January 1996

Cover, Dedication, Preface, Contents

Robert B. McKersie  
Cornell University

J. Gormly Miller  
Cornell University

Robert L. Aronson  
Cornell University

Robert R. Julian  
Cornell University

Elaine Gruenfeld Goldberg

Follow this and additional works at: http://digitalcommons.ilr.cornell.edu/ilratfifty
Thank you for downloading an article from DigitalCommons@ILR.
Support this valuable resource today!

This Article is brought to you for free and open access by the Publications about the ILR School and Faculty at DigitalCommons@ILR. It has been accepted for inclusion in The ILR School at Fifty: Voices of the Faculty, Alumni and Friends by an authorized administrator of DigitalCommons@ILR. For more information, please contact hlmdigital@cornell.edu.
Cover, Dedication, Preface, Contents

Abstract
The cover, dedication, preface, and content pages from The ILR School at Fifty, a collection of reflections on the first fifty years of the School of Industrial and Labor Relations at Cornell University. Compiled by Robert B. McKersie, J. Gormly Miller, Robert L. Aronson, and Robert R. Julian. Edited by Elaine Gruenfeld Goldberg.

Keywords
ILR, deans, faculty, award, Groat, Cornell University, school

Comments
Suggested Citation
http://digitalcommons.ilr.cornell.edu/ilratfifty/1/
The ILR School at Fifty

Voices of the Faculty, Alumni & Friends

Compiled by
Robert B. McKersie
J. Gormly Miller
Robert L. Aronson
Robert R. Julian

Edited by
Elaine Gruenfeld Goldberg
The School of Industrial and Labor Relations at Cornell University extends sincerest thanks to the following National Sponsors of its 50th Anniversary Celebrations and Projects

Citibank
Colgate Palmolive
Edison Electric in recognition of the efforts of John J. Barry, President, IBEW, to further labor management cooperation
Ford
Frito-Lay
GTE
The Huret Family
ILR Alumni Association
Mr. & Mrs. Eric F. and Janet Clark Jensen
Littler, Mendelson, Fastiff, Tichy & Mathiason
Mobil
New York State AFL-CIO
Union of Needletrades, Industrial and Textile Employees, AFL-CIO, CLC
Xerox

...and to Individual Sponsors of the McKersie Book Fund

Leonard P. Adams
Stanley L. Aiges
Anonymous
Anonymous
Robert L. Aronson
Francine D. Blau
Donald E. Cullen
Charlotte Dennis
Robert E. Doherty
Ronald G. Ehrenberg
Randy A. Ehrenberg
Lois Gray
Marcia L. Greenbaum
David B. Lipsky
Robert B. McKersie
Frank B. Miller
David G. Moore
Harold R. Newman
Robert L. Raimon
Vicki A. Saporta
John P. Windmuller
Paul Yager
The ILR School at Fifty

Voices of the Faculty, Alumni & Friends

Compiled by
Robert B. McKersie
J. Gormly Miller
Robert L. Aronson
Robert R. Julian

Edited by
Elaine Gruenfeld Goldberg
Dedicated to the Memory of
J. Gormly Miller
1914-1995
How did this volume come into existence? Well, several of us thought it would be fun to create (and to read) a collection of reflections on the first fifty years of the ILR School. Little did we realize when we commenced this project several years ago that what we thought might be a scrapbook of 60-70 pages would grow to a fairly sizeable volume.

A few words should be said about how we proceeded. Initially, we contacted the recipients of the Judge Groat Alumni Award, as well as former deans and founding faculty to ask them to record their thoughts about the school. Then other names were suggested as potential contributors and the project gained momentum, as well as volume. En route, for example, we realized that it would be important to present information about the various departments and divisions of the school. Perhaps because of our procedure the volume has a sort of time warp. Many of those who contributed have memories from the "old days"; few describe more recent generations. After all, it takes time to make enough of a mark to qualify for consideration for a Groat Award, and recent grads are busy making history, rather than remembering it. Thus, this is something of a nostalgia trip and leans heavily on the early years.

We hope, nevertheless, that the volume conveys a sense of the evolution and impact of the school over its first fifty years. It makes no attempt to tell the whole story, nor to be a complete history, and we certainly have left out some events and experiences that readers will recall for themselves as especially poignant. We have attempted to capture the essence of the school's history and to be as accurate as possible. Memories may differ, though—or, indeed, be somewhat faulty. And we apologize if this roundup of perspectives has distorted "the way it really was."

