

**UCLA Institute for Research on
Labor and Employment**

**REPORT ON ACTIVITIES
2008-2009**



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1. Introduction

1.1. Mission, overall structure, guide to this annual report

The UCLA Institute for Research on Labor and Employment (IRLE) carries out and facilitates research, education, and community outreach on work, labor, and employment issues. It is the one UCLA unit dedicated to this mission, and is a clearinghouse for all on campus who focus on work and employment.

IRLE consists of four units: the IRLE Academic Unit (which has at times been called the Institute for Research on Labor and Employment), the Center for Labor Research and Education (Labor Center), the Labor Occupational Safety and Health Program (LOSH), and the Human Resource Round Table (HARRT). The graphic below illustrates the four units and their main functions.



The four units are distinguished by their activities and constituencies.

- The Academic Unit conducts and facilitates academic research and education, including a Minor in Labor and Workplace Studies. It principally relates to scholars in UCLA and elsewhere and to undergraduate and graduate students within UCLA and to a lesser extent elsewhere in UC.
- The Labor Center focuses particularly on applied research and outreach and education directed to community, labor, and government actors. The Labor Center also shares responsibility with the Academic Unit for the Labor and Workplace Studies Minor.
- LOSH's distinguishing feature is its focus on issues of occupational safety and health, which brings it into particular contact with businesses, workers, and policy-makers concerned with these issues. It conducts academic and applied research, education, training, and outreach within its area of focus.
- HARRT creates a dialogue between senior executive members (from both for profit and not-for-profit organizations) and selected faculty representing multiple disciplines at UCLA, UC Berkeley and

UC Davis. HARRT's membership is a group of top human resource officials from Southern California employers.

IRLE belongs to the UCLA College of Letters and Science. LOSH also reports to the Center for Occupational and Environmental Health in the UCLA School of Public Health. HARRT draws its faculty associates from a variety of disciplines within UCLA and other UC campuses and is linked to the Anderson School of Management. These varied links promote cross-fertilization among schools at UCLA.

This Annual Report consists of six sections:

7. *Introduction* – The rest of this section summarizes the Institute's 64-year history.
8. *Governance Structure* – Section 2 summarizes governance structure and processes. Membership of governing bodies is listed in the Appendix.
9. *Activities* – Section 3 describes IRLE's strategic focus during 2008-09. The detailed activities are described in Section 4.
10. *Contributions to UCLA's Mission* – This section summarizes IRLE's contributions to academic excellence through research and teaching, to civic engagement, and to diversity.
11. *Financial Status* – Section 5 describes the budgetary situation and highlights some budgetary concerns.
12. *Trends, challenges, and 2009-10 plans* – This section offers a look forward at how IRLE plans to pursue its mission and confront challenges in 2009-10.

1.2. Brief history

The UCLA Institute for Research on Labor and Employment (until early 2007 known as the Institute of Industrial Relations, or IIR) is the intellectual center for research and education on labor and employment issues at UCLA. First established in 1945 (along with a similar Institute at UC Berkeley), the IRLE brings together faculty, graduate students, and undergraduates with an interest in this interdisciplinary field. Throughout the past six decades, the Institute has also been engaged in community service. Indeed, the IRLE's mission parallels that of the University of California as a whole, embracing the three goals of research, teaching, and service. Although funding levels and specific activities have fluctuated over the Institute's long history, this basic tripartite mission has remained intact.

The UCLA Institute, together with its counterpart on the UC Berkeley campus, was first established by the California State Legislature in 1945, upon the recommendation of then-Governor Earl Warren. The two Institutes also have a long history of sponsoring and publishing distinguished scholarship in the labor and industrial relations field, as well as a long record of service and teaching in this area. From the outset, they offered specialized educational services to the organized labor movement as well as to the management community, including extension courses, courses in the regular campus curriculum, and special educational programs designed to meet the needs of both management and labor.

In 1964 each Institute added a Center for Labor Research and Education (CLRE), once again as a result of legislative action. Under the direction of Kent Wong, the "UCLA Labor Center" further expanded the labor outreach and labor education work in Los Angeles and Southern California. Because so many aspects of the southern California labor and employment landscape – from immigration and increased diversity, to growing economic inequality, to innovations in union organizing – are forerunners of national trends, the Institute's revitalized research agenda and output have attracted widespread

attention on the national and international levels in the 21st century. And the expanded service activities of the Institute give UCLA faculty and students unprecedented access to research opportunities in the community.

At UCLA, the Institute added two additional sub-units: The Labor and Occupational Safety and Health program (LOSH) in 1978 and the Human Resources Round Table (HARRT) in 1986.

LOSH is a nationally recognized center, led by Linda Delp, with an emphasis on serving the Southern Californian workforce. LOSH collaborates with workers, unions, community organizations, employers, academics, students, governmental representatives, and health professionals to improve health and safety conditions for workers in Southern California. Initiatives include bilingual health and safety training, education for low-income, minority, and immigrant workers, public advocacy, and participation in industry-wide research relating to policy issues in California. Program goals include reducing work related injuries and illnesses, strengthening capacity of unions and worker centers to address safety issues, build alliances with organizations to advocate for stronger policies and programs, and recruit more students to the field.

The Human Resources Round Table, known as HARRT at UCLA, was established in 1986 by Professor Archie Kleingartner to help foster the effective management of human resources - a key to the success of any organization. This network of human resources executives and academics seek to meet the changing demands of research and practice in human resources management. Membership is purposely designed to nurture the relationship of trust that has developed among participants over the years. Sensitivity to proprietary issues allows for a free exchange of knowledge and insights among executives and faculty. Members are the senior executives responsible for the design and execution of human resources strategy and policy in their organizations. Organizations eligible for membership represent a cross section of leading companies, institutions and industries. The UCLA Faculty Associates are experts in a wide variety of HRM specialties, a reflection of UCLA's interdisciplinary approach to human resources management in and out of the classroom. Under the direction of Daniel J.B. Mitchell and David Lewin, HARRT presents a rich and stimulating environment and inspires the initiation of new activities to respond to changes in society, the economy, and in public policies.

The UCLA Institute underwent an External 5-Year Review in 2005-06. The review committee was chaired by Professor Thomas A. Kochan, of the MIT Sloan School of Management. Other outside members were Professor Dorothy Sue Cobble of the Rutgers University Labor and Employment Relations Department and Professor Arne Kalleberg, Senior Associate Dean of Social Science at the University of North Carolina, Chapel Hill. UCLA Professors Naomi Lamoreaux and Joseph Ostroy were the internal members of the review committee. The reviewers' report praised the Institute's work, while expressing deep concern about the recent period of funding instability. The report noted that the Institute's "faculty and students have been on the forefront of broadening out the study of industrial relations by examining, among other topics: the changing demographics of the workforce, family leave policies, immigration issues, global labor standards, and new labor union strategies and union-community relations."

Shortly after celebrating their 60th anniversaries, both the UCLA and Berkeley Institutes changed their names in January 2007. They are now known as the twin Institutes for Research on Labor and Employment (IRLEs), a name reflecting the transformation of the state as well as the national economy from a manufacturing-centered to a post-industrial configuration. At the same time, with the approval of the UC Regents, the statewide UC labor programs were renamed in honor of the late Miguel Contreras, the former head of the L.A. County Federation of Labor, who died at age 52 in 2005. The

Miguel Contreras Labor Program (MCLP) is now the statewide umbrella organization housing the IRLEs and CLREs at UCLA and UC Berkeley, as well as the LERF and other statewide funds.

In 2007-08, a national search was conducted to find a new Director for the IRLE. The search, chaired by the Institute's Associate Director, Professor Chris Erickson, considered several excellent candidates and then recommended Chris Tilly, then of the University of Massachusetts at Lowell for the position. As of July 2008, Tilly became Professor of Urban Planning; he assumed the Directorship of IRLE in September 2008.

2. Governance Structure

In 2008-09, the **IRLE** was led by Professor and Director Chris Tilly (Urban Planning), with Associate Director Professor Chris Erickson (Management). The **IRLE Faculty Advisory Committee**, composed of varied UCLA faculty (see Appendix for listing), meets quarterly to discuss, plan and implement initiatives of the Institute. The Advisory Committee members, together with the Director, include recent recipients of a variety of academic fellowships, including Russell Sage (4), Guggenheim (3), Fulbright (2), Abe-Social Science Research Council (1), and Princeton's Law & Public Affairs and Shelby Collum Davis Center Fellowships.

The **Labor Center**, directed by Kent Wong, has an extensive **Labor Center Advisory Committee** that consists of activists and labor leaders, along with a UCLA faculty representative (see Appendix). This group supports the goals and mission of the Labor Center through fundraising, program support and joint projects.

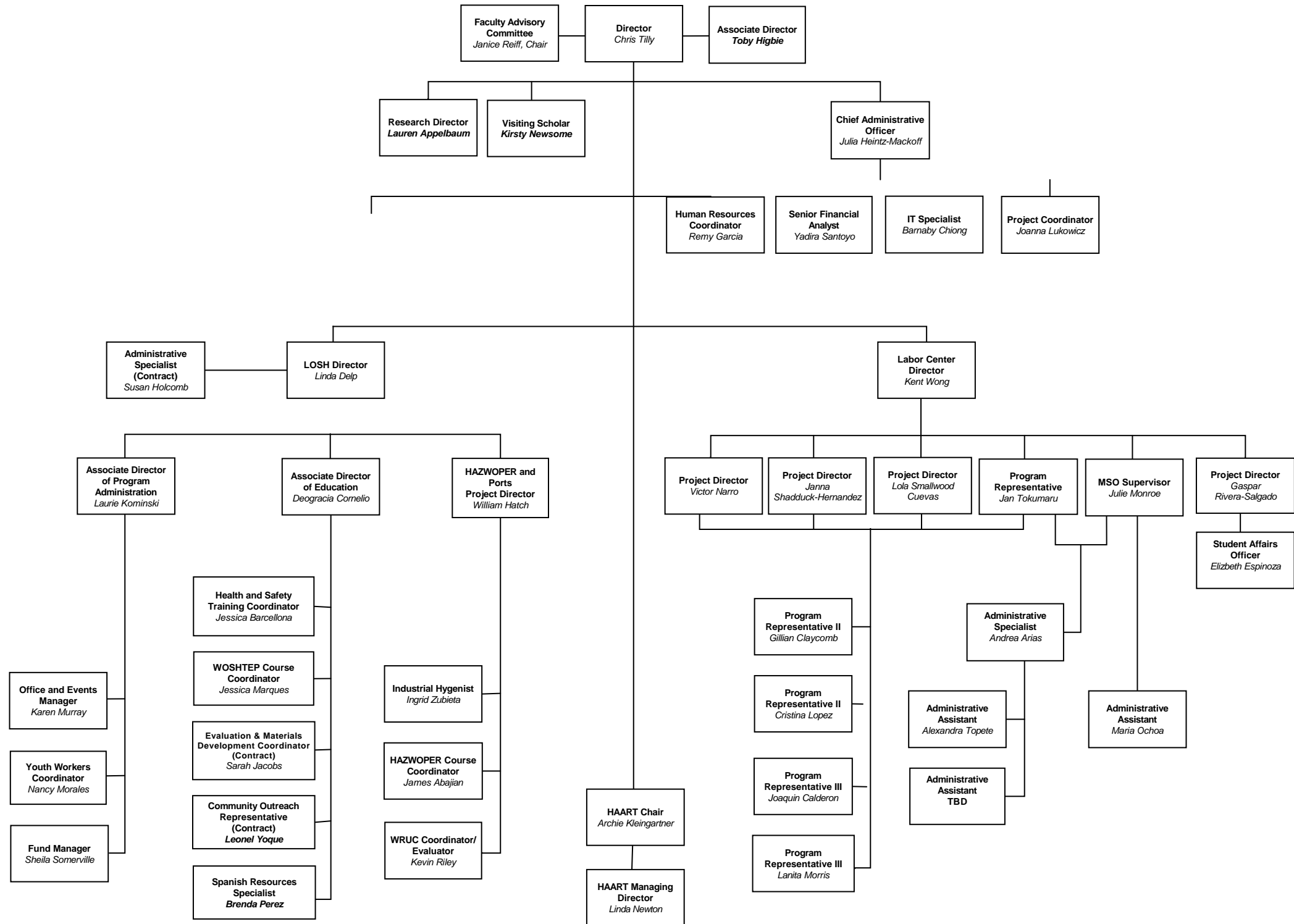
The **Labor Occupational Safety and Health Program** is directed by Linda Delp. The program utilizes established partnerships with labor unions, community groups, schools, local and state government agencies, and community health providers to develop and run programs. Additionally, there is a network of several hundred trained advocates – these include members of worksite health and safety committees, union stewards, community health promoters, and safety trainers. In order to maximize impact with the resources available, the LOSH education and training model emphasizes a "train-the-trainer" approach, preparing workers to return to their workplaces to take leadership roles in health and safety efforts.

During 2008-09, Professors Daniel J.B. Mitchell and David Lewin served as Co-Chairs of the **Human Resource Round Table** and of its **Faculty Advisory Committee**. Additionally, HARRT consults with **Faculty Associates** are experts in a wide variety of subjects, a reflection of UCLA's interdisciplinary approach to human resources management in and out of the classroom. Faculty Associates bring the latest in their teaching and research into HARRT Round Table discussions and are available to share their expertise with members. (Lists of the HARRT Faculty Advisory Committee, Faculty Associates, and Members are included in the Appendix.)

As the organizational chart on the following page shows, all three of these specialized sub-units have substantial autonomy, but operate under the IRLE umbrella and enjoy the services of its administrative staff. They all serve as gateways to the wider community for students and faculty alike, facilitating the development of a synergistic relationship between the IRLE's research, teaching and service activities. That synergy is a hallmark of the Institute's recent work.

