The fourth annual bibliography of retrospective and current searches in the field of collective bargaining in higher education represents an attempt to survey the literature of the field as it relates to faculty in public or private colleges and universities. The scope includes 1975 and pre-1975 references. Relevant information from major journals plus material relevant to arbitration awards, court decisions, NLRB, and PERK rulings are included. The bibliography, arranged alphabetically by subject, includes topics on: academic freedom, administration, collective bargaining in Canada, faculty attitudes, grievance procedures, legislation, retrenchment, strikes, students, tenure, unions, and women. (Author/KE)
Collective Bargaining in Higher Education

Bibliography No. 4

with Subject, Title and Author Indexes

Compiled by: Molly Garfin

April 1976

THE NATIONAL CENTER FOR THE STUDY OF COLLECTIVE BARGAINING IN HIGHER EDUCATION
Baruch College - CUNY

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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COLLECTIVE BARGAINING IN HIGHER EDUCATION

BIBLIOGRAPHY NO. 4

APRIL 1976

Compiled by
Molly Garfin

with assistance of Daniel J. Julius and Joseph M. Egan

The National Center for the Study of Collective Bargaining in Higher Education
Baruch College - CUNY

New York, N. Y.
INTRODUCTION

This is the fourth volume of the series of Collective Bargaining in Higher Education bibliographies compiled at the National Center for the Study of Collective Bargaining in Higher Education, Baruch College, City University of New York. These volumes are prepared for distribution at the National Center's Annual Conferences conducted each spring.

An initial grant from the Elias Lieberman Memorial Foundation enabled the Center to establish a contract collection. Better than 220 contracts are now on file at the Center's library. One hundred and twenty-four college contracts were placed in a computer databank with a full-text retrieval capability.

Additional funding from the Ford Foundation was obtained in the fall of 1975. This grant stabilized the library for some eighteen months, and has allowed the Center to retire the original computerized file of 124 contracts, most of which expired by August 31, 1975, and replace it with a current computerized contract file of 136 contracts which expire in 1976, 1977 and 1978.
The library is now regularly used by many visitors. We encourage use of the Center and continued responses and reactions to our publications and services.

Thomas Mannix
Acting Director
PREFACE

The Fourth Annual Bibliography, the latest in the series of bibliographies of retrospective and current searches in the field of Collective Bargaining in Higher Education, represents an attempt to survey the literature of the field as it relates to faculty in public or private colleges and universities.

Primarily a source of current references for the year 1975, the scope of this bibliography was enlarged to include pre-1975 references in fields that are of particular interest at this time, but were not included in earlier bibliographies.

Materials covered include books, periodical articles, research reports, unpublished reports, judicial and administrative agency decisions. An attempt has been made to search the major journals in the field, as well as material relevant to Arbitration Awards, Court Decisions, NLRB and PERB rulings. The reader is referred to the sections "Resources and Periodicals" for further information on sources. Many organizations listed in the section "Useful Addresses" kept the Center informed of meetings, speeches and research reports. "Bibliographies" on pages 118-121 lists published bibliographies that were useful in the compilation of this bibliography. In addition, an individually collected computer search of ERIC documents and journals was an important source of information, as were Dissertation Abstracts and the Index to Legal Periodicals.
We have endeavored to cover major sources of material and to publish a selective listing. However, we apologize for omissions and errors and welcome your comments and corrections.

The Bibliography is arranged by Subject - see Table of Contents for major subject divisions - and alphabetically by author or title within each subject. We hope you will find this arrangement, along with the separate Author Index and Title Index (also listing Arbitration Awards, Court Cases, NLRB and PERB Decisions by parties) helpful in using this publication. The Subject Index beginning on page 152 provides access to geographic areas and individual institutions as well as sub-divisions of major subjects.

Information detailing the National Center's publications and services can be found at the end of this Bibliography.

Thomas Mannix, Acting Director of the Center and Ms. Evan Mitchell, Assistant to the Director, helped immeasurably with advice and support. Ms. Ruby Hill and Ms. Patricia Doocy were responsible for the typing, and Joseph Tondt, a Baruch student assistant, lifted morale as deadlines neared. I greatly appreciate their assistance and cooperation.

Molly Garfin
Librarian
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>ii-iii</td>
</tr>
<tr>
<td>Preface</td>
<td>iv-v</td>
</tr>
<tr>
<td>Academic Freedom</td>
<td>1</td>
</tr>
<tr>
<td>Accountability</td>
<td>2</td>
</tr>
<tr>
<td>Administration</td>
<td>2-4</td>
</tr>
<tr>
<td>Affirmative Action</td>
<td>5-13</td>
</tr>
<tr>
<td>Arbitration</td>
<td>13-14</td>
</tr>
<tr>
<td>Arbitration Awards (by State and Country)</td>
<td>14-19</td>
</tr>
<tr>
<td>Bargaining Units</td>
<td>19-20</td>
</tr>
<tr>
<td>Collective Bargaining</td>
<td>21-34</td>
</tr>
<tr>
<td>Collective Bargaining — Canada</td>
<td>35-36</td>
</tr>
<tr>
<td>Community Colleges</td>
<td>36-38</td>
</tr>
<tr>
<td>Contracts</td>
<td>38-40</td>
</tr>
<tr>
<td>Court Cases</td>
<td>40-41</td>
</tr>
<tr>
<td>Court Cases (by State)</td>
<td>42-60</td>
</tr>
<tr>
<td>Department Chairmen</td>
<td>61</td>
</tr>
<tr>
<td>Discrimination</td>
<td>62-63</td>
</tr>
<tr>
<td>Faculty Attitudes</td>
<td>64-67</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>67</td>
</tr>
<tr>
<td>Fringe Benefits — Health, Care</td>
<td>68</td>
</tr>
<tr>
<td>Fringe Benefits — Pensions</td>
<td>68</td>
</tr>
<tr>
<td>Fringe Benefits — Retirement</td>
<td>68</td>
</tr>
<tr>
<td>Fringe Benefits — Unemployment Insurance</td>
<td>68</td>
</tr>
<tr>
<td>Governance</td>
<td>69-75</td>
</tr>
<tr>
<td>Grievance Procedures</td>
<td>75-76</td>
</tr>
<tr>
<td>Impasse Resolution</td>
<td>76</td>
</tr>
<tr>
<td>Institutional Planning</td>
<td>76-77</td>
</tr>
<tr>
<td>Labor Law</td>
<td>78</td>
</tr>
<tr>
<td>Legal Responsibilities</td>
<td>78-79</td>
</tr>
<tr>
<td>Legislation — Federal</td>
<td>79-80</td>
</tr>
<tr>
<td>Legislation — State</td>
<td>81-82</td>
</tr>
<tr>
<td>Legislation (by State)</td>
<td>83-84</td>
</tr>
<tr>
<td>Librarians</td>
<td>84-85</td>
</tr>
<tr>
<td>Negotiations</td>
<td>85</td>
</tr>
<tr>
<td>NLRA</td>
<td>86</td>
</tr>
<tr>
<td>NLRA Decisions (by State)</td>
<td>87-94</td>
</tr>
<tr>
<td>PERB Decisions (by State)</td>
<td>94-98</td>
</tr>
<tr>
<td>Personnel Relations</td>
<td>98</td>
</tr>
<tr>
<td>Professionalism</td>
<td>98-99</td>
</tr>
<tr>
<td>Public Sector Labor Relations</td>
<td>99-100</td>
</tr>
<tr>
<td>Retrenchment</td>
<td>100-101</td>
</tr>
<tr>
<td>Salaries</td>
<td>102-103</td>
</tr>
<tr>
<td>Strikes</td>
<td>103-104</td>
</tr>
<tr>
<td>Topic</td>
<td>Pages</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Students</td>
<td>104-108</td>
</tr>
<tr>
<td>Tenure</td>
<td>108-110</td>
</tr>
<tr>
<td>Trustees</td>
<td>111</td>
</tr>
<tr>
<td>Unions</td>
<td>112-115</td>
</tr>
<tr>
<td>Women</td>
<td>115-116</td>
</tr>
<tr>
<td>Workload</td>
<td>117</td>
</tr>
<tr>
<td>Bibliographies</td>
<td>118-121</td>
</tr>
<tr>
<td>Author Index</td>
<td>122-127</td>
</tr>
<tr>
<td>Title Index (including Arbitration Awards, Court Cases, NLRB and PERB Decisions)</td>
<td>128-151</td>
</tr>
<tr>
<td>Subject Index</td>
<td>152-170</td>
</tr>
<tr>
<td>Resources and Periodicals</td>
<td>171-175</td>
</tr>
<tr>
<td>Useful Addresses</td>
<td>176-181</td>
</tr>
<tr>
<td>Glossary</td>
<td>182-225</td>
</tr>
<tr>
<td>Acronyms - Abbreviations</td>
<td>226-228</td>
</tr>
<tr>
<td>An Invitation to Join the Center</td>
<td>229</td>
</tr>
<tr>
<td>National Center Publications</td>
<td>230</td>
</tr>
<tr>
<td>National Center Information Retrieval System</td>
<td>231</td>
</tr>
</tbody>
</table>
ACADEMIC FREEDOM


12 "University of Science and Arts of Oklahoma (Formerly Oklahoma College of Liberal Arts)." AAUP Bulletin, 61(1): 39-48, April, 1975.
ACCOUNTABILITY


ADMINISTRATION


ADMINISTRATION (cont'd.)


ADMINISTRATION (cont'd.)


AFFIRMATIVE ACTION


AFFIRMATIVE ACTION (cont'd.)

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AFFIRMATIVE ACTION (Cont'd.)


AFFIRMATIVE ACTION (cont'd.)


AFFIRMATIVE ACTION (cont'd.)


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AFFIRMATIVE ACTION (cont'd.)


AFFIRMATIVE ACTION (cont'd.)


AFFIRMATIVE ACTION (cont'd).


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AFFIRMATIVE ACTION (cont'd.)


141 "Witnesses Differ on Scope of Title IX." Higher Education Daily, 3: 1, June 26, 1975.

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ARBITRATION


ARBTRATION (cont'd.)


ARBTRATION AWARDS - CALIFORNIA


ARBTRATION AWARDS - CANADA

150 The Ontario Council of Regents for Colleges of Applied Arts and Technology on Behalf of the Colleges of Applied Arts and Technology and The Civil Service Association of Ontario, Inc. (March 17, 1975). Board of Arbitration award deals with jurisdictional and substantive issues on community colleges and job security and recognition; working hours, salaries, agreement duration. Also dealt with is the preparation and release of arbitration awards. (On file NCSCBHE, 113 pp.)

151 University of Quebec at Montreal and Society of Professors of the University of Quebec. (Province De Quebec, District De Montreal, No. M-71-457, Jan. 25, 1971.) Proper salaries and pay scales for academic personnel. (On file NCSCBHE, 8 pp.)

ARBTRATION AWARDS - ILLINOIS

152 Board of Trustees of Junior College District No. 508, County of Cook, State of Illinois v. The Cook County College Teachers Union, Local 1600 et al. (No. 59727, Sept. 25, 1974.); Labor Relations Reporter, 89: LRRM, 2759-2761. Arbitrator exceeded his authority when he awarded back pay to certain teachers.
ARBITRATION AWARDS - ILLINOIS (cont'd.)

153 Thornton Community College and Thornton Community College Faculty Assn., Chapter of Cook County Teachers Union Local 1600, AFT. 1975 - GERR - 602: C-2. Coaching functions shall be maintained as part of regular workload.

154 Thornton Community College (So. Holland, Ill.) and Thornton Community College Faculty Assn., Cook County College Teachers Union, Local 1600. (61-AIS-61-10.) Arbitration in the Schools, 61:5, March 1, 1975. Inclusion of College Division Directors in bargaining unit.

ARBITRATION AWARDS - MICHIGAN


156 Ferris State College Faculty Assn. and Ferris State College. (AAA Case No. 54-39-0287-74, July 17, 1974.) 1974 - GERR - 581: C-2. Arbitrator rules that grievant who left work after confrontation, resulting in hypertension, is entitled to half-day of sick leave only.

157 Jackson Community College and Jackson Faculty Assn. (61 - AIS - 61-8.) Arbitration in the Schools, 61:4, March 1, 1975. Right of supplemental college teacher to change teaching program.

ARBITRATION AWARDS - NEW YORK

ARBITRATION AWARDS - NEW YORK (cont'd.)


160. Erie Community College and Faculty Federation of Erie Community College. (AAA Case No. 1539-0170-74, Nov. 6, 1974.) 1975 - GERR - 593: G-4. Arbitrator finds that college did not violate agreement by assigning grievant to flexible work weeks.


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**ARBITRATION AWARDS - NEW YORK (cont'd.)**


   College did not violate contract when it failed to approve nineteen applicants for promotion.

**ARBITRATION AWARDS - OHIO**

167 "University Must Pay Salary Increase for Doctorate Granted at Institution it Did Not Recognize."


**ARBITRATION AWARDS - PENNSYLVANIA**

168 Association of Penn. State College and University Faculties/Penn. Association for Higher Education and Commonwealth of Penn. (Kutztown State College.) (July 17, 1973; No. APSCUF-001.)

   Whether or not the time spent by a member of the teaching faculty in an administrative position counts toward tenure. (On file NCSCBHE, 18 pp.)

169 Commonwealth of Pennsylvania and Association of Penn. State College and University Faculties. (Lock Haven College.) (July 31, 1973; No. APSCUF-002.)

   Association contention that Penn. administration violated agreement by failing to grant merit increases to faculty members for the 1972/1973 academic year. (On file NCSCBHE, 12 pp.)

170 Association of Penn. State College and University Faculties/Penn. Association for Higher Education and Commonwealth of Pennsylvania. (Sept. 7, 1973; Grievance No. 11.)

   Proper use of personnel files. (On file NCSCBHE, 5 pp.)
Grievant not given teaching assignment in those courses scheduled by his department for the 1973 summer session. It is held that grievant is subjected to arbitrary, capricious and discriminatory treatment in this matter. (On file NCSCBHE, 3 pp.)

Salary grievance. (On file NCSCBHE.)

173 (Westchester State College) Commonwealth of Penn. and Association of Penn. State College and University Faculties/Penn. Assn. for Higher Education. (Jan. 4, 1974.)
Association contention that college violated agreement by retiring associate professor at the end of the fall semester rather than continuing his teaching services to end of spring semester. (On file NCSCBHE, 35 pp.)

174 Commonwealth of Pennsylvania and Association of Penn. State College and University Faculties/Penn. Association for Higher Education. (Feb. 6, 1974.)
Dispute with respect to denial of promotion. (On file NCSCBHE, 14 pp.)

175 Bucks County (Pa.) Community College and Bucks County Community College Federation of Teachers, Local No. 2238. (61 - AIS - 61-3). Arbitration in the Schools, 61: 2, Mar. 1, 1975.
College tried to force retirement upon assistant professor who reached age 65 when existing contract made no such stipulation.

ARBTrATION AWARDS - WISCONSIN

Arbitrator rules that board of education did not violate agreement by unilaterally eliminating one program.
Teacher who accompanied community action group to state legislature not entitled to receive pay for the absence.

Arbitrator rules that teachers not returning in fall have earned deferred compensation of health and life insurance premiums during July and August.

BARGAINING UNITS


181 Bognanno, Mario F. and Edward L. Suntrup. Unit Determination in Four-Year Colleges and Universities: One Aspect of the Problem. (Working paper.) Minneapolis, Minnesota: Industrial Relations Center, University of Minnesota; Dec., 1974.


184 Laval University, Montreal, Quebec. (Dossier: 1720-37, Case No. QR-027-07-74.) Jan. 31, 1975.
Certification of appropriate bargaining unit. (On file NCSCBHE.)

BARGAINING UNITS (cont'd.)


All faculty with the exception of deans, part-time, and individuals teaching as part of military service, placed in faculty unit. (On file NCSCBHE.)
COLLECTIVE BARGAINING


COLLECTIVE BARGAINING (cont'd.)


201 "Bargaining Gains of Faculty Noted by Management." NEA Advocate, 3: June, 1975.


COLLECTIVE BARGAINING (cont'd.)


Study of a rapidly expanding university illustrating the institutional problems and public pressures that may lead to collective bargaining.


COLLECTIVE BARGAINING (cont'd.)

218 "Collective Bargaining: A Review of Campus Activities." NACUBO College and University Business Officer, 8(10): 8, April, 1975.


COLLECTIVE BARGAINING (cont'd.)


COLLECTIVE BARGAINING (cont'd.)


COLLECTIVE BARGAINING (cont'd.)


COLLECTIVE BARGAINING (cont'd.)


COLLECTIVE BARGAINING (cont'd.)


COLLECTIVE BARGAINING (cont'd.)


   Vol. 1, #1-2, 1973
   Vol. 2, #1-5, 1974
   Vol. 3, #1-5, 1975


40
COLLECTIVE BARGAINING (cont'd.)


COLLECTIVE BARGAINING (cont'd).


COLLECTIVE BARGAINING (cont'd.)


308 "Teachers in Higher Education are Being Ripped Off.' Says new NEA President." NEA Advocate, 4, Sept., 1975.


312 "Unionization of College Faculty Called Threat to Campus Unity." 1975-GERR-597: B-17.
COLLECTIVE BARGAINING (cont'd.)


COLLECTIVE BARGAINING - CANADA


COLLECTIVE BARGAINING - CANADA (cont'd.)


COMMUNITY COLLEGES


COMMUNITY COLLEGES (Cont'd.)


COMMUNITY COLLEGES (cont'd.)


CONTRACTS


CONTRACTS (cont'd.)


364 "Faculty Contract Approved at University of Rhode Island." 1974-GERR-581: B-18.

365 "$4,400 Raises Negotiated Over Two Years by Affiliate in Youngstown." NEA Advocate, 3, Sept., 1975.


CONTRACTS (cont'd.)


Some of innovative contractual provisions at Southeastern Massachusetts University.


COURT CASES


Court holds that given a finding of discrimination, back pay should be denied only for reasons which would not frustrate Title IX.

50
COURT CASES (cont'd.)

Academic freedom and tenure; dismissal for cause.

Nontenured faculty and refusal to grant due process hearing prior to non-renewal of contract.


381 "High Court Lets Teacher Dismissal Ruling Stand."

382 "High Court Case May Affect Teacher Bargaining."


384 Markwel v. Culwell. (515 F. 2d. 1258, 5th Cir. 1975.);
Nontenured teacher and right to an administrative hearing before dismissal.

Minnesota Community College file right-to-work lawsuit.


387 "Supreme Court Rules on Union Reps at Misconduct Hearings."

COURT CASES - ALABAMA


Faculty member at University of Alabama alleges that termination was based upon his exercise of free speech and that it had been wanting in due process.

COURT CASES - ARIZONA


Constitutional right of a tenured professor to a presuspension hearing.

COURT CASES - CALIFORNIA


Nontenured faculty and the right to due process before dismissal.


Nontenured faculty and the right to be given reasons for nonrenewal.


Nontenured faculty and the right to be given reasons for nonrenewal.


Nontenured teachers right to seek a writ of mandate requiring the college board to set aside a decision that the services of the teachers be terminated.
   Right to recover pay for the interim between the notice not to renew and the renewal of the contract of employment.

   The right to procedural due process at San Jose State University.

   Dismissal of permanent employee before nontenured members.

   State University did not violate California Constitution when it hired someone other than woman whose husband teaches in chemistry department for full-time teaching position in that department, since rejection of woman was due not to sex discrimination.

   Title VII action dismissed at California State University, Sacramento.

   Faculty rights and freedoms from covert police surveillance in the classroom at UCLA.

COURT CASES - COLORADO

   Concerns jurisdiction of the arbitrator when dealing with employee grievance.
CASES - COLORADO (cont'd.)


Public institutions of higher education and their scope of authority to conduct administrative affairs in private meetings.

CASES - CONNECTICUT


CASES - DELAWARE


Professor suing university under Title VII of 1964 Civil Rights Act may not also sue individually named trustees, officers, and employees.


Black former professor who complained of university's racially discriminatory working conditions and contract termination is proper party to bring class action.

Trivits v. The Wilmington Institute, et al. (U. S. District Court, District of Delaware, No. 4776, October 4, 1974.); Labor Relations Reporter - Fair Employment Practice, 10: FEP, 1042 - 1408.

Dismissed employee's failure to pursue her avenues of potential administrative relief before EEOC precludes her from suing employer under Title VII.

CASES - D. C.


Students' rights to participate in feminist organizations, and denial of medical training grant by Dept. of HEW.
COURT CASES - D. C. (cont'd.)


EEOC's right to sue under Title VII is not limited to 180-day period following filing of charge. On motion to dismiss action under Title VII of Civil Rights Act of 1964 by EEOC against employer, motion denied.


NEA and women's rights organizations file suit in U. S. District Court alleging that Departments of Labor and HEW failed to combat sex discrimination practices.

COURT CASES - FLORIDA


Discrimination based on sex.


Discrimination in employment based on sex.


Nontenured faculty and the right of expectation of renewal of contract.


Academic freedom and tenure.


Nontenured faculty at University of South Florida and the right to procedural due process before nonrenewal of contract.


Nonrenewal of contract of nontenured professor prior to a hearing did not deprive him of a protected property right in the absence of some expectation of reappointment.


Nontenured faculty member and right to timely notice of nonreappointment.


The matter of promotions is not subject to arbitration under the contract between the parties.

Matter of promotions of junior college faculty members is not subject to arbitration under prior or present collective bargaining agreement but remains within discretion of college trustees.

An arbitration award may be reviewed by the courts where the arbitrator exceeded his authority.
COURT CASES - ILLINOIS (cont'd.)


Complaint alleging that private university, which allegedly discriminated against female assistant professor because of her sex and chartered by state ... Fails to allege state action on part of university.


Individual's complaint alleging that educational institution deprived her of tenure and pay as associate professor because of her sex does not allege state action on part of institution.


Action by tenured faculty at City Colleges of Chicago challenging their transfers to different public colleges.

COURT CASES - INDIANA


Non-tenured faculty at Ball State University and the right to procedural due process before nonrenewal of contract.


Concerns judicial review of institutional procedures before dismissal at Indiana University.

COURT CASES - IOWA


Notice of intent to terminate and automatic renewal.
COURT CASES - IOWA (cont'd.)


Nontenured faculty member and dismissal due to financial exigency.

COURT CASES - KENTUCKY


1972 amendment extending coverage of Title VII to state government entities does not apply to alleged discrimination by state university that occurred before effective date of amendment.


University was not "employer" within meaning of Title VII as of date in 1971 on which charging party was discharged, since 1972 amendment making Title VII applicable to educational institutions is not retroactive.

COURT CASES - MAINE


Tenured faculty member and what constitutes unfitness to teach.

COURT CASES - MARYLAND


Discrimination in employment based on sex.


Concerns discrimination in awarding of academic credits, based on race at University of Maryland.
COURT CASES - MARYLAND (cont'd.)

434 "Protests by Maryland Professors Unprotected by First Amendment." (Frederick, Maryland Community College.) 1975 GERR - 610: B-6 to B-8.


COURT CASES - MASSACHUSETTS


439 Brennan v. Morrisey. (U. S. District Court for Mass., Civil Action, File No. 74-2311-G.); The College Law Digest, 5(3): 57, May, 1975. Discrimination in employment based on sex at Boston State College. Defendants believe case is first opportunity for federal court to consider the constitutionality of Title IX.


COURT CASES - MASSACHUSETTS (cont'd.)


NLRB properly extended its jurisdiction to representation dispute in nonprofit higher education institution.

COURT CASES - MICHIGAN


Teachers at state junior college brought an action for reinstatement and damages after they had been discharged for allegedly participating in an illegal strike.


Finding of Michigan Employment Relations Commission that employer college, while it did engage in hard bargaining, did not violate Michigan Labor Mediation Act by unlawfully refusing to bargain in good faith with teachers federation.


Salary freeze; union-busting tactics.

COURT CASES - MINNESOTA

446 Livingston v. Minn. State Junior College Board. (U. S. District Court, District of Minn., Third Division, 3 - 72 Civil 173, December 2, 1974.); The College Law Digest, 5(2): 37, March 1975.

Nontenured faculty and the right of expectation of renewal of contract.

447 Minnesota State College Board and Minnesota Department of Personnel v. Public Employment Relations Board. (Ramsey County, District Court, Case No. 397320, November 13, 1974.); 1975 - GRR - 589: B-3 to B-6.

Faculty members at seven state colleges must bargain as one unit.
COURT CASES - MINNESOTA (cont'd.)


COURT CASES - MISSOURI

450 Saunders v. Reorganized School District No. 2 of Osage County. (Missouri State Supreme Court, 520 S. W. 2d. 29, 1975.); The College Law Digest, 5(5): 98, September, 1975. Tenured junior college teacher seeks review of his discharge. Court finds his right of free speech had not been violated.

COURT CASES - NEBRASKA

451 The Board of Regents of the University of Nebraska v. A. Neil Dawas, et al. (U. S. Court of Appeals, Eight Circuit (St. Louis) No. 75-1126, Aug. 26, 1975.); Labor Relations Reporter - Fair Employment Practice Cases, 11: FEP Cases, 283 - 287. Sept. 20, 1975. Equal pay dispute where males are suing for placement on an existing salary schedule for females only.

452 Board of Regents of University of Nebraska v. Dawes. (U. S. District Court, District of Nebraska, No. CV-73-1-190, December 31, 1974.); Labor Relations Reporter - Wages and Hours Cases, 22: WH Cases, 111 - 118. Action by University of Nebraska for declaratory judgment as to rights of parties under equal pay provisions of FLSA, wherein male employees filed counterclaim for unpaid wages.
COURT CASES - NEBRASKA (cont'd.)

Technical College told to pay salaries negotiated by Lincoln School District teachers.

454 Gene Busboom et al., v. Southeast Nebraska Technical Community College. (Nebraska Supreme Court, N. W. 2d, No. 39635, August 7, 1975.; 1975 - GERR - 625: B-3 to B-4.
Pay raises do not apply to S. E. Nebraska Technical Community College, even though board formally governed college's predecessor, state supreme court holds.

455 Mid-Plains Education Association v. Mid-Plains Nebraska Technical College. (Nebraska Court of Industrial Relations, 189-NEB-37, 199 N. W. 2d. 747.; Case No. 33, March 8, 1972.
Refusal to discuss terms of employment and representation of persons seeking to arrange conditions of employment. Dissenting opinions included. (On file NCSCBHE, 42 pp.)

COURT CASES - NEVADA

Academic freedom and tenure and the scope of tenure within a university system.

COURT CASES - NEW HAMPSHIRE

Court holds that N. H. statute conferring bargaining rights upon state employees in general, while specifically denying those rights to academic employees of state university doesn't violate the amendment.

Court decision upholds state law which excludes university professors from collective bargaining.
COURT CASES - NEW JERSEY


New Jersey Supreme Court rules that state board of education should have negotiated with college faculty representatives re teachers' outside employment.

Also in Negotiations Research Digest, 8(9): 5, May, 1975.


Non-tenured faculty member and her right to procedural due process before dismissal.

COURT CASES - NEW MEXICO


Concerns discrimination in employment based on National origin, the confidentiality of personnel files, freedom from unreasonable search and seizure.

COURT CASES - NEW YORK


Concerns nontenured faculty term appointments.


Tenure status of a director of research.


Nontenured faculty member and procedure for granting tenure.
Mortenson v. Syracuse University et al. (U. S. District Ct. Northern District of N. Y., No. 73-CV-545, May 13, 1974.); Labor Relations Reporter - Fair Employment Practice Cases, 10; FEP Cases, 1312 - 1315. Federal district court lacks jurisdiction of action by terminated female assistant professor against university since university is essentially a private organization, i.e., not dependent upon state aid to any significant degree.

New York Institute of Technology v. Council of Metropolitan and Old Westbury Chapters, AAUP et al. (N. Y. Supreme Court, Appellate Division, Second Dept., Feb. 18, 1975.); Labor Relations Reporter - Decisions of the Courts, 89: LRRM, 2428 - 2429. Denial by college of tenure to two professors recommended for appointment by the faculty is arbitrable.


Weise v. Syracuse University et al. (U. S. District Court, Northern District of N. Y., No. 73-CV-420, June 10, 1974.); Labor Relations Reporter - Fair Employment Practice, 10: FEP Cases, 1316 - 1318. Federal district court lacks jurisdiction of action by female individual who first was rejected for lecturer position with Syracuse University and thereafter was hired for position of graduate teaching assistant and terminated after one year, since no state action exists.

COURT CASES - NEW YORK (cont'd.)


Concerns individual who alleges that private college denied her employment in retaliation for having filed a discrimination complaint.


Contract of employment and administrative remedies in case of dismissal.

COURT CASES - NORTH CAROLINA


Nontenured faculty member at East Carolina University and procedure for granting tenure.


Contract of employment and retirement.


COURT CASES - OHIO


Faculty rights and freedoms and the right to participate in the selection of departmental chairmen at Kent State University.


College teachers who participated in strike in violation of Michigan Public Employment Relations Act properly were discharged by college board of trustees, notwithstanding teachers' contention that they were denied procedural due process.
COURT CASES - OHIO (cont'd.).


Tenure and mandatory retirement age.

COURT CASES - OREGON


COURT CASES - PENNSYLVANIA


Dismissal of unfair labor practice complaint without hearing.


Discrimination in employment based on age.

