp.
9. Brown, J. Douglas, and E. Davis. *Labor Banking Movement in the United States*. 1929. 377 pp.
10. Staff. *Mutual Benefit Association*. 1929. 25 pp.
11. Staff. *Age Limitations in Industry: Statement of Fact and Opinion*. 1930. 34 pp.
12. Staff. *Employee Stock Purchase Plans: Type of Stock Offered, Prices, Bonuses, and Sales in Twenty-One Representative Companies*. 1930. 23 pp.
13. Staff. *Five-Day Week in Industry: Statement of Fact and Opinion*. 1930. 28 pp.
15. Staff. *Company Plans for the Regularization of Plant Operation and Employment*. 1930. 16 pp.
16. Staff. *Employee Rating Scales*. 1930. 23 pp.
17. Staff. *Company Plans for Unemployment Insurance*. 1939. 15 pp.
18. Staff. *Company Loans to Unemployed Workers*. 1931. 11 pp.
19. Brown, J. Douglas, and E. D. Hawkins. *Dismissal Wage*. 1931. 16 pp.
20. Staff. *Emergency and Permanent Policies of Spreading Work in Industrial Employment*. 1931. 11 pp.
21. Staff. *Personnel Relations in Department Stores*. 1931. 58 pp.
22. Staff. *Company Plans for Unemployment Benefits*. 1931. 23 pp.
24. Brown, J. Douglas, and E. D. Hawkins. *Dismissal Compensation*. 1931. 46 pp.
27. Staff. *Company Plans for Unemployment Benefits*. 1931. 21 pp.
28. Davis, E. *Company Plans for Employee Savings and Investment*. 1931. 38 pp.
29. Davis, E. *The Use of Building and Loan Associations in Company Programs for Employee Savings and Investment*. 1932. 48 pp.

30. Baker, H. *Statistical Analysis of Twenty Employee Stock Purchase Plans, 1925-1932*. 1932. 23 pp.
31. Davis, E. *The Use of Credit Unions in Company Programs for Employee Savings and Investment*. 1932. 48 pp.
32. Staff. *Company Loans to Unemployed Workers*. Revised. 1932. 26 pp.
33. Davis, E. *Company Plans for Employee Savings and Investment*. 1932. 26 pp.
34. Hawkins, E. D. *Dismissal Compensation Plans in Eighty Companies*. 1932. 14 pp.
35. Baker, H. *Employee Magazines in the Depression*. 1933. 12 pp.
36. Davis, E. *Employee Stock Ownership and the Depression*. 1933. 41 pp.
37. Davis, E. *Minimum Wage Legislation in the United States: Summary of Fact and Opinion*. 1933. 29 pp.
38. Davis, E. *Company Retraining Programs*. 1933. 23 pp.
40. Davis, E. *Hours of Work and Recovery: Summary of Fact and Opinion*. 1934. 52 pp.
41. Davis, E. *Personnel Programs in Banks*. 1935. 56 pp.
42. Davis, E. *Recent Trends in Vacation Policies for Wage Earners*. 1935. 23 pp.
44. Davis, E. *Educational Refunds in Industry*. 1935. 28 pp.
45. Baker, H. *Personnel Programs in Department Stores*. 1935. 85 pp.
47. Davis, E. *Company Sickness Benefit Plans for Wage Earners*. 1936. 72 pp.
48. Baker, H. *Employee Savings Programs: An Analysis of Recent Trends*. 1937. 44 pp.
49. Harbison, F. H. *Collective Bargaining in the Steel Industry: A Factual Summary of Recent Developments*. 1937. 43 pp.
53. Staff. *The Seniority Principle in Employment Relations*. (Preliminary.) 1938. 31 pp.
54. Brown, L. *Group Purchase of Medical Care by Industrial Employees*. 1938. 53 pp.
55. Baker, H. *The Determination and Administration of Industrial Relations Policies*. 1939. 74 pp.
56. Staff. *The Effect of the Social Security Act on Private Pension Plans: Excerpts from Recent Plans*. 1939. 16 pp.
57. Harbison, F. H. *The Seniority Principle in Union-Management Relations*. 1939. 39 pp.
58. Baker, H. *Company Plans for Employee Promotions*. 1939. 48 pp.
61. Baker, H. *Current Policies in Personnel Relations in Banks*. 1940. 50 pp.
62. Brown, J. Douglas, F. H. Harbison, and H. Baker. *Outline of Industrial Relations Policies in Defense Industries*. 1940. 47 pp.
63. Harbison, F. H. *Seniority Policies and Procedures as Developed through Collective Bargaining*. 1941. 63 pp.
64. Moore, E. P. *Hours Administration as Influenced by the Defense Program*. 1941. 33 pp.
65. Brown, J. Douglas, and H. Baker. *Optimum Hours of Work in War Production*. 1942. 25 pp.

