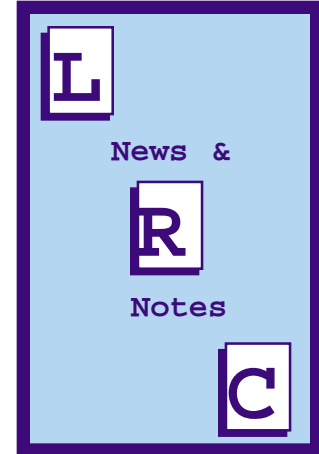




Charles T. Schmidt, Jr.

Labor Research Center

University of Rhode Island



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Board of Governors Approves Graduate Certificate Programs

Last fall, the Board of Governors for Higher Education approved two new professional graduate certificate programs offered through the Schmidt Labor Research Center. The two programs are the Graduate Certificate in Labor Relations and the Graduate Certificate in Human Resources. A graduate certificate program is typically composed of a set of four to six courses, designed to meet the professional development needs of a specific target group. Our two programs each consist of four courses selected from a list of core and elective courses already offered by the SLRC.

The certificate programs are aimed specifically at union, management and government professionals with baccalaureate degrees that need specialized training to perform occupational responsibilities in the complex environment of labor relations and human resources.

Additionally, we hope to attract individuals who have already earned master's degrees in other professional field such as law, business, nursing, or public administration who wish to supplement their graduate education without the increased rigor of a full second master's degree.

The addition of these programs is positive for a number of reasons. First, they allow the SLRC to reach a larger

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An American Economist in Paris

by Ric McIntyre

I spent the fall semester in Paris with my companion and teenage daughter. I was invited to be a guest researcher at Institutions et Dynamiques Historiques de l'Economie, a "mixed" research institute funded by the French government and located at the Ecole Normale Supérieure – Cachan, in a suburb just south of the city. Larry Rothstein put me in touch with one of his friends who has a son my daughter's age. We found a two-bedroom apartment in the St Germain de Pres neighborhood on the Left Bank through sabbaticalhomes.com, and off we went.

We visited Lyon where I gave a lecture and spent a couple of days in

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SLRC Funded Research Expands

The past year was a very active one for the SLRC's funded research program; the Center completed, continued, or began work on several projects, totaling approximately \$180,000.

Last winter we issued the final report in our study of childcare rates in Rhode Island. This research was sponsored jointly by the Rhode Island Department of Labor and Training and Rhode Island Department of Human Services. Every two years the departments are required by law to survey childcare rates in order to establish reimbursement levels for families in need. This year, the survey and report of results was done by the SLRC, which is likely to continue doing this work in the future as well. The work was done by Matt Bodah with help from graduate assistant Ken Ferus.

The Center is continuing its studies of healthcare labor markets for the Rhode Island Department of Human Services and Governor's Advisory Council on Health. The immediate focus of the research is the supply and demand for registered nurses, licensed practical nurses, and certified nursing assistants in Rhode Island. The principal investigators on the project are professors Leonard Lardaro and John Burkett. Both are members of the economics department and SLRC research affiliates. Graduate students Jaime Barnes and Mohammed Abbas Ali have been providing research assistance.

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DR. RICK SCHOLL ASSUMES LRC DIRECTORSHIP

The Schmidt Labor Research Center is under new management. Faculty member Dr. Richard W. Scholl was appointed Director of the LRC by the University and assumed his new position in July of 2002.

Rick has been a faculty member with the LRC since it was established in 1984, but has taught at URI since 1979. In addition to his teaching duties, he has been director of graduate programs and director of the Executive MBA programs for URI's College of Business Administration.

Within the Master's program, he has taught Human Resource Strategy as a core degree course as well as Human Resource Development, Compensation Management, Organizational Behavior, and the capstone course to the Master's Degree program, Professional Seminar in Labor Relations and Human Resources.

Students in the program benefit from the extensive breadth and depth of Dr. Scholl's experiences and research. Stretching from his Naval Academy days to his current work with doctoral students, Rick's academic and research interests are diverse. He has a long record of research, service and teaching in the areas of human resource management, labor relations, organizational behavior and performance evaluation.

