

BUILDING COMMUNITY SOLIDARITY: THE 1988-90 STRIKE OF  
THE MORGAN-NICOLAI DOOR FACTORY AND THE CREATION  
OF THE EUGENE-SPRINGFIELD SOLIDARITY NETWORK

by

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The purpose of this research is to document the failed Morgan-Nicolai Door Factory strike of 1988-90 with a specific focus on those in the community who would use the strike as a catalyst for the development of the Eugene-Springfield Solidarity Network (ESSN). Through the literature review, the author contextualizes the strike within the greater economic and political forces of the 1970s-1990s. And through newspaper articles and interviews with participants in the movement, the author determines that despite the failure of the Morgan-Nicolai strike itself, the strike and its long-term effects could qualify the movement as a “successful failure.”

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## **Introduction**

During the spring quarter of 2022, I became an intern at the University of Oregon's Labor Education and Research Center. It was during my time in this internship that I became familiar with some of the organizations active in the Eugene-Springfield labor movement, including the Eugene-Springfield Solidarity Network or ESSN. I soon found out that ESSN was formed out of a strike in the 1980s at what was once Springfield's Morgan-Nicolai door factory. Upon learning that this strike lasted over two years, my curiosity spiked. But I quickly discovered that learning of the strike was seemingly impossible thanks to the lack of accessible recounts of the story. This is what inspired me to create this project. In the following pages, I aim to tell the story of the Morgan-Nicolai strike and place it against the backdrop of the American labor movement at the time.

## **Research Question**

The research being conducted focuses on telling the story of the Morgan-Nicolai Door Factory strike and the subsequent creation of the Eugene-Springfield Solidarity Network. This thesis aims to answer the research question “Could the 1988-90 strike of the Morgan-Nicolai Door Factory be considered a successful failure?”

## Literature Review

The research conducted for this thesis would not have been possible without the guidance of past labor historians and their work. Professor Eve S. Weinbaum helped form the research question with her coinage and defining of the term, “successful failure.” In her book *To Move a Mountain: Fighting the Global Economy in Appalachia*, Weinbaum tells the story of the strike of a General Electric electronics factory in Morristown, Tennessee and the creation of a new organization called “Citizens Against Temporary Services” or “CATS” for short. Though the factory ultimately closed, those at CATS continued their activism and search for nationwide economic justice. This newfound desire for justice against the backdrop of a factory closure is what inspired the term “successful failure” which was defined by Weinbaum as “a sustained organizing effort that failed to achieve its immediate political goals” (Weinbaum 177). Because research on the Morgan-Nicolai is focused in part on the emergence of a community group during a factory strike as well, it made sense to ask a question inspired by her work.

In addition to coining the term “successful failure,” Weinbaum also emphasized the importance of community-support to the success of CATS in *To Move a Mountain*. She states that CATS “reveals the importance of labor-and-community coalitions to take on these issues [of economic injustice]” (Weinbaum 177). This emphasis on community organizations would guide the research of Morgan-Nicolai and its long-term impact on local labor movements.

To determine if the Morgan-Nicolai strike could be considered a “successful failure,” it was important to find an example of a strike that could be an “unsuccessful failure.” The strike chosen to fulfill this role was the 1985-86 strike of the Hormel meatpacking plant in Austin, Minnesota. Sources telling the story of the Hormel plant present the strike and its participants as ultimately doomed despite their best efforts. In short, the strikers were “no match for the



combined forces of the corporations, mass media, government, and business unionism that allied against them” (Rachleff 87). The selling out of the local union by its international counterpart only added to this narrative. Ultimately, the international union negotiated a contract that went against the wishes of the Local, leading to less than 20% of the original strikers being called back. (*American Dream* 1:31:16-20). By keeping the Hormel strike in mind, the Morgan-Nicolai strike can be more easily categorized as either a “successful failure” or not.

It is also important to understand the national and corporate attitudes towards unions and labor rights during the late 1980s. Around this time, there existed a common desire of firms to increase profits through “an assault on the cost of labor” (Harrison and Bluestone 71). This was done through wage-cuts by non-union firms and “searching out loopholes in the labor laws” for union firms. This emphasis on maximizing profits through minimizing wages was prevalent during the time of the Morgan-Nicolai strike. It was considered when researching the strike’s origins in goals, leading to a questioning if the Morgan-Nicolai strike began because of a proposed reduction in wages.

Another emerging trend in the business world of the 1980s was the growth in popularity of mergers and acquisitions to turn a profit. This trend of “financial gamesmanship” was presented as an alternative to the traditional way of making money through curating a productive business. The merger-acquisition business ballooned to “nearly a fifth of the 1986 market value of all traded stocks” (Harrison and Bluestone 59). More relevant to the Morgan-Nicolai strike, it was found that half of the 5.1 million workers displaced because of this trend lost manufacturing jobs, “despite the fact that the total manufacturing labor force comprises less than 20 percent of the nation’s workforce” (Harrison and Bluestone 63). Demonstrating the association between the growth in mergers and acquisitions in the eighties and jobs losses in

manufacturing, this statistic provides additional insight into the potential origins of the Morgan-Nicolai strike.

One of the more well-known influences on labor rights in the 1980s was the presidency of Ronald Reagan, during which union activity had experienced great declines. Private-sector union membership dropped from 18.4 percent to 7.4 percent between 1981 and 1998 (Farber and Western 399). The steep drop reflected not only a decline in union rates, but also the elimination of industries with strong unions such as manufacturing. Many would soon associate the Reagan administration with this diminishing power of unions.

It should be noted that this trend of a decline in union power preceded the Reagan administration's overtly anti-union actions. A decline in union election activity did follow the inauguration of President Reagan, but it also preceded "the air-traffic controllers' strike and new appointments to the Labor Board" (Farber and Western 386). That is, drops in union activity happened before two of Reagan's most apparent anti-union actions. This suggests that the Reagan administration reflected anti-union trends that were already in place and put in policies that helped that trend continue.

## **Methods**

One of the reasons I chose to focus on the Morgan-Nicolai strike was the lack of accessible research done on the strike. To fill this gap in research, I relied entirely on primary sources. This was done through interviews with those present and active in the strike, print material provided by interview participants, and newspaper articles about the strike at the time.

### **Interviews**

The process for conducting interviews began with applying for and receiving IRB approval from the University of Oregon. Once that approval was given, interviewees were able to be contacted. To contact interviewees, I was aided by Professor Marcus Widenor, a former faculty member at the Labor Education and Research Center who was aware of the strike at the time and who had the contact information of potential participants. After introducing myself through an informal get together put together by Widenor, I was then able to officially ask those who had experienced the strike first-hand to participate in my project. Those who agreed to participate were able to choose the location that best suited them, whether that be their house or a third space such as a restaurant. Before interviews began, participants were asked to sign an IRB approved informed consent form, confirming that they agreed to have the interview recorded and allowed the information to be used in this project. After the interviews were completed, they were transcribed using the otter.ai transcription software. Relevant quotations and stories were used to tell the story of the Morgan-Nicolai strike and creation of ESSN. Drafts of the thesis were sent to the participants over email to ensure that any quotations or comments used could be retracted if they no longer felt comfortable having them published.

### *Interview Questions*

The research being conducted focuses on telling the story of the Morgan-Nicolai Door Factory strike and the subsequent creation of the Eugene-Springfield Solidarity Network. This research aims to answer the research question “Could the 1988-90 strike of the Morgan-Nicolai Door Factory be considered a successful failure?”

To thoroughly gather material for this project, it was essential for the interview questions to not only capture the interviewees firsthand experiences and opinions, but also the context of the strike within the greater socioeconomic and political forces of the time. To make sure these subjects were captured to their fullest extent, the interview is broken up into two basic sections. The first asks questions related to individual experiences and the strike’s impact on the lives and attitudes of those in the community. The second smaller section is more related to the state of labor in the country overall. Questions are left intentionally broad so an answer to a question from the first section may contribute to answers to questions in the second. The questions asked in interviews with community members who joined the strike are also slightly different from those asked in interviews with Morgan-Nicolai strikers themselves. A list of questions asked can be found in Appendix A.

### **Newspaper articles and opinion pieces**

Similar labor history projects inspired the methods used in the study of the Morgan-Nicolai strike. Dr. Gerald Edward Kosanovic’s dissertation on the Eugene teachers labor strikes of 1979 and 1987 was a comprehensive history of those strikes and its interactions with Oregon labor law. The dissertation’s use of Eugene’s *Register-Guard* newspaper as source material inspired the reliance on newspaper articles when conducting local labor history research. The

main difference in approach is Kosanovic's usage of the *Register-Guard* as opposed to this project's reliance on *The Springfield News*.

Newspaper articles and opinion pieces were collected using the University of Oregon Libraries' online newspaper database and newspaper microfilm collection. To find and cite articles found online, relevant terms were searched in the "Search Newspapers" section of the University of Oregon library website. To find and cite articles found on microfilm, editions of the local publication *Springfield News* that were published at the time of the strike were looked through. This particular newspaper was focused on because it specialized in Springfield local news and had many articles and letters to the editor about the strike. The *Register-Guard* was not thoroughly examined due to the time constraints of this project.

### **Other Print Material**

Other print material related to the strike was provided by participants in the interviews. Many had kept articles, pictures, and other ephemera related to the strike and had volunteered them during our conversations.

## **Participants**

Those interviewed for this study were all active participants in the 1988-90 strike of the Morgan-Nicolai door factory in Springfield, OR. They included Professor Dennis Gilbert, a then University of Oregon graduate student active in labor rights, Rick Henson and his wife Pat Riggs-Henson, members of the Lane County Labor Council and AFSCME Local 2831 respectively, and Matthew Johnson, a former employee of Morgan-Nicolai and involved participant in the strike. Although it would have been ideal for more than four people to be interviewed for this project, time constraints put on the research prevented that from becoming a reality. The IRB approval process in particular took up much of the time that would have been spent interviewing subjects.

## **Findings, Interpretations, and Implications**

### **Chapter 1: The Story of the Morgan-Nicolai Strike**

For most of the plant's history, Springfield's Morgan-Nicolai door factory was just the Nicolai door factory. And the Nicolai door factory specialized in manufacturing high-quality fir doors for residential and commercial use. "We used to produce the Cadillacs of the doors," said Matthew Johnson, former inspector at the plant. "The quality was just absolutely the best quality doors out there." This specialization allowed the plant to maintain healthy profits. The company, which also had a plant in Portland, had net sales of \$52,000,000 in 1985 (Newswire).

To make these high-quality doors, the plant required highly trained workers. "It is not unskilled labor," Johnson insisted. "It took months to learn my job." In addition to being highly skilled, many of these workers had been doing their jobs for years and sometimes decades. Don Hinkle of Eugene had worked there for 31 years (Hinkle). Johnson estimated that the average tenure was 12 years.