66. Baker, H. *Women in War Industries*. 1942. 82 pp.
67. Baker, H., and R. B. Friedman. *The Use of Part-Time Workers in the War Effort*. 1943. 48 pp.
68. Brown, J. Douglas, H. Baker, and K. H. Condit. *Maximum Utilization of Employed Manpower*. 1943. 46 pp.
69. Baker, H. *Employee Counseling*. 1944. 64 pp.
70. Harbison, F. H. *Seniority Problems during Demobilization and Reconversion*. 1944. 29 pp.
71. Baker, H. *The Readjustment of Manpower in Industry during the Transition from War to Peace*. 1944. 26 pp.
72. Baker, H., and D. Dahl. *Group Health Insurance and Sickness Benefit Plans in Collective Bargaining*. 1945. 89 pp.
73. Lester, R. A., and E. A. Robie. *Wages under National and Regional Collective Bargaining*. 1946. 103 pp.
74. Baker, H., and J. M. True. *The Operation of Job Evaluation Plans*. 1947. 111 pp.
75. Lester, R. A., and E. A. Robie. *Constructive Labor Relations: Experience in Four Films*. 1948. 116 pp.
76. Baker, H. *Management Procedures in the Determination of Industrial Relations Policies*. 1948. 81 pp.
77. Lester, R. A. *Company Wage Policies: A Survey of Patterns and Experience*. 1948. 45 pp.
78. Baker, H. *Company-wide Understanding of Industrial Relations Policies*. 1948. 78 pp.
79. Baker, H., J. W. Ballantine, and J. M. True. *Transmitting Information through Management and Union Channels*. 1949. 141 pp.
80. Lester, R. A., and R. L. Aronson. *Job Modifications under Collective Bargaining*. 1950. 77 pp.
81. Baker, H., and R. R. France. *Personnel Administration and Labor Relations in Department Stores*. 1950. 144 pp.
82. Aronson, R. L. *Layoff Policies and Practices*. 1950. 56 pp.
83. Brown, J. Douglas, H. Baker, and K. H. Condit. *Maximum Utilization of Employed Manpower: A Check List of Company Practice*. 1951. Revised. 54 pp. and 4 pp. check list.
84. Slavik, F. *The Operation of Sickness Benefit Plans in Collective Bargaining*. 1951. 109 pp. and chart.
85. France, R. R., and R. A. Lester. *Compulsory Arbitration of Utility Disputes in New Jersey and Pennsylvania*. 1951. 90 pp.
86. Baker, H. *Retirement Procedures under Compulsory and Flexible Retirement Policies*. 1952. 65 pp.
87. Baker, H., and R. R. France. *Centralization and Decentralization in Industrial Relations*. 1954. 218 pp.
88. Lester, R. A. *Hiring Practices and Labor Competition*. 1954. 108 pp.