482 Community College of Beaver County and Community College of Beaver County Society of the Faculty, NEA. (Commonwealth Court of Pa., No. 631 C.D. 1974, February 4, 1975.); 1975 - GRR - 595: B-2 to B-3.

The college was correct in its interpretation of the contract and arbitrator's decision that full-time teachers dismissed in a retrenchment program were entitled to preferential rehiring for part-time positions overruled.


The distinction between private and public institutions of higher education.

66

Public institutions and immunities as agencies of the state.


Allegation of conspiracy to discriminate against person because of his advocacy of rights of class-based group is sufficient to state claim.


Alleged discrimination against women.


Subjects for bargaining.


Rackin v. The University of Pennsylvania et al. (U. S. District Court, Eastern District of Penn., No. 73-1007, December 18, 1974.); Labor Relations Reporter - Fair Employment Practice, 10: FEP Cases, 1318 - 1331.

Alleged sex discrimination by University of Pennsylvania against female professor amounts to "state action," notwithstanding contention that university is a private institution.


Interns, residents and clinical fellows are not deemed employees under provisions of PERA.
COURT CASES - PENNSYLVANIA (cont'd.)

492
Hospital interns, residents, and clinical fellows are not "public employees" within meaning of Pa. Public Employee Relations Act (SLL 48:221).

COURT CASES - PUERTO RICO

493
Non-tenured faculty at the University of Puerto Rico and the right of expectation of renewal of contract.

494
University of Puerto Rico - non-tenured faculty and the right to due process before nonrenewal of the contract of employment.

495
Rights and freedom of a faculty member at a state university in Puerto Rico to serve on the Academic Senate.

COURT CASES - TENNESSEE

496
Brennan, etc. v. Tennessee Technological University, et al. (y U. S. District Court, Middle District of Tennessee, No. 75-007-NE-CV, April 2, 1975.); Labor Relations Reporter - Wages and Hours, 22: WH Cases, 244 - 245.
In injunction action against university under FLSA, the statements obtained from individuals who filed complaints about conduct of university need not be disclosed.

497
Concerns non-tenured faculty and the right of expectancy of renewal of the contract of employment.
COURT CASES - TEXAS

Nontenured faculty and the right of expectation of renewal of contract.

Nontenured faculty and the right to procedural due process before dismissal.

COURT CASES - VERMONT

College did not violate Title VII when it refused to renew contract of black college counsellor who had participated in disruptive action at college president's office.

COURT CASES - VIRGINIA

College administrators are responsible personally, but not in their official capacities, for actions which may have resulted in discrimination based on sex.

COURT CASES - WASHINGTON

Academic freedom and the tenure status of administrative positions.

Public institutions of higher education and authority to conduct administrative affairs in private meetings. (University of Washington.)

Board of Trustees file lawsuit in Superior Court suing State Board of Community College Education for disallowing salary increase negotiated for faculty members.
COURT CASES - WEST VIRGINIA


COURT CASES - WISCONSIN


DEPARTMENT CHAIRMEN


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DISCRIMINATION (cont'd.)

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530 "Race and Sex Bias Thought at Bowling Green University." 1975 - GERR - 590: B-10 to B-11.


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FACULTY ATTITUDES (cont'd.)


FACULTY ATTITUDES (cont'd.)


FACULTY ATTITUDES (cont'd.)


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FRINGE BENEFITS - RETIREMENT


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FRINGE BENEFITS - UNEMPLOYMENT INSURANCE


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GOVERNANCE (cont'd.)


GOVERNANCE (cont'd.)


GOVERNANCE (cont'd.)


GOVERNANCE (cont'd.)


GOVERNANCE (cont'd.)


GRIEVANCE PROCEDURES


GRIEVANCE PROCEDURES (cont'd.)


IMPASSE RESOLUTION


INSTITUTIONAL PLANNING


American School & University's annual maintenance and operations cost study.
INSTITUTIONAL PLANNING (cont'd.)


Labor Law


Legal Responsibilities


LEGAL RESPONSIBILITIES (cont'd.)


LEGISLATION - FEDERAL


<table>
<thead>
<tr>
<th>Page</th>
<th>Reference</th>
</tr>
</thead>
</table>
LEGISLATION - STATE


LEGISLATION - STATE (cont'd.)


Public educational employer-employee relations act, extending organization, representation, and collective bargaining rights to public school employees (including community colleges).


Full text of the University of Maine Labor Relations Act extending collective bargaining rights to university employees.


LEGISLATION - NEW HAMPshire


LEGISLATION - NORTH CAROLINA


LEGISLATION - PENNSYLVANIA


LEGISLATION - VIRGINIA


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LIBRARIANS


NEGOTIATIONS


"Employer Bargaining Obligation; 'Dealing' With Faculty Senate as 'Bypass' of Bargaining Representative." Quarterly Report of General Counsel NLRB. 7-9, Dec. 7-9, 1975.


746 Carleton University Academic Staff Association and Carleton University. (Ontario Labour Relations Board, File No. 7435-74-R, April 4, 1975). (On file NCSCBHE, 11 pp.).
Determination of appropriate bargaining unit, history of election and status of employer-employee groups.

747 Carleton University Academic Staff Association and Carleton University and Employees. (Ontario Labour Relations Board, File No. 7435-74-R, June 18, 1975). (On file NCSCBHE, 21 pp.).
Issue determined is whether department chairmen are properly included within the bargaining unit.

748 Notre Dame University of Nelson. (Labour Relations Board of British Columbia, March 27, 1973). (On file NCSCBHE, 1 p.).
Certification of unit for collective bargaining.

749 Saint Mary's University and SMU Faculty Union. (Labour Relations Board, Nova Scotia, L. R. B. No. 2056, April 29, 1974. (On file NCSCBHE, 2 pp.).
Board certifies SMU Faculty Union as bargaining agent and identifies appropriate unit.

750 University of Manitoba and UM Faculty Association and A Group of Objecting Employees. (Manitoba Labour Board, Certificate No. MLB-2786, File 4U-10-30, November 15, 1974). (On file NCSCBHE, 4 pp.).
Appropriate unit determined.
NLRB DECISIONS - COLORADO


Federal district court lacks jurisdiction of action by "county memorial hospital" to enjoin NLRB from conducting representation election among hospital employees.


All...teaching personnel shall vote for representation by Colorado Federation of Teachers, AFT, or for no representation.

NLRB DECISIONS - CONNECTICUT

753 Mitchell College and Mitchell College Faculty Federation of Teachers, Conn. State Federation, AFT, AFL-CIO. (Case No. 1-RC-13344, July 15, 1974). (On file NCSCBHE, 3 pp.). Direction of election, bargaining unit stipulated.


Full-time faculty members, including athletic department faculty members, librarians, counselors and clinical coordinators shall vote for representation or for no representation.


All full-time faculty members, including department chairmen, coordinators, associate deans, and the grants officer shall vote for representation by University of New Haven Faculty Federation, or for no representation.

98 88

NLRB DECISIONS - FLORIDA

"NLRB Designates Bargaining Units for Faculty at University of Miami." (University of Miami and University of Miami Chapter, American Association of University Professors, et al., National Labor Relations Board, Sept. 27, 1974). Negotiations Research Digest. 8(8): 12, April, 1975.

University of Miami and University of Miami Chapter, AAUP and Law Faculty Association. (Case Nos. 12-RC-4520 and 4530, September 27, 1974, 213 NLRB No. 64). Labor Relations Reporter, 87: LRRM, 1634-1642.

University faculty are professional employees under LMRA and entitled to vote for or against collective bargaining representation.

NLRB DECISIONS - MASSACHUSETTS


All full-time teaching members, including department chairmen shall vote for representation by Emerson Chapter of AAUP or for no representation.


Oriental-American professor, denied tenure and terminated by college, has failed to show reasonable probability that he will prevail on merits.
Northeastern University, Boston, Mass. and Northeastern University Faculty Organization, a/w National Education Assn. (Case No. 1-RC-13190; 218 NLRB No. 40); Labor Relations Reporter - Decisions of NLRB 89: LRRM, 1862-1874.

University's faculty senate is not "labor organization" within meaning of LMRA.

Northeastern University, Boston, Mass. (1-RC-13190; 218 NLRB No. 40); Weekly Summary of NLRB Cases: W-1446, 18-19, June 11, 1975.

Direction of election by Board.


Trustees of Boston University. (Case No. 1-RC-13564.); Weekly Summary of NLRB Cases, W-1440: 20, April 30, 1975.

All full-time teaching members at Boston University shall vote for representation by Boston University Chapter, AAUP, or for no representation.

Marquette General Hospital, Inc., Marquette, Mich. and Michigan Council 55, AFSCME. (Case No. 30-RC-2517, June 20, 1975, 218 NLRB No. 105); Labor Relations Reporter, 89: LRRM, 1459-1460.

Hospital on-call employees are included in unit of regular employees in view of their substantial community of interest with other unit employees.


All state group executive directors and staff employees shall vote for representation by Professional Staff Assn., or for no representation.

University of Detroit and University of Detroit AAUP and University of Detroit Society of Professors, NEA. (Case No. 7-RC-11698, March 7, 1974). (On file NCSCBHE, 3 pp.).

NLRB determines appropriate unit and clarifies briefs filed by NLRB Regional Director, Intervenor and Employer regarding challenged ballots.

All full-time members of the regular faculty, including professors, associate professors, assistant deans, and regular faculty members presently engaged as visiting faculty members at other institutions of higher learning shall vote for representation by Stevens Chapter, AAUP, or for no representation.


All library employees, including part-time employees at the campus and the Forrestal Center shall vote for representation by Princeton University Library Assistants' Assn., AFSCME, or for no representation.

NLRB DECISIONS - NEW YORK

771 The Cooper Union for The Advancement of Science and Art and Cooper Union Federation of College Teachers, NEA/AFT. (Case No. 2-RC-164, October 24, 1974.); (On file NCSChBHE, 2 pp.)

Bargaining election certified and unit determined.

772 Fordham University, Bronx and Local Independent Union. (Case No. N. Y. 02-RC-16383.); NLRB Election Report, ER-159: 25, May 19, 1975.

Local Independent Union (480 eligible in unit) loses election.


Employer violated LMRA by refusing to bargain with newly certified union.


Directions of elections by Board.
NLRB DECISIONS - NEW YORK (cont'd.)

775 New York University Medical Center, A Division of New York University. (Case No. 2-RC-16607; 217 NLRB No. 116.); Weekly Summary of NLRB Cases, W-1440: 16, April 30, 1975.

Board dismissed petition of Association of Staff Psychiatrists seeking to represent a unit of psychiatrists at The Bellevue Hospital Center.

776 Niagara University. (Case No. 3-RC-6410.); Weekly Summary of NLRB Cases, W-1465: 31, October 22, 1975.

All full-time lay teaching faculty, including department chairmen, shall vote for representation by Niagara University Lay Teachers Assn., or for no representation.


Board resolved several unit determination issues.

778 St. John's University Chapter of AAUP. (Case No. 29-CB-1858, February 10, 1975.); (On file NCSCBHE, 2 pp.).

Whether AAUP violated NLRA with respect to scope of bargaining, faculty representation on Board of Trustees, selection of presidents and deans and administrative responsibilities.

779 Trocaire College and Trocaire Staff Association. (Case No. 3-RC-6042, July 18, 1974.); (On file NCSCBHE, 6 pp.).

Direction of election, certification of bargaining unit.


Board directed election in a unit of eligible employees, excluding faculty at Albert Einstein College of Medicine, and others.
NLRB DECISIONS - PENNSYLVANIA


Applicability of Title VII of the Civil Rights Act of 1964.

782 Robert Morris College and Robert Morris College Organizing Committee of the Pennsylvania Federation of Teachers, AFT, AFL-CIO. (Case No. 6-UC-101, April 15, 1975); (On file NCSCBHE, 7 pp.). Clarification of bargaining unit formerly stipulated in Case No. 6-RC-6787 concerning librarians, design and media specialists.

783 St. Francis College and St. Francis College Education Association, PSEA/NEA. (Case No. 6-RC-7000.); Weekly Summary of NLRB Cases, W-1433: 24, March 12, 1975.

All full-time faculty members, including department chairmen, librarians and the Director of The Counseling Center shall vote for representation by St. Francis College Education Association or for no representation.

NLRB DECISIONS - SOUTH DAKOTA


State board of regents has power to hire independent attorney in its action against labor organizations and State Labor Commissioner.

NLRB DECISIONS - VERMONT


Case outlines bargaining unit, mandates separate unit of part-time employees.
NLRB DECISIONS - VERMONT (cont'd.)

Vote for collective bargaining.


NLRB DECISIONS - WISCONSIN

All professional employees....shall vote for representation by Northland College Faculty Senate, or for no representation.

PERB DECISIONS - HAWAII

University of Hawaii Professional Assembly can not pass on per capita dues from service fees to its two parent organizations, NEA and AAUP.

PERB DECISIONS - MICHIGAN


PERB DECISIONS - MICHIGAN (cont'd.)


PERB DECISIONS - MINNESOTA


In decision which reverses order by PERB, state district court judge holds that faculty members at seven state colleges must bargain as one unit.

PERB DECISIONS - NEW HAMPSHIRE


PERB DECISIONS - NEW JERSEY

796 Bergen Community College and Bergen Community College Adult Center Faculty Assn. (Docket No. RO-1017, June 20, 1975.); 1975-GERR-616: C-4.

Association is certified as representative of all professional staff including instructors, counselors, curriculum coordinator, and follow-up coordinator employed by adult learning center.

797 County College of Morris and Faculty Assn. County College of Morris, affiliated with New Jersey Education Assn. (Docket No. AC-13 to amend RO-857, April 21, 1975).

Commission amends certification to reflect fact that Faculty Association has affiliated with NJEA.
PERB DECISIONS - NEW JERSEY (cont'd.)


PERB DECISIONS - NEW YORK


800 County of Suffolk (Suffolk County Community College) and Faculty Assn. of Suffolk County Community College, NYSUT. (PERB Case No. 74-118, Mar. 31, 1975.); 1975-GERR-619: C-3. Arbitrator finds employer violated contract between parties when it did not credit grievant with sick leave while on sabbatical leave.


802 Faculty Assn. of The Community College of The Finger Lakes and County of Ontario. (Case No. U-1243, July 1, 1975.); 1975-GERR-629: C-4. PERB upholds decision of Hearing Officer dismissing county's charges that association refused to negotiate in good faith. Officer also dismissed countercharges by association that county insisted upon mediation without first exhausting direct negotiations.

803 Genesee Community College and SEIU and Genesee Faculty Association. (Case Nos. C-1014 and C-1048, Jan. 9, 1975.); 1975-GERR-594: C-2. Board certifies Genesee Faculty Assn. as faculty representative of all full-time teaching faculty, division chairmen, librarians, counselors, and administrative staff.

106
PERB DECISIONS - NEW YORK (cont'd.)

804 Genesee County and Genesee Community College and SEIU Local 227 and Genesee Faculty Association. (Case Nos. C-1014 and C-1048, November 7, 1975.); 1975-GERR-607: C-5.

Board's acting director of representation agrees with position of Genesee Faculty Association that over-all unit of full-time faculty and administrative personnel "is the most appropriate unit for bargaining purposes."

805 Schenectady County Community College and Schenectady County Community College Faculty Asso. (Case No. C-1223, May 13, 1975.); 1975-GERR-612: C-5.

Board certifies association as representative of instructor I and II, assistant to director EOC, assistant instructor, assistant counselor, senior counselor, and counselor.

PERB DECISIONS - OREGON


Faculty members at Oregon's seven colleges and universities, as well as medical and dental schools, should be represented by individual collective bargaining units instead of statewide unit.

PERB DECISIONS - PENNSYLVANIA

807 Bucks County Community College (Board of Trustees). (Case No. PERA-R-5814-E, March 14, 1975.); 1975-GERR-603: C-7.

Board denies Pennsylvania Federation of Teachers certification to represent all secretarial and clerical employees, technicians, and custodial employees.


By vote of 73 to 3, Philadelphia Federation of Teachers Local 5 is certified as representative of all full-time and regular part-time professional employees at center.
PERDECISIONS-WISCONSIN


Sustaining AFT's charge, Commission finds employer did attempt to sway election outcome by sending letters to employees.

PERSONNEL RELATIONS


PROFESSIONALISM


PROFESSIONALISM (cont'd.)


PUBLIC SECTOR LABOR RELATIONS


PUBLIC SECTOR LABOR RELATIONS (cont'd.)


828 "Indiana University Gets Grant to Create Information Center." 1975-GERR-588: B-17.


RETRENCHMENT


836 "Bayard Rustin on Seniority." Labor Relations Reporter News and Background Information, 89: LRR, 77-78, May 26, 1975.

RETRENCHMENT (cont'd.):


847 "Termination of Faculty Appointments Because of Financial Exigency, Discontinuance of a Program or Department, or Medical Reasons." AAUP Bulletin, 60: 411-413, Winter, 1974.

SALARIES


SALARIES- (cont'd.)


STRIKES


867 "Chicago College Faculty Ratifies Pact; Swenson Released." 1975 - GERR - 625: B-16 to B-17.


870 "Faculty Strike Ends at Penn College." The Chronicle of Higher Education, 10(9): 8, April, 1975.


STRIKES (cont'd.)


875 "New Jersey College Teachers End Strike (State Colleges.)" Educator's Negotiating Service, 70-80, Jan. 1, 1975.


STUDENTS


STUDENT'S (cont'd.)


890 "Buckley Describes How His Amendment Came into Being." Nation's Schools & Colleges, 2(1): 31, Jan., 1975. Concerns accessibility of previously confidential academic records.


STUDENTS (cont’d.)

HEW proposes procedures for colleges to follow. Full text of proposed U.S. Guidelines on access to student records included.


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914 Steege, Michael. A Case History: Collective Bargaining for Graduate Assistants at the University of Minnesota, Minneapolis, Minnesota: University of Minnesota, Dept. of Industrial Relations, 1974.


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TENURE


TENURE (cont'd.)


TRUSTEES


UNIONS


UNIONS (cont'd.)


978 "Merger Plan in Louisiana Accepted by NEA Committee." 1975-GERR-596: B-16.

UNIONS (cont'd.)


983 "NEA's Harris and AFT's Shanker Debate Organizational Differences." 1975-GERR-596: B-9 to B-12, E-1 to E-6.


UNIONS (cont'd.)


997 "Wisconsin University Faculties Vote to Affiliate with AFT." 1975-GERR-635: B-18.

WOMEN


WOMEN (cont'd.)


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AUTHOR INDEX (and Citation Numbers)

Aaron, R.M., 884, 885
Abodeely, J.E., 736
Abramson, P., 658
Aiken, R.J., 675
Aitchison, G.L., 192
Alderman, T., 193
Alexander, P., 865
Allen, A.D., Jr., 194
Allen, J.C., 1028, 1029
Altbach, P.G., 1016
Anderson, B.R., 810
Anderson, D.D., 582
Andes, J.O., 357, 367
Angell, G.W., 18, 195, 250
Aussieker, B., 196, 197, 236, 887
Aussieker, M.W., Jr., 234
Bailey, S.K., 583
Bain, T.Y., 584
Bairstow, F., 322
Balassi, E.C., 198
Balridge, J.V., 199, 614
Bard, B., 200
Bartnoff, J., 51
Betz, R.L., 923
Baumber, W.H., 924
Beal, E.F., 202
Beale, J.R., 676
Beaudry, A.T., 203
Begin, J.P., 204-207, 358, 585, 865
Belanger, C.H., 52
Bender, L.W., 19
Benevitz, M.C., 143, 644
Bergan, W.L., 24, 648
Bergmann, B.R., 53
Bernard, J., 1003 (review)
Bernier, F.A., 963
Bernstein, M.C., 55, 645
Bickel, R.D., 519
Bilik, A. 826
Birnbaum, R., 849
Blackburn, R.T., 182, 619
Blackwell, T.E., 1017
Blandin, J., 544
Bloland, S.M., 208
Blumberg, D.H., 209
Bodner, G.A., 539
Bogard, L., 20
Eognamno, M.F., 180, 181, 888
Bond, L., 210
Bonham, G.W., 602
Boring, F.Z., 57, 58
Borus, D.M. 889
Boulding, K.E., 837
Bowen, F.M., 663
Bowen, H.R., 659
Boyd, T.D., 59
Boyd, W.B., 586
Boyer, W.W., 508
Brannam, R.D., 811
Braun, R.J., 866
Brick, M., 211
Bronsard, D.R., 358
Brosman, S.W., 587
Brown, R.C., 588
Brown, S., 205
Brubaker, D., 21
Brumbaugh, R.B., 212
Bunzel, J.H., 815
Burd, P.E., III, 22
Burger, V.K., 589
Burnett, C.W., 677
Butt, W.G., 23
Byrnes, J.F., 590
Campbell, R., 213
Carr, R.K., 214, 593
Carter, D.D., 323
Centra, J.A., 1000
Cheit, R., 62, 926
Chandler, M., 360
Chänd, R.H., 827
Cheit, E.F., 13
Chernick, J., 204
Cliné, T.A., 540
Coe, A.C., 216
Cohen, A.H., 816
Coleman, D.R., 52, 217
Colosi, T.R., 681
Author Index (cont'd.)

Coombe, R., 594
Cooper, L., 595
Corbally, J.E., 678
Cote, W.E., 541
Cottingham, T., 595
Creal, R.C., 655
Crespo, J., 324
Crittenden, K.S., 893
Crowley, J., 223
Crowley, M., 243

Daniels, A.K., 1001
Debicki, M., 325
Decker, D.F., 509
Dement, J., 224
Depauli, J.A., Jr., 338
Derr, C.B., 660
De Vries, D.L., 660, 817
Dietrich, D.J., 928
Dittrich, N., Jr., 740
Dill, D.D., 225
Doi, J.I., 1010
Donnelly, J., 542
Donohue, W.R., 895
Dresch, S.F., 681
Dube, L.W., 543
Duda, M., 703
Duffey, J., 968
Dugger, R., 949
Duryea, E.D., 226, 596

Eaton, W.E., 969
Edgerton, A., 299
Edmonson, W.F., 146, 646
Edwards, D.W., 597
Elliot, J.M., 856
Ellis, J.M., 647
Ely, J.H., 520
Emmet, T., 656, 705, 706
Epstein, L.D., 598
Ericsson, C.W., 120
Ernest, J., 1002
Ernst, R.J., 228, 339

Falzone, M.A., 599
Feldman, S.D., 1003
Fenker, R.M., 818
Ferguson, T.H., 24, 648
Feuille, P., 229, 544

Fiedler, W.E., 521
Fields, C.M., 170-82, 522, 896
Finkel, M.W., 230, 231, 739
Finn, C.E., Jr., 683
Fisher, R.G., 897
Fisk, R.S., 226, 596
Fiske, O.M., 523
Fitzgerald, J.S., 1011
Flange, E., 545
Flango, V.E., 212, 232
Florin, T.D., 233
Ford, A.T., 62
Fortunato, R.T., 25
Fox, T.G., 182
Fratkin, S., 83
Freeseman, T.M., 929
Freimuth, J.E., 510, 511
Friedman, M., 930
Frohnmayer, D.B., 84, 85
Furniss, W.T., 600, 839

Gallo, R.R., 547
Gallucci, S.L., 601
Garbarino, J.W., 197, 234-240, 602, 603
Garcia, E., 366
Gebhardt, S.A., 241
Gemmell, J., 26
George, D.V., 326, 327
Giacintas, J.J., 550
Gillis, J.W., 1019
Gittell, M., 87
Glenn, L.A., 840
Gold, L., 242
Goldman, G., 243
Goldstein, R.A., 231
Goodlad, J.I., 14
Goodwin, H.I., 367
Goodwin, J.C., 88
Gordon, C.O., 26Q
Gordon, M., 244
Gorman, R.A., 684, 708
Gottron, M., 971
Goulding, J.A., 245
Graham, H.E., 246
Gram, C., 854
Grime, T.C., 89
Grede, J., 247
Gregory, H.H., 90
Gress, J.R., 548
Groty, C.K., 812
Author Index (cont'd.)

Grudenfeld, E.F., 91
Gutzwiller, R., 572
Guyton, T.L., 729

Haehn, J.O., 248, 249
Hagemeyer, K.H., 662
Haith, D.M., 92
Hall, H.E., 604
Hanlin, J.N., 250, 972
Hardigan, J.E., 251
Harmon, L., 1020
Harris, R.S., 1021
Harnett, R.A., 252
Harvey, J., 685
Hawley, L.T., 1037
Hazard, W.R., 931
Hedgepeth, R.C., 253, 254
Heims, J., 932
Heinlein, A.C., 605
Helland, P.C., 255, 368
Helling, J., 606
Hermann, B.R., 607
Newitt, R.G., 256
Hodgkinson, H.L., 15
Hoffman, L., 1006
Ho. J.W.Y., J.P., 898
Hines, P.E., 98
Holway, L.W., 257
Hook, S., 99
Hoos, I.R., 16
Horvat, J.J., 258
Howe, F., 1004
Howe, R.A., 25, 259, 734
Hudson, B., 1022
Hudson, B.J., 608
Huff, S., 100, 101
Hughes, C.R., 260
Hunter, J.R., 340
Hurst, J., 15

Jacobs, K.J., 262, 609
James, T., 829
Jascurt, H.D., 263, 830
Jelfo, D.T., 589
Jenks, R.S., 610
Johnson, M.D., 564
Jones, D.H., 611
Joughin, L., 7
Julius, D.J., 1028, 1029

Kahn, K.F., 541, 671
Kane, P.L., 128
Katz, E., 264
Kaufman, N., 38
Kaslow, C., 550
Kellame, S.E., 900
Kellett, R.H., 369
Kelley, D.P., Jr., 979
Kelley, L., 299
Kell, G.O., 642
Kemper, F.R., 199, 265, 613, 614
Kennedy, J.R., 266, 551
Kerr, C., 341
Kieft, R.N., 267, 855
Kienast, P., 202
Kilgras, D.C., 29
Kipps, H.J., 615
Kirsch, I., 909
Klamon, 901
Klotz, N., 602
Konrad, A.G., 616
Kuhns, E., 664

Ladd, E.C., Jr., 269
Landerholm, M.E., 617
Lang, T.H., 933
La Noue, F.R., 102, 934
Larson, B.A., 103
Leviñe, J.M., 618
LeBailly, R.K., 893
Lee, E.C., 663
Lemon, W.L., 618
Leonard, W.J., 10
Lepper, M.M., 106
Leslie, D.W., 270, 271, 512, 657
Lester, R.A., 525, 526
Levine, H., 15
Levy, H., 145
Lieberman, M., 821, 831, 935
Limitone, A.P., Jr., 131
Lindeman, L.W., 272, 552-554
Lindquist, J.D., 619
Linta, E., 273
Lipset, S.M., 269, 620
Loewenberg, J.J., 147
Lombardi, J., 342, 343, 513, 51
Loren, P.B., 856
Lozier, G.G., 25, 555-559, 628, 872, 1013

134
Author Index (cont'd.)

Lunstrum, J.P., 842
Lussier, V.L., 560, 975, 976

McCall, T., 274
McConnell, T.R., 623
McConnell, W.H., 329
McGuigan, D.C., 1005
McInnis, M.C., 561
McLean, S. 624
McNamara, W., 686
McEeach, J.D., 344
Magarrell, J., 843-845, 936
Mann, W.R., 937
Mannix, T.M., 275, 644, 649, 903
Marks, K.E., 1023
Martorana, S.V., 664
Mascotti, P.A., 276
Mason, H.L., 625
Meeters, W.F., 938
Matheson, A.A., 939
Mathews, F.D., 107
Mathews, F.L., 626, 950
Mathews, J., 108
Maxfield, H., Jr., 53
Mayville, W.V. 956, 957
Mazzola, H.E., 30
Meeth, L.R., 1024
Menard, A.P., 740
Meyer, R.A., 940
Middleitch, L.B., Jr., 571
Müller, J., 109
Millett, J.D., 31
Mills, C.H., 1025
Mintz, B., 277
Miskel, C., 562
Moore, E., 185
Moore, R.A., 627
Mortimer, K.P., 17, 278, 555, 563, 564, 628, 629, 941 1013, 1026
Muczyk, J.P., 565
Mueller, W.F., 857
Murton, C.S., Jr., 32, 33
Myers, D.A., 1027

Naples, C.J., 34
Nash, P., 35
Mason, J.W., 951
Nelson, H.H., 282
Nesmith, J.W., 685

Nielsen, R.H., 630
Nierenberg, G.I., 735
Nigro, P.D., 37
Nixon, H.L., II, 566
Norr, J.S., 893
North, J.D., 1037

Oberer, W., 186
Odehman, C.A., 282, 1037
O'Donnell, T.L.P., 257
Oliker, M.R., 38
Olsen, J.K., 631
O'Neill, R.M., 679
Obsting, K.W., 632
Ornstein, A.C., 116
Örton, D.A., 660
Orze, J.A., 284, 374
Osborne, W.B., 231
O'Sullivan, P.F.J., 346
Owen, H.J., Jr., 643

Parrott, J.R., Jr., 347
Partridge, A.R., 285
Pegnetter, R., 1018
Pembleton, J. deJ., Jr., 117
Perelmann, S., 688
Peterson, R.B., 266
Petitbon, W.G., 286
Pezdek, R.V., 1018, 1030
Phelan, D.J., 567
Phillips, W.H., 1037
Pfalle, P., 1031
Pincoffs, E.L., 10
Ping, C.J., 287, 667
Polishhook, T., 942
Polowy, C., 529
Pommez, M.L., 330, 331, 332
Porth, W.C., 952
Potter, G., 953, 986
Prasow, P., 709
Price, T., 634, 635
Prisco, P.R., Jr., 39

Race, J.; 288
Rachar, R., 333
Ramsey, G.D., 568
Reback, J.B., 130
Rehmus, C.M., 147
Author Index (cont'd.)