Moving from the College of Business to the LRC was viewed as a positive transition by Dr. Scholl and current faculty members. "I like the diversity of students this master's program attracts. With our move into the Human Resource Area, our classes are now populated with HR professionals as well as Labor relations professionals. This makes class discussions more interesting and creates the opportunity for a greater appreciation for multiple perspectives when analyzing employ-



ment issues," says Dr. Scholl. Provost M. Beverly Swan said Scholl's colleagues unanimously recommended his appointment as center director. "He is highly respected both on and off campus, and I have great confidence in his ability to provide strong leadership for this important center," said Swan.

As the program has expanded in recent years, the Center has gained regional and national recognition as the only degree program of its kind in New England. "The Schmidt Labor

Research Center is and should continue to be an independent center committed to the best scholarship in all aspects of work and employment, including the practice of labor relations and human resources," Scholl said.

The Labor Research Center has attracted a diverse population of students since its inception, and enrollment has steadily increased over the past nineteen years. Dr. Scholl plans to maintain this growth with an eye towards the future in labor and human resource practice. "One of the greatest problems I have encountered in taking over this program is that it has been managed well and the curriculum is in

good shape. It is a lot easier to take over a program with many problems. I enjoy the role of change agent and my biggest challenge will be to keep from changing aspects of the program and center that are already running effectively. With that said, I think that we need to be sure that our curriculum stays current and promotes the best practices in the field. I would like to see us graduate professionals that understand how to develop integrative solutions to complex employment problems. We would also like to increase the size of the program. This would allow us to offer a wider range of electives."

LRC FUNDED RESEARCH EXPANDS

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The SRLC is currently beginning a project to study the state's Temporary Disability Insurance system. The principal investigator is Professor Carole Miller, a professor of economics and SLRC research affiliate. She will be receiving assistance from Matt Bodah and graduate student Mohammed Abbas Ali. The project is funded by the Rhode Island Department of Labor and Training and will be directed by a special study commission to be appointed by the General Assembly.

The Center was also instrumental in helping a labor-management committee comprised of several state departments and their union counterparts in securing a grant from the Federal Mediation and Conciliation Service. The grant will help the committee develop a number of initiatives, principally a plan

to diversify state government employment. Matt Bodah drafted the proposal to the FMCS and has acted as interim facilitator. The SLRC involvement will continue through graduate student Beth Stachura who is serving as an intern on the project.

Finally, Matt Bodah received a grant from the National Academy of Arbitrators Research and Education Foundation to study dispute settlement mechanisms in the construction sector. The impetus for the research is the spread of so-called project labor agreements, which has increased the use of third party arbitration in a sector that previously used traditional arbitration only sparingly. Graduate student Michael Bailey has been assisting with the research.

LRC FACULTY NEWS

Laura Beauvais has been selected as the URI Association for Professional & Academic Women's Woman of the Year for 2003 (see article on page 2). She recently participated in a panel discussion on women's leadership at the Women's Leadership Forum. Laura also has been involved in training seminars for NUWC managers and Navy Commanders on leadership coaching, and has multiple works in progress on work-family issues, group cognitive style and organizational change.

Her most recent paper accepted for publication, with David Desplace, doctoral student in Management and Joan Peckham, Computer Science, is entitled "What Information technology Asks of Business Higher Education Institutions: The Case of Rhode Island." Look for it this year in the Journal of Information Systems Education.

Matt Bodah continues to teach collective bargaining and compensation administration. This spring he also taught, for the first time, industrial sociology. Matt also remained extremely busy coordinating the Center's growing portfolio of funded research projects (described elsewhere in *News & Notes*). And, in addition, he has been working with a labor-management committee at the Rhode Island Department of Education, which is revising the Department's compensation system.