This long-term dedication to high-quality work was thanks in part to the contract negotiated between Nicolai and the plant's union. Laborers at Nicolai belonged to Local 3035 of the Western Council of Industrial Workers (WCIW) also known as the Lumber and Sawmill Workers union. Under their union contracts, workers at Nicolai were able to stay at jobs that "enable people to support a family" with benefits and wages that were above industry average, and reflective of the quality of the work being done (Robinson).

In addition to providing a sense of satisfaction and competitive wages, working at Nicolai with other long-time employees led to a powerful sense of camaraderie. "It was a very tight group of people, because some of them had been working there together for 20 plus years"

(Johnson). Overall, the Nicolai door factory was a unionized facility staffed by long-time workers.

### *Plant Acquisition and Change in Employee Attitudes*

1986 would be the year when the trajectory of the Nicolai door factory would be forever changed. That year, Nicolai Co. was sold for \$21.6 million to Morgan Products Ltd. of Oshkosh, Wisconsin (“Nicolai to be Sold”). Soon after the acquisition, the name of the Springfield plant would change from Nicolai to Morgan-Nicolai.

A more notable aspect of the acquisition of the Nicolai Co. was the way in which it was purchased. Morgan Ltd. acquired Nicolai Co. through what is called a “leveraged buyout,” or when one takes out a loan to complete the deal (Rhodes). This meant that Morgan took out loans to purchase Nicolai Co., with the strategy of increasing profit, using some of those profits to pay back the loans and taking home the rest. By borrowing capital to purchase Nicolai, “the company came into 1988 with an ‘extremely high level of debt’” (Rhodes). To increase profits sufficiently to pay off this debt, Morgan Ltd. either had to increase income by selling more goods and raising prices or by reducing costs, most likely through cuts in wages and benefits. They would end up choosing the latter.

### *Tensions rising*

Tensions between workers and management reached a heightened level in the summer of 1988 when Morgan Ltd. scheduled the closing of the Nicolai plant in Portland. Even more alarming to workers, the plant closed reportedly because “it was not able to gain concessions from its WCIW represented employees” (“Outlook gloomy”). Seeing the writing on the wall,



Local 3035 leader LeRoy Robinson began to prepare for the negotiations that would come with the end of the Springfield contract on May 31st, 1988.

Those negotiations would soon reach an impasse. After much discussion, the final contract offer from Morgan Ltd. to the union would lead to a wage cut of approximately \$2.65 per hour (“Union head says”). “I bargained probably a couple hundred contracts in my life, and it was the most draconian kind of proposal you’ve ever seen” recalled Springfield labor advocate Rick Henson. Considering that the union had accepted a wage freeze in their previous contract between 1985 and 1988, wage cut proposals were unacceptable. Brad Witt, staff representative of the WCIW defended the union’s rejection of the contract. “The industry is making record profits and there is not a need for any concessions, certainly not by one of the industry leaders” Witt said in an interview with *The Springfield News* (“Outlook gloomy”).

On July 11, 1988, about three hundred union workers at the Morgan-Nicolai door factory began their strike for living wages and benefits. Local 3035 President LeRoy Robinson pointed out that the strike would be “the first at Nicolai since a general timber industry strike in 1963” (Detzel). It would prove to also be their last.

### *Beginning of the Strike*

As the strike began in the summer of 1988, news of the movement spread to politicians. Both U.S. Representative Peter DeFazio and State Senator Larry Hill, a former Nicolai employee himself, stood on the picket line in support of striking workers (“Lumber strike spreads”). The strike soon became a mainstay of the city of Springfield with workers having no intention of backing down or crossing the picket line.



Figure 1: Dale Mitchell on Morgan-Nicolai Picket Line

Dale Mitchell pickets in front of the Morgan-Nicolai door factory to demand a reasonable contract in *The Springfield News*' January 4<sup>th</sup>, 1989 paper.

With the strike came increased attention to the cumulative economic impacts of the strike not just on the workers and their families, but on Springfield's economy overall. Senator Hill would proclaim that the strike was costing the workers \$125,000 a month in lost wages and costing Springfield's local economy about \$825,000 ("Weyerhaeuser posts").

To force a return to the bargaining table, Local 3035 filed National Labor Relations Board (NLRB) charge against its employer, alleging "the unfair labor practice of failing to bargain in good faith in its demand for wage cuts totaling more than \$1.5 million annually" ("Willamette pact"). The company denied this charge and it was ultimately dismissed by the Seattle regional office of the NLRB. However, the action demonstrated that the union was making attempts to settle on a contract that would bring unionized employees back to work. Unfortunately, the dismissal of the case would demonstrate early on just how difficult of a task that would prove to be.

As the strike continued, the Morgan-Nicolai door factory began to hire replacement workers or “scabs” to cross the picket line and work jobs once done by strikers. As one could imagine, the tension between strikers and those crossing the line was intense. At one point “one job applicant was observed accelerating a small car - with four flat tires - through the line, sending pickets scrambling for safety” (“Scene on picket”). Because those looking for a job were forced to apply in person, they had to come face to face with the disapproval of the strikers of Local 3035. Union Local president LeRoy Robinson believed that “printing full-page advertisements in area newspapers and requiring applicants to cross the line and apply at the Nicolai office - are calculated to break the union” (“Scene on picket”). His intuition may have been correct.

In a move to try and be taken more seriously by the company, Robinson and four other union advocates traveled to Morgan’s headquarters in Oshkosh, Wisconsin. They had “planned to post a picket line at the entrance to the company’s flagship plant,” demanding that Morgan take the strike at Springfield seriously (“Local strikers”). A separate group of 35 Springfield strikers traveled to a different plant in Weed, California, handing out leaflets and spreading awareness to other plant workers. According to an article in *The Springfield News* covering this event, “Morgan officials had been told to expect ‘300 angry millworkers with baseball bats,’ and a police riot squad was waiting” (“Local strikers”). However, it is not clear if the company had actually expected violence or was simply attempting to sway public opinion.

Tensions between strikers and scabs continued into the Fall. A striker was the first to be arrested at the picket line after an “egg-throwing incident” on Halloween night (Bolt). Vandalism continued with strikers and scabs placing blame on each other as more crossed the picket line.



Figure 2: Strikers watch cars cross the picket line.

Strikers heckle replacement workers in this photo from the August 31<sup>st</sup>, 1988 edition of *The Springfield News*.

Proof of the strike's effect on the income of Morgan Products was also starting to become apparent. The company announced that its net income for the third quarter of 1988 dropped 58 percent from the same time last year. Earnings per share dropped from seventy-one cents to thirty cents in that same period ("Union cities support").

As the strike neared its six-month mark, neither the strikers nor the company seemed willing to budge. "The company's actions, especially hiring scabs, has strengthened the union," claimed Robinson when asked about the movement. The first meeting between the company and striking employees in six months, "failed to accomplish anything more than an agreement to continue to disagree" ("Session fails to resolve").

### *First decertification vote*

At the strike's eight-month mark, union leaders started to become extremely aware of the looming one-year anniversary. This is due to labor laws regarding union decertification elections. According to the law, after the strike's one-year mark on July 11, 1989, a vote to decertify the union could take place in which only the replacement workers would be eligible to vote. And if that were to take place, these workers would be all-but guaranteed to decertify the union and end the strike. However, if the union were able hold a decertification vote prior to the July 11th anniversary, striking workers would be eligible to vote along with replacements. If the striking workers outnumbered their replacements, and the decertification vote failed, the union could continue to strike for at least another year.

To delay the decertification vote past the one-year mark, the company filed two unfair labor practice complaints against the union. They claimed that the union was "conducting a sham decertification election in order to prolong the strike" and was "continuing to condone violence" (Bishop). However, Morgan's complaints were denied.

With the anniversary deadline approaching, the NLRB eventually ordered a decertification election on July 10. Thanks to the election being scheduled one day before the July 11th deadline, "both striking members of the Western Council of Industrial Workers, Local 3035, and replacement workers at the plant" were eligible to vote ("NLRB orders").



Picketing Friday in front of the Nicolai plant on South A Street are (from left) Roger McElhany, Robert Mueller, Daniel Hoff and Dick Stanturf

Figure 3: Workers stand with signs in front of Morgan-Nicolai

*The Springfield News* captured this picture of picketing strikers in front of the Morgan-Nicolai door factory for their July 1<sup>st</sup>, 1989, paper.

Facing a loss, the Morgan company fired fifteen strikers prior to the election. “The actions took place because of the upcoming election” according to Morgan products human resources manager LeeRoy Pasquini (“15 strikers fired”). With the firings, Morgan hoped to lower the number of people able to vote against a union decertification and hopefully end the strike.

About eight weeks after the July 10th vote, the NLRB reported “the election results at 180 in favor of union representation, 177 opposed” (“Union wins”). The strike was allowed to continue for at least another year.

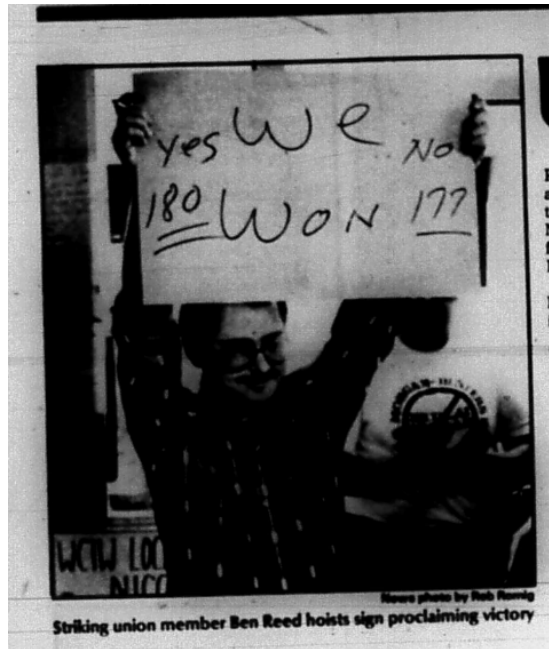


Figure 4: Union member celebrates decertification vote failure.

Union member Ben Reed holds up a sign showing the outcome of the first decertification vote in this picture from *The Springfield News* published on September 6th, 1989.

### *Second Decertification Vote*

In the second year of the strike, negotiations between Morgan management and the Local 3035 seemed increasingly futile. A November meeting between the two sides was cut short when the “Morgan negotiator insisted on an ‘open shop’ where no employee is required to belong to the union” (“No luck in talks”). The union, refusing this proposal, became even more convinced that the company had no interest in either good faith bargaining or the presence of any sort of union at the Springfield plant. On the second anniversary of the strike, spirits on the picket line were reaching new lows. Jim Woods, financial secretary for the union, “[described] the mood and attitude of those still on the strike as ‘not bad, but not good’” (Sivesind). The strike seemed doomed.