89. Cleland, S. *The Influence of Plant Size on Industrial Relations*. 1955. 68 pp.
90. France, R. R. *Union Decisions in Collective Bargaining*. 1955. 49 pp.
91. Lester, R. A. *Adjustments to Labor Shortages: Management Practices and Institutional Controls in an Area of Expanding Employment*. 1955. 89 pp.
92. Parnes, H. S. *Union Strike Votes: Current Practice and Proposed Controls*. 1956. 141 pp.
93. Blumenthal, W. M. *Disability Retirement in Industrial Pension Plans*. 1956. 62 pp.
94. Blumenthal, W. M. *Codetermination in the German Steel Industry*. 1956. 114 pp.
95. Brown, J. Douglas, and F. H. Harbison. *High-Talent Manpower for Science and Industry: An Appraisal of Policy at Home and Abroad*. 1957. 98 pp.
96. Hill, S. E., and F. H. Harbison. *Manpower and Innovation in American Industry*. 1959. 85 pp.
97. Roberts, B. C. *Unions in America: A British View*. 1959. 136 pp.
98. Shearer, J. C. *High-Level Manpower in Overseas Subsidiaries: Experience in Brazil and Mexico*. 1960. 161 pp.
99. Marcson, S. *The Scientist in American Industry*. 1960. 161 pp.
100. Bowen, W. G. *Wage Behavior in the Postwar Period: An Empirical Analysis*. 1961. 139 pp.
101. Lester, R. A. *The Economics of Unemployment Compensation*. 1962. 138 pp.
102. Hartmann, H. *Enterprise and Politics in South Africa*. 1962. 102 pp.
103. Shostak, A. B. *America's Forgotten Labor Organization*. 1962. 141 pp.
104. Bowen, W. G. *Economic Aspects of Education: Three Essays*. 1964. 128 pp.
105. Weisbrod, B. A. *External Benefits of Public Education: An Economic Analysis*. 1964. 143 pp.
106. Myers, C. N. *Education and National Development in Mexico*. 1965. 148 pp.
107. Diejomaoh, V. P. *Economic Development in Nigeria: Its Problems, Challenges, and Prospects*. 1965. 135 pp.
108. Bowen, W. G., and F. H. Harbison, eds. *Unemployment in a Prosperous Economy: A Report of the Princeton Manpower Symposium*. 1965. 173 pp.
109. Harbison, F. H., and J. D. Mooney, eds. *Critical Issues in Employment Policy: A Report of the Princeton Manpower Symposium*. 1966. 162 pp.
110. Zschock, D. *Manpower Perspective of Columbia*. 1967. 152 pp.
111. *The Transition from School to Work: A Report Based on the Princeton Manpower Symposium*. 1968. 282 pp.
112. Somers, A. R. *Hospital Regulation: The Dilemma of Public Policy*. 1969. 240 pp.
113. Bradford, D. F. *Deferment Policy in Selective Service*. 1969. 64 pp.
114. Pencavel, J. H. *An Analysis of the Quit Rate in American Manufacturing Industry*. 1969. 65 pp.
115. Harbison, F. H., J. Maruhnic, and J. R. Resnick. *Quantitative Analyses of Modernization and Development*. 1970. 321 pp.

116. Taussig, M. K. *Alternative Measures of the Distribution of Economic Welfare*. 1973. 89 pp.
117. Spies, R. R. *The Future of Private Colleges: The Effect of Rising Costs on College Choice*. 1973. 70 pp.
118. Saks, D. H. *Public Assistance for Mothers in an Urban Labor Market*. 1975. 103 pp.
119. Williams, R. C. *Public Assistance and Work Effort: The Labor Supply of Low-Income Female Heads of Households*. 1975. 128 pp.
120. Ashenfelter, O., and J. Blum, eds. *Evaluating the Labor Market Effects of Social Programs*. 1976. 238 pp.
121. Brown, J. Douglas. *The Industrial Relations Section of Princeton University in World War II: A Personal Account*. 1976. 114 pp.
122. Smith, S. P. *Equal Pay in the Public Sector: Fact or Fantasy*. 1977. 177 pp.
123. Brown, J. Douglas. *Essays on Social Security*. 1977. 121 pp.
124. Lester, R. A. *Labor Arbitration in State and Local Governments*. 1984. 210 pp.

