

FEDERAL MEDIATION AND CONCILIATION SERVICE

Washington, D.C.

Testimonial for Father Andrew C. Boss, S. J.

Given by

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Special Assistant to the President

and Director, Federal Mediation and Conciliation Service

University of San Francisco

San Francisco, California

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STATEMENT TO BE READ BY GENE BERRY

I AM DEEPLY SORRY THAT EVENTS IN THE NATION'S RAILROAD NEGOTIATIONS HAVE MADE IT IMPOSSIBLE FOR ME TO BE WITH YOU TONIGHT TO PAY MY PERSONAL RESPECTS TO A MAN THAT HAS GIVEN SO MUCH AND IS HELD IN SUCH HIGH ESTEEM, THE REV. FATHER ANDREW BOSS.

I HAVE BEEN LOOKING FORWARD TO THIS OCCASION FOR MANY WEEKS WHICH MAKES MY DISAPPOINTMENT THAT MUCH GREATER.

I AM PLEASED, HOWEVER, THAT MY FRIEND, SAM KAGEL, WILL BE STANDING IN FOR ME TO DELIVER THE SPEECH THAT I HAD PREPARED FOR THIS OCCASION.

I WISH EVERYONE THERE MY BEST, ESPECIALLY TONIGHT'S HONORED.

SINCERELY,

W. J. USERY, JR.
NATIONAL DIRECTOR
FEDERAL MEDIATION AND
CONCILIATION SERVICE
SPECIAL ASSISTANT TO THE PRESIDENT

IT WAS ONLY LAST SEPTEMBER THAT
THE LABOR-MANAGEMENT SCHOOL BESTOWED
UPON ME THE ST. JOHN FRANCIS REGIS AWARD--
AN HONOR I SHALL ALWAYS CHERISH.

TONIGHT YOU HAVE PAID ME AN EVEN
GREATER HONOR BY OFFERING ME THE PRIVILEGE
OF PAYING TRIBUTE TO THE MAN WHO, SINCE 1953
HAS BEEN THE INSPIRATION AND, INDEED, THE
PERSONIFICATION OF THE SCHOOL.

AS EVERYONE HERE TONIGHT IS
WELL AWARE, FATHER BOSS DEVELOPED THIS SCHOOL
INTO AN INSTITUTION THAT IS KNOWN TO LABOR
AND MANAGEMENT PEOPLE THROUGHOUT THE
COUNTRY--ONE THAT HAS FEW COUNTERPARTS AND
NO EQUAL.

YET FOR MORE THAN TWO DECADES, AS THE SCHOOL'S REPUTATION HAS SPREAD, FATHER BOSS--BY HIS OWN, DELIBERATE PLAN--HAS REMAINED IN THE BACKGROUND. HE HAS THAT RARE QUALITY OF CARING MORE ABOUT A GOOD RESULT THAN GETTING THE CREDIT FOR IT.

THIS HAS BEEN TRUE NOT ONLY OF HIS LEADERSHIP OF THE LABOR MANAGEMENT SCHOOL, BUT JUST AS TRULY OF HIS 25 YEARS AS AN ARBITRATOR, MEDIATOR AND IMPARTIAL CHAIRMAN, IN BOTH THE PUBLIC AND PRIVATE SECTORS.

ON THE OTHER HAND, THIS PASSION FOR ANONYMITY SHOULD NOT BE CONFUSED WITH A DETERMINATION TO KEEP THE PEACE BY DUCKING THE ISSUES.

AS FAR BACK AS 1959 FATHER BOSS SET UP A PUBLIC DISCUSSION BETWEEN LABOR LEADERS AND THE GROWERS WHO EMPLOY MIGRANT LABOR. TWO YEARS LATER HE DID IT ALL OVER AGAIN.

SEMINARS ON COLLECTIVE BARGAINING BY GOVERNMENT EMPLOYEES BEGAN AS EARLY AS 1963, WHEN A MAJORITY OF PUBLIC OFFICIALS AROUND THE COUNTRY DENIED THAT PUBLIC WORKERS HAD A RIGHT TO BARGAIN AT ALL.