Several of Matt's papers and articles were published during the past year. "Trajectories of Solidarity: Changing Union-Party Linkages in the US and UK" (with Steve Ludlam and David Coates) appeared in the June 2002 issue of *The British Journal of Politics & International Relations*, "Challenges to Professionalism and Union Voting Intentions" (with Patrick McHugh) was published in the Fall 2002 issue of *Journal of Labor Research*, and "Employee Involvement: Contract Clauses in Collective Bargaining Agreements" (with Patrick McHugh, Harry Holt and Seong J. Yim) appeared recently in *Looking Ahead*, the Journal of the National Policy Association. His paper, "Professional Associations and Collective Bargaining: Motivations and Difficulties" (with Catherine Lundy and Patrick McHugh) was published in the *Proceedings* of the 2002 Industrial Relations Research Association meetings. Finally, he presented a paper, coauthored Ric McIntyre entitled "The US and ILO Conventions No. 87 and No. 98: The Freedom of Association and Right to Bargain Collectively." The paper was presented at an October 2002 conference in East Lansing, Michigan cosponsored by Michigan State University and the AFL-CIO. Cornell University Press will be publishing papers from the conference.

Mark Grossman organized the Labor Research Center's annual conferences, last April's employment law conference at the URI Alton Jones campus, and October's arbitration conference. In addition to his duties as a panel arbitrator for the Sergeant and Lieutenant divisions of the New York City Policemen's Benevolent Association, Mark has been added as an arbitrator to the patrolmen's division. The patrolmen's division of the PBA has the largest membership in NYC.

Scott Molloy accepted a Certificate of Commendation on behalf of the Rhode Island Labor History Society from the prestigious American Association of State and Local History, which is holding its national conference in Providence in September of 2003. Professor Molloy will chair a panel on how to establish a labor history society. Scott was also named one of the 250 most influential people in the state of Rhode Island by the Providence Phoenix newspaper.

Look for Scott's paper on Irish-Catholic millionaire Joseph Banigan, his Rhode Island footwear empire, and the historic 1885 strike with the Irish-Catholic Knights of Labor in Woonsocket in the May issue of *Labor History*. Professor Molloy also wrote introductions to *From Blackjacks to Briefcases* by Ohio University Press as well as *Rhode Island: Reflection & Rhetoric* issued by the RI Publications Society. Scott also continues his full agenda of talks about labor, the Irish, and Rhode Island history. He addressed the New York National Education Association in Albany in April.

Scott now serves as the Education Director for the Irish Famine Memorial that will grace the Heritage Harbor Museum in Providence. The group raised \$300,000 for a monument and display of local Irish-American history. He will write the history of the state's Irish to appear on granite slabs around the memorial.

Finally, the Labor History Society began its sixteenth year with its highest membership ever -- over 400 -- making it the largest labor history society in the U.S. Scott continues his efforts to publish his index of 6000 Gilded Age newspaper articles from Rhode Island online.

Larry Rothstein is presently on sabbatical until January 2004 and will be spending his time working on various research efforts. He recently completed a two year DOE Human Genome Project Ethical, Legal and Social Implications Grant with Lynn Pasquerella. The final report is entitled *Investigation of the Ethical Concepts That Inform the Laws Limiting Genetic Screening in Employment Decisions: Privacy, Human Dignity, Equality, Autonomy, Efficiency* (DOE, 2003).

Professor Rothstein will continue his grant applications and research on the use of genetic information in employment decisions, privacy and newborn genetic screening and appellate court attitudes toward DNA evidence. He will be submitting a grant with Chuck Schwartz (1988) and the Institute for Labor Studies and Research and Dan Weisman to RICH for videotaped interviews concerning freedom in employment situations.

Larry recently co-organized the Genetics & Public Policy Honors Colloquium with Lynn Passquerella. He also participated in the Public Health & Genetics Symposium in Providence last April, presenting "The Ethical, Legal and Social Implications of the Human Genome Project for Newborn Screening."

Ric McIntyre spent the fall semester as a guest researcher at Institutions et Dynamiques Historiques de l'Economie in Paris (see article, page 1). He lent his perspective to several presenta

2002 CONFERENCE ROUND-UP

Since our last publication, the SLRC has sponsored two conferences: the Fifteenth Annual Labor and Employment Law Conference, which was held at the W. Alton Jones Campus on April 26, 2002 and the third Labor Arbitration Conference, which was held at the Providence Biltmore Hotel on October 4, 2002.