Atkinson, J. 119
Reuten, E. 1006
Rhodes, E. 289
Richards, J.J. 290
Richardson, R.C., Jr. 636
Rickman, F. 819
Rinnander, E. 615
Roberts, D.Y. 1032
Roberts, M.V. 336
Robinson, J.W. 291
Robinson, L.M. 187
Robustelli, J.A. 120
Roby, R.H. 710
Roberts, S.A. 350
Robinson, L. 515
Ross, D. 705
Ross, N.V. 563
Rossetti, E.E. 954
Rossmeier, J.G. 929
Rowan, R.L. 292
Ruff, R.T., Jr. 650
Russo, L. 955
Ruineck, S.B. 681
Sabo, C.G. 744
Sadler, B. 532, 523, 1007
Savery, D.C. 334, 335
Sawicki, R.L. 293
Schafer, E.G. 294
Schafer, D.R. 909
Schell, E.H. 813
Schor, R.K. 667
Schlacter, G.A. 730
Schneider, S. 295
Schramm, C.J. 296
Schultz, D.H. 348
Schuster, J.H. 297, 298
Scott, M.H. 123
Scott, R.A. 910
Seidman, J. 299
Seman, P.W. 11, 40, 124, 300, 301, 385, 569, 637, 711-713, 764, 846, 860, 861, 877-879, 911, 943-945, 988-993
Serediak, M. 336
Settle, T. 865
Shannon, T.A. 691
Shank, A.K. 912-914
Sharpe, D. 692
Shaughnessy, M. 1033
Shawhan, G.L. 572
Shaw, W. 638
Sherman, M.J. 126
Shoup, C.A. 349
Shulman, C.H. 127, 302, 536, 1034
Silvestri, M.J. 128
Simon, A.J. 146
Simpson, S.T. 820
Smith, J.C. 350
Spector, R.M. 304
Spritzer, A.D. 1037
Staller, J.M. 351, 352
Stanton, C.M. 344
Sterege, M. 914
Steinbach, S.E. 129, 130, 305, 532, 533, 694
Steiner, S. 814
Stern, J. 147
Stewart, B.T., Jr. 639
Stitt, R.B. 131
Stone, B.D., Jr. 864
Sturman, W.F. 668
Sullivan, F.L. 994
Sumner, P.R. 306
Sunde, D.K. 376
Suntrup, E.L. 180, 181, 307, 888
Taylor, J.L. 821
Tharp, R.A. 898
Thompson, F., Jr. 695
Thomson, A.W.J. 309
Thornton, S.W. 132
Thorpe, E.M. 570
Tice, T.N. 310, 311, 916, 1035
Todorovich, M. 99
Trimble, W.B.S. 640
Trivett, D.A. 669
Tucker, J.C. 848
Tupa, G.E. 661
Underbrink, R.L. 260

Vanderclerk, W. 519
Van de Water, F. 883
Van Eyck, D.K. 214
Van Fleet, W.D. 864
Vladeck, J.P. 314
Vladeck, S.C. 314
Author Index (cont'd.)

Volpe, R.P., 353

Wainstock, S., 995
Walker, J.M., 315
Walters, D.E., 316
Watkins, B.T., 137
Wattenbarger, J.L., 1022
Weatherford, J., 731-733
Weathington, F.L., Jr., 355
Weeks, K.M., 317, 318
Weinberg, W.M., 42
Weiss, D.A., 564
Welch, G.D., 319, 516
Wheeler, J.W., 138
Wickersham, E.D., 202
Williams, D.F., 356
Williams, L.G., 55
Winkler, K.J., 139, 140, 538
Wirtz, L., 243
Wisner, R.E., 889
Wohlers, A.E., 548
Wollett, D.H., 320
Wotruba, T.R., 823
Wren, S.C., 918
Wright, P.L., 823
Wygal, B.R., 643

Young, D.P., 388
Yuker, H.E., 1014

Zeller, B., 824
Zoffer, H.J., 43
Zwingle, J.R., 956, 957
AAS A stands strong stand against federal public bargaining law 680
AAUP censures five higher education institutions 958
AAUP censures 5, takes 5 from blacklist 988
AAUP layoff rule upheld 919
AAUP meeting reviews status of collective bargaining on campus 959
AAUP presses Ford on equal pension benefits 573
AAUP slates Florida drive under new law 960
Academic bargaining: Power changes for everyone? 593
Academic collective bargaining: Some models 321
Academic collective bargaining information service: Selected bibliography 1015
Academic freedom, academic responsibility, academic due process in institutions of higher learning 2
Academic freedom and tenure: A handbook of the American Association of University Professors 7
Academic freedom and tenure: Murray State University Kentucky 1
Academic governance and unions: The case of CUNY 584
The academic implications of collective bargaining: A case study of the City College of New York 225
Academic judgment and grievance arbitration in higher education 145
Academic tenure as economic security: Proposed new AAUP regulations on financial exigency and discontinuance of programs and their implications 932
Academics on strike 865
Accommodating the student personnel worker in faculty collective bargaining: An empirical overview 884
Accountability in higher education 17
ACRL says librarians are faculty for bargaining 727
Action planning on campus 668
Adjunct faculty deserve a better deal 810
Adjusting to collective bargaining 339
Administration as an adversary role: Bargaining - collective negotiations 29
Administration seeks extension of jobless pay system 579
Administrators in the process of unionization avoiding unfair labor practices 24
Affirmative action 70
Affirmative action 108
Affirmative action: Changes in format proposed, speed criticized 45
Affirmative action: Success or failure 132
Affirmative action: Women's rights on campus 127
Affirmative action and academic women 103
Affirmative action and the AAUP 126
Affirmative action at colleges and universities 46
Affirmative action at Harvard 105
Affirmative action guide for colleges 47
Affirmative action held no panacea for EEO in higher education 48
Affirmative action in the academic community 120
Affirmative action/personnel as a viable institutional process 123
Affirmative action reprieve 72
Affirmative action, tenure, and unionization: Can there be peaceful coexistence? 62
AFL-CIO labor studies center 961
<table>
<thead>
<tr>
<th>Title Index (cont'd.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSCE, NEA, and UAW urge expansion of unemployment insurance 580</td>
</tr>
<tr>
<td>APSCE, NEA form Mass. 'CAPE' to fight layoffs 835</td>
</tr>
<tr>
<td>AFT now is nation's fastest-growing union 962</td>
</tr>
<tr>
<td>After it's ratified that contract has to work 284</td>
</tr>
<tr>
<td>Age discrimination charged at University of Chicago 517</td>
</tr>
<tr>
<td>Albert Shanker: A portrait in power 200</td>
</tr>
<tr>
<td>Albion College (Michigan) votes &quot;no agent:&quot; A case study 560</td>
</tr>
<tr>
<td>The American Federation of Teachers, 1916-1961: A history of the union 969</td>
</tr>
<tr>
<td>American learned societies in transition: The impact of dissent and recession 208</td>
</tr>
<tr>
<td>American students: A select bibliography on student activism and related topics 1016</td>
</tr>
<tr>
<td>Amicus brief of the Association of American Law Schools 186</td>
</tr>
<tr>
<td>An analysis of collective bargaining in selected New York State community colleges, 1970-71 346</td>
</tr>
<tr>
<td>An analysis of institutional variables leading to the election of a collective bargaining agent at private colleges and universities 251</td>
</tr>
<tr>
<td>Analysis of legislation in 23 states enabling collective bargaining in higher education 698</td>
</tr>
<tr>
<td>An analysis of observations regarding issues of negotiations in community junior colleges 340</td>
</tr>
<tr>
<td>An analysis of students' perception of their role in governance at Gaston College 611</td>
</tr>
<tr>
<td>An analysis of the attitudes of faculty members toward collective negotiations in selected community colleges in New York State 547</td>
</tr>
<tr>
<td>An analysis of the impact of collective bargaining on the governance processes of a selected four-year state college 604</td>
</tr>
<tr>
<td>Anatomy of a collective bargaining election in Pennsylvania's state-owned colleges 555</td>
</tr>
<tr>
<td>Annual conference: Proceedings 279</td>
</tr>
<tr>
<td>Antibias regulations of universities: Faculty problems and their solutions 525</td>
</tr>
<tr>
<td>Antibias regulations of universities: A biased view? 57</td>
</tr>
<tr>
<td>Anti-sex-bias rules 518</td>
</tr>
<tr>
<td>The application of non-discrimination laws and regulations to collective bargaining in higher education 44</td>
</tr>
<tr>
<td>Approval of NLRB's deferral to arbitration despite employer's alleged union animus 737</td>
</tr>
<tr>
<td>Arbitration in higher education 146</td>
</tr>
<tr>
<td>Arbitration of faculty grievances: A report of a joint subcommittee of Subcommittee A and N 645</td>
</tr>
<tr>
<td>Associations request delay in implementing privacy legislation 886</td>
</tr>
<tr>
<td>Attitudes, experience and issues in faculty bargaining 266</td>
</tr>
<tr>
<td>Attorneys general in three states clarify public bargaining 702</td>
</tr>
<tr>
<td>Authority and control in colleges with successive collective bargaining contracts 252</td>
</tr>
<tr>
<td>Authority relationships in higher education 35</td>
</tr>
</tbody>
</table>

B.U. President Silber resigns AAUP 964
Backlash in academe: A critique of the Lester Report 532
Bargaining gains of faculty noted by management 201
Bargaining history — contract summaries; New Jersey community colleges, 1968 - 1975 358
The bargaining unit status of academic department chairman 515
Bargaining units for university faculties 179
Bargaining without unions in California 196
Bayard Rustin on seniority 836
Berkeley plan 54
Better academic personnel administration need not wait for collective bargaining 812
Bias exceptions beaten back 73
Bias rules deadline 56
Title Index (cont'd.)

Bibliography on professionalization and collective bargaining 1027
Bill for due process won in Colorado 716
Bloomfield loses appeal 943
Brigham Young University challenges parts of bias law 139
Buckley describes how his amendment came into being 890
Buckley privacy regs. published 891
Building an organizational team 617

Campus employment relations: Readings and resources 310
Campus salary freezes voted by 3 legislatures 860
Canada's female academics wary of affirmative action 124
The Canadian experience: Collective bargaining in higher education (George) 326
The Canadian experience: Collective bargaining in higher education (Savage) 324
Carnegie Council's affirmative-action recommendations 60
The case for a collective bargaining statute for public employees 827
A case history: Collective bargaining for graduate assistants at the University of Minnesota 914
A case study improves governance 594
Changing attitudes toward the use of strikes in higher education 872
The changing role of the college presidency; essays on governance 624
Changing role of the personnel manager 813
Chenango State University. A case study 215
Chicago college faculty ratifies pact; Swenson released 867
Coalition for collective bargaining and its impact on the learning environment - the need for a closer look 210
Collective bargaining and affirmative action 64
Collective bargaining and affirmative action (Pratkin) 83
Collective bargaining and discrimination issues in higher education institutions 529
Collective bargaining and its impact on the learning environment - the need for a closer look 210
Collective bargaining: Another viewpoint 193
Collective bargaining: How about a certified negotiator? 220
Collective bargaining: Implications for governance 628
Collective bargaining: Its effects on campus governance 599
Collective bargaining: Its impact for institutional research 267
Collective bargaining: A myth and ritual for academe 224
Collective bargaining: Opportunities for 'management' 34
Collective bargaining: A review of campus activities (April 1975) 218
Collective bargaining: A review of campus activities (Dec. 1975) 219
Collective bargaining: Some reflections of a president 213
Collective bargaining: The state of the nation 335
Collective bargaining: Survival in the 70's 292
Collective bargaining: A view from the faculty 543
Collective bargaining: A view from the presidency 26
Collective bargaining agreements in colleges and universities: Grievance and job allocation provisions 204
Collective bargaining alternatives 285
Collective bargaining and administration practices at Pennsylvania community colleges: A faculty view at unionized and non-unionized campuses 353
Collective bargaining and affirmative action 64
Collective bargaining and affirmative action (Pratkin) 83
Collective bargaining and discrimination issues in higher education institutions 529
Collective bargaining and its impact on the learning environment - the need for a closer look 210
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collective bargaining and organizational change: Case studies of two private institutions of higher education</td>
<td>641</td>
</tr>
<tr>
<td>Collective bargaining and tenure - A collision course?</td>
<td>926</td>
</tr>
<tr>
<td>Collective bargaining and the management negotiating team</td>
<td>319</td>
</tr>
<tr>
<td>Collective bargaining and the management of conflict: Proposed research directions</td>
<td>270</td>
</tr>
<tr>
<td>Collective bargaining and the two-year colleges</td>
<td>351</td>
</tr>
<tr>
<td>Collective bargaining at a state college in Michigan</td>
<td>273</td>
</tr>
<tr>
<td>Collective bargaining by professionals; advisability, practicability and feasibility</td>
<td>324</td>
</tr>
<tr>
<td>Collective bargaining by university and college faculties under the National Labor Relations Act</td>
<td>692</td>
</tr>
<tr>
<td>Collective bargaining comes to the campus 214</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining for college and university faculties: The other viewpoint</td>
<td>291</td>
</tr>
<tr>
<td>Collective bargaining for university faculty: A legal perspective</td>
<td>323</td>
</tr>
<tr>
<td>Collective bargaining in a state system 255</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in Alberta colleges 336</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education (Mortimer) 1026</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education (Race) 288</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education (Walters) 316</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education, bibliographies 1028</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education: Bibliography 1037</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education: Contract content - 1973 367</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education: An empirical analysis in California State colleges 248</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education: A reader 260</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education: A selected annotated bibliography 1022</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in higher education in the United States: Conceptual models and a survey of incidence among faculty and supportive professional personnel</td>
<td>551</td>
</tr>
<tr>
<td>Collective bargaining in higher education - The developing law 314</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in junior colleges 250</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in Ontario Colleges of Applied Arts and Technology: An employee viewpoint 333</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in post secondary educational institutions: Applications and alternatives in the formulation of enabling legislation. A resource handbook 670</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in post secondary institutions (Clinic 8) 1025</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in public community colleges: A survey of relevant contract provisions from 84 professional contracts covering 120 institutions 361</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in public institutions of higher education in the Commonwealth of Massachusetts: Contract content—update April, 1975 362</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining in U. S. higher education: 1960-1971, a selected bibliography 1023</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining law includes students 892</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining on campus: Annotated bibliography 1034</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining on campus: Recent experiences 302</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining on campus; What to do when the petition is filed 261</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining on campuses: Where college faculties have chosen or rejected agents. 221</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining on private campuses 305</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining - Oregon style 294</td>
<td></td>
</tr>
<tr>
<td>Collective bargaining practices: Cost of living increases 850</td>
<td></td>
</tr>
</tbody>
</table>
Collective bargaining; professional negotiations 726
Collective bargaining symposium 222
Collective bargaining—the management rights issue 327
Collective negotiations and the community college system in Massachusetts: A case study 344
Collective negotiations and university faculties 30
Collective negotiations in education—progress and prospects—a symposium 703
Collective negotiations in higher education 711
A college administrator looks at collective bargaining 43
College and university business administration 36
College and university fringe benefits 571
College campus bargaining subject of AAUP discussion 965
The College Law Digest, 1935-1970 1017
Collegiality, consensus and collective bargaining 602
Collegiate sports and other Title IX controversies 109
Colorado University faculty favor choosing bargaining agent 966
Community college boards: A Canadian perspective 616
The community college departmental structure—directions for the future 621
A community college expels the North Central Association: A defense of the trustee role 626
Community college grievance procedures: A review of contract content in 94 colleges 649
Community college labor contracts and the issues: An analysis of 64 agreements 366
Community colleges in Seattle, Tacoma, sue for court rulings 504
Community colleges with collective bargaining agreements: Are they different? 350
A comparative study of the degree and level of decision-influence administrators and faculty members exercise and have exercised in selected bargaining and non-bargaining junior colleges in Michigan 639
A comparison of working conditions between community college instructors in collective bargaining contract colleges and traditional colleges 338
Compliance reviews to become focus of OCR enforcement 66
Compulsory union fee 990
The concept of academic freedom 10
Concordia Seminary (Missouri) 3
The conduct of negotiations 734
Conducting a 'no-union' election campaign on campus 549
Conference examination of new arbitration approaches 144
Conflict and collective bargaining 271
Conflict resolution through grievance appeals under the State University of New York union contract 651
Connecticut Community College professionals vote for AFSCME 967
Consequences of collective bargaining in higher education: An exploratory analysis 253
Constitutionality of North Carolina's no-bargaining statute is upheld 722
The constitutionality of reverse racial discrimination 520
The continuing confrontation; salary freezes and budget cuts 851
The continuing development of academic collective bargaining 1019
The continuing struggle for equal opportunity 106
Contract for Hawaii University provides 18 to 28 percent raise 563
Corporate management invades academe 630
The costs—and the pressures—continue to rise 658
The costs of efficiency: Implications of educational technology 16
Title Index (cont'd.)

Court and campus - striking a new balance 679
Creative survival in educational bureaucracies 21
Credentialing by tests or by degrees: Title VII of the Civil Rights Act and Griggs v. Duke Power Co. 100
Creeping unionism revisited 234
Crisis and contingencies for the small private college 660
Criteria for staffing the small college 23
A critical examination of selected collective negotiation contracts from public community colleges 376
A critical investigation of policies and procedures pertinent to tenure and the grievance procedure, both before and after collective bargaining, at public community-junior colleges 923
A critique of planning models for post secondary education: Current feasibility, potential relevance, and a prospectus for further research 661
CUNY guidelines allow 'summary dismissal' of faculty, AAUP charges 927
Current and emerging labor relations issues in higher education 671
Current developments in federal law affecting equal employment opportunity in higher education 84
Current references and information services for policy decision-making in state and local government labor relations: A selected bibliography 1036
Current status of college students in academic collective bargaining 912

Decision-making under collective bargaining 203
Decision models in academic administration 605
Defanging the teachers union 986
Defining faculty responsibility: The individual and his profession 816
Delivery of legal service to institutions of higher education 676
Demographic and non-demographic variables associated with the Florida State University faculty members' attitudes toward collective bargaining in higher education 561
The department chairman - in or out? 510
The department/division chairman: Characteristics and role in the community college 513
Depression, recovery, and higher education. From the general secretary 968
A description and analysis of faculty grievances and faculty grievance procedures in New York State community colleges 650
A descriptive study of Central Michigan University student attitudes toward collective bargaining 895
Design and implementation of a governance structure at the faculty-administrative interface 589
Determination of bargaining units for college faculties 185
Developing trends in content of collective bargaining contracts in higher education 357
A development, comparison, and contrast of selected faculty administration consensus regarding collective bargaining contracts in Connecticut's four subsystems of public higher education 359
Development in the law-academic freedom 4
Developments in the law. Equal protection 67
Discharge of striking Lake Michigan professors upheld 868
Discrimination cases: A summary 380
Disparities between university and private sector collective bargaining 223
Title Index (cont'd.)

- Dispute settlement techniques 656
- The divided academy; professors and politics 269
- DOL issues revised rights on student subminimum wages 894
- Drafting of uniform testing guidelines 68
- Junk is opposes teacher strikes: Ford welcomes NEA to White House 869
- The duties and responsibilities of the department/division chairman in the community colleges 514
- Early retirement problems analyzed 575
- The eclipse of confidentiality 815
- The educational consumer and academic collective bargaining 913
- EEOC reporting form for educational institutions 69
- The effect of collective bargaining on governance in physical education departments 601
- The effects of faculty collective bargaining on higher education: Proceedings of a conference held in Boston, Massachusetts 256
- Effects of layoff economy on minority labor gains 838
- Elmira College (New York) 5
- The emergence of faculty bargaining in New Jersey: 205
- Emerging patterns of faculty bargaining 235
- Emerging sources of student influence 900
- The Employees Retirement Income Security Act of 1974 578
- Employer bargaining obligation; 'dealing' with faculty senate as 'bypass' of bargaining representative 738
- The employer's burden of proof 521
- Employment-rights laws and how they're enforced 74
- Encountering the unionized university 297
- Engaging discrimination in higher education: A report from ten states 537
- Equal benefits in retirement - A case for equity 49
- Equal employment opportunity on campus: Issues in 1974 129
- Equal employment opportunity - responsibilities, rights, remedies 117
- Equal employment + equal pay = multiple problems 130
- Equal opportunity and tenure quotas 58
- Equal opportunity must begin at home 102
- The equal pay boondoggle 526
- An ERIC review...community college trustees 955
- Escape from the doll's house 1003
- The evaluation of collective bargaining as it relates to higher education in America 217
- The evaluation of university faculty and administrators: A case study 818
- Evolution of the S.U.N.Y. grievance procedure from the first contract to the second 652
- Excerpts on selected topics in collective bargaining agreements and a brief review of the status of collective bargaining in community colleges, 1972 to 1975 342
- The existence of both academic and union models of governance at Rider College 590
- Exorcising HEW 686
- Expectations of presidents, board members, and faculty negotiators for the role of the New Jersey County-Community College President in faculty-board negotiations 39
- An experiment on governance: The Ohio Faculty Senate 627
- Experts advise state lawmakers on bargaining 707
- An explanation of faculty attitude toward collective bargaining in selected Ohio higher education institutions 548
- An exploratory analysis of the consequences of collective bargaining in higher education 254
- The extent of collective bargaining in higher education - a pilot study 246
- External forces affecting higher education 583
Factors influencing medical school faculty disposition toward collective bargaining 182
Faculty attitudes and the election of a bargaining agent in the Pennsylvania State College System, Pt. I 545
Faculty attitudes and the election of a bargaining agent in the Pennsylvania State College System, Pt. II 565
Faculty attitudes at Florida A & M University toward collective bargaining and their relationship to shared authority and selected demographic variables 570
Faculty attitudes move toward collective bargaining 542
Faculty bargaining (Semasi) 300
Faculty bargaining (bibliography) 1037
Faculty bargaining: A conceptual discussion 206
Faculty bargaining associations: National objectives versus campus contracts 975
Faculty bargaining; change and conflict 236
Faculty bargaining comes to Hawaii 299
Faculty bargaining in 1973: A loss of momentum? 207
Faculty bargaining in the seventies 311
Faculty bargaining units in higher education 187
Faculty-board relations 819
Faculty clerks at Michigan campuses join AAUP and UAW 791
Faculty collective bargaining 281
Faculty collective bargaining: The end of professionalism—or the road to effective education 824
Faculty collective bargaining: A status report 209
Faculty collective bargaining and academic decision making 374
Faculty collective bargaining and the law schools—A panel discussion 243
Faculty collective bargaining and the state college president 22
Faculty collective bargaining in higher education: A management perspective 277
Faculty collective bargaining in higher education: An independent perspective 230
Faculty collective bargaining in higher education: An organization perspective 320
Faculty collective bargaining in higher education: An overview; a management perspective; an organization perspective; and an independent perspective 263
Faculty collective bargaining in post secondary institutions: The impact on the campus and on the state 227
Faculty contract approved at University of Rhode Island 364
Faculty governance and collective bargaining: An early appraisal 585
Faculty grievance at S.U.N.Y.: The first two years under a negotiated contract 653
Faculty job satisfaction and bargaining sentiments: A case study 544
Faculty professionalism in academic collective bargaining agreements 820
Faculty receptivity to organizational change 550
Faculty retraining in Florida state universities 842
Faculty salaries shown rising 852
Faculty salary and tenure tables 853
Faculty status in collective bargaining: Expectations and realities 264
Faculty status for academic librarians: A history and policy statements 728
Faculty strike ends at Penn. College 870
Faculty strikes settled 877
Faculty, student and staff attitudes toward potential collective bargaining issues at the Ohio State University 567
Faculty support of traditional labor tactics on campus 566
Faculty tenure: Percentage policies and consequences 924
Faculty trusteeship and collective bargaining: Can faculty representation on governing boards be an effective alternative to collective bargaining? 607
Title Index (cont'd.)

Faculty union activity in higher education, 1974 237
Faculty unionism: From theory to practice 238
Faculty unionism: Is it inevitable? 282
Faculty unionism among the fir trees 229
Faculty unionism and faculty senates 623
Faculty unionism and university governance 625
Faculty unionism in the west. Symposium: Faculty unionism project 239
The faculty unionization challenge: One administration's response 38
Faculty unions and collegiality 620
Faculty unions and governance 637
Faculty unions talking cooperation-gingerly 991
Faculty voting behavior in collective bargaining elections with special focus on the no bargaining option 557
Faculty voting behavior in the collective bargaining agent section for the Pennsylvania state colleges 558
Faculty voting behavior in the Temple University collective bargaining elections 563
Faculty walkouts 878
Faculty workload 1012
Faculty workload and collective bargaining 1013
The fate of an idea whose time has come: Anti-discrimination law in the second decade after Brown v. Board of Education 523
Fates and fortunes of the community college 341
Federal laws: Nondiscrimination and faculty employment 536
Federal legislation for public employees, a management perspective 694
Federal legislation for public employees, a union perspective 688
Federal legislation for public sector collective bargaining 681
Federal regulations and the employment practices of colleges and universities. A guide to the interpretation of federal regulations affecting personnel administration on campus 110
Federalism and the universities 683
Fewer data required 75
57 rights groups hit HEW on anti-bias enforcement 76
Final offer arbitration 147
Financial exigency-rights, responsibilities, and recent decisions 848
First-level management: Legal implications and responsibilities for selection and retention of faculty 19
The 5 most cited reasons for faculty unionization 272
Florida affiliates of AFT and NEA announce merger plan 970
The formation of bargaining units: The problems of exclusion and inclusion 330
Forms of campus governance: Joint participation, separate jurisdictions and collective bargaining 629
$4,400 raises negotiated over two years by affiliate in Youngstown 365
4 faculties on strike 879
Four-NEA faculty leaders express views on value of bargaining approach to serious faculty concerns in a belt-tightening 'era 546
Fractious academy: A Canadian approach to dispute resolution 329
Fundamentals of negotiating 735
The future of trusteeship: The role and responsibilities of college and university boards 951

GAO (General Accounting Office) investigation of university compliance 86
A generic model for collective negotiations legislation for a community college system 347
Title Index (cont’d)

| Georgia told to pay faculty increases 861 |
| Governance: Sources and information 615 |
| Governance and coordination of California higher education 587 |
| Governance as education: The Dawson approach 612 |
| Governance by confrontation: Adversarialism at the university 631 |
| Governance of higher education 591 |
| Governing a multicampus district 643 |
| Governing the university 598 |
| Governor vs. regents 634 |
| A governor’s message to trustees – collective bargaining: The ‘hulking behemoth’ 274 |
| Graduate assistants’ response to unionization: The Minnesota experience 888 |
| Grievance arbitration and its role in the settlement of professional negotiation disputes in higher education 646 |
| Grievance – arbitration procedures and contract administration 648 |
| Grievance procedure in higher education contracts 644 |
| Grievance procedures: ‘Real and Real 647 |
| Guidelines for determining the inclusion/exclusion of department chairmen in faculty collective bargaining units in American higher education 511 |
| Guidelines on collective bargaining 328 |

| Handbook on collective bargaining 317 |
| Has the tide turned for faculty unions? 304 |
| HEW and labor charged with endorsing sex discrimination 409 |
| HEW format for university affirmative action plans 93 |
| HEW memorandum to college and university presidents 94 |
| HEW plans to probe ‘vocational schools’ race and sex bias 95 |

| HEW retains pension benefits language in new Title IX regs. 96 |
| HEW softens bias stand 77 |
| HEW warns Southern California, St. Louis University on affirmative action 97 |
| High court case may affect teacher bargaining 382 |
| High court lets teacher dismissal ruling stand 381 |
| Higher education: The law and parameters for action 388 |
| Higher education and collective bargaining 226 |
| Higher education and collective bargaining: A developmental model 276 |
| Higher education and service to our states 303 |
| Higher education and the labor market 244 |
| Higher education collective bargaining: Other than faculty personnel 1029 |
| The higher education community and federal legislation 685 |
| Higher education with fewer teachers 834 |
| The history of unionism in American higher education 245 |
| Holt asks court order before HEW can see school records 899 |
| Houston Baptist University 6 |
| How affirmative is the action for administrative positions in higher education 128 |
| How courts will enforce laws on sex bias 78 |
| How large should the central personnel function be in a college or university 25 |
| How Southern Illinois University broke 28 tenured contracts 930 |
| How to analyze the fairness of faculty women’s salaries on your own campus 53 |
| How to beat tenure quotas; the union victory at City University, New York 922 |
| How to develop a teacher-rating instrument: A research approach 823 |
| How to live with faculty power 27 |
Identification, analysis and comparison of the opinions of groups of selected state leaders in education concerning collective bargaining statutes in twenty-nine states. 710
If I were a trustee. 949
The illusion of affirmative action. 87
Impact of collective bargaining on faculty salary structures in Michigan community colleges. 854
Impact of collective bargaining on conflict resolution practices. 657
The impact of collective bargaining on faculty at two-year public colleges. 952
The impact of collective bargaining on university governance. 586
The impact of faculty collective bargaining on college and university governance. 613
The impact of faculty unions on governance. 614
Impact of Supreme Court's Albemarle decision. 524
Impact on unionism of governance. 596
Improving and assessing performance: Evaluation in higher education. 15
Increased unionizing seen at AFT higher education meeting. 973
An index to the education amendments of 1974: A report to the states. 704
Indiana public employee bargaining law bans strikes, widens scope of IIEAB. 717
Indiana University gets grant to create information center. 828
Information sources for New Jersey public sector collective bargaining. 1033
Institutional goals and faculty attitudes toward collective negotiations. 552
An internal change agent's role in restructuring university governance. 610
An introduction to collective bargaining in higher education. 809
Is the tenure controversy a red herring? 937
Issues of collective bargaining at the University of California Berkeley. 265
Judicial enforcement of academic tenure: An examination. 939.

