

BIBLIOGRAPHY ON
GRIEVANCE PROCEDURE & ARBITRATION
IN HIGHER EDUCATION

Includes References to:

Arbitration Awards
Court Cases
Fact-Finding Awards
NLRB Decisions
PERB Decisions
etc.

Compiled by John C. Allen

October, 1973

These References update Bibliography No. 1, "Collective Bargaining in Higher Education 1971-73" and will become part of the April, 1974 compilation. Bibliography No. 1 has some 80 additional references on the same topics of this update.

The National Center for the Study of Collective Bargaining in Higher Education. Baruch College, 17 Lexington Ave. New York, New York 10010.

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ARBITRATION

Mintz, B. et al. "In the Defense of Academic Judgment: Settling Faculty Collective Bargaining through Arbitration." Buffalo Law Review, 22(2): 523-544, Winter, 1973.

Benewitz, M. Reply to the above. To be published by Buffalo Law Review. 11p. Copies available from this Center.

"St. John's Offers to Arbitrate ; AAUP State Acceptable Conditions." Academe, 1(2): 2, March, 1967.

Sproule, A. "Teachers Reject Arbitration." Times Educ. Sup., 2915:3, April 2, 1971.

"Voluntary Arbitration Under Taylor Law Seen as Road to Economic Peace." 1973-GERR- 502: B-16.

In original bibliography No. 1, "Collective Bargaining in Higher Education - 1971-73," see reference # 8,38.

See also keyword index to same bibliography for 80-odd references related to arbitration, arbitration cases, grievances, etc.

ARBITRATION AWARDS-CONNECTICUT

Yale University-Hill, J. "Discharge of Employee/Alumnus/SDS Member Arbitration Award, Yale University." J. of College & Univ. Personnel Assoc., 22:10-17, March, 1971.

ARBITRATION AWARDS-ILLINOIS*

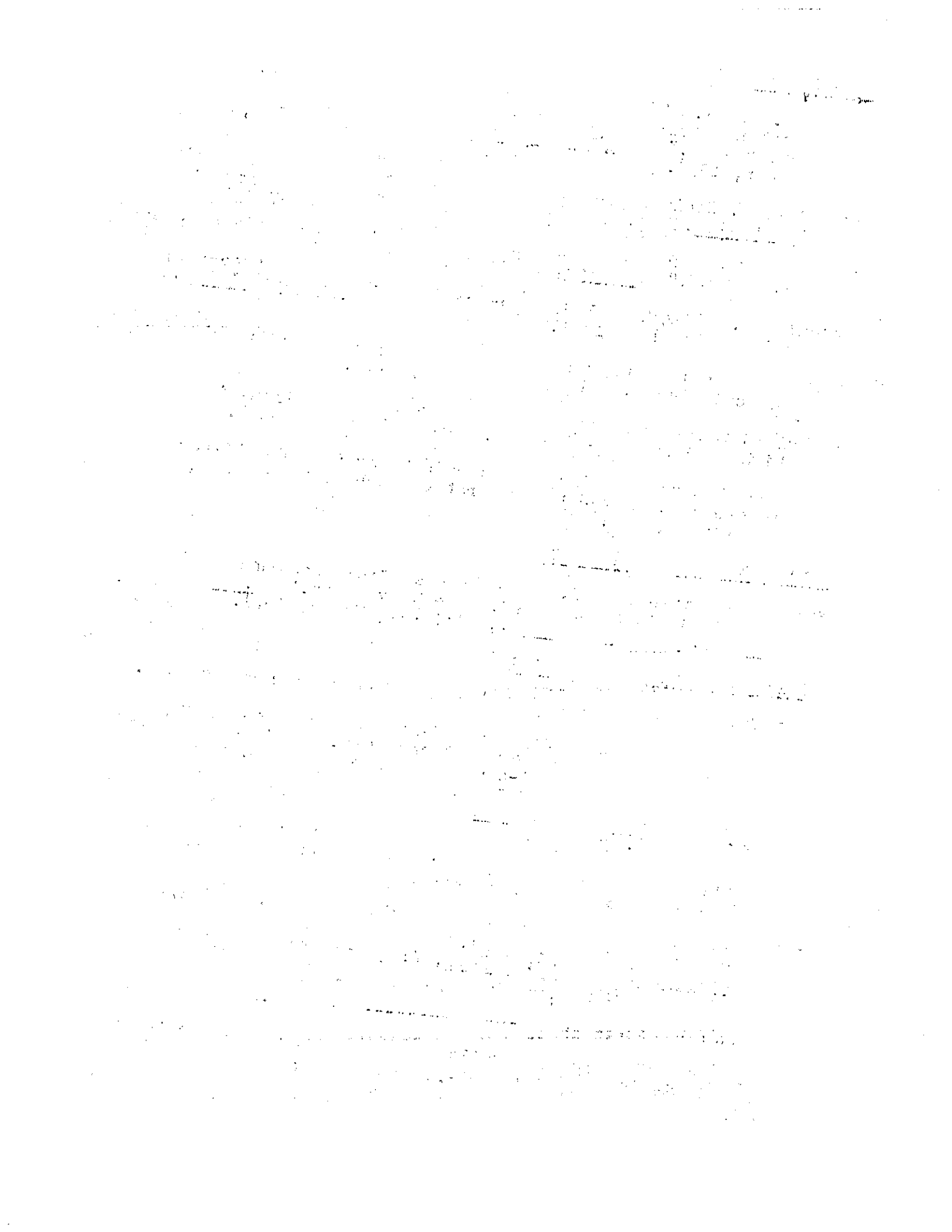
City Colleges of Chicago-Board of the Junior College and AFT.

Right of dean to disregard advice of department members on appointment of department chairman. Decision of dean was not based on anti-administration attitude, nor on union activities. (July 9, 1968).
Arbitration in the Schools, 2:8, April 1, 1970. AAA Case No. 2-M-37, 10 p.

City Colleges of Chicago-Board of Junior College and Cook County College Teachers Union.

Involuntary transfer of faculty members for disciplinary reasons. (June 5, 1970).
Arbitration in the Schools, 7:6, September 1, 1970. AAA Case No. 7-F-16, 23 p.

*Full text of awards is available from the American Arbitration Association, 140 West 51st St., New York, N.Y. 10020 at 30¢ per page.



ARBITRATION AWARDS-ILLINOIS cont.

City Colleges of Chicago-Board of Junior College and Cook County College Teachers Union/AFT.

College obligated to provide union with information on rank and salary of new faculty, and provide information on teaching personnel prior to action by Board or public release. (March 6, 1973).
Arbitration in the Schools, 43:4, September 1, 1973.
AAA Case No. 43-U-6, 13 p.

City Colleges of Chicago-Board of Junior College and Cook County College Teachers Union/AFT.

Full-time personnel engaged in projects funded from the outside are covered under the faculty agreement, including librarians and counselors. (March 8, 1973).
Arbitration in the Schools, 42:6, August 1, 1973. AAA Case No. 42-U-14, 25 p.

ARBITRATION AWARDS-MARYLAND

Community College of Baltimore-AFT and Board of Trustees.

S. H. Jaffee recommends teachers receive retroactive salary payments in accordance with federal pay board regulations. (November 27, 1972). Total quote from 1973-GERR-519:C-1.

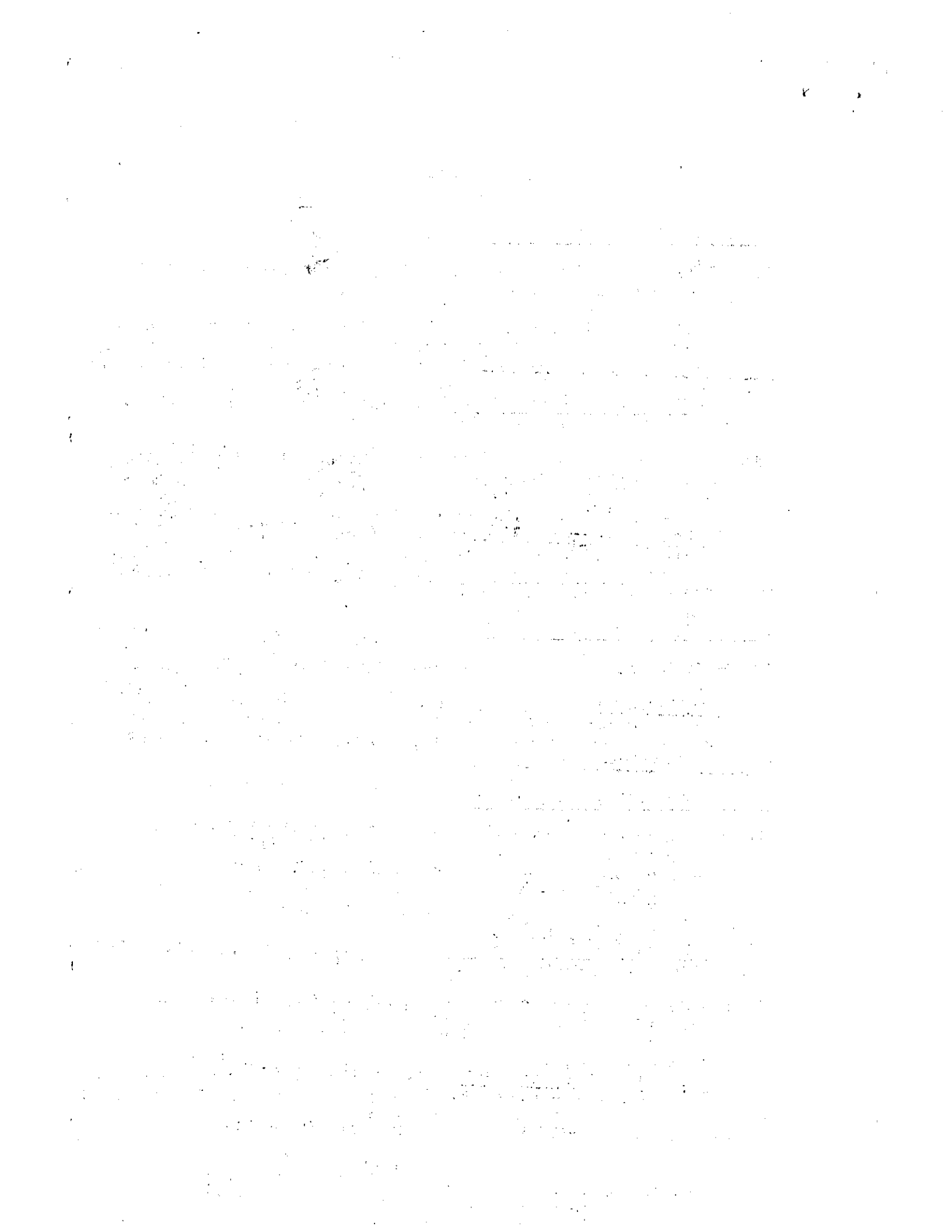
ARBITRATION AWARDS-MICHIGAN

Macomb County Community College and Faculty Organization.

Failure to give reasons for not placing female teacher on promotion list as violation of contract, but was later promoted and not, therefore, entitled to damages. (November 10, 1970).
Arbitration in the Schools, 13:4, March 1, 1971. AAA Case No. 13-M-10, 19 p.

Macomb County Community College Faculty Organization and College.

President of Faculty Organization must be allowed to speak for "reasonable" time at meetings of the Board of Trustees if proper advance notice is given. (November 30 1972). 1973-GERR-519:C-1.



ARBITRATIONS AWARDS-MICHIGAN cont.

Oakland Community College Faculty Association and Board of Trustees.

Arbitrator G. T. Roumell, Jr. orders reinstatement of continuing contract faculty member discharged without "reasonable or just cause"-total quote. (October 2, 1972). Cited in 1973-GERR-511:C-2.

ARBITRATION AWARDS-NEW JERSEY

Essex County College Board and Faculty Association.

College required to bargain over spring-summer salary for 10-month academic faculty. (April 19, 1973).
Arbitration in the Schools, 43:7, September 1, 1973.
AAA Case No. 43-RU-16, 13 p.

Mercer County Community College Faculty Association and Board of Trustees.

Orders college to reappoint assistant professor after finding procedural irregularities in his evaluations. (AAA Case #1839-0185-72D, July 25, 1972). 1973-GERR-485:C-3

Middlesex County College Board and AFT.