### *End of strike*

In September 1990, employees at the plant who had replaced the strikers “turned in a petition to the National Labor Relations Board Wednesday asking for an election to decertify the union” (Swanson). With the strike past the one-year mark, original union members were no longer eligible to vote in the decertification election. Members of Local 3035 waited for the inevitable end of their fight.

In late October 1990, “the familiar sight of picketers outside the Morgan-Nicolai door manufacturing plant in downtown Springfield became a memory”. Replacement employees voted 270 to 14 to decertify the union. Defeated union president LeRoy Robinson remained “proud of the fact that of the 304 original strikers, only one in seven crossed the picket line” (“Decertification leaves its wake”). After a strike that lasted over 2 years, Local 3035 was no more.

Soon after that, the Morgan-Nicolai door factory closed its doors for good.

## **Chapter 2: Stories from the factory, on the picket line, and beyond**

The story of the Morgan-Nicolai door factory strike reflected the changing business practices and expanding conglomerates of the time. This meant that the strike was largely doomed from the start. And yet, stories of solidarity from strikers and community members painted the struggle as worth the effort. It is my opinion that these stories better reflect the legacy of the strike.



## *The Open Window*

After the acquisition, a feeling of unease swept over the Springfield plant. Many were wary of their new bosses. To try and ease this tension, Morgan began to distribute an employee newsletter called *The Open Door*. One of the recipients of the newsletter was Matthew Johnson. “It was this company, B.S., little newsletter about how wonderful we are and how lucky you are to work for us and all the wonderful things we do for you and blah, blah, blah,” Johnson said. He also noted that “everybody was offended by it.” Employee outreach was not going well.

After thinking about *The Open Door* some more, Johnson had an idea. “I’ll make like a little jokey newsletter,” he thought. To Johnson, parodying *The Open Door* was a great way to boost morale among his fellow workers on the factory floor. He called his new publication *The Open Window*. The newsletter, filled with tongue-in-cheek articles such as “Company offer April Fool’s Joke” and “Nickel Lies,” quickly gained popularity. “I did like twenty-five [copies] for two weeks. And people were still asking for copies. So, I think I finally got up to like 100 to 300 people, printing hundreds of these [to] pass them out” (Johnson). As *The Open Window* grew, it began to take contributions from others in the plant. “Someone started just submitting stuff” said Johnson. Soon, *The Open Window* was filled with articles, fake ads, and cartoons lampooning their new owners.

For Johnson, *The Open Window* became something more than a parody newsletter to laugh at. “If we were going to do anything like strike, we needed to build like a real sense of solidarity among other people... I quickly saw this as a vehicle to do that.” As tensions continued to rise between Springfield workers and the company, *The Open Window* brought together those on the floor and encouraged workers to have each other’s backs. This would prove

essential when workers did end up striking not too long after. Copies of *The Open Window* can be found in Appendix B.

### *Battles in the papers*

Much of the battle between Morgan-Nicolai and the strikers was over community opinion. Both sides knew that having the sympathy of Springfield citizens would be key in the strike. To reach the public, both sides took advantage of the local paper, *The Springfield News*.

Union members and their supporters would often send in opinion pieces, voicing their support for the strike and reverence for the company and their contract proposals. Soon after the strike began, AFSCME representative Stefan Alan Ostrach wrote in and stated that “the IWA and WCIW deserve the support of all working people in Lane County.” Long-time plant employee Don Hinkle ended his editorial by declaring that “I have worked at this facility for 31 years and felt good about it - until now” (Hinkle). These editorials would often be published following stories of unrest at the picket line or Morgan’s refusal to bargain in good faith. Matthew Johnson, creator of *The Open Window* submitted a page-long article detailing the lack of progress made at previous negotiations with Morgan and explaining the impasse. Johnson declared, “there is no reason, except greed, that they will not bargain with the workers who made these profits possible” (“Strike at Nicolai”).

As the strike stretched on, many would turn to the Opinion section to voice their pride in the Union and its refusal to back down. Irv-Fletcher, president of the Oregon AFL-CIO at the time, wrote in to say that of the many strikes he had participated in, none had “showed the solidarity as is evident with Local 3035”.

Written battles between union supporters and company defenders would also often take place in *The Springfield News*. In a piece called “A tough decision to return to Nicolai,” Mavis

Hanson wrote that despite her husband making the tough decision to cross the picket line, she was still a “concerned citizen for Nicolai.” In a response to Mavis a week later, fellow union member wife Merl Bates wrote, “people like you are not concerned citizens for Nicolai, you are only thinking about yourselves.” These written brawls reflected how the circumstances of the strike would divide the community.



Figure 5: Smiling family of union member

Former Morgan-Nicolai employee picked up a different job to avoid crossing the picket line.

Picture from *The Springfield News*' paper on July 12, 1989.

Fights in the newspaper not only took place between individuals, but between Morgan Products Ltd. and the WCIW themselves. Each would end up taking out full page ads explaining their respective views on the strike and attempting to clarify what the “truth” was to readers. The WCIW would even go as far as to not-so-subtly copy the Q&A formatting of the Morgan-Nicolai ad in their own ad. You can see the similarities below.

Morgan-Nicolai Ad 1.4.89

Union Ad 1.28.89

**The Morgan/Nicolai Strike**

**— LET'S FOCUS ON THE FACTS —**

The strike at the Nicolai Springfield plant of Morgan Products is now in its sixth month. Currently, there are 159 employees working in the plant. Of those, 19 are former striking employees. In addition, 140 have been hired as permanent strike replacements. All have been assured that they will remain as regular employees. The plant will soon be producing in excess of 1,000 doors a day, at levels that meet or exceed stringent quality standards.

In the meantime, the union continues its insistence that Morgan/Nicolai accept the take-it-or-leave-it bargaining pattern that the Western Council has decreed. Instead of coming to the bargaining table to discuss the issues, the union has embarked on an elaborate public relations campaign designed to enlist support. In doing so, it has distorted facts and misapplied repeated issues. For this reason, we think it is important that we again focus on the facts.

**Q. Is Nicolai a profitable company before it was purchased by Morgan Products?**  
 A. No. Nicolai was a loss-making company for several years prior to its purchase by Morgan.


**Q. Did the Nicolai Company attempt to get wage and benefit reductions from the Western Council before being acquired by Morgan Products?**  
 A. Yes. In 1985, Nicolai requested wage and benefit reductions in exchange for building a new plant in Portland. The Western Council rejected Nicolai's request. Immediately after the strike began in June of 1986, Morgan Products contacted the Western Council and began the process of offering the same uncompromising labor offer.

**Q. What are the facts about the "sweet" Springfield union claims they accepted in 1987?**  
 A. This was the subject of a news agreement that was unilaterally offered and accepted by the Western Council. It was clearly designed to keep wages and benefits at their artificially high level. The large forest product companies refused to sign the agreement offer and, instead, negotiated concessions in 1986 that ranged from \$2.00 per hour to \$4.30 per hour. The fact, in fact, was that a freeze because it included a contract wage increase of five percent which Springfield union employees received effective January 1, 1988.

**Q. What is the difference between Morgan/Nicolai's request for concessionary holiday rates? Why? Why not a concessionary bargaining of 1987?**  
 A. None. In 1986, Morgan/Nicolai at Springfield and elsewhere was successful in negotiating reported reductions of \$4.30 per hour, some of which were received with profit sharing. From 1986 to 1988, Morgan/Nicolai was paying at least \$3 per hour more in labor costs than other companies. The Company estimates to July 11, 1988 implementing offer to be about the same in total wage and benefit cost. That which Morgan/Nicolai requested in 1986 and is paying today.

**Q. What was the Company's implemented offer on July 11, 1988, and how did it compare to its competitors in the door industry?**  
 A. At the start of negotiations, the Springfield plant's average wage rate was \$11.84 per hour. The average wage rate of competitors in the door industry is \$8.45 per hour. Morgan/Nicolai's implemented offer was \$9.09 per hour. In addition, the Company offered to continue an excellent fringe benefit package that is at least equal to that being provided by the large forest product companies, and considerably in excess of that being made available by our competitors in the door industry.

**Q. In view of these facts, why has the Western Council not come to the bargaining table to try to negotiate some kind of compromise?**  
 A. Assuredly, the sanctity of its pattern bargaining is more important than the industry's best interests. That was the case in the case of Morgan/Nicolai's Portland plant where the Western Council was willing to let a 120-year-old operation close forever, rather than allow the employees whose jobs were at stake to decide their own fate. In fact, the Western Council's secret ballot vote on any of four different proposals the Company offered to keep the plant open.

Paid for by  
  
 Morgan Products Ltd.

**Thank You, Springfield and Eugene**

The 200 members of Local 3035 have been on strike at the Springfield Morgan/Nicolai plant for six months in a struggle to prevent wholesale cut-backs in wages and benefits and a lowering of the standard of living in the community.

We deeply appreciate all the support we've received from this community. It is not possible to individually thank everyone, but it is clear that without the support of all the individuals, churches, businesses, non-profit organizations and labor unions we would not be able to sustain our efforts.

Our many friends have made donations to the food bank, have attended rallies, meetings and fund raising concerts and have helped get the facts out about this strike. We would like to thank all those in the Springfield/Eugene area that have contributed a helping hand during this long struggle.

In a recent advertisement, Morgan/Nicolai presented what they called the facts about their demand for wage and contract cuts. We feel our supporters deserve to read the truth about this dispute, so we present the following questions and answers:

**Q. Is Local 3035 involved in an elaborate public relations campaign designed to distort facts and misrepresent issues?**  
 A. NO. We just want our community to know the truth about the Morgan/Nicolai company, and that dispute.

**Q. Does Morgan/Nicolai need wage cuts to remain profitable?**  
 A. NO. The Springfield plant was highly profitable before being purchased by Morgan. That's why before being purchased by Morgan, that's why its price automatically rose. Nicolai was doing well after management forced this strike on the company by being more.

**Q. How large are the pay cuts being demanded by Morgan/Nicolai?**  
 A. The company is demanding wage cuts ranging from \$4 to \$4.40 per hour. Over half the workforce would have to accept cuts in excess of \$3.00 and the largest cut would apply to the \$10.00 and the lowest paying jobs. The average reduction would be \$3.50 per hour.

**Q. Haven't the workers at the Springfield plant already made sacrifices to help the company?**  
 A. YES. In 1986 Nicolai workers voted to extend the contract for three years, to cut vacation pay, reduce holidays and pay cuts in 1985 until January, 1988, and negotiating pay cuts in 1988 until January, 1988. This concession package saved the company about \$1 million in wages alone.

**Q. Has the union refused to meet with Morgan and negotiate?**  
 A. NO. The union has held the federal mediator we are willing to meet at any time and place for productive negotiations.

The company claims to be a good corporate citizen because its payroll to the 180 plus strike-brokers amounts to \$3.5 million per year and because it purchases millions of dollars worth of raw materials and supplies in the area.

We don't think good corporate citizens issue ultimatums for completely unqualified wage cuts in payroll from the community each year.