The Labor and Employment Conference was a tremendous success, featuring a discussion of federal court decisions and their impact, led by Amy Tabor. There were also update sessions on National Labor Relations Board cases and employment arbitration cases, presented by Mark Grossman. There was also a session highlighting Rhode Island Court cases and emerging issues.

The Labor Arbitration Conference was also very well received. Featured was a panel led by Amy Tabor discussing employee disability and entitlement to protection under federal or state discrimination laws. Other discussions included the selection and evaluation of arbitrators, arbitrating health insurance and health care issues, making effective opening and closing statements, examining and cross-examining expert witnesses. Panelists in these and other sessions included highly respected arbitrators and advocates from throughout the Northeast.

LABOR HISTORY SOCIETY EXPANDS THROUGH 2002

The Rhode Island Labor History Society, headquartered at the SLRC, hosted another banner year in 2002. Membership jumped to 380 and appears headed for 400 during 2003. That number includes approximately 75 labor unions—the most of any Labor Society in the nation. More than 25 graduates from the SLRC are also members due in part to Professor Molloy's constant threat to lower their grades years after they received their diplomas! The dues structure has not changed since our inception 16 years ago.

In August 2002, the Society hosted its 15th annual Awards banquet at the Roger Williams Park Casino. Although all our banquets have been sold out, this one strained the capacity of the building to its limits. Armand Sabitoni, general secretary-treasurer of the Laborers Union, highlighted the evening with his acceptance speech to the cheers of at least 100 laborers in the audience. Our other two awardees were Carolina Bernal, program director for the Institute for Labor Studies and Gene Booth, retiring executive director of the state Human Rights Commission.

This August one of our honorees will be a graduate of the Center, Chuck Schwartz, who is director of the Institute for Labor Studies and one of the most respected labor officials in the state.

In April, the Society ran its 14th annual labor history conference at the United Food & Commercial Workers Hall in

Providence. The subject of child labor, past and present, drew a diverse audience of 60 academics, students, and union members.

This spring the Providence Tourism Bureau hosts the Treasures of Rhode Island exhibit at the Convention Center during May and June featuring hundreds of artifacts. The Labor History Society arranged the labor segment with more than 25 items from Scott Molloy's collection. The Society is also assisting the Providence Central Labor Council to celebrate the 95th anniversary of the group's affiliation with the American Federation of Labor.

We have also awarded two, \$250 grants to URI undergraduates for papers on the history of the labor movement in the state. Similarly we will award five, \$100 prizes to high school students who choose a working class or ethnic theme for History Day.

Our most ambitious project involves placing our Gilded Age index of 6000 newspaper articles about Rhode Island workers and unions on our web site along with the actual stories themselves, thus giving a great boost to the study of local labor history. SLRC Graduate Assistants Jamie Barnes and Andrea Cecconi have provided tremendous assistance on this project as well as several others. Sometime this year we will be publishing another pamphlet on state labor history.

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BOARD OF GOVERNORS APPROVES GRADUATE CERTIFICATE PROGRAMS

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audience in carrying out its educational mission, giving individuals who are unable to make the commitment to a full master's program access to our courses. It further benefits current master's students by creating a larger number of students allowing the Center to offer a wider range of electives and offer electives with greater frequency. Finally, these programs represent an additional source of revenue for the university at no additional costs.

TERRY L. THOMASON, PH.D.
1950-2002
DIRECTOR, SCHMIDT LABOR RESEARCH CENTER
1999-2002

April 20, 2003 marked the first anniversary of the death of SLRC director Terry Thomason. Terry's death occurred shortly after last year's newsletter had gone to press. Terry died after a battle with a rare and aggressive form of cancer. He was 51 and a resident of Newport. He is survived by his wife, Julie Grand-Landau.

Terry was director of the SLRC from 1999 until the time of his death. Before coming to URI, Terry was on the faculty of McGill University. He held a doctorate from Cornell University and was an alumnus of the University of Alabama.