Labor law: Employer successorship. 611
Internal union discipline. Bargaining units for university faculties. 611
Labor law decisions of the Supreme Court, 1974-75 term. 383
Labor Law/Relations Institute set for November 20-21 in N.Y.C. 673
Labor relations: Symposium. 68
LAIRS Civil Service Commission's contract data bank, now in full operation. 370
The large turf of faculty unions is likely to expand substantially. 240
Latest draft of proposed uniform testing rules. 104
Laws on faculty bargaining. 712
Legal issues in higher education, 1969-1970: A selected annotated bibliography. 1032
Legal problems in higher education. 677
Lehigh University: A report on a case of excessive probation. 8
Librarians in faculty unions. 731
Living with the agreement. 295
Lobbying! A guide for students. 901
Local cosmopolitanism and collective bargaining in a state college system. 212
Low salaries cause of strike by U. of Michigan graduate workers. 871

Making affirmative action work. 61
Making the affirmative action plan work. 90.
Title Index (cont'd.)

Management in institutions of higher education 20
The management of decline 837
Management rights in collective bargaining and the impact on presidential autonomy 699
Management rights in college contracts 360
Managing academic change: Interactive forces and leadership in higher education 664
Managing multicampus systems: Effective administration in an unsteady state 663
Managing the management team 247
Many universities are not serious about hiring black women 92
Maryland faculty is torn by a modest proposal 843
Mathematics and sex 1002
Means and ends: The evolution of federal administration doctrine on equal employment opportunity 119
Measuring faculty effort: New directions for institutional research 1010
Measuring faculty unionism: Quantity and quality (Aussieker) 197
Measuring faculty unionism: Quantity and quality (Gold) 242
Medical school faculty tenure procedures were sex biased; minorities and females improperly excluded from non-faculty jobs; sex-designated job classification was biased; high school requirement was biased against Negroes 527
MERC says strikes are not violations of union's bargaining obligation 873
Merged NEA-AAUP organization elected by Kent State faculty 977
Merger plan in Louisiana accepted by NEA committee 978
Michigan College faculty contract bigger, better with agency shop 371
Michigan State University faculty rejects union 541
Middlegrove: The locus of campus power at a state university 619
Minnesota teachers challenge union authority 979
Minnesota's statewide board-faculty contract 368
Minority women and higher education 998
Mondale wants teachers in unemployment Compensation System 581
Montana Supreme Court affirms public employees right to strike 874
More or less: Academic planning with faculty without new dollars 665

NACUBO comments on student wage rules 904
National Faculty Associations in collective bargaining: A comparative discussion 976
NCAA urged to withdraw its women's sports plan 79
NEA-AFT merger? 992
NEA calls for NLRA coverage of public employees, not separate law 687
NEA prepares for Minnesota shop fee fight 980
NEA pushes for teachers' rights 971
NEA says 80 percent of election winners backed by teachers 981
NEA steps up plans to organize professors 301
NEA wins first representation election among Florida teachers 982
NEA wins in affirmative action 111
NEA's Harris and AFT's Shanker debate organizational differences 983
Neglected issues in federal public employee bargaining legislation 831
New agreements reached on two Rhode Island campuses 984
New contract for Somerset faculty 373
New Hampshire extends bargaining rights to all public employees 721
New Hampshire professors exempt from public collective bargaining 795
New Jersey college teachers end strike (state colleges) 875
The New Jersey teachers strike 866
A new look at tenure: A management imperative 929
New pact signed at Portland, Oregon Community College 345
New partners, old problems 582
New president, similar policies mark NEA annual meeting 985
New research on women at the University of Michigan 1005
New salary rates set for University of Wisconsin, MATC instructors 858
New Title IX regulations: How they affect employment 112
Title Index (cont'd.)

New York Court awards female professor tenure in sex bias case 528
Newsletter 280
The next ten years 343
Nine myths, nine realities: The illusions of steady state 840
1975 legislative activity progress report on post secondary collective negotiations bills 705
1974 reports on cases of late notice, 9
The NLRB and the appropriate bargaining unit 736
NLRB consideration of intern, resident status 741
NLRB denies U. of Vermont professors appeal 787
The NLRB in higher education 739
NLRB jurisdiction over colleges and universities: A plea for rule-making 740
NLRB orders election at Goddard College 788
NLRB rules on three college bargaining issues 742
NLRB rulings on the department chairmanship 512
NLRB to reconsider jurisdiction over Howard 756
NLRB's assertion of jurisdiction over universities 744
NLRB's jurisdiction upheld 764
The "no agent" vote at N.Y.U.: A concise legal history 539
'No representative' victories in faculty collective bargaining elections 564
No settlement in N.J. colleges, but professors teaching again 876
North Carolina teacher wins $86,655 in free speech case 475
Note. Title VII and employment discrimination in 'upper level' jobs 51
Occasional inclusions in faculty bargaining units 180
OCR to process 53 complaints, 41 affirmative action plans 113
OFCC hearings on academic job compliance 114
Office of civil rights memorandum 'classified' affirmative action 50
Ohio's Gov. Rhodes aims to cut regents' power 635
On equal monthly retirement benefits for men and women faculty 576
On learning to live with collective bargaining 287
On the imposition of tenure quotas 920
Opposition to Berkeley affirmative action plan persists 115
Orderly system needed for public sector bargaining 283
Oregon Court paves way for campus-by-campus bargaining 479
Oregon grants students third party bargaining status 906
Organizing the eggheads, professors and collective bargaining 194
Orientation packet 190
Panel talk leaves student bargaining issue unresolved 907
Participatory governance - a losing model 606
Participatory something or other: through bargaining 732
Pennsylvania Education Association signs new contract for 4,000 employees 375
PERC issues new rulings on bargaining scope, timetable, and unfair practices 798
Perceived influences of collective bargaining on selected faculty involvement issues in Iowa area community colleges and vocational schools 192
<table>
<thead>
<tr>
<th>Title Index (cont'd.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceptions of post-bargaining changes in organizational structure and locus of institutional decision-making in selected community colleges 608</td>
</tr>
<tr>
<td>The perilsous presidencies 40</td>
</tr>
<tr>
<td>Personal liability of trustees of higher educational institutions 952</td>
</tr>
<tr>
<td>Personnel management in higher education 31</td>
</tr>
<tr>
<td>Personnel policies and federal concerns 811</td>
</tr>
<tr>
<td>A perspective on accountability 14</td>
</tr>
<tr>
<td>Planning and budgeting for higher education in the inflationary 1970's 659</td>
</tr>
<tr>
<td>Planning by committee: The grey flannel panel 640</td>
</tr>
<tr>
<td>Planning for growth 662</td>
</tr>
<tr>
<td>Planning through financial exigency and an alternative to tenure. Preface to a case study 925</td>
</tr>
<tr>
<td>Playing games with affirmative action 88</td>
</tr>
<tr>
<td>Politics of collective bargaining 262</td>
</tr>
<tr>
<td>Possible mechanisms for faculty participation in multicampus governance at Valencia Community College 597</td>
</tr>
<tr>
<td>Post secondary public employment legislation revised status report 706</td>
</tr>
<tr>
<td>Power politics in the university 37</td>
</tr>
<tr>
<td>The practice of collective bargaining 207</td>
</tr>
<tr>
<td>Preference for a bargaining representative: Some empirical findings 232</td>
</tr>
<tr>
<td>Prejudice in academe 89</td>
</tr>
</tbody>
</table>

| Private college bargaining problems 418 |
| Probing discrimination 522 |
| Professional associations and bargaining agents 733 |
| Professional librarians' attitudes toward professional and employee associations is revealed by academic librarians in seven midwestern states 730 |
| Professional negotiations and collective bargaining theory: A descriptive and comparative analysis 290 |
| Professor Higgins' complaint, or the pension treatment of women who refuse to act like men 55 |
| Professor is winner in retirement case: University to appeal 577 |
| Professor sees bargaining laws threatening sovereignty 689 |
| Professors and unions: The faculty senate: An effective alternative to collective bargaining in higher education? 588 |
| Professors censured 11 |
| Professors group to develop "salary kit" 859 |
| Progression curves in salary administration for colleges and universities 864 |
| Promotion: Practices, policies, and affirmative action 91 |
| A proposal for improving college arbitration 143 |
| Prospective issues at the academic collective bargaining table 275 |
| Protests by Maryland professors unprotected by First Amendment 434 |
| Public employee bargaining bill rejected by Virginia Commission 725 |
| Public employee bargaining examined in Maryland 719 |

151
Title Index (cont'd.)

Public employee unionism is here to stay 826
Public employees: Right to bargain collectively 720
Public employment bibliography 1018
Public school employees: Bargaining rights 715
Public sector bargaining conference foresees federal law 690
Public sector labor relations 1037
Public sector labor relations in 1974 830

A quasi-experimental study of behavior in the professional negotiations process 258

Race and sex bias found at Bowling Green University 530
A reaction to Chait's address 942
Readings in public sector labor relations 1037
Recent developments in student affairs 898
Recent developments under pension law 574
Reforming college governance 636
The relationship between university faculty and administrators' perceptions of institutional goals, functions, and faculty attitudes toward collective negotiations 553
The relationship of role expectations to faculty behavior 817
Releasing student records 896
Report of the Regents Task Force on university governance and collective bargaining 618
Report on case-handling developments at NLRB 743
Report on 1975 Midwest Labor Law Conference: Part II 674
Research data on tenure and governance under collective bargaining 941
A research survey - Faculty collective bargaining: Does the student win? 889

Resolutions of AFL-CIO's Industrial Union Department 987
Resources for shaping collective bargaining laws to meet the special needs of higher education 699
Resources on academic bargaining and governance 1035
Retail-service establishments, farms, employment of full-time students 908
Retrenchment, layoff and termination 839
Reverse discrimination pleas by colleges called "smokescreen" 531
The right of a college administration to speak out during a union organizing drive 994
Rights crackdown on colleges urged 80
Role-choice orientation of Michigan public community college presidents in collective bargaining negotiations: A study in role-conflict resolution 32
The role of department chairmen in collective bargaining: The University of Delaware experience 508
The role of the academic dean 638
Role of the chief executive officer 33
Role of the department chairman in collective bargaining 516
The role of the department chairman in governance at Rhode Island Junior College 509
The role of the university counsel in dealing with Equal Employment Opportunity complaints 136
Rutgers puts 94 on notice 846
Rutgers symposium on EEOC's tenth anniversary 121

Salary equity adjustments: For whom and how much? 855
Sample master contract for colleges and universities 372
Sandler blames HEW "ineptness" for affirmative action problems 122
Scope of public sector bargaining in 14 selected states 825
The search for new models in faculty bargaining 298
Title Index (cont'd.)

Secret evaluations 'are as helpful as secret grades 910
Select bibliography of higher education in Canada 1021
Selected issues in higher education; an annotated bibliography 1024
Selective bibliography of materials in labor relations of interest to colleges and universities 1030
Self-examination at Hartford 632
Sen. Tower introduces bill exempting money sports from Title IX 125
The setting and scope of collective negotiations in higher education 241
Sex-bias curbs due to take effect 81
Sex-bias hearings 534
Sex-bias in athletics 535
Sex discrimination, educational institutions and the law: A new issue on campus 533
Should a judge grant tenure 936
Significant legislation trends in negotiations: Federal law--State law--No law situations. 691
Simpler rules 140
Size of university classes and student evaluations of teaching 893
Slowdown in Shippensburg 844
Some effects of collective bargaining on the art of campus administration 18
Some implications of unionization of faculty 322
Some Pennsylvania experiences, collective bargaining -- Higher education 286
Some primary concerns expressed by campus administrators, trustees, faculty, students, unions and taxpayers about collective bargaining laws 191
Some suggested advantages and disadvantages of collective bargaining 195
Some thoughts on affirmative action 59
Some top universities retrenching 845
Southern Appalachia: A special challenge 595
Special joint committee reviews Pennsylvania public sector bargaining law 723
The state and private colleges and universities: The politics of higher education in New York 667
State lawmakers meet to consider public employee bargaining 693
The states struggle to define scope of teacher bargaining 829
Status of student personnel workers in collective bargaining in higher education 885
Statutory responses to collective bargaining in institutions of higher learning 684
Steady-state issues for the bargaining agent 600
Strategies and procedures used in developing goals for an Equal Employment Opportunity Affirmative Action Program 52
Strike hits eight public colleges in New Jersey 880
Structural realities of collective bargaining in public higher education 42
Student involvement with collective bargaining 887
Student lobbyist 905
Student participation in the governance of institutions of higher education: An annotated bibliography 918
Students and bargaining 915
Students, collective bargaining, and unionization 902
Students get role in teacher negotiations 911
Students, strikes and unions 909
A study of faculty collective bargaining in Michigan community colleges 349
Study of grievance procedures for public contracts available 654
A study of the attitudes of local boards of trustees, administrators and faculty senates or unions in Illinois public community colleges toward selected collective bargaining issues 355

A study of the factors which influence the course of collective negotiation toward resolution or impasse in selected Michigan community colleges 355

A study of the impact of unit determination for collective negotiations in public higher education upon the professional role of student personnel workers 897

A study of the organizational procedures for collective negotiations in 15 selected Michigan community junior colleges 356

A study of the procedures used in collective bargaining with faculty unions in public universities 216

A study of the relationships between Colorado Community College faculty members' attitudes toward collective negotiations and their perceptions of the management styles used at their colleges 540

A study of trade unionism among state college professors 249

Studying faculty workload 1014

Suggested inclusions in state legislation for higher education institutions which wish to name the board of governors as employer 700

Suggested inclusions in state legislation for higher education institutions which wish to name the chief executive officer as employer 701

Summary of state labor laws 714

SUNY units asked to clarify tenure—CUNY board to review procedures on tenure 946

Supreme Court rules on pregnancy 386

Supreme Court rules on union reps at misconduct hearings 387

A survey of experience in academic collective bargaining 278

Survey of house staff benefits at forty-four medical schools 572

A survey of research concerns on women's issues 1001

Teacher and administrator attitudes toward collective negotiation issues 562

Taking a good look 228

Teacher job security under collective bargaining contracts 938

Teacher salaries and the U.S. economy 856

Teacher tenure as a management problem 933

Teacher who breast-fed baby on job wins reinstatement 149

Teachers challenge union 385

"Teachers in higher education are being ripped off" says new NEA president 308

Teachers win another victory in maternity leave campaign 1008

Teaching aides end strike at University of Michigan 881

Ten lessons learned from a strike 883

Tenure 928

Tenure: A new high priority issue 935

Tenure and retirement 944

Tenure and Title VII 934

Tenure laws in theory and practice 934

Tenured faculty members at U.S. colleges and universities 921

Tenure's tenure may be at an end 947

Termination of faculty appointments because of financial exigency, discontinuance of a program or department, or medical reasons 847

Text of charges that federal antidiscrimination efforts lag 107

Thompson says education policy not a bargaining matter 822
Title Index (cont'd.)

Title VII implications of the use of
degrees in the higher education
employment process 101
Title VII provides no relief for re-
verse bias cases, court rules 133
Title IX, education amendments of
1972 85
Title IX sex discrimination regula-
tions 134
To what extent do the devices, tech-
niques, and procedures of indus-
trial relations apply to higher
education? 259
Tort liability of governing boards,
administrators and faculty in
higher education 675
Training program for arbitrators 148
Transition to bargaining in a multi-
campus system 315
Trends and patterns of change in
public community college collective
bargaining contracts 369
A trustee takes the offensive-
defanging the teachers union 953
29 major universities facing loss of
all-federal contracts 135
29 universities warned U.S. may
withhold contracts 82
266 institutions, with 431 campuses,
that have collective bargaining
agents 974
Two steps backward: Report on the
economic status of the profes-
sion, 1974-75 862
The tyranny of reverse discrimina-
tion 99
Trustees at the bargaining table 950

Unequal pension solution delayed for
more study 136
Unfair labor practices in the academic
setting 257
Union access to financial informa-
tion 759
Union balloting 569
Union demands lead college president
in Pa. to resign 41
Union leaders vote to cut NEA ties 993
Union organizing at private colleges
and universities: A prognosis re-
visited 296
Unionism, an experiential report 233
Unionism and collective bargaining
among academic employees in higher
education: Job satisfaction, atti-
tudes, and individuals' perceptions
of self and faculty consensus in
rating contract items 568
Unionism in higher education: A
study in the sociology of law and
organizations 307
Unionization: The viewpoint of li-
brarians 729
Unionization and faculty compensa-
tion 849
Unionization and institutional
planning 666
Unionization of college faculty called
threat to campus unity 312
The unionization of professors at The
University of Delaware 293
Unionization of university professors:
Suggestions and safeguards 331
Unionization will aid college facul-
ties 642
Unions on campus 199
Unit determination 183
Unit determination in four-year col-
leges and universities: One aspect
of the problem 181
The U.S. Congress and public employee
legislation 695
University counsel - scope and mis-
sion 678
University employees: Bargaining
rights 718
University fair employment practices
litigation strategy and tactics 131
Title Index (cont'd.)

University goals and collective bargaining 554
U. of Maryland charged with bias 538
U. of Michigan clericals gain 7 percent raise under first pact 863
University of Michigan conference views impact of bargaining on campus 313
University of Science and Arts of Oklahoma 12
University of Wisconsin-Madison faculty compensation in the 1975-77 biennium 857
The university that said no to the guidelines 137
Unladylike and unprofessional: Academic women and academic unions 1006
An unsteady state 306
Up or out for the tenure system 940
Usery and Kheel vent views on future of public employee bargaining 696
Usery on federal collective bargaining 697
Using consultants 289
Utah public employees vote to alter "no-strike" clause 882

Vademecum of a campus unionizer 325
A View from the bridge 28
Views of trustees and union leaders: A comparison of the views of the trustees of Massachusetts institutions of higher education with those of AFT and NEA faculty organizations of decision-making, governance and collective bargaining 954
The Virginia Community College system: A report on tenure and due process 948
The vital small college: Strategies and missions 669
Voting patterns of Pennsylvania State College faculty in a collective negotiations election 559

A way out of the faculty load muddle 1011
What constitutes an "education program or activity" under Title IX? Are programs that do not directly receive federal funds, such as athletics, covered? 118
What does affirmative action affirm? A viewpoint 116
What does tenure guarantee? 945
What is a union? 332
What price accountability? 13
What role should students play in collective bargaining? 903
What Title IX means 98
What's past is prologue 972
When faculties are reduced 841
Where bargaining laws stand in 7 states 713
Who's a pro? 821
Who's afraid of collective bargaining? Students 917
Why faculties bargain 348
Will government patronage kill the universities? 682
Will unions replace the faculty senate? 603
Wisconsin University faculties vote to affiliate with AFT 997
With little history, debate or thought 142
Witnesses differ on scope of Title IX 141
Women and the power to change 1004
Women on campus; the unfinished liberation 1009
Women on the campus and collective bargaining: It doesn't have to hurt to be a woman in labor 1007
Women with doctorates 1000
Women's centers: Where are they? 999
Workings of state bargaining law examined at Pennsylvania conference 724

Wage and salary administration bibliography 1037
Washington Attorney General says community college faculty members cannot negotiate agency provisions 354
Title Index (cont'd.)

ARBITRATION AWARDS

Association of Penn. State College and University Faculties/Penn. Association for Higher Education and Commonwealth of Pennsylvania 170

Association of Penn. State College and University Faculties/Penn. Association for Higher Education and Commonwealth of Pennsylvania 171

Association of Penn. State College and University Faculties/Penn. Association for Higher Education and Commonwealth of Pennsylvania 172

Association of Penn. State College and University Faculties/Penn. Association for Higher Education and Commonwealth of Pennsylvania. (Kutztown State College.) 168

Board of Higher Education and Professional Staff Congress/ CUNY 158

Board of Trustees of Junior College District No. 508, County of Cook, State of Illinois v. The Cook County College Teachers Union, Local 1600 et al. 152

Bucks County (Pa.) Community College and Bucks County Community College Federation of Teachers, Local No. 2238 175

Commonwealth of Pennsylvania and Association of Penn. State College and University Faculties/Penn. Association for Higher Education 174

Commonwealth of Pennsylvania and Association of Penn. State College and University Faculties. (Lock Haven College.) 169

CUNY Professional Staff Congress and Board of Higher Education of City of New York 159

Erie Community College and Faculty Federation of Erie Community College 160

Ferris State College Faculty Assn. and Ferris State College 156

Ferris State College Faculty Assn. and Ferris State College 155

Finger Lakes Community College and Faculty Association 161

Jackson Community College and Jackson Faculty Assn. 157

Lakeshore Vocational, Technical Institute and Adult Education, District 11 and Lakeshore Education Assn. 176

Milwaukee Area Technical College and AFT, Local 212 177

Monroe (N.Y.) Community College and Monroe Community College Faculty Assn. 162

Northeast Wisconsin Technical Institute and Faculty Association 178

Onondaga Community College Federation of Teachers, AFT, and Onondaga Community College 165

Onondaga Community College Federation of Teachers, AFT, AFL-CIO and Onondaga Community College 163

Onondaga Community College Federation of Teachers and Onondaga Community College 166

The Ontario Council of Regents for Colleges of Applied Arts and Technology 150

Thornton Community College (So. Holland, Ill.) and Thornton Community College Faculty Assn., Cook County College Teachers Union, Local 1600 154

Thornton Community College and Thornton Community College Faculty Assn., Chapter, of Cook County Teachers Union Local 1600, AFT 153

University of Quebec at Montreal and Society of Professors of the University of Quebec 151

(Westchester State College) Commonwealth of Penn. and Association of Penn. State College and University Faculties/Penn. Assn. for Higher Education 173

Youngstown State University and Youngstown State University Chapter of the Ohio Education Assn. 167
COURT CASES

AAUP et al. v. Bloomfield College 459
AAUP v. Penn. Labor Relations Board 480
Adams v. Richardson 537
Adams v. Smith College 436
Adams v. Smith College 437
Albemarle Paper Co. v. Moody, U.S. 377
Albert Einstein Medical Center v. Pa. Labor Relations Board 492
Alberti v. Erie County 463
Alexander v. Gardner-Denver Co. 401
Apter v. Richardson 407
Arroyo v. Regents of the University of California 391
Associated Students of the University of Colorado v. The Regents of the University of Colorado 402
Association of New Jersey State College Faculties, Inc. v. New Jersey Board of Higher Education 460
American Association of University Professors, University Park Chapter v. Pennsylvania Labor Relations Board 489
Badger v. The Penn. State University 481
Barnes v. Washington State Community College District 502
Barrett v. Eastern Iowa Community College District 427
The Board of Regents of the University of Nebraska v. A. Neil Daves, et al. 451
Board of Regents of University of Nebraska v. Daves 452
Board of Trustees v. Cook County College Teachers Union 419
Board of Trustees v. Cook County College Teachers Union 420
Board of Trustees v. Cook County College Teachers Union 421
Bosanti v. Miami-Dade Junior College 410
Bowling v. Mathews 389
Braden v. University of Pittsburgh et al. 482
Brennan v. Morrissey 438
Brennan v. Morrissey 439
Brennan, etc. v. Tennessee Technological University, et al. 496
Brown v. Board of Education 523
Brown v. Stopher 476
Burdeau v. Trustees of the California State Colleges 392
Burdeau v. Trustees of the California State Colleges 393
Callanan v. Boston State College 440
Cathcart v. Anderson 503
Chung v. Morehouse College 415
Chung v. Park. 378
Clark v. Atlanta University 416
Clarby v. University of Miami 411
Cohen v. Illinois Institute of Technology, et al. 422
Cohen v. Illinois Institute of Technology, et al. 423
Cole v. University of Hartford 403
Community College of Beaver County and Community College of Beaver County Society of the Faculty, NEA 483
Compton v. Mt. San Antonio Community College Board of Trustees 394
Cornell v. University of Florida 412
Cotten v. Board of Regents of the University System of Georgia 417
Cussler v. The University of Maryland 432
Decker v. Brookdale Community College 461
Equal Employment Opportunity Commission v. Tufts Institution of Learning 441
Equal Employment Opportunity Commission v. University of New Mexico 462
Frost v. Trustees of California State University and Colleges 395
Garner v. Bunzel 396
Gene Busboom et al., v. Southeast Nebraska Technical Community College 453
Gene Busboom et al., v. Southeast Nebraska Technical Community College 454
Goodman v. New York University 464
Gorman v. University of Miami 413
COURT CASES (continued)

<table>
<thead>
<tr>
<th>Case Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Griggs v. Duke Power Co.</td>
<td>100</td>
</tr>
<tr>
<td>Hibbs v. Board of Education of Iowa</td>
<td>428</td>
</tr>
<tr>
<td>Central Community College</td>
<td></td>
</tr>
<tr>
<td>Isaacs v. Board of Trustees of Temple University</td>
<td>484</td>
</tr>
<tr>
<td>Johnson v. Board of Regents of the University of Wisconsin</td>
<td>506</td>
</tr>
<tr>
<td>Johnson v. Harvey</td>
<td>498</td>
</tr>
<tr>
<td>Jolivet v. Elkins</td>
<td>433</td>
</tr>
<tr>
<td>Kaprelian v. Texas Woman's University</td>
<td>499</td>
</tr>
<tr>
<td>Kilgore v. Morgan</td>
<td>473</td>
</tr>
<tr>
<td>Krausen v. Solano County Junior College District</td>
<td>397</td>
</tr>
<tr>
<td>Kutska v. California State College</td>
<td>485</td>
</tr>
<tr>
<td>Labat v. Board of Higher Education of the City of New York</td>
<td>465</td>
</tr>
<tr>
<td>Lake Michigan College Federation of Teachers et al. v. Lake Michigan</td>
<td>443</td>
</tr>
<tr>
<td>Community College and Kelly, et al.</td>
<td></td>
</tr>
<tr>
<td>Lake Michigan College Federation of Teachers v. Lake Michigan Community</td>
<td>444</td>
</tr>
<tr>
<td>College</td>
<td></td>
</tr>
<tr>
<td>Lake Michigan Federation of Teachers v. Lake Michigan Community College</td>
<td>445</td>
</tr>
<tr>
<td>Lake Michigan Federation of Teachers v. Lake Michigan Community College</td>
<td>445</td>
</tr>
<tr>
<td>Ortwein v. Mackey</td>
<td>414</td>
</tr>
<tr>
<td>Peacock v. Board of Regents of the Universities and the State Colleges</td>
<td>390</td>
</tr>
<tr>
<td>of Arizona</td>
<td></td>
</tr>
<tr>
<td>Pendrell v. Chatham College et al.</td>
<td>486</td>
</tr>
<tr>
<td>Pendrell v. Chatham College</td>
<td>487</td>
</tr>
<tr>
<td>Pennsylvania Labor Relations Board v. State College Area School District,</td>
<td></td>
</tr>
<tr>
<td>the Board of School Directors; Appeal of State College Area Education</td>
<td></td>
</tr>
<tr>
<td>Assn.; Appeal of AFSCME, AFL-CIO</td>
<td>488</td>
</tr>
<tr>
<td>Perez Gonzalez v. Irizarry</td>
<td>495</td>
</tr>
<tr>
<td>Professional Staff Congress/CUNY v. Board of Higher Education of the</td>
<td></td>
</tr>
<tr>
<td>City of New York</td>
<td>468</td>
</tr>
<tr>
<td>Rabinowitz v. Board of Junior College</td>
<td>424</td>
</tr>
<tr>
<td>Rackin v. The University of Pennsylvania et al.</td>
<td>490</td>
</tr>
<tr>
<td>Rehor v. Case Western Reserve University</td>
<td>478</td>
</tr>
<tr>
<td>Rogeman v. Hassler</td>
<td>426</td>
</tr>
<tr>
<td>Saunders v. Reorganized School District No. 2 of Osage County</td>
<td>450</td>
</tr>
<tr>
<td>Scott v. University of Delaware</td>
<td>404</td>
</tr>
<tr>
<td>Scott v. University of Delaware, et al.</td>
<td>405</td>
</tr>
<tr>
<td>Sheppard v. West Virginia Board of Regents</td>
<td>505</td>
</tr>
<tr>
<td>Sime v. Trustees of State University</td>
<td>399</td>
</tr>
<tr>
<td>Sime v. Trustees of the California State University and Colleges, et al.</td>
<td>398</td>
</tr>
<tr>
<td>Soni v. Board of Trustees of The University of Tennessee</td>
<td>497</td>
</tr>
</tbody>
</table>
COURT CASES (continued)

