

# **Herbert R. Northrup collection of Boulwarism research materials**

Ms. Coll. 532

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Last updated on July 25, 2014.

University of Pennsylvania, Kislak Center for Special Collections, Rare Books and Manuscripts

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## Summary Information

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<b>Repository</b>	University of Pennsylvania: Kislak Center for Special Collections, Rare Books and Manuscripts
<b>Creator</b>	Northrup, Herbert Roof, 1918-2007
<b>Title</b>	Herbert R. Northrup collection of Boulwarism research materials
<b>Call number</b>	Ms. Coll. 532
<b>Date [inclusive]</b>	1904-1990
<b>Extent</b>	22 boxes
<b>Language</b>	English
<b>Abstract</b>	<p>This collection primarily contains material relating to contract negotiations between General Electric (GE) and the International Union of Electrical Workers (IUE) and the United Electrical Radio and Machine Workers of America (UE), and the resulting case before the National Labor Relations Board (NLRB). Northrup used this material to examine GE's employee relations policies and the implications of Boulwarism for two articles and a subsequent book. Also included in the collection is a box of personal and financial correspondence belonging to Lemuel R. Boulware and Northrup's business correspondence when he worked in the private sector as a consultant, as well as his time at GE.</p>

**Cite as:**

Herbert R. Northrup collection of Boulwarism research materials, Kislak Center for Special

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## Biography/History

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Herbert Roof Northrup was born on March 6, 1918 in Irvington, New Jersey. A graduate of Newark Academy, Northrup went on to receive his B.A. in economics from Duke University in 1939, where he graduated Phi Beta Kappa. Northrup was one of two scholar-athletes on Duke's championship baseball team. He earned his Ph.D. in Economics from Harvard University in 1942, where he studied under noted economist Sumner H. Slichter. His dissertation examined black employment and the impact of unions and was entitled, *Negro Labor and Union Policies in the South*. Roof's dissertation was expanded and published in 1944 under the title, *Organized Labor and the Negro*.

Northrup began his professional career as an instructor at Cornell University but left after one year due to a lack of students. Unable to serve in the armed forces due to a knee injury, Northrup went to work for the War Labor Board's Tool and Die Commission in Detroit. During this time, Northrup met Eleanor Pearson, a statistician, whom he married in 1944. His position in Detroit was eliminated and Northrup was reassigned to the New York Regional Board as a senior hearing officer.

After the war, Northrup began a three year teaching stint at Columbia University and was elected to the National Board of the ACLU, serving as chairman of the Board's Committee on Civil Rights in Unions and Collective Bargaining. After parting ways with Columbia, he took the unusual step of leaving academia and taking a position with the Conference Board as a research economist in 1949. Northrup used his position at the Conference Board as a stepping stone from academia to industry, and later joined the consulting firm Ebasco as a senior consultant. Positions at Penn-Texas Corporation and General Electric soon followed.

Northrup left the corporate world in 1961 for a tenured professorship in the Department of Industry (now the Department of Management) at the Wharton School of the University of Pennsylvania. He succeeded George Taylor as chairman of the department in 1964, where he remained until his retirement in 1988. Throughout his career, Northrup was a prolific writer publishing over 30 books and numerous articles. His textbook he co-authored with Gordon Bloom, *Economics of Labor Relations*, went through nine editions. His works analyzed many aspects of employment practices and he was proud of the influence his works on collective bargaining had on public policy. Northrup's expertise was sought after by government officials as he served as an advisor to the secretaries of labor in the Nixon and Reagan administrations.

Northrup passed away on October 22, 2007, leaving behind his wife, five children and seven grandchildren.

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## Administrative Information

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## **Source of Acquisition**

Gift of Herbert R. Northrup

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## **Controlled Access Headings**

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### **CORPORATE NAME(S)**

- General Electric Company.

### **FORM/GENRE(S)**

- Clippings (information artifacts)
- Contracts
- Correspondence
- Financial records
- Manuscripts, American--20th century
- Reports

### **PERSONAL NAME(S)**

- Boulware, Lemuel R., 1895-

### **SUBJECT(S)**

- Industrial relations--United States--20th century

- Labor unions--United States--Case studies

## Collection Inventory

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### I. PERSONAL AND FINANCIAL RECORDS OF LEMUEL R. BOULWARE.

