

2008

Employment Research, Vol. 15, No. 1, January  
2008

---

**Citation**

W.E. Upjohn Institute. 2008. Employment Research 15(1). [https://doi.org/10.17848/1075-8445.15\(1\)](https://doi.org/10.17848/1075-8445.15(1))

This title is brought to you by the Upjohn Institute. For more information, please contact [repository@upjohn.org](mailto:repository@upjohn.org).

# UPJOHN INSTITUTE

## Employment Research

JANUARY 2008

### In this issue . . .

*Timothy J. Bartik and  
George A. Erickcek*  
“Eds & Meds” and Metropolitan  
Economic Development



*John S. Earle*  
Postcommunist Privatization  
and Productivity: What  
Have We Learned?



Books on Labor  
Market Comparisons

Vol. 15, No. 1

*Employment Research* is published quarterly by the W.E. Upjohn Institute for Employment Research. Issues appear in January, April, July, and October.

The Institute is a nonprofit, independent research organization devoted to finding and promoting solutions to employment-related problems at the international, national, state, and local levels. The Institute is an activity of the W.E. Upjohn Unemployment Trustee Corporation, which was established in 1932 to administer a fund set aside by Dr. W.E. Upjohn, founder of the Upjohn Company, to conduct research on the causes and effects of unemployment and seek measures for the alleviation of the hardships suffered by the unemployed.

W.E. Upjohn Institute  
for Employment Research  
300 S. Westnedge Avenue  
Kalamazoo, MI 49007-4686  
(269) 343-5541  
[www.upjohninstitute.org](http://www.upjohninstitute.org)

Randall W. Eberts  
Executive Director

*Timothy J. Bartik and George A. Erickcek*

## “Eds & Meds” and Metropolitan Economic Development

**T**raditionally, regional economists and most local economic developers have ignored higher education and medical services, “eds and meds,” because these service industries are viewed as non-export-base activities<sup>1</sup>. Because these service industries are thought to be non-export-base activities, public policies that encourage the expansion of some higher educational and medical service providers have been thought to reduce employment at other service providers.

Despite this traditional view, some local economic developers have begun to include higher educational and medical service providers in their economic development strategies. For example, Grand Rapids, Michigan, recently devoted considerable resources to induce Michigan State University to relocate its medical school to Grand Rapids. Are such policies mistaken?

In this article, we summarize our recent research that gives a more positive view of economic development policies to promote the expansion of higher educational and medical service providers. Higher education and medical service providers can provide an export-base stimulus to a local economy. In addition, higher education and medical service providers can promote local economic development in other ways, including improving the skills of the local workforce and increasing local wage

standards. We are able to quantify some of these effects as increases in average earnings for the original local residents.

### Export-Base Effects

The extent to which an industry is an export-base industry is crucial to evaluating the local effects of policies that encourage expansion of specific employers in that industry. Export-base activities induce the spending of additional dollars in a local economy. They do so either by increasing spending by outside residents or businesses on local goods and services (e.g., increasing “exports” outside the local area), or by encouraging local residents or businesses to forgo purchases of outside goods and services (e.g., “import substitution” for goods and services “imported” from outside the local area). If public policies encourage the expansion of “export-base” activities, they increase spending on local goods and services. This increased demand will have multiplier effects on local suppliers to these export-base activities, and on local businesses that provide goods and services to workers in export-base activities. In contrast, public policies that encourage the expansion of “non-export-base” activities do not increase net spending on local goods and services. The expansion of some “non-export-base” organizations will come at the expense of reduced spending at other,

similar “non-export-base” organizations.

Contrary to how higher education and medical service providers have traditionally been viewed by economic developers and regional economists, we estimate that a considerable proportion—perhaps 75 percent—of the average higher educational institution’s activity in a local economy is export-base. Although the export-base percentage is lower for medical service providers, at 15–30 percent, the medical services sector is so large (9 percent of national employment) that its export-base effects may be significant.

To calculate the net local effects of policies that induce the expansion of educational and medical institutions, we assume that this expansion will encourage export-base expansion by the percentages that are typical for higher education and medical service providers. We use regional econometric models to estimate that the “multiplier” effects of these expansions will be between 1 and 2, that is, each additional dollar spent on these export-based activities will induce less than one additional dollar of spending elsewhere in the local economy. We allow for some negative local economic effects from the increased local taxes required to finance an expansion of educational and medical service institutions, although most revenue for these industries comes from service fees or the federal and state government. Finally, we use studies of local labor markets to estimate how an expansion of local employment growth will affect earnings of local residents.