Grievants to be paid for overload hours due to failure to notify and negotiate on cancellation of assignment. (June 20, 1972).
Arbitration in the Schools, 35:6, January 1, 1973. AAA Case No. 35-W-14, 10 p.

ARBITRATION AWARDS-NEW YORK

CUNY and UFCT

Arbitrability of charge of racial discrimination against black female lecturer in denial of appointment. Arbitrator retains jurisdiction in case that university and union do not resolve the grievance. (June 17, 1970).
Arbitration in the Schools, 7:7, September 1, 1970. AAA Case No. 7-AE-22, 23 p.

CUNY-Board of Higher Education and Individual Grievant

College did not act arbitrarily in requiring Associate Professor to receive a new waiver of the Assoc. Prof. qualifications for a Ph. D. before promotion to a full Professor. (October 26, 1972).
Arbitration in the Schools, 39:3, May 1, 1973. AAA Case No. 39-KM-4

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

Furthermore, it is noted that the records should be kept in a secure and accessible format. Regular backups are recommended to prevent data loss in the event of a system failure or disaster.

In addition, the document highlights the need for a clear and consistent naming convention for all files and folders. This helps in organizing the data and makes it easier to locate specific information when needed.

The second part of the document provides a detailed overview of the current status of the project. It includes a summary of the progress made to date and identifies any potential risks or challenges that may arise in the future.

The third part of the document outlines the proposed timeline for the remaining work. It includes a list of tasks to be completed, along with their estimated start and end dates. This helps in managing the project's schedule and ensuring that all deliverables are met on time.

Finally, the document concludes with a list of recommendations for improving the overall efficiency of the project. These include suggestions for better communication, more frequent updates, and the use of project management tools to track progress and resources.

The fourth part of the document provides a detailed analysis of the project's budget. It includes a breakdown of the total costs, categorized by department and project phase. This allows for a clear understanding of where the money is being spent and helps in identifying areas where costs can be reduced.

The fifth part of the document discusses the project's impact on the organization. It highlights the benefits that will be realized once the project is completed, such as increased productivity, improved customer service, and reduced operational costs.

The final part of the document provides a summary of the key findings and conclusions. It reiterates the importance of the project and the need for continued support and resources. It also expresses confidence in the team's ability to successfully complete the project and achieve the organization's goals.

ARBITRATION AWARDS-NEW YORK cont.

CUNY-Board of Higher Education and Legislative Conference/UFCT.

Graduate students given preference over reappointment of outside adjunct lecturers when college faced with financial cutbacks. (January 13, 1973).
Arbitration in the Schools, 42:3, August 1, 1973. AAA Case No. 42-K-3, 12 p.

Erie Community College and Faculty Federation.

Arbitrability-college charged with failure to make every effort to reach goal for distribution of faculty rank. Arbitrator does not make any determination on "every effort." (February 26, 1973).
Arbitration in the Schools, 41:3, July 1, 1973. AAA Case No. 41-AX-4, 9 p.

Orange County Community College-County and Faculty Association.

College did not act unfairly in denying tenured associate professor his salary increment for 1972-3 since teacher refused to have a second evaluation after his first unfavorable report. (January 16, 1973). 1973-GERR-519:C-3. AAA Case No. 1339-1007-72.

Rockland Community College and Federation of Teachers for Mr. T. Miller.

Written performance evaluation should be prepared and submitted to Board for a decision. (Reappointment). (June, 1973).
NYS/PERB (not published) 18 p.*

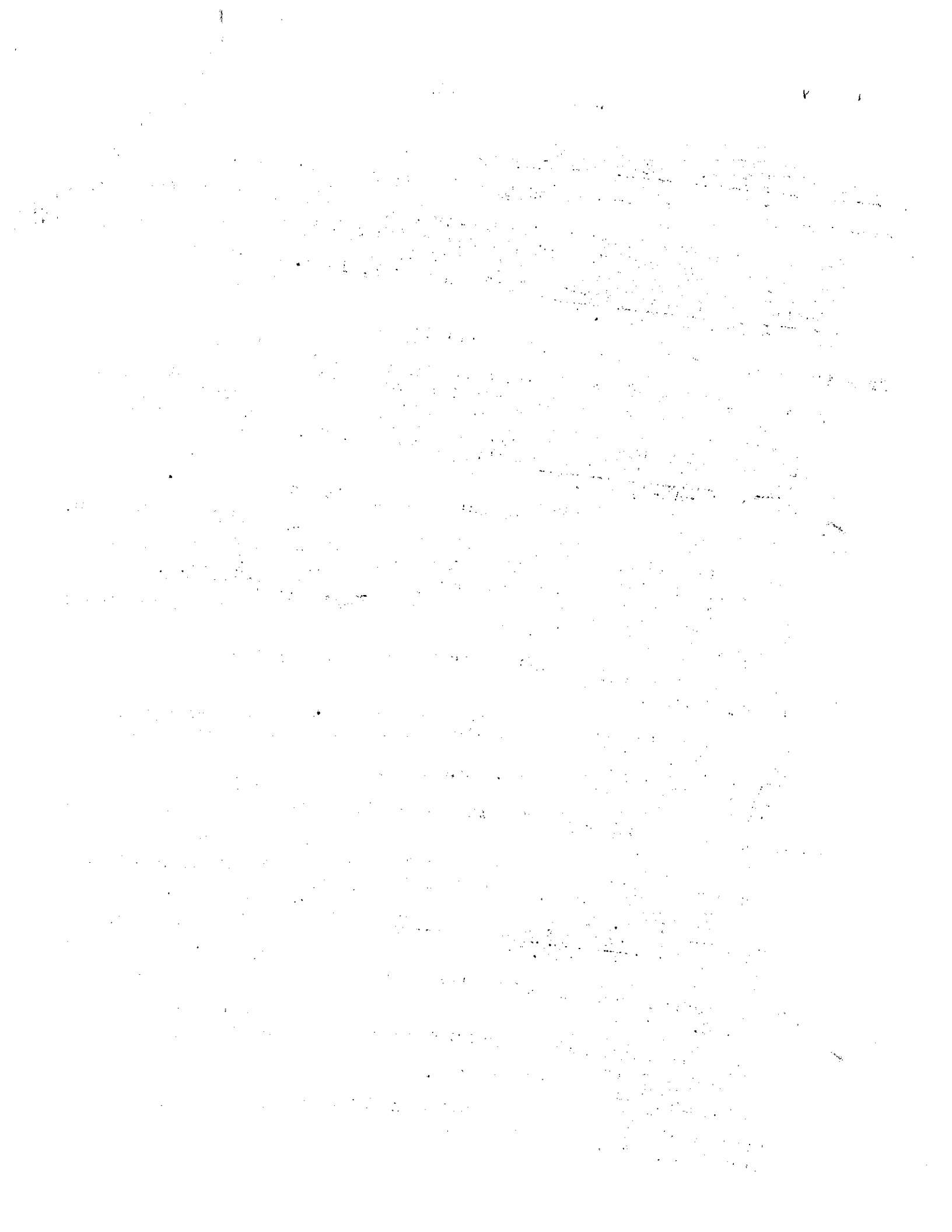
SUNY-Binghamton and Senate Professional Association for Mr. E. Kedar.

Non-renewal grievance denied on an expired term appointment of two years. (January, 1973).
NYS/PERB 12 p.
Also: Arbitration in the Schools, 40:8, June 1, 1973. AAA Case No. 40-D-19. 12 p.

SUNY-Binghamton and Senate Professional Association for Mr. E. Kedar.

The application to vacate the above award is denied. (March, 1973).
NYS/PERB (not published) 4 p.*

*Copies available from this Center at 10¢ per page for duplication cost and postage.



ARBITRATION AWARDS-NEW YORK cont:

SUNY-Plattsburgh and Wm. J. Bruce.

Reappointment-Tenure denied. Grievance was "untimely" filed. (May, 1973). Copies available from this Center. NYS/PERB (not published) 9 p.

ARBITRATION AWARDS-PENNSYLVANIA

Community College of Allegheny County and AFT.

College violated contract by failure to appoint department head in nursing department. (May 18, 1973). Arbitration in the Schools, 44:6, October 1, 1973. AAA Case No. 44-K-15, 11 p.

ARBITRATION AWARDS-WASHINGTON

Seattle Community College and Federation of Teachers.

Advisory award that counselor was not treated unfairly while in administration position outside the bargaining unit. Suggested grievant's personnel file be started anew. If desired final decision will be made. (February 20, 1970). Arbitration in the Schools, 3:6, May 1, 1970. AAA Case No. 3-X-22, 15 p.

ARBITRATION AWARDS-WISCONSIN

Eau Claire Technical Institute-Area Board and Teachers' Federation/AFT.

Less than minimum enrollment in summer course results in senior teacher losing full teaching load. Layoff grievance turned down. (December 22, 1972). Arbitration in the Schools, 39:6, May 1, 1973. AAA Case No. 39-W-12, 7 p.

Madison Area Technical College and Teachers Union.

Grievance denied on sick pay for maternity leave. (March 1, 1971). 56-LA-316-319
Also: Arbitration in the Schools, 15:3, May 1, 1971.
AAA Case No. 15-F1-3, 6 p.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The primary data was gathered through direct observation and interviews with key personnel. Secondary data was obtained from internal company reports and industry publications.

The third section details the statistical analysis performed on the collected data. Various statistical tests were used to determine the significance of the findings. The results indicate a strong positive correlation between the variables being studied. This suggests that the factors identified in the study have a significant impact on the outcome.

Finally, the document concludes with a series of recommendations based on the research findings. These recommendations are designed to help organizations improve their internal processes and achieve better results. The author suggests implementing the following strategies:

- 1. Regularly update and audit the data collection process.
- 2. Invest in training for staff involved in data collection and analysis.
- 3. Use the findings to inform strategic decision-making.

ARBITRATION AWARDS-WISCONSIN cont.

Milwaukee Area Technical College and AFT.

H. Herman Rauch, Arbitrator, determines "no overtime due employee since workweek for apprenticeship programs does not exceed contract terms." Total quote. (August 22, 1972). 1973-GERR-485:C-5.

Milwaukee Area Technical College and AFT.

Maternity Leave complaint denied by arbitrator for teacher. (February 5, 1973). 1973-GERR-494:B-6.
Also: Arbitration in the Schools, 40:5, June 1, 1973.
AAA No. 40-L-8, 12 p.

ARBITRATION/FACT-FINDING AWARDS-CALIFORNIA

State Center Community College-Certified Employee Council and Board of Trustees (Arthur B. Jacobs, Chairman).

"Three-member fact-finding committee issues report covering wages, transfer policy and study committees." Total quote. (June 9, 1972) 1973-GERR-491:C-1.

ARBITRATION/FACT-FINDING AWARDS-NEW YORK

Broome Technical Community College and Faculty Association.

Covers Sabbatical leave, methods of pay, salary, exclusion of chairmen, sick leave, management rights, merit pay, health insurance. (June 8, 1971).

NYS/PERB 31 p.

Also: American Arbitration Association Case No. 20-C-38.
30 p.

Broome County Community College and Faculty Association.

Covers salary, health insurance, sick leave, sabbatical leave, no-strike, code of ethics. (June, 1972).

NYS/PERB (not published) 9 p.*

CUNY-PSC Statement accepting the fact-finding recommendation in an effort at conciliation.

Covers salary increases, scope of bargaining, governance, past practices, counselors, workload, tenure, etc. (May 25, 1973).

NYS/PERB (not published) 21 p.*

*Copies available from this Center.



ARBITRATION/FACT -FINDING AWARDS NEW YORK cont.

Columbia-Greene Community College and Federation of Teachers.

Covers no-strike commitment, end of academic year adoption of job title Coordinator, non-instructional faculty, vacation, sick leave, tenure, promotion, (September, 1971).

NYS/PERB (not published) 15 p.*

Dutchess Community College and Faculty Confederation.

Covers salary & fringe benefits. (July, 1970).

NYS/PERB (not published) 4 p.*

Fulton-Montgomery Community College Board of Trustees and Fulmont Association of College Educators.

Covers salary, coaching salaries (expanded workload), insurance. (June, 1970)

NYS/PERB (not published) 30 p.*

Fulton-Montgomery Community College and Fulmont Association of College Educators.

Covers salary & increment, promotions & evaluations, sabbatical leave, health insurance, secretarial staffing, health services, lay-off. (August, 1971).

NYS/PERB (not published) 36 p.*

Fulton-Montgomery Community College and Fulmont Association of College Educators.