During Terry's directorship—and building on the work of his predecessor, Ted Schmidt—enrollment in the M.S. program in labor relations and human resources nearly doubled and research funding to the SLRC grew exponentially.

Terry had a broad research agenda, but with a particularly strong focus on workers' compensation and social insurance. He coauthored *Workers' Compensation: Benefits, Costs, and Safety under Alternative Insurance Arrangements* (Upjohn Institute, 2001) with Tim Schmidle and John Burton. He was coeditor with John Burton and Douglas Hyatt of the 1998 Industrial Relations Research Association research volume *New Approaches to Disability in the Workplace*. His article "Determinants of Firm Workplace Health and Safety and Claims Management Practices" with Silvana Pozzebon appeared in the January 2002 issue of *Industrial and Labor Relations Review*.

We all miss Terry tremendously, but his dedication and hard work live on in the contributions he made to the SLRC during his time as director.

IRRA UPDATE

During the past year, the Greater Rhode Island Industrial Relations Research Association sponsored a number of interesting events. Last May, a distinguished panel of local attorneys discussed developments in sexual harassment law and, particularly, the difficult role of labor unions in acting as representatives of both grievants and victims. September's meeting featured a presentation by IRRA national president John Burton. Burton, who is a professor at Rutgers University, gave a presentation on workers compensation, an area for which he is nationally known. Professor Burton was a frequent research collaborator with the SLRC's late director Terry Thomason. They, along with Tim Schmidle, coauthored the 2001 book *Workers' Compensation: Benefits, Costs, and Safety under Alternative Insurance Arrangements*. The final meeting of 2002 included a discussion of health care bargaining.

At the national level, IRRA held its annual policy conference last June in Washington, DC. The conference included a number of policy-oriented panels and prominent national level speakers. The keynote address was given by then-Solicitor of Labor, Eugene Scalia. January's annual national meeting was also held in DC. Professor Matt Bodah presented a paper entitled *Serving the Medicaid and Medicare Populations: Nursing Labor Market Dynamics* coauthored with professors John Burkett and Leonard Lardaro of the economic department.

FACULTY UPDATE

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Rights," given at l'Universite de Lyon II and les Institutions et Dynamiques Historique d'Economie, Ecole Normale Superiore de Cachan. He continues to be an active voice and presence at URI, with such ventures as a panel commentator at the Multicultural Center this January on "European Perspectives on the Iraq War," and as the Co-Coordinator of the URI Honors Colloquium in the Fall of 2003, the theme of which will be "The Futures of Globalization."

Always a prolific writer, Ric's current works in progress include: "Revolted French Economists," to be submitted to *Challenge: The Magazine of Economic Affairs*; "Not Just Nike is Doing It," with Yngve Ramstad in the Economics department, for a book on the institutional tradition in labor economics, edited by Janet Knoedler and Dell Champlin; "Globalization Goes for Therapy," forthcoming in *Rethinking Marxism*.

Ric will be presenting twice at the Conference on the Future of Heterodox Economics in Kansas City this June: "Class and Convention in the Definition of Labor Rights: Lessons from the Antislavery Debates," and "New Labor Problems and Old Institutional Economics," with Yngve Ramstad.

AN AMERICAN ECONOMIST IN PARIS

(continued from page 1)

Geneva where I conducted interviews at the International Labor Organization. We also spent a few days in Burgundy and visited Monet's home in Giverny. But we quickly fell in love with Paris and were reluctant to leave the city very often.

It was an interesting time to be in France. Shortly after we arrived we attended a memorial service on September 11 at the American Cathedral on Avenue George V. Even then the war with Iraq loomed large, and the American ambassador stuck out as the only speaker who had anything good to say about George W. The vast majority of people that we met admire the United States, especially the energy and the innovative aspects of American culture. We found no overt anti-Americanism. In fact we have found much more hostility toward France here than we found here at home towards the US in Europe.