UCLA Institute for Research on Labor and Employment

Rev. August 20, 2009



2.2. Decision-making process

Decision-making within the Institute for Research on Labor and Employment follows a process that grows out of the history and structure of the institute. There are four main elements of the decision-making process:

- Most decisions are decentralized to the leaders of the four units, which function relatively independently.
- In areas of shared concern, coordination, and joint strategy, there is considerable consultation among the unit leaders, particularly the Directors of the three larger units whose work is more closely related (Labor Center, LOSH, and Academic Unit).
- The Faculty Advisory Committee plays an important advisory role in quarterly meetings and frequent between-meeting consultations.
- The IRLE Director exercises ultimate decision-making power.

2.3. Issues, concerns, and changes in governance

The main challenge is IRLE governance is the relationship between the units. The autonomy of the units is healthy and efficient and relations among the units are cordial, but historically the units have not fully taken advantage of opportunities for coordination and collaboration. In 2008-09, we took several important steps toward a more consultative and communicative mode of governance. In fall 2008, we undertook a day-long strategic planning retreat that brought together Academic Unit, Labor Center, and LOSH staff with Faculty Advisory Committee members to define and build consensus around a strategic direction. We instituted a policy of having the leadership of HARRT, the Labor Center, and LOSH make brief reports at each quarterly Faculty Advisory Committee meeting. We added a second Institute-wide staff gathering each year, as well as regular meetings among administrative staff from the three large units. Finally, the Director has increased the frequency of consultations with the Directors of the Labor Center and LOSH, the Co-Chairs of HARRT, and with members of the Faculty Advisory Committee.

3. Activities during 2008-2009

In 2008-2009, the Institute for Research on Labor and Employment organized its work around three substantive themes and two organizational ones, informed by the strategic planning process mentioned above. The three substantive themes were:

- *Southern California Initiative.* IRLE has long been known for research, field-oriented education, and effective outreach involving work, labor, and employment in Southern California. At the core has been research, education, and outreach in interaction with the dynamic set of labor and community organizations and public agencies that are pursuing strategies to improve and upgrade low-wage jobs, particularly those held by immigrants. Given this existing area of strength, our goal was to maintain and build on it.
- *Global Initiative.* Many aspects of IRLE research and outreach have global components, and we saw it as an auspicious time to begin consolidating and highlighting this work. We chose to focus initially on China and Mexico. A major thrust of this work was to organize a trinational conference on “Work and Inequality in the Global Economy” which took place in October 2009; since the conference itself did not fall within fiscal year 2008-2009, we will report on it in the subsequent annual report.
- *Labor and Workplace Studies Minor.* IRLE runs the Minor in Labor and Workplace Studies, which continues to grow steadily, increasing from 71 students in 07-08 to 87 in 08-09. Our goal for 2008-2009 was to strategize about strengthening the Minor, and to open conversations with chairs of key departments with whom we might collaborate on instruction.

The two organizational themes were:

- *Ties among the Institute’s units.* As remarked on in the section on Governance Structure, the Institute could take more advantage of possible synergies among the four sub-units. In 2008-2009 we looked for ways to increase communication and consultation among the units, and opportunities for collaboration.
- *Ties with the rest of UCLA.* Some possible connections with UCLA faculty in related fields remained untapped. We sought to establish new ties, to revitalize old ones, and overall to nurture the expansion of our community of scholars studying work, labor, and employment.

These five themes guided and helped organize our varied activities through the 2008-2009 year. Since all of the activities addressed one or more aspect of UCLA’s mission, we discuss them in the following section on Contributions to the Mission.

In addition to the substantive work discussed below, it is important to mention that the IRLE put substantial effort into building up organizational infrastructure in 2008-09. As noted above, IRLE worked to strengthen communication and collaboration across units. Also as noted above, IRLE undertook a strategic planning process. HARRT implemented key elements of its strategic plan developed in 2008, conducting interviews with members to identify HARRT’s value proposition, which is reflected in the new version of its brochure. All four units made significant investments in upgrading their websites, adding content, increasing navigability, and adding more links to other relevant sites. LOSH developed an entirely new website, and is working on a Spanish language version of its website. LOSH also developed a new brochure, updated its contact database, and is reorganizing its library to make it more useful. As part of its outreach to colleagues and supporters, LOSH celebrated its 30th anniversary with a special reception, attended by 150 health and safety professionals at the American Public Health Association annual meeting in October 2008.

4. Contributions to UCLA's Mission

4.1. Academic Excellence

4.1.a. Research

IRLE's contributions to UCLA research fall into three categories: research conducted directly under the auspices of the Institute, research supported by IRLE's small grant programs, and research dialogue in the form of colloquia and conferences.

These research activities advance particular aspects of the strategic priorities IRLE has identified. In each category, much of the research activity is linked to the Southern California and Global Initiatives: thus, for example, among the forthcoming edited collections are an edited book on low-wage worker organizing in Los Angeles and two special journal issues growing out of global conferences; the IRLE Colloquium Series included much research focused on Southern California but an equal amount looking at work and employment issues globally. A number of IRLE direct research projects have involved UCLA colleagues and graduate students, and almost every colloquium was co-sponsored with other UCLA units. Grant-making programs and research dialogue activities provide important opportunities for even broader linkages with other parts of UCLA—linkages now increasingly institutionalized through the IRLE Working Paper series and the new category of Research Affiliates. Faculty research funded by small grants overwhelmingly focuses on Southern California, though many of the topics touch on the global process of immigration. Interestingly, funded *student* research topics (not shown in this report for reasons of space, but available online) are considerably more international in scope, suggesting that a new generation of UC scholars is thinking more globally.

4.1.a.1. Direct research

Please note that this list of *direct* projects and publications does not include work by IRLE-funded faculty and students, nor work by IRLE Research Affiliates, and thus represents only a fraction of total research generated by IRLE funds and activities. IRLE research grants and IRLE Research Affiliates are described further below.

Ongoing projects

Here we identify major ongoing academic research projects undertaken directly by IRLE Academic Unit.

1. Unregulated Work – Survey Project

During the period of this review, the largest research project housed at IRLE is a large-scale survey of immigrants and other low-wage workers, undertaken in collaboration with researchers at Cornell University, the University of Illinois, Chicago, and the National Employment Law Project's New York City office. The UCLA part of the project is designed to explore the prevalence and nature of labor law violations in Los Angeles; other researchers are conducting similar surveys in Chicago and New York.

Using Respondent Driven Sampling, the project aims to address the following issues:

- How common are workplace violations, such as subminimum pay, overtime that is not properly compensative, and illegal/unsafe working conditions?

- Which industries and occupations have high concentrations of violations?
- What are the characteristics of the workers who are most affected?

Former IRLE Director Ruth Milkman is the Principal Investigator on this project, along with Labor Center Project Director Victor Narro and IRLE Research Associate Ana Luz Gonzalez. The work on the project is supported by a \$286,000 extramural grant from the Haynes Foundation, as well as some IRLE matching funds. The Russell Sage Foundation, the Ford Foundation, and the Joyce Foundation are also supporting the Chicago and New York components of the project. Los Angeles interviewing, including over 1000 low-wage workers, was conducted in 2008, and preliminary three-city results were reported in September 2009.

2. Paid Family Leave in California

Over the past several years, with a mix of extramural funding (from the Sloan Foundation and NICHD) as well as IRLE funds, former Director Ruth Milkman, in collaboration with Professor Eileen Appelbaum at the Rutgers University Center for Women and Work, have conducted a series of research efforts on California's paid family leave program. Milkman has obtained funds from the Ford and Annie E. Casey Foundations (\$250,000 and \$50,000) to replicate earlier household and employer surveys plus company case studies, all aimed at assessing awareness of, utilization of, and attitudes toward the family leave program.

3. Worker Centers and Low-Wage Worker Organizing

Former IRLE Director Ruth Milkman, Labor Center Project Director Victor Narro, and Graduate Student Researcher Joshua Bloom coordinated a team of faculty and graduate students who met regularly over the 2007-08 year to discuss case studies of low-wage worker organizing in the Los Angeles area. This effort culminated in a day-long convening held on June 20, 2008. The papers are now being revised for publication as an edited volume, *Low Wage Worker Organizing and Advocacy: The LA Model*, to be published by Cornell University Press.

4. Working in Retail Around the World

For the past several years, IRLE Director Chris Tilly has been studying variation and change in retail jobs in the United States and Mexico, with a goal of understanding the drivers of such variation and change, determinants of job quality, and public policy, management strategy, and organizing approaches that could lead to better jobs. Tilly is collaborating in the United States research with Dr. Françoise Carré, Research Director of the Center for Social Policy at the University of Massachusetts Boston. The project, supported by funds from the Ford, Rockefeller, and Russell Sage Foundations and the Fulbright Scholar Program, includes fieldwork in both countries, resulting in the gathering of a variety of data:

- Case studies of 16 US retail companies, including 195 interviews with executives, managers, and workers
- Case studies of 17 large chains, 12 local retail businesses, and 4 related businesses in Mexico, including 126 interviews with executives, managers, and workers
- A review of all available retail collective bargaining contracts in four Mexican cities (including the two largest, Mexico City and Guadalajara), a total of 41 companies (in some cases including multiple contracts over time)

- A three-year quantitative/qualitative longitudinal survey of 91 individuals working in retail in the Mexican state of Tlaxcala in 2006. Follow-up surveys in 2007 and 2008 located approximately 63% of 2006 respondents.

Recently Tilly and Carré have extended their work to include collaborations with European colleagues, generating a six-country comparison. More in-depth comparisons with France and with Spain are still in process. The cross-national comparisons give added analytical leverage on the determinants of job characteristics and quality.

Carré and Tilly plan a set of papers on various topics emerging from this study, and a monograph tentatively entitled *Working in Retail Around the World* that will emphasize the comparative aspects of the research. They have applied to the Russell Sage Foundation for support for writing the monograph.

5. The Mental Health Effects of Unemployment

IRLE Research Director Lauren Appelbaum plans to survey a sample of adults to determine the effects of unemployment on mental health and life course decisions. She will examine direct effects as well as the potential moderating effects of the respondents' world-view, in particular their degree of Belief in a Just World, a well established psychological survey item. Appelbaum has submitted a proposal to the Russell Sage Foundation to fund a pilot survey to adults in Silicon Valley. If the effort is successful, she will seek funds for a larger-scale replication.

Publications

The Institute's 2008-09 *direct* research output includes a variety of products. The Academic Unit accounts for the bulk of academic research publications, but researchers from other units contributed as well.

Edited collections

- Annette Bernhardt, Heather Boushey, Laura Dresser, and Chris Tilly, eds. *The Gloves-Off Economy: Labor Standards at the Bottom of America's Labor Market* (Labor and Employment Relations Association Annual Volume, Cornell University Press, 2008). (Includes contributions from UCLA Chicano Studies, Law, and Sociology faculty plus a UCLA graduate student)
- Leonor Cedillo and Linda Delp, eds. Special issue of *New Solutions* compiling selected papers from the V International Congress on Women, Work, and Health Conference, Zacatecas, Mexico, October 2008. Forthcoming 2010. (Delp is Director of LOSH; Leonor Cedillo is General Secretary of the Congress.)
- Paula Finn, Chris Tilly, and Kent Wong, eds. Special issue of *New Labor Forum* compiling papers from the UCLA IRLE conference on "Work and Inequality in the Global Economy." Forthcoming 2010.
- Michael Hanagan and Chris Tilly, eds. *Cities, states, trust, and rule: New departures from the work of Charles Tilly*. Special double issue of *Theory and Society*. Forthcoming 2010.
- Ruth Milkman, Joshua Bloom, and Victor Narro, eds. *Low Wage Worker Organizing and Advocacy: The LA Model* (Cornell University Press, forthcoming 2010). (Milkman is the former IRLE Director; Narro is Program Director at the Labor Center; Bloom is a UCLA graduate student. All but one chapter were authored by UCLA faculty and graduate students)

Papers, articles, chapters

John Ahlquist (Postdoctoral fellow)

- “Navigating institutional change: The Accord, Rogernomics, and the politics of adjustment in Australia and New Zealand.” *Comparative Political Studies* 44(4), forthcoming 2011.
- “Positive dependencies?: FDI, property rights, and enforcement costs in developing countries.” With Aseem Prakash. *Policy Sciences*, 2009.
- “Building strategic capacity: The political underpinnings of coordinated wage bargaining”
- “Policy by contract: Electoral cycles, parties and social pacts, 1974-2000.”
- “Development, trade, and social insurance.”
- “Gaussian mixture model cluster analysis and typologies in the social sciences.”
- “Theory and typology: Country categorization in the Varieties of Capitalism.”
- “Gravity's Rainbow: the perils of p-values in models of international commerce.”
- “You can just imagine what we'll do if you mess with our families: Political strikes and contract negotiations.”
- “Information, accountability, and leadership: the role of organizational culture in labor unions.”

Linda Delp (Director, LOSH)

- “Risk amid recovery: Occupational health and safety of Latino immigrant workers in the aftermath of the Gulf Coast hurricanes.” With L. Podolsky and T. Aguilar. *Organization and Environment*. Forthcoming Fall 2009.
- “Job Stress and Job Satisfaction: Home Care Workers in a Consumer-Directed Model of Care.” With S. Wallace, J. Geiger-Brown, and C. Muntaner.

Ruth Milkman (while acting as Director, July-August 2008 and in ongoing IRLE projects)

- *The State of the Unions in 2008: A Profile of Union Membership in Los Angeles, California and the Nation*. IRLE Research Report, August.
- *Broken Laws, Unprotected Workers: Violations of Employment and Labor Laws in America's Cities*. With Annette Bernhardt, Nik Theodore, Douglas Heckathorn, Mirabai Auer, James DeFilippis, Ana Luz González, Victor Narro, Jason Perelshteyn, Diana Polson, and Michael Spiller. New York: National Employment Law Project. (González is a UCLA grad student; Narro is a Labor Center Program Director.)

Victor Narro (Program Director, Labor Center)

- “¡Sí se puede! Immigrant workers and the transformation of the Los Angeles labor and worker center movements.” *Los Angeles Public Interest Law Journal* 1, 2009.