Supplement to the above covering faculty responsibility clause and role of faculty advisors. (August, 1971).

NYS/PERB (not published) 6 p.*

Genesee Community College and Faculty Association

Covers grievance procedure & binding arbitration, agency shop clause (association & members' rights), past practices, duties of faculty, workload, sabbatical leave, salaries. (September, 1972).

NYS/PERB (not published) 7 p.*

North Country Community College and Faculty Association.

Covers salary, insurance (dental), professional improvement leave (summer sabbatical), binding arbitration. (June, 1972). NYS/PERB (not published) 12p.*

*Copies available from this Center.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to ensure the validity of the results.

3. The third part of the document describes the different types of data that are collected and how they are used to inform decision-making. It notes that a combination of quantitative and qualitative data is often used to provide a comprehensive view of the organization's performance.

4. The fourth part of the document discusses the challenges associated with data collection and analysis. It identifies common issues such as data quality, consistency, and availability, and provides strategies to address these challenges.

5. The fifth part of the document concludes by summarizing the key findings and recommendations. It emphasizes the importance of ongoing monitoring and evaluation to ensure that the organization remains on track and achieves its goals.

6. The sixth part of the document provides a detailed overview of the data collection process, including the selection of data sources, the design of data collection instruments, and the implementation of the data collection plan.

7. The seventh part of the document discusses the various methods used to analyze the collected data, including statistical analysis, content analysis, and thematic analysis. It provides a detailed explanation of each method and its strengths and limitations.

8. The eighth part of the document describes the different types of data that are collected and how they are used to inform decision-making. It notes that a combination of quantitative and qualitative data is often used to provide a comprehensive view of the organization's performance.

9. The ninth part of the document discusses the challenges associated with data collection and analysis. It identifies common issues such as data quality, consistency, and availability, and provides strategies to address these challenges.

10. The tenth part of the document concludes by summarizing the key findings and recommendations. It emphasizes the importance of ongoing monitoring and evaluation to ensure that the organization remains on track and achieves its goals.

11. The eleventh part of the document provides a detailed overview of the data collection process, including the selection of data sources, the design of data collection instruments, and the implementation of the data collection plan.

12. The twelfth part of the document discusses the various methods used to analyze the collected data, including statistical analysis, content analysis, and thematic analysis. It provides a detailed explanation of each method and its strengths and limitations.

13. The thirteenth part of the document describes the different types of data that are collected and how they are used to inform decision-making. It notes that a combination of quantitative and qualitative data is often used to provide a comprehensive view of the organization's performance.

ARBITRATION/FACT-FINDING AWARDS-NEW YORK cont.

Rockland County Community College and Federation of Teachers.

Covers salary, academic calendar, evaluation, re-appointment(tenure), sabbatical leave, workload (August, 1971).
NYS/PERB(not published) 19 p.*

Rockland Community College and Federation of Teachers.

Covers governance, academic calendar, tenure, lay-off, promotion, workload, maternity/sick leave, salary. (September, 1972). NYS/PERB(not published). 10 p.*

Schenectady County Community College and Faculty Association.

Covers grievance procedures, sabbatical leave, professional obligations(i.e., end of calendar year), tenure, salary, promotion, health insurance. (November, 1971).
NYS/PERB (not published) 44 p.*

SUNY-In the Matter of the Fact-Finding Proceeding Between the State of New York and the Senate Professional Association (SPA).

Concerning amendments to contract on Direct Compensation, including charts on salary comparisons of SUNY and 36- other 4-year colleges, and percentage of salary for fringe benefits, both derived from the AAUP: 1972-3 Annual Report on the Economic Status of the Profession, April, 1973.
(May, 1973).

N.Y.S.-Office of Employee Relations, 67 p. Also: Arbitration in the Schools, 42:8, August 1, 1973. AAA Case No. 42-C.22.
8 p.

SUNY-In the Matter of the Legislative Hearing Concerning the Negotiations Impasse Between the State of New York and the Senate Professional Association(SPA).

Covers fact-finding report, Governor's message, SPA position basic salary/merit salary data, Consumer Price Index, and fringe benefits. Fact-finding recommended 6.5% salary increase. Includes all the information in the above reference as well as additional information. (July, 1973).
N.Y.S.-Office of Employee Relations (not published) 79 p.*

Ulster County Community College and Faculty Association.

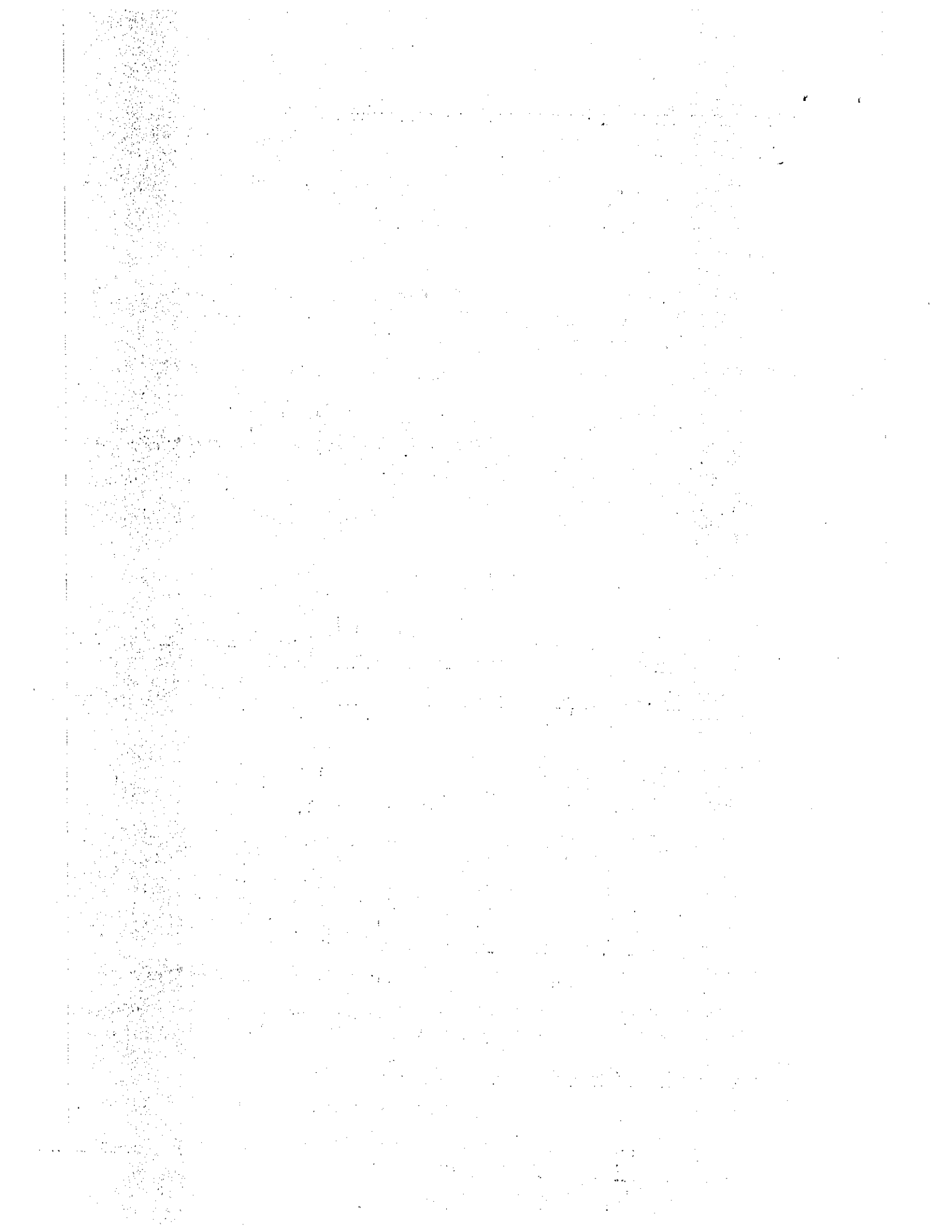
Covers salary, workload, insurance, evaluation, grievance, tenure. (August, 1972). NYS/PERB(not published) 12 p.*

ARBITRATION/FACT-FINDING AWARDS-WISCONSIN

Fox Valley Technical Institute-Board and Faculty Association.

Recommended salary increments, (April 28, 1972). Arbitration in the Schools, 34:8, December 1, 1972. AAA Case No. 34-C-19, 13 p.

* Copies available from this Center.



ARBITRATION PROCEDURES

Arbitration-Contract Clause Finder. GERR-Reference File,
Binder 2, Section 85:501.

Includes college contract clauses.

ARBITRATION PROCEDURES-RELATED REFERENCES

Abodeely, P. A. Compulsory Arbitration and the NLRB: A Study
of Congressional Intent and Administrative Policy.
University of Pennsylvania, Wharton School of Finance &
Commerce, 1968.

American Arbitration Association. Labor Arbitration Procedures
and Techniques. N.Y., McGraw-Hill, 1965.

Anderson. "Compulsory Arbitration Under State Statutes." N.Y.U.
Conference on Labor, 22:259-284, 1969.

"Arbitration: Decisions and Developments."
See issues of Labor Law Journal.

Chappell. "Arbitrate...and Avoid Stomach Ulcers." Arbitration
Magazine, 2(11-12): 6,7. Quoted in Elkouri, How
Arbitration Works, Rev. Ed., 1960, pp. 1-2.

Comments. "An Experiment in Compulsory Arbitration: Section
716 of the New York State Labor Relations Act." St. John's
L. Rev., 44:237-272, October, 1969.

"Deferral to Arbitration." 84-LRR-72to 74.
Panels at Federal Bar Association convention discuss
Collyer doctrine on arbitration-where a contract contains
a grievance-arbitration procedure for settling disputes,
the NLRB will defer to the contractual procedure.

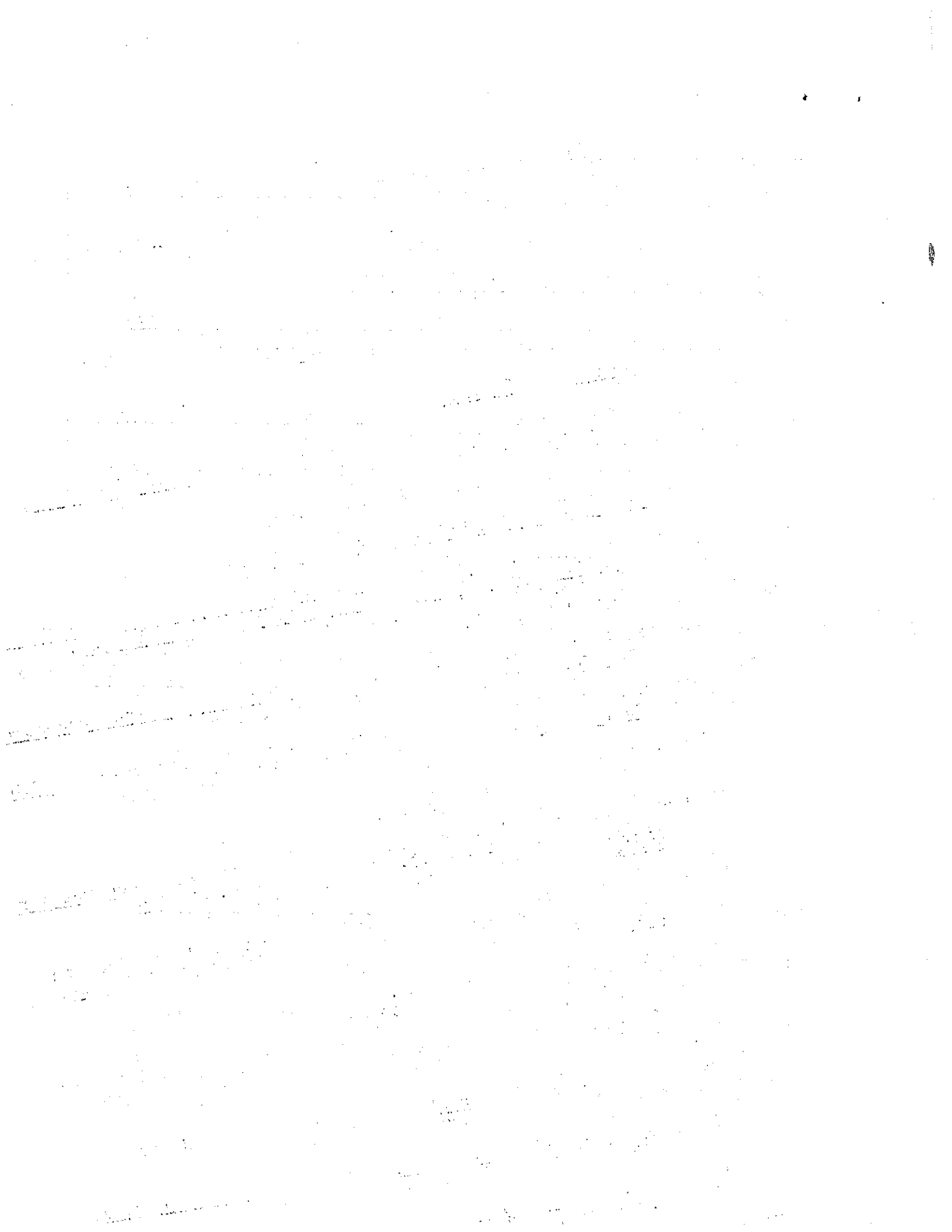
Elkouri F. and E.A. How Arbitration Works. Third Edition.
Washington, D.C. BNA Books, 1973, 845p. \$17.50.