But it's hard to exaggerate how much Bush is hated. His seeming ignorance of basic historical facts makes the French both laugh and scratch their heads. In France's elitist system of preparation for civil service and government, it is impossible for someone of Bush's apparently limited abilities to become President. Bush's cowboy rhetoric, his axis of evil speech and his constant references to God make him seem as fundamentalist as Osama to the secularized French.

Like URI's Labor Research Center, IDHE includes researchers from a variety of disciplines. The director, Robert Salais, was the chief statistician for the equivalent of the Secretary of Labor in the Socialist/Communist government of the early 1980s. There were also sociologists, an economist focused on law and economics, historians, and legal scholars, a category that really doesn't exist in the US. The main focus of research is on various aspects of social policy in the European Union, dealing particularly with labor market issues. I was there working on international labor rights issues.

In the French system, researchers don't teach. There were a few graduate students working on dissertations, and some of them seemed to be teaching, but not as part of the Institute. Although people explained the system to me several times I never really understood it.

I did enjoy the tradition of everyone going to lunch together though. Every day at 1:00 one of my colleagues would show up in my office and ask "Tu va manger?" "You are going to eat?" We would walk over to a cafeteria somewhat like the Ram's Den in Kingston where we took a "prix fixe" lunch at four and a half Euros. For this one could select three plates, generally a main course, an appetizer, and either a cheese plate, fruit or a dessert. Everyone ate a full lunch. The conversation was fast and furious and I often had to ask people to repeat themselves or slow down.

After lunch we would walk to another building where there was a little café serving espresso. Everyone would smoke (except me) and on nice days we would sit outside. This all took about an hour and twenty minutes. Such sociability and slowness is taken to be a right of being French. Historically, the French workplace has not been as geographically separate from home as is the case in the US. The lunch practice today descends from the tradition of the workman going home

for a long family lunch.

It is reinforced in the schools. My daughter attended Lycée Montaigne, an all-French school near the Luxembourg Gardens. Her friends were stunned when she told them that South Kingstown students have twenty minutes for lunch. Initially she thought they were appalled because this left so little time for socializing but what really bothered the French students was what this means for the digestive system, a typically French concern.

There is a great deal of labor unrest in France today, mostly dealing with the new Conservative government's plans to privatize some public services and "reform" the educational system. French strikes are different from American strikes. French unions have little in the way of strike funds, so long strikes are rare. One-day strikes are common though, and instead of picketing workers like to parade through the streets of Paris. There were half a dozen major "manifestations" in the four months we were there and smaller ones virtually every week.



My son came to visit and one day we went to a cooking demonstration at the Cordon Bleu school in Southeast Paris. We learned how to cook and then ate a fabulous French meal. We took the Metro back home. Coming out of the Sèvres-Babylon station we were greeted by smoke bombs, fabulous banners, and the

longest labor parade I had seen yet. Sponsored by the Communist CGT, France's largest trade confederation, this strike against privatization was stopped in front of the Bon Marché, the giant department store that is one of the symbols of bourgeois Paris. The juxtaposition of the concerned faces of the bourgeois shoppers and the party atmosphere of the manifesters was amusing.

The Communists were once the major opposition party in France but they have been in decline since the early 80s. Still, the "extreme left" – the communists, the three Trotskyist parties, and the Greens – get about 20% of the votes. It was nice to be in a country where a fifth of the population was to the left of me, and maybe even to the left of Scott Molloy. Most of my friends are on the left wing of the socialist party, a place where I was comfortable also.

But we were mostly comfortable in the streets and cafés. Parisian architecture is so spectacular that just walking through our neighborhood was a feast for the eyes. And on any block there were two or three patisseries and one or two cafés that beat almost anything you can find in Rhode Island and Massachusetts, with great food, exquisitely prepared, at good prices. (The last was the most surprising to us.)

My favorite place is a little hole in the wall wine bar on the tiny Rue des Canettes between Place St. Sulpice and Place St. Germain de Pres. If you go, get a glass of Bourdeaux for two and a half Euros. Sit in the upstairs bar or in the window seat during the day and watch people come in and out with their dogs to chat with the proprietress. At night it's better to sit downstair in the cave, where the students hang out and drink wine by candlelight. Vive la France.