#### A. FINANCIAL.

	Box	Folder
Curricula vitae, 1919-1985.	1	1
Financial records, 1921-1965.	1	2-21

#### B. MISCELLANEOUS.

	Box	Folder
Publications, 1972-1974.	1	22
Speeches, 1953-1973.	1	23
Private notes on Carey, 1955.	1	24
Personal photographs, 1939-1988.	1	25
Bohemian Grove photographs, 1970-1979.	1	26
Photographs of Boulware, 1950-circa 1970s.	1	27
Retirement, 1957-1960.	1	28
Obituary, 1990.	1	29

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Miscellaneous, 1893-1990.

1

30

**C. CORRESPONDENCE.**

Box

Folder

Syracuse Washing Machine Corporation, 1925.

1

31

Carrier Corporation, 1935.

1

32

Celotex Corporation, 1940.

1

33

Baruch, Bernard M., 1953.

1

34

Bassett, Robert C., 1973.

1

35

Bethke, William, 1925.

1

36

Blough, Roger M., 1972.

1

37

Boulware, Judson A., 1904.

1

38

Boulware, Martha Ricketts and Boulware, Judson A., 1919-1932.

1

39

Cordiner, Gwen, undated.

1

40

Cordiner, Ralph, 1944.

1

41

Craig, Donald E., 1990.

1

42

Denise, Malcolm, 1960.

1

43

Donald, W.J., 1935.

1

44

Ducky, 1927.

1

45

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Farwell, Don and Masterpool, Mike, 1969.	1	46
Fishel, Leslie H. Jr., 1969.	1	47
Forrestal, James, 1944-1947.	1	48
Gilman, S.W., 1925.	1	49
Johnson, Henry G., 1925.	1	50
Jones, Reginald H., 1973, 1988.	1	51
Murphy, William Beverly, 1972.	1	52
Lampton, Dinwiddie Jr., 1985.	1	53
McCarthy, John J., 1990.	1	54
Mack, Connie, 1990.	1	55
Matles, James J., 1974.	1	56
Moore, Philip D., 1963.	1	57
Nelson, J.C., 1925.	1	58
Post, John, 1973-1974.	1	59
Reagan, Ronald, 1985.	1	60
Reed, W.K., 1959.	1	61
Ricketts, J.S., undated.	1	62
Rogers, Paul, 1977.	1	63
Ruge, Fred, 1974.	1	64

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Rumsfeld, Donald, 1972.	1	65
Seaton, Louise G., 1960.	1	66
Sherman, H.B., 1925.	1	67
Swope, Gerard, 1952.	1	68
Walker, Coleman C., 1980.	1	69
Wilson, Charles E., 1951-1959.	1	70
Day, Virgil B., 1960-1990.	1	71-80
Boulware, Judson A. Business correspondence, 1918.	1	81
Boulware, Norma. Personal correspondence, undated.	1	82

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## II. PAPERS OF HERBERT R. NORTHRUP.

	Box	Folder
American Steele & Pump Corporation, 1958.	1	83
The Bank of Salem, 1955.	1	84
The Bank of Virginia, 1954-1958.	2	85-88
King-Seely Thermos Corporation, 1960-1961.	2	89
Literature on Boulwarism by Northrup, 1956-1966.	2	90
Mallard Industries, Inc., 1951-1952.	2	91

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North & Judd Manufacturing Company, 1959-1962.	2	92
Penn-Texas Corporation Personnel Conference, 1956.	2	93
People's National Bank and Trust Company, 1957-1958.	2	94
"A Summary of Various Industrial Relations Systems", 1967.	2	95
Wisconsin State Nurses Association, 1952.	2	96
General Electric, 1959.	3	
General Electric, 1960.	4	
General Electric, 1961.	5	

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### III. GENERAL ELECTRIC CONTRACT NEGOTIATIONS AND STRIKES, 1955-1970.