Good corporate citizens don't hire strikebreakers to take people's jobs because they refuse to submit to massive and unnecessary wage roll-backs. Good corporate citizens don't put up transparent arguments about "competitiveness" to mask their greed.

Good corporate citizens show concern for their loyal and skilled workforce and for their community.

And good corporate citizens don't buy their way into a community and cause economic turmoil, community division and family hardship with a pre-planned unjust bargaining program.

Sponsored by the Western Council of Industrial Workers, Local 3035 and the United Brotherhood of Carpenters and Joiners of America, Washington, D.C.

Figure 6: Newspaper ad comparison

Side-by-side comparison of newspaper ads put out by Morgan-Nicolai and Local 3035 in the January 4th, 1989, and January 28th, 1989, editions of *The Springfield News*, respectively.

Without the ability to negotiate a fair contract by themselves. The WCIW and supporters hoped to use *The Springfield News* to leverage public opinion and pressure Morgan-Nicolai to engage in good-faith bargaining. Although this strategy was creative, it proved unsuccessful.

*Support from politicians*

One of the more unique parts of this strike was the near ubiquitous support for the union by local politicians. Peter DeFazio, U.S. Representative for Oregon's 4th district, was

highlighted as “a huge supporter” by Johnson. He, as well as State Senator Larry Hill, chair of the Senate Labor Committee, joined the picket during its first week of protest.

As the strike continued, supporting the union became a necessity for not only current politicians, but those seeking election support as well. Barbara Roberts, Oregon’s secretary of state and Democratic candidate for governor, took time to visit the WCIW office and picket line nearly two years into the strike in May 1990 (“Roberts picket Nicolai”). Bill Morrisette, Mayor of Springfield, wrote an opinion piece in *The Springfield News* where he advocated for progression in negotiations and declared that Springfield has a “strong tradition of union affiliation which does not die easily.”

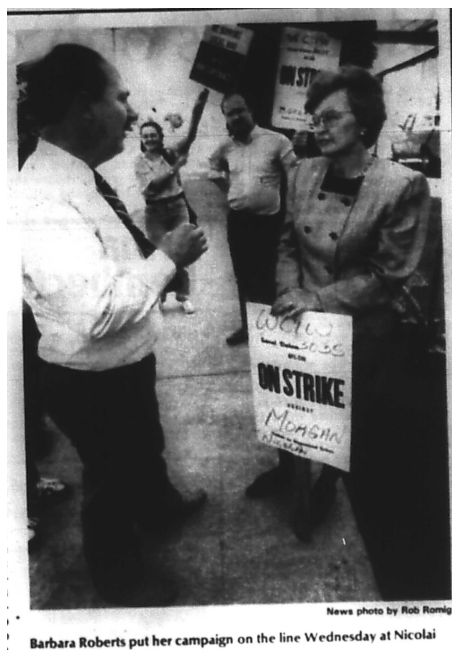


Figure 7: Barbara Roberts campaigns at Morgan-Nicolai

Oregon Secretary of State Barbara Roberts joins the Morgan-Nicolai picket line during her campaign for governor.

Support from politicians was not only reassuring for the union, but also brought in welcome attention toward the strike and its goals. “You need your politicians and other influential people to step up and say something because [the] media is going to cover them”

(Henson). By raising the profile of the strike, politicians not only pledged their support but also raised the profile of the dispute among those not directly involved.

### *Support from labor/community*

As Local 3035 decided it was time to strike, leaders knew that they would need broad community support from not only those actively involved in the labor rights movement, but the broader Springfield community as well. Rick Henson, an affiliate with the Lane County Central Labor Council, volunteered himself to aid in the cause. Henson noted that “what we didn’t have was any kind of network in the community... that spread the word or got locals and individuals to contribute to help.” By spreading the word about the struggles at Morgan-Nicolai, Henson, alongside his wife Pat, hoped to rally support behind the strikers and caution other unions against complacency.

One of the main goals of the Hensons was to raise money for the strikers’ fund set up by the union. “I don’t really recall how much money we raised, but I know we raised a ton” (Henson and Riggs-Henson). Pat also made sure to help with the emotional turmoil the strike caused among the union. “We got counselors in because this was an uncommon strike.” Seeing the writing on the wall, Pat and Rick also advised strikers to look for other work and helped spearhead the Lane County Chapter of the Dislocated Worker Program.



Kain or shine on the picket line: (from left) Roy Isermann, Gary Reed and Don Lee of Local 3035 in front of Nicolai-Morgan door plant

Figure 8: Picketers stand in front of Morgan-Nicolai fence and sign.

Picketers Roy Isermann, Gary Reed, and Don Lee demand a fair contract in front of the Morgan-Nicolai plant 8 months into the strike as shown in the March 29<sup>th</sup>, 1989, edition of *The Springfield News*.

In addition to fundraising for the strike, the Hensons’ appealed to other local unions, advocating for them to support Local 3035. Pat would explain to unions how despite how difficult it would be to replace the workers of Morgan-Nicolai, the company did not care. “So, you have got other unions looking at this going, “that’s not a precedent we want to set,”” Pat explained. Appealing to the unions’ sense of injustice, Pat and Rick would go on to drum up support for Local 3035 through picketing and donations.

### *The Origins of ESSN*

Another person who thought community support was vital for the success of the strike was striking union member Matthew Johnson. One of Johnson’s ideas for drumming up this support was to put on rallies where union and non-union employees alike could come together in solidarity and voice their frustrations. To make the rally sound more official to

potential attendees, Johnson pretended that it was being set up by a community group with the mission to support Local 3035 strikers. At the rally, Johnson announced that the event was put on by the made-up organization “Concerned Citizens for Nicolai Employees.” Soon after the rally people approached Johnson and asked to be a part of this supposed community action group. “So, I quickly grabbed a piece of paper,” said Johnson. With seven sign-ups, the farce that was the Concerned Citizens for Nicolai Employees became a reality.

Name	Affiliation	Phone Numbers
Jim Fran	STFF-AFT	896-3788
BIRD CASH	unemployed	344-0832 1 286 2802
borak Higdon	IAM 63/SWP	1-223-4869 on campus
ennis Gilbert	IBT	843-1572 4764
ohn Charbonnet	IAM 63, Portland	1-235-7114
K HENSON	AFSCME Lane County 2831	WR 683/572 Hrs. 744-805
athew Johnson	LSW 3035	343-2818

Figure 9: Sign-up sheet for Concerned Citizens for Nicolai employees.

A picture of the original sign-up sheet for the group Concerned Citizens for Nicolai Employees, a made-up community organization that would eventually become a real one.

As the strike continued, so did the group’s involvement. By November of 1989, the group had sponsored at least “five other community pickets” where attendance “ranged from 50 to 80” (“No luck in talks”). In addition to community pickets, Concerned Citizens for Nicolai



Employees helped put on a benefit concert at Springfield concert featuring Peter Yarrow from the folk group Peter, Paul, and Mary (Johnson). Near the end of the strike, the group would march to the house of Morgan-Nicolai human resources manager LeeRoy Pasquini and place three hundred wooden crosses in the median between the street and his front yard, representing the three hundred union jobs lost in the strike (Gilbert).

One of the more involved members of the Concerned Citizens for Nicolai Employees was Dennis Gilbert. Gilbert, who had been active in the labor movement partially due to his manufacturing experience at a local cannery, was excited by the opportunities that came with a community labor advocacy group not affiliated with any unions. Gilbert discussed the idea with Local 3035 President LeRoy Robinson, insisting that it had to be “organized around independent support of the strike.” The emphasis on the group’s independence from the unions themselves formed the basis of their organization and set them apart.

According to Gilbert, independence from the union was key because it allowed for the group to take creative actions to dissuade people from crossing the picket line. Unlike unions, which are beholden to the rules of the National Labor Relations Act, an independent community group could take actions not allowed by labor law but protected under the first amendment for private citizens. When interviewed regarding the group’s actions, Gilbert would say, “I’m an organizer for community support for this strike because it’s in the interest of the community,” never claiming association with the union itself.

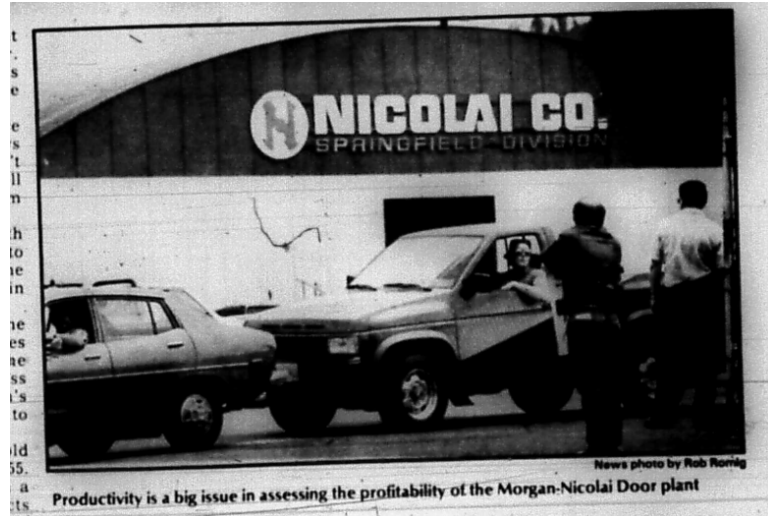


Figure 10: Cars line up in front of the Morgan-Nicolai plant.

Cars of potential replacement workers cross the picket-line in front of the Morgan-Nicolai plant in this picture from *The Springfield News* published on July 15<sup>th</sup>, 1989.

Frustrated with this new group and its actions, Morgan-Nicolai filed a complaint with the local National Labor Relations Board, accusing them of committing actions that violated labor law. However, because the group was able to provide “two years of evidence that we were acting independently of the union,” the NLRB ruled against the company. With that ruling, Concerned Citizens for Nicolai Employees set new labor law precedent that community support for a strike would be recognized as independent of the union and not beholden to the same NLRA restrictions.

### *ESSN post-strike*

After the end of the Morgan-Nicolai strike in late 1990, Gilbert led the drive to turn Concerned Citizens for Nicolai Employees into a community organization with the mission to aid in future labor disputes that hurt the community. To ensure that the name of the

organization reflected its mission beyond Morgan-Nicolai, the name of the group was changed to the Eugene-Springfield Solidarity Network or ESSN.

Sometime later, ESSN became the Lane County affiliate of Jobs with Justice, a nonprofit focused on the advancement of labor rights throughout the county that was affiliated with the AFL-CIO. Gilbert, frustrated with the group's new association with organized unions, stepped back from the group as it continued with the ESSN name, still in operation today. ESSN documents can be found in Appendix C.

### *Feelings of participants 35 years later*

Rick and Pat Riggs-Henson look back on the strike with pride in what Springfield was able to accomplish despite the ultimate failure of the strike. "I was proud of what as a community we were able to pull off in terms of supporting people" concluded Rick. "Short of having won it and making the corporation roll over, we did the best we could do."