CIVIL RIGHTS, IN ALL FORMS, HAVE BEEN A DEEP CONCERN OF THE SCHOOL SINCE IT BEGAN; FATHER BOSS HAS CHAMPIONED THE CAUSE OF HUMAN EQUALITY, NOT ONLY ON THE HIGH GROUND OF PRINCIPLE, BUT ON THE DOWN-TO-EARTH LEVEL OF A SINGLE HUMAN BEING.

THERE IS MUCH MORE I COULD SAY ABOUT FATHER BOSS HIMSELF. BUT I THINK IT IS IN KEEPING WITH HIS OWN OUTLOOK THAT I SHOULD SAY MORE ABOUT THE GREAT WORK HE HAS LEFT BEHIND.

OLD-TIMERS TELL ME THAT THE CHIEF PROMOTERS OF THE LABOR-MANAGEMENT SCHOOL, BACK IN 1947, WERE FATHER GEORGE LUCY AND-- I'M HAPPY TO SAY--ONE OF THE VETERANS OF THE MEDIATION SERVICE, GENE BARRY.

LOOKING BACK WITH THE 20-20 VISION THAT HINDSIGHT CONFERS ON US, IT'S EASY TO SEE THAT THIS WAS A GREAT IDEA.

THINGS WERE A LOT CLOUDIER IN 1947.

THE RELATIONSHIPS BETWEEN MANAGEMENT AND LABOR WERE CONSIDERABLY MORE STRAINED THAN THE RELATIONSHIPS BETWEEN THE SOVIET UNION AND THE UNITED STATES.

AFTER ALL, IN 1947, RIGHT HERE IN SAN FRANCISCO, THE SOVIET UNION AND THE UNITED STATES--ALLIES IN THE WAR AGAINST FASCISM--JOINED IN CREATING THE UNITED NATIONS.

BUT IN 1947, IN WASHINGTON, D. C.,
CONGRESS PASSED THE TAFT-HARTLEY ACT.

ALTHOUGH THAT LAW ESTABLISHED FMCS AS AN
INDEPENDENT AGENCY, IT WAS HARDLY A PEACE-
MAKING GESTURE OTHERWISE. AND HERE IN
SAN FRANCISCO YOU WERE STILL NURSING THE
WOUNDS OF A GENERAL STRIKE ABOUT A YEAR
EARLIER.

CREATING A SUCCESSFUL LABOR-
MANAGEMENT SCHOOL WASN'T EXACTLY AN
ODDS-ON BET.

TRUE, FATHER LUCY AND FATHER
BOSS--WHO WAS INVOLVED FROM THE START--
HAD A COUPLE OF THINGS IN THEIR FAVOR.

FIRST, THE GENERAL STRIKE HAD BURNED OFF SOME OF THE STORED-UP MILITANCY ON BOTH SIDES. EVEN IN THIS CITY, WHERE HARD-NOSED CONFRONTATIONS HAD BEEN THE RULE AS FAR BACK AS THE GOLD RUSH, THE BRUISED ANTAGONISTS WERE READY TO TRY SOMETHING ELSE.

SECOND, THERE WAS THE UNIFORM THAT FATHER BOSS WEARS.

SOMETIMES I REGRET THAT I'M INELIGIBLE TO ENLIST.

MAYBE IF I WORE THAT GOOD HABIT, I WOULDN'T HAVE SO MANY BAD ONES.

IMAGINE BEING ABLE TO PUT ON AN OUTFIT THAT AUTOMATICALLY CERTIFIES YOU TO BE--AT THE VERY LEAST--A MAN OF HIGH MORAL CHARACTER AND LOFTY PURPOSE WHO HAS A HOT LINE TO THE HIGHEST PLACES.

WE MEDIATORS THINK WE QUALIFY ON THE FIRST TWO COUNTS, BUT SOMEHOW OUR CREDENTIALS DON'T CARRY THE SAME CONVICTION.

I HARDLY HAVE TO MENTION THE EXTRA ADVANTAGE ENJOYED BY OUR GUEST OF HONOR IN MAINTAINING THE SUPPORT OF MANAGEMENT.

HOW COULD ANY COMPANY EXECUTIVE REFUSE TO GO ALONG WITH A FATHER BOSS? WHAT THE EXECUTIVE WOULD REALLY LIKE TO DO IS CHANGE NAMES WITH HIM--TITLE AND ALL.