Steinberg v. Elkins 435
Strunk v. Western Kentucky University, et al. 429
Temple University of the Commonwealth System of Higher Education v. Penn. Labor Relations Board 491
Trivits v. The Wilmington Institute, et al. 406
University of New Hampshire Chapter of AAUP v. Edward Haselton, Chairman of State Personnel Commis- sion 458
University of New Hampshire Chapter of American Association of University Professors v. Haselton 457
Weise v. Syracuse University et al. 469
Weise v. Syracuse University et al.; Mortenson v. same 470
White v. Davis 400
Williams v. University of Kentucky, et al. 430
Winsey v. Pace College 471
Winterberg v. The University of Nevada System 456
Wisconsin Federation of Teachers Local 2149 v. Layton School of Art and Design 507
Womer v. Trustees of the University of New York 472
Wright v. Superintending School Committee 431

NLRB DECISION (continued)

Emerson College 760
Fordham University, Bronx and Local Independent Union 772
Goddard College, Plainfield, Vt. and AFT, AFL-CIO 785
Goddard College, Plainfield, Vt. and Union 786
Huang v. College of the Holy Cross 761
Marquette General Hospital, Inc.; Marquette, Mich. and Michigan Council 55, AFSCME 766
Mercy College, Dobbs Ferry, N.Y. and Mercy College Faculty Council 733
Michigan Education Association 767
Midwest Business College, Inc. 752
Mitchell College and Mitchell College Faculty Federation of Teachers, Conn. State Federation, AFT, AFL-CIO 753
New York University 774
New York University Medical Center, A Division of New York University 775
Niagara University 776
Northeastern University 763
Northeastern University, Boston, Mass. and Northeastern University Faculty Organization, a/w National Education Assn. 762
Northland College, Ashland, Wisconsin 789
Notre Dame University of Nelson 748
Presseisen v. Swarthmore College et al. 781
Quinnipiac College 754
Rensselaer Polytechnic Institute 777
Robert Morris College and Robert Morris College Organizing Committee of The Pennsylvania Federation of Teachers, AFT, AFL-CIO 782
St. Francis College and St. Francis College Education Association, PSEA/NEA 783
St. John's University Chapter of AAUP 778
Saint Mary's University and SMU Faculty Union 749
Stevens Institute of Technology 769
NLRB DECISIONS (continued)

Trocaire College and Trocaire Staff Association 779
Trustees of Boston University 765
The Trustees of Princeton University 770
Tuskegee Institute 745
University of Detroit and University of Detroit AAUP and University of Detroit Society of Professors, NEA 768
University of Manitoba and UM Faculty Association and A Group of Objecting Employees 750
University of Miami and University of Miami Chapter, American Association of University Professors, et al. 757
University of Miami and University of Miami Chapter, AAUP and Law Faculty Association 758
University of New Haven 755
Yeshiva University 780

PERE DECISIONS (continued)

Gogebic Community College and Michigan Association of Higher Education, Michigan Employment Relations Commission 793
Hawaii College 790
Kirtland Community College and Kirtland Community College Faculty Assoc., Michigan Employment Relations Commission 792
Laval University, Montreal, Quebec 184
Oregon State Employees Association v. Oregon College of Education, et al. 806
Schenectady County Community College and Schenectady County Community College Faculty Assn. 805
Temple University of The Commonwealth System of Higher Education (Woodhaven Center) 808
University of Minnesota Board of Regents, et al. 794
University of Minn. Board of Regents, et al. and Minn. Bureau of Mediation Services 188
University of Quebec at Chicoutimi 189
Warren County and Washington County Adirondack Community College and Adirondack Community College Faculty Assoc. 801
WHUR-FM Howard University Radio, Washington, D.C. 996

AFT and Western Wisconsin Technical Institute 809
Bergen Community College and Bergen Community College Adult Center Faculty Assn. 796
Bucks County Community College (Board of Trustees) 807
Columbia-Greene Community College, APSCME 799
County College of Morris and Faculty Assn. 797
County of Suffolk (Suffolk County Community College and Faculty Assn. of Suffolk County Community College, NYSUT) 800
Faculty Assn. of The Community College of The Finger Lakes and County of Ontario 802
Geneseo Community College and SEIU and Geneseo Faculty Association 803
Geneseo County and Geneseo Community College and SEIU Local 227 and Geneseo Faculty Association 804
SUBJECT INDEX (and citation numbers)

AAUP 3, 5-9, 12, 126, 259, 480, 573
919, 920, 927, 932, 958-960, 965,
968, 977, 988
See also: Bargaining units, Elections,
Unions

Absence, provision for, 177

Academic freedom 1-12
  Accountability 2
  Administration 502
  Censure 11
  Civil rights 2
  Dismissal 9, 391, 450
  Due process 2, 389, 391, 396, 948
  Faculty 2, 495
  Free speech 389, 450, 475
  Legal issues 4
  Non-renewal 3, 5, 6, 8, 9, 12,
389, 392, 393, 394
  Police surveillance 400
  Probation 8
  Professional associations 4
  Suspension 390
  Tenure 1, 7, 378, 413, 456, 502
See also: Due process, Tenure

Academic judgment 145.

Accountability 13-17
  Performance evaluation 15
  Regulations 13
See also: Academic freedom

Adirondack Community College (N.Y.) 801
Administration 18-43
  Academic freedom 502
  Attitudes 18, 191, 195, 359, 553-4,
560, 562
  Business administration 36
  Community colleges 23, 32, 33, 39,
639. See also: Community colleges
  Decision models 605
  Effect of collective bargaining
  on, 24
  Evaluation of, 818
  Faculty relations 18, 27, 30, 35,
38, 39, 553, 554, 664
  Faculty selection - legal issues 19

Administration (cont'd.)
  Governance 35, 37, 639. See also;
  Governance
  Institutional planning 663, 664
  Involvement in collective
  bargaining 298
  Liability of, 675
  Multi-campus system 663
  NLRB, jurisdiction of, 24
  Personnel administration 23,
25, 30, 31. See also:
  Personnel administration
  Positions 128
  Presidency 22, 26, 32, 33, 39,
40, 41. See also: Presidency
  Priorities 37
  Public sector 42. See also:
  Public sector labor relations
  Responsibilities 501
  Rights 503, 994
  Roles 18, 29, 32, 33, 39, 41
  State government 42
  Tenure 31
  Unfair labor practices 24
  and Unions 994
See also: Department chairmen,
  Faculty attitudes, Personnel
  relations, Trustees

Adversary roles, See Roles

Affirmative action 44-142
  AAUP 126
  Anti-bias enforcement 76-78,
81, 107
  Anti-bias exceptions 73
  Berkeley plan 54, 115
  Carnegie Council 60, 61
  Civil Rights Act 470
  'Compliance' 46, 47, 66, 74, 78,
82, 84, 86, 114, 118, 135. See
  also: Contract compliance
  Counsel - Role 138
  Courts 78, 131. See also:
  Court cases
Subject Index (cont'd.)

Affirmative action (cont'd.)
- EEOC 52, 68, 69, 101, 104, 117, 119, 121, 408
- Faculty attitudes 550
- Guidelines 47, 68, 104, 135
- Mormons 137, 139
- NEA 111
- Office of Civil Rights 50, 66, 95, 113
- Pension benefits 55, 96, 136
- Personnel practices 62, 91, 92, 101, 110, 123, 128
- Promotions 91
- Regulations 46, 56, 57, 67, 74, 93, 94, 110, 135
- Reporting forms 69, 75
- Retirement benefits 49, 576
- Retrenchment 836, 838
- Salaries 53, 130, 526. See also: Salaries
- Sports 63, 65, 73, 79, 98, 109, 118, 125
- Tenure 58, 62
- Title VII 51, 100, 101, 133, 399, 404, 406, 408, 415, 416, 429, 430, 500
- Title IX 63, 65, 73, 98, 109, 112, 118, 125, 134, 141, 142, 377, 439, 522
- Women 49, 50, 53, 55, 78, 79, 81, 92, 103, 118, 124, 127, 576
See also: Contract compliance, Contract revocation, Court cases, Discrimination, EEOC, fringe benefits, Reverse discrimination, Women

AFL-CIO 961, 987
See also: Bargaining units, Elections, Unions

AFSCME 835, 967
AFT 752, 934, 962, 969, 970, 973, 983, 989, 992, 997
See also: Bargaining units, Elections, Unions

Age discrimination, See Discrimination - Age

Agents, See Bargaining units, Elections, Faculty attitudes, No agent vote, Unions, Voting patterns

Alabama 389, 745

Alaska 878
Albert Einstein Medical Center (Pa.) 492
Alberta (Canada) 336, 337
Albion College (Mich.) 560
Appointment, expiration of, See Non-renewal

Arbitration Awards 143-178
See also page 147 for listing of arbitration awards by the parties

Arbitration Awards - Colleges
- Bucks County Community College (Pa.) 175
- California State College (Pa.) 172
- City Colleges of Chicago (Ill.) 152
- City University of New York 158, 159
- Erie Community College (NY) 160
- Ferris State College (Mich.) 155, 156
- Finger Lakes Community College (NY) 161
- Jackson Community College (Mich.) 157
- Kutztown State College (Pa.) 168
- Lakeshore Technical Institute (Wis.) 176
- Lock Haven State College (Pa.) 169
- Milwaukee Area Technical College (Wis.) 177
- Monroe Community College (NY) 162
- Northeast Wisconsin Technical Institute 178
- Onondaga Community College (NY) 163-166
- Ontario College of Applied Arts & Technology (Canada) 150
- Southwestern College (Calif.) 149
- Thornton Community College (Ill.) 153, 154
- University of Quebec (Canada) 151
- West Chester State College (Pa.) 173
- Youngstown State University (Ohio) 167
Arbitration Awards - States
(See bibliography, 149-178)
Arbitration Awards - Subject
- Absence 177
- Analysis of 145
- Back pay 152, 159
- Bargaining unit 154
- Coaching functions 153
- Contract impasse 161
- Contract limitations 145
- Contract violations 800
- Department chairmen, appointment of 165
- Flexible schedules 160
- Insurance coverage 178
- Merit increase 169
- Outside work 155
- Personnel files 170
- Preferential hiring 158
- Promotions, arbitrability of 162, 166, 174
- Reinstatement 149, 159
- Retirement 173, 175
- Salaries 151, 163, 167, 172
- Sick leave 156
- Suspension 149
- Teaching assignment 171
- Teaching program 157, 176
- Tenure 164
- Tenure and administrative positions 168
- Workload 153
Arbitration procedures
- Academic judgment and 145
- Approaches 144
- Final offer 147
- Impasse resolution 161
- Limitation of 419, 420
- NLRB, deferral by 737
- Overrule of 483
- Public sector 832, 833
- Review 421
See also: Grievance procedures, Impasse resolution
Arbitrator
- Jurisdiction 401
- Limit of authority 152, 421
- Training 148
Arizonas 390
- Associations, See Professional Associations
Athletics, See Coaching Functions, Sports, Physical Education Departments
Atlanta University (Ga.) 416
Back pay 152, 377, 395
Ball State University (Ind.) 425
Bargaining agents, see Bargaining units, Elections, Faculty attitudes, No agent vote, Unions, Voting patterns
Bargaining issues 340
Bargaining rights 718
- Denial of 457
- Refusal to bargain 773
Bargaining techniques 280 (3:1)
Bargaining units 179-189 (NLRB dec. 745-789, PERB dec. 790-809)
Annual survey 1973-74, 179
Bargaining agent, access to info. 759
Court cases 447, 751
Inclusions, exclusions 154, 330, 758
Labor law 672
Law schools 186
Presidents of 963
Private colleges 251
Representatives 232, 738
Review of 974
Unit determination 180, 183, 184, 741
Variables in choice 995
See also: Elections, NLRB, PERB, Unions, Voting patterns
Bergen Community College (NJ) 796
Berkeley plan 54, 115
Bibliographies 1015-1037
- Administration 1031
- Canada 1021
- Governance 615, 636, 1035
- Labor relations 1030, 1036
- Legal issues 536, 1017, 1032
- Other than faculty 1029
- Public sector 1018, 1033, 1036, 1037
- Salaries 1037
### Subject Index (cont'd.)

**Bibliographies (cont'd.)**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>900, 916, 918, 1016</td>
</tr>
<tr>
<td>Tenure</td>
<td>928</td>
</tr>
<tr>
<td>Women</td>
<td>1020</td>
</tr>
<tr>
<td>Bloomfield College (NJ)</td>
<td>459, 925, 943</td>
</tr>
<tr>
<td>Boards, See Trustees</td>
<td></td>
</tr>
<tr>
<td>Boston State College</td>
<td>438-440</td>
</tr>
<tr>
<td>Boston University</td>
<td>759, 765, 964</td>
</tr>
<tr>
<td>Bowling Green State University (Ohio)</td>
<td>530</td>
</tr>
<tr>
<td>Brigham Young University (Utah)</td>
<td>137, 139</td>
</tr>
<tr>
<td>British Columbia, Canada</td>
<td>748</td>
</tr>
<tr>
<td>Brookdale Community College (NJ)</td>
<td>461</td>
</tr>
<tr>
<td>Buckley Amendment</td>
<td>890, 891</td>
</tr>
<tr>
<td>Bucks County Community College (Pa.)</td>
<td>175, 807</td>
</tr>
</tbody>
</table>

| California                                 | 149, 196, 239, 248, 265, 391-400, 587, 715, 1006 |
| California State College (Pa.)             | 172, 485          |
| California State Colleges                  | 392, 393, 395     |
| California State University (Sacramento)   | 398, 399          |
| Canada - Collective Bargaining             | 321-337           |
| Bargaining units                           | 330                |
| Employee viewpoint                         | 333                |
| Guidelines                                 | 328                |
| Impasse resolution                         | 329; 337          |
| Legal issues                               | 323                |
| Management rights                          | 327                |
| Models                                     | 321                |
| Salary                                     | 337                |
| Unions                                     | 332                |
| Carleton University (Ontario, Canada)      | 746, 747          |
| Case Western Reserve University (Ohio)     | 478, 577, 944     |
| Catholic University (Wash., D.C.)          | 919                |
| Censure                                    | 11                 |
| Central Michigan University                | 267, 895          |
| Chairmen, See Department chairmen          |                    |
| Chatham College (Pa.)                      | 486, 487          |
| City College of New York (NY)              | 11, 225, 253       |
| City Colleges of Chicago                   | 419-21, 424, 867, 877 |
| City University of New York                | 158-9, 279-80, 468, 584, 922, 927, 946, 1006 |
| City University of New York (NY)           | 692, 620, 704      |
| Collegiality                               | 662, 620, 704      |
| Civil liberties                            | 462                |
| Civil rights                               |                    |
| Academic freedom                           | 2                  |
| Civil Rights Act                           | 470                |
| Clarks College (Pa.)                       | 26                 |
| Class action suits                         | 405, 519          |
| Class size                                 | 893                |
| Coaching functions                         | 153                |
| Collective bargaining                      | 190-337           |
| Alternatives to                            |                    |
| and Campus unity                           | 312                |
| Case study                                 | 215, 225, 253, 264, 286, 293 |
| Conferences                                | 279                |
| in English, Depts.                         | 193                |
| Faculty gains                              | 201                |
| First contract                             | 267                |
| Growth of                                  | 240, 245, 278, 281, 311 |
| History                                    | 190, 205, 214, 217, 235, 245, 272 |
| Impact of                                  | 192, 197, 199, 206, 210, 227, 242, 254, 256, 313, 657 |
| Laws                                        | 191, 214, 314      |
| Learned societies, effect on               | 208                |
| Models                                      | 206, 276, 298      |
| Politics                                    | 262, 269          |
| Problems/challenges                        | 284, 292, 295      |
| Procedures                                 | 216                |
| Pros/cons                                  | 195, 230, 270      |
| Rejection                                  | 196                |
| Review of                                  | 209, 218-19, 231, 236, 241, 278, 302, 310 |
| Scope of                                   | 300, 822          |
| Students, See                              |                    |
| Successive contracts                       | 252                |
| Union activity                             | 237                |
| 165                                        |                    |
| See also: Canada - Collective bargaining   |                    |
| College of the Holy Cross (Ma.)            | 761                |
| Colleges and Universities, see             |                    |
| Individual names                           |                    |
| Collegiality                               | 636, 620, 704      |
| Faculty attitudes                          |                    |
| Colorado                                   | 401, 402, 540, 716, 752, 966 |
Subject Index (cont'd.)

Colorado Community Colleges 540
Columbia-Greene Community College (NY) 799
Community College of Beaver County (Pa.) 483
Community College of the Finger Lakes (NY) 802
Community Colleges 338-356
  Administration 39
  Consultants, use of 289
  Contract content 342, 358, 361, 366, 369, 376
  Dean, role of 814
  Department structure 621
  Department chairman 510, 513, 514, 516
  Employment practices 23
  Faculty attitudes 192, 353, 547, 819
  Governance, 582, 594, 595, 608, 612, 615, 616, 617, 621, 622, 626, 632, 636, 639, 640
  Grievance procedures 649, 650
  Impasse resolution 655
  Institutional planning 343, 662
  Lawsuit 385, 504
  Legislation 347, 715
  Negotiations 340, 734
  Presidency 32, 33
  Status of collective bargaining 209, 211, 222, 228, 233, 247, 255, 295, 306
  Tenure 923
  Trustees 274, 950, 953, 955
  Unionized vs. non-unionized 338, 350, 353
  Unions 967, 972, 986
  Working conditions 338
  See also: Arbitration awards, Court cases, NLRB decisions, PERB decisions, Specific subjects

Concordia Seminary (Mo.) 3
Confidentiality 815
Conflict management 310
Connecticut 359, 403, 753-55, 877, 967
Consultants, use of 289
Contract compliance
  Affirmative action 47, 66, 68, 74, 82, 86, 93, 94, 114, 135
  OFCC 531
See also: Affirmative action, Contract revocation, Discrimination
Contract revocation
  Affirmative action 46, 82, 135
Contracts 352-376
  Attitudes 359
  Community colleges 342, 361, 366, 368, 369, 376
  Content 357, 361, 362, 367, 376, 568, 884
  Data bank 370
  Grievance procedures 649, 650
  Innovative provisions 372
  Management rights 380
  Merit clauses 280(3:3)
  New contracts 345, 363-365, 371, 373, 375
  Recognition clauses 280(3:4)
  Sample master contract 372
  Successive 252
  Survey 280(2:4)
  Trends 357, 358, 369
  Violation 800
See also: Academic freedom, Dismissal, Due process, Non-renewal, Promotions, Renewal, Retrenchment, Suspension, Transfer.
The Cooper Union (NY) 771
Cost-of-living increase, see Salaries
County College of Morris (NJ) 797
Subject Index (cont'd.)

Court Cases 377-507

See also pages 148 to 150 for listing of court cases by the parties.

Court Cases — Colleges

Albert Einstein Medical Center, (Pa.) 492
Atlanta University, (Ga.) 416
Ball State University, (Indiana) 425
Bloomfield College, (N.J.) 459
Boston State College, (Mass.) 438, 439, 440
Brookdale Community College, (N.J.) 461
California State College (Pa.) 485
California State Colleges, (Cal.) 392, 393, 395
California State University, (Sacramento) 398, 399
Case Western Reserve University, (Ohio) 478
Chatham College, (Pa.) 486, 487
City Colleges of Chicago, (Ill.) 419-421, 424
City University of New York, (N.Y.) 468
Community College of Beaver County, (Pa.) 483
East Carolina University, (N.C.) 473
Eastern Iowa Community College 427
Frederick Community College, (Md.) 434
Goddard College, (Vt.) 500
Guilford Technical Institute, (N.C.) 475
Illinois Institute of Technology 422, 423
Indiana University 426
Iowa Central Community College 428
Kent State University, (Ohio) 476
Lake Michigan College, (Michigan) 443-445, 477
Layton School of Art and Design, (Wis.) 507
Longwood College, (Va.) 501

Court Cases — Colleges (cont'd.)

Miami-Dade Community College, (Fla.) 410
Mid-Plains Technical College, (Nebraska) 455
Minnesota State College Board 446-449
Morehouse College, (Ga.) 415
Mt. San Antonio College, (California) 394
National Academy of Sciences, (Washington, D.C.) 408
New Jersey State Colleges, (N.J.) 460
New York City Board of Higher Education 465
New York Institute of Technology 467
New York University 464, 472
Pace University, (N.Y.) 471
Pennsylvania State University, (Pa.) 481
Salems Academy and College, (N.C.) 476
San Jose State University, (Calif.) 396
Smith College, (Mass.) 436, 437
Solano College, (California) 397
Southeastern Nebraska Technical Community College 453, 454
State Colleges of Arizona 390
Syracuse University, (N.Y.) 466, 469, 470
Temple University, (Pa.) 484, 491
Tennessee Technological University 496
Texas Woman's University 499
Tufts University, (Mass.) 441
University of Alabama 389
University of California 391
University of California-Los Angeles 400
University of Colorado 402
University of Delaware 404, 405
University of Florida, (Fla.) 412
University of Hartford, (Conn.) 403
University of Kentucky, (Ky.) 430
University of Maryland, (Md.) 432, 433, 435
Court Cases - Colleges (cont'd)
  - University of Miami, (Fla.) 411, 413
  - University of Nebraska 451, 452
  - The University of Nevada System, (Nev.) 456
  - University of New Hampshire 457, 458
  - University of New Mexico 462
  - University of Pennsylvania 490
  - University of Pittsburgh, (Pa.) 482
  - University of Puerto Rico 493, 494
  - University of South Florida 414
  - University of Tennessee 497
  - University of Washington, (Wash.) 503
  - University of Wisconsin 506
  - University System of Georgia, (Ga.) 417
  - Washington State Community College, (Wash.) 502
  - Wentworth Institute, (Mass.) 442
  - West Virginia Institute of Technology 505
  - Western Kentucky University 429
  - The Wilmington Institute, (Del.) 406

Court Cases - States
See bibliography 377-507

Court Cases - Subject
  - AAUP 459, 480
  - Academic freedom
    - Administration 502
    - Dismissal 391, 450
    - Due process 389, 391, 396
    - Faculty 495
    - Free speech 389, 450, 475
    - Non-renewal 389, 392, 393, 394
    - Police surveillance 400
    - Suspension 390
    - Tenure 378, 413, 456, 502
  - Administration
    - Academic freedom 502
    - Responsibility 501
    - Rights 503
  - Affirmative Action
    - Civil Rights Act 470
    - EEOC 408
    - Title VII 399, 404, 406, 408, 415, 416, 429, 430, 500
    - Title IX 377, 439
    - U. S. Department HEW - denial of grant 407
  - Arbitration
    - Limitation of 419, 420
  - Arbitration Awards
    - Overrule of 483
    - Review 421
  - Arbitrator
    - Jurisdiction 401
    - Limit of authority 421
  - Back pay 377, 395
  - Bargaining Rights
    - Denial of 457
    - Bargaining units 447
    - Civil liberties 462
    - Class action suits 405, 519
    - Community Colleges
      - Right-to-work lawsuit 385
      - Sue for salary 504
  - Department Chairmen
    - Selection 476
  - Discrimination
    - Age 481
    - Class action suits 405
    - Conspiracy to 486
    - Equal pay 451, 452
    - National origin 462
    - Racial 403, 405, 433, 500
    - Reverse 451, 452
    - Sex bias 386, 398, 409-411, 415, 416, 422, 423, 432, 436-438, 441, 469, 471, 482, 487, 490, 501
    - Summary of cases 380
  - Dismissal
    - Academic freedom 378, 391, 450
    - Administrative remedies 472
    - Judicial review 381, 426
    - Non-tenured 391, 397, 499
    - Retrenchment 428
    - Strike, result of 477
    - Tenured 450, 459
Subject Index (cont'd.)

Court Cases - Subject (cont'd.)

- Due Process
  - Right to, 389, 391, 396, 414, 425, 440, 461, 494, 499
- Employment
  - Outside employment 460
- Faculty rights 434, 476, 495
- Fair Labor Standards Act
  - Equal pay 452
  - Right to privacy 496
- Good faith bargaining 444
- Judicial review 426
- Labor law decisions 383
- Librarians
  - Contracts, renewal of 427
- Medical Schools
  - Definition of employees 491, 492
- Michigan Labor Mediation Act 444
- NEA 409
- NLRB, jurisdiction 442
- Non-renewal
  - of contracts 379, 389, 392-394, 414, 417, 418, 425, 440, 494, 505
- PERA 491, 492
- PERB Decisions
  - Bargaining unit 447
  - Judicial review of 448, 449, 479
- Personnel Files
  - Confidentiality 462
- Police surveillance 400
- Preferential
  - Rehiring 483
- Pregnancy
  - Insurance coverage 386
- Private vs. public institutions 484
- Promotions
  - Arbitrability 419, 420
- Public Employee Relations Act
  - Definition of "public employee" 491, 492
- Renewal (of contract) 446, 493, 497, 498
  - Automatic 427

Executive Summary

Court Cases - Subject (cont'd.)

- Retirement
  - and Employment Contract 474
  - Mandatory 478
- Retrenchment 428, 506
  - Rehiring 483
- Right to privacy 496, 503
- Right-to-Work
  - Lawsuit 385
- Salaries 453, 454
  - Salary freeze 485
- State action 422, 423, 490
- State Institutions
  - Immunity 485
- State labor laws 457, 458
- Strikes
  - Illegal 443, 477
- Student Rights 402, 407
- Suspension 390
- Tenure
  - Academic freedom. 378, 413, 456, 502
  - Denial of, 467
  - Dismissal 397, 459
  - Granting of, 435, 464, 465, 473
  - Mandatory retirement 478
  - Transfer 424
  - Unfitness to teach 431
- Title VII 399, 404, 406, 408, 415, 416, 429, 430, 500
- Title IX 377, 439
- Transfers
  - of faculty 424
- Unfair Labor Practices
  - Complaint dismissal 480
  - Union busting 445, 507
- Union representatives 387
- Women
  - Women's rights organizations 407, 409

Court Cases - See also Affirmative Action, Discrimination, Labor Law, Local Issues, Legislation, Legislation - Federal, Legislation - State

169
159
Subject Index (cont'd.)

Delaware 293, 404-406, 508
Delta College (Mich.) 916
Department chairmen 508-516
  Appointment 4 of 165
  Bargaining units 747, 760, 776
  and Collective bargaining 511
  Community colleges 510, 513, 514, 516
  and Governance 509
  NLRB rulings 512, 747
  Selection 476
See also: Administration, Governance
  Dismissal, see Dismissal
  Discrimination 517-538
  Age 481, 517
  Albemarle Decision 524
  and Arbitration 280(1:2)
  Class action suits 405, 519
  Conspiracy to 486
  Court cases 519, 522, 524, 537. See also: Court cases
  Equal pay 451, 469-26
  Faculty 525
  Faculty, medical school 527
  Lester Report 532
  National origin 462
  NLRB decisions 761
  Non-discrimination laws, clauses 44
  Racial 403, 405, 433, 500, 520, 527, 530, 537
  Regulations 536
  Reverse, see Reverse Discrimination
  Sex bias 386, 398, 409-411, 415, 416, 422, 423, 432, 436-438, 441, 469, 471, 482, 487, 490, 501, 518, 527, 528, 530, 533-535
  Summary of cases 380
See also: Affirmative action, Contract compliance, Contract revocation, EEOC, Fringe benefits, Reverse discrimination, Women

Dispute settlement, see Arbitration, Impasse resolution, Grievance procedure.
  District of Columbia 407-409, 756, 919, 996
  Due process 2, 389, 391, 396, 414, 425, 440, 461, 494, 499, 716, 948
  Dues check-off 280(2:2)
  East Carolina University (NC) 473
  Eastern Iowa Dist. Community College 427
  EEOC 52, 68, 69, 101, 104, 117, 119, 121, 408
  See also: Affirmative action, Discrimination, Court cases, Women

Efficiency 16, 20
Elections
  Albion College 560
  Fordham University 772
  Goddard College 786
  Michigan State University 541, 556
  NLRB 996
  No agent votes 539, 541, 549, 556, 560, 564
  N.Y.U. 539
  Overview-upcoming elections 569
  Pennsylvania State College System 545, 555, 558, 559, 565
  Temple University 543, 563
See also: Bargaining units, Faculty attitudes, NLRB-order for election, No agent vote, PERB decisions, Unions, Voting patterns

Elmira College (NY) 5
Emerson College (Mass.) 760

Employment
  Outside employment 155, 460
  Employment practices
    Community colleges 23
  Equal pay, see Discrimination—Equal pay
  Erie Community College (NY) '160
  Evaluation, see Performance evaluation, Professionalism
Subject Index (cont'd.)