Dennis Gilbert would go on to become a physics professor at Lane Community College. He would quickly be elected president of the faculty union, thanks in part to experiences at the strike. "I would say in many ways it was life changing for me," said Gilbert. Despite his stepping back from ESSN, he is still a firm believer in the power of independent community organizations in the fight for labor rights.

After the strike, Matthew Johnson would attend the University of Oregon and receive both his undergraduate and law degree. He is now a practicing attorney in Eugene and attributes part of his success to the Morgan-Nicolai strike and the confidence he gained through organizing. Reflecting on his founding of ESSN, "I created an organization that is still in

existence 40 years later that achieved some historical precedential national significance stuff... so I'm proud of that organization."

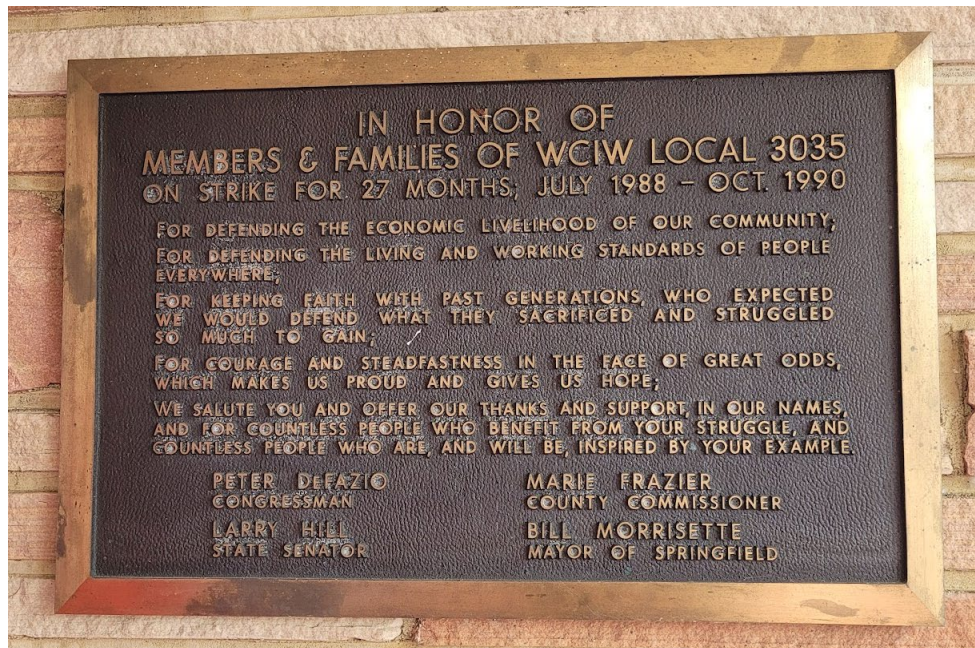


Figure 11: Plaque commemorating the strike.

A plaque posted at the I.A.M. Woodworkers Local Lodge commemorates the Morgan-Nicolai strikers. It can be found at 1116 South A Street, Springfield, OR.

Once the strike ended in late 1990, Dennis Gilbert led a project to place a plaque commemorating the Morgan-Nicolai strike. It sits in front of the Woodworkers Local Lodge in Springfield to this day.

### Chapter 3: Was the Strike a Successful Failure

In Eve S. Weinbaum's Book, *To Move a Mountain: Fighting the Global Economy in Appalachia*, she describes a "successful failure" as "a failed strike that had a significant impact in the labor rights world nevertheless." After uncovering the history of the Morgan-Nicolai strike, it is clear to me that the movement and its longstanding effects fulfill this definition. This

was thanks to the setting of a new precedent in labor law and the continuation of the Eugene-Springfield Solidarity Network which continues to operate to this day.

Morgan-Nicolai's rejected NLRB challenge of the Concerned Citizens for Nicolai Employees would set the precedent that independent community groups are not required to follow all NLRA guidelines. This ruling provided labor activists a new way to fight for labor rights not only in Springfield, but across the country. By acting as a catalyst for this new precedent in labor law, the Morgan-Nicolai strike has had a long-term impact on labor rights and should be considered a "successful failure."

The other long-term impact that Morgan-Nicolai had on labor activism was the creation of the Eugene-Springfield Solidarity Network. After the strike's initial failure, ESSN continues to meet regularly and aid in labor rights causes in the Eugene-Springfield area. Despite some believing that the organization stopped fulfilling the mission of independent community activism, its prolonged involvement in the local labor movement is notable. ESSN acts as additional proof that the Morgan-Nicolai strike can be considered a "successful failure."

## **Limitations and Future Research**

The biggest limitation placed on this project was time. During the research process, I came across the names of many more individuals who had participated in the strike in some capacity. Interviewing additional strike participants, those who crossed the picket line and journalists who covered the strike would help develop a more thorough picture of the strike and help confirm details regarding aforementioned stories.

The research could also be expanded to include more print sources such as NLRB rulings and news articles. During my research, I was unable to contact local NLRB officials and track down some of the rulings referenced by the interview subjects and articles. The ruling setting labor law precedent would be a welcome addition in particular. Finding documents related to these rulings could help corroborate some of the claims made by the articles and interview participants.

Future research could include more thoroughly placing the strike against the backdrop of the state of labor rights in Oregon and the country. Including more quantitative data regarding the state of the company and nation at the time would help achieve this.

A study on the lives of strikers after the end of the strike could expand on this project as well. Finding out more about the perspectives of replacement workers who had voted to decertify the union would be especially helpful. It is not unreasonable to assume that they had made that vote to save their jobs but had lost their jobs anyway when the company shut the plant down. Understanding the emotions of those workers and the decision they made would flush out the narrative of the end of the strike.

Those interested in expanding on this research can start by looking at *Springfield News* articles directly referenced in this paper. Additional relevant articles not referenced can be listed in Appendix D. Articles can be found on microfilm in the University of Oregon's Knight library.

## **Concluding Comments**

As we enter a post-covid work culture and an era of growing wealth inequality, stories of unionization and workers' rights only become more important. It is my hope that members of my generation looking for guidance in their own labor struggles will study past disputes and talk to those who have been through them. This project aimed to this by telling the story of Morgan-Nicolai and ESSN. The research uncovered a saga of corporate greed, a public fight, and community support. Those who agreed to be interviewed all had various opinions on the strike and its legacy. But they all made sure to tell me that they were glad the story of the Morgan-Nicolai door factory strike was being told. I feel lucky to have been a part of that.



## Appendices

### Appendix A: Interview Questions

#### *Local 3035 Striker Questions*

##### Part 1:

1. Can you describe what was done at the Morgan-Nicolai door factory?
2. What was Morgan-Nicolai like before the issues that led to the strike?
3. What was your job in the door factory?
4. Why did the frustrations with the company arise?
5. Why did you all decide to strike?
6. Were you supportive of the strike? Did you have any fears going into the strike?
7. What was the atmosphere like at the beginning of the strike? The middle?
8. What did a typical strike day look like?
9. Were you aware of the non-union members from the community that came and supported you in the strike? How did you feel about them?
10. Were you aware of ESSN when it began? How did you feel about them?
11. What led to the end of the strike?
12. What was the atmosphere like at the end of the 18 months of striking?
13. Have you kept up with ESSN since the strike?

##### Part 2:

14. Did you feel as though the state or federal government supported the Morgan-Nicolai strike at the time?

15. What was the country's attitude towards labor rights and strikes like at the time?
16. Any concluding thoughts you would like to share with me before we wrap up?

*ESSN/Community member questions*

1. When did you first hear about the Morgan-Nicolai strike?
2. What made you want to join the strike?
3. What was the strike like when you first arrived?
4. How did the strikers treat you?
5. What was the inspiration behind ESSN?
6. What was the process of getting the organization up and running like?
7. What did a typical day look for you?
8. How often did you join in the strike?
9. What was the atmosphere like at the end of the 18 months of striking?
10. What was the process of making sure ESSN was continued after the strike?

Part 2:

11. Did you feel as though the state or federal government supported the Morgan-Nicolai strike at the time?
12. What was the country's attitude towards labor rights and strikes like at the time?
13. Do you have any last thoughts you would like to share?

Appendix B: Examples of *The Open Window*

# THE OPEN WINDOW

Just when you thought it was safe to work...

VOL. CLX

PUBLISHED BY COM PRESS

B-B-B-B-B-B-B-BABY, YOU AIN'T SEEN NOTHING YET!  
BURT BACKRACK

## The News Digested

By A. Mused

Well friends, its been a long time since the last edition of the Window was published. Too long, some say. I say, if you want it here it is come and get it.

It's been a long hard road, but here we are and I for one am glad to be here. I can sleep at night, there's no moral dilemma for me. I know I did the right thing and would do it again (maybe with a little more vigor). This certainly is not the end of the road though, it is a good place to stop, rest and look back over the way we came and see the progress we've made.

We have made progress (and we're on high moral ground, so take that to the bank) and we have made life a lot easier for some other people. (Simpson, Roseburg etc.) We became part of a movement across the country, to resist the wholesale union busting mania that the republican party has been fueling since Ronnie Raygun got elected and in our wake we have left some interesting things: The Eugene Springfield Solidarity Network, alot of better informed local, regional, and national elected officials, a better informed and united local community made up of service workers, mill workers, students, activists, lawyers, environmentalists and the list goes on. My most favorite thing we have left behind is a Morgan Products Inc. that is worth one quarter what it was worth shortly after the strike started and if we can help it (which we will) it will be worth even less in another year. Remember, Local 30353 may have lost this fight (we don't know yet. Morgan may still fall) but the war goes on and if Morgan or Miss Joan Sheppard (one of four car checkers, it takes four now) thinks that "it's" over, they better think twice.

By the way, if you thought the quarter million dollars Morgan paid out to us this week is a lot, guess how much comes due next year in "short term loans" they have to pay off? How about \$35 million? The price of leveraged buy outs. Now, who still doubts that Morgan is trying to sell that plant? The problem is, of course that when they bought it, they bought not just the facilities, they bought a name and reputation. They are trying to sell what they



paid for, but they don't have it anymore and no one is willing to pay for the Nicolai name because it's worthless.

Moving right along, we have word that the plant is finally in the black, but just barely. Compare that to 24% profitability, or even the 14% they claimed it was before the strike. The place pays it's own phone bill but that's about it, as we all know the stockholders ain't making a dime. In fact some stockholders continue to lose millions every month.

Some other words, we have right from the horses (ass) mouth. Our old friend Pencilled says that it's not the same anymore inside. The people running the place (and poor Ned thought it would be him running it by now) don't give a shit anymore, it's just not the place **used to be**. I find it hard to believe, old Ned misses us. (I don't miss you, you ignorant bastard.) Finally, the word is that lay offs will come in late December or early January. (Don't worry scabs, you'll get unemployment, in fact give us a call we'll gladly give you a hand.)