THERE WAS NEVER ANY DOUBT ABOUT THE COOPERATION OF BAY AREA UNIONS. EDUCATION AND LABOR ARE LONG-TIME PARTNERS IN THIS COUNTRY. LIKE ALL SUCCESSFUL PARTNERSHIPS, THEIR RELATIONS HAVE BROADENED AND DEEPEDED OVER THE LAST 150 YEARS.

IN THE EARLY 19TH CENTURY, LABOR'S AGITATION FOR A FREE PUBLIC SCHOOL SYSTEM WAS THE EQUIVALENT OF TODAY'S EQUAL OPPORTUNITY MOVEMENT. AS THE WORKINGMEN'S PARTY PUT IT IN 1829, IF ALL YOUNGSTERS WERE GIVEN THE SAME SCHOOLING THEY WOULD ALL GET OFF TO THE SAME START, SO THAT--AND I QUOTE--"THE ROAD TO DISTINCTION SHALL BE SUPERIOR INDUSTRY, VIRTUE AND ACQUIREMENT WITHOUT REFERENCE TO DESCENT. "

I DOUBT THAT THE MEN AND WOMEN WHO ADOPTED THAT STATEMENT REALIZED WHAT A LONG ROAD LAY AHEAD. . . FOR WE HAVE NOT YET REACHED THE END OF IT.

EVEN SO, AS THE MOST DISCONTENTED CRITIC MUST ADMIT, OUR PROGRESS HAS BEEN ENORMOUS, ESPECIALLY IN THE LAST GENERATION. AND IT HAS ALSO BEEN IN THE LAST GENERATION THAT THE RELATIONSHIP BETWEEN LABOR AND EDUCATION HAS TAKEN ON A NEW DIMENSION.

IN ADDITION TO SEEKING EVER-EXPANDING EDUCATIONAL OPPORTUNITIES FOR THE YOUNG, UNIONS HAVE TURNED TO THE EDUCATION OF THEIR OWN LEADERS AND POTENTIAL LEADERS, ALREADY IN THE WORK-FORCE. THIS IS VERY SPECIALIZED EDUCATION. THE STUDENTS LEARN HOW TO HANDLE GRIEVANCES, HOW TO PREPARE ARBITRATION CASES, HOW TO SPEAK EFFECTIVELY. THEY LEARN LABOR HISTORY AND LABOR LAW. ULTIMATELY, THEY ARE PREPARED TO TAKE THEIR PLACE AT THE BARGAINING TABLE.

IN MANY AREAS, THESE UNION CLASSES ARE CONDUCTED IN STATE UNIVERSITIES, WITH THE ASSISTANCE OF UNIVERSITY FACULTY AND OTHER PERSONNEL.

IN RECENT YEARS THE AFL-CIO HAS TAKEN UP THE CAUSE IN A BIG WAY. YOU HAVE PROBABLY READ ABOUT THE NEW QUARTERS OCCUPIED BY ITS STUDIES CENTER, ABOUT 2,600 MILES DUE EAST FROM HERE. IT NOT ONLY HAS A CAMPUS THAT A SMALL COLLEGE WOULD ENVY, WITH GRASS, TREES AND IVY; IT IS IN FACT OFFERING SOME COLLEGE-CREDIT COURSES.

NOW ALL THESE EFFORTS BY THE LABOR MOVEMENT DESERVE THE HIGHEST PRAISE. . . BUT THEY CAN'T REACH FAR ENOUGH. BY NATURE, THEY CAN REACH ONLY HALF WAY AT BEST.

THEY CAN ONLY REACH HALF WAY BECAUSE COLLECTIVE BARGAINING IS A TWO-WAY PROCESS.

IT'S FINE FOR THE SHOP STEWARD TO UNDERSTAND THE CONTRACT, TO HAVE A FULL GRASP OF LABOR BOARD PROCEDURES AND TO KNOW JUST HOW TO PUT TOGETHER A GRIEVANCE CASE. BUT IT'S NOT GOING TO LEAD TO A BETTER RESULT UNLESS THE FOREMAN UNDERSTANDS WHAT THE STEWARD IS TALKING ABOUT.

IN TIME, OF COURSE, THE GRIEVANCE WILL RISE THROUGH THE STEPS UNTIL IT REACHES THE STRATOSPHERE WHERE THE LAWYERS OPERATE. THE LAWYERS WILL UNDERSTAND EACH OTHER, BUT NO ONE WILL UNDERSTAND THEM.