We are very grateful to all those who contributed, both for their time and for their willingness to share their memories. In assembling the book, we have sorted and edited most contributions in order to create a cohesive unit; however, to those few contributors who expressed a strong desire to retain their own wording we have acquiesced.

We owe a special debt of gratitude to the family of Emmet O'Brien for allowing us to draw liberally from his unpublished biography of Irving Ives. We are thankful too to have been given the go-ahead to use several lengthy quotations from William Foote Whyte's Participant Observer, © 1994—which we gratefully use by permission of the publisher, Cornell University Press. In addition, we would like to thank Cornell University and the ILR School for providing us with irreplaceable photographs from both their valuable Archives Photograph Collection and
Office of School Relations Photographs held in the Catherwood Library's Labor-Management Documentation Center.

We would also like to thank those who contributed dollars for this project and to express our appreciation to Dean David Lipsky who decided to go ahead with publishing this volume in an era of very austere budgets. It is our hope that this roundup of reflections will both kindle memories of the school and stimulate interest on the part of future generations of "ILRies" who have not yet shared in its special history.

We need to add a note, however, about our colleague, friend, and collaborator, J. Gormly Miller, who passed away shortly before this book went to press. Gormly contributed greatly to this volume, both in the number of pages he created and in the leadership role he played from the project's inception. Gormly's help in accessing the library archives enabled us to get our arms around the ILR story. Furthermore, he recruited contributors, reminded them about their deadlines, and served as our home base in Ithaca.

Gormly brought to this enterprise a dedication and zestful spirit that characterized all of his undertakings throughout his long and remarkable career. Despite failing health, he journeyed to the office each day to log in for e-mail messages and to check on the progress of our project. We miss him, and we dedicate this volume to his memory.

The Compilers
## CONTENTS

1. **Introduction** .................................................................................................................. 1  
   *David B. Lipsky*
   - Changes in the Curriculum .......................................................................................... 1
   - Changes in the Workplace ......................................................................................... 2
   - Change and Continuity ............................................................................................. 3
   - Growth ...................................................................................................................... 4
   - Response to Danger ................................................................................................. 6
   - Fulfillment of a Dream ............................................................................................. 7

2. **Establishment of the School** ...................................................................................... 9  
   *Gormly Miller and Emmet O'Brien*
   - Three Key Players .................................................................................................... 11
     *Emmet O'Brien*
   - Ives Connects with Day ........................................................................................... 12
     *Emmet O'Brien*
   - The Vision Becomes a Reality .................................................................................. 13
     *Emmet O'Brien*
   - Another Perspective on the Ives-Day Partnership .................................................. 15
     *Milton R. Konvitz*

3. **Launching the New Enterprise** ................................................................................... 17  
   *Emmet O'Brien*
   - The First Dean and the School's Dedication ............................................................. 17
     - Getting Underway .................................................................................................. 17
     *Jean McKelvey*
   - Ives Moves On ........................................................................................................ 20
     *Emmet O'Brien*
   - Several Views of Martin P. Catherwood ................................................................ 21
     - Masterful Leadership ............................................................................................ 21
       *Maurice F. Neufeld*
     - M.P.'s Activism ...................................................................................................... 22
       *Leonard P. Adams*
     - Another Perspective .............................................................................................. 22
       *William F. Whyte*
   - The Founders .......................................................................................................... 23
     - Jean Trepp McKelvey: Founding Mother & Mentor ............................................. 23
       *Marcia L. Greenbaum ('62)*
     - Maurice Neufeld .................................................................................................. 27
       *David Lipsky ('61)*
4. The School Develops .................................................. 41

Alumni Recall Their Lives as Students .................................. 41
Jacob Seidenberg (GR '51)
Chris Argyris (GR '51)
Eric Jensen ('51)
Paul Yager (GR '49)
Robert Raimon (GR '49, '51)

The Faculty Were Giants .................................................. 44
Charles Arthur ('61)
Gardner Clark ................................................................. 45
Martin Sampson .............................................................. 45
Duncan MacIntyre ......................................................... 45
Iz Blumen and Bob Raimon ............................................. 46

Alice Cook: Lifelong Scholar, Consummate Teacher ................ 46
Marcia L. Greenbaum ('62)