Fact-finding
- Public sector 832

Faculty
- Adjunct 810
- Administration relations 18, 27, 30, 35, 38, 39
- Anti-bias regulations 525
- Evaluation 15
- Governance 585, 597, 607
- Liability of 675
- Part-time 791
- Selection 19
- Senate 588, 623, 627, 738, 762
- Status, in bargaining 39

See also: Academic freedom, Efficiency, Faculty attitudes, Faculty rights, NLRB, Professionalism, Roles

Faculty attitudes 539-570
- Administration 39, 540, 553-54
- Board 819
- Collective bargaining 191, 194
- Collegiality 182
- Community colleges 353, 547, 819
- Contracts 659, 668
- Institutional goals 552, 553, 554
- Job satisfaction 544, 568
- Medical schools 182
- NEA 546
- Predictors of 548, 550
- Voting patterns 539, 541, 543, 545, 555-560, 563-565

See also: Academic freedom, Collegiality, Elections, Faculty, Roles, Voting patterns

Faculty professional associations, see Professional associations

Faculty rights 434, 476, 495

See also: Confidentiality, Professionalism, Right to privacy

Faculty senate, see Faculty-Senate

Faculty unions, see Unions

Fair Labor Standards Act
- Equal pay 452
- Right to privacy 496

Federal employment guidelines, regulations, see Affirmative action, Contract compliance, Contract revocation, Discrimination

Federal funds, see Affirmative action; Contract compliance, Contract revocation

Federal legislation, see Legislation-Federal

Ferris State College (Mich.) 155, 156, 990

Financial exigency, see Institutional planning, Retrenchment, Tenure

Financial settlements, see Back pay, Salaries

Finger Lakes Community College (NY) 161

Florida 78, 410-414, 561, 570, 597, 757-8, 842, 960, 970, 982

Florida A & M University 570

Florida State University 78, 561

Fordham University (NY) 772

Frederick Community College (Md.) 434

Freedom of speech, see Academic Freedom

Fringe benefits 571-581
- Health care 572
- Insurance coverage 178
- Maternity leave 1008
- Medical schools 572
- Non-discriminatory 49, 55, 96, 136, 573, 576
- Pensions 55, 96, 136, 573, 574
- Pregnancy - insurance coverage 386
- Retirement 49, 575-78
- Survey 280(2:5)
- Unemployment insurance 578-81

See also: Affirmative action, Discrimination, Women

Gaston College (NC) 611

Geneseo Community College (NY) 803-4

Georgia 415-417, 861

Goddard College (Vt.) 500, 785-6, 788

Gogebic Community College (Mich.) 793

Good faith bargaining 444, 802

Governance 18, 35, 37, 310, 582-643
- Academic dean 638
- Academic vs. union 590
- Canada 616
- Case study 394
- Collegiality 602, 620
- Community college 582, 594-95, 608, 612, 615-17, 621-22, 626, 632, 636, 639, 640
- Decision-making 593, 608
- Dept. chairmen 509. See also Dept. chairmen
- Education coord. 587
Subject Index (cont'd.)

Governance (cont'd.)
- Faculty 585, 597, 607
- Faculty senate 588, 603, 623, 627
- Forms of, 629
- Impact of collective bargaining on, 586, 613-14, 622, 628
- Jurisdictions 629
- Models of, 590, 605-06
- Multi-campus 597, 643
- Physical education departments, 601
- Presidential autonomy 609, 624
- Regents 618, 634-35
- State colleges 604, 619
- Student involvement 611, 918. See also: Students
- Tenure 941
- Trustees 607, 626, 954
- Union views 954
- Unions 584, 596, 603
See also: Administration, Department chairman, Faculty, Trustees

Grievance procedures 644-654, 923
- Arbitration 645-46
- Case study 651
- Community colleges 649-50
- Contracts-analysis 644, 648-49, 651-53
- Planned procedures 644, 647
- Public sector 654
- SUNY 651-53
See also: Arbitration procedures, Impasse resolution

Guidelines, see Affirmative action

Guilford Technical Institute (NC) 475

Harvard University (Mass.) 105
Hawaii 239, 299, 363, 790
Health care benefits 572, 1008
Houston Baptist University (Texas) 6
Howard University (Washington, DC) 756, 996

Idaho 418
Illinois 152-54, 355, 369, 419-24, 517, 867, 877, 930
Illinois Institute of Technology 422-23

Impasse resolution 161, 310, 655-657
- Canada 329, 337
- Community colleges 655

Impasse resolution (cont'd.)
- Collective bargaining, impact of 657
- Techniques 656
See also: Arbitration procedures, Grievance procedures

Indiana 425-26, 717, 828
Indiana University 426, 828
Indiana University of Pennsylvania 41

Inflation, see Institutional planning
Institutional planning 658-669
- Budgets, restrictive 659, 665, 925
- Community colleges 343, 662
- Flexible planning 275
- Inflation 658, 659
- Multi-campus systems 663
- Politics 667
- Private institutions 660, 667, 669
See also: Retrenchment

Insurance coverage, see Fringe Benefits

Iowa 192, 427, 428
Iowa Central Community College 428

Jackson Community College (Mich.) 157

Job satisfaction, see Faculty attitudes
Judicial review 426
Junior colleges 250, 340. See also: Community colleges

Kent State University (Ohio) 476
Kentucky 1, 429, 430
Kirtland Community College (Mich.) 792
Kutztown State College (Pa.) 168

Labor law 670-674. See also: Court cases, Legal issues, Legislation, Legislation - Federal, Legislation - State

Labor Studies Center 961
LAIRS (Labor Agreement Information Retrieval System) 370
Lake Michigan College 443-445, 477, 868
Lakeshore Technical Institute, (Wis.) 176
Subject Index (cont'd.)

Late notice, see Non-renewal
Laval University (Quebec) 184
Law schools 2
  . Bargaining units 186
  . Collective bargaining 243

Laws, see Court cases, Labor law, Legal issues, Legislation, Legislation - Federal, Legislation - State

Legislation - State (cont'd.)
  . State leaders-opinions 710
Lehigh University (Pa.) 8
Librarians 727-733
  . Academic governance 732
  . ACRL 727
  . Attitudes 729, 730
  . Bargaining units 730, 782
  . Contracts, renewal 427
  . Faculty status 727, 731, 732
  . NLRB decisions 770, 782
  . Professional assoc. 733
Lincoln Technical Institute (NJ) 87
Long-range planning, see Institutional planning
Longwood College & Virginia Polytechnic Institute (Va.) 501
Louisiana 978

Management attitudes 277
Management rights
  . Contracts 360
Manitoba, Canada 750
Marquette General Hospital, Inc. (Mich.) 766
Maryland 432-435, 538, 719, 843
Massachusetts 105, 344, 362, 374, 436-442, 759-765, 835, 912, 954, 964

Maternity leave 1008
Medical schools
  . Bargaining units 766, 775
  . Discrimination 527
  . Faculty attitudes 182
  . Employees, definition of 491, 492
  . Fringe benefits 572
  . NLRB 741, 775
Memorial Hospital of Fremont County, (Wyoming) 751
Mercy College (NY) 773
Merit clauses 280(3:3)
Merit increases 169
Miami-Dade Junior College (Fla.) 410
Subject Index (cont'd.)

Michigan Labor Mediation Act 444  
Michigan State University 541, 556, 929  
Mid-Plains Nebraska Technical College 455  
Midwest Business College (Colo.) 752  
Milwaukee Area Techn. College (Wis.) 177  
Minnesota 188, 368, 385, 446-449, 794, 914, 979, 980  
Minnesota State College Board 446-449  
Missouri 97, 450  
Mitchell College (Conn.) 753  
Monroe Community College (NY) 162  
Montana 451-455  
Murray State University (Kentucky) 1  
National Academy of Sciences (Washington, DC) 408  
National Labor Relations Act 692, 708  
National Labor Relations Board, see NLRB  
NEA 111, 301, 308, 409, 546, 687, 835, 869, 954, 970, 971, 977, 978, 980-983, 985, 992, 993  
Nebraska 451-455  
Negotiations 734-735  
Community colleges 734  
Conduct 258, 734  
Negotiators 220, 247, 319  
Nevada 456  
New Hampshire 457-458, 721, 795  
New Jersey 39, 205, 358, 369, 373, 459-461, 590, 769-790, 796-798, 846, 866, 875-76, 878, 880, 925, 943  
New Jersey State Colleges 460, 866, 875  
New Mexico 462  
New York City Board of Higher Education 465  
New York Institute of Technology 467  
New York University 78, 464, 472, 539, 774  
New York University Medical Center 775  
Niagara University (NY) 776  
NLRB 736-789  
Arbitrability 743  
Arbitration, deferral to 737  
Bargaining units 736, 739, 741  
See also NLRB Decisions  
Colyer Doctrine 737, 743  
Department Chairmen 512 - See also NLRB Decisions  
Faculty Senate 738, 762  
Faculty Status 739, 758, 762  
Jurisdiction of, 24, 442, 739, 740, 744, 756, 764  
Medical Schools 741 - See also NLRB Decisions  
Private Institutions 739  
Scope of bargaining 778  
NLRB Decisions 736-789  
See also pages 150-151 for listing by the parties  
NLRB Decisions - Colleges  
Boston University 759, 765  
Carleton University, (Ontario, Canada) 746, 747  
College of the Holy Cross, (Mass.) 761  
The Cooper Union, (N.Y.) 771  
Emerson College, (Mass.) 760  
Fordham University, (N.Y.) 772  
Goddard College, (Vt.) 785, 786, 788  
Howard University, (Wash., D.C.) 756  
Marquette General Hospital, (Mich.) 766  
Memorial Hospital of Fremont County, (Wyo.) 751  
Mercy College, (N.Y.) 773  
Midwest Business College, (Colo.) 752  
Mitchell College, (Conn.) 753  
New York University 774  
New York University Medical Center 775  
Niagara University, (N.Y.) 776  
Northeastern University, (Mass.) 762, 763  
Northland College, (Wis.) 789  
Notre Dame University of Nelson, (B.C., Canada) 748  
Princeton University, (N.J.) 770  
Quinnipiac College, (Conn.) 754  
Rensselaer Polytechnic Institute, (N.Y.) 777
Subject Index (cont'd.)

NLRB Decisions - Colleges (cont'd.)
- Robert Morris College, (Pa.) 782
- St. Francis College, (Pa.) 783
- St. John's University, (N.Y.) 778
- Saint Mary's University, (Nova Scotia, Canada) 749
- Stevens Institute of Technology, (N.J.) 769
- Swarthmore College, (Pa.) 781
- Trocaire College, (N.Y.) 779
- Tuskegee Institute, (Ala.) 745
- University of Detroit 768
- University of Manitoba, (Manitoba, Canada) 750
- University of Miami, (Fla.) 757, 758
- University of New Haven, (Conn.) 755
- University of Vermont 787
- Wentworth College of Technology, (Mass.) 764
- Yeshiva University, (N.Y.) 780

NLRB Decisions - States (See bibliography 736-789)

NLRB Decisions - Subject
- Board of Regents 784
- Court jurisdiction over 751
- Department Chairmen 747, 760, 776, 783
- Discrimination 761
- Election dispute 751
- Election history 746
- Faculty classification 758, 762
- Faculty Senate 738, 762
- Librarians 770, 782, 783
- Medical Schools 766, 775
- Order for election 752-755, 760, 763, 765, 767, 769, 770, 774, 776, 779, 780, 783, 788, 789, 996
- Refusal to bargain 773
- Scope of bargaining 778
- Tenure 761
- Title VII 781
- Union access to information 759

NLRB Decisions - See also Bargaining Units, Elections

No agent vote 549, 564
- Albion College 560
- Michigan State University 541, 556
- New York University 539
- Non-renewal (contracts) 3, 5, 6, 8, 9, 12, 379, 389, 392-394, 414, 417, 418, 425, 440, 494, 505
- North Carolina 473-475, 611, 722
- Northeast Wisconsin Techn. Institute 778
- Northeastern University (Mass.) 762, 763
- Northland College (Wisc.) 789
- Notre Dame University of Nelson (B.C., Canada) 748
- Nova Scotia, Canada 749

Office of Civil Rights, see Affirmative Action
- Ohio 167, 476-478, 530, 548, 567, 577, 627, 635, 944
- Ohio State University 567
- Oklahoma 12
- Onondaga Community College (NY) 163-66
- Ontario (Canada) 150, 333, 746, 747
- Ontario College of Applied Arts and Technology 150, 333
- Oregon 239, 294, 345, 479, 806, 903, 906, 915
- Oregon College of Education 806
- Pace University (NY) 471
- Pennsylvania 8, 26, 41, 168-175, 286, 373, 375, 480-492, 543, 545, 555, 558-59, 563, 563, 723-74, 781-83, 807-08, 844, 870
- Pennsylvania State College System 168-174, 545, 555, 558, 559, 565
- Pension benefits
  - Affirmative action 136
  - Equal 573, 574
  - Title IX 96
  - Women 55
- PERB decisions 790-809. See also page 151 for listing of PERB decisions by the parties
- PERB decisions - colleges
  - Adirondack Community College (NY) 801
Subject Index (cont'd.)

PERB decisions - Colleges (cont'd.)
  Bergen Community College (NJ) 796
  Bucks County Community College (Pa.) 807
  Columbia-Greene Community College (NY) 799
  Community College of the Finger Lakes (NY) 802
  Genesee Community College (NY) 803, 804
  County College of Morris (NJ) 797
  Gogebic Community College (Mich.) 793
  Kirtland Community College (Mich.) 792
  Oregon College of Education 806
  Schenectady County Community College (NY) 805
  Suffolk County Community College (NY) 808
  Temple University (Pa.) 808
  University of Hawaii 790
  University of Minnesota 794
  Western Michigan University 791
  Western Wisconsin Technical Institute 809

PERB decisions - States; see Bibliography 790-809

PERB decisions - Subject
  Arbitration 800
  Bargaining units 447, 792, 794, 796, 797, 799, 801, 803-808
  Contract violation 800
  Election results 791
  Exemptions 795
  Good-faith bargaining 802
  Judicial review 448, 449, 479
  Representation petition 793
  Scope of bargaining 798
  Unfair practices 798, 809
  Union dues - 790

Performance evaluation 15, 818, 823.
  See also: Professionalism
  Personnel administration 23, 25, 30, 31, 110, 819.
  See also: Personnel relations

Personnel files (cont'd.)
  See also; Student rights
  Personnel practices
    Affirmative action 62, 91, 92, 101, 110, 123, 128
    See also: Students-Personnel workers
  Personnel relations 810-814.
  See also: Personnel administration, Personnel practices
  Physical education departments 601
  Police surveillance 400
  Politics, see Students - Lobbying
  Portland Community College (Oregon) 345
  Portland State University (Oregon) 903

Preferential rehiring 158, 483
  Presidency 22, 40, 41
    Attitudes 26, 213, 964, 965
    Community colleges 32, 33, 39, 213
    and Faculty relations 18
    and Governance 609, 624
  Princeton University (NJ) 770

Privacy, see Right to privacy, Confidentiality

Private vs. public institutions 223, 251, 296, 305, 318, 484, 660, 667
  NLRB 739

Probation 8
  Professional associations 190, 226
    and Academic freedom 4
  Professional associations, see also Unions

Professionalism 815-824
  Collective bargaining, effect on 820, 822, 824
  Confidentiality 815
  Education policy and collective bargaining 822, 824
  Evaluation 818, 823.
  See also: Performance evaluation
    Faculty responsibility 816
    Role 8, 819
  See also: Faculty Promotions
    Affirmative action 91
    Arbitrability of, 162, 166, 419, 420
    Denial of, 174

Public Employee Relations Act
  Definition of public employee 491, 492
Subject Index (cont'd.)

Public Employment Relations Board, see PERB
Public institutions; see State institutions, Private vs. public institutions
Public sector labor relations 42, 825-833
  Bargaining 283
  Fact-finding 832
  Grievance procedures 654
  Legislation 680-81, 687-88, 690, 693-696, 702, 709, 715, 717, 719-21, 723, 725, 827, 831
  Organizations 835
  Scope 825, 829
  Strikes 872, 874, 880, 882
  Students 897
Puerto Rico 493-495
Quebec 151, 184, 189
Quinnipiac College (Conn.) 754
Racial discrimination, see Affirmative action, Discrimination, Women
Recognition clauses 280(3:4)
Regents, see Governance
Regulations, see Accountability, Affirmative action
Renewal of contracts 446, 493, 497, 498
  Automatic 427
  See also: Non-renewal
Rensselaer Polytechnic Institute (NY) 777
Retirement
  Act. 1974 578
  Early 173, 175, 575, 945
  and Employment contract 474
  Equal benefits 576
  Mandatory 478, 577, 944
  Women 49, 576
  See also: Tenure
Retrenchment 428, 506, 834-848
  Community colleges 841
  Minorities 836, 838
  Reliring 483
  Relocating 843
  Retraining 842
  Rights 848
Retrenchment (cont'd.)
  Seniority 836
  Tenure 925
  See also: Institutional planning
Reverse discrimination 99, 108, 133, 451, 452, 520, 531
Rhode Island 364, 509, 877, 984
Rhode Island Junior College 509, 877
Rider College (NJ) 596
Right to privacy 496, 503
Right-to-work
  Lawsuit 385
Rights, see Administration rights, Faculty rights, Management rights
Robert Morris College (Pa.) 782
Rodda Act 709
Roles
  Administration 18, 29
  Presidents 32, 33, 39, 41
Rutgers University (NJ) 846
Salaries 849-864
  Arbitration awards 151, 163, 167, 172
  Budget cuts, effect of 851, 856, 862
  Community Colleges 854
  Cost-of-living increase 850
  Court cases 453, 454
  Equal pay 53, 130, 526, 855
  Impact of collective bargaining on 849, 854
  Increases 852, 858, 861, 863, 864
  Salary freeze 445, 851, 860
  See also: Back pay, Merit increases, Student employees-Wages
Salem College, N.C. 474
San Jose State University (Calif.) 396
Schedules 160
Schenectady County Community College (NY) 805
Sex discrimination, see Affirmative Action, Discrimination, Reverse discrimination, Women
Shanker, Albert 200
Shippeasburg State College (Pa.) 844
Sick leave 156
  See also: Fringe benefits
Smith College (Mass.) 436, 437
Subject Index (cont'd.)

Solano College (Calif.) 397
Somerset County College (NJ) 373
South Dakota 784
Southeast Community College
 (Nebraska) 453, 454
Southeastern Massachusetts University 374
Southern Illinois University 930
Southwestern College (Calif.) 149
Sports
  Affirmative action regulations 63, 65, 73, 79, 98, 109, 118, 125, 535
  See also: Physical education department
St. Francis College (Pa.) 783
St. John's University (NY) 778
St. Lawrence University (NY) 883
St. Louis University (Missouri) 97
St. Mary's University (Nova Scotia, Canada) 749
State Colleges of Arizona 390
State legislation, see Legislation
State institutions 212, 215, 223, 248, 255, 273, 604, 619, 842

  Immunity of 485
State University of New York 280(2:3), 651-653, 946
Statewide planning 303, 667
Stevens Institute of Technology (NJ) 769
Strikes 310, 865-883
  Attitudes 872
  Chicago City College 867
  Contempt conviction 867
  Graduate students 871, 881
  Illegal 443, 477, 717, 868
  Lake Michigan Community College 868
  Legality 872, 874
  Morris College, Pittsburgh 870
  No-strike clause 882
  Public sector 717, 874, 880, 882
  University of Michigan 871, 881
  Student employees
    Graduate workers 871, 881, 888, 914
    Personnel workers 884, 885, 897
    Status 884, 885
    Strike 871
  Wages, subminimum 894, 904, 908

Student rights 402, 407, 916
  Buckley Amendment 890, 891
  Personnel files, access to 886, 890, 891, 896, 899, 910
  See also: Personnel files
Students 884-918
  Attitudes 191, 567, 887, 888, 895, 917
  Collective bargaining - Impact of 887, 890, 897, 900, 917
  Collective bargaining - Involvement in 298, 887, 892, 895, 902, 903, 906, 909, 911, 912, 914, 915, 918
  Collective bargaining - Legal right to involvement 892, 906, 911, 915
  and Governance 611
  Lobbying 901, 905
Suffolk County Community College (NY) 800
Suspension 149, 390
Swarthmore College (Pa.) 781
Syracuse University (NY) 466, 469, 470

Teachers Insurance and Annuity Association 578
Teaching assignments 157, 171, 176
Technical colleges 192. See also: Community colleges
Temple University (Pa.) 484, 491, 543, 563, 808
Tennessee 496, 497
Tennessee Technical University 496
Tenure 919-948
  Academic freedom 378, 413, 456, 502
  Administrative position 168
  Affirmative action 56, 62
  Arbitration awards 164
  Collective bargaining 926, 942
  Community colleges 923, 948
  Denial of 467
  Discrimination 761
  Dismissal 397, 459, 927, 943
  Due process 948
  Financial exigency 932
  Governance 941
  Granting of 435, 464, 465, 473
  Grievance procedures 923

178
168
Subject Index (cont'd.)

Tenure (cont'd.)
  Layoff 919
  Legal issues 931, 936, 939
  NLRB decisions 761
  Quotas 920, 922, 924
  Retirement 478, 944, 945
  Sex bias 527, 528
  Tenured contracts broken 930
  Title VII 934
  Transfer 424
  Unfitness to teach 431
  See also: Academic freedom, Administration, Arbitration awards, Court cases, Dismissal, Due process, Non-renewal, Non-tenured faculty, Retrenchment, Suspension

Texas 6, 498, 499, 534
Texas Woman's University 499
Thornton Community College (Ill.) 153, 154, 877
Title VII 399, 404, 406, 408, 415, 416, 429, 430, 500, 781, 934. See also: Affirmative action, Discrimination, Women

Title IX 377, 439, 522. See also: Affirmative action, Discrimination, Women

Transfer of faculty 424
  See also: Retrenchment-Relocating

Trinity College (NY) 779
Trustees 18, 949-957
  Attitudes 191, 954
  Community colleges 950, 953, 955
  Personal liability 875, 952
  Role 626, 951
  and Unions 953, 957
  See also: Administration, Faculty, Governance

Tufts University (Mass.) 441
Tuskegee Institute (Ala.) 745

Two-year colleges, see Community colleges

Unemployment insurance 579, 580, 581
Unfair labor practices 24, 257, 798, 809
  Complaint dismissal 480
  Union busting 445, 507
Uniform testing guidelines, see Affirmative action - Guidelines

Union security 280(2:2)
Unionism, rejection of 221
  Effect on bargaining 196
  See also: No agent vote

Unions
  Access to information 759
  and Administration 994
  Adversary roles 986
  Appointment of professors 989
  Attitudes 191, 954
  Authority 979
  Censure 988
  Discipline 672
  Fees 980, 990
  and Governance 584, 596, 603
  History 969, 976
  Leaders 954
  Messengers 970, 977-78, 992
  Objectives 975
  Organization difficulties 983
  See also: Bargaining units, Elections, Governance, Name of union

Unit determination, see Bargaining units, Elections, Faculty attitudes, No-agent vote, Unions, Voting patterns

U.S. Department of HEW, see Affirmative action

University of Alabama 389
University of Alberta Canada 337
University of Bridgeport (Conn.) 877
University of California 391
University of California (Berkeley) 265

University of California (Los Angeles) 400
University of Chicago (Ill.) 517
University of Colorado 402, 966
University of Delaware 293, 404, 405, 508
University of Detroit 768
University of Florida 412
University (System) of Georgia 417
University of Hartford (Conn.) 403
University of Hawaii 363, 790
University of Kentucky 430
University of Manitoba (Manitoba, Canada) 750
University of Maryland 432, 433, 435, 538

179
179
Subject Index (cont'd.)

University of Massachusetts 912
University of Miami, (Fla.) 411, 413, 757, 758
University of Michigan 148, 313, 863, 871, 881, 1005
University of Minnesota 188, 794, 914
University of Nebraska 451, 452
The University of Nevada System 456
University of New Hampshire 457, 458
University of New Haven, (Conn.) 755
University of New Mexico 462
University of Oklahoma 490
University of Pennsylvania 493, 494
University of Puerto Rico 497
University of Quebec 151, 189
University of Rhode Island 364
University of Science and Arts of Oklahoma 12
University of South Florida 414
University of Tennessee 497
University of Texas 534
University of Vermont 787
University of Washington 503
University of Wisconsin 506, 857, 858
Utah 137, 139, 882

Valencia Community College, (Fla.) 597
Vermont 500, 785, 786, 787, 788
Virginia 501, 725, 998
Vocational schools 192. See also: Community colleges

Voting Patterns 564
Albion College, (Mich.) 560
Michigan State University 541, 556
No bargaining option 557
New York University 539
Pennsylvania State Colleges System 545; 555, 558, 559, 565
Temple University 543, 563

Wages, see salaries
Washington 239, 354, 502-504, 726
Washington State Community College 354, 502
Wentworth Institute and Wentworth College of Technology, (Mass.) 442, 764

West Chester State College, (Pa.) 173
West Virginia 505, 634
West Virginia Institute of Technology 505
Western Kentucky University 429
Western Michigan University 791
Western Wisconsin Technical Institute 809
Wilmington Institute, (Del.) 406
Wisconsin 176-178, 300, 506, 507, 789, 809, 857, 858, 997
Women 998-1009

Affirmative action 50, 81, 103, 118, 124, 127, 533
Canada 124
Courts 78. See also: Court cases
Directories 999
Faculty 1002, 1009
Higher education 1000
Maternity leave 1008
Minorities 92, 998
Pension benefits 55
Retirement 49
Salaries 130
Sports 63, 65, 73, 79, 118
Tenure 528
Unions 1006, 1007
Women's rights organizations 407, 409, 1007

See also: Affirmative action, Court cases, Discrimination, Reverse discrimination

Working Conditions
Contract vs. no-contract 338
Workload 153, 280(2:1). See also: Class size

Yeshiva University, (N.Y.) 780
Youngstown State University, (Ohio) 167, 365
RESOURCES AND PERIODICALS

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Journal of the College and University Personnel Association (q)

LMRS Newsletter (m)
Labor Arbitration in Government (AAA) (m)
Labor News Memorandum (New York State) (w)
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Library Journal

Monthly Labor Review (U.S. Department of Labor)

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Research Program on Faculty Governance
School of Education
University of Michigan
Ann Arbor, Michigan 48104

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210 Hayes Hall
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National Press Building
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Stanford University
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816 State Street
Madison, Wisconsin 53706
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Education Division
National Center for Education Statistics
Washington, D. C. 20202

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2521 Channing Way
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GLOSSARY

Academic freedom - A university teacher should be free from institutional censorship or discipline and is entitled to intellectual freedom in research and/or publications. Implicit in the term is that a position imposes special obligations re. introduction of controversial matter which has no relation to the teacher's subject. Limitations of academic freedom because of religious or other aims of the institution should be stated in writing at the time of appointment.

Accountability - In higher education, the term refers to demands that the institutions, and individuals that provide educational services, must be "accountable" to one or more groups in some aspect of their behavior such as validity of objectives, effectiveness of expenditures, day-to-day performance of their functions, or educational results of activities, i.e., must account for their performance.

Across-the-board increase - A general wage increase simultaneously affecting all or most employees in a plant, company, or industry, by way of a uniform cents-per-hour or percentage increase.

Administrative law judge - Official who conducts hearings and makes recommendations to the NLRB or other government agency. (Formerly called a trial or hearing examiner.)

Advance notice - An announcement of an intention to carry out a certain action in sufficient time to prepare for it, such as notifying management of union's intention to modify a collective bargaining agreement, or notifying a worker that he will be laid off.

Affirmative action - Compliance with federal guidelines set down by the Department of Health, Education and Welfare for the purpose of advancing occupational and/or educational interests of specific minorities. Elements of affirmative action include employment practices, testing and validation, and promotion procedures.
Affirmative order - Command issued by a labor relations board requiring the persons found to have engaged in unfair labor practices to take such steps as will, so far as possible, undo the effect of such practices.

Agency shop - Provision of a collective bargaining agreement which requires that all employees in the bargaining unit who do not join the employer organization pay a fixed amount, usually the equivalent of union dues, as a condition of employment to help defray the organization's expenses as bargaining representative.

Agent - Person acting for an employer or a union.

Agreement - A written agreement (contract) arrived at as the result of negotiation between an employer or a group of employers and an employee organization or group of organizations. It usually contains such provisions as the conditions of employment (wages, fringes, hours of work, etc.) and the procedures to be used in settling disputes during the term of the contract.

Amendment of certification - see "Clarification of Unit."

Annual improvement factor - Wage increases, granted automatically each contract year, which are based on increased employee productivity.

Annual wages - Sometimes used in a general sense to refer to total earnings received during a year; more particularly used in connection with plans whereby workers are guaranteed a minimum amount of wages or employment each year.

Anti-certification strike - Strike designed to force an employee to cease recognizing a union which has been certified as bargaining agent and to recognize the striking union instead. This is an unfair labor practice under the Taft-Hartley Act.

Anti-Injunction Law (Norris-LaGuardia Act) - A federal law passed in 1932 which restricted the rights of U.S. courts to issue injunctions aimed at restraining activities of labor unions. The Taft-Hartley Act of 1947 restored some injunctive power to the courts.
Anti-strikebreaking Act (Byrnes Act) - A federal law passed in 1936 which prohibits the interstate transportation of "any person who is employed or is to be employed for the purpose of obstructing or interfering by force or threats with the peaceful picketing by employees during a labor controversy, or the exercise by employees of any of the rights of self-organization or collective bargaining."

Antitrust laws - Federal and state statutes to protect trade and commerce from unlawful restraints and monopolies. For many years used to restrict union activities such as strikes, picketing, and boycotts, recently their use in labor cases has been limited by statute and judicial interpretation.

Arbitration - The process of referring disputes between employers and employees (or between two rival unions) to the decision of impartial adjudicators. While an arbitrator's decision is legally binding, arbitration differs from judicial process in that the disputants have voluntarily agreed to refer the matter to arbitration and have themselves selected the arbitrator, and hearings are usually much less formal than court proceedings. Also, the arbitrator may make independent investigations. Disputes as to "rights" are adjudicable under the laws or agreements on which the rights are based, whereas disputes as to "interests" involve questions of policy which are not yet contractualized.