So where does that leave us all now? We've learned alot. I learned I could live happily on a lot less money (like almost nothing). I learned what is really important in life (like friends and family). I've got some good friends I didn't have two years ago. I've got some great memories someone shoving a guard down (guard down guard down), wennie getting so mad he couldn't talk, Randy Miles getting run outa town, Marilyn cussing, Morgan stocks at 24, Gino's girlfriend Rachel (they remarried now) making out in the back seat with Ron McAdams, the incredible out pouring of support from the community getting to meet Peter of Peter, Paul and Mary even remember Bill Flecher on the picket line once (I think). I've got some picture, some videos, and best of all I have one copy of every issue of the open window, hey don't laugh, it got me a very good paying job once.

It will probably be a while before the next issue, so, I'd like to thank you all for what you have done and congratulate you too. God bless you, don't forget what you have learned and remember the words of that great American what's his name, "I have not yet begun my fight".

### Next Week

- No time clock?
- No breaks?
- No pay check?
- No whistles?
- No panel rasier?
- No job?

# CLASSIFIED

## WANT ADS

A place to live or park my camper--cheap !!!!  
Contact Alan

Clean urine sample, able to pass urinalysis.  
Contact LeRoy (Roy Bob) Robinson

## FOR SALE

One Ford pinto wagon, good shape. One Ford pick-up with camper, good shape. Cheap.  
Contact Alan

One slightly damaged toaster. Guaranteed to fly. Don't need it anymore!  
Contact Julie Brooks

One set of lead-hand tools, hardly used.  
Contact Francis

## SITUATIONS WANTED

Looking for position as Union President. Hard working, experienced, references.  
Contact LeRoy

Looking for position as Union Buster. Inept, but I get the job done, experienced, references.  
Contact Leroy

## LOST & FOUND

About 4000 picket signs. Lost over the last week-end, 10th and South "A" Springfield, Ore.  
Contact Local 3035

Settlement check for \$500. Lost in the mail.  
Contact The Open Window

# Letters to the Editor

Dear Editor,  
I disagree with the statement in the last issue of the Open Window, regarding the burning down of the Nicolai plant. What if there was some one inside? Someone could get hurt, someone could get burned.

Editors note:  
You are mistaken, we have never suggested that anyone distroy any property or commit any crimes. It must just be wishfull thinking on your part.

Dear Open Window,  
Several issues ago yoy printed a song titled Nickle Lies. It was so inspiring that I kept on my refrigarator for many many weeks. It has become so cracked and yellow that I can't read it any more. Could you please print it again so O can show it to my friends and keep it near me at all times, maybe have it bronzed, carved on my forehead, eched in my mind. Thanx.

I have gotten s6 many requests over years, so here it is again fans:

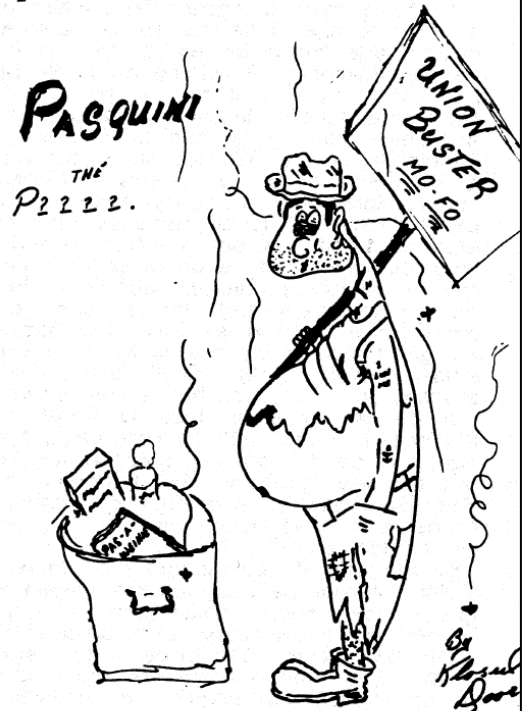
## Nickle Lies

You get twenty nickle lies for a dollar and there's two nickle lies for a dime, but for three bucks Morgan can stick it up their butts because that three bucks is MINE !

# Scabs replace rats

AP Spfd.-- Researchers at the U of O in Eugene have begun to replace laboratory rats used for experimental purposes with scabs from the Nicolai plant in Springfield.

In recent years animal rights activists have lobbied successfully to limit the use of rats for experiments they feel are painful, cruel, or unnecessary. Researchers have found no objection to the use of scabs for these experiments. They have also found an eager supply of volunteers, scabs about to be laid off from Morgan. Dr. Beverly Crusher head of A.E.L. (Animal Experiment Labs) said other problems have been eliminated too. "the lab assistants don't become emotionally attached to the scabs". The bottom line is according to Dr. Crush, "there are just some things that rats won't do."



A final reminder  
Hay picaro en todos los casas de la gallinas  
THERE'S A VARMIT IN EVERY HEN HOUSE  
(AN OLD MEXICAN SAYING)

# A Blast from the Past

From the Open Window

employees of their rights and saying that they, Morgan, would not violate their rights again. In (see Losers, page 3)



## Open Windows In Weed

--The Open Window was contacted last week by the management of the facilities in Weed, California. It seems that they have seen some copies of the Open Window

# WINDOW

ews that's fit Hearst III

PUBLISHED BY bootleg press

## Confusion over clean tools frightens company

AP - Confusion last friday over the correct date of National Clean Tool Week caused several workers at the Nicolai Door Plant in Spfd. to take their tools home to clean them. This exodus of workers with their tools caused a panic within the management. Frighten managers cornered the Union president on Friday to quiz him concerning the possibility of see strike, Page 3

Hello, My name is



Welcome to my workplace

## Let's Be Friendlier !

In an effort to address the recently expressed concerns of management that employees at Nicolai were not friendly enough, the Open Window will spearhead a campaign to help (see inevitable, page 6)

## Mill Found Inside Mill

Workers at the Nicolai plant in Springfield have discovered that the management at the



(see Never Learn, page 7)

## Employees Crushed

Workers in cutting, machine and assembly, and the other departments affected were visibly shaken last Wednesday when it was announced that there would be a two day lay off on Thurs day and Friday. People were seen crying openly in the aisles and on their machines. The notes from one Open Window reporter were so heavily tear stained that we were unable to



## A Message from your Safety Committee

The Morgan Company has revived the giving of safety awards and on Friday the June 17 will be giving every one present a portable air compressor complete with tire attachments to put in their car or truck.

A REMINDER  
NO GLOVE/NO LOVE  
Have a Safe Vacation

Coming soon to a Plant near You  
**Strike II**  
It came from Portland !

(see Pay Backs, page 6)

## Company Hires Celebrities



Because most of the employees in M/A were taking urine tests in Reed at the Reed Millworks on

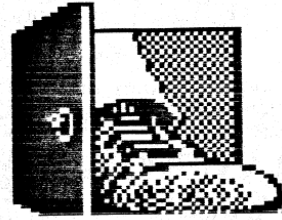
## Morgan Loses Big

-- Portland May 5, 1988  
 Judge Owen P. Panner today released his ruling on the request by Morgan Company for a



## Competitor Pays Price

In an affirmation of the old adage "You pay now or you pay later" Nord-Jeld Wen has stopped taking orders



## Simpson Pays Now, Morgan Will Pay Later

-- In a move that surprised the management at the Morgan Company, Simpson Lumber Company announced early last week that they had agreed to pay the vacation increment pay owed to its workers for the period of June 1st, 1987 to May 31, 1988. The workers at the Simpson Door Plant had taken the same contract freeze and vacation roll backs as the workers at the Morgan/Nicolai plant here in Springfield. Simpson agreed that the two year freeze on vacation increment pay called for in



involved." as if this was uncalled for given their refusal to negotiate in good faith as required by law. They have made no substantial alterations to their original offer so it is surprising that the feds were not called in a long time ago. The company is now clearly confused and has no idea what its next move will be. They are reduced to just reacting to action taken by the Union.

## Low Blow Competition Announced

Morgan company announced on June 13, the First Annual Brophy Trophy Contest. The object of this



## Company gives Pie (in the sky) to Workers

SPRINGFIELD - The Morgan company on January first issued one share of common stock to all its employees. A company spokesperson said "we want them to think that we are nice guys, part of a team, working together or some such

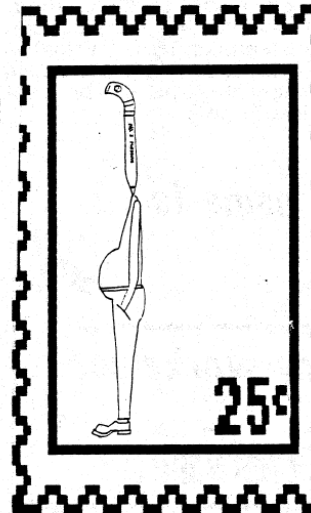


## Dear Pencilneck



Dear Pencilneck  
 I have a spouse and three children. I pay \$500 a month mortgage, taxes and insurance on my house, \$200 on my car payments, \$300 on groceries and utilities and another \$200 on car insurance, gas, etc. This adds up to \$14,400 a year just for necessities. The company wants

OFFICIAL WINNER



25¢

## We have a Winner

!!!

The staff and editors here at The Open Window were pleased and overwhelmed with the responses to our design contest. We got over seventy-five entries. We had not expected this many designs to sort through and it made it very difficult to pick a winner. Finally one emerged as the favorite of everyone. The winning entry was submitted by Brian

## Craig Agee Found Hiding in Weeds

Last Friday Local 3035 sent large search party of striking workers to California to search



dollars from its bake sale. About two thousand dollars and a couple of loads of the food came from the workers at Simpson Door, in Washington, the "competition" for Morgan Products.

The rally had a festive atmosphere with signs everywhere representing unions and individuals from throughout the state. There

# THE OPEN WINDOW

In your eyes

VOL. III

PUBLISHED BY CLEANAN PRESS

"ALL I KNOW IS WHAT I READ IN THE FUNNY PAPERS"  
PENCILNECK



## Company offer April Fools Joke

Portland -- Thursday April 7, representatives from Morgan company, the Western Council and Local Union 3035 met for the first time to begin negotiations on a new contract for workers at the Nicolai plant in Springfield. Initial contact was cordial but union representatives had a hard time not laughing when shown the first offer put forward by the company. Things settled down to reality when the union put forward its proposal of moderate and reasonable increases. Again, sources available to the O.W., revealed privately that the first offer from the Morgan company was made in the spirit of April first, the day it was originally written up and it was not a serious offer. Union officials said "We are bargaining from a position of strength and cannot take this offer too seriously".