SPOTLIGHT ON LABOR ALUMNI IN NEW ENGLAND

In a year that saw a protracted lockout, a narrowly averted baseball strike, and a government reorganization impacting unions in the public sector, the labor movement has been, if nothing else, stalwart. The nationwide spotlight on labor nationwide gives us the opportunity to highlight some of our alums working in unions throughout New England.

Carolyn Anderson worked as an RN for 21 years in a hospital represented by the Massachusetts Nurses Association before assuming the position of business agent there in 1999. She matriculated into the program in the spring of 2000 and graduated with her Master's in Labor Relations & Human Resources in May 2002.

As a business agent, Carolyn represents a total of 7 facilities, including four hospitals, two school nurse units, and a public health nurse unit. Her responsibilities run the gamut, from developing proposals and negotiating contracts to handling grievances and participating in the arbitration process. She also works extensively at the teaching aspect of her job, working with committees to teach them how to be effective leaders. "Challenges extend from getting people involved beyond the issues of contract negotiations to getting bargaining unit members to step up to leadership positions."

Carolyn is one of many nurses who have taken an interest in the field of labor relations. Given the current nursing shortage, her current work with the MNA provides an added challenge to her career as a labor relations professional. "It's never boring – there is always something going on!" As a union representative, she is currently working on proposals to attract and help retain nurses to the field. "The biggest challenge right now is that there are not enough nurses to go around. We are trying to tackle the shortage from the legislative process by submitting legislation to limit the number of patients a nurse could care for. With these limits – nurses who have left the profession would be more willing to come back to nursing and people thinking of nursing as a career will see it as helping to provide the best possible scenario to providing the best possible care to patients."

Just as those in the nursing profession strive to overcome the challenges of the current labor shortage, those in education are faced with their own set of hurdles. Pete Gingras, currently one of seven Assistant Executive Directors with the National Education Association- Rhode Island, told us of his experiences as a graduate of the labor program. "I did it somewhat backwards," he said of his graduate work at URI. "I began the LRC's Master's program as a rank and file letter carrier, while serving

my local union as a steward. I left the postal service and accepted an internship at the American Association of University Professors, URI Chapter. During my final semester I accepted a collective bargaining administrator's position with an AFSCME international in Albany, New York, which eventually took me to one of the America's great union cities, Buffalo. Two years after graduating from the LRC Professor Mark Grossman notified me that NEA was interviewing for my current position."

Presently serving as a business agent, Pete supports a number of NEA locals state-wide. "I am responsible for 'soup to nuts' in offering advice to ten different private and state higher education, municipal, teaching, and educational support staff unions." His work, incorporating negotiation, grievance advising, arbitration, lobbying school boards and town councils, and mobilizing strike participants has coalesced into a process at which the core is education of labor and management representatives. "Of late I have made a concerted effort to educate members more and advise less."

During the course of his Master's, Pete found opportunities to extend his education beyond the classroom. "During my course work with Professor Grossman, he invited me and other students to observe arbitrations which he was the appointed arbitrator. I availed myself of these opportunities and have come to view them as invaluable lessons." Pete believes the LRC faculty were helpful to him in a number of ways. "I always appreciate the

foresight of Ted Schmidt, the direction of Terry Thomson, and the energy of Rick Scholl each time I receive the LRC alumni directory. The cast of students, staff, faculty, and graduates have educated, enriched, and perhaps defined, and will continue to define, certain areas of employee-employer relations in so many ways."

Both Carolyn and Pete enjoy their work as labor relations professionals. Carolyn's relationships with her members have enabled a mutually beneficial partnership. "I enjoy the relationships I have developed with my bargaining units-- it is one of mutual trust. We depend on each other for information and guidance to bring the best possible results from contract negotiations to the bargaining unit." Pete believes that his reward comes from seeing his members succeed. "The enjoyment I derive is often delayed. However, when I realize a member of mine is personally assured that he or she is allowed to discuss matters of their individual employment with their employer and are treated as equals, I become conscious that it's not work."

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