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The UMass/Boston Friday Report

Volume 2, Number 8
November 20, 1992

News and information about and for the
University Community from the Chancellor's Office

Praise from President-elect Clinton

Bluestone Father And Son Publish Book Calling for Labor-Management Partnership

A new book co-written by political economist and McCormack Institute Senior Fellow **Barry Bluestone** and his father **Irving Bluestone**, a former vice president of the United Auto Workers union, contends that American companies will succeed in the global marketplace only if their labor-management relationships shift from adversarial to cooperative in nature. The Bluestones, in *Negotiating the Future: A Labor Perspective on American Business*, published this month by Basic Books, argue that traditional viewpoints of American labor and management, historically shaped by competing agendas, must now be cast in terms of common interests. To bring about this change, the Bluestones present a plan for moving in the direction of an "enterprise compact," an agreement that spells out the ground rules for a new strategic relationship between management and labor. President-elect **Bill Clinton**, has praised *Negotiating the Future* for proposing "a new covenant for labor and management based on participation, cooperation and teamwork. Such an approach to working smarter will have to be adopted if America is to regain its competitive edge."

The Bluestones' thoughtful book will help to spread the word." The McCormack Institute will present a major conference on *Negotiating the Future* from 1:00 p.m. to 5:15 p.m. on Thursday, December 3, in the University Club. It will feature presentations from the authors, and panel discussions involving John Dunlop, professor emeritus at Harvard University's Littauer Center; Elaine Bernard, executive director of the Harvard Trade Union Program; Thomas Kochan, professor of management at MIT's Sloan School; Joseph Faherty, president of the Massachusetts AFL-CIO; and Robert LaRosa, executive vice president and chief operating officer of Associated Industries of Massachusetts.

The main thrust of the enterprise compact is that management personnel and workers agree to share in making decisions on strategic issues that until now have belonged solely to management. Among the areas in which workers would provide input are product design, pricing, advertising, investment in new technologies, purchase of raw materials, productivity targets, quality standards, job security and profit-sharing. The Bluestones maintain that workers who share responsibility for such important decisions, and whose total compensation is partially based on their company's productivity, are better employees. "In order for America to increase its share of the world's markets, and be competitive with foreign nations, our companies must transcend the traditional workplace contract and put a premium on improved productivity growth," says Barry Bluestone, Boyden professor of political economy at the University. "The very idea of a 'workplace contract' implies that it's an agreement between two groups with different interests. By contrast, the enterprise compact is a covenant worked out by people with shared interests who are trying to maximize their joint self-interest."

Both the elder and younger Bluestone have considerable experience in the areas of labor unions and American business. Barry Bluestone is co-author, with Bennett Harrison, of two previous books, *The Deindustrialization of America* and *The Great U-Turn*. Irving Bluestone graduated Phi Beta Kappa from City College of New York in the 1930s and took a job on the assembly line at General Motors, where

he became active in the union. In 1947 UAW president Walter Reuther recruited him into the union's administration. Bluestone rose through the ranks and in 1971 became UAW vice president and director of its GM Department, a position he held until his retirement in 1980. He is currently a professor of labor studies at Wayne State University in Detroit. The Bluestones began to discuss the basis for the book in 1989, and over the next three years spent hundreds of hours exchanging ideas and manuscripts. "It was a unique experience," the younger Bluestone says of collaborating on such a project with his father. "We sometimes found ourselves to be quite stubborn, but eventually we worked out our differences -- quite naturally, by negotiation. The book, I believe, represents the best of our collective thinking."

Discounted Mortgages for University Faculty and Staff -- The Shawmut Mortgage Company is offering discounts on mortgage costs to University faculty and staff who are refinancing or purchasing a home. The discounts include \$100 off closing costs, and a savings of one-half points off the points on any 15-, 20-, 25- or 30-year fixed rate or bi-weekly mortgage. The offer expires at the end of the year and applies to loan amounts under \$202,300. The \$100-off coupon applies at the time of the closing. Rates are subject to change without notice. For further information, call **Kenn Williams** at 617-558-3613 or **Mary Flaherty** at 617- 553-2727.

Campus Notes -- The Health Service announces extended hours for students. Until 7:45 p.m., Monday through Thursday, a certified nurse practitioner and an assistant will be available at the Health Service to deal with students' health needs.

- Chancellor **Sherry H. Penney** has been selected to serve as the 1993 chair of the American Council on Education's commission on governmental relations. The chancellor recently was a panelist in New York City at the Women Presidents Forum on Women and Education in the Twenty-first Century: Preparing a New Generation of Leaders. The forum was organized by the American Council on Education/National Identification Program.
- **Alan D. Solomont**, the vice chair of the Board of Trustees, recently made a presentation at UMass/Boston's Gerontology Colloquium Series. Solomont is president and founder of the ADS Companies, which specialize in managing and consulting for nursing homes and assisted living facilities. The topic of his talk was "Nursing Homes: Yesterday, Today, and Tomorrow." Following the presentation, he also addressed a class of gerontology doctoral students on issues relating to long term care.
- At its annual convention last month, the Massachusetts Nurses Association honored two College of Nursing graduate students: **Donna White** received the staff development award and **Carol Kowalski** the image of the nurse award.
- The McCormack Institute's **Al Cardarelli** was in New Orleans the week of November 1 to deliver two papers at the annual meeting of the American Society of Criminology. The papers were titled "The Prospects and Challenges to the Implementation of Community Policing" and "Patterns of Unsolved Homicides in the United States."
- According to Professor **Ruth Butler**, Art Department chair, **Sam Messer** will be a visiting artist at the University during the 1993 spring semester. Messer's work is in the permanent collections of the Metropolitan Museum of Art, the Boston Museum of Fine Arts, the Art Institute of Chicago and the Yale University Art Gallery. An exhibit of his work opened on November 6 at the Nielsen Gallery, 179 Newbury Street.
- Professor **Brian Thompson** (Department of Modern Languages) recently gave a paper titled, "André Malraux et François Mauriac devant le problème du mal" at an international colloquium at the Collège de France, Paris. He also chaired a three-hour session on evil in the works of Mauriac, Gide, Montherlant and Jacques Rivière.
- Assistant Professor **John Gianvito** (Art Department) is the curator of a three-month-long film series at Amherst College on "Imaging Peace."