Facts About Fact-Finding, Labor-Management Relations Service.
Washington, D.C., BNA, Inc., 1971.

Fleming, R. W. Labor Arbitration. Urbana, Ill., Univ. of
Illinois Press, 1965, Chapter 2.

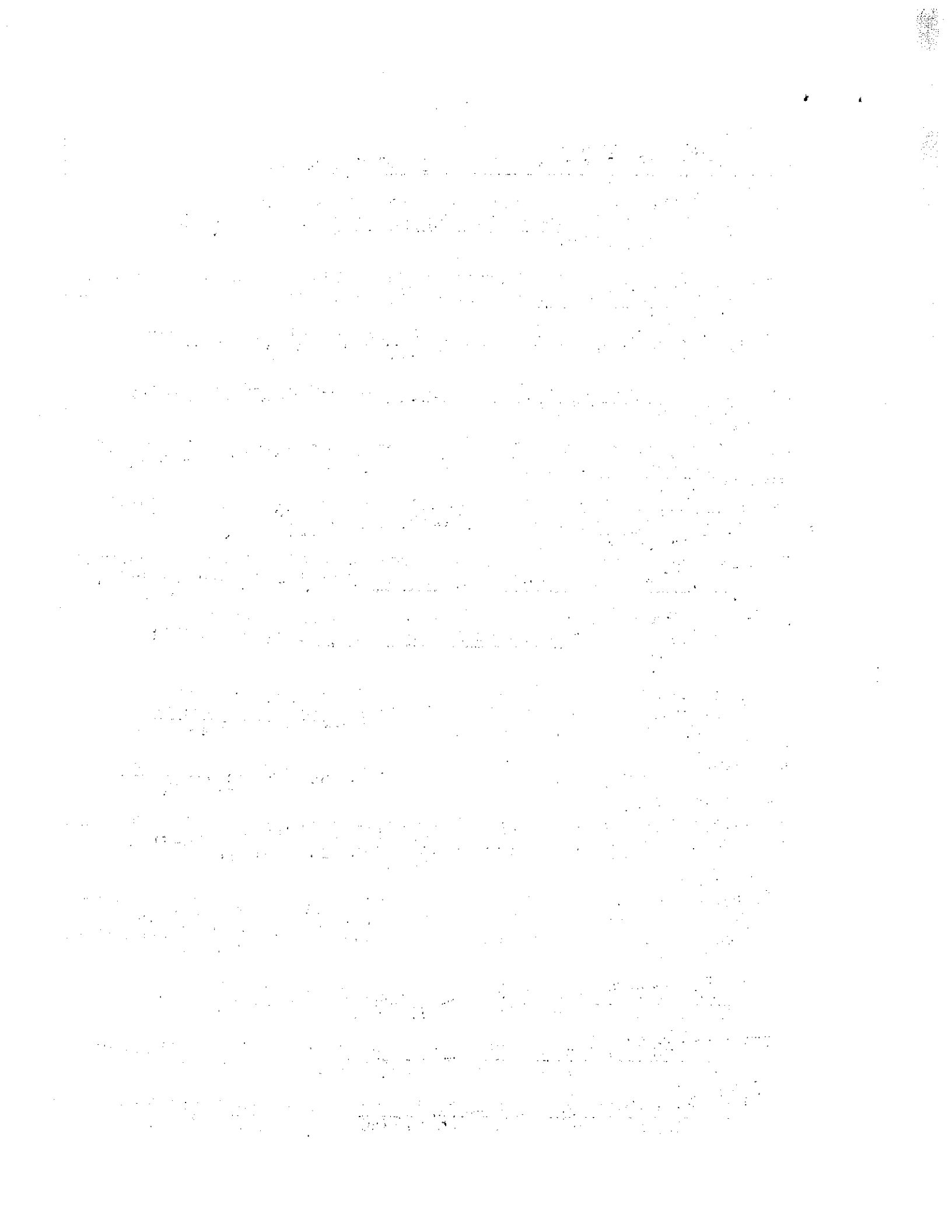
Fleming, R. W. The Labor Arbitration Process. Urbana, Ill.,
Univ. of Illinois Press, 1966.

Glass. "Arbitration in Federal Collective Bargaining." Mon.
Labor Rev., 93:55-57, April, 1970.



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- Gould. "Public Employment: Mediation, Fact-Finding and Arbitration." Amer. Bar Association J. 55:835-841, September, 1969.
- Grogin, J. "Either-or Arbitration for Public Employee Disputes." Industrial Relations, 11:260-6, May, 1972.
- Hays, P.R. Labor Arbitration, A Dissenting View. New Haven, Conn., Yale Univ. Press, 1966.
- Kagel, S. Anatomy of a Labor Arbitration. Washington, D.C., BNA, Inc., 1961, Chapter 4.
- Loewenberg, J. J. "Compulsory Arbitration and The Arbitrator." Arbitration J., 25(4):248-61, 1970.
- Macpherson, H. "No Arbitration Without Assurances, say NUT." Times Ed. Sup. (London), 2912:3, March 12, 1971.
- "Major Collective Bargaining Agreements: Arbitration Procedure." U.S. Bureau of Labor Statistics Bulletin. 125-6:5, 1966.
- McKelvy. "Fact-Finding in Public Employment Disputes: Promise or Illusion?" Ind. and Labor Rel. Rev., 22:528-543, July, 1969.
- Menard, A.P. "The National Labor Relations Board-No Longer a Threat to the Arbitral Process?" Labor Law Journal, March, 1972, pp. 140-152.
- "NLRB Attitude toward Arbitration Awards." LRR-Labor Relations Expediter, LRX 31-35.
- "NLRB-Jurisdiction-Standards for Deferral to Arbitration Where No Award Has Issued." Fordham Law Review, 41:175-188, October, 1972. October, 1972.
- The Proceedings of the National Academy of Arbitrators are published annually in book form by the Bureau of National Affairs. The following volumes are now available from the publisher:
- Problems of Proof in Arbitration: Proceedings of the Nineteenth Annual Meeting. (1966).
- The Arbitrator, the NLRB, and the Courts: Proceedings of the Twentieth Annual Meeting. (1967).
- Developments in American and Foreign Arbitration: Proceedings of the Twenty-First Annual Meeting. (1968).



ARBITRATION PROCEDURES-RELATED REFERENCES cont.

Arbitration and Social Change: Proceedings of the Twenty-Second Annual Meeting. (1969).

Arbitration and the Expanding Role of Neutrals: Proceedings of the Twenty-Third Annual Meeting. (1970).

Arbitration and the Public Interest: Proceedings of the Twenty-Fourth Annual Meeting. (1971).

Labor Arbitration at the Quarter-Century Mark: Proceedings of the Twenty-Fifth Annual Meeting. (1972).

Earlier proceedings also available.

Ross, D. "Arbitration of Public Employee Wage Disputes." Industrial & Labor Relations Review, 23:3-14, October, 1969.

Summers, C. W. "Individual Rights in Collective Agreements and Arbitration." N.Y.U. Law Review 37:361-403, 1962.

Teele. "Characteristics of Public Employment Arbitration Under a Massachusetts Law." Arbitration J., 24:239-248, No. 4, 1969.

Updegraff, C. M. Arbitration and Labor Relations, Washington, D.C., BNA, Inc., 1970.

Word, W. R. "Factfinding in Public Employee Negotiations." Monthly Labor Rev., 95:60-64, February, 1972.

Zack, A. "Improving Mediation and Fact-Finding in the Public Sector." Labor Law J., 21:259-73, May, 1970.

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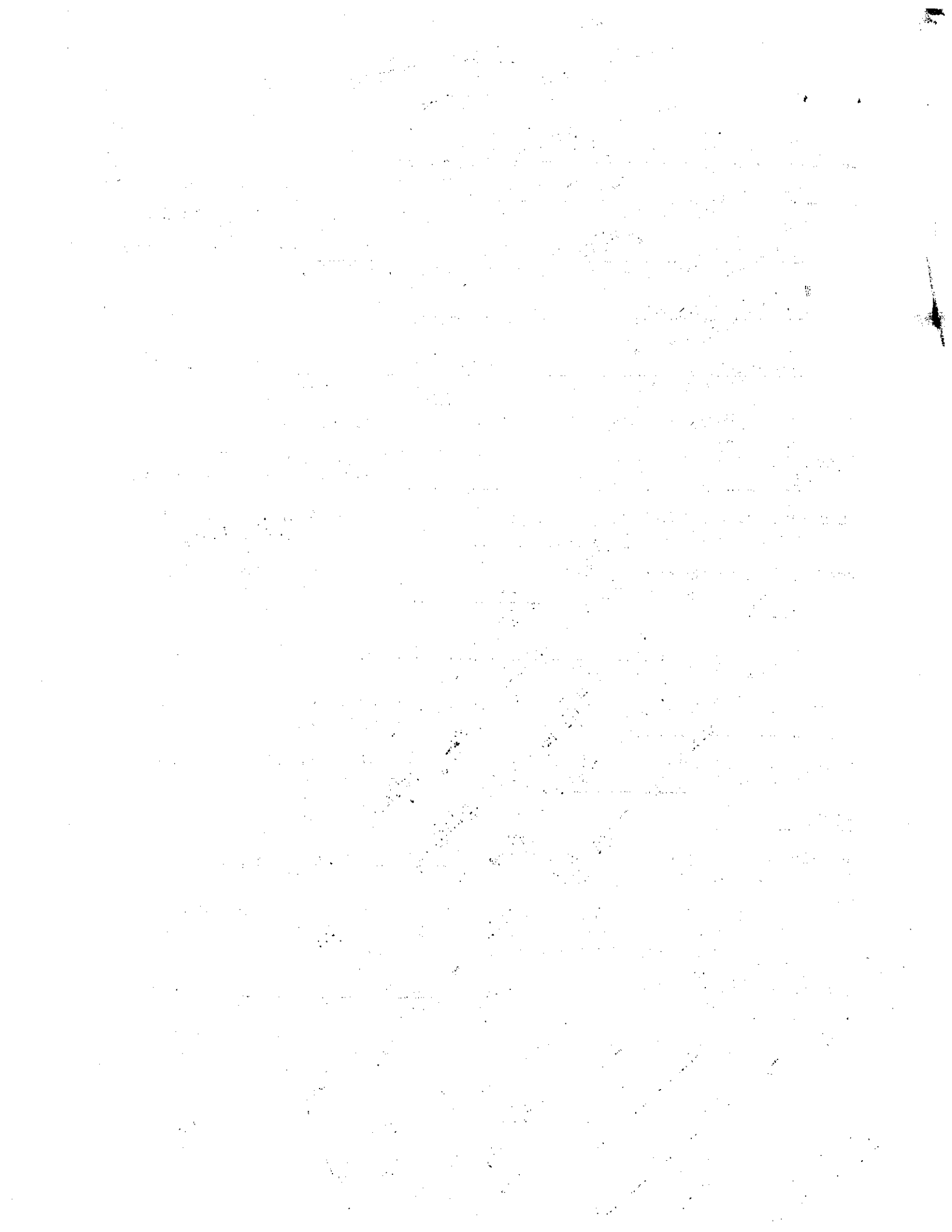
Summary of awards and fact-finding recommendations published monthly since 1971. All higher education references included in bibliographies from this Center.

American Arbitration Association. Labor Arbitration in Government.