Arbitrator - An impartial third party to whom disputing parties submit their differences for decision (award).

Area agreement - An employer-union agreement which covers all or most of the establishments and workers in a given industry within a geographical region, usually more extensive than a city or metropolitan center. Unlike an association agreement it is signed individually by each employer concerned.

Assessments - A monthly, annual, or single charge levied by the union on each of its members for a special purpose not covered by regular dues.

Association agreement - An agreement negotiated and signed by an employers' association on behalf of its members, with a union or a joint board representing several unions. An association agreement may cover all or most of the employers within an industry throughout the country or in a single city or locality.
Authorization card - Statement signed by an employee designating an employee organization to act as his representative in collective bargaining. An employee's signature on an authorization card does not necessarily mean that he is a member of the organization.

Automatic wage adjustment - A plan whereby wage rates are raised or lowered according to an established formula in response to other specified changes such as changes in the cost of living prevailing to wages, business profits, or prices.

Automatic wage progression - A plan by which wage rates of workers in jobs with established rate ranges are increased automatically at set time intervals until the maximum rate for the job is reached. Some plans combine automatic progression up to a specified point (for example, the midpoint) within the range, with discretionary increases up to the maximum based on merit or other factors.

Automation - The substitution of machines for human labor and skills.

Avoidance of a forfeiture - If an agreement is susceptible of two constructions, one of which would work a forfeiture and one of which would not, the arbitrator will be inclined to adopt the interpretation that will prevent the forfeiture.

Award - In labor-management arbitration, the final decision of an arbitrator, usually binding on both parties to the dispute.

Back pay - Wages due an employee for past services, usually representing the difference between money already received and a higher amount owed.

Back-to-work movement - A return of strikers to their jobs before their union has declared the strike ended.

Bargainability - see "Scope of Bargaining."

Bargaining agent - see "Agent."
Bargaining representative - Any organization, agency, or person authorized or designated by an employer, employee, group of employees, or employee association to act on its behalf and represent it or them.

Bargaining rights - Generally used with reference to workers' rights to bargain collectively with their employers as established by law and judicial interpretations.

Bargaining unit - A group of employees who voluntarily unite, or by decision of a government agency such as the NLRB, are deemed to be an "appropriate" unit for bargaining collectively with their employer (or employers).

Base rate - Under incentive wage systems, the rate for the established task or job standard, production beyond standard bringing extra pay.

Best Evidence Rule - The rule of evidence that the best evidence of which the case is susceptible and which is within the power of the party to produce, or is capable of being produced must be adduced in proof of every disputed fact.

Bidding - System of having vacant jobs posted on bulletin boards or otherwise circulated, with present employees having the privilege of applying on basis of their seniority.

Binding arbitration - see "Arbitration."

Blue-collar workers - Term used to describe manual workers, i.e., production and maintenance workers. In higher education, blue-collar employees are sometimes referred to as "other than faculty" personnel.

Board of inquiry - A board appointed by the President under the Labor Management Relations Act, to examine and report on facts and positions of parties in a "national emergency" dispute. Term also used for any board set up by public agency to investigate a labor dispute. (see also "Fact-Finding."

Boards of mediation - The various state mediation agencies that perform services in the furtherance and assistance of arbitration.

Bona fide union - A union chosen or organized freely by employees without unlawful influence on the part of their employer.
B; (Cont'd.)

**Bonus.** - Any payment in addition to regular or base wages; may be in the form of a Christmas bonus or other annual allotment or may refer to extra rates paid for nightwork, overtime, hazardous work, etc. Also used in connection with incentive wage systems to designate amounts earned in excess of base or guaranteed rates.

**Boycott.** - A concerted effort to withhold and to induce others to withhold the purchase of goods or services produced in a nonunion plant or by an employer accused of objectionable labor practices.

**Bumping.** - During layoffs, the displacing of junior employees by workers of longer service; sometimes referred to as "backtracking."

**Business agent.** - A person employed by a local union to assist in negotiating agreements with the employer, help settle grievances, and see that both employers and members observe the terms of the agreement. A business agent's duties are similar to those of a union steward but the latter are company employees who continue to work at their regular jobs, while a business agent is a full-time representative of the union. Business agents are most common in the building trades unions.

**Business unionism ("bread-and-butter" unionism).** - Used to characterize objectives of trade union movement in United States, with emphasis on higher wages and better working conditions rather than political action or radical reform of society.

**Byrnes Act.** - see "Anti-strikebreaking Act."

\[C:\]

**Card check.** - Checking union authorization cards signed by employees against employer's payroll to determine whether a union represents a majority of the employer's employees.

**Carnegie Commission Reports.** - In-depth reports by the Carnegie Commission on Higher Education that have served as informational resources for policy-makers in universities, government and business organizations. The Commission's investigations have included Federal funding, expanding educational opportunity, community college development, campus dissent, effective use of resources, financing higher education, etc.
Casual workers - Workers employed for short periods of time who attain no seniority status with either the employer or the union.

Cease-and-desist order - Command issued by a labor relations board requiring employer or union to abstain from unfair labor practice.

Certification - Official designation by a labor board of a labor organization entitled to bargain as exclusive representative of employees in a certain unit.

Challenged ballot - A vote questioned by one of the parties to a representation election. Challenged ballots are kept sealed and are opened and counted only if their number is sufficient to affect the outcome of the election.

Charge - Formal allegations against employer or union under labor relations acts on the basis of which, if substantiated, a complaint may be issued by the board or commission.

Check-off - The practice whereby the employer, by agreement with the union, withholds union dues and assessments from the pay of union members and turns the funds over to the union. The 1947 Labor-Management Relations Act and the state laws permit check-off only for those employees who individually authorize the employer to make such withholdings.

Clarification of unit - A procedure where an administrative agency or the employer and union, by stipulation, redefine a bargaining unit.

Classified employees - A term used to designate employees of the federal government who occupy positions established by the Classification Act of 1949. Sometimes used to identify civil service titles in higher education.

Closed shop - An agreement between an employer and a union which specifies that no persons shall be employed who are not members of the union and that all employees must continue to be members in good standing throughout their period of employment. Closed shops were declared illegal by the 1947 Labor-Management Relations Act.
Coalition (coordinated) bargaining - Joint or cooperative efforts by a group of unions in negotiating contracts with an employer who deals with a number of unions.

Coercion - Economic or other pressure exerted by an employer to prevent the free exercise by employees of their right to self-organization and collective bargaining; intimidation by union or fellow employees to compel affiliation with union.

Collective agreement - see "Contract."

Collective bargaining (collective negotiations) - A method of bilateral decision making in which representatives of the employees and employer determine the conditions of employment of all workers in a bargaining unit through direct negotiation. The bargaining normally results in a written contract which is mutually binding and sets forth wages, grievance procedures, and other conditions of employment to be observed for a stipulated period. Collective bargaining is to be distinguished from individual bargaining, which applies to negotiations between an individual employee and the employer.

Collegiality - Refers to the concept of shared authority in decision-making characterized by joint faculty-administration committees or deliberation bodies.

Collusion - A conspiracy between an employer and the certified representative of his employees to defraud the employees while providing the semblance of a genuine bargaining relationship.

Community Colleges - Comprehensive public 2-year colleges that offer academic, general, occupational, remedial and continuing adult education.

Community of interest - A factor to be considered in determining whether employees should be grouped together as an appropriate bargaining unit. Community of interest guidelines include similar working conditions, similar job responsibilities, desires of the employees, common, centralized supervision or work site, common skills or educational requirements.

Company union - Organizations of employees of a single employer usually with implication of employer domination.
Constructive discharge - Unfavorable treatment of employee marked for discharge so that employee will "voluntarily" resign.

Consultation - The process through which the employer seeks the opinions and suggestions of employees and employee organizations in the formulation and implementation of policies which are likely to affect their working conditions. Consultation provides employees a greater opportunity to participate in the development of policies which are of concern to them, but it is not in the nature of a negotiating session in which two equal parties arrive at a mutually acceptable decision.

Continuous negotiating committees (interim committees) - Established by employers and employee organizations in a collective bargaining relationship to keep an agreement under constant review to discuss possible changes long in advance of its expiration date. (see also "Crisis Bargaining.")

Contract - Formal agreement over wages, hours and conditions of employment entered into between an employer or group of employers and one or more unions representing employees of the employers.

Contract-bar rules - Rules applied by the NLRB in determining when an existing contract between an employer and a union will bar a representation election sought by rival union.

Contracting - A system of having portions of the manufacturing processes sublet to contractors; common in the clothing and automobile industries.

Contributory welfare plan - A retirement pension or other benefit plan whose cost is shared (not necessarily equally) by both the employer and the employees.

Cooling-off period - Period during which employees are forbidden to strike under law which requires a definite period of notice before a walkout.

Cost-of-living adjustment - see "Escalator Clause."
Cost-of-living index - A measure of the change in the retail price of goods, rents, and services. The most widely known index, that of the Bureau of Labor Statistics, is issued every month and represents the average change in prices of living essentials in representative large cities. Correctly termed Consumers Price Index or CPI.

Craft employee - Any employee who is engaged with his helpers or apprentices in a manual pursuit requiring the exercise of craft skills which are normally acquired through a long and substantial period of training or a formal apprenticeship and which, in their exercise, call for a high degree of judgment and manual dexterity.

Craft union - A labor organization whose jurisdiction is limited to one or several allied skilled trades.

Crisis bargaining - Collective bargaining taking place under the shadow of an imminent strike deadline. (see also "Continuous Negotiating Committees.")

Cyclical unemployment - Unemployment caused by fluctuations in the economy.

Damage suits - Suits which may be brought in Federal courts, without the usual limitations, to recover damages for breach of collective bargaining contracts and for violation of prohibitions against secondary boycotts and other unlawful strike action under the Taft-Hartley Act.

Deauthorization election - Election held by the NLRB under the Taft-Hartley Act to determine whether employees wish to deprive their union bargaining agent of authority to bind them under a union-shop contract.
Decertification - A procedure for removing the designation of an employee organization as the certified bargaining representative. This is done after a petition alleging that the organization no longer represents a majority of the employees if the organization still claims to be the majority representative of said employees.

De minimis rule - In denying grievances, arbitrators sometimes apply the rule of de minimis non curat lex, under which trifling or immaterial matter will not be taken into account. Often in applying this principle the arbitrator concludes that the action complained of is such a slight departure from what is generally required by the agreement that the action must be viewed either as a permissible exception or as not constituting an injury at all.

De novo - A term used to signify an in-depth review of an action which starts at the beginning reconsidering all the evidence as contrasted with a limited or procedural review.

Department chairman (person) - Faculty member responsible for certain administrative and supervisory tasks. The position has been included in some faculty units and excluded in others.

Disability insurance - Insurance plans which cover non-occupational connected sickness and accidents.

Discharge - Involuntary dismissal of an employee for cause. A discharged employee, unlike one laid off, loses his seniority rights to re-employment.

Discrimination - "Discrimination in regard to hire or tenure of employment as a means of encouraging or discouraging membership in a labor organization," also refusal to hire, promote, or admit to union membership because of race, creed, color, sex, age or national origin.

Dismissal wage - Payment by the employer of a sum of money to an employee who is permanently and involuntarily laid off.

Dispute - A controversy between an employer and employees (or union) that is sufficiently serious to be referred to an arbitrator or government agency for settlement or to threaten or cause a work stoppage. Sometimes used as synonymous to strike or lockout but more frequently given the broader connotation to include threatened as well as actual strikes. (see also "Strike.")
D: (Cont'd.)

Domination - Control exercised by an employer over a union of his employees.

Down grading - The reassignment of workers to tasks with lower skill requirements with lower rates of pay. May occur during periods of reduction of work force through the bumping process.

Dual unionism - A charge leveled at a union member or officer who seeks or accepts membership or position in a rival union, or otherwise attempts to undermine a union by helping its rival.

Dues check-off - see "Check-off."

Dues, union - see "Union Dues."

Duty to bargain - see "Good Faith Bargaining."

E:

Earnings - Total remuneration for services rendered or time worked including overtime, bonuses and commissions, and other premium pay. (see also "Incentive Wages," "Real Wages."

EEOC - The Equal Employment Opportunity Commission, established by Title VII of the Civil Rights Act of 1964, prohibits employers or labor unions with 25 or more employees from discriminating against an individual because of race, color, religion, sex or national origin. Frequently invoked to secure equal rights for female employees.

Ejusdem generis - Under the doctrine of ejusdem generis where general words follow an enumeration of specific terms the general words will be interpreted to include or cover only things of the same general nature or class as those enumerated, unless it is shown that a wider sense was intended. Arbitrators apply this doctrine.

Employee election - Balloting by employees for the purpose of choosing a bargaining agent or unseating one previously recognized.

Employment contract - Agreement entered into between an employer and one or more employees.
F. (Cont'd.)

Equal pay for equal work - A wage plan or legal provision for the payment of the same compensation to all employees within an establishment, or other bargaining unit, who are performing the same kind and amount of work, regardless of race, sex, or other characteristics of the individual workers.

Escalator clause - A provision found in many collective bargaining agreements which is designed to keep the "real income" of the worker reasonably stable during the term of the agreement in the face of price fluctuations. It provides for periodic wage adjustments to reflect changes in the Consumer Price Index or other measures of living costs. Downward as well as upward adjustments are permitted, though there usually is a stated floor below which wages may not be reduced.

Escape period - A period, normally 15 days, during which employees may resign from a union so as not to be bound to continue membership under membership-maintenance agreements.

Exclusive representative - The employee organization certified to represent a majority of the employees in an appropriate bargaining unit and designated as the collective bargaining agent for all employees in the unit, both members and nonmembers.

Exclusivity - The right (usually provided by labor relations statutes) acquired by an employee organization to be the sole representative of the bargaining unit.

Exempt employees - Employees who are not subject to the provisions of the Fair Labor Standards Act.

Exigency - see "Financial Exigency."

Expiration date - Formal termination date established in a collective bargaining agreement, or the earliest date at which the contract may be terminated.

Expressio unius est exclusio alterius - Frequently arbitrators apply the principle that to expressly include one or more of a class in a written instrument must be taken as an exclusion of all others. To expressly state certain exceptions indicates that there are no other exceptions. To expressly include some guarantees in an agreement is to exclude all other guarantees.
Fact-finding - Investigation of an unresolved labor-management negotiation dispute by an impartial individual, board, or panel. Fact-finders are usually appointed by a labor relations agency by the parties themselves; or, at the request of the parties, by the American Arbitration Association. Fact-finders issue reports, which may be made public, and frequently make non-binding recommendations.

Faculty - Those employed by a college or university in a professional capacity. Term can refer to administrative, teaching and non-teaching personnel.

Faculty rights and responsibilities - see "Academic Freedom."

Fair employment practice - Term applied in some statutes to conduct which does not contravene prohibitions against discrimination in employment because of race, color, religion, sex, or national origin.

Featherbedding - Practices, usually by unions, such as demanding payment for work not performed, refusing to allow adoption of labor-saving equipment, and creating non-essential jobs.

Federal Mediation and Conciliation Service - The Federal Mediation and Conciliation Service's (FMCS) basic arbitration function is the maintenance of a roster from which the Service can nominate arbitrators to the parties.

Fiduciary obligation - Obligation of trust imposed by law on union officials, particularly with respect to the union's funds and the fair and disinterested representation of union members in collective bargaining.

Field examiner - An employee of the NLRB whose primary duties are to conduct certification elections and to conduct preliminary investigations of unfair labor practice charges.

Financial exigency - Fiscal situation where employer feels it is necessary to curtail programs and/or lay off employees.

Fiscal dependence - Term showing that a unit of government does not have its own revenue-raising power.
Free rider - A union term for a worker who does not belong to a union but nevertheless receives the benefits derived from a union-negotiated contract or other union activity.

Fringe benefits - Term used to encompass items such as vacations, holidays, insurance, medical benefits, pensions, and other similar benefits that are given to an employee under his employment or union contract in addition to direct wages.

Full employment - There is considerable disagreement about the meaning of full employment. Ideally, this term means an employment level at which any person willing and able to work can find employment.

Functus officio - The authority and jurisdiction of arbitrators are entirely terminated by the completion and delivery of an award. After the award has been rendered, the arbitrator should not issue any clarification or interpretation thereof, or comments thereon, except at the request of both parties, unless the agreement provides therefor.

G:

General strike - A widespread sympathetic strike in which workers attached to various industries and unions participate, in contrast to a general industry strike which is confined to one union or one industry even though plants may be widely scattered over the country.

Good-faith bargaining - The type of bargaining an employer and a majority union must engage in to meet their bargaining obligation under the Taft-Hartley Act. The parties are required to meet at reasonable times and to confer in good faith with respect to wages, hours, and other terms and conditions of employment, but neither party is required to agree to a proposal or to make a concession.

Goon - A person hired either by a union or by management during a labor dispute to create violence and thereby to intimidate the other side.
Governance - The act of collegial decision-making, peer group evaluation or administrative deliberations made in the context of running a university.

Grievance - A statement of dissatisfaction, usually by an individual, but sometimes by the union or management, concerning interpretation of a collective bargaining agreement or traditional work practices. Method of dealing with individual grievances is usually spelled out in the union contract.

Grievance committee - Committee designated by a union to meet periodically with the management to discuss grievances that have accumulated.

Gross National Product - The total value of all the goods and services produced in the nation as determined by the current prices paid for them; usually computed on a yearly basis.

Guaranteed Annual Wage (GAW) Plan - A plan whereby an employer agrees to provide his employees a guaranteed minimum of employment or income for a year. Not widely practiced, GAW has, nonetheless, been an important bargaining issue in recent years.

Guaranteed employment - A plan established by an employer or through employer-union negotiations, whereby employees are assured a specified number of days work per week or weeks per year or the equivalent in wages.

Guaranteed wage rate - The base rate or other established minimum which is guaranteed under most incentive wage systems regardless of actual output.

H:

Hearing - A meeting during which argument and testimony are taken for the purpose of developing a factual record relevant to the issue(s) in representation.

Hold-back pay - Any wages withheld by employer; most generally used in connection with the two or three days' wages earned between the end of the pay period and payday.
Illegal strike - Technically, a work stoppage forbidden by law because specified legal procedures have not been followed prior to the stoppage, or because of an injunction forbidding the stoppage. In union parlance, the term does not necessarily relate to a strike prohibited by a law but refers to a stoppage by union members which has not been authorized by the proper union officials or voted upon in accordance with the union's rules.

Immunity clause - Clause in a contract designed to protect a union from suits for contract violation growing out of unauthorized strikes. A typical clause would limit recourse of the parties to the grievance procedure of the contract.

Impartial chairman - An outside person employed jointly by the union and employer (or employers), usually for a definite period of time, to assist in negotiating and administering the collective agreements. After the contract is negotiated, it is the function of the impartial chairman to see that both parties observe the terms of the contract and to make final decisions when questions arise as to interpretation or application.

Impasse - That point in the negotiations at which either party has determined that no further progress in reaching agreement can be made. Technical impasse refers to that point at which agreement is supposed to be reached and has not, but the parties are continuing to bargain in good faith.

Improper practice - Conduct prohibited by the statute or administrative regulation, e.g., bribery by employers and labor relations consultants of union officials and conflicts of interest among union officials. The term is also used in public employment relations as a substitute for unfair labor practice.

Incentive wages - A method of wage payment by which earnings fluctuate more or less in accordance with actual output, thus providing an immediate financial stimulus to increased effort and output.

Independent union - A union that is not affiliated with the AFL-CIO. The United Auto Workers and the Teamsters are examples. There are also smaller independent unions confined to a single plant or company.
Individual contract - Agreement of employer with individual employee covering conditions of work.

Industrial relations - General term covering matters of mutual concern to employers and employees; the relationships, formal and informal, between employer and employees.

Industrial union - A labor organization whose jurisdiction includes all or most occupations, skilled and unskilled, within an entire industry.

Initiation fees - Fees required by unions as a condition to the privilege of becoming members. If such fees are excessive or discriminatory, an employer may not be held to the obligation, under a union shop, of discharging employees who do not join the union.

Injunction - Mandatory order by a court to perform or cease a specified activity usually on the ground that otherwise the complaining party will suffer irreparable injury from unlawful actions of the other party.

Interference - Short-cut expression for "interference with the right of employees to self-organization and to bargain collectively."

Internal disputes plan - A method established by constitution of the AFL-CIO for resolving disputes arising between affiliated unions. The plan designed to protect the established relationships of member unions.

International representative - Generally, a full-time employee of a national or international union whose duties include assisting in the formation of local unions, assisting in grievance settlements dealing with affiliated local unions, settling disputes within and between locals.

International union - In this country "International" refers to unions having members in Canada as well as in the United States.

Intervention - After a petition for certification has been filed, other employee organizations are permitted to intervene in the proceeding to resolve a question concerning the representation of employees if it has submitted a showing of interest. If intervention is permitted, the intervenor becomes a party for all purposes and may appear on the ballot.
Intimidation - Actual or implied threats to induce employees to refrain from joining or to join a labor organization; threats used in other aspects of labor controversies.

Job classification - The money value (base rate) attached to a job on the basis of a formal method of evaluation.

Job evaluation - The qualitative rating of jobs to determine their position in a job hierarchy according to skill, experience, responsibility, and other special requirements, for purposes of determining relative wage rates.

Joint agreement - An agreement signed by several unions with one employer or several employers with one union, or several unions and several employers. Joint agreements are frequent among allied craft unions and employers within the same industry.

Joint bargaining - Process in which 2 or more unions join forces in negotiating an agreement with a single employer.

Judicial review - Proceedings before courts for enforcement or setting aside of orders of labor relations boards. Review is limited to conclusions of law, excluding findings of fact unless these are unsupported by evidence.

Junior colleges - Public and private 2-year colleges.

Jurisdiction - Right claimed by union to organize class of employees without competition from any other union; province within which any agency or court is authorized to act.

Jurisdictional disputes - A dispute (which may or may not develop into a work stoppage) between two or more unions concerning the right to gain or retain the control of jobs in a particular trade, or the assignment of workers to these jobs. Sometimes confused with a rival union dispute but basically the issue is very different. The latter involves the question as to which one of two or more unions shall represent the workers already employed in a plant or other bargaining unit. In a jurisdictional dispute the issue is which group of workers, that are members of which union, shall have the right to be employed on the jobs in question.
Jurisdictional strikes - Some unions engage in jurisdictional strikes. In such strikes, two labor unions compete for control of the same workers.

Labor grade - The category to which a particular job is assigned on the basis of skill, experience, and other requirements, each grade from common labor to those including the highest skilled occupations having progressively higher minimum and maximum wage rates, the purpose being to simplify the wage structure and facilitate transfers of personnel.

Labor laws - Usually applied to Federal or state legislation aimed at improving the conditions of workers or protecting the rights of labor unions; any legislation pertaining to workers and working conditions.

Labor-Management Relations Act (Taft-Hartley Act) - A Federal statute passed in 1947 amending the Wagner Act of 1935. Among the important provisions of the law are: (1) the closed shop is outlawed; (2) the government is authorized to seek an injunction preventing any work stoppage for 80 days in a strike that imperils the nation's health and welfare; (3) unions are prohibited from using union funds in connection with national elections; (4) unions must file financial statements with the Department of Labor and the membership; (5) the states are authorized to pass right-to-work laws.

Labor-Management Reporting and Disclosure Act (Landrum-Griffin Act) - A Federal statute, passed in 1959, designed to rid unions of corruption and to ensure internal union democracy. It contains a "bill of rights" for union members, regulations concerning trusteeships, conditions to be observed in elections of union officers, and a definition of the fiduciary obligations of union officers.

Labor monopoly - In general economic terms, monopoly power is the ability of a seller to influence significantly the supply of a product or service and thereby exercise substantial control over price.
Labor movement - General term usually applied to organized labor and its growth, structure, and activities, but may sometimes refer to all concerted economic, political and social activities of organized employees.

Labor relations - A general term used in connection with any or all matters of mutual concern to employers and employees. Sometimes given a more limited meaning to indicate the kind of recognition in effect between an employer and union.

Labor relations board - Quasi-judicial agency set up under national or state labor relations acts, whose duty it is to issue and adjudicate complaints alleging unfair labor practices, to require such practices to be stopped, and to certify bargaining agents for employees.

Labor turnover - Rate at which workers move into and out of employment, usually expressed as the number of accessions and separations during a given period per one hundred employees.

Laches - A doctrine, by which equitable relief is denied to one who has been guilty of unconscionable delay as shown by surrounding facts and circumstances, in seeking that relief.

Landrum-Griffin Act - see "Labor-Management Reporting and Disclosure Act."

Layoff - Most frequently used in connection with dismissal from a job because of lack of work although sometimes used to refer to a temporary suspension for disciplinary reasons in contrast to a permanent discharge. Laid-off employees usually retain seniority rights to re-employment for more or less extended periods of time.

Leave of absence - Allowed time off from a job with the right of reinstatement and without loss of seniority.

Legally required benefits - Term applied to employee-benefit programs to which employers must contribute, or insurance that they must purchase for employees according to law, e.g., social security.
Living document - This term, as used by unions, expresses the belief that the terms of an agreement, particularly a long-term agreement, should be subject to review and renegotiation by the parties if conditions change or unforeseen events come about, despite the absence of a reopening clause.

Local - Group of organized employees holding a charter from a national or international labor organization.

Local union - Although the term could be applied to any labor organization whose membership is confined to a single locality, the term is generally used to refer to local organizations which have been chartered by, and are affiliated with, a national union.

Lockout - Closing down of a business as a form of economic pressure upon employees to enforce acceptance of employer's terms, or to prevent whipsawing where union bargains with an association of employers.

Long-term contract - Generally, a collective bargaining agreement with a duration of 2 or 3 years or longer, as distinguished from a 1-year agreement.

Longevity pay - Wages based on length of service; may be in the form of graduated wage rates or an extra bonus or per cent added to regular or base earnings.

Maintenance of membership - Union-security agreement under which employees who are members of a union on specified date, or thereafter become members, are required to remain members during the term of the contract as a condition of employment.

Majority representation - A determination by an appropriate agency that a certain union shall be the collective bargaining agency for all the employees within the bargaining unit.

Majority rule - Rule that the representative chosen by the majority of employees in an appropriate unit shall be the exclusive bargaining agent for all the employees.
M. (Cont'd.)

Make-up work - Work performed outside regular hours to make up for time lost, for example, work done on Saturday or on employee's usual day off.

Management - Term applied to the employer and his representatives, or to corporation executives who are responsible for the administration and direction of an enterprise.

Management prerogatives - Rights that employers feel are exclusively their own and hence not subject to collective bargaining and negotiations. These rights are often expressly reserved to employers in statute, agreements, or memoranda of understanding. They often include the right to determine the services to be performed to maintain efficiency and order, and to hire and direct the work force.

Management-rights clause - Collective bargaining contract clause that expressly reserves to management certain rights and specifies that the exercise of those rights shall not be subject to the grievance procedure or arbitration.

Marginal worker - A worker who by reason of age, mediocre skill, or other reason, is able to obtain employment only during periods when the labor supply is limited.

Master agreement - A union agreement signed by the dominant employer or several of the largest employers in an industry, or by an employers' association which includes most of the employers in the industry.

Mediation - Offer of good offices to parties to a dispute as an equal friend of each; differs from conciliation in that the mediator makes proposals for settlement of the dispute that have not been made by either party.

Meet and confer negotiations - Meet and confer laws generally extend to public employees the right to organize and to make presentations and recommendations before the appropriate legislative body which will then make a unilateral decision.
Merit increase - A wage increase granted to an individual worker because of his improved efficiency or quality of work in contrast to a longevity increase based on length of service, or a promotion increase due to a transfer to a more highly paid job, or an increase resulting from a general rise in wage levels.

Merit rating - A formalized periodic rating of employees' efficiency and other qualifications to be used as a basis for wage increases and promotions and, in some plants, as one factor taken into consideration to determine order of layoff.

Minimum wage - Lowest wage rate allowed by either Federal or state law.

Modified union shop - An agreement between an employer and a union requiring all present members to retain their membership and all new employees to become members, but does not require employees who were not members at the time the agreement was signed to join the union.

Monitorship - Supervision or surveillance of a union by an outside party, usually for a limited time, imposed by order of a court or parent union organization.

Moonlighting - The term applied to the holding of more than one job by a worker, thus suggesting that the extra job is performed "by moonlight."

More favorable terms - An agreement by a union that will not grant more advantageous terms (for example, lower wage rates) to any competitor of the employer signing the agreement.

Multiemployer bargaining - Collective bargaining covering more than one company in a given industry.

National emergency strike - Strikes which are not specifically forbidden by the Labor-Management Relations Act but which may be enjoined for up to 80 days if, in the opinion of the President, they threaten the national health or safety.
National Labor Relations Act (Wagner Act) - Federal law passed in 1935 which guaranteed workers the right to organize and join unions, to bargain collectively, and to act in concert in pursuit of their objectives. It provided for secret certification elections, and gave the union the right to be the exclusive bargaining agent for all workers in a bargaining unit and created the National Labor Relations Board to administer the law.

National union - A union having broad regional coverage with numerous affiliated locals.