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Books by Section Staff Published Elsewhere

1. Harbison, F. H., and I. Ibrahim. *Human Resources for Egyptian Enterprise*. New York: McGraw-Hill Book Company, 1958. 230 pp.
2. Lester, R. A. *As Unions Mature: An Analysis of the Evolution of American Unionism*. Princeton, N. J.: Princeton Univ. Press, 1958. 171 pp.
3. Harbison, F. H., and C. A. Myers. *Management in the Industrial World: An International Analysis*. New York: McGraw-Hill Book Company, 1959. 413 pp.
4. Hartman, H. *Authority and Organization in German Management*. Princeton, N. J.: Princeton Univ. Press, 1959. 318 pp.
5. Bowen, W. G. *The Wage-Price Issue: A Theoretical Analysis*. Princeton, N. J.: Princeton Univ. Press, 1960. 448 pp.
6. Moore, W. E. *The Conduct of the Corporation*. New York: Random House, 1962. 292 pp.
7. Harbison, F. H., and C. A. Myers. *Education, Manpower, and Economic Growth: Strategies of Human Resource Development*. New York: McGraw-Hill Book Company, 1964. 223 pp.
8. Kerr, C., J. T. Dunlop, F. H. Harbison, and C. A. Myers. *Industrialism and Industrial Man: The Problems of Labor and Management in Economic Growth*. New York: Oxford Univ. Press, 1964. 258 pp.
9. Norgren, P. H., and S. E. Hill. *Toward Fair Employment*. New York: Columbia Univ. Press, 1964. 296 pp.

10. Harbison, F. H., and C. A. Myers, eds. *Manpower and Education: Country Studies in Economic Development*. New York: McGraw-Hill Book Company, 1965. 343 pp.
11. Lester, R. A. *Manpower Planning in a Free Society*. Princeton, N.J.: Princeton Univ. Press, 1966. 227 pp.
12. Bowen, W. G., F. H. Harbison, R. A. Lester, and H. M. Somers, eds. *The Princeton Symposium on the American System of Social Insurance, Its Philosophy, Impact, and Future Development*. New York: McGraw-Hill Book Company, 1968. 255 pp.
13. Brown, J. Douglas. *The Liberal University: An Institutional Analysis*. New York: McGraw-Hill Book Company, 1969. 263 pp.
14. Bowen, W. G., and T. A. Finegan. *The Economics of Labor Force Participation*. Princeton, N.J.: Princeton Univ. Press, 1969. 897 pp.
15. Rees, A. and G. Shultz. *Workers and Wages in Urban Labor Markets*. Chicago: Univ. of Chicago Press, 1970. 236 pp.
16. Ashenfelter, O., and A. Rees, eds. *Discrimination in Labor Markets*. Princeton, N.J.: Princeton Univ. Press, 1971. 196 pp.
17. de Menil, G. *Bargaining: Monopoly Power Versus Union Power*. Cambridge, Mass.: MIT Press, 1971. 134 pp.
18. Hamermesh, D. S. *Economic Aspects of Manpower Training Programs*. Indianapolis, Ind.: D. C. Heath Publishing Co., 1971. 161 pp.
19. Brown, J. Douglas. *An American Philosophy of Social Insurance: Evolution and Issues*. Princeton, N.J.: Princeton Univ. Press, 1973. 244 pp.
20. Harbison, F. H. *Human Resources as the Wealth of Nations*. New York: Oxford Univ. Press, 1973. 173 pp.
21. Rees, A. *Economics of Work and Pay*. New York: Harper & Row, 1973. 247 pp.
22. Brown, J. Douglas. *The Human Nature of Organizations*. New York: American Management Assoc., 1974. 180 pp.
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