Angela Stuesse (Postdoctoral fellow)

- “What's ‘justice and dignity’ got to do with it? Migrant vulnerability, corporate complicity, and the state.” *Human Organization*, forthcoming 2010.
- “Challenging the Border Patrol, human rights, and persistent inequalities: An ethnography of struggle in South Texas.” *Latino Studies*, forthcoming 2010.
- “Race, migration, and labor control: Neoliberal challenges to organizing Mississippi's poultry workers.” In *Latino Immigrants and the Transformation of the U.S. South*. M. Odem and E. Lacy, eds. Pp. 91-111. (Athens: University of Georgia Press 2009).

- “Latinos and immigrant labor in the contemporary poultry industry in Mississippi.” In *The Mississippi Encyclopedia*. C. Reagan Wilson and T. Ownby, eds. (Oxford: University Press of Mississippi, forthcoming 2010).
- “‘*Pienso que Dios me lo puso en el camino*’: The industrial logics and migrant recruitment that transformed Mississippi poultry.”
- “Race, low-wage legacies and the politics of poultry processing: intersections of contemporary immigration and African American labor histories in Central Mississippi.” With L.E. Helton.
- “A history unwritten: The Sovereignty Commission’s chokehold on civil rights organizing in Central Mississippi, 1956-1973.”
- “Viewing migration through the lens of race in ‘the most Southern place on earth’”
- “‘Anthropology for whom?’ Challenges and prospects of activist scholarship”

Chris Tilly (Director)

- “The limits of work-based social support in the United States.” With Heather Boushey. *Challenge*, March-April 2009.
- “What is the potential of Latin America’s ‘third left’?” With Marie Kennedy and Fernando Leiva. In David Fasenfest (ed), *Engaging Social Justice: Critical Studies of 21st Century Social Transformation*, Leiden: Brill, 2009.
- “Retail jobs in comparative perspective.” With Françoise Carré, Maarten van Klaveren, and Dorothea Voss-Dahm. In Jérôme Gautié and John Schmitt, eds., *Low-Wage Work in the Wealthy World*. New York: Russell Sage Foundation, forthcoming.
- “Beyond ‘contratos de protección’: Strong and weak unionism in Mexican retail enterprises.”
- “Participatory planning in a rural Mexican village: Lessons for community development and planning education.” With Marie Kennedy and Mercedes Arce.
- “Competitive strategies in the US retail industry: Consequences for jobs in food and consumer electronics stores.” With Françoise Carré and Brandynn Holgate.
- “Working in large food retailers: A France-United States Comparison.” With Françoise Carré, Philippe Askenazy, Jean-Baptiste Berry, and Sophie Prunier-Poulmaire.
- Tilly is also on the Editorial Committee of the American Sociological Association’s Rose Series

Matthew Vidal (2007-08 Postdoctoral Fellow)

- *Organizing Prosperity*. With David Kusnet. Report. Washington, DC: Economic Policy Institute.

Kent Wong (Labor Center Director)

- “Immigrant workers and the new American labor movement.” With Janna Shadduck-Hernández (Labor Center Program Director). In Charles Whalen, ed., *New Directions in the Study of Work and Employment: Revitalizing Industrial Relations as an Academic Enterprise*. London: Edward Elgar 2009.
- Wong is also on the Editorial Board of *New Labor Forum*

Ingrid Zubieta (LOSH Program Director)

- “Cananea Copper Mine: An international effort to improve hazardous working conditions in Mexico.” With G. Brown, R. Cohen, and E. Medina. *International Journal of Occupational and Environmental Health*, 15(1):14-20,2009.

Research briefs

(With the hiring of **Lauren Appelbaum** as the Academic Unit's Research Director in May, we launched a series of Research Briefs; the first was published in May, and we expect to issue them at roughly bi-monthly intervals.)

- Lauren Appelbaum. California Crisis: Unemployment Outpaces U.S. in Recession. *UCLA IRLE Research Brief* No.1. May 2009.

Working papers

IRLE's Academic Unit launched a Working Paper series, with 17 published in 2008-09. Working papers represent UCLA faculty from the Anderson School, Chicana/o Studies, Law, Public Policy, Sociology, and Urban Planning, as well as researchers from UC Berkeley and Riverside, New School University, University of Illinois Chicago, University of Massachusetts Boston, University of Wisconsin. Papers are available at <http://repositories.cdlib.org/uclairle/> . 2008-09 Working Papers included:

- Ahlquist, John. "Building Strategic Capacity: the political underpinnings of coordinated wage bargaining," 2009
- Bendersky, Corinne, Chris P. Long, and Calvin Morrill. "fairness monitoring: Contextualizing fairness judgments in organizations," 2009
- Bonacich, Edna and Juan David De Lara. "Economic crisis and the logistics industry: Financial insecurity for warehouse workers in the Inland Empire, 2009
- Boushey, Heather and Chris Tilly. "Work-based social support in the United States," 2009
- Evans, Peter. "Is an alternative globalization possible?" 2009
- Jacoby, Sanford. "Finance and labor: Perspectives on risk, inequality, and democracy," 2009
- Kennedy, Marie, Chris Tilly, and Mercedes Arce. "Participatory planning in a rural Mexican village: Lessons for community development and planning education," 2009
- Kennedy, Marie. "Transformative planning for community development," 2009
- Lee, Ching Kwan. "Raw encounters: Chinese managers, African workers and the politics of casualization in Africa's Chinese enclaves," 2009
- Tilly, Chris. "Beyond 'contratos de protección': Strong and weak unionism in Mexican retail enterprises," 2009
- Unzueta, Miguel M. and Kevin R. Binning. "Diversity is in the eye of the beholder: How majority and minority group members define diversity," 2009
- Albelda, Randy. "Why it's harder (and different) for single mothers: Gender, motherhood, labor markets and public work supports," 2008
- Bernhardt, Annette, Heather Boushey, Laura Dresser, and Chris Tilly. "An introduction to the 'gloves-off' economy," 2008
- Carré, Françoise and Chris Tilly. "America's biggest low-wage industry: Continuity and change in retail jobs," 2008
- Meléndez, Edwin, Nik Theodore, and Abel Valenzuela. "Day labor worker centers: New approaches to protecting labor standards in the informal economy," 2008
- Stone, Katherine. "The future of labor and employment law in the United States," 2008
- Waldinger, Roger. "Mexican Immigrants in an unequal America: Starting out at the bottom, moving ahead?" 2008

As indicated by the list of research outputs, IRLE hosted two postdoctoral fellows in 2008-09. They are John Ahlquist, a Ph.D. in Political Science from the University of Washington, and Angela Stuesse, a Ph.D. in Anthropology from the University of Texas. In addition to their research, they each taught a course in the department of their home discipline (Political Science and Anthropology, respectively). Both have obtained new positions since their IRLE visits: Ahlquist at Florida State University and Stuesse at Ohio State University.

4.1.a.2. Research funded by IRLE small grants

Historically, faculty were funded both by the statewide Labor and Employment Research Fund (LERF), part of the UC-wide Miguel Contreras Labor Program that comprises IRLE, and directly by IRLE. Students were primarily funded by LERF. In 2008-09, all LERF funds were suspended. However, IRLE's Academic Unit made grants to both faculty and students during this year.

Faculty Research Grants

In the academic year of 2008-09, IRLE awarded over \$200,000 in small grants to UCLA faculty. These funds will allow 17 scholars from nine different departments advance knowledge of the labor and employment issues. Awarded proposals involve a wide array of academic activities: organizing conferences, completing a book, updating data set to already conducted research and carrying out new and fascinating research.

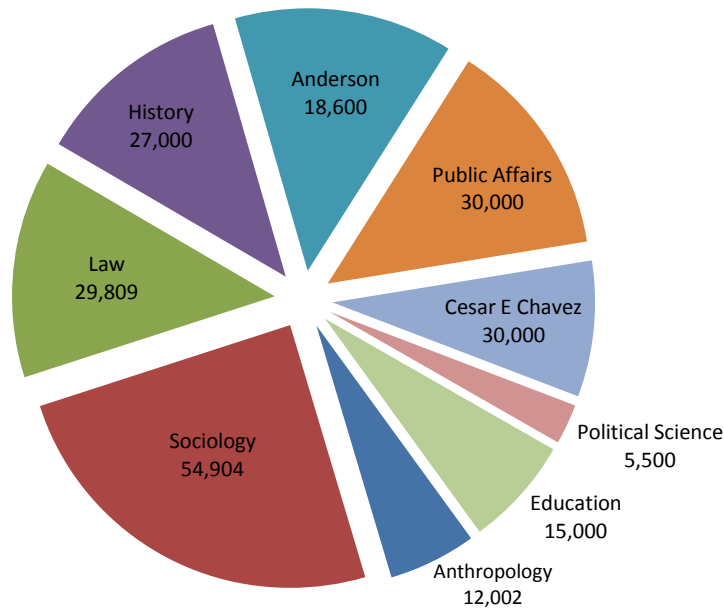
The topics covered by the proposals best reflects UCLA's commitment to diversity: from exploration of the Los Angeles gay labor activism, through to California state budget conference, to research on the relationship between immigrant carpooling and the geographic clustering of ethnic residential neighborhoods and employment destinations.

Faculty proposals funded in 2008-09 included the following:

- "Organizing public sector workers in Puerto Rico" - Cesar Ayala, Sociology
- "California employment discrimination law at age 50" - Gary Blasi, Law School,
- "Immigrant carpooling and employment clustering" - Evelyn Blumenberg, Urban Planning
- "Gay LA labor activism" - Karen Brodtkin & Horacio Roque Ramirez, Anthropology
- "The law and the challenge to LA low-wage work" - Scott Cummings, Law School
- Conference: "California state budget" - Chris Erickson & Kent Wong, Anderson & Labor Center
- "Update of cross-national dataset on unions, employers, industrial relations, and collective bargaining" - Miriam Golden, Political Science
- Conference: "Mexican immigrants as workers" - Ruben Hernandez-Leon, Sociology
- "Immigration-related retaliation and Employee Free Choice: Immigrant worker survey" - Raúl Hinojosa-Ojeda, César E. Chávez Department of Chicana and Chicano Studies
- Two chapters of *A History of LA Workers* - John Laslett, History
- Conference: "Green jobs in Los Angeles" - Jacqueline Leavitt, Urban Planning
- "The history of the Los Angeles jail" - Kelly Lytle-Hernandez, History
- "Convening on the California paid family leave program" - Ruth Milkman, Sociology
- "SEIU building security campaign" - Daniel J.B. Mitchell, Anderson School

- “Survey of unionized parents in the Education & Labor Collaborative” - John Rogers, Education/IDEA/PLI
- “Car-wash industry worker study” - Abel Valenzuela, César E. Chávez Department of Chicana and Chicano Studies
- “Labor market performance of 1st-3rd generation Mexican-origin workers” - Roger Waldinger, Sociology

The chart below presents the distribution of the grant money awarded to faculty by department.

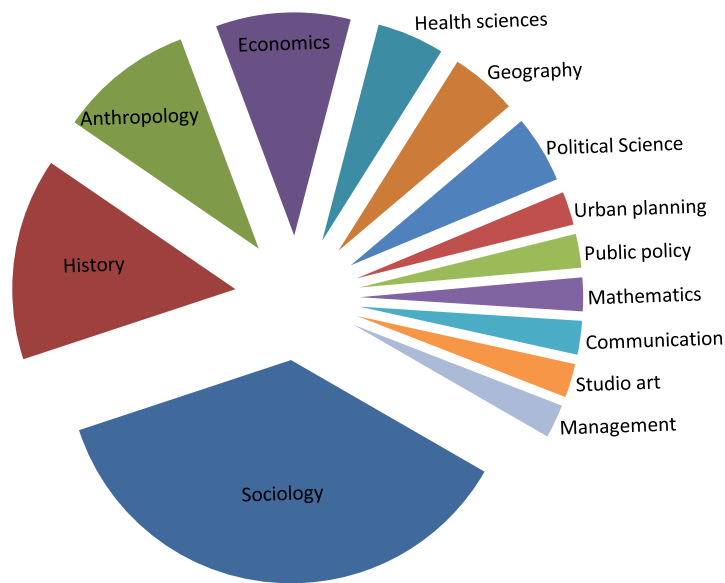


For more information on the awarded projects, please visit our website at: <http://www.irle.ucla.edu/research/FacultyMiniGrants.html>

Student Mini-grants

The distribution of the student grant money was quite different from the one in the previous year, since the annual \$2 million of 10-campus LERF funds available in 2007-08 and earlier years were no longer available in 2008-09 due to funding cuts. IRLE’s pool of \$72,000 in student research funds was distributed in small grants. 41 projects won awards.

The chart on the next page presents the distribution of the grant funds among departments. For more details on the awarded UCLA student research projects, please visit our website: <http://www.irle.ucla.edu/research/StudentMiniGrants.html>



4.1.a.2. Research dialogue

IRLE Colloquia and Events

The listing of this year’s colloquia, organized by the Academic Unit, truly reflects IRLE’s commitment to academic diversity.

In just ten months, IRLE organized 14 colloquia, four book talks and cosponsored one forum and two conference, all attracting an extraordinary blend of faculty from UCLA and elsewhere, graduate and undergraduate students, and activists from the Los Angeles area. Almost every event was co-sponsored by other UCLA centers or departments.

With one third of the speakers representing various departments of UCLA, the IRLE colloquia also featured academics from universities like Cornell, Harvard, Georgetown and Princeton and universities from Scotland and New Zealand.

Some of the most-attended colloquia included: “Raw encounters: Chinese managers, African workers and social change in Zambian copper belt” by UCLA Sociology professor Ching Kwan Lee, and “Changing work in media industries: A harbinger for broader changes in work?” by Susan Christopherson of Cornell University. Other events that struck intellectual sparks were talks on “Workforce development, antipoverty policy, and good jobs” by Georgetown’s Harry Holzer and on “Transforming the Workplace: New Approaches to Labor Process Theory” by Paul Thompson of the University of Strathclyde in Scotland.