I SAY THIS IN THE FULL KNOWLEDGE THAT FATHER BOSS EARNED A LAW DEGREE BEFORE MENDING HIS WAYS.

HOWEVER, A SUCCESSFUL COLLECTIVE RELATIONSHIP CAN'T BE BUILT, OVER THE LONG HAUL, BY KICKING ALL THE PROBLEMS UPSTAIRS. MOST OF THEM NEED TO BE SETTLED ON THE SCENE. AND THIS CAN'T HAPPEN UNLESS BOTH PARTIES KNOW WHAT THEY'RE TALKING ABOUT.

THAT'S WHY THE SUCCESS OF THIS SCHOOL HAS BEEN SO IMPORTANT, NOT ONLY HERE IN SAN FRANCISCO, BUT WHEREVER LABOR-MANAGEMENT RELATIONS ARE CONDUCTED.

YOU NOT ONLY HAVE CLASSES FOR
MANAGEMENT AS WELL AS UNION STUDENTS--
THEY ARE THE SAME CLASSES, FULLY INTEGRATED.
AND I'M TOLD THEY SHOW ABOUT A 50-50 BALANCE.

WHEN THE ALUMNI MEET ACROSS THE
BARGAINING TABLE, THEY SHOULD BE ABLE TO
AGREE ON PROCEDURE, NO MATTER HOW FAR APART
THEY MAY BE ON SUBSTANCE.

OUR FMCS STAFF TELLS ME THAT THE
SAN FRANCISCO LABOR COUNCIL AND THE
SAN FRANCISCO EMPLOYERS COUNCIL HAVE
EXTENDED THEIR COOPERATION FROM THIS SCHOOL
INTO OTHER AREAS OF CIVIC INTEREST--WHICH IS
NOT TO SAY THAT THEY AGREE ON ALL OF THEM.

IN THE SAME WAY, I'M TOLD, CONTRACT NEGOTIATIONS ARE CARRIED OUT WITHOUT THE MUTUAL BITTERNESS THAT WAS THE PREVAILING SPIRIT IN THE LATE FORTIES AND EARLY FIFTIES.

I AM NOT SUGGESTING THAT UTOPIA IS JUST AROUND THE CORNER. BUT CERTAINLY THERE HAS BEEN A GREAT CHANGE, AND THE EVIDENCE STRONGLY SUGGESTS THAT THE LABOR-MANAGEMENT SCHOOL HAS PLAYED A GREAT PART IN IT.

THIS HAS BEEN IN EVERY WAY A CONSTRUCTIVE CHANGE, IN CONTRAST WITH SOME OF THE CHANGES THAT WERE SOUGHT AT THE UNIVERSITY LEVEL ONLY A FEW YEARS AGO.

AMONG OTHER THINGS, STUDENTS WERE DEMANDING THE RIGHT TO DECIDE WHAT THEY SHOULD BE TAUGHT--AND THE RIGHT TO REJECT ANY TEACHING THAT FAILED TO REINFORCE THEIR PRECONCEIVED IDEAS.

THE DEMANDS WERE DISTURBING ENOUGH, NOT JUST IN THEIR CONTENTS BUT IN THEIR MANNER. IT WAS FASHIONABLE TO PRESENT THEM AS "NON-NEGOTIABLE."

WORST OF ALL, A SHOCKING NUMBER OF COLLEGE ADMINISTRATIONS TURNED TAIL AND RAN IN THE FACE OF THIS ATTACK. THEY MADE NO EFFORT TO SORT OUT THE LEGITIMATE GRIEVANCES FROM THE NONSENSE. THEY SETTLED FOR PEACE AT ANY PRICE--AND IT WAS FAR TOO HIGH A PRICE, IN TERMS OF THE ACADEMIC QUALITY OF THEIR OWN INSTITUTIONS AND THE HORRIBLE EXAMPLE THEY SET FOR OTHER ADMINISTRATORS WITH SIMILAR PROBLEMS.

YOU DO NOT NEED TO BE REMINDED THAT THROUGHOUT THAT TROUBLED PERIOD, THE UNIVERSITY OF SAN FRANCISCO WAS AN EXCEPTION. IT ATTRACTED MORE NATIONAL ATTENTION THAN IT HAD SINCE BILL RUSSELL AND K. C. JONES PLAYED BASKETBALL HERE.

