

## Contributors

**Chris Argyris** Chris Argyris is the James Bryant Conant Professor of Education and Organizational Behavior in the Graduate School of Business Administration at Harvard University. He received a Ph.D. in 1951 from the ILR School at Cornell University, where he received the Judge William B. Groat Alumni Award in 1972. He is the author of three hundred articles and thirty books, including *Knowledge for Actions: Especially for Changing the Status Quo* (1993) and *On Organizational Learning* (1992). Argyris has served as a consultant for many organizations, including British Telecom, General Electric, IBM, and the U.S. Commissioner on Education. He has been a special consultant to eight European governments on executive development and productivity. He has also served as a consultant on the design of professional education with such faculties as the Schools of Architecture at Harvard, M.I.T., Yale, and Columbia.

**George Boyer** George Boyer is Associate Professor of Labor Economics in the School of Industrial and Labor Relations at Cornell University, where he has been a member of the faculty since 1982. He received his B.A. from the College of William and Mary in 1976 and his Ph.D. in economics from the University of Wisconsin in 1982. He is an associate editor of the *Industrial and Labor Relations Review*, and has served on the editorial board of the *Journal of Economic History*. His research and teaching are primarily focused on labor markets and the evolution of social policy in Great Britain and the United States during the nineteenth and early twentieth centuries. He is the author of *An Economic History of the English Poor Law, 1750–1850* (1990). His dissertation on the English Poor Law was awarded the Irving Fisher Monograph Award.

**Walton E. Burdick** When he retired in June 1993, Walton E. Burdick was IBM Senior Vice President and a member of IBM's Corporate Management Board. Following his graduation from the School of Industrial and Labor Relations at Cornell University, he joined IBM Corporation in Endicott, N.Y. Burdick's thirty-eight-year career spanned five decades, and he worked directly with six of the company's seven CEOs during that time. He was appointed to numerous presidential commissions, including two terms on the National Commission for Employment Policy.

Among his many honors, he received Cornell's prestigious Judge William B. Groat Alumni Award in 1983. *Business Week* magazine designated him as 1988's top human resources executive in the United States. In 1991 he was selected as Professional of the Year by the Society of Human Resource Management. He was elected to the National Academy for Human Resources in 1995 as that year's Distinguished Fellow.

**Alice H. Cook** The late Alice H. Cook, a Professor in Cornell's ILR School, was one of the first scholars to write on and research issues related to working women. She graduated from the Northwestern University in 1924 and did graduate work at the University of Frankfurt and Berlin University in Germany. Her early career was as a social worker in the 1920s. She then served as a YWCA secretary, as a labor leader and educator for various unions, and in the education and labor divisions of the U.S. High Commission in Germany and Austria. Cook joined the Cornell faculty in 1954, and her studies on issues such as equal pay, comparable worth and maternity leave often suggested ways public policy could support working mothers.

From 1969 to 1971, Cook served as Cornell's first ombudsman, and she was a founding member of the Advisory Committee on the Status of Women. The author of numerous books and articles, Cook's autobiography, *A Lifetime in Labor*, will be published in 1998.

**Lee Dyer** Lee Dyer is Professor of Human Resource Management in the Department of Human Resource Studies and the Center for Advanced Human Resource Studies at Cornell's ILR School. He holds B.B.A., M.B.A., and Ph.D. degrees from the University of Wisconsin–Madison. His teaching and research interests focus on organizational agility, human resource strategy and planning, and the evolving role of human resource organizations. He has consulted on these and related topics with organizations such as IBM, Schering Plough, Hallmark, and Coopers and Lybrand (Holland).

He has been active in the Human Resource Planning Society since its inception and has served on the editorial boards of *Human Resource Planning*, *Human Resource Management*, and other journals. Among his eleven books and monographs is *Human Resources as a Source of Competitive Advantage* (1993).

**Harry T. Edwards** The Honorable Harry T. Edwards is a Circuit Judge in the United States Court of Appeals for the D.C. Circuit. Holding a B.S. (1962) from Cornell University and a J.D. (1965) from the University of Michigan, Edwards practiced labor law with Seyfarth, Shaw, Fairweather and Geraldson in Chicago between 1965 and 1970, representing management interests. He then served as a tenured professor at Michigan Law School (1970–75, 1977–80) and Harvard Law School (1975–77) teaching and writing in the areas of labor law, collective bargaining, equal employment, and negotiations. He also served as a neutral labor arbitrator from 1970 until 1980, and was a member and officer of the National Academy of Arbitrators. He is coauthor of *Labor Relations Law in the Public Sector* (1991) and *The Lawyer as a Negotiator* (1977).