2008-2009 IRLE Academic Unit events

Fall 2008

- **“New actors, new strategies for using employment and labor law for collective action”**
2008 Ben Aaron Labor Law Lecture by Saru Jayaraman, Restaurant Opportunities Centers United
Co-sponsored with the Labor and Employment Law Section of the Los Angeles County Bar Association, the UCLA Asian-American Studies Center
- **“Solidarity divided: The crisis in organized labor and a new path toward social justice”**
book talk by Bill Fletcher, Jr., AFGE and Black Commentator
Co-sponsored with the Ralph J. Bunche Center for African American Studies and the César E. Chávez Department of Chicana & Chicano Studies
- **“Taking on the big boys: Or why feminism is good for families, business, and the nation”** book talk
by Ellen Bravo, University of Wisconsin Milwaukee
Co-sponsored with the Center for the Study of Women & Women’s Studies Department
- **“Staircases or treadmills? Labor market intermediaries, social capital, and economic opportunity”**
by Manuel Pastor, University of Southern California
Co-sponsored with the Department of Urban Planning and the Center for the Study of Urban Poverty
- **“Workforce development, antipoverty policy, and good jobs”**
by Harry Holzer, Georgetown University and Urban Institute
Co-sponsored with the Department of Economics and the Center for the Study of Urban Poverty

Winter 2009

- **“Raw encounters: Chinese managers, African workers, and social change in the Zambian copper belt”**
by Ching Kwan Lee, UCLA
Co-sponsored with the Department of Sociology and the Center for African Studies
- **“The American Right and U.S. Labor: Politics, Ideology, Imagination,”** two-day conference
organized by UC Santa Barbara Center for the Study of Work, Labor, and Democracy and co-sponsored by IRLE
- **“Worker voice & US exceptionalism: Lessons from other English-speaking countries”**
by Peter Haynes, University of Auckland, New Zealand
Co-sponsored with the Anderson School Human Resources and Organizational Behavior Area
- **“Globalization ‘Southern style’: Low-wage labor, race, and migration in the nuevo South”**
by Angela Stuesse, IRLE Postdoctoral Fellow
Co-sponsored with the Department of Anthropology and the César E. Chávez Department of Chicana & Chicano Studies
- **“Changing work in media industries: A harbinger for broader changes in work?”**
by Susan Christopherson, Cornell
Co-sponsored with the Department of Urban Planning
- **“‘Wal-Mart Loves Me:’ Women, Service, and Faith at the World's Largest Corporation”**
by Bethany Moreton, University of Georgia
Co-sponsored with the Department of History and the Anderson School Human Resources and Organizational Behavior Area
- **“Workers as parents: Unions, low-wage workers, and educational equality”**
by Gary Blasi and John Rogers, UCLA

Co-sponsored with the Epstein Program in Public Interest Law and Policy and the Institute for Democracy, Education, and Access

- **“Beyond the fields: Cesar Chavez, the UFW, and the Struggle for Justice in the 21st Century”**
book talk by Randy Shaw, Director of San Francisco's Tenderloin Housing Clinic and Editor of the online daily newspaper, BeyondChron.org

Spring 2009

- **“You Can Just Imagine What We'll Do if You Mess with Our Families: political strikes and contract negotiations”**
by John Ahlquist, IRLE Postdoctoral Fellow
Co-sponsored with the Department of Political Science
- **“Transforming the Workplace: New Approaches to Labor Process Theory”**
by Paul Thompson, University of Strathclyde, Scotland
Co-sponsored the Anderson School Human Resources and Organizational Behavior Area and the Department of Sociology.
- **Forum on “Globalization and Living Standards in the Advanced Economies.”**
Richard Freeman, Harvard and London School of Economics and Edward Leamer & Anderson School
Co-sponsored with the Center for Social Theory and Comparative History
- **“Is it labor’s turn to globalize?”**
by Peter Evans, UC Berkeley
Co-sponsored with the Departments of Political Science and Sociology
- **“Gender roles and economic change in the United States and Mexico 1900-2000”**
by Patricia Fernandez-Kelly, Princeton
Co-sponsored with the Departments of Anthropology and Sociology, the Center for International Business Education and Research, the Center for the Study of Women, the César E. Chávez Department of Chicana & Chicano Studies, & the Women’s Studies Department
- **“Unregulated work: Research and public policy for an emerging trend in the U.S. labor market,”**
book talk by Annette Bernhardt, National Employment Law Project
Co-sponsored with the Department of Urban Planning, the Center for the Study of Urban Poverty, and the Epstein Program in Public Interest Law and Policy
- **“Labor and Employment Research Fund/Institute for Research on Labor and Employment Graduate Student Research Conference,”** two-day conference sponsored by IRLE and held at UC-Irvine.

IRLE participation in other research dialogue

IRLE researchers also presented their work in a range of other forums, including:

- Invited talks at City University of New York, CSU Northridge, CSU Sacramento, CSU San Diego, CSU San Francisco, Duke, East L.A. College, Florida State, Institute for Applied Economic Research (Brasilia), L.A. Trade Tech College, Laney College, MIT, Pitzer College, Purdue, San Francisco City College, Seattle Community College, Sydney University, UC Berkeley (two talks), UC Davis, UC Irvine, UC Merced, UC Riverside, UC Santa Cruz, UC San Diego, University of Campinas, University of São Paulo, and the University of Washington.
- Conference presentations and posters at the American Anthropological Association, American Political Science Association, American Public Health Association, American Sociological Association,

Critical Sociology, V International Congress on Women, Work and Health, International Labour Process Conference, Latin American Studies Association, Midwest Political Science Association, Networks in Political Science conference (Harvard; John Ahlquist won Best Poster Prize), Society for the Advancement of Socio-Economics, Society for Political Methodology, University of Washington Center for Statistics & the Social Sciences 10th Anniversary conference.

IRLE Research Affiliates

In 2008-09 the IRLE Academic Unit created a new category of Research Affiliates to institutionalize the process of building a community of scholars. Thirty-one researchers joined as Research Affiliates during 2008-09, including 20 UCLA faculty and 11 scholars based at other institutions from as far away as Great Britain, Mexico, and Brazil. For a list of Research Affiliates, see <http://www.irle.ucla.edu/research/IRLEResearchAffiliates.html>

4.1.b. Teaching

IRLE's third strategic priority, that of strengthening the Labor and Workplace Studies Minor, anchors our teaching activities. Teaching builds bridges among IRLE units. The Minor is a joint project of the Labor Center and the Academic Unit. The graduate-level Community Scholars class this year combined the efforts of the Labor Center, LOSH, and the Academic Unit, with LOSH Director Linda Delp teaching the class. Teaching also helps forge links between IRLE and other UCLA departments and interdepartmental programs, since many classes are cross-listed and joint-listed. Because of the heavy emphasis on field-based learning and research in our curriculum, class content is focuses on Southern California cases, but instructors generally situate these cases in a broader global context.

4.1.b.1 & 2. Courses and faculty

Undergraduate: Labor and Workplace Studies Minor

Enrollment in the Labor and Workplace Studies (LWS) Minor climbed from 71 to 87, continuing its steady ascent from 19 students in its first year 2003-04. As the table on the next page shows, Minors are particularly concentrated in Political Science, Sociology, and Chicana/o Studies, but they include students from a wide range of majors. The Minor offered 22 courses during 2008-09.

Scholars affiliated with the Labor Center do most of the teaching in Minor courses. **Kent Wong** was a member of the teaching team for the GE Cluster Course, Work, Labor and Social Justice, for five years, from 2002 to 2007. Kent Wong and **Janna Shadduck-Hernandez** offered a new course in 2007 and 2008, entitled Immigrant Rights, Labor, and Higher Education, which focused on undocumented students in higher education. The students from the class published a book, *Underground Undergrads: UCLA Undocumented Immigrant Students Speak Out*, which has been widely distributed and has received extensive national media coverage. Kent Wong also teaches regularly in the Asian American Studies Department.

Janna Shadduck-Hernandez has also taught the GE Cluster Course and is currently teaching courses through World Arts and Culture, including Arts in the Community; Arts Practice; and Labor, Social Justice, and the Arts.

Victor Narro has been teaching cross-listed LWS courses through the Chicano Studies Department, including courses such as Race and Gender, the United Farm workers Movement and the AFL-CIO, and Labor Research Field Methods. He taught a new course on immigrant worker centers in 2008.

Gaspar Rivera-Salgado taught the GE Cluster Course in the 2007–2009 academic years and also taught a service-learning seminar through the GE Cluster in 2008 and 2009. He taught a summer sessions course in 2007, 2008, and 2009. He also taught the Race and Gender course in Chicano Studies.

In spring 2009, the UCLA Labor Center, and cross listed with the African American and Chicano Studies Departments, offered a class taught by **Rev. James Lawson Jr.**, Nonviolence and Social Movements. Rev. Lawson is a leading civil rights figure who worked closely with Dr. Martin Luther King Jr. and played a pivotal role in introducing the philosophy of nonviolence to the civil rights movement. The class attracted 120 students. Some of the students are currently enrolled in an independent study course for the 2009–2010 academic year to publish a book on nonviolence and social movements in Los Angeles, featuring lectures from Rev. Lawson and independent student field research. This course was funded with support from the College of Letters and Sciences Dean’s office, the IRLE and African American Studies.

IRLE’s two postdoctoral fellows, **John Ahlquist** and **Angela Stuesse**, each taught a new 2008-09 course that was cross-listed in their home disciplines (Political Science and Anthropology, respectively) and in Labor and Workplace Studies. Their courses were Workers, Democracy, Inequality, and Redistribution and Work and Migration in the Americas.

| Enrollment, Labor and Workplace Studies Minor | 2008-2009 |
|------------------------------------------------------|------------------|
| Enrollment | 87 |
| Enrollment Breakdown by Major: | |
| Political Science | 20 |
| Sociology | 16 |
| Chicana/o Studies ¹ | 15 |
| Economics | 7 |
| History | 6 |
| Psychology | 5 |
| Women’s Studies | 4 |
| Asian Am | 2 |
| English | 2 |
| International Development Studies | 2 |
| Mathematics | 2 |
| Neuroscience | 2 |
| Anthropology | 1 |
| Global Studies | 1 |
| Statistics | 1 |
| World Arts & Cultures | 1 |

¹Three additional students reported Chicana/o Studies as their second major for 2008-2009

The UCLA Labor Center also sponsors approximately two hundred student internships for UCLA graduate and undergraduate students each year. The most ambitious of these initiatives is our Summer Internship Program. From 2005 to 2009, over a hundred UCLA students have gotten jobs with labor and community organizations based on their internship experience. The interns participate in weekly educational seminars, including tours of the city and meetings with key labor and community leaders.

Graduate: Community Scholars

The Labor Center and the Urban Planning Department have jointly sponsored the graduate-level Community Scholars class for the last eighteen years. Regularly taught by Urban Planning Professor Jackie Leavitt and Lecturer Gilda Haas, the Community Scholars program has been recognized nationally as an innovative program that brings together labor and community leaders and urban planning graduate students to engage in participatory research on the Los Angeles community.

In 2008, the Community Scholars class was offered by Professor Peter Philips from the University of Utah, and focused on the Los Angeles construction industry. A seventy-five-page report was published in summer 2008 on the research conducted by Professor Philips and the community scholars on construction careers policies. This research was pivotal in advancing a policy that was adopted by the Community Redevelopment Agency and the Los Angeles City Council in 2008.

In 2009, the Community Scholars class was taught by Linda Delp, director of the UCLA Labor Occupational Safety and Health Program. The focus of the class was on green jobs, linked to the City of Los Angeles's adoption of a building retrofit ordinance in 2009. The class reported back to the City and other stakeholders, and produced a final report in fall 2009.

4.1.c. Student involvement in research

IRLE works to engage UCLA students in research in several ways, ranging from direct grants to incorporating research into the curriculum.

We reported IRLE grants to graduate students above, since we saw it as most appropriate to report student research grants in conjunction with faculty research grants. Student grants supported 43 graduate students at UCLA (including three doing a joint project) in 2008-09. The distribution of disciplines of the grantees is also shown above.

It is also important to point out that the vast majority of the \$222,000 in funds disbursed in 2008-09 IRLE UCLA *faculty* grants went to support Graduate Student Researchers (GSRs). Of the 17 faculty grants, 13 included GSR support, 2 supported other types of student researchers (transcribing, research interns), and only 2 went exclusively to non-student expenses. (The grants cannot be used for faculty stipends.)

Institute projects also directly hired seven UCLA GSRs in 2008-09:

- Survey on labor law violations in low-wage jobs in LA – Ana Luz González (Urban Planning) (this Haynes Foundation-funded project earlier employed three other UCLA graduate students)
- Continuity and change in US retail jobs – Gwendelyn Rivera (Education)
- Work and inequality in the global economy (conference) – Carolina Martínez (Urban Planning), Elena Shih (Sociology)

- Budget alternatives for California – Benjamin Du (Urban Planning)
- Occupational Safety and Health programs—Jessica Barcellona (Public Health), Kevin Riley (Sociology)

For the past five years, LOSH has collaborated with the Association of Occupational and Environmental Clinics to recruit students into the field of occupational health through a national initiative, the Occupational Health Internship Program (OHIP). In summer 2009, six students worked with 1) port truck drivers exploring the role regulatory agencies play in trucker health and safety; 2) household workers to develop guidelines for workers and employers regarding physical and mental health hazards; and 3) LA Apollo Alliance to identify health and safety guidelines to protect workers during green building retrofits. Ongoing internships were also provided for six UCLA undergraduate students and a social welfare graduate student from USC while industrial hygiene graduate students were trained through the LOSH Hazardous Waste/Hazmat program during the Spring break. A former OHIP intern employed at LOSH is now the Western Region Coordinator for the program.