Monthly publication since 1971.

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Updegraff, C. M. Arbitration and Labor Relations, Washington, D.C., BNA, Inc., 1970.



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Gillis, J. W. "Academic Collective Bargaining." Liberal Education, 56:594-604, 1970.

Comment and an Annotated Bibliography.

Gillis, J. W. "The Continuing Development of Academic Collective Bargaining" an annotated bibliography. Liberal Education, 57:529-540, 1971.

Index to Government Employee Relations Report and GERR-Reference File Master Index. BNA., Inc.

Major references indexed in this bibliography. Additional references related to "Public Sector Labor Relations" can be located under the "Arbitration" and "Grievances" keywords in the GERR index.

Markus, F. W. Negotiations Bibliography. Write Dean, MSSG School of Education, University of Missouri, Kansas City, Missouri 64110. 50¢.

Mortimer, K.P., et al. Collective Bargaining: Implications for Governance. Pennsylvania State University, Center for the Study of Higher Education, June, 1972. 69 p. ERIC-ED 067-059. (Bibliography pp. 55-67.)

N.E.A., Research Division. Negotiation Research Digest.

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Nolte, M. C., Comp. Bibliography of School Law Dissertations, 1952-1968. Bibliography Series, No. 13. Oregon Univ. Eugene, Oregon. ERIC, ED 027-646. 1969. 43 p.

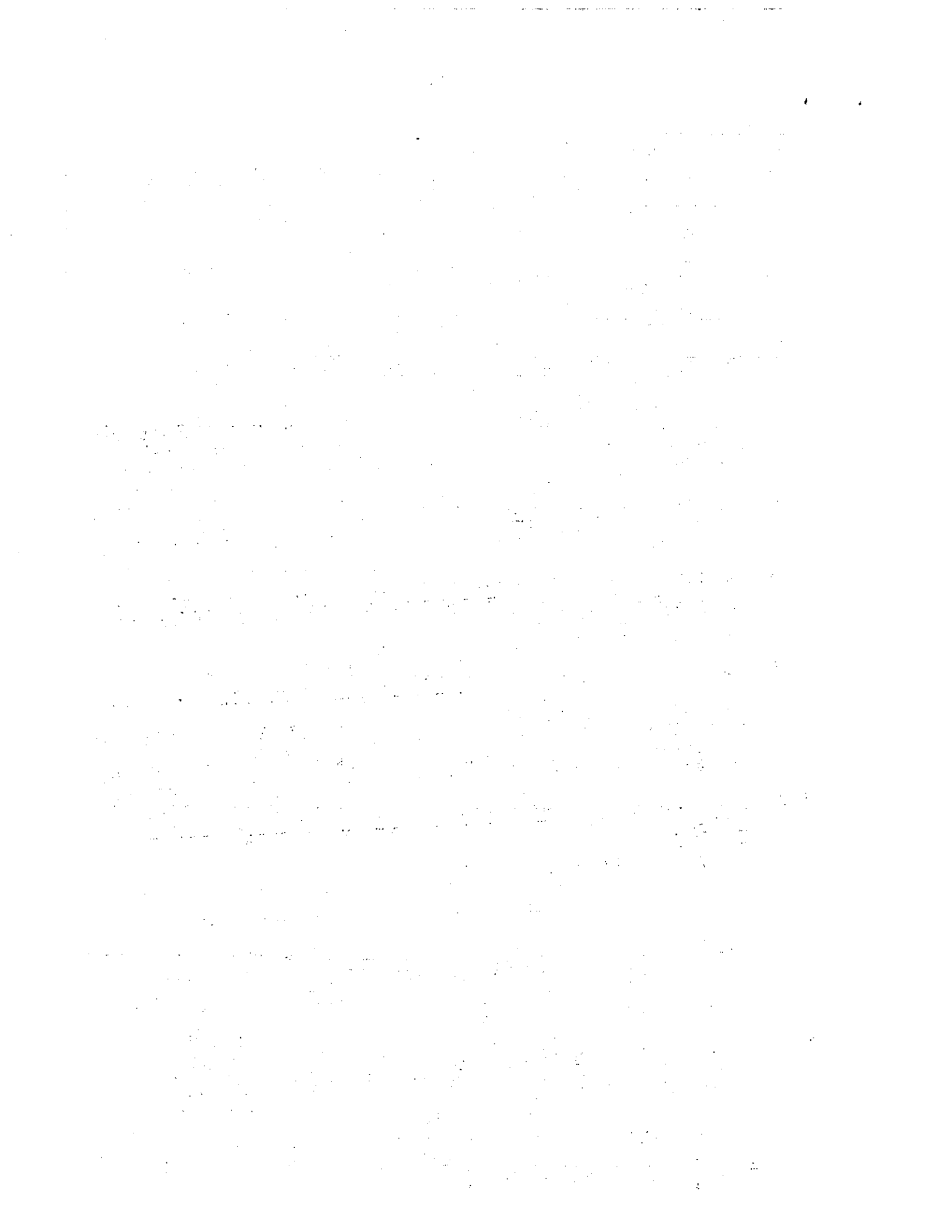
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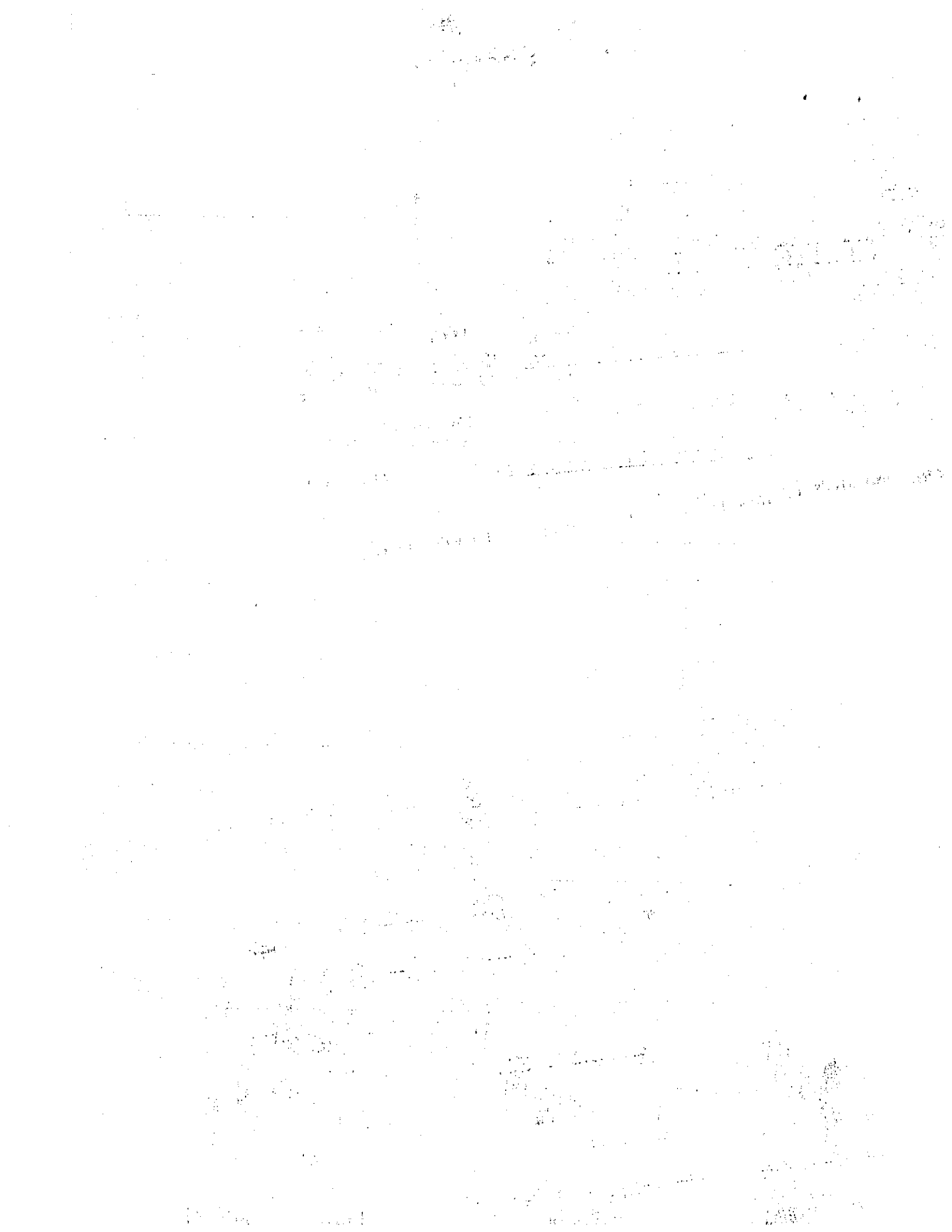
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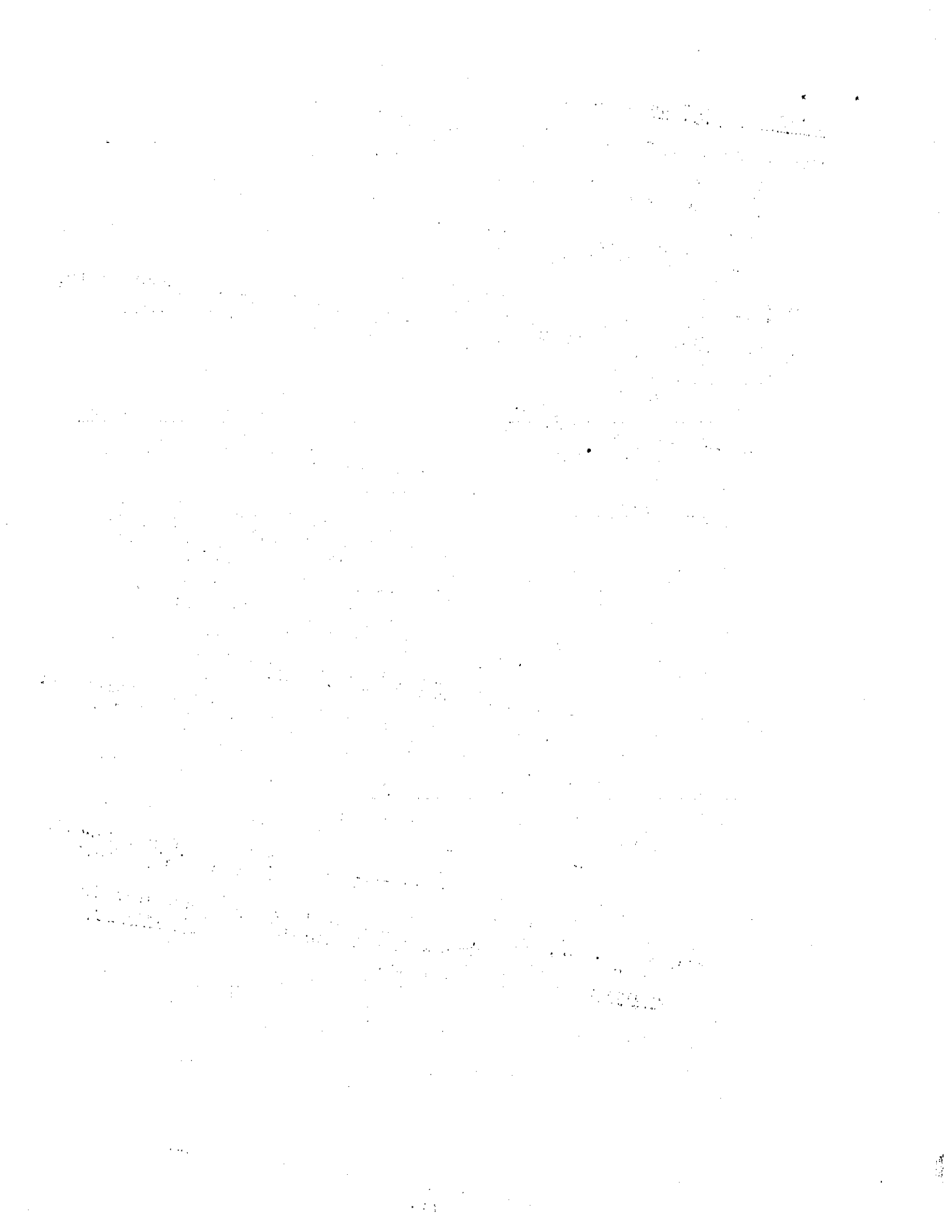
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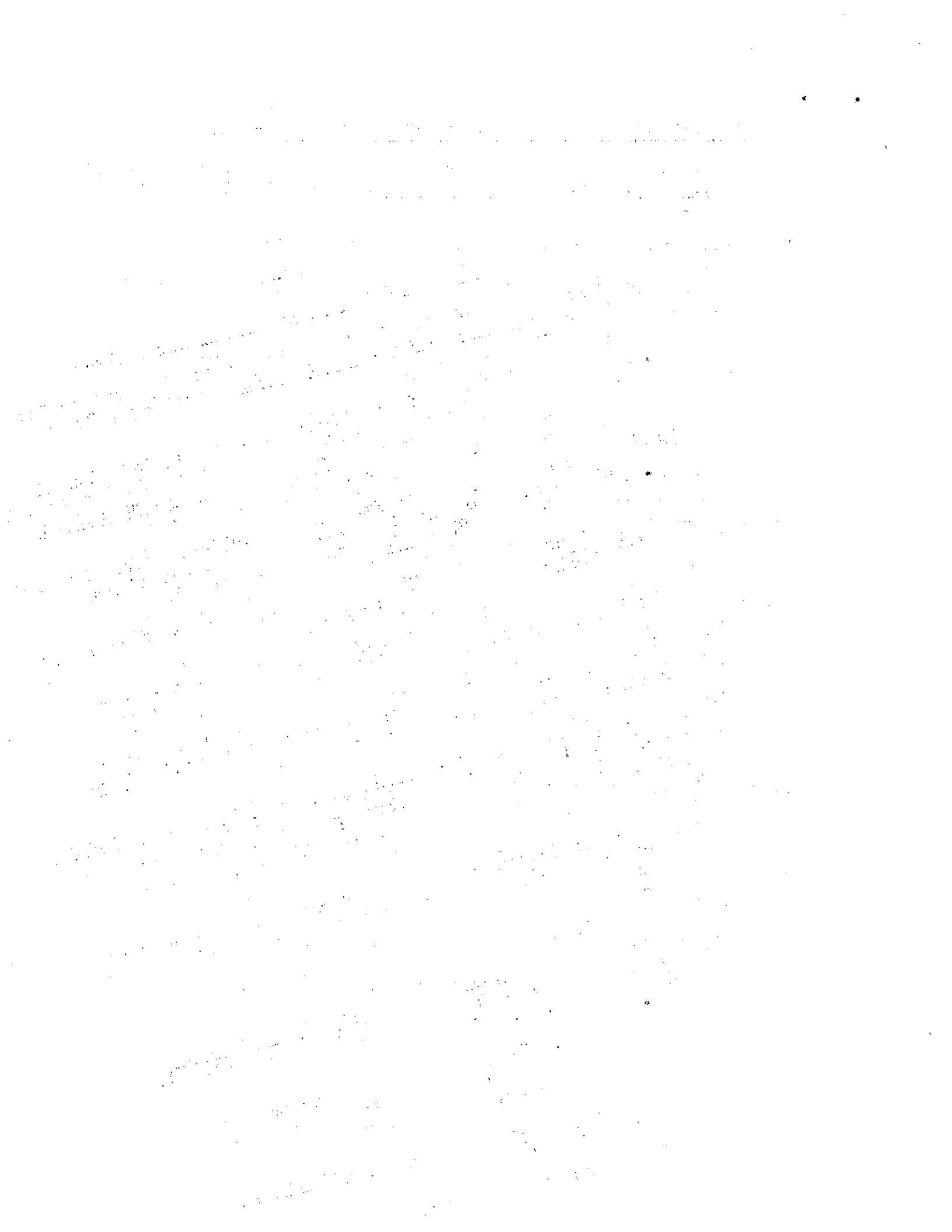
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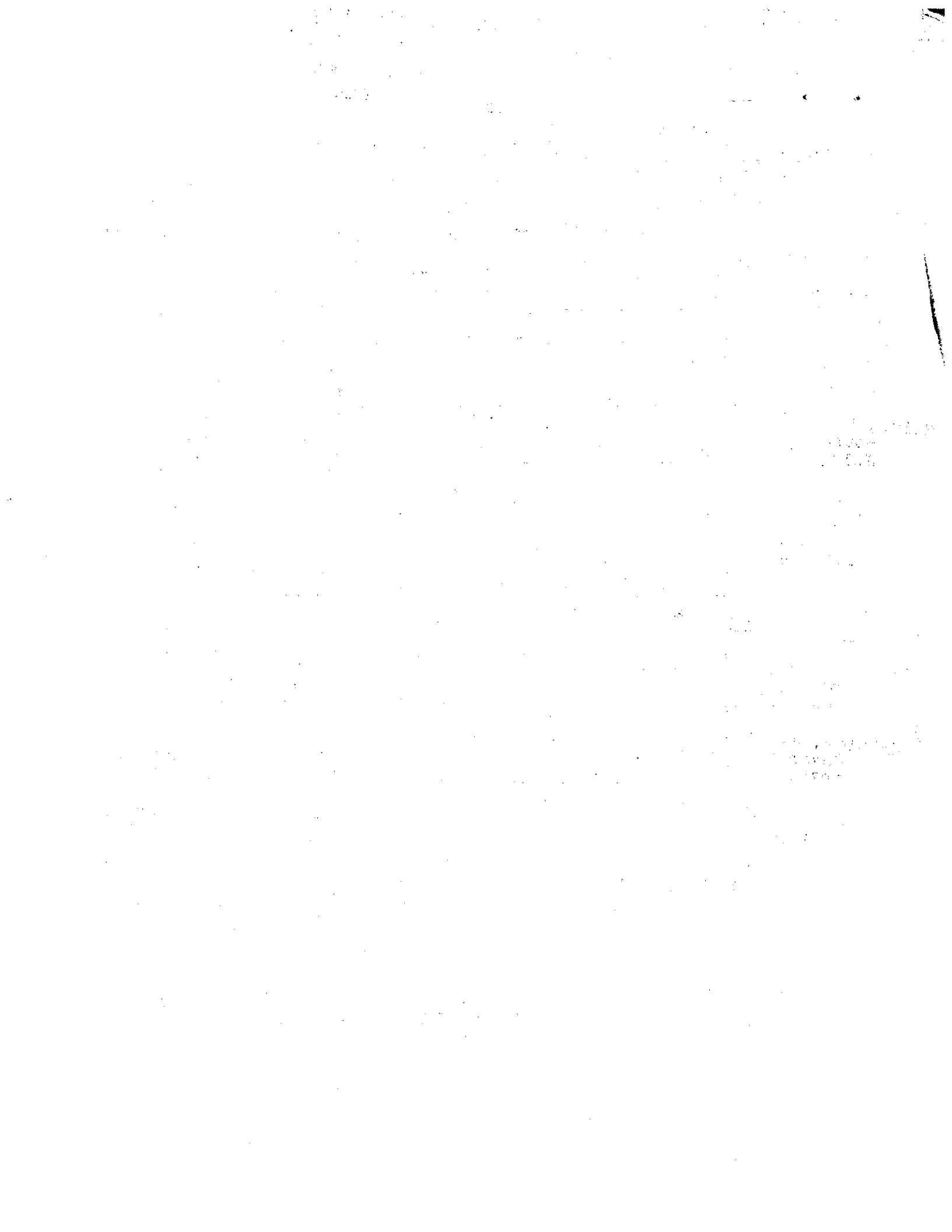
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LEGISLATION-ILLINOIS