**Jennie Farley** Jennie Farley has been a member of the faculty of the School of Industrial and Labor Relations at Cornell University since 1972. First in the Personnel and Human Resource Management Department, she later moved to Extension and Public Service, where she now serves as chair of the department. She holds three degrees from Cornell: B.A. in English (1954), M.S. in development sociology (1969), and Ph.D. (1970) also in development sociology. Author or editor of five books, Farley is a specialist in the study of women workers, and she also teaches an intensive writing course for juniors and seniors.

**Paul S. Goodman** Paul S. Goodman is Professor of Industrial Administration and Psychology at the Graduate School of Industrial Administration, Carnegie Mellon University. He was educated at Trinity College (Hartford, Connecticut). His master's work was done at the Amos Tuck School at Dartmouth College, and he received his Ph.D. in organizational psychology from Cornell University. His research interests include designing effective work groups, the effects of new technology on organizational effectiveness, and customer-firm relationships.

At Carnegie Mellon, Goodman is the Director of the Center for the Management of Technology, which develops university-company partnerships designed to create research on technology that impacts on theory and practice. He also directs the Institute for Strategic Development, which develops strategic partnerships with universities, corporations, and governments.

**Richard W. Hurd** Richard W. Hurd is Professor and Director of Labor Studies at the School of Industrial and Labor Relations at Cornell University. He has been quoted widely in the media on various labor issues, including the

UPS strike, labor's political influence, and leadership changes in the AFL-CIO. He has also offered testimony before congressional committees and presidential commissions. Coeditor of *Restoring the Promise of American Labor Law* (1994) and *Organizing to Win* (1998), Hurd has published dozens of papers in books and professional journals, among them "Strategic Diversity in Labor PAC Contribution Patterns," "Reinventing an Organizing Union: Strategies for Change," and "The Rise and Demise of PATCO Reconstructed." An economist by training, Hurd has served as an Economic Policy Fellow at the Brookings Institution. He earned his Ph.D. from Vanderbilt University.

**Harry C. Katz** Harry C. Katz is the Jack Sheinkman Professor of Collective Bargaining at Cornell's ILR School. He received his Ph.D. in economics from the University of California at Berkeley. After teaching at MIT, he came to the ILR School in 1985, where he is Professor and Director of the Institute of Collective Bargaining.

His major publications include *Shifting Gears: Changing Labor Relations in the U.S. Automobile Industry*, *The Transformation of American Industrial Relations*, (with Thomas Kochan and Robert McKersie), and *Telecommunications: Restructuring of Work and Employment Relations Worldwide*. In 1988 *The Transformation of American Industrial Relations* was awarded the Terry Book Award as the most significant contribution to the field of management by the Academy of Management.

**Milton R. Konvitz** Milton R. Konvitz, M.A., J.D., Ph.D., is Professor Emeritus of Industrial and Labor Relations and Professor Emeritus of Law at Cornell University. He is one of the founding faculty members of the School of Industrial and Labor Relations; in 1947, he was the founding editor of the *Industrial and Labor Relations Review*. He is the author of ten books and editor of twelve. Before coming to Cornell in 1946, Konvitz was on the faculty of the New York University School of Law and assistant general counsel of the NAACP Legal Defense Fund under Thurgood Marshall. He is a Fellow of the American Academy of Arts and Sciences and the recipient of seven honorary degrees.

**David B. Lipsky** David B. Lipsky has been a Cornell faculty member since 1969; currently he is Professor of Industrial and Labor Relations, Director of the Cornell/PERC Institute on Conflict Resolution, and Director of the Cornell University Office of Distance Learning. He served as dean of the ILR School from 1988 to 1997 and has been chair of the Department of Collective Bargaining, Labor Law, and Labor History, as well as editor of the *Industrial and Labor Relations Review*.