HARRT involves students at several levels: 1) undergraduate students are hired and trained as assistants and participate in the programming, event management and research of the program topics and issues; 2) interns who volunteer are mentored and coached by the executive director who actively encourages the development of knowledge and skills applicable to the business and not-for profit communities. 3) Doctoral, MBA and MPP students are invited to attend meetings, network and write articles for the HARRT Quarterly newsletter. The HARRT office maintains a data base of students and graduates and includes them in event invitations and issues of the *HARRT Quarterly*.

IRLE research projects also provide academic publication opportunities for UCLA graduate students. For example, *Low-Wage Worker Organizing and Advocacy* includes ten graduate students as chapter authors, and one as co-editor of the volume. *The Gloves-Off Economy* includes work by a UCLA graduate student.

IRLE is committed to supporting forums for student research. The “Labor and Employment Research Fund/Institute for Research on Labor and Employment Graduate Student Research Conference” in June 2009 highlighted IRLE-funded graduate student researchers with faculty discussants. The conference showcased 32 graduate student researchers from UC campuses in Southern California, including 12 from UCLA. IRLE Director Chris Tilly and Faculty Advisory Committee member Ching Kwan Lee also organized a cross-disciplinary UCLA Labor Study Group starting in winter quarter 2009. An initial meeting attracted over 20 graduate students from across the campus, and subsequent meetings included student presentations of research, discussions of topics chosen by students, and meetings with IRLE colloquium speakers.

Finally, IRLE-sponsored courses often include a field research component. In the undergraduate Labor and Workplace Studies Minor, courses such as “Work, Labor, and Social Justice in the U.S.” (General Education Cluster), “Research on Immigrant Rights, Labor, and Higher Education,” and “Field Research Methods in Labor and Workplace Studies” engage UCLA undergrads in hands-on field research. At the graduate level, the two-quarter Community Scholars class (co-sponsored with Urban Planning) brings grad students together with community practitioners to solve a real-life research problem with policy applications.

4.2. Civic engagement, applied research, public policy and service

The Labor Center, LOSH, and HARRT are particularly involved in civic engagement, applied research, public policy, and service; the Academic Unit's role is more limited. Under "Academic Excellence," the contributions of all four units were combined. Here, in the interests of clarity, the units are discussed separately.

Before summarizing each unit's projects, we note at the outset that the Labor and Workplace Studies (LWS) Minor, a joint project of the Academic Unit and the Labor Center, is itself a major arena for civic engagement. The Minor links students to a variety of community organizations and projects, including placing about 200 students a year in internships. In 2008-09, LWS students accounted for two of the four students receiving UCLA's Charles E. Young Humanitarian Award: Jonathan Lee for his work with the homeless, and Frank Rodríguez for his project with day laborers. The Undergraduate Student Association President elected in 2008-09, Cinthia Flores, is also a LWS Minor.

By their nature, many of IRLE's civic engagement activities are grounded in Southern California communities, businesses, organizations, and agencies—speaking to a wide range of constituencies, from human resource executives at the largest corporations to activists from LA's poorest communities. But the Labor Center and LOSH in particular have been highly creative in developing an international exchange component to service and outreach activities, particularly making connections with counterparts—and helping LA-area community partners to connect with their own counterparts—in China and Mexico. And of course, immigration is both a Southern California issue and an international one. The Labor Center's calendar of public events offers one window onto the exciting mix that results, with locally focused forums on the California budget, immigration policy, and green jobs but also international speakers from the Philippines and Vietnam (and the list of public events does not include other by-invitation events, such as an *intercambio* between LA area and Mexican worker center leaders). In addition, a number of the events and projects falling in the category of civic engagement were co-organized by more than one unit of IRLE.

4.2.a. UCLA Center for Labor Research and Education

The Labor Center's outreach and civic engagement work has three main components: the UCLA Downtown Labor Center programs, the California Construction Academy, and the Center's global programs. We will discuss each of the three, and then summarize applied publications, speaking engagements, and added service to students.

4.2.a.1. Downtown Labor Center programs

The UCLA Labor Center annually offers series of leadership schools for California's diverse workforce. The first Spanish-language leadership school in the country was offered at UCLA, bringing together janitors, hotel workers, laundry workers, construction workers, truck drivers, car wash workers, day laborers, and home care workers. The Labor Center also offers an African American, Asian American, and LGBT leadership schools. The UCLA Labor Center cosponsors the annual Summer Institute on Union Women, which was held at UCLA in August 2009 and brought together 150 participants from the Western United States, Canada, and Mexico.

The Labor Center also regularly offers customized educational programs for individual unions, management groups, and community organizations. Among the most successful have been a series of

labor-management cooperation programs for the Los Angeles Department of Water and Power and the electrical workers union (IBEW); and for Kaiser Hospital and the Service Employees International Union (SEIU).

The Labor Center sponsors the Collective Bargaining Education Project, which provides educational opportunities for thousands of high school students to learn about labor relations and contract negotiations. This project received initial funding from the Federal Mediation and Conciliation Service and has now been funded by the Los Angeles Unified School District and the United Teachers Los Angeles. High school teacher Linda Tubach has trained high school teachers in virtually every public high school in Los Angeles, using a dynamic, participatory curriculum. The project has been hailed as a model of labor education and has been replicated nationally.

Labor Center Director Kent Wong is the co-chair of the California State Assembly Speaker's Commission on Labor Education, established by former Assembly Speaker Bob Herzberg, and now staffed and supported by the current Speaker Karen Bass. The commission's charge is to discuss ways to strengthen the field of labor education throughout public education and higher education in California.

The Labor Center has also worked closely with the L.A. Community College Board of Trustees, the L.A. Trade Technical College Labor Center, the L.A. Community College Faculty Guild, and the L.A. County Federation of Labor to launch a new community college labor studies program, the Dolores Huerta Labor Institute. This program was launched in 2007 and represents the largest expansion of community college labor studies in the country in many decades. UCLA alumnus John Delloro is the director, and the institute has developed creative labor studies curricula on many community college campuses in Los Angeles.

The UCLA Downtown Labor Center provides unprecedented opportunities for more union members and workers to access the resources and facilities of UCLA. The Labor Center now has a visible presence in an important center-city neighborhood that serves needs of union members, workers, and immigrants. In spring 2008, Chancellor Gene Block visited the Downtown Labor Center and met with leaders of the Los Angeles labor community, including Maria Elena Durazo, Secretary-Treasurer of the Los Angeles County Federation of Labor.

Another educational initiative originally launched by the Labor Center is "Labor Review," the only radio show by and for working people in Los Angeles. "Labor Review" is on KPFK Radio 90.7 and is broadcast each Thursday evening from 7:00 to 8:00 p.m. Henry Walton, who serves on the Advisory Committee of the Labor Center, is the host. Kent Wong and other UCLA Labor Center staff are frequent guests.

The UCLA Downtown Labor Center has been involved in numerous policy and research initiatives on immigration and immigrant workers. Los Angeles has emerged as not only a focal point of the new American labor movement but also the center of the immigrant rights movement. In 2006, the largest immigrants' rights demonstrations in U.S. history were held in Los Angeles. Because a large and growing sector of the Los Angeles working class is comprised of immigrant workers, this is a particularly crucial area to explore.

The Labor Center has conducted extensive research on the car wash industry of Los Angeles, an industry that is notorious for its labor violations and worker abuse. In addition, the Labor Center works with unions and immigrant worker centers to explore common ground and mutual collaboration. In June 2008, the Downtown Labor Center hosted a conference sponsored by the UCLA IRLE on research about

low-wage workers in Los Angeles. Much of the focus was on the work of immigrant worker centers. Victor Narro has been leading the work of the UCLA Labor Center on most of these initiatives.

This work has been widely recognized. In 2009, Victor Narro received an award from IDEPSCA, the Institute for Popular Education in Los Angeles, following on his earlier 2007 receipt of the Joe Hill Award from the Los Angeles Orange County Organizing Committee and an award from the National Lawyers Guild. In 2009, the UCLA Labor Center was also given an award by the South Asian Network. In earlier years, Kent Wong received the 2006 Founder's Award from the Liberty Hill Foundation, a community service award from the Community Coalition of Los Angeles, a 2006 award from Strategic Actions for a Just Economy, and the 2008 Miguel Contreras Award from the American Federation of State County and Municipal Employees Local 685.

In addition to this range of programs, the Downtown Labor Center hosts a series of talks and activities sponsored by the Labor Center itself and/or a variety of other organizations, in a central location accessible to low-income communities and a wider interested public. Activities in 2008-09 included:

Fall Quarter

- Saru Jayaraman, Restaurant Opportunities Centers. "Winning labor rights for restaurant workers."
- David Bacon, journalist. *"Illegal People: How Globalization Creates Migration and Criminalizes Immigrants."* (Book talk)
- Dang Hong Nhut and Tran Thi Hoan, Agent Orange Victims. "The lasting effects of Agent Orange in Vietnam."
- Elmer Labog, Kilusang Mayo Uno Chairperson (Philippines). "Linking human rights and workers' struggles around the world."

Winter Quarter

- Panel: "Eyes on the prize: The employee free choice act and communities of color continuing the march toward economic equality." Maria Elena Durazo, *LA Federation of Labor*; Steven Pitts, *UC Berkeley* Yvonne Wheeler, *AFL-CIO*, AnTony Young, *GCC/IBT Local 140-N*, Teri Brown-Jackson, *WGAW*, Rev. Eric Lee, *SCLC-LA*.
- Conference: The California budget: Where do we go from here? Featuring: The Honorable Karen Bass, *Speaker of the California State Assembly*, Jean Ross, *Executive Director of the California Budget Project*. Co-Sponsors: California Partnership, Community Health Councils, GREEN LA Coalition, LA County Federation of Labor, AFL-CIO, Liberty Hill Foundation, SEIU 721, Stop the Cuts Coalition, UCLA Labor Center, United Teachers of Los Angeles
- Photography exhibit: "A través de los ojos del jornalero/Through a day laborer's eyes."
- Workshop: "Green jobs: LA City Building Retrofit and Workforce Development ordinance." Presentations by students from the Community Scholars course.

Spring quarter

- Forum: "Workers' Memorial Day: Remembering workers who have died on the job." Speakers: Ed P. Reyes, Los Angeles Councilmember; Hank Cierpich, Fatality Investigator, Dept. of Public Health Services; Linda Delp, Director, UCLA-LOSH; Father Richard Estrada, La Placita Community Leader. Sponsored by UCLA LOSH and the Southern California Coalition for Occupational Safety and Health.
- Concert: "Singing for our lives / Cantando por un cambio." With 15 musical acts, including Arepa and Los Jornaleros del Norte.
- Panel: "New organizing in the Inland Empire." Aaron Chapell, Laborers International Union of North America; Yesenia DeCasaus, United Domestic Workers/AFSCME; Suzanne Foster, Pomona Economic

Opportunity Center/National Day Laborer Organizing Network, Alan Hanson, United Food and Commercial Workers, Esther Portillo, Warehouse Workers United

4.2.a.1. California Construction Academy

The California Construction Academy was launched in 2008. The UCLA Labor Center received a \$120,000 grant from the California Construction Agency Labor-Management Cooperation Trust to launch a new program to strengthen education and research with building-trades unions, contractors, and community partners. The grant was expanded to \$150,000 for the 2009-2010 fiscal year, and includes a third-year extension.

David Sickler was hired to lead this new initiative for the first year. He previously was director of employment relations with the L.A. Department of Water Power, a commissioner with the L.A. Board of Public Works, and Southern California director of the State Building and Construction Trades Council.

The current director leading this initiative is Daniel Villao, who began in summer 2009. Mr. Villao was formerly with the Los Angeles-Orange County Building Trades, and previously worked with the International Brotherhood of Electrical Workers. He has a strong policy background in the construction industry and has worked extensively with the City of Los Angeles, the Los Angeles Unified School District, and the L.A. Community College Board of Trustees.

The California Construction Academy focuses on innovative policy, such as the Los Angeles Community Redevelopment Agency's recently adopted construction careers policy. Under this policy, the CRA has committed to adopt Project Labor Agreements with local-hire provisions. This policy provides for good, middle-class jobs in the construction industry, with a strong commitment to hire from low-income communities.

The second focus of the California Construction Academy is on green jobs in the construction industry. This is a significant new development that has major implications for the construction industry and on our environment.

4.2.a.3. International exchange

The UCLA Labor Center has long been involved in international exchanges of scholars and practitioners. Since 2000, the Labor Center has hosted scholars and trade union leaders from the following countries: Mexico, Canada, Cuba, Venezuela, Brazil, England, Ireland, Australia, China, Hong Kong, Taiwan, Japan, Korea, the Philippines, Vietnam, and South Africa. Staff from the Labor Center has participated in conferences in Mexico, Canada, Japan, and China.

The Labor Center hosts the Institute for Transnational Social Change, led by Gaspar Rivera-Salgado. This program brings together labor and community leaders from California and Mexico to learn from one another and to share experiences in research and policy.

The Labor Center has also been instrumental in arranging for several study tours of China and Vietnam and in facilitating relations between labor scholars and unions in those countries and the United States. In 2008, Kent Wong brought L.A. School Board President Monica Garcia and United Teachers of Los Angeles President AJ Duffy to Shanghai to establish a high school teacher and student exchange program

between Los Angeles and Shanghai. In November 2008, Wong led a delegation of labor educators from across the United States to meet with labor educators and union officials in Vietnam; in May accompanied a return Vietnamese delegation on part of their U.S. itinerary, including the national conference of the United Association of Labor Educators. In August 2009, Wong accompanied Anna Burger, Chair of the Change to Win labor federation, and SEIU President Andy Stern to establish formal relations with the All China Federation of Trade Unions, representing 219 million Chinese workers. In October 2009, Kent Wong will be organizing a delegation from the Los Angeles County Federation of Labor to Shanghai to participate in a study tour on green jobs in China.