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LEGISLATION-INDIANA

- "First Indiana Public Employee Bargaining Law Covers Teachers." 1973-GERR-502:1, B-1 to 4.

LEGISLATION-MAINE

- "Maine Bargaining Law Amended to Improve Mediation Aid." 1973-GERR-518:2, B-15 to 17.
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Maine employees may grieve under a new & more sophisticated grievance procedure. Rhode Island may negotiate agency shop contracts.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses and income.

In the second section, the author details the process of reconciling bank statements with the company's ledger. This involves comparing the bank's records of deposits and withdrawals against the internal records to identify any discrepancies. Regular reconciliation helps in detecting errors and preventing fraud.

The third section covers the preparation of the income statement and balance sheet. It explains how to calculate net income by subtracting total expenses from total revenue. The balance sheet, on the other hand, shows the company's assets, liabilities, and equity at a specific point in time.

Finally, the document concludes with a summary of the key points discussed. It reiterates the importance of consistency and accuracy in financial reporting and encourages the reader to seek professional advice if needed.

LEGISLATION-MICHIGAN

"Exemptions for Religious Dissenters Urged by Michigan Senate Resolution," relating to agency shop clauses in public employee contracts. 1973-GERR-516: B-17.

"Michigan Law Amended to Permit Agency Shop for Public Employees." 1973-GERR-512: B-1 to 2.

Requires appointment of mediator to renewal bargaining impasses, adds improper practice section for labor organizations.

LEGISLATION-MONTANA

"Montana Enacts Public Sector Bargaining Law Allowing Agency Shop, Checkoff, Binding Grievance Arbitration." 1973-GERR-503:1, B-4 to 7.

LEGISLATION-NEW YORK

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LEGISLATION-PENNSYLVANIA

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"South Dakota Bargaining Law Amended to Add Unfair Practices, Spell out Bargaining Obligations, and Omit Strike Penalties." 1973-GERR-504:1, B-1 to 2.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This not only helps in tracking expenses but also ensures compliance with tax regulations. The document further outlines the procedures for handling discrepancies and the role of the accounting department in reconciling accounts.

In the second section, the focus is on budgeting and financial forecasting. It provides a detailed breakdown of the current year's budget and compares it with the previous year's performance. The document highlights areas where costs have been reduced and identifies potential risks for the upcoming period. It also discusses the strategies being implemented to stay within budget and achieve the organization's financial goals.

The third section addresses the issue of asset management and depreciation. It details the methods used for valuing assets and the impact of depreciation on the company's financial statements. The document also discusses the process of asset disposal and the importance of regular audits to ensure the accuracy of the asset register. It concludes with recommendations for improving asset management practices.

The final section provides a summary of the key findings and recommendations. It reiterates the importance of transparency and accuracy in financial reporting and encourages all departments to adhere to the established policies. The document also mentions the next steps for the accounting team and the timeline for the next financial review. It ends with a statement of confidence in the organization's financial health and a commitment to continuous improvement.

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NEGOTIATION cont.

"What You Need for Bargaining and How to Get It." College & Univ. Business, 53(6):28-32, December, 1972. ERIC, EJ 066-312.

Discusses the process of negotiations including arbitration.

"Workshops on Organizing and Bargaining Techniques" related to smaller AFT locals. 1973-GERP-518:2, B-13 to 15, Text E-1 to 11.

NEGOTIATION-RELATED REFERENCES

Heisel, W. D. Questions and Answers on Public Employee Negotiation. Chicag.; Public Personnel Association, 1967.

A book arranged in a question and answer format to provide management personnel with public sector collective bargaining information.

Mierenberg, G. L. The Art of Negotiating; Psychological Strategies for Gaining Advantageous Bargains. New York, Hawthorn Books, 1968.

Stevens, C. M. Strategy and Collective Bargaining Negotiation. New York; McGraw-Hill, 1963.

NEUTRALS

"Crookston, B. B., et al. "Third Party Mediation in Campus Disputes." J. Col. Stud. Personnel, 12:410-16, November, 1971.

Davey, H. "Use of Neutrals in the Public Sector." Labor Law J., 20:529-38, August, 1969.

"UCLA Graduates 22 New Neutrals." 1973-GEPR-511: B-13.

Cources provided education and experiences needed for mediation, fact-finding and arbitration. Brochures provide biographical information on graduates. Write P. Tamoush, Institute of Industrial Relations, UCLA, Los Angeles, California 90024.

NLRB

"Is the NLRB Still Alive?" Labor Relations Reporter, 83-LRR-(19):217, News and Background Information Section.

Speech by NLRB Chairman. Describes guidelines of Board regarding bargaining units in colleges on pp. 218-9.

The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting. The second part details the various methods used to collect and analyze data, including surveys, interviews, and focus groups. The third part presents the findings of the study, highlighting key trends and insights. The final part concludes with recommendations for future research and practical applications of the findings.

The study was conducted over a period of six months, during which time a large amount of data was collected and analyzed. The results of the study are presented in the following sections.

The first section of the findings discusses the overall trends observed in the data. It notes that there has been a significant increase in the use of digital technologies in the industry, which has led to a shift in the way that businesses operate. This has resulted in a number of new opportunities for growth and innovation.