THERE WERE DEMANDS, BUT THE ADMINISTRATION DID NOT FOLD UP IN THE FACE OF THEM.

IT WAS WILLING TO NEGOTIATE-- BUT NOT TO SURRENDER.

I'D LIKE TO THINK THAT TO SOME EXTENT, EVEN IF INDIRECTLY, THIS WAS DUE TO THE LIVING PRESENCE OF THE LABOR-MANAGEMENT SCHOOL OVER THE PREVIOUS 25 YEARS.

FORTUNATELY, THE UNHAPPY PERIOD OF CAMPUS DISORDERS HAS, FOR THE MOST PART, ENDED. THE PARTNERSHIP OF EDUCATION AND COLLECTIVE BARGAINING, EXEMPLIFIED BY THIS SCHOOL, HAS BARELY BEGUN.

BUT WHAT IS INFINITELY MORE IMPORTANT IS THE IMPACT OF THIS PARTNERSHIP ON AMERICAN SOCIETY.

BACK IN THE 1820s , WHEN THE WORKINGMEN'S PARTY IN THE UNITED STATES WAS AGITATING FOR FREE PUBLIC SCHOOLS, A BRITISH PRIME MINISTER WAS THINKING ALONG VERY MUCH THE SAME LINES.

HE SAID THIS:

"EDUCATION MAKES A PEOPLE EASY TO LEAD BUT DIFFICULT TO DRIVE. . . EASY TO GOVERN BUT IMPOSSIBLE TO ENSLAVE."

NOT EVEN THOMAS JEFFERSON COULD
HAVE SAID IT BETTER.

DESPITE ITS SOURCE, THAT SINGLE
SENTENCE CAPTURES THE ESSENCE OF THE AMERICAN
WAY OF LIFE.

IN THE PAROCHIAL SENSE, IT EXPLAINS--
A CENTURY IN ADVANCE OF THE FACT--WHY SCHOOLS
LIKE THIS ARE ESSENTIAL. THEY MAKE PEOPLE "EASY
TO LEAD BUT DIFFICULT TO DRIVE." ONLY ONE
INGREDIENT NEEDS TO BE ADDED, ONE THAT NOT
EVEN THIS SCHOOL CAN GUARANTEE IN ITS
GRADUATES: WISDOM.

IN THE BROADER SENSE, THESE
WORDS SAY EVEN MORE ABOUT OUR COUNTRY,
ABOUT THE GOVERNMENT AND THE SOCIETY THAT
HAVE EVOLVED HERE OVER THE LAST 200 YEARS.

THREE DAYS AGO WE MARKED THE
200TH ANNIVERSARY OF THE BATTLE OF BUNKER
HILL.

SCHOOLBOYS USED TO BE TAUGHT
THAT IT WAS A FAMOUS VICTORY.

THE FACT IS, OF COURSE, THAT IN
THE END WE GOT KNOCKED OFF THE HILL.

BY THE STANDARDS OF TODAY'S
FOOTBALL COACHES WE LOST, AND NOTHING ELSE
MATTERS.

BUT THOSE OLD SCHOOLBOOKS WERE
RIGHT. YES, WE GOT KNOCKED OFF THE HILL,
BUT THE WAY WE PLAYED THE GAME--TO USE AN
OLD-FASHIONED PHRASE--PROVED SOMETHING TO
OURSELVES. IT PROVED WE WOULD COME BACK.
AND WE DID.

YOU MIGHT SAY IT WAS AN EDUCATION.
THE PROCESS HAD BARELY BEGUN.
THE WARRIORS ON BUNKER HILL
WEREN'T EVEN FIGHTING FOR INDEPENDENCE--
NOT MOST OF THEM.

THEY WERE FIGHTING TO GET THEIR KING AND THEIR PARLIAMENT TO RECOGNIZE THEIR RIGHTS AS FREE-BORN ENGLISHMEN.

THEY GOT EDUCATED AS THEY WENT ALONG.