4.2.a.4. Other civic engagement activities

The UCLA Labor Center periodically publishes applied research aimed at practice and policy-oriented audiences. 2008-09 publications of this sort include three books:

- *Underground Undergrads: UCLA Undocumented Immigrant Students Speak Out*, edited by Kent Wong and Janna Shadduck-Hernandez (Shadduck-Hernández is a Labor Center Program Director; the book compiles student research from a Labor and Workplace Studies Minor class).
- *Women's Work: Los Angeles Homecare Workers Revitalize the Labor Movement*, edited by Lola Smallwood Cuevas, Kent Wong, and Linda Delp. (Smallwood Cuevas is on the Labor Center staff, and Delp directs LOSH.)
- *Miguel Contreras: Legacy of a Labor Leader*, by Kent Wong and Michael Viola.

The Labor Center also publishes a newsletter, *Labor Education News*, twice a year. About two thousand copies are distributed in California and throughout the country.

Labor Center Director Kent Wong often speaks at labor-related conferences. During 2008-09, he spoke at the AFL-CIO National Convention, the National Education Association convention, the National Urban Educators Association national convention, the Asian Pacific American Labor Alliance national convention, the United Association for Labor Education national conference, and state conferences of the California Faculty Association, the California Federation of Teachers, the Washington State Labor Federation, and the California Federation of Labor. Wong also often makes comments to the press on labor-related issues.

Labor Center staff participate in a variety of additional activities serving UCLA students, such as February's Dream Fund Recognition Luncheon and Awards and a Social Justice Job Fair in April.

4.2.b. UCLA Labor Occupational Safety and Health Program

The guiding mission for all LOSH activities is to improve the occupational health conditions of vulnerable, high risk populations such as recent immigrants, adolescent workers, homecare workers, frontline workers at the Los Angeles/Long Beach ports complex, and those involved with green building retrofitting through education, research, and community service. Since its inception, LOSH has developed and provided health and safety courses and conferences for workers in Southern California, provided oral and written testimony on various health and safety policy issues, and conducted participatory research to document protections needed for homecare workers.

During 2008-9, LOSH funding was concentrated in three major projects (HAZWOPER, WOSHTEP, and Young Workers) and several smaller initiatives supported by a number of mini-grants and contracts from Federal and State Agencies, University initiatives, foundations, and through labor-management fee-for-

service agreements. LOSH developed a checklist of criteria for assessing Spanish-language OSH materials, updated their Spanish health and safety resource library by collecting, cataloguing and evaluating existing Spanish-language materials from more than 30 organizations, and launched a new website making LOSH resources more widely available. Following the summary table below are some details of activities by project.

| Title | Funding Source | Amount | Courses | Outcomes |
|--------------------------------------------------------|--------------------------|---------------|----------------|--------------------------------------------------------------|
| Hazardous Waste Worker Training Project | NIEHS | \$365,761 | 30 | 409 trained |
| HazMat Disaster Preparedness Training Project | NIEHS | \$203,673 | 40 | 1072 trained |
| Worker Occupational Safety and Health Training | CA IR Commission | \$411,500 | 41 | 953 trained |
| Young Workers Project | CA Wellness Foundation | \$52,257 | variable | 1563 trained |
| Spanish Resource Development | NIOSH | \$20,000 | n/a | n/a |
| California Home Care Dissemination | IRLE | \$15,000 | n/a | updated website & abstract links |
| Green Jobs, Green Buildings, Social Justice Conference | IRLE | \$15,000 | n/a | policy brief for LA City Council and conference publications |
| International Congress: Women, Work & Health | NIOSH | \$27,467 | | Publications |
| CA Dept of Health FACE Fact Sheet | CA Dept of Public Health | \$25,952 | n/a | fact sheets and dissemination |

Hazardous Waste Worker Training Project

Source of Funds: National Institute of Environmental Health Sciences (NIEHS)

LOSH is the lead organization in a five-university Western Region Universities Consortium (WRUC), which educates over 3,000 workers and professionals each year to develop or strengthen occupational health programs for workers who handle hazardous materials, respond to environmental emergencies, and clean up hazardous waste. LOSH is responsible for overall fund management, curriculum development and quality training programs, data collection and analysis, and evaluation. Other Consortium members are UC Berkeley, the University Extension program at UC Davis, Arizona State University, and the University of Washington. The Consortium has provided innovative hazardous waste/hazmat training for the past 22 years in English and Spanish in EPA Regions IX and X.

Courses offered cover the spectrum of hazardous waste site, TSD, emergency response, hazmat transportation and hazard communication as well as other courses specific to particular occupations (e.g. county mental health workers, LA school district employees, etc.). Instructors gather information about incidents during all courses and adapt the training program to enhance the workers' ability to prevent and respond to those incidents. Refresher courses in particular provide an opportunity to assess how the knowledge gained in the longer courses has been used.

LOSH collaborates with worker centers to provide day laborer training in both bilingual and Spanish-only language classes. The students range widely in literacy level. Courses are visually and verbally oriented to keep all students engaged. Evaluation methods include small group activities and acting out responses to hazard scenarios to demonstrate assimilation of training information.

LOSH also collaborates with unions and community organizations such as Women in Non-Traditional Employment Roles (WINTER), to reach low-wage Spanish-speaking and African American workers. Special curriculum and outreach programs were created to educate workers and the broader community about Cal-OSHA's Heat Illness Prevention Regulation. During the past year LOSH revised their 40 hour Hazardous Waste training curriculum for mono-lingual Spanish speakers so the course is now offered in Spanish.

In December 2008, LOSH consultant instructors attended a day-long trainers exchange presented by LOSH to review updated training methods. These included new classroom activities as well as training videos that can be used to enhance training and new equipment used for the outside hands-on activity.

The LOSH Industrial Hygienist participated in a Green Chemistry in the Workplace meeting organized by the Occupational Health Branch (OHB) of the California Department of Public Health in June 2009. The purpose of the meeting was to understand stakeholder perspectives and develop strategies for working with diverse partners to ensure that occupational health and worker concerns are included in the formulation of a broad safer chemicals use policy in California. The meeting had a robust exchange of ideas for how OHB as a public agency can take effective action to make worker health and safety an integral part of the green chemistry initiative.

HazMat Disaster Preparedness Training Project

Source of Funds: National Institute of Environmental Health Sciences (NIEHS)

The primary goal of the Western Region Universities Consortium (WRUC) HazMat Disaster Preparedness Training Program is to ensure that dock and other transport workers who handle goods transported through West Coast ports receive health and safety awareness training. This training: 1) enables ports workers to play an active role in identifying risks to their own and the community's safety and security, and 2) ensures they are able to respond appropriately in the event of hazmat emergencies or other disasters. LOSH, as lead organization, oversees the project at West Coast ports, working with the University of Washington's Northwest Center for Occupational Health and Safety and the UCB Labor Occupational Health Program. During the report period, LOSH maintained its outreach efforts to the International Longshore and Warehouse Union (ILWU) in the Los Angeles/Long Beach area and extended training efforts to ports workers in San Diego. Staff also expanded the disaster preparedness training activities beyond the ports to utility workers; military, school, and hospital personnel; and firefighters who may need to respond to hazmat emergencies.

To further build relationships between workers and community members, LOSH incorporated a new Diesel Exposure Awareness module into its ports training. The module includes information on workers' exposure to diesel fuel and exhaust and updates on policy initiatives to control exposure. The Industrial Hygienist also developed a Diesel Fact sheet with information on the health effects of diesel exposure specifically targeted to ports workers. And, staff continues to attend targeted community meetings to strengthen relationships with local environmental justice and other community-based organizations.

Worker Occupational Safety and Health Training and Education Program (WOSHTEP)

Source of Funds: California Department of Industrial Relations Commission on Health and Safety and Workers' Compensation

LOSH is the Southern California Resource Center for the statewide Worker Occupational Safety and Health Training and Education Program (WOSHTEP), a worker leadership program administered by the Commission on Health and Safety and Workers' Compensation in the Department of Industrial Relations. Initiated in 2002 with funding from California Workers' Compensation Reform legislation, WOSHTEP serves a variety of industries, and participants come from diverse occupations and work settings. Special emphasis is placed on reaching employers and workers in industries with significant injuries, illnesses and workers' compensation cost. Focus is also on groups with special needs, such as those who do not speak English as their first language, workers with limited literacy, young workers, and other traditionally underserved industries or groups of workers. WOSHTEP offers a 24-hour basic health and safety (WOSH) training course; 32 hour Training of Trainers course for WOSH Specialists; shorter awareness sessions; small business resources; and young worker health and safety leadership programs. All training is offered in Spanish and English.

WOSH Specialists 24-hour Courses - During the report period courses were provided in collaboration with community colleges in Los Angeles and San Diego, UCLA's campus housing division, a superior court in the Inland Empire, and with a union. Open enrollment courses for workers representing a variety of industries were held in English and in Spanish. One course focused on recent high school graduates enrolled in a city workforce development program.

Train the Trainer courses – An English Train-the-Trainer course was held in July 2009 in Los Angeles for 10 participants representing unions, state agencies, private employers, and worker centers.

WOSH Specialists & Trainers Networks - After participating in the 24-hour training, WOSH Specialists are encouraged to take a leadership role in promoting health and safety in their workplaces. They are mentored by LOSH staff, and encouraged to participate in Train-the-Trainer and refresher courses, receive technical assistance, resources and ongoing communication through a listserv and newsletter with updates, educational pieces and activist recognition twice a year. They participate in events such as the nationally observed Workers Memorial Day, on April 28th of each year, where they are updated on new government regulations and collective efforts, and where they join others to reaffirm a commitment to preventive actions in the workplace and the community.

Outreach & Awareness – Staff also conduct shorter “awareness” sessions to targeted underserved groups – those employed in industries on the high hazard list, those with numerous injuries and illnesses, Spanish-and Chinese-speaking recent immigrant workers, youth, and other underserved groups. LOSH collaborates with the Mexican Consulate in Los Angeles on worker health and safety (e.g. heat stress, workplace rights) through the *Ventanilla de Salud* community health education project. Monthly education sessions during the report period reached over 462 workers who have little or no access to health information. Other outreach efforts with new worker groups throughout Los Angeles, Ventura County, and the Inland Empire included 1) agricultural workers – members of CRLA Oxnard have been trained on heat illness prevention and workers’ rights and responsibilities, 2) community health promoters – have been trained on basic health and safety principles they will incorporate in their community health education efforts, and on the hazards associated with their work; LOSH is working with a Statewide network to expand and solidify health and safety training as part of their programs and annual conference, 3) household workers – members of CHIRLA were trained on ergonomic and chemical hazards at their monthly meeting in January, 4) car wash workers – members of the CLEAN coalition received on-going training on chemical hazards and workers’ rights and responsibilities, and 5) warehouse workers - members of ILWU were trained on heat illness prevention and workers’ rights and responsibilities; LOSH has provided ongoing technical support and further training is planned. Further,

the LOSH outreach coordinator served on the planning committee for Bi-National Health Week activities which included participation by LOSH in 3 October 2008 health fairs (at the Mexican Consulate in Los Angeles; Plaza Del Sol Community Center in East Los Angeles, and at Abbott Elementary School in Lynwood) thus reaching approximately 650 people. Similar numbers were reached during a series of health fairs conducted in June 2009 where information on preventing heat stress was emphasized.

LOSH staff, WOSH trainers, the UCLA Labor Center, and the Southern California Coalition on Occupational Safety and Health collaborate each year to host a Workers Memorial Day event, honoring workers who are killed or seriously injured on the job. In 2009, over 250 workers, community leaders, union members, and students gathered at the UCLA Downtown Labor Center on Saturday, April 25th to honor those injured or killed on the job in 2008-9. The day officially began when over 60 vehicles departed on a symbolic funeral procession through Central Los Angeles. The procession, which stretched over eight blocks, grabbed the attention of everyone it passed. Upon returning to the Labor Center, a wide range of speakers shared their experiences about dangers in the workplace.

LOSH implemented a new Community Outreach Model through WOSHTEP by partnering with three community based organizations to build their capacity to reach and educate workers who traditionally lack resources and support. To better reach these underserved populations, LOSH and the collaborating organizations develop short educational sessions and materials that are adapted to the distinctive needs of the workers they serve, with regard to language, literacy, hazards specific to their community, etc. WOSHTEP has a diverse set of training materials to educate and develop leadership skills among front line workers and small business owners and managers. The WOSHTEP Community Outreach Model is another effort to reach those most in need and help minimize workers' injuries and illnesses in California. Projects in 2008-9 included the development of materials for day laborers in partnership with IDEPSCA; a 2-hour training session for restaurant workers in collaboration with the Koreatown Immigrant Workers' Alliance (KIWA); and the development of a committee to introduce worker safety and health education at the Holy Cross Catholic Church Outreach Center.

Small Business Outreach & Education –Training materials have been developed and 2-3 hour courses held to assist small business owners and managers to train their employees to participate in identifying and controlling hazards. LOSH collaborated with State Compensation Insurance Fund to deliver sessions in San Diego, Monterey Park, and San Pedro; with the Garment Contractors Association; and with Koreatown Immigrant Worker Alliance to deliver training in Korean to local restaurant owners. LOSH also collaborated with an insurance broker to bring services to their predominantly Latino policy holders.

Apprenticeship- LOSH conducted a needs assessment that focused on adapting and piloting WOSHTEP materials for building trades' pre-apprenticeship and apprenticeship programs in collaboration with the State Trades Council, LOHP and the CHSWC. Results are summarized in a 30-page report: *Opportunities to Integrate Worker Health and Safety Education into Building Trades Apprenticeship Programs*.

Young Worker Model - (See Young Workers Project below)

Young Workers Project

Source of Funds: The California Wellness Foundation (TCWF)

The LOSH Young Workers Project was initiated in January 1996 with funding from the California Endowment and the National Institute for Occupational Safety and Health to educate high school

students through school-based curricula and peer education activities in the South Los Angeles community. Since then, LOSH youth activities have evolved with supplemental funding from TCWF and the California Commission on Health and Safety and Workers' Compensation's WOSHTEP Program to expand beyond local high schools, now reaching youth statewide through two annual 3-day Young Worker Leadership Academies (YWLA), one hosted at UCLA and another at UC Berkeley. This program educates youth entering the workforce about the importance of health and safety on the job. It also informs them of their workplace rights and responsibilities and prepares them to take an active role as health and safety leaders at work and in their communities. Academy sessions are held in northern and southern California each year and involve teams of youth and mentors from throughout the state of California. Forty-four youth participated in the 2008-9 YWLA.