The second section of the findings discusses the specific challenges that businesses are facing in the current market environment. It notes that many businesses are struggling to keep up with the rapid pace of technological change, and that this is leading to a loss of market share and profitability.

The third section of the findings discusses the implications of the study for businesses and policymakers. It notes that the findings suggest that businesses need to invest in digital technologies and skills in order to remain competitive in the future. It also suggests that policymakers should consider ways to support businesses in this process.

The final section of the findings discusses the limitations of the study and suggests areas for future research. It notes that the study was limited to a specific industry and time period, and that further research is needed to explore the broader implications of the findings.

NLRB DECISIONS

Catholic University (D.C.) and Law Faculty Bargaining Committee

Law school faculty-part-time members voter eligibility.
Election directed. (1973) 82-LRRM-1613-1614.

Challenge to ballot of part-time faculty sustained,
full-time faculty vote counted. (July 31, 1973).
83-LRRM-1548.

Endicott Junior College (Beverly, Mass.)

Election directed for faculty, librarians, guidance
counselors for representation by NEA.

Weekly Summary of NLRB Cases, W-1357: 23, September 26,
1973.

Fordham University(N.Y.) and AAUP.

NLRB includes part-time faculty and chairmen in full-time
faculty union at Fordham U. in N.Y. Negotiation Research
Digest, December , 1971. p 11.

Reference 269 in Bibliography No. 1.

Long Island University-Southarton College(N.Y.).

Election directed for full and regular part-time faculty.
(April 30, 1973).
Weekly Summary of NLRB Cases, W-1338, p. 32, May 16, 1973.

Loretto Heights College(Colo.)and Faculty Education Association.

Certification of unit is clarified by deleting from the
exclusionary portion the words "Divisional Chairman" and
substituting. "Full-time and Part-time Program Directors."
(September 7, 1973). 83-LRRM-1163 to 65.
Also: Weekly Summary of NLRB Cases, 1356:17, September
19, 1973.

Monmouth College(N.J.) and A.S. Weinberg.

Dismisses complaint of discrimination for union activity
and support of two dismissed faculty members. (June 27,
1973). 83-LRRM-1392-3.

New York University(N.Y.)-

"Majority of NLRB Decides Part-time Faculty Different."
Higher Educ. and National Affairs, 22(28):3-4, July 27,
1973.

Part-time Faculty must form separate bargaining unit from
full-time faculty.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author details the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The primary data was gathered through direct observation and interviews with key personnel. Secondary data was obtained from internal company reports and industry publications.

The third section presents the findings of the study. It shows a clear trend of increasing sales over the period analyzed. This growth is attributed to several factors, including improved marketing strategies and operational efficiency. The data also indicates that customer satisfaction has remained high throughout the period.

Finally, the document concludes with a series of recommendations for future actions. It suggests that the company should continue to invest in research and development to stay ahead of the competition. Additionally, it recommends regular audits to ensure the ongoing accuracy of the data and to identify any potential areas for improvement.

NLRB DECISIONS cont.

Rosary Hill College (N.Y.) and Faculty Association.

All full-time, regular part-time and concentration
chairmen are part of the unit. Election directed.
(April 17, 1973). 82-LRRM-1768-1770.

Syracuse University(N.Y.) and AAUP.

Board directs a self-determination election of the
Law School faculty to determine if they will be
represented in a University wide unit, a separate unit,
or be unrepresented. (June 29, 1973).
LRR-Summary of Developments, July 16, 1973. p. 3.
83-LRRM-1373-79.

University of Detroit(Mich.) and AAUP.

NLRB includes part-time faculty and chairman in full-time
faculty unit at Univ. of Detroit. Negotiation Research
Digest, December, 1971, p. 11.

Reference 270 in Bibliography No. 1.

PERB

"PERB Reports Greater Participation in On-Site Than Mail
Vote," but mail voting procedures used to conduct
professional-technical unit election was 63.9%
participation. 1973-GERR-514:2, D-1 to D-5.

PERB-DECISIONS-CONNECTICUT

New Haven College.

State labor board asserts jurisdiction over New Haven
College. Negotiation Research Digest, May, 1971, p. 7.

PERB-DECISIONS-HAWAII

"HERB(Hawaii) Approves Agency Shop Fees in 10 Units." including
Hawaii Federation of College Teachers. 1973-GERR-497:1,
B-8 to 12.

In the matter of Hawaii Federation of College Teachers (March
19, 1973).HERB Case No. SF-07-9, Decision No. 31.

Relating to Agency Shop fees.

PERB DECISIONS-MICHIGAN

Oakland Community College and Faculty Association.

Rules that athletic coaches qualify as members of teaching
faculty bargaining unit. (September 20, 1972).
1973-GERR-488:C-2 to 3.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part outlines the various methods and tools used to collect and analyze data. This includes both traditional manual methods and modern digital technologies, highlighting the benefits of automation and data integration.

3. The third part focuses on the challenges faced in data management, such as data quality, security, and privacy. It provides strategies to address these challenges and ensure that the data remains reliable and secure.

4. The fourth part discusses the role of data in decision-making and strategic planning. It explains how data-driven insights can help organizations identify trends, opportunities, and risks, leading to more informed and effective decisions.

5. The fifth part covers the importance of data governance and compliance. It outlines the necessary policies and procedures to ensure that data is handled in a responsible and lawful manner, meeting regulatory requirements.

6. The sixth part addresses the future of data management, including emerging trends like artificial intelligence, cloud computing, and big data. It discusses how these technologies will shape the way organizations collect, store, and use data.

7. The seventh part provides a summary of the key points discussed throughout the document. It reiterates the importance of a data-driven approach and the need for continuous improvement in data management practices.

8. The final part offers concluding thoughts and recommendations for organizations looking to optimize their data management processes. It encourages a proactive and collaborative approach to data management, involving all stakeholders in the organization.

PERB DECISIONS-NEW YORK

Adirondack Community College.

Upon the application for designation of persons as managerial or confidential. (February 17, 1972). Official Decisions, Opinions and Related Matters-Public Employment Relations Board of the State of New York. Secretary of State, State of New York. (Cited hereafter as Official Decisions-NYS/PERB. 5-4006, # 2 pp.

CUNY-The Board of Higher Education and the Legislative Conference/UFCT.

Separates the permanent instructional staff of the Board of Higher Education from the nonannual (temporary) instructional staff, except those positions carrying tenure. Election directed. (May 7, 1968). Official Decisions-NYS/PERB. 1-407, 7 pp.

CUNY-The Board of Higher Education.

Opinion of Counsel-The Board may choose to be governed by NYC Collective Bargaining Law, establish its own procedures, or remain under the provisions of the Civil Service Law. (October 27, 1967). Official Decisions-NYS/PERB. 1-500, 1 p.

CUNY-The Board of Higher Education and The Legislative Conference/UFCT.

UFCT was certified as the negotiating representative of the temporary instructional staff. The Legislative Conference was certified for collective negotiations and the settlement of grievances for certain employees. (January 3, 1969). Official Decisions-NYS/PERB. 2-3000, 2pp.

Above order revoked, annulled and reissued. Official Decisions-NYS/PERB. 2-3026, 2 pp.

Determination of two bargaining units for faculty members. Election directed. (August 9, 1968). Official Decisions-NYS/PERB. 2-3056, 6 pp.

CUNY-The Board of Higher Education and UFCT/Dr. Oscar Gottlieb (Brooklyn College).

Dismissal of charge of failure to implement arbitrator's



PERB DECISIONS-NEW YORK cont.

award to reinstate lecturer-did not state cause of action as improper practice by employer. (December 14, 1970).
Official Decisions-NYS/PERB. 3-4513, 2 pp.

CUNY-The Board of Higher Education and UFCT.

Petition dismissed on motion to vacate arbitrator's award-reappointment of part-time lecturers at Brooklyn College. Arbitrator determined that grievants should be reappointed. (not-dated).
Official Decisions-NYS/PERB. 4-8002, 1 p.

Cited as reference 285 in "Coll. Barg. in Higher Educ.-1971-73" Bibliography. 75-LRRM-2655.

CUNY-The Legislative Conference and The Board of Higher Education.

Reluctantly, motion for an order to compel granting of sabbatical leaves is denied, and cross motion is granted on the grounds that complaint fails to state cause of
Officials Decision-NYS/PERB. 4-8022, 2pp.

Cited as reference 288 in "Coll. Barg. in Higher Educ.-1971-73" Bibliography. 78-LRRM-2848.

CUNY-The Legislative Conference and The Board of Higher Education.

Applies to the above. (December 9, 1971).
Official Decisions-NYS/PERB. 4-8054, 1 p.

Cited as references 288 in "Coll. Barg. in Higher Educ.-1971-73" Bibliography. 79-LRRM-2608.

CUNY-The Board of Higher Education and Professional Staff Congress.

Professional Staff Congress becomes the exclusive negotiating representative. (June 12, 1972).
Official Decisions-NYS/PERB. 5-3031, 1 p.

CUNY-Professional Staff Congress and Board of Higher Education.

Absent showing of special circumstances, hearing officer's ruling on materiality of evidence will not be renewed by PERB until record is complete. (October 2, 1972).
Official Decisions-NYS/PERB. 5-3053, 1 p.



PERB-DECISIONS-NEW YORK cont.

Considering its timing with a uniting dispute, an employer's resolution freezing salaries until completion of negotiations was held an unlawful interference with employees' rights of organization. (February 20, 1973).
Official Decisions-NYS/PERB. 6-4527, 6 pp.

CUNY-The Legislative Conference and The Board of Higher Education.

Court reverses arbitration award on retroactive reappointment at Brooklyn College for Z. Perlin. (April 11, 1972).

Official Decisions-NYS/PERB. 5-7508, 5 pp.

Cited as reference 289 in "Coll. Barg. in Higher Educ.-1971-73" Bibliography. 80-LRRM-234

Court Appeals affirms above. Reappointment of employee for one year without tenure was held a viable solution for grievant Z. Perlin. (December 29, 1972).

Official Decisions-NYS/PERB. 6-7505, 2 pp.

Erie Community College, Administrators Association of

Dismissal on procedural grounds on petition claiming that Erie County PERB violated the Civil Service Law, by not naming administrators as a separate unit. (January 26, 1970).

Official Decisions-NYS/PERB. 3-3026, 3 pp.

Fashion Institute of Technology and UFCT.

Improper practice charge alleging discrimination against employee because of union activities dismissed for lack of proof. (December 27, 1971).

Official Decisions-NYS/PERB. 4-4525, 5 pp.

Board reverses the above determination, and orders reinstatement with backpay for female part-time lecturer. (April 28, 1972).

Official Decisions-NYS/PERB. 5-3018, 7 pp.

Hudson Valley Community College-Board of Supervisors, Rensselaer County and Faculty Association/Civil Service Employees Association.

Faculty Association certified as negotiating representative. (October 25, 1968).

Official Decisions-NYS/PERB. 1-399.74, 1 p.



PERB-DECISIONS-NEW YORK cont.

Hudson Valley Community College-County of Rensselaer/Board of Trustees and Faculty Association.

Faculty Association certified as exclusive representative of department chairman, administrative assistants and curriculum coordinators, who were excluded in above decision. (November 10, 1972).

Official Decisions-NYS/PERB. 5-3067, 2 pp.

Dues deduction authorization cards of unit are sufficient evidence for certification without election-relating to the above unit of department chairmen, etc. (October 12, 1972).

Official Decisions-NYS/PERB. 5-4033, 2 pp.

Jefferson Community College-County of Jefferson and N.Y.S. Nurses Association/Faculty Association(intervenor).

Improper practice charge dismissed against employer who, during open period, unilaterally abolished negotiating unit, placing nurses in unit with other professional employees. (July 29, 1971).

Official Decisions-NYS/PERB. 4-3057, 2 pp.

Relating to the above. (April 29, 1971).

Official Decisions-NYS/PERB. 4-4508, 3 pp.

Certification petition dismissed since majority of nurses voted against representation (July 11, 1972).

Official Decisions-NYS/PERB. 5-3033, 1 p.

Separate nurses unit determined to be appropriate. Certain college administrative employees placed in the faculty negotiating unit. (March 16, 1972).

Official Decisions-NYS/PERB. 5-4012, 5 pp.

Jefferson Community College-Board of Supervisors and Faculty Association/NYS-PERB.