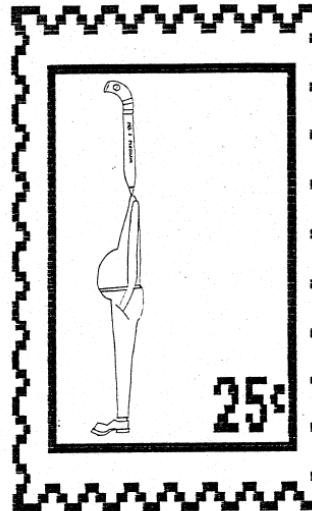
In a related story, last week The Open Window ran a expose on April 5th exposing an alleged plan, to shut the Springfield plant on April 11th because of a lack of orders, as an April fool's joke. Two and a half hours after the story hit the streets we were vindicated, when a notice was put up acknowledging that in fact there would not be a shut down on the 11th. see strike, page 3

## Money Talks Editor Walks



Spfd. -- On Friday of last week the editor of The Open Window was approached with a lucrative offer to join the staff of the Morgan company in their main offices in Oshkosh Wis. After thoughtful considerations and further negotiations he has decided to leave us here at The Open Window and take up this new and challenging job. He will be the new editor of Plain Facts, the propaganda mouthpiece of the Morgan company. When asked about the moral aspects of the job he said, "Its not an honest living, but look at all the money I'll be making" see Sell out, page 6

OFFICIAL WINNER



## We have a Winner

!!!

The staff and editors here at The Open Window were pleased and overwhelmed with the responses to our design contest. We got over seventy-five entries. We had not expected this many designs to sort through and it made it very difficult to pick a winner. Finally one emerged as the favorite of everyone. The winning entry was submitted by Brian Forge from the finishing department, Days. Brian will receive a box of twenty (20) #2 yellow pencils. The new stamp will be featured in next months "Philatelists Today" the stamp collecting magazine of the U.S. Post Office and will be available at your local post office on May 1st. Congratulations Brian.

## Grand Jury to investigate Hidden Glass

-- The District Attorney's Office will present evidence this week to the Grand Jury about an attempt to hide a shipment of glass that came in the day before inventory. IRS agents found see Informant, page 6

### Coming Up

- Strike vote on Saturday the 16th (related story, page 3)
- Negotiation continue (related story, page 3)
- The Pencilneck Story, part 1

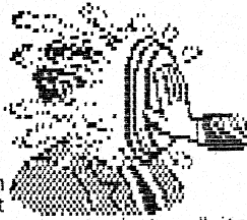
# THE OPEN WINDOW

An employee's eye view

VOL. 1

PUBLISHED BY THE ELVIS PRESS

## Company gives Pie (in the sky) to Workers



SPRINGFIELD - The Morgan company on January first issued one share of common stock to all its employees. A company spokesperson said "we want them to think that we are nice guys, part of a team, working together or some such B.S." and that it was "part of a effort to give employees a semblance of interest in the company and its profits without giving them the say in management that would make it meaningful." The spokesperson said it was also part of a plan to try to placate the workers and soften them up for later union busting activity, "A little pie and circuses so they won't notice as we cut their wages and benefits". It was not mentioned that the only significance of issuing these shares was to increase the borrowing power of the company. Many workers angered by what they saw as a pie in the face have burned their shares. Others have found more creative out lets for their anger and are putting together a show of original origami made from their shares. The union president expressed confidence that rank and file of the union would not be taken in by this ploy. He said the members are well informed, prepared and one hundred percent behind the Western Council. "Everyone has their eyes wide open and no one is gonna have the wool pulled over them", he said.

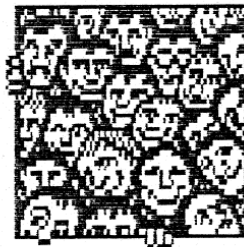
see dessert, Page 6

## Confusion over clean tools frightens company

AP - Confusion last friday over the correct date of National Clean Tool Week caused several workers at the Nicolai Door Plant in Spfd. to take their tools home to clean them. This exodus of workers with their tools caused a panic within the management. Frighten managers cornered the Union president on Friday to quiz him concerning the possibility of see strike, Page 3

## Union Members stick together, stay informed Win one from the Gipper

The strength and ability of any union lies in active participation and awareness of its membership. During the depression years of the '30's, economic pressures stimulated the interests of workers in labor organization,



assuring attendance at meetings and a unity and participation, which resulted in tremendous changes in wages and working conditions. The local union meeting was the place where officials and members met to discuss and resolve the problems, to determine aims and objectives, and to formulate the programs for achieving them.

Today for many reasons, participation in union meetings does not take place to the same extent. The average member is "too busy" to attend, unless the meeting concerns important business such as strike vote, preparation of contract demands, contract ratification votes, or the like. But members still remain in close touch through such things as the "one on one" program, which increases awareness and participation and keeps everyone well informed. All of these things increase the solidarity and cooperation that is necessary for us all to achieve our goals.

## FLASH!!!

In the next issue

- learn the origin of the nickname Pencilneck
- Learn the real date for National Clean Tool Week
- See more funny pictures



# THE OPEN WINDOW

A view from the top?

VOL. XXXX

PUBLISHED BY THE O-PRESS

DON'T TALK TO ME ABOUT DIGNITY AND SELF-RESPECT. WHETHER I PAY THEM DECENT WAGES OR NOT IS JUST A BUSINESS DECISION.  
1826 J. CROW, SLAVE OWNER

## Meaning of Yo stumps Management

-- A meeting was called by the management last week so they could express their concern over the use of the word "Yo". The meeting was limited to about half of the finishing department and all of the big heads in management. The word had been overheard being used between workers and seen written various places in the mill, particularly in the finishing department. They seemed worried that it was some kind of code word, for what we can't tell, possibly related to the upcoming strike. The Open Window, curious as to why Yo had brought fear into their hearts, dispatched a reporter to the library to determine the real meaning of the word. The results of our inquiry are interesting.

From the New World Dictionary, yo (yo) n. [*Tagalog; Philippines*] 1. the left (or right) half of a yo-yo 2. [echoic sound expressing friendship] a very friendly greeting between close friends. The Funk and Wagner Standard Dictionary, yo (yo) vt. to move in a back (and forth) or up (and down) motion -n. war cry used by striking villagers in the Philippines. Blacks Law Dictionary, Yo: a mandatory precept issued by the authority and in the name of the sovereign for the purpose of compelling a person to do something therein. From this there appears to be some evidence that there is in fact a relationship between Yo and villagers in the (see Yo, page 3 and related story following)

## New Policy Established, Abandoned

-- At the same meeting where management expressed its fears of the word Yo, a new policy was announced. This newly established policy concerns visiting dignitaries, potential scabs, sales people and guests of the company. The policy was to see that everyone who was to be observed by the visitors be informed, ahead of time, who the visitors were. The purpose of this policy was to prevent any misunderstanding of the

motives of the company. This policy was promptly abandoned by the following Monday morning it seems. A guest of the company (it is assumed) was seen walking up and down the patch line and standing around the patchers and glazers observing them working. Later that morning two large groups of people, accompanied by management personnel, were seen walking around. No one, as far as we can find out, was advised ahead of time in either case and at press time no one seems to know yet who the individual walking around by himself wearing a pair of safety glasses was. (see scabs, page 3)

Hello, My name is

Welcome to my workplace

Let's Be Friendlier !

In an effort to address the recently expressed concerns of management that employees at Nicolai were not friendly enough, the Open Window will spearhead a campaign to help make employees appear friendlier. Our first contribution will be an easy to use and wear friendly name tag. Please fill in your name (or someone else's if you're shy) cut it out and put it on. Now you should be a happy employee.

### EXTRA EXTRA

- New features in next week's edition
  - Letters to the Editor
  - Public service announcements
  - The Answer Man
  - Analysis of company proposals
- Coming up soon
  - Union Picnic, June 1st
  - Pencilneck: Truth or Fiction?

# THE OPEN WINDOW

An eye opening view

VOLUME XX

PUBLISHED BY FULL COURT PRESS

"ALL I KNOW IS WHAT I READ IN THE PAPERS."  
WILL ROGERS

## Open Windows Improve worker Morale



PI -- The results of a study conducted by the National Academy of Sciences concerning the beneficial effects of Open Windows on workers at manufacturing plants were released today. The study confirmed that the free circulation of fresh air and fresh ideas created a healthier, happier and more productive workforce. The results of this study put to rest once and for all the idea that workers that could breathe freely, cost profits and caused the closure of plants. The American Federation of Labor, author of the study, said open windows have caused a stir recently in the industry. See The Open Window, page 3

## Closure April Fools Joke



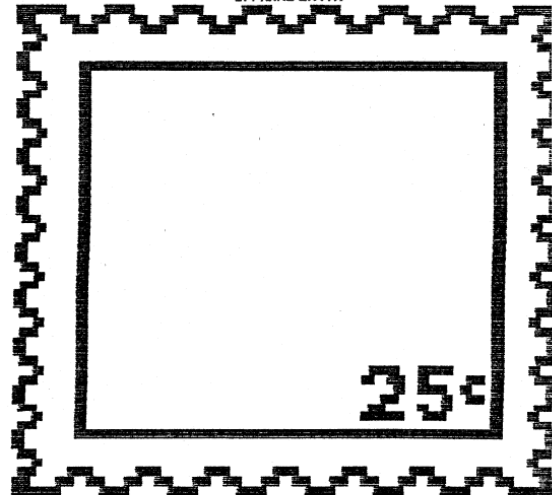
M/A -- The one day plant closure announced for April 1st as a result of "lack of orders" has been revealed as an April Fools joke. The first clue that this was a joke came with the fact that it was announced on April 1st, a dead give away. The Open Window then learned that an office insider had photographed documents that show the number of orders for that week to be about the same as any average week. A quick check of order books in M/A and other departments produced corroborating evidence. Other evidence suggesting "lack of orders" as just a joke include the fact that Door Drivers and others have been asked to work overtime the week before.

Contract talks that start late the week before may play some part in this closure. Sources inside the offices say this may be just a joke. See strike, page 3

### Related stories

- management personnel seen working on fence, page 6
- negotiations begin, page 6

OFFICIAL ENTRY



## O. W. sponsors a Stamp Design Contest

This week your Open Window is sponsoring a stamp design contest. Everyone is welcome to participate and encouraged to try. We want to know what you think the new twenty five cent Pencilneck stamp should look like. Entries will be judged on originality, artistic ability and humor. Drawings must be on the official entry or attached to one, with your name or someone else's and department. All entries should be put on the bulletin board in your department. Final entry date is April 1st, 1988.