YWLA alumnae and staff presented two panels on young workers in November 2008 at the annual American Public Health Association meeting in San Diego. The Young Worker Coordinator conducted numerous presentations and workshops including 1) California Association of Worker Experience Educators Fall Conference, 2) Orange County Chapter of the American Society of Safety Engineers - summer work safety for teams, 3) California Partnership for Young Workers Health and Safety and 4) *Young Worker Health and Safety Interventions and Knowledge Mobilization Strategies* symposium held June 20-22, 2009 in Toronto, Ontario, co-sponsored by NIOSH in the US and the Ontario Neurotrauma Foundation in Canada.

Another highlight in 2008 was the partnership LOSH developed with the newly-formed Los Angeles Peace Collaborative (LAPC). Over twenty organizations hosted the Southern California PeaceJam Chapter to foster a movement of peace and nonviolence in the Los Angeles area serving as a catalyst for a new youth peace movement around the world. The LOSH Young Worker Project participated in the Global Call to Action PeaceJam Conference bringing 4 peer educators to the conference where they led a "Know Your Rights at Work!" activity. The youth peer educators also met Nobel Peace Prize Laureates such as Rigoberta Menchu Tum and Desmond Tutu.

The Young Workers Project Coordinator was featured in the new "My Job" section of the August online and print editions of *Youth Today*, the only independent, nationally distributed newspaper that is read by thousands of professionals in the youth service field. On August 20, 2009 she and the LOSH Director were guests on a one-hour radio program focused on child labor for Hispanic National Public Television. HNPT had been referred to LOSH by NIOSH and the Pan American Health organization.

Spanish Resources Development

Source of Funds: National Institute of Occupational Safety and Health/Centers for Disease Control and Prevention (NIOSH/CDC)

The LOSH Spanish Occupational Safety and Health (OSH) Resource Library compiles Spanish language educational materials for workers, as well as their employers, OSH trainers and health professionals. These materials were published as an annotated bibliography in 1990 and 1999 under the title "La Fuente Obrera – A Workers' Sourcebook." Each entry has a brief description of the content, format, length, literacy level and other pertinent information. While new materials continue to be added to the Library on a sporadic basis, no systematic efforts had been made to update the collection since its second edition in 1999. With funding from NIOSH, staff updated the Library and created two introductory Spanish-language OSH materials for use in Mexican consulates. The updating process involved the collection, evaluation and cataloguing of current Spanish-language OSH materials from organizations throughout the United States (US). In order to evaluate the collected materials, staff

created a comprehensive guide or an assessment tool. This criteria checklist includes rating instructions and recommendations (guidelines) intended to help those who are developing and evaluating written Spanish-language OSH materials. The guidelines emphasize the processes that would allow for better understanding and incorporation of the social and cultural characteristics of the target population, including literacy levels, language resources and cultural background.

Dissemination of Research Results on California Home Care

Source of Funds: UC Labor and Employment Research Fund

LOSH collaborates with a diverse cross-section of individuals – from academia, public policy, labor, and consumer advocacy groups – to conduct and disseminate research on the benefits of state support for homecare services as well as the protections needed for homecare workers. This research project builds on the work of the California Homecare Research Working Group, funded by the UC Institute for Labor and Employment in 2001 and 2002 and again in 2007. The Working Group website at the UC Berkeley Labor Center has been updated with abstracts and links to more than 40 studies. Two Working Group Representatives presented in October 2008 at the V International Congress on Women, Work and Health in Zacatecas, Mexico.

Conference on Green Jobs, Green Buildings & Social Justice – Pathway to a Sustainable Los Angeles

Source of Funds: UC Labor and Employment Research Fund

Funding was awarded for the implementation of the Community Scholars class and conference to report results. Taught by LOSH Director Linda Delp, the 2009 Community Scholars two-part, winter and spring quarter 2009 course focused on how the convergence of green jobs, green buildings and social justice in the City of Los Angeles can benefit workers, the community and the environment. Los Angeles is uniquely positioned to create model policies and programs within the state, providing a national model. Winter quarter research was presented with six preliminary Executive Summaries on March 18, 2009 at the UCLA Downtown Labor Center to a group of distinguished guests. The summaries 1) explored innovative approaches to address climate change and create green jobs through green building retrofits; 2) identified key components underlying the concept of good green safe jobs; and 3) discussed the integration of economic and environmental justice into community development. More than 85 guests were in attendance at a briefing held at Los Angeles City Hall on June 11, 2009 where Spring Quarter Research was presented as a Working Paper for distribution and feedback.

A policy brief drawing on the research generated for the City Hall briefing has now been published by the UCLA Institute for Research on Labor and Employment in collaboration with LOSH: [*Good Green Safe Jobs: The Los Angeles Green Retrofit and Workforce Program*](#). In addition, more than 100 key stakeholders participated in an all day conference, *Working in Unity, Greening our Communities*, on August 5, 2009. A final report is close to completion.

International Congress on Women, Work and Health

Source of Funds: NIOSH/Center for Disease Control

Women workers face a unique set of challenges including gender inequality, reproductive issues, unpaid and compulsory labor, sexual harassment and discrimination, and balancing work-family demands. The Congress, cosponsored by LOSH, was held in Zacatecas, Mexico from October 27-31, 2008. More than 600 workers, researchers, government agency representatives and other women advocates from 43

countries attended. Participants discussed a broad range of work-health issues confronting women across the globe – Mexican migrant agricultural workers, US home care workers, Nigerian widows’ unpaid labor, Venezuelan professors, Central American *maquiladora* workers and others. They also described the importance of women’s contribution to economic development in India and women’s efforts to organize in South America, Europe and beyond. Resolutions were generated to advance organizing, education, research and policy initiatives with the goal of “strengthening our collective voice to demand better living and working conditions.” The LOSH Director and the Conference’s General Secretary are heading a team to publish key articles in a special 2010 issue of the journal *New Solutions: A Journal of Environmental and Occupational Health Policy*.

California Department of Public Health MOU’s: FACE Fact Sheet Dissemination; Ergo Guidelines and Diesel Exposure

Source of Funds: California Department of Public Health

FACE Fact Sheets - FACE is part of the Occupational Health Branch within the California Department of Public Health (CDPH) and funded by the National Institute of Occupational Safety and Health. The purpose of the FACE program is to identify conditions that lead to fatal injuries at work. By studying these conditions, the program can develop more effective ways for employers and employees to prevent fatal injuries in the future. The CA/FACE program tracks and investigates fatalities in Los Angeles County. LOSH is collaborating with the CDPH to translate their FACE Sheets into Spanish and to disseminate them to Southern California workers in high risk jobs or occupations at health fairs, day laborer events, union events, worker trainings and also set up a display at the UCLA downtown Labor Center.

Diesel Exposure - The overall objective of this project was to disseminate diesel information to dock workers. Specifically, LOSH 1) solicited feedback on the HESIS diesel brochure from longshore workers and recommend revisions, 2) developed a port-specific factsheet on diesel hazards and controls, 3) participated in local community hearings to assess community concerns about diesel exhaust - disseminating the HESIS brochure at those forums, 4) incorporated information and education about the hazards of job-related exposure diesel exhaust in at workshops with dock workers and/or community members, and 5) created a short report summarizing information and recommendations to reach the English and Spanish speaking workforce through existing organizations.

Ergo Guidelines/HESIS Garment Worker Fact Sheet - The primary goal of the Garment Ergonomic Project is to inform and educate garment workers, garment shop managers and OSH advocates about preventative work practices that would assist in reducing work-related pain among workers in the garment industry and inform the larger OSH community of the United States (US) and international ergonomic standards. LOSH worked with the CDPH to 1) provide recommendations for developing US and international ergonomic standards and policies; 2) assess and revise the 2001 Hazard Evaluation System and Information Service (HESIS) Sewing Machine Operators factsheet in Spanish, Chinese and English and 3) explore avenues to disseminate findings and recommendations on ergonomic standards and practices.

Other civic engagement and public service activities

The LOSH Director serves on the Advisory Boards of Cal/OSHA and of WORKSAFE, a statewide policy organization; and is on the Executive Committees of the Southern California Coalition for Occupational

Safety and Health and the Occupational Safety and Health Section of the American Public Health Association.

LOSH was recently selected as an informational/resource partner for the Employment Education and Outreach (EMPLEO) partnership. EMPLEO is an alliance of organizations and government agencies that assist Spanish-speaking workers and employers with work-related concerns. Callers are referred to EMPLEO partners for assistance by trained volunteers answering the EMPLEO toll-free helpline. LOSH collaborates with the California Department of Public Health to disseminate their FACE fact sheets to Southern California workers in high risk jobs or occupations. The purpose of the FACE program is to identify conditions that lead to fatal injuries at work. By studying these conditions, the program can develop more effective ways for employers and employees to prevent fatal injuries in the future.

LOSH's future plans

LOSH's three core projects (HAZWOPER, WOSHTEP and Young Workers) have been refunded for the 2009-10 year with some modifications to the project scope of work. HAZWOPER will continue to teach the same training programs but will specifically target Spanish-speaking workers and other minority workers with potential exposure hazardous wastes and hazardous materials. LOSH will maintain its outreach to the International and the ILWU West Coast Safety Committee with hopes to extend their work from the Los Angeles/Long Beach and San Diego area to other West Coast ports. Courses at the ports will target foremen, marine clerks, longshore workers and watchmen. LOSH has received supplemental funds under ARRA, the American Recovery and Reinvestment Act, to educate workers on ARRA-funded projects and to expand existing programs to include jobs in the green economy. LOSH is the lead organization for a training program that includes UC Berkeley and the University of Washington.

WOSHTEP will continue to teach the 24-hour basic health and safety (WOSH) training course; Training of Trainers course for WOSH Specialists; shorter awareness sessions; small business resources; and young worker health and safety leadership programs. New initiatives will include development of materials that address indoor heat illness and expansion of their community outreach model to include public information activities with an emphasis on Spanish media to promote worker health and safety. LOSH staff are working with taxi drivers to integrate results of the IRLE-funded study by Gary Blasi and Jacqueline Leavitt into programs to improve the health and working conditions of Los Angeles drivers; and, they have submitted testimony to the Transportation Committee and City Council.

Young Workers will continue to host the YWLAs at UCLA and Berkeley and expand the youth mentor program providing additional opportunities for YWLA alums.

LOSH has entered a partnership with the UC Berkeley Labor Occupational Health Program to carry out the School Action for Safety and Health (SASH) Project funded by the Commission on Health and Safety and Workers' Compensation. Staff will participate in advisory board meetings, develop and review Injury and Illness Prevention Program (IIPP) materials tailored for school district personnel, conduct outreach and teach one-day trainings for SASH representatives at the county level.

4.2.c. Human Resource Round Table (HARRT)

HARRT's primary objective is to enhance the practice and teaching of human resources management by fostering close ties between academics and senior level practitioners. Such interaction improves

executives' knowledge and practice, and offers the opportunity to influence teaching and research, thus helping to shape the quality of their future workforce.

HARRT provides an important link to the business community with cooperation from member organizations that offer sites for academic research and applied student research. Additionally, members accept invitations to speak in degree and executive programs to relate concepts and theory to practice. They also hire student interns and UCLA graduates as full-time employees.

Topics at meetings provide a broad perspective of public policy and the business environment to assist members in making strategic decisions for their respective organizations and workforces.

HARRT also engages in cooperative arrangements with the UCLA Anderson School Forecast, the Center for International Business Education and Research (CIBER), the UCLA Lewis Center for Regional Policy Studies, the Center on Aging, the Anderson School Executive Education Programs; and USC's Center for Effective Organizations (CEO). Collaboration includes joint sponsorship of events, discounts on programs to HARRT members, and an expanded pool of experts to involve in programs.

HARRT maintains a diverse membership base with respect to the industries, size and type of organizations and the ethnicity of its members. It is through this diversity that a broad range of perspectives are shared which enrich the discussions and generate innovative ideas that are shared among members. HARRT's current membership roster is included in the Appendix to this report.

HARRT has 20 affiliated faculty from UCLA and other institutions (see Appendix).

HARRT's 2008-09 programs included:

September 10 "Built for Talent"

Speaker: Edward E. Lawler III,
Distinguished Professor of Business, USC Marshall School of Business

November 6-8 HARRT Annual Retreat

"Rising to the Challenge of Change: Insights and Strategies for HR Leaders to Manage the Present and Create the Future"

The program focused on the mega forces changing HR leadership, organizations and the rules of competition in the 21st century. Issues spanned the economy, the presidential and congressional elections, education and preparation of the workforce, and changes in the business environment.

February 11 Round Table: "Leading Change by Leveraging Culture"

Speaker: Jennifer Chatman, UC Berkeley Haas School of Business

May 13 Round Table: "Team Decision Making and Performance"

Speaker: Corinne Bendersky, UCLA Anderson School of Management

HARRT continues to produce the *HARRT Quarterly* with articles on programs and excerpts from faculty publications. This publication is distributed to HARRT's academic and business government, and not-for-profit constituencies. It also appears on the HARRT website. The HARRT website includes working papers as well as published articles by faculty associates and invited guest speakers.

4.2.d. IRLE Academic Unit

Beyond the Labor and Workplace Studies Minor, the Academic Unit's main involvement in civic engagement and public service is through interviews with the media about issues related to work and employment. During 2008-09, IRLE scholars were quoted as experts in 9 press reports, 5 radio segments, and a podcast based on a local television station's website. (See <http://www.irle.ucla.edu/media/index.html> for selected media and sound clips.) IRLE Director Chris Tilly, and later (when she started at IRLE) Research Director Lauren Appelbaum became regular commentators on the monthly unemployment figures on Free Speech Radio News, a news service syndicated on 93 local stations.