Court dismissed motion to prohibit PERB hearing in improper practice case on county's refusal to approve merit increases in salary (November 3, 1972).

Official Decisions-NYS/PERB. 5-7020, 2 pp.

(Not reported by N.Y.S. Supreme Court, Jefferson County.)

Employer's refusal to pay contractual merit salary increases is an improper unilateral change in term of employment violating its duty to negotiate in good faith. (March 16, 1973).

Official Decisions-NYS/PERB. 6-4509, 5 pp.



PERB DECISIONS-NEW YORK cont.

County Board of Supervisors' Unilateral limitation of number of faculty members to receive merit increments held a violation of duty to negotiate. (May 24, 1973).
Official Decisions-NYS/PERB. 6-3031, 3 pp.

Monroe Community College-Judith J. Toler and Board of Trustees/President/College on Charge of Reprisal.

Recommended that female assistant professor be promoted to associate professor as a remedy in that the reprisal for union activity was engaged in as part of the official conduct of authorized faculty members. (September, 1968?)
Official Decisions-NYS/PERB. 1-811, 7 pp.

Employer was ordered to reconsider Miss Toler's qualifications for promotion de novo, since objections of the college were sustained in part. (April 7, 1969).
Official Decisions-NYS/PERB. 2-3025, 3 pp.

Nassau Community College.

The Faculty Senate does not qualify as an employee organization for the purposes of the Taylor Law. (December 17, 1967).
Official Decisions-NYS/PERB. 1-510, 2 pp.

Nassau Community College-Bernard Katz/Faculty Senate and PERB (Nassau County)/ County of Nassau/College/UFCT.

NYS Supreme Court, Nassau County for a judgment on dismissal of petition seeking certification as exclusive representative for full-time faculty, non-faculty staff and unrepresented employees. (August 3, 1971).
Official Decisions-NYS/PERB. 4-8036, 4 pp.

Nassau Community College-Ralph G. Caso/Nassau County and Bernard Katz/Faculty Senate.

N.Y.S. Supreme Court, Nassau County, enjoined teachers from engaging in strike over increased teaching hours. Teachers who refused to work the additional hours were on strike. (September 30, 1971).
Official Decisions-NYS/PERB. 4-8052, 3 pp.

N.Y.S. Supreme Court, Appellate Division, affirms the above order. (December 6, 1971).
Official Decisions-NYS/PERB. 5-7506, 1 p.

Orange County Community College and AAUP/Faculty Association.

Faculty association was certified as negotiating representative. (January 3, 1969).
Official Decisions-NYS/PERB. 2-3002, 2 pp.

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The third section details the statistical analysis performed on the collected data. It describes the use of descriptive statistics to summarize the data and inferential statistics to test hypotheses. The results indicate a significant correlation between the variables being studied.

Finally, the document concludes with a series of recommendations based on the findings. These suggestions are aimed at improving the efficiency of the process and ensuring that the data remains accurate and up-to-date. The author also notes the limitations of the study and suggests areas for future research.

PERB DECISIONS-NEW YORK cont.

Rockland Community College-County Board of Supervisors and
College Federation of Teachers and Associated Faculty.

College Federation of Teachers was certified as
negotiating representative. (January 17, 1969).
Official Decisions-NYS/PERB. 2-3003, 2 pp.

Schenectady Community College-County and Faculty Association.

College Faculty Association became exclusive negotiating
agent and unit determined. (June 14, 1971).
Official Decisions-NYS/PERB 4-3042.2 1 p.

Designation and authorization forms constituted
sufficient evidence for certification of employee
organization as negotiating representative. (May 17, 1971)
Officials Decisions-NYS/PERB. 4-4008, 2 pp.

Reopening of issues previously settled during negotiations,
use of grievance procedure to accomplish negotiations
objectives, raising issues at fact-finding not discussed
during negotiations & unilateral imposition of professional
development procedures for teaching faculty, held improper
(February 2, 1973).
Official Decisions-NYS/PERB. 6-4503, 10 pp.

Failure by employer to negotiate establishment of profes-
sional development plan held not improper-no request for
negotiation made. Refusal to negotiate impact of such
plan was improper. (May 14, 1973).
Official Decisions-NYS/PERB. 6-3027, 3 pp.

SUNY-CORTLAND-Donald E. Leon and Kenneth E. Young, President/
College.

Recommended that assistant professor be given an additional
two-year appointment in determining tenure. Non-renewal
of contract based on union activity. (September, 1968?).
Official Decisions-NYS/PERB. 1-800, 10 pp.

SUNY and Federation of Teachers/Delhi Tech/Faculty Senate.

Charges of improper practices should be handled separately
from a representative proceeding. A single state unit is
the most appropriate unit. Supervisory exclusion
determinations cannot be based solely on job titles.
Election directed. (October 6, 1969).
Official Decisions-NYS/PERB. 2-3070, 4 pp.

PERB DECISIONS-NEW YORK cont.

SUNY-The Faculty Senate and Civil Service Employees Association will be certified jointly if successful in any y election. Unit defined. Election directed. (August 12, 1969).

Official Decisions-NYS/PERB. 2-4010, 16 pp.

Senate Professional Association is the exclusive negotiating representative. (January 28, 1971).

Official Decisions-NYS/PERB. 4-3000.5, 2 pp.

SUNY-Samuel Wakshull/Federation of Teachers and Robert D. Helsby/PERB.

PERB's statewide unit upheld. Deans continued as part of the unit. N.Y.S. Supreme Court, Appellate Division. (November 10, 1970).

Official Decisions-NYS/PERB. 3-7013, 2 pp.

Cited as reference 286 in "Coll. Barg. in Higher Educ.-1971-73" Bibliography. 75-LRRM-2657.

Ulster County Community College-Board of Trustees/County Legislative and College Faculty Association.

Employer to cease & desisit from a) refusing to explain its negotiations posture b) refusing to meet to negotiate c) withdrawing concessions made. (December 13, 1971).

Official Decisions-NYS/PERB. 4-3088, 5 pp.

Hearings on the above in relation to a faculty strike, which was provoked. (September 23, 1971).

Official Decisions-NYS/PERB. 4-4518, 12 pp.

PERB DECISIONS-PENNSYLVANIA

Beaver County Community College-PLRB vs. Board of Trustees.

Sustains charge by Society of Faculty(NFA) that Board must bargain with faculty society regardless of individual employee contracts signed prior to certification of the society (August 11, 1972). 1973-GERR-488: C-4.

Pennsylvania State University-"PLRB Rejects Bid for Multicampus Faculty Unit." 1973-GEER-515:1, B-1 to 2.

In the Matter of the Employees of Pennsylvania State University, PERA-R-801-C(June, 1973). PLRB rejects both single multi-campus unit and separate units for each of the 18 campuses.

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In the second section, the author outlines the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The primary data was gathered through direct observation and interviews, while secondary data was obtained from existing reports and databases.

The third section details the statistical analysis performed on the collected data. This involves the use of descriptive statistics to summarize the data and inferential statistics to test hypotheses. The results of these analyses are presented in a clear and concise manner, highlighting the key findings of the study.

Finally, the document concludes with a discussion of the implications of the findings. It suggests that the results have significant implications for the field of study and offers recommendations for further research. The author also acknowledges the limitations of the study and expresses gratitude to those who assisted in the research process.

PERB DECISIONS-VERMONT

Vermont Technical College-"Vermont Board Rejects Single-College Faculty Unit." 1973-GERR-498:2, B-9 to 11.

State-wide unit favored over faculty position at one college. Petition for certification of Faculty at Vermont Technical College, VSELRB No. 72-0, February, 1973.

PERB DECISIONS-WISCONSIN Vocational Teachers Union Loc

Milwaukee Vocational Teachers Union Local 212. Decision No 6343 (1963).

Cited in Lieberman and Moskow, Collective Negotiations for Teachers, Appendix D-6 (1966).

Decision on permanent vs. part-time (temporary or non-annual) lecturers.

Waukesha County Technical Educators Association and Area Board.

Directs election in unit of all regular full-time and part-time certified teaching personnel including chairmen, guidance counselor, excluding librarians.(June 21, 1972). 1973-GERR-493: C-4.

PERB RULES

"New Jersey PERC Revises Regulations on Posting, Intervention, and Timeliness." 1973-GERR-508:1, B-5 to 6, Text E-1 to 12.

"Oklahoma PERB Adopts Rules." 1973-GERR-511:1, B-9 to 11, Text E-1 to 4.

Lawsuits challenge law, adopt rules for conducting elections, filing unfair labor practice charges.

PUBLIC SECTOR LABOR RELATIONS

Aksen, G., et al. "Public Employees and Collective Bargaining" Symposium in Conference on Labor, New York University, Proceedings, 21st (1968), 447-575.

Includes discussion on comparison of state and local experience, unit determination, arbitration, factfinding, and how to prevent strikes.

Comments."Collective Bargaining For Public Employees and the Prevention of Strikes in the Public Sector." Mich. L. Rev., 68:260-302, December, 1969,

Dole, R. F., Jr. "State and Local Public Employee Collective Bargaining in the Absence of Explicit Legislative

PUBLIC SECTOR LABOR RELATIONS cont.

Authorization." Iowa Law Review, 54(4): 539-559,
February, 1969.

A thoroughgoing study of the problems, amply footnoted--
with special reference to Iowa, which lacks a compre-
hensive collective bargaining statute.

"Growth of Public Sector Compulsory Unionism Privileges
Denounces." 1973-GERR-513: 2, B-3 to 4. Text F-1 to 3.

Mentions NEA role as a militant union.

Labor Law Developments 1973. The Southwestern Legal Foundation.
Proceedings of Nineteenth Annual Institute on Labor Law.
Matthew Bender & Co., Inc., New York, 1973.

Included Chapter: The Emerging Duty to Bargain in the
Public Sector. Public Sect

Love, T., et al. "Political Implications of Public Employee
Bargaining." Industrial Relations, 11(1):18:33,
February, 1972.

Managing Governments' Labor Relations. Consortium Press,
821 Fifteenth St., N.W., Washington, D.C. 20005, \$7.50.

A collection of papers on public sector labor relations
in federal, state and local jurisdictions.

"The role of the legislature in the bargaining process is
conceptually ambiguous...." Labor Law Developments 1973,
Southwestern Legal Foundation, Proceedings of Nineteenth
Annual Institute on Labor Law. Published by
Matthew Bender, 235 E. 45 St., N.Y., N.Y. 10017, pp. 26-7.

Shinn, J. C., et al. "Collective Bargaining in the Public
Sector." Symposium in Conference on Labor, New York
University, Proceedings, 23rd (1970), 359-426.

Includes discussion of Executive Order No. 11491, bargain-
ing units, grievance arbitration, and ability to pay.

Smith, R. A. "State and Local Advisory Reports on Public
Employment Labor Legislation: A Comparative Analysis."
Michigan Law Review, 67(5): 891-918, March, 1969.

Includes sections by:

Anderson, A., "Strikes and Impasse Resolution in Public
Employment," 934-70.

Brown, R. S. "Collective Bargaining in Higher Education."
1067-82.

PUBLIC SECTOR LABOR RELATIONS cont.

Ullman, J. "Structure & Scope of Appeals Procedures for
Public Employees." Industrial & Labor Relations Review,
23:323-34, April, 1970.

Introduction

The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and timeline. It is intended for all stakeholders involved in the project, including the project manager, team members, and sponsors.

Project Objectives

The primary objectives of this project are to deliver a high-quality product that meets the needs of our customers, to complete the project within the allocated budget, and to ensure that the project is completed on time.

Project Scope

The project scope includes the development, testing, and deployment of a new software application. The scope also includes the identification and management of risks, and the communication and reporting of project progress.

Project Timeline

The project timeline is as follows: The project will start on 10/10/10 and will be completed by 12/31/10. The project will be divided into several phases, including planning, development, testing, and deployment.

Project Risks

The project risks include the possibility of budget overruns, delays in the project schedule, and the potential for technical challenges. These risks will be managed through regular communication and reporting.

Project Communication

The project communication plan includes regular meetings with the project team and sponsors, as well as the use of project management tools to track progress and communicate changes.

Project Reporting

The project reporting process includes the preparation and distribution of project status reports, which will provide a clear and concise overview of the project's progress and any issues that may arise.

Project Conclusion

The project is expected to be completed successfully, and the results will be used to inform future projects. The project team is committed to delivering a high-quality product that meets the needs of our customers.