Frances Perkins ............................................................... 50
Distinguished Public Servant ............................................ 50
Emmet O'Brien
Esteemed Lecturer, Biographer, Teacher, and Colleague ......... 51
Maurice Neufeld
Other Sides of Frances Perkins ........................................ 52
John W. McConnell
George Hildebrand

Visits and Visitors ........................................................ 53

Tenth Anniversary: Reflection and Change .......................... 53
The School Celebrates its Tenth Anniversary ....................... 53
Milton R. Konvitz

The Emergence of Departments at ILR ................................. 54
Frank Miller

Development of International Programs and Outreach ............ 55
ILR International Activities: The Early Years ....................... 55
John Windmuller

Another Perspective ....................................................... 58
5. The John McConnell Era

John W. McConnell

Another Perspective [1961-62]

John McConnell
Charles Arthur

Other Changes in the Curriculum

New Faculty

George Hildebrand
George Brooks
Alison McKersie ('91)

Extension

Another Perspective

Bob Raimon

The Liberian Project

Reflections on Education at the ILR School, circa 1958-1962

Harry T. Edwards ('62)

6. The 1960s

Remembrances of Things Past — 1963-71

David Moore

The Setting on My Arrival at Cornell

The Faculty

The Role of the Dean

Civil Rights, Civil Unrest, and Community Action

Disillusionment with U.S. Foreign Policy

New York’s Public Employment Relations Act and ILR

Campus Unrest

Another Perspective

William F. Whyte

One Final Story

Creation of the Public Employment Relations Board

Robert Helsby (GR ’58)

PERB Assistance

Harold Newman

Another Perspective

Harold Newman

Alumni Perspectives

Joan Greenspan ('64)
Richard Hoffman ('67)
Eileen Barkas Hoffman ('69)
Carolyn J. Jacobson ('72)
Francine Blau ('66)

7. The 1970s
# Contents

*James E. McPherson*

Career Services: Then and Now .................................................. 160  
*Karin S. Ash*

## 10. The Academic Departments ................................................ 165

Collective Bargaining, Labor Law, and Labor History ..................... 165  
*Harry Katz*

The Department of Economic and Social Statistics ......................... 166  
*Isadore Blumen*

Labor Economics and Income Security Department .......................... 168  
*Bob Aronson and Ron Ehrenberg*

A Parent Department: Human Resources and Administration ............... 175  
*Frank B. Miller and Larry Williams*

The Organizational Behavior Department ...................................... 177  
*Larry Williams*

Evolution of the Human Resources and Administration Department ....... 180  
*Frank Miller*

  - Departmental Beginnings (1970-76) ........................................ 180  
  - Building the Launching Pad (1976-79) ................................... 182  
  - The Take-Off Period (1979-85) ........................................... 183  
  - Attaining Orbit (1985-89) ................................................ 188  
  - Flying High (1989-Present) ............................................... 191

## 11. Looking Back ........................................................................ 195

Alumni Views of ILR ................................................................. 195  
*Vicki Saporta ('74)*

  - Stanley Aiges (GR '58)
  - Jack Sheinkman ('49)
  - Walton Burdick ('55)
  - Jack Golodner ('53)
  - Robert H. Bluestein ('67)
  - Susan Glycopantis ('59)

The Creation of the Alpern Scholarship and Prize ......................... 203  
*Jerome Alpern ('49)*

A Professor's Perspective .......................................................... 204  
*Robert Aronson*

## 12. The Future Lies Ahead (With Apology to Mort Sahl) ................ 211

*David B. Lipsky*

Yesterday ...................................................................................... 211

Today ............................................................................................ 212

Today's Challenges ........................................................................ 213

Goals I Propose ............................................................................ 214
# Appendices

A. **Time Line: Events, Incidents, and Items of Note** ........................................ 217  
   *J. Gormly Miller, Boodie N. McGinnis (GR '95), & Robert R. Julian*

B. **Roster of Deans and Faculty** .................................................................................. 251

C. **Faculty Publication** ................................................................................................... 257  
   *Robert L. Aronson and J. Gormly Miller*

D. **Curriculum Comparisons** ......................................................................................... 263  
   - Curriculum 1945-46............................................................................................... 263
   - Curriculum 1965-66............................................................................................... 264
   - Curriculum 1985-86............................................................................................... 265
   - Curriculum 1994-95............................................................................................... 266

E. **References** .................................................................................................................. 267