During this period, Tilly also wrote articles for the popular outlets *Dollars & Sense* and *InterAmerican Dialogue's Latin America Advisor*. He gave popular presentations on the economic crisis to the UCLA Public Interest Law and Policy Group and a forum organized by the Koreatown Immigrant Workers' Association.

4.3. Diversity

The Institute for Research on Labor and Employment contributes to diversity in a variety of ways. The Institute's staff is highly diverse, as shown in the table below (which includes all four units). Staffing is not only multiracial, it is international: LOSH alone includes natives of Colombia, the Dominican Republic, Guatemala, and Mexico.

| | <i>White</i> | <i>African-American</i> | <i>Latino/a</i> | <i>Asian</i> | <i>Filipino/a</i> | <i>Total</i> |
|--------------|--------------|-------------------------|-----------------|--------------|-------------------|--------------|
| <i>Men</i> | 11% | 0% | 11% | 7% | 0% | 29% |
| <i>Women</i> | 27% | 9% | 29% | 2% | 4% | 71% |
| <i>Total</i> | 38% | 9% | 40% | 9% | 4% | |

Labor and Workplace Studies (LWS) classes expose UCLA undergraduates to a diverse group of African American, Latino, Asian, and Anglo instructors, including:

- Latino scholar-practitioners Victor Narro and Gaspar Rivera-Salgado, Program Directors at the Labor Center
- African American Civil Rights veteran James Lawson
- Asian scholar-practitioner Kent Wong, Director of the Labor Center

LWS classes also draw on the diversity of the student body itself to examine issues of class stratification, race and ethnicity, gender, and immigration status, and in many cases bring students into direct contact with leaders and communities of color through field-based research and guest speakers.

IRLE and Labor Center talks, panels, and conferences similarly bring a diverse group of scholars and practitioners into contact with the UCLA community. As one example, the 2008-09 IRLE Academic Unit speaker events brought in one African American scholar, two Asians, and two Latinos, as well as a number of scholars from other countries. Many of the talks were co-sponsored by UCLA ethnic studies

centers and/or the Center for the Study of Women. The Labor Center's lineup of speakers was even more diverse.

The presence at UCLA of IRLE and the Labor Center and their public identification with issues of low-wage work, immigration, communities of color, and social movements help attract a diverse group of graduate students to a variety of programs, notably in Sociology and Urban Planning.

An important ongoing Labor Center project is work with undocumented immigrant students at UCLA, through collaboration with the Improving Dreams, Equality, Access and Success (IDEAS) student organization and sponsorship of the Dream Fund that provides scholarships for undocumented students. In 2007-08, this project resulted in the publication of the *Underground Undergrads* book documenting the stories of undocumented UCLA students, which has now sold thousands of copies nationwide.

It is important to point out that the Labor Center's direct connections to diverse LA communities have facilitated cutting-edge research like that compiled in the *Low-Wage Worker Organizing* volume mentioned above.

Finally, an important but often less-discussed dimension of diversity is class. Because of its focus on work, workers, and workplaces, IRLE consistently brings perspectives and analyses of class into the UCLA curriculum, research, and scholarly discussion.

5. Financial status

5.1. Core budget

2008-09 was a difficult budget year for UCLA IRLE. Indeed, it was a difficult year for UCLA and all of UC. However, the budgetary challenges faced by IRLE went beyond the overall UC budget situation.

Whereas LOSH is supported almost completely by grants and HARRT by membership fees, the Labor Center and Academic Unit receive most of their funds from a larger budget line from the UC Office of the President (UCOP), and a smaller one from the UCLA administration. The UCOP funds were delayed by a California budget process that extended 85 days beyond the June 30, 2008 fiscal year end. Funds for UCLA IRLE and the other UC labor programs (our Berkeley counterpart IRLE plus funds for programs at all 10 UC campuses), minus a 10% cut, were in the budget passed by the Legislature, but on September 23 the Governor applied a line-item veto specifically to these funds, singling them out as the only UC budget item to be vetoed. (This followed on repeated attempts by the Governor to eliminate these programs from the state budget—attempts that succeeded in 2004-05 but not in other years, but invariably made year-to-year funding levels highly unpredictable.) There followed a period of uncertainty, punctuated by a letter signed by over 400 California university and college faculty protesting the Governor's veto as a threat to academic freedom. Finally in late December UCOP communicated that it would generously provide bridge funds to the UCLA and UC Berkeley IRLEs (though not the ten campus programs), and the funds were transferred in January. Meanwhile, in October UCLA taxed IRLE (along with all other academic units) for utilities and fringe benefits, adding an un-anticipated expense.

Finding out about the veto of UCOP funds nearly three months into the fiscal year, being assured of restitution of funds only six months into the fiscal year, and also learning of an added "tax" from UCLA approximately four months in, all made it difficult to carry out financial and programmatic planning. This was compounded by uncertainty about future funding. In addition to ongoing uncertainty about UCOP funding, UCLA began to further scale back its financial support. In spring 2009, UCLA mandated a roughly 25% cut in funds for IRLE (units across campus were cut at varying levels; this was the level for units in the Social Science Division). Subsequently in June 2009 the UCLA administration announced that these cuts were not sufficient to cover its budgetary shortfall, and that it planned to cut funding for Organized Research Units (centers and institutes such as IRLE) by 50%, and that cuts be targeted rather than being applied equally to all units. Given the politicized nature of the UCOP funding, IRLE and its constituencies are naturally extremely concerned about the reduction and possible elimination of UCLA funds that have provided a small but steady lifeline amidst the politically driven fluctuations and unpredictability of the UCOP budget.

5.2. Extramural support

Since a diversified funding base leads to the ability for planning and expansion of programs, IRLE has always worked hard to cultivate grants. In the last year, all sub-units have received nearly \$3 million in extramural grant funding. Extramural grants are listed in a table on the next page.

Since the Institutes have numerous outreach programs to the community and stakeholders, they have always received some private donations: this support has amounted to \$653,994 over the last 5 years. A

final source of income has come from fees and books sales, which are used to augment programs and activities.

Extramural grants, all IRLE units, 2008-09

| PI | SPONSOR | AMOUNT | DURATION |
|--------------|-----------------------------------------------------------|--------------------|------------------|
| Milkman | Haynes Foundation | \$286,752 | 1/1/07-12/31/09 |
| Milkman | Russell Sage Foundation | \$70,630 | 1/1/09-6/30/10 |
| Milkman | Annie E. Casey Foundation | \$50,000 | 4/1/09-9/30/09 |
| Milkman | Ford Foundation | \$250,000 | 5/1/09-04/30/11 |
| Wong | Ford Foundation | \$75,000 | 9/30/08-08/31/09 |
| Wong | Diane Middleton Foundation | \$2,500 | 12/1/08-6/30/09 |
| Wong | David Bohnett Foundation | \$15,000 | 3/1/08-02/28/09 |
| Wong | UC Berkeley | \$71,282 | 1/1/09-12/31/09 |
| Wong | CA Construction Agency Labor-Management Cooperation Trust | \$150,000 | 4/1/09-03/31/10 |
| Wong | Ford Foundation | \$300,000 | 4/1/09-03/31/11 |
| Shadduck | United Way of Greater Los Angeles | \$50,000 | 1/30/09-12/31/09 |
| McMahon | LA Dept. of Water and Power | \$29,100 | 2/13/08-2/12/09 |
| Delp | NIH | \$970,955 | 8/1/08-7/31/09 |
| Delp | CA Wellness Foundation | \$150,000 | 1/1/08-12/31/10 |
| Delp | CA Dept. of Ind. Relations | \$411,500 | 7/1/08-6/30/09 |
| TOTAL | | \$2,882,719 | |

5.3. Financial changes and concerns

Like the rest of UCLA and the University of California system, IRLE has grappled with decreasing and uncertain funding. The largest funding stream, provided through the UC Office of the President, has unfortunately become quite politicized. During 2008-09, IRLE leadership exerted considerable effort in increasing awareness of the value of our programs to the UCLA and UC communities, to the general public, and to policy-makers. We also escalated our grant-writing efforts, hiring a contract grant-writer, and investigated possibilities for accessing federal stimulus money. As the previous section on “Extramural support” documents, these efforts have reaped significant rewards. Regrettably, we also found it necessary to allow some staff attrition and to scale back some programs, particularly in planning for 2009-10.

6. Trends, challenges, and 2009-10 plans

The world financial crisis and recession confront the Institute with an ironic conjunction of circumstances. On the one hand, there is enormous attention to and interest in job creation (and destruction), wage levels and job quality, and the immigrant workforce—all areas in which IRLE has expertise and ongoing programs. On the other hand, the economic crisis has created the most difficult fiscal environment in decades, slashing California revenues and foundation endowments.

The global repercussions of the economic crisis are noteworthy. Whereas in some cases, notably the Great Depression of the 1930s, global economic integration via trade and investment flows contracted sharply as nations retreated to protectionism, the nations of the world do not seem to be responding in that way today. Though the actual flows have diminished reflecting an overall downturn in economic activity, global connectedness continues to expand apace.

Indeed, the crisis calls for *added* attention to globalization, for two opposite reasons. First, some developing countries, notably China and Brazil, are weathering the crisis remarkably well, strengthening their current and future position in the world economy. Second, other developing countries—Mexico is an important example—are even harder hit than the United States by the slump, threatening their short-term and perhaps long-term social and economic stability. For IRLE, interaction with scholars of labor and employment, and with applied practitioners in these areas, in both sets of countries represents an important opportunity.

In this context, we see a trio of challenges for IRLE in 2009-10:

- Financial stewardship
- Further integration of IRLE activities with the rest of UCLA
- Moving forward with IRLE's Global Initiative

How will the Institute respond? With regard to the financial challenge, IRLE is implementing five strategies. First, we are increasing collaboration with other UCLA units to pool resources. For example, four other UCLA centers co-sponsored the trinational "Work and Inequality in the Global Economy" conference in October 2009, contributing effort and/or financial resources. The UCLA Department of Sociology Working Group on Work, Labor and Social Movements and the cross-disciplinary UCLA Migration Workshop are co-sponsoring (and in some cases serving as lead sponsors) of portions of the IRLE line-up of 2009-10 colloquia, again sharing some expenses as well as assisting with logistics and publicity.

A second response to financial stringency is to redouble our grant-writing. LOSH is targeting major grants for the year. Academic Unit Research Director Lauren Appelbaum, who started on the job in May, will be making major contributions to this effort in 2009-10. Academic Unit and Labor Center directors Chris Tilly and Kent Wong plan exploratory meetings with key foundation program officers during the year as well.

Third, we will explore other possible revenue-generating activities, including summer courses, online courses, study abroad, and courses aimed at global constituencies. An initial scan of the possibilities suggests that most of these initiatives would require a significant initial investment by the Institute (or UCLA) that is not feasible in the near term. Nonetheless, we plan to continue our investigation in order to be prepared to move appropriately when opportunities arise.

Fourth, given the importance of state funding, we will continue to make the case for the value of our programs. The most important way to make that case, of course, is by carrying out the programs in a way that touches as many people as possible both within and outside UCLA.

The fifth response, which, though necessary, unfortunately weakens some of the other responses, is to tighten our belts by continuing to scale back programs and to accommodate staff attrition via redeployment rather than new hiring. This calls for added attention to staff morale and team-building by IRLE management.

What about deepening integration with the rest of UCLA? The collaboration mentioned above as one of our strategies to cope with tighter finances also helps with integration. The Labor and Workplace Studies Minor is an important arena for integration, and 2009-10 Associate Director Toby Higbie will be leading an effort to make new connections with other departments through the Minor. HARRT will seek to engage added UCLA faculty engaged in human resource-related research into its network and discussions. IRLE Director Chris Tilly and members of the Faculty Advisory Committee will also be engaging in personal diplomacy with colleagues to explore possible areas of collaboration.

As for the last of the three challenges, advancing the Global Initiative despite scarce resources, we plan various steps. The October 2009 China-Mexico-US conference was very important both in terms of putting IRLE on the map as a player in global work and labor issues, and in terms of helping IRLE solidify and extend networks with work-related scholars and practitioners in China and Mexico, as well as those studying the two countries from within the United States. LOSH Director Linda Delp will be strengthening international ties by working with Leonor Cedillo of the Autonomous University of Zacatecas (Mexico) and an international team of researchers on publishing key articles from the V Congress on Women, Work, and Health. The Labor Center's Institute for Transnational Social Change plans a meeting between U.S. and Mexican unionists. Personal diplomacy will again play a part in globalizing the work of IRLE: current 2009-10 plans call for IRLE Director Chris Tilly to visit Mexico City and Shanghai and Labor Center Director Kent Wong to separately visit Shanghai and Guangzhou, exploring additional steps toward exchange and collaboration. Trips by other staff, and by the Directors to countries other than China and Mexico, are also planned. One focus of grant-writing will be to seek funds for international global exchanges and collaboration. We hasten to add that this attention to consolidating the Global Initiative, does *not* imply a lessening of commitment to the Southern California Initiative, which we are committed to maintaining.

It is easy to grow discouraged in the current bleak economic and fiscal environment. But we take heart from the example of the Great Depression of the 1930s in the United States. Despite hard times and untold economic suffering, the 1930s saw the revitalization of a moribund labor movement, the adoption of new laws to assure job quality and economic security (minimum wage, overtime, Social Security, and others), and the sparking of a wave of scholarly interest that, among other things, resulted in the establishment of UCLA's Institute for Research on Labor and Employment (then the Institute of Industrial Relations) in 1945. Though history does not repeat itself, as Mark Twain remarked, it often rhymes. At IRLE, we hope that our work of research, education, and outreach will help to build a new wave of cutting-edge scholarship, policy and management innovations, and creative grassroots strategies that will help this country to surmount the current crisis rather than be dragged down by it.

APPENDIX: IRLE GOVERNANCE AND MEMBERSHIP LISTS

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