#### A. GENERAL.

	Box	Folder
Negotiations with the IUE. Correspondence, 1952.	6	97
Negotiations with the IUE. Correspondence, 1955.	6	98
Negotiations with the IUE. Correspondence, 1958.	6	99
Negotiations with the UE, 1958.	6	100
Presentations on the negotiations, 1958.	6	101

Carey, James B. Speeches, 1960.	6	102
<b>Photographs of strike in Bucyrus, Ohio, 1960.</b>	6	103
<b>Note</b>		
See also box 26.		
Arbitration papers, 1962.	6	104
Arbitration papers, 1962.	6	105
Negotiations with the IUE. Correspondence, 1963.	6	106
Contract negotiations. Reports to the executive office, 1963.	6	107
Contract negotiations. Information sent employees, 1963.	6	108
Contract negotiations. Newspaper and radio releases, 1963.	6	109-110
<i>Negotiation News.</i>	6	111
Arbitration papers, 1963.	6	112
Negotiations with the IUE. Chronological summary, 1966.	6	113
Negotiations with the IUE. Correspondence, 1966.	6	114
Negotiations with the IUE. Notices.	6	115
Negotiations with the IUE. Presentations, 1966.	6	116
Negotiations with the IUE. Reports to the executive office, 1966.	6	117
Contract negotiations. Chronological summary, 1969-1970.	6	118
Contract negotiations. Correspondence, 1969-1970.	6	119

Contract negotiations. Planning, 1969-1970.	6	120
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Contract negotiations. Strike information, 1969.	6	121
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**B. NEGOTIATION TRANSCRIPTS.**

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Negotiations with the IUE, 1958.	7	130-146
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Negotiations with the IUE, 1960 August 10-September 8.	9	148-162
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Negotiations with the UE, 1960 October 4-27.	12	

**C. STRIKE RELATED MATERIAL.**

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"Employee Communications in Connection with 1960 General Electric-Union Negotiations", 1961.	13	163
"The Story of General Electric's 1960 Negotiations with the IUE".	13	164
"General Electric's 1960 Negotiations with the IUE...As Report in the <i>Negotiations News</i> ", 1961.	13	165

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Strike Preparation Seminar, 1963.	13	166-177
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"The Intent of Propaganda," written by James B. Carey, 1962.	13	178
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Photographs of strike at Lynn, Massachusetts, 1960.	13	179
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**D. NATIONAL LABOR RELATIONS BOARD.**

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Report of proceedings, 1963.	14	180-181
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General Counsel's Brief to Trial Examiner.	14	182-203
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General Electric and International Union of Electrical Workers. Intermediate Report.	14	204
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General Electric and International Union of Electrical Workers. Decision and order.	14	205
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Philip Carey Manufacturing Company and the United Automobile Workers. Decision and order.	15	206
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Bethlehem Steel and the Industrial Union of Marine and Shipbuilding Workers. Decision and order, 1961.	15	207-208
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Bethlehem Steel Company. Decisions of the National Labor Relations Board, 1961.	15	209
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General Electric and International Union of Electrical Workers. Respondent's briefs.	15	210-213
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"A Lawyer Looks at Employee Communication," by David L. Benetar.	15	218
"The Case for Boulwarism," by Herbert R. Northrup.	15	219
Statement by Virgil B. Day, 1964.	15	220
Background summary--evaluation of the National Labor Relation Board's decision.	15	221
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<i>Vital Speeches of the Day</i> , "Collective Bargaining and the 'Suffocating Blanket'".	15	224
"Behind the GE-NLRB Ruling".	15	225
"Statement of General Electric to the Senate Committee on Labor and Public Welfare Concerning the NLRB Decision in the Matter of General Electric Company".	15	226
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Study of General Electric's approach to employee relations, 1967.	18	
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Plant and employee community relations services, 1953-1955.	20	299-301
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Price-fixing scandal at General Electric, 1959.	20	303
Program from presentation of the Henry Laurence Gantt Memorial Medal, 1966.	20	304
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Relations with the automobile industry.	20	307
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<i>At Work in Industry Today.</i>	21	322
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Scoreboard on union representation elections in General Electric, 1959-1966.	21	336
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<i>Collective Bargaining in Transition.</i>	23	375

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<i>PR Reporter.</i>	24	412
<i>Public &amp; Employee Relations News.</i>	24	413
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<i>Relations Reviews.</i>	24	415
<i>UE News.</i>	24	416
<i>Union News.</i>	24	417
<i>Unity.</i>	24	418
U.S.A. Volume XII.	24	419

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**VIII. MISCELLANEOUS AND OVERSIZED.**

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	Box	Folder
Frigidaire retail supervisor's handbook; Brief for the NLRB in Bethlehem Steel v. NLRB; Boulware's personal diary.	25	
Oversized photograph of 1960 strike in Bucyrus, Ohio; clipping, 1956-1960.	26	

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