Lipsky received his B.S. in 1961 from the School of Industrial and Labor Relations at Cornell and his Ph.D. in economics from M.I.T. in 1967. He primarily focuses his teaching and research on negotiation, conflict resolution, and collective bargaining. He is the author or editor of eleven books, including *Collective Bargaining in American Industry: Contemporary Perspectives and Future Directions* (1987) and *Strikers and Subsidies: The Influence of Government Transfer Programs on Strike Activity* (1989).

**Jean T. McKelvey** The late Jean T. McKelvey came to Cornell in 1945 as one of the founding faculty members of the newly established ILR School. She received her bachelor's degree from Wellesley College in 1929 and her master's in 1931 and doctorate in 1933 from Radcliffe College. Before coming to Cornell, she taught at Sarah Lawrence College.

In addition to teaching, McKelvey had a brilliant career as an arbitrator, especially for the airline industry. In 1947 she became a charter member, and the first female member, of the National Academy of Arbitrators, becoming its first female president in 1970. She served on the Public Review Board of the United Auto Workers from 1960 until her death in 1998; she was on the Federal Services Impasses Panel from 1970 until 1990. In 1978 she established an arbitration training program for women, due to the preponderance of men in the field.

McKelvey was named the 1983 Arbitrator of the Year by the American Arbitration Association. The Jean McKelvey–UAW Apartments—a public housing project in East Orange, N.J.—were named in honor of her long service to the UAW Public Review Board. In 1994, the ILR School created its first endowed professorship, named for both McKelvey and Alice Grant, who died in 1988. McKelvey's books include *Cleared for Takeoff: Airline Labor Relations Since Deregulation* (1988), *The Changing Law of Fair Representation* (1985), and *New Challenges to Arbitration* (1977).

**Maurice F. Neufeld** Maurice F. Neufeld, Professor Emeritus of Industrial and Labor Relations in Cornell's ILR School, received his doctorate in American history from the University of Wisconsin in 1935. He worked in union organizing and public administration prior to 1945, when he became a founding faculty member of Cornell's ILR School and played a key role in developing the curriculum that has remained largely unchanged for more than fifty years. In 1976 he received the school's Excellence in Teaching Award.

Neufeld served as an industrial relations consultant to Xerox Corporation from the mid-1950s to the mid-1980s and as a member of many arbitration and mediation panels. His career in public administration began with the

New Jersey State Planning Board, followed by service as New York's Deputy Commissioner of Commerce, Director of Rationing, and Assistant Coordinator of War Plans. During World War II, he served in the U.S. Army as Executive Officer in four regions of Allied Military Government in Italy.

He is the author of more than forty books and articles, including an English verse translation of Sophocles' *Antigone*, in *Classics in Translation*, Vol. I (1952); *Italy: School for Awakening Countries* (1961); *Poor Countries and Authoritarian Rule* (1965); *A Representative Bibliography of American Labor History* (1983), and awaiting publication, *The Persistence of Ideas in the American Labor Movement*.

**Nick Salvatore** Nick Salvatore is Professor of History in the ILR School and the American Studies Program at Cornell University. He received his B.A. from Hunter College in the Bronx (now Lehman College), a division of the City University of New York, and his M.A. and Ph.D. from the University of California, Berkeley. His first book, *Eugene V. Debs: Citizen and Socialist* (1982), was awarded the 1983 Bancroft Prize in History and the 1984 John H. Dunning Prize. His second book, *We All Got History: The Memory Books of Amos Webber* (1996), was awarded the New England History Association's Outstanding Book Prize. He is currently studying the interaction among religious beliefs, racial perceptions, and understandings of democracy in post-World War II America.

**Virginia A. Seitz** Virginia A. Seitz, Esq., is a partner in the law firm of Sidley & Austin. She received her B.A. in 1978 from Duke University; her M.A. in 1980 from Oxford University, where she was a Rhodes Scholar; and her J.D. in 1984 from the State University of New York at Buffalo. She served as a law clerk at the United States Supreme Court with Justice William J. Brennan during 1986–87. Since then, she has engaged in litigation in the federal courts, with a concentration in labor, employment, and administrative law.

**Robert Smith** Robert Smith is Associate Dean for Academic Affairs and Professor of Labor Economics at Cornell's ILR School. His research interests are in the area of labor market regulation, particularly with respect to OSHA and workers' compensation, and he has coauthored a widely used textbook on labor economics. Currently, he is co-principal investigator evaluating the New York State pilot program on using managed care in workers' compensation.