THEY HAD A LOT TO LEARN IN MANY DIRECTIONS. LESS THAN THREE WEEKS AFTER BUNKER HILL--IT WAS JULY 2, 1775--GEORGE WASHINGTON, A RELUCTANT DRAFTEE, ARRIVED IN BOSTON TO TAKE COMMAND OF THE CONTINENTAL FORCES. ONE OF HIS DEEPEST REGRETS WAS THAT HIS ENGINEERS DIDN'T KNOW ENOUGH TO DO THEIR JOBS EFFECTIVELY.

THIS SHOULD HAVE BEEN THE BIRTH-PLACE OF FEDERAL AID FOR EDUCATION. INSTEAD, SOME OUTSIDE EXPERTS--VON STEUBEN, PULASKI AND A FEW MORE--TOOK UP THE SLACK.

BUT SERIOUSLY, AS WE LOOK AT THE HISTORY OF THIS GREAT REPUBLIC, WE CANNOT ESCAPE RECOGNIZING THE GREATEST EDUCATIONAL UNDERTAKING OF ALL TIME, IN TERMS OF RESULTS: THE PAMPHLETEERING OF TOM PAINE DURING THE STRUGGLE, AND OF MADISON AND HAMILTON ON BEHALF OF THE CONSTITUTION THAT CREATED A NATION.

THE PAMPHLETS WOULD HAVE BEEN USELESS IF NO ONE COULD READ THEM.

TODAY, THE MERE ABILITY TO READ IS NOT ENOUGH. THIS COMPLEX SOCIETY NEEDS EVEN MORE CLARITY THAN THE FEDERALIST PAPERS PROVIDED FOR THE NEW AMERICANS--THOSE WHO COULD READ, AND WHO OFTEN READ THEM TO OTHERS.

AND THE WELL-BEING OF THIS MODERN SOCIETY DEPENDS ON ECONOMIC AS WELL AS POLITICAL DECISIONS--ECONOMIC DECISIONS IN THE PRIVATE SECTOR, WHICH NEVERTHELESS INVOLVE DEMOCRATIC PROCESSES.

COLLECTIVE BARGAINING, A CONCEPT FAR BEYOND THE IMAGINATION OF THE FOUNDING FATHERS, HAS INTRODUCED THAT NEW ELEMENT.

COLLECTIVE BARGAINING, TOO, MAKES PEOPLE "EASY TO LEAD BUT IMPOSSIBLE TO DRIVE."

SOMETHING QUITE DIFFERENT THAN A NEW SERIES OF FEDERALIST PAPERS IS NEEDED TO LEAD THEM. . . SOMETHING THAT THIS SCHOOL IS TRYING TO PROVIDE.

FOR COLLECTIVE BARGAINING, TO WAGE-EARNERS IN PARTICULAR, MAKES THEM "EASY TO GOVERN BUT IMPOSSIBLE TO ENSLAVE."

LET ME DIGRESS FOR JUST A MOMENT INTO AN AREA THAT IS NONE OF MY OFFICIAL BUSINESS.

THE FALL OF SOUTH VIET NAM TO THE COMMUNISTS HAS PROVED AGAIN THAT THE FIRST VICTIMS OF A TOTALITARIAN REGIME ARE THE LEADERS OF A FREE LABOR MOVEMENT. NO MATTER HOW THE TAKEOVER OPERATES OTHERWISE, I AM TOLD THAT ALL THE PRINCIPAL TRADE UNIONISTS--MANY OF THEM CRITICS OF PRESIDENT THIEU'S GOVERNMENT--ARE IN CUSTODY, OR EVEN WORSE, HAVE "DISAPPEARED."

THERE COULD BE NO CLEARER
TESTIMONY TO THE IMPORTANCE OF A FREE
LABOR MOVEMENT TO THE DEMOCRATIC CAUSE.

EASY TO LEAD BUT DIFFICULT TO
DRIVE.

EASY TO GOVERN BUT IMPOSSIBLE
TO ENSLAVE.

THESE ARE CONCEPTS THAT CANNOT BE
RECONCILED WITH DICTATORSHIP IN ANY FORM.

THESE ARE THE CONCEPTS FATHER BOSS
HAS SOUGHT TO EVOKE.

AND IT IS FOR THAT HIGH OBJECTIVE
THAT WE HONOR HIM TONIGHT.

MAY HE FLOURISH IN THE TASKS THAT
LIE BEFORE HIM; AND MAY THE WORK HE
LEFT BEHIND GROW EVER GREATER IN HIS IMAGE.