### In the next issue

- The winning entry of the drawing contest (maybe)
- Learn the revised date of The National Clean Tool Week
- Learn the origin of the nickname Pencilneck

## Appendix C: Additional relevant print materials

### LOCAL UNION NO. 3035 LUMBER & SAWMILL WORKERS

Office &  
Mailing Address:  
1116 South "A" ST  
SPRINGFIELD, OR 97477  
PHONE: 747-3565

Chartered by  
UNITED BROTHERHOOD OF CARPENTERS AND JOINERS  
OF AMERICA



#### NEWS RELEASE

March 7, 1989

A negotiations meeting was held Monday March 6, between the Western Council of Industrial Workers, its affiliated Local 3035 and the Morgan/Nicolai Company. This meeting was held under the auspices of the Federal Mediation and Conciliation Service with Paul Stuckenschneider as mediator.

The meeting was held at the request of the Union. The Union wishes to reach an agreement with Morgan/Nicolai to end this eight month long dispute. The Union set no preconditions as to the agenda or subject matter to be discussed at this meeting.

After agreeing to the meeting, Morgan/Nicolai sent a letter to the Federal Mediation and Conciliation Service outlining their own preconditions and agenda for the meeting. These preconditions precluded any negotiations on the major issues preventing a new collective bargaining agreement. In effect Morgan/Nicolai's predetermined positions, including their refusal to discuss all the conditions concerning the return of striking workers, prevented any significant negotiations and made a mockery of the collective bargaining process.

At the meeting, the Union again made clear its position that it was willing to bargain on any and all matters relevant to reaching a new agreement. The company restated its position that it there only to discuss its narrow agenda. Clearly the company was not there to engage in meaningful negotiations. The meeting lasted less than half an hour and ended with no resolutions in sight.

It is unfortunate both for the striking workers and the community that the Morgan/Nicolai company wants this strike to continue. Faced with the company's continued refusal to discuss the issues relevant to the strike the Union has no alternative but to continue and expand this strike.

For further information please contact:

LeRoy Robinson  
President, Local 3035  
747-3565

# Solidarity Network

## *Putting the Idea into Action in Eugene - Springfield*

VOLUME 2

DECEMBER 1990

NUMBER 2

### A NEW VISION OF WORKING IN THE 90s

If the success of an event is determined by the number of people who attend, then the Labor Fair at St. Alice's Church was not a success. But if a different yardstick is used--the creation of a vision, a new way of looking at work and its relationship to every facet of our lives--then the labor fair was a resounding success. The most empowering result of the event was the coming together of disparate organizations that normally do not work together. Social service agencies, advocacy organizations, and educational programs became aware of the important connections between the work they do and the work of organized labor. Labor unions became more familiar with the work social agencies are doing to empower people. One participant, the head of an advocacy group, said that it was exciting to see how the pieces all fit together.

Special thanks are due to all who contributed to the event. The organizations presented timely and important information, and the speakers were eloquent. The musical performers were inspiring. Food was plentiful thanks to all the donations from ESSN members, Humble Bagel, Nancy's Yogurt, and the James River Corp.

The organizers worked hard and long in pulling the event together, and should be congratulated and thanked for their efforts. But some of them, after investing many hours and days, were overwhelmed with a sense of defeat. The public service announcements sent to the media were not aired or published, even after personal contact, signifying the considerable opposition we face in introducing new ways of thinking about work that may threaten the status quo. We also have to think about other ways our society discourages events like this.

In the end, what about this strategy--a labor fair? We can only discuss it briefly here. We need to reach out to the unorganized, people like ourselves, just not organized--that is, most of the workforce. We need to look realistically at the conditions of employment for most people, the limitations under which they and we live, and try other tactics. Instilling pride in ourselves as working people by celebrating labor at the Labor Day Picnic and inviting the groups from the Labor Fair event might be a good step. It's a long, slow road to begin organizing the unorganized, but it's the road we must take to grow into a lively community solidarity organization.

If you've moved, or know anyone who isn't getting their newsletter or wants to join, call Celia at 726-8192.

\*\*LABOR DONATED\*\*

### GREYHOUND UPDATE

The striking drivers at the Eugene Greyhound bus depot are still 100% committed to the strike against Greyhound Corporation. The drivers went out March 2, 1990 against the only nation-wide bus line in the U.S. The National Labor Relations Board has filed suit against Greyhound Corp. for harassment of striking pickets by scabs and security guards, as well as unfair labor practices.

The trial, set to begin January 15, 1991, is expected to last at least 100 days. One of the charges is whether the workers were "locked out." If the NLRB finds that ATU is "locked out," then Greyhound will be liable for back pay from May 23, 1990, the date ATU offered to return to work unconditionally. The locked out status has been granted to ATU members in most states, including Oregon, providing ATU members with unemployment benefits, further proving the locked out case against Greyhound.

The Greyhound Corp. reorganization plan, released late November, is in the words of local ATU spokesman Roy Walters, "Just a bunch of smoke and mirrors" intended to buy time. A buy-out plan by Blackstone and ATU is expected to be released in approximately 60 to 90 days.

In the case of the Greyhound bus wreck on Highway 97 in November, Walters said the driver was released from duty just as any union driver would be, but that the age of the driver, 23, is the real problem because he didn't have the needed driving experience that the OLD Greyhound would have required of union members. But when you hire scabs, you can't be choosy!

In a related story, one of the passengers on the wrecked bus, Mark Phillips, met with picket captain Roy Walters and asked if he could walk the picket line with him because he said, "I want to let people know that the scab drivers may not be qualified to drive, especially in the upcoming winter we now face." He also said, "There are more important things than just money." "It's been a long struggle, but now things are beginning to turn around," Walters commented. The strike fund ran out in the first part of October. Donations in support of the striking workers can be sent in care of Local president Roy Walters, 360 S. 52nd Place, Springfield, OR 97478.

**REMEMBER TO TELL YOUR FAMILY AND FRIENDS!  
DON'T RIDE THE SCAB BUS!  
IT'S TRULY NOT SAFE!**

This is a very busy time of year for Greyhound ridership. Many riders do not realize that the strike is still on.

Please make copies of the flyer, "You Can Go Another Way!" and post them around town to encourage people to "not go Greyhound!"

## STRIKE ENDS, BUT STRUGGLE GOES ON

The long Morgan/Nicolai strike is over, and Local 3035 has been destroyed. Because our culture encourages instant gratification, this looks to some people like total defeat and one more reason to give up until instant victory is within reach.

In fact, experience shows that progress comes through long and often difficult effort, and this heroic and historic struggle has produced much that is positive. We should not lose sight of this, nor the fact that there are a few more positive things that can be done by ESSN. Interested members are needed to help with this work, and can join in by contacting Dennis Gilbert at 343-1572 or 346-4764.

A copy of an article by the Portland Alliance is enclosed with this newsletter. The second part of the series will be distributed in the next newsletter.

## DECEMBER 1 UNITY CONFERENCE A SUCCESS

The December 1 conference at LCC titled "Striving for Unity: Economic Transition Programs on Workers and Communities in the Timber Crisis" was a success and an important step in ESSN's goal of facilitating the creation of a labor-environmental coalition in Oregon.

The conference was attended by some 160 people from all parts of the state from a large spectrum of grassroots forces, and was co-sponsored by over 30 groups. Participants had generally positive responses to the conference, as well as making excellent suggestions for another conference.

Members interested in working on the general issue of economic transition or building a labor-environmental coalition should contact Dennis Gilbert at 343-1572 or 346-4764.

## GILBERT TRIAL UPDATE

The trial of ESSN co-chair Dennis Gilbert has been postponed again to February, 1991. The charges stem from the rally at Morgan/Nicolai manager Leeroy Pasquini's house on July 11. The charges against Dennis are regarded as harassment of him, ESSN, and the labor movement.

A strategy committee has been meeting to plan publicity, fund-raising, and actions associated with the trial. If you would like to contribute in any way, please contact



## UPCOMING MEETINGS

Women's Labor Committee Meeting  
Monday, December 17, 7:30 p.m.  
1129 West Broadway, Eugene

ESSN Monthly Meeting  
Thursday, December 13, 7:00-9:00  
Methodist Church library  
1376 Olive St., Eugene

## ESSN MONTHLY MEETING

All members are urged to attend ESSN monthly meetings. The next meeting is Thursday, Dec. 13 at the Methodist Church library at 1376 Olive St., behind the Eugene Public Library. Call Michael at 484-4739 to arrange child care.

## ESSN MEETINGS IN SPRINGFIELD

Beginning in February, ESSN monthly meetings will alternate between Eugene and Springfield. Meetings during even-numbered months (e.g. February, April, etc.) will be held in Springfield.

## ESSN ANNUAL MEETING

The ESSN annual membership meeting will be on March 16, 1991. Members are encouraged to begin thinking of goals and directions for our organization in the coming year.

Bylaw amendments must be submitted a month in advance of the annual meeting. A copy of the bylaws and more information will be included in the next newsletter.

## GRAPES, LABOR, AND THE ENVIRONMENT

In the next few months, ESSN members will be helping to organize a broad local coalition to visibly support the United Farm Workers boycott of California table grapes. Those grapes will be appearing in local stores again in the spring.

Please consider joining in this effort. More information on this will be included

## Appendix D: Newspaper articles found but not used.

"88's top stories in pictures." *The Springfield News*, 4 January 1989, p.3a.

Bates, Charles. "Short-term profits not what we need." *The Springfield News*, 26 October 1988, p.6a.

Burke, Ralph A. "Obligation to offer a fair settlement." *The Springfield News*, 12 October 1988, p.6a.

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Collier, Steve and Jerry Rhodes. "City enters Nicolai fray." *The Springfield News*, 10 September 1988.

"Complaint to be issued against Nicolai's union." *The Springfield News*, 6 May 1989, p.3a.

Harrington, Linda. "Good name worth more than riches." *The Springfield News*, 1 April 1989, p.8a.

Hennessy, Michael. "Reminder as strike enters fifth month." *The Springfield News*, 30 November 1988, p.6a.

Henson, Rick. "No one buying Morgan's sob story." *The Springfield News*, 25 January 1989, p.6a.

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Louvrigin, Dan. "Failure to mention the whole truth." *The Springfield News*, 5 April 1989, p.6a.

Master, Kim. "A promise to fight until fair offer made." *The Springfield News*, 1 October 1988, p.6e.

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"NLRB rejects labor charge against Nicolai." *The Springfield News*, 17 August 1988

Rhodes, Jerry. "Weyerhaeuser, IWA reach pact." *The Springfield News*, 3 September 1988, p.1.

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---. "Union vote counted Tuesday." *The Springfield News*, 2 September 1989, p.1.

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Sternhauer, Don. "Proud to belong to Local 3035." *The Springfield News*, 30 December 1989.

"Thank You, Springfield and Eugene" advertisement. *The Springfield News*, 28 January 1989, p.4b.

"The Morgan/Nicolai Strike – FINAL PLANT CLOSING ANNOUNCED" advertisement. *The Springfield News*, 27 August 1988.

"The Morgan/Nicolai Strike, Let's focus on the facts" advertisement. *The Springfield News*, 4 January 1989, p.5a.

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Ostrach, Stefan Alan. "Wages are the key to strong economy." *The Springfield News*, 23 July 1988.

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