He has worked at the U.S. Department of Labor, been a consultant to several government agencies, served on a National Institutes of Health task

group, and been a member of the National Academy of Sciences Panel on Occupational Safety and Health Statistics. He has served on the editorial boards of the *American Economic Review*, *Industrial and Labor Relations Review*, and other journals. Smith received his B.A. from Claremont McKenna College and his Ph.D. in economics from Stanford University.

**Lamont E. Stallworth** After he received his Ph.D. from Cornell's ILR School, Lamont E. Stallworth held a faculty position at the Institute of Labor and Industrial Relations at the University of Illinois. He is currently a faculty member at the Institute of Human Resources and Industrial Relations at Loyola University of Chicago. Stallworth has published in numerous industrial relations journals and law reviews. His areas of interest include managing a diverse workforce, conflict management, alternative dispute resolution, employment discrimination law, and applied public policy research.

In addition to his academic experience, Stallworth has held various positions in the industrial relations arena. He is a member of the National Academy of Arbitrators, and was a former president of the Society of Professionals in Dispute Resolution, board member of the Illinois Local Labor Relations Board, and on the board of directors of the Industrial Relations Research Association. Stallworth is founder and chair of the Center of Employment Dispute Resolution (CEDR), an ADR and public policy research nonprofit organization, focusing on workplace dispute resolution systems and policies.

**Lowell Turner** Lowell Turner is Associate Professor of International and Comparative Labor at the ILR School. He is the author of *Democracy at Work: Changing World Markets and the Future of Labor Unions* (1991), as well as two books on post-Cold War Germany, entitled *Negotiating the New Germany: Can Social Partnership Survive?* (1997) and *Fighting for Partnership: Labor and Politics in Unified Germany* (1998).

Before he started his academic career, he worked for nine years as a letter carrier and union representative for the National Association of Letter Carriers Branch 214 in San Francisco. His current research charts the revitalization of the labor movement in the 1990s in the United States, Great Britain, and Germany.

**David A. Whetten** David A. Whetten is the Jack Wheatley Professor of Organizational Behavior and Director of the Center for the Study of Values in Organizations at Brigham Young University. Prior to joining the BYU

Marriott School of Management faculty in 1994, he taught at the University of Illinois for twenty years.

Whetten received his B.S. and M.S. degrees in sociology from Brigham Young University and his Ph.D. in organizational behavior from Cornell. He currently serves as editor of the Foundations for Organizational Science book series, and from 1988 to 1990 he edited the *Academy of Management Review*. He has published more than fifty articles and books on interorganizational relations, organizational effectiveness, and related topics. His pioneering work in management skill education earned Whetten and his coauthor Kim Cameron the David Bradford Distinguished Educator Award from the Organizational Behavior Teaching Society in 1992.

**William Foote Whyte** William Foote Whyte is Professor Emeritus in the ILR School at Cornell University. He was graduated from Swarthmore College in 1936 and then held a Junior Fellowship from Harvard University. He received a doctorate in sociology from the University of Chicago in 1943. After teaching for one year at the University of Oklahoma, he took a year out to recover from polio, then taught at the University of Chicago. He came to the ILR School in 1948. He has been president of the American Sociological Association, the Society for Applied Anthropology, and the Industrial Relations Research Association. Among the twenty books he has authored or coauthored, *Street Corner Society* is often referred to as a sociological classic. In 1997 he published *Creative Solutions to Field Problems: Reflections on a Career*.

**John P. Windmuller** John P. Windmuller is Martin P. Catherwood Professor Emeritus in the ILR School at Cornell University. He joined the ILR faculty in 1951 and has since taught and done research chiefly in the area of international and comparative labor relations. Among his interests are Western European labor relations, employers' associations, the international trade union movement, and the foreign policies of American labor. He has held Fulbright and Ford Foundation fellowships, and he was a senior staff member of the International Labour Office in Geneva.

From 1975 to 1977, he served as associate dean of the ILR School, and in 1987 he represented the International Labour Organization's Director-General on a mission to the Netherlands to help resolve a labor dispute involving the government, employers, and trade unions. Among his books are *Employers' Associations and Industrial Relations* (1985) and *Collective Bargaining in Industrialized Market Economies: A Reappraisal* (1987).