Negotiating committee - Committee of a union or an employer selected to negotiate a collective bargaining contract.

Negotiation - The process by which representatives of labor and management bargain to set conditions of work, e.g., wages, hours, benefits, working conditions, and the machinery for handling grievances.

Neutrals - General term covering mediators, fact-finders, arbitrators, and other individuals who might assist the parties in their bargaining or contract administration efforts.

NLRB decisions - Administrative decisions made by the National Labor Relations Board, a federal agency governing labor conflicts (unfair labor practices, unit determinations, etc.) in the private sector.

No-agent vote - An option available in collective bargaining elections. If the no-agent box receives a majority of the ballots cast, there can be no collective bargaining and no new election scheduled for at least 12 months.

No-strike clause (and no-lockout clause) - Provision in a collective bargaining agreement in which employee organization agrees not to strike and employer agrees not to lockout employees for the duration of the contract.

Noncontributory welfare plan - A health or pension program for the benefit of employees which is financed entirely by the employer.

Nonproduction bonus - An extra payment to an employee based on a factor other than the output of the worker, such as a Christmas bonus, attendance bonus, or payment in reward for waste elimination.
Non-teaching professionals - That group of people who do not teach but who hold professional positions in a college or university. Examples include librarians and admissions counselors.

Norris-LaGuardia Act - see "Anti-Injunction Law."

Noscitur a sociis - Definite meaning may be given to ambiguous or doubtful words by construing them in the light of the entire or surrounding text.

Open admissions - A term which refers to access to institutions of higher education. Generally, it means anyone possessing a high school diploma must be accepted by a branch of the public higher education system.

Open-end agreement - A collective bargaining agreement which has no fixed termination date but which is in effect indefinitely subject to a specified number of days' notice by either party that it considers the agreement at an end.

Open shop - Theoretically, a shop where both union and non-union members are employed. Before union discrimination became illegal, the so-called "open shop" campaigns conducted by employers were in reality an effort to keep unions and union members out of their plants.

Organizational picketing - Picketing of an employer in an attempt to induce the employees to join the union.

Organizer (union organizer) - Employee of a union or federation (usually paid but sometimes a volunteer) whose duties include recruiting new members for the union, assisting in forming unions in nonunion companies, assisting in campaigns for recognition, etc.

Outlawed strike - Strike forbidden by law.

Overtime - Time worked beyond the standard established by law, employer-union agreements, or company regulations, for which "penalty" rates, that is, higher than regular wage rates, are paid. Sometimes used to refer to the wages paid rather than the actual overtime worked, for example, referring to two hours' work at time and one-half rate as being three hours' overtime.
Package increase - A combination of benefits including wage increases.

Parity - The equivalence established between the wage schedules of some categories of employees.

Past Practice - Existing practices in the plant or company, sanctioned by use and acceptance, that are not specifically included in the collective bargaining agreement, except perhaps, by reference to their continuance.

Pattern wage increase - A uniform increase awarded throughout an industry or industries even though the collective bargaining is done on a company-by-company basis.

Penalty rates - Commonly applied to extra rates paid for overtime and for Sunday and holiday work as well as hazardous or onerous work; also sometimes used to designate higher rates for nightwork, although more commonly these are referred to as shift bonus or shift differential rates.

PERB decisions - Administrative rulings made by state public employment relations boards governing labor conflicts in the public sector.

Performance evaluation - The evaluation of occupational or educational merits. Usually used for decisions regarding promotion, tenure, or non-renewal.

Permissive wage adjustment - Provisions in employer-union contracts allowing either party to re-open the question of wage rates whenever any one or a number of specified changes in conditions have taken place either inside or outside the plant, for example, changes in cost of living or general economic conditions, or changes in methods of doing the work.

Permit card - A card issued by the union to a nonmember, which permits him to accept temporary employment with an employer who has a union shop contract.

Permit fee - Money charged by a union to a nonunion applicant, which permits him to accept temporary employment on a "union job."
P: (Cont'd.)

Perquisites - Goods or services furnished by an employer which could be considered as an addition to wages; for example, free meals or lodging, right to buy goods from the employer at a discount, etc.

Picketing - A person or persons posted by a labor organization at the approach of a work place during a labor dispute for the purpose of (a) informing the public and employees that a dispute exists, (b) persuading workers to join or continue the strike or boycott, (c) preventing persons from entering or going to work.

Portable pensions - Pension plans which increase the mobility of employees by allowing them to transfer earned pension credits from one employer to another.

Preferential hiring - Agreed-upon arrangement whereby the employer gives preference in hiring to union members, to applicants with previous training and experience in the industry, to workers displaced from another plant or from another part of a particular plant, or by order of the NLRB to employees found to be discriminatorily discharged.

Preferential shop - An agreement between an employer and union whereby union members are afforded preference over nonmembers in some aspect of employment; for example, the last to be laid off and the first to be rehired.

Premium pay - Variously ascribed to extra payments over normal wage rates to which employees are entitled because of work beyond or outside of regular hours, or for output beyond established minimum standards, or for especially hazardous or onerous work.

Preventive mediation - Procedures designed to anticipate and study potential problems of employment relations. These procedures may involve early entry into a resolution of employment disputes before a strike threatens.

Private pension plans - Non-government plans providing for regular payments to employees after retirement.

Probationary employee - A new employee on a trial basis who is usually not covered by seniority or other protective rules and, under most union-shop arrangements, is not required to join the union.
Productivity - Amount produced in relation to effort or time expended; a measurement of unit output per worker or per man-hours or days worked.

Professional employee - Any employee whose work is predominantly intellectual and varied in character, involves the consistent exercise of discretion and judgment, and requires knowledge of an advanced nature in the field of physical, biological, or social science, or in the field of learning. (Work is of such a character that the output produced or the result accomplished cannot be standardized in relation to a given period of time.) Employees qualifying as "professional" under Sec. 2(12) of the Taft-Hartley Act may not be included in a unit containing non-professional employees unless the professional employees so elect.

Professional holiday - A strike by school teachers which is intended to last a short period of time, usually one or two days.

Professional negotiations - A term developed by the NEA, referring to a set of procedures, written and officially adopted, which provides an orderly method for the school board and the local association to negotiate on matters of mutual concern.

Profit sharing - A plan by which employees receive a specified proportion of the company's net earnings or of earnings above a specified amount; usually prorated according to employees' service records or other formula and distributed in the form of annual or semi-annual bonuses.

Progression wages - Graduated wages, within specified limits for each job, based on length of service or merit ratings in contrast to increased wages resulting from promotions to higher jobs.

Quickie strike - A spontaneous stoppage of work by a group of employees without the sanction or approval of the union; also known as a wildcat strike.

Quid pro quo - That which is supplied by one party in consideration of that which is supplied by the other party.
Raiding - An organization's attempt to enroll members belonging to another organization on employees already covered by an agreement negotiated by another organization, with the intent to usurp the latter's bargaining relationship.

Rank and file - Members of a union other than the officers.

Rate range - A range of rates for the same job, with specific rates of individual workers within the range determined by merit, length of service, or a combination of merit and length of service.

Ratification - Formal approval of a newly negotiated agreement by vote of the organization members affected.

Rationalization - Sometimes used as synonymous to "scientific management," that is, techniques for internal shop management which decrease costs and improve efficiency.

Real wages - The purchasing power of a dollar of wages; that is, money wages in relation to cost of living or price levels.

Recall - Process of bringing laid-off employees back to work, usually based on the same principles that governed order of layoff in inverse order (e.g., last worker laid off is first to be rehired). In union affairs, recall is a procedure for removing an officer by means of a membership vote.

Recognition - The acceptance by an employer of an employee organization as the majority representative of employees in an appropriate unit. Recognition is a major step in the establishment of a collective bargaining relationship and usually follows an election in which the majority of employees have selected an organization to represent them. Under certain conditions, employers may also voluntarily recognize an organization without an election or official certification.

Reinstatement - Return to employment of persons unlawfully discharged.
Re-opening clause - A provision in a collective bargaining agreement stating the time or the circumstances under which negotiations can be requested prior to the expiration of the contract. Re-openings are usually restricted to specific wage issues and not used for the contract as a whole.

Representation proceeding - A procedure for the purpose of determining the majority representative of employees, if any, in an appropriate collective bargaining unit or a question or controversy concerning the representation of employees for the purpose of negotiations.

Res judicata - The principle that an existing final judgment rendered upon the merits, without fraud or collusion, by a court of competent jurisdiction, is conclusive of rights, questions and facts in issue, as to the parties and their privies, in all other actions in the same or any other judicial tribunal of concurrent jurisdiction.

Restraint and coercion - Term used in Sec. 8(b)(1) of Taft-Hartley Act making it an unfair labor practice for a union to restrain or coerce employees in the exercise of their rights to join unions or to engage in union activities or in the exercise of their rights to refrain from joining unions or engaging in such activities.

Refrenchment - Refers to the layoff of academic personnel or the curtailment of academic programs due to the loss of enrollment or financial exigencies.

Retroactive pay - A delayed wage payment for work done previously at a lower rate. Income due workers when a new contract provides for a wage increase for work completed prior to the time the contract goes into effect.

Right-to-work - A term used to describe laws which, by forbidding contracts making employment conditional on membership or non-membership in labor organizations.

Right-to-work laws - State laws which make it illegal for a collective agreement to contain union shop, maintenance of membership, preferential hiring, or any other clauses calling for compulsory union membership. State legislatures were authorized to pass such laws by the Taft-Hartley Act of 1947.
(Cont'd.)

Rival union dispute - A dispute between two or more unions over the issue of which one shall represent a particular group of workers as their collective bargaining agent. A rival union dispute differs from a jurisdictional dispute in that the latter is concerned with claims to jobs or kinds of work, whereas in a rival union dispute the unions acknowledge no jurisdictional boundaries between them but each is contending for the right to represent the workers on the jobs.

Run-off election - Second election directed by a labor board when the first fails to show more than half the votes recorded for any one choice presented.

Sabbatical leave - A leave of absence granted a faculty member after a period of service, usually seven years.

Scab - An employee who continues to work during a strike; also a person who accepts employment in a nonunion shop or under nonunion conditions at a time when the union is trying to organize the industry.

Scientific management - A term used by Frederick Taylor and his successors to refer to those carefully worked out job techniques (by an engineer) designed to decrease costs and improve efficiency, such as plant layout, work scheduling, time and motion study, job analysis and incentive wage systems.

Scope of bargaining - The actual subject matter which management and employee organizations bring within the area of the collective bargaining agreement is generally defined in whatever law is applicable.

Secondary strike - A strike against an employer who uses or sells materials from a struck plant; differs from a sympathetic strike in that there is a business connection between the employers involved in the initial and the secondary strikes.

Seniority - Length of service with an employer or in one branch of business; preference accorded employees on the basis of length of service.
Separability clause: A stipulation in an employer-union agreement which protects the validity of the remainder of the contract should any particular provision be declared illegal or void for any reason.

Settlement agreement: Terms agreed upon in the settlement of charges before the NLRB without a full-dress hearing, decision, and order. To be binding, such agreements must have the consent of the NLRB.

Shift: A work period in a working schedule which includes more than one set of workers, for example, day and night shifts; term also applied to the workers employed on the shifts, for example, "shift workers." In some industries the term "tour" is more commonly used than shift.

Shop chairman: A union steward usually chosen by the department stewards from among their own number, although he may be elected by the members within the plant, to serve as chairman over all the stewards in the plant and to deal with top management officials in adjusting matters not settled satisfactorily by the department stewards and foremen.

Showing of interest: Support union must show among employees in bargaining unit before NLRB will process union's election petition. The Board requires a union that is seeking a representation election to make a showing of interest among 30 percent of the employees in the bargaining unit.

Sit-down strike: A protest stoppage in which the workers involved remain at their work-place in contrast to a strike where workers leave the plant and establish picket lines.

Sliding scale: Wage rates which are automatically adjusted to changes in the selling price of the commodity produced in accordance with a fixed formula.

Slowdown: A deliberate lessening of work effort for a definite purpose and time. In motive a slowdown is similar to a strike and differs from the latter only in a degree of stoppage involved.
Standard agreement - A collective agreement prepared by
the national union for use by its locals. The pur-
pose of a standard agreement is not only to relieve
the locals of the task of drafting their own agree-
ments but also to promote the standardization of
working conditions throughout the industry.

Stare decisis - The doctrine or principle that decisions
should stand as precedents for guidance in cases
arising in the future.

State arbitration statutes - Are of three general types:
(1) general statutes designed primarily for
commercial disputes, but some of which may be used
for labor disputes; (2) special labor arbitration
statutes, which contain some detail as to procedure;
and (3) statutes which merely "promote" arbitration
by charging a state agency to encourage its use.

Statute of limitations - As applied to unfair labor
practices, a provision of the Taft-Hartley Act
under which charges are outlawed if based on
events more than six months old.

Stretch-out - A union term describing a situation in
which workers are required to assume additional
work duties without additional compensation.

Strike - Concerted cessation of work as a form of eco-
nomic pressure by employees, usually organized, to
enforce acceptance of their terms. (see also
"General Strike," "Illegal Strike," "Sympathetic
Strike." )

Strike benefits - Union payments, usually a small propor-
tion of regular income, to workers during a strike.

Strike-breakers - The employer hires other workers, known
as strike-breakers or scabs, to fill the jobs of
striking workers.

Strike deadline - Time set by the union for beginning a
strike if a satisfactory settlement is not reached.

Strike fund - Funds held by international or local unions
for allocation during a strike to cover costs of
strike benefits, legal fees, publicity, and the
like.
Strike insurance - Payment by companies in an association to a fund, or for the purchase of insurance, to reimburse a struck member company for lost business.

Strike vote - Balloting or canvass on question of calling a strike.

Structural unemployment - Unemployment resulting from major changes or shifts in a nation's economy.

Student employment - For the purposes of this bibliography, refers to that part of graduate student employment that might have a collective bargaining relationship, such as in the capacity of teaching assistants and research assistants.

Submission - A submission (sometimes called a "stipulation" or an "agreement to arbitrate") is used where there is no previous agreement to arbitrate. The submission, signed by both parties, describes an existing dispute, and often also names the arbitrator.

Superannuated rate - A rate of pay below the prevailing level or union rate for a worker above a certain age. Some union agreements require the employer to employ a specified ratio of older workers, allowing them to be paid less than the going union rates.

Supervisor - Any individual having authority in the interest of the employer to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing of the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment. Supervisors enjoy no protection of bargaining rights under the NLRA.

Supplemental Unemployment Benefit (SUB) Plans - Private plans providing compensation for wage loss to laid off workers, usually in addition to public unemployment insurance payments.

Sweetheart contract - A collective bargaining agreement, usually between a racketeer head of a paper local (but sometimes a legitimate union) and a corrupt employer.
Sympathetic strike - A strike of workers who are not directly concerned with the matter in dispute but have participated in order to demonstrate worker solidarity and thus broaden the group pressure upon the employer against whom there is a strike for a specific cause.

Taft-Hartley Act - The Labor-Management Relations Act of 1947, commonly known as the Taft-Hartley Act, reaffirmed the Wagner Act by guaranteeing the right of workers to form unions and to engage in collective bargaining. Under Section 14(b) (of the Taft-Hartley Act [1947]) states are allowed to pass laws banning the union shop and other union-management agreements that make union membership a condition for keeping a job. Nineteen states had such laws in 1967. (see also "Labor-Management Relations Act.")

Take-home pay - The amount of pay the worker actually receives in his check. Gross earning minus federal and state income taxes, social security taxes, health insurance premiums, etc.

"Tandem" wage increase - An increase automatically given a group of employees as the result of an increase negotiated with another group. For example, a pay increase to office workers similar to that negotiated with production workers.

Technological unemployment - Unemployment that results from the introduction of labor-saving machinery.

Temporary employee - One who is employed for a short period of time and who therefore does not have seniority rights or other privileges incident to permanent status. Under union-shop agreements, may be given a working permit in lieu of union membership.

Tenure - Long-term job security and salary rights given to a faculty member upon his completion of a probationary period.

Terminal jobs - Jobs which have no promotion possibilities; "blind alley" jobs.
"Trilogy" (1960) - The United States Supreme Court decided three cases dealing with rights arbitrations which have become known as the Trilogy. The cases are: (1) United Steelworkers of America v. American Manufacturing Co., 80 S.Ct. 1343; 34 LA 559 (1960); (2) United Steelworkers of America v. Warrior and Gulf Navigation Co., 80 S.Ct. 1347, 34 LA 561 (1960); and (3) United Steelworkers of America v. Enterprise Wheel and Car Corp., 80 S.Ct. 1358, 34 LA 569 (1960).

Some of the significant teachings of these cases may be summarized as follows:

As to compelling arbitration, unless the parties expressly provide that the arbitrator is to determine arbitrability, the determination rests with the courts (if such issue is presented for judicial determination). The courts must compel arbitration where the party seeking it is making a claim which, on its face, is governed by the contract, even though the court might feel that the grievance is frivolous or baseless. Doubts over arbitrability should be resolved in the affirmative; arbitration should be compelled unless it may be said with "positive assurance" that the arbitration clause is not susceptible to an interpretation that covers the dispute.

As to review and enforcement of awards: The question of interpretation of the agreement is for the arbitrator, and the courts "have no business overruling him because their interpretation of the contract is different from his." A court should not reject an award unless it is clear that the arbitrator has exceeded his authority--the Supreme Court is unwilling to "assume" that an arbitrator has "abused the trust the parties confided in him"--or that he "has not stayed within the areas marked out for his consideration."

As to the merits of disputes: Courts should not delve into the merits of grievances. The merits are not a subject for court inquiry in actions either to compel arbitration or to enforce awards.

As to modification of awards: The Supreme Court upheld the Court of Appeals' rejection of the early common-law rule that a court action to enforce an award must be dismissed in its entirety if any deficiency exists in the award. The Supreme Court held that an award need not be set aside for
Trials (cont'd.) - Incompleteness merely because the arbitrator neglected to calculate the amount of back pay due grievant; the award was returned to the parties for determination of back pay by arbitration.

Because of the presumption favoring the arbitrability of labor disputes, courts have continued to compel arbitration in most cases where the arbitrability of the dispute has been challenged.

Tripartite arbitration board - The tripartite arbitration board, which may be either temporary or permanent, is made up of one or more members selected by management, an equal number selected by labor, and a neutral member who serves as chairman. The labor and management members generally are partisans and act as advocates for their respective sides. The Code of Ethics for Arbitration does not impose an obligation of strict neutrality upon the members of tripartite boards.

Trustees - Individuals in which legal authority for governing the university is invested.

Trusteeship, union - Describes a situation in which a national or international union suspends the normal governmental process of a local union and takes over control of the local's assets and the administration of its internal affairs. The constitutions of many international unions authorize international officers to establish trusteeships over local unions in order to prevent corruption, mismanagement, and other abuses. The Landrum-Griffin Act of 1959 established controls over the establishment and administration of trusteeships.

Umpire - An outside person employed jointly by the union and the employer, usually for a definite period of time, to whom are referred for final decision disputes over the interpretation or application of provisions of the agreement. Although arbitrator, impartial chairman, referee, and umpire are sometimes used indiscriminately, the latter three are more commonly applied when such persons serve in a permanent capacity as distinguished from an arbitrator who is appointed to settle a particular dispute.
Unauthorized strike - A strike by employees contrary to the advice or without the consent of their union.

Unemployment insurance - A special payroll tax to finance unemployment insurance was levied by the Federal government on employers only. Ninety percent of the money collected within each state was offered to that state on condition that a satisfactory state unemployment insurance system be established.

Unfair employment practice - Discrimination in employment based on race, color, religion, sex, or national origin. Forbidden by Federal and some state laws.

Unfair labor practice - Practice forbidden by the National and several State Labor Relations Acts.

Union - Labor organization.

Union dues - Monthly sums paid by union members to their local unions. The amount of the dues is sometimes set by the international union, but more often by the local.

Union jurisdiction - The types of work, or entire industry, which a union claims, or which its federated body (A.F.L.-C.I.O.) has assigned to it as a basis for its membership. (See "Jurisdictional Disputes.")

Union label - A special label placed upon a product signifies that it has been made by union labor. Unions appeal to their members and the general public to purchase only products bearing union labels.

Union-management cooperation - In its broadest sense, refers to any peaceful management-union negotiations including bargaining over terms of employment. More commonly the term is given a limited meaning to refer to those jointly sponsored activities which are directed to the improvement and expansion of the business, such as cost savings, improvement in production procedures and quality of output, sales promotion, etc.

Union organizer - Member of a staff of a local or international union whose function, among others, is to recruit new members.
Union security clauses - Provisions in a collective bargaining agreement designed to secure the status of the employee organization against employers, non-union employees, and/or raids by competing organizations.

Union shop - Arrangement with a union by which employer may hire any employee, union or non-union, but the new employee must join the union within a specified time and remain a member in good standing.

Unit - Shortened form of "unit appropriate for collective bargaining." It consists of all employees entitled to select a single agent to represent them in bargaining collectively.

Vertical union - A union whose claimed jurisdiction covers all occupations from the production of raw materials to fabricated products. There is no clear line of distinction between a vertical and an industrial union.

Vesting rights (vested rights) - Applicable to many pension or retirement plans. Refers to the pension rights which permit employees to terminate employment before attaining retirement age, but without forfeiting accrued pension financed through employer contributions.

Voluntary recognition - see "Recognition."

Wage award - The specified wage rates determined by an arbitrator or government agency.

Wage and Hours Act (1938) - This act, also known as the Fair Labor Standards Act, established a minimum wage of 40¢ per hour and a standard work-week of 40 hours for workers in interstate industry. Overtime (work beyond 40 hours) must be paid for at the rate of time and a half. The act also prohibited, with certain exceptions, children under 16 years of age from working in interstate industry. (Congress has since increased the hourly minimum wage.)
Wage stabilization - Any plan to keep wages in an area or industry at established levels. Used particularly with reference to government plans for preventing inflation during war periods.

Wagner Act - see "National Labor Relations Act."

Walkout - Often a synonym for a strike; sometimes a synonym for a wildcat or quickie strike.

Welfare funds (union welfare funds) - Funds created through collective bargaining to provide welfare benefits for the employees of a number of employers. (see "Multiemployer Bargaining.") Under the terms of the Taft-Hartley Act, such funds usually are administered by trustees representing both employers and unions, respectively. Typically, welfare funds provide health and death benefits similar to those provided by welfare plans; a growing number provide pension benefits.

Welfare and Pension Plans Disclosure Act (Teller Act) - A federal statute passed in 1958 covering all non-governmental welfare and pension plans affecting more than 25 employees. Administrators of the funds must make annual reports to the Secretary of Labor, describing the plan and submitting financial statements. Several states have enacted similar laws.

Welfare plans - Benefit plans for the employees of a single employer, providing for disability insurance, hospital, medical and surgical protection, and life insurance. Welfare plans originally were financed almost entirely by joint employer-employee contributions. In recent years, the trend has been toward employer-financed plans. (see "Welfare Funds.")

Whipsawing - Term applied to a union tactic of negotiating with one employer at a time, using each negotiated gain as a lever against the next employer.

White-collar workers - Term used to describe non-manual workers; supervisory, professional, etc.

Wildcat strike - A work stoppage, usually spontaneous, by a group of organized employees without the authorization or approval of the employee organization.
Work jurisdiction - Right claimed by union under its charter to have its members and no others engaged in certain work. (see "Jurisdictional Dispute.")

Work load - The quantitative measure of an hour's or a day's performance on a job. The term is usually applied to a standard of output which is supposed to represent reasonably efficient production without risk to health or safety.

Work permit - Card issued by union having closed shop to show permission that holder, though not a full-fledged union member, may be employed under contract.

Work restriction - A tacit understanding or planned movement among a group of employees to limit output below the standard of efficiency which could be maintained without risk to health and safety. Restriction of output may be- (1) a temporary act to gain an immediate definite concession from the employer, in which case it takes on the nature of a slowdown strike; (2) an effort to prolong a job and prevent unemployment.

Work Rules - Rules regulating on-the-job conditions of work, usually incorporated in or referred to by the collective agreement.

Work stoppage - A temporary halt to work, initiated by workers or employer, in the form of a strike or lockout.

Workmen's compensation - Insurance systems established by law providing weekly cash benefits and medical services to workers who suffer physical injury during the course of their employment, irrespective of carelessness of worker or negligence of employer.

Yellow-dog contract - An oral or written agreement whereby an employee pledges not to become or to remain a union member under penalty of discharge. Banned in 1932 by the Norris-LaGuardia Act.
Zipper clause - Clause that seeks to close all employment terms for the duration of the labor contract by stating that the agreement is "complete in itself" and "sets forth all terms and conditions" of the agreement.
GLOSSARY SOURCES:


### ACRONYMS - ABBREVIATIONS

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<tr>
<th>Acronym</th>
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<tbody>
<tr>
<td>AAA</td>
<td>American Arbitration Association</td>
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<td>AAHE</td>
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<td>AAJC</td>
<td>American Association of Junior Colleges</td>
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<td>AASA</td>
<td>American Association of School Administrators</td>
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<td>ACBIS</td>
<td>American Collective Bargaining Information Service</td>
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<td>Associated Community College Faculties</td>
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<td>ACRL</td>
<td>Association of College &amp; Research Libraries</td>
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<td>BLS</td>
<td>Bureau of Labor Statistics</td>
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<td>BSEU</td>
<td>Building Service Employees Union</td>
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<td>CAPE</td>
<td>Coalition of American Public Employees</td>
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<td>CAUT</td>
<td>Canadian Association of University Teachers</td>
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<td>CCHE</td>
<td>Carnegie Commission on Higher Education</td>
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<td>CLC</td>
<td>Cost-of-Living Council</td>
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<td>EEOC</td>
<td>Equal Employment Opportunity Commission</td>
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<td>Educators Negotiation Service</td>
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<td>FEP</td>
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<td>Fair Employment Practices Commission</td>
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<tr>
<td>FLRC</td>
<td>Federal Labor Relations Council</td>
</tr>
<tr>
<td>FMCS</td>
<td>Federal Mediation and Conciliation Service</td>
</tr>
<tr>
<td>GERR</td>
<td>Government Employee Relations Report (BNA)</td>
</tr>
<tr>
<td>IBEW</td>
<td>International Brotherhood of Electrical Workers</td>
</tr>
<tr>
<td>IBTU</td>
<td>International Building Trades Unions</td>
</tr>
<tr>
<td>IBUE</td>
<td>International Brotherhood of University Employees</td>
</tr>
<tr>
<td>IUOE</td>
<td>International Union of Operating Engineers</td>
</tr>
<tr>
<td>LA</td>
<td>Labor Arbitration and Dispute Settlements (BNA)</td>
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<tr>
<td>LAIRS</td>
<td>Labor Agreement Information Retrieval System (Civil Service Commission)</td>
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<tr>
<td>LIU</td>
<td>Laborers' International Union</td>
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<tr>
<td>LMRS</td>
<td>Labor - Management Relations Service</td>
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<tr>
<td>LRB</td>
<td>Labor Relations Board</td>
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<td>Labor Relations Reporter (BNA)</td>
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<td>Labor Relations Reporter - Decisions of the Courts, NLRB (BNA)</td>
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<td>MERC</td>
<td>Michigan Employment Relations Commission</td>
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<tr>
<td>NAA</td>
<td>National Academy of Arbitrators</td>
</tr>
<tr>
<td>NACUA</td>
<td>National Association of College and University Attorneys</td>
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<tr>
<td>NACUBO</td>
<td>National Association of College and University Business Officers</td>
</tr>
<tr>
<td>NAGE</td>
<td>National Association of Government Employees</td>
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<tr>
<td>NCSCBHE</td>
<td>National Center for the Study of Collective Bargaining in Higher Education</td>
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<tr>
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<td>National Education Association</td>
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<td>National Labor Relations Board</td>
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<tr>
<td>NUHHCE</td>
<td>National Union of Hospital and Health Care Employees</td>
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<tr>
<td>NUSOG</td>
<td>National Union of Security Officers and Guards</td>
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<td>NYSLLRB</td>
<td>New York State Labor Relations Board</td>
</tr>
<tr>
<td>NYSUT</td>
<td>New York State United Teachers</td>
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<tr>
<td>OER</td>
<td>Office of Employee Relations</td>
</tr>
<tr>
<td>OFCC</td>
<td>Office of Federal Contract Compliance</td>
</tr>
<tr>
<td>OPEIU</td>
<td>Office and Professional Employees International Union</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Name</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
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<tr>
<td>PERB</td>
<td>Public Employment Relations Board</td>
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<td>PERC</td>
<td>Public Employment Relations Commission</td>
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<td>RDTEU</td>
<td>Research, Development and Technical Employees Union</td>
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<td>SCMEU</td>
<td>State, County and Municipal Employees Union</td>
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<td>SEIU</td>
<td>Service Employees International Union</td>
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<td>SPLRP</td>
<td>Society of Federal Labor Relations Professionals</td>
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<tr>
<td>SPIDR</td>
<td>Society of Professionals in Dispute Resolution</td>
</tr>
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<td>UPCT</td>
<td>United Federation of College Teachers</td>
</tr>
<tr>
<td>UFT</td>
<td>United Federation of Teachers</td>
</tr>
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</table>
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   Bibliography 1, April 1973 .................. 5.00

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   Volume 3, 1976 ............................... (Forthcoming)
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   Bibliography 4
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