Based on these estimates and simulations, we conclude that, due to export-base effects, expansions of educational service providers typically will increase local residents’ average earnings by about one-fifth of the increase in the educational institution’s annual budget. Medical service provider expansions have export-base effects that increase local earnings by one-twentieth to one-tenth of the increase in the institution’s annual budget.

### Improving Local Human Capital

Expansions of educational and medical service providers may also positively affect the local economy by

improving the quality of the local labor force. Increases in the local supply of productive workers will encourage local business development.

We were unable to find research that provides reliable estimates of the positive effects of local medical service providers on the quality of the local labor force. However, it is possible with available research to estimate how expansions in local educational service providers will stimulate the local economy by improving labor force quality.

Our estimates of how higher education institutions affect the local labor force reflect research on the migration of college graduates and the labor demand and supply of college graduates. Only a portion of any increase in local production of college graduates will result in a net increase in college graduates in the local labor force. First, some graduates will move out. Second, with more local college graduates, wages and employment rates for that group will be depressed. While this will attract employers, it will also encourage out-migration and discourage in-migration of college graduates.

Based on this prior research, we estimate that a 50 percent increase in the size of higher educational service providers in a metropolitan area will increase the percentage of college graduates in that metro area by 1.63 percent of the population and increase overall local earnings by 0.55 percent. These estimated effects are long-run effects that only occur fully after about 40 years—time enough for one generation to complete their education.

### Research and Information Spillover Effects on the Local Economy

Another way in which expansion of higher education and medical service industries may boost a local economy is if these industries produce more than services, and in particular, if these industries also produce research and information that are useful to local private sector businesses. Higher education and medical service providers may engage in new technology or product research that can be transferred to new or existing local business ventures.

Higher education faculty or students may have information on better production, marketing, or business planning that can be transferred to local businesses via consulting by hiring these faculty and students, or by faculty and students starting their own businesses. In addition to educating new students, community colleges may provide customized training to existing employees of local businesses. These research and information services of higher education and medical service providers are adjuncts to their primary purpose of providing services to students or patients. And, by increasing the productivity and innovation of the local business sector, these services may enable local businesses to gain greater market share or create new markets. Increases in local productivity and output may increase local earnings.

For medical service providers, little evidence is available on their research and information spillover effects on the local private sector. In contrast, for higher education institutions, there is considerable evidence. This research evidence, however, does not reach a consensus on the quantitative magnitude of higher education effects on local productivity and innovation. The research suggests that the magnitude of such effects depends on idiosyncratic features of the higher education institutions and the local economy.

One key qualitative finding is that research and information spillover effects of higher education do not occur solely because of technology transfer to business start-ups, but rather because of many ways in which university knowledge and expertise can help local businesses address problems. Because of these broad impacts of higher education institutions on local economies, many types of higher education institutions can affect local economic development, not just leading research universities. Community colleges can provide customized job training, and lower-ranked state universities can provide consulting advice to business.

Therefore, it may be that national or state economic development is not best promoted by concentrating resources on the leading research universities. One well-done study (Andersson, Quigley,

and Wilhelmsson 2006) suggests that Swedish government policy encouraging more decentralized research activity at newer universities may have increased Sweden's productivity.

### Improving Local Standards of Wage Fairness

The labor market practices of higher education and health care institutions, or other large local employers, may influence beliefs in local labor markets about the fairness of employer practices. If a few large employers in a local economy choose "high road" labor market practices, with higher wages, more internal promotion, and lower employee turnover, other local employers may emulate them.

However, we find that higher education industries pay over 14 percent less than the average industry, controlling for many worker characteristics. On the other hand, medical service industries pay about 5 percent more than the average industry. These wage findings are not just due to average pay for professors and doctors, but also reflect wages for workers with Bachelor's or Associate's degrees.

*John S. Earle*

# Postcommunist Privatization and Productivity

## What Have We Learned?

**T**he design of privatization policies and their consequences for firm performance have been among the most controversial issues in postcommunist Eastern Europe and the former Soviet Union. From the early 1990s, policymakers and observers saw privatization as the linchpin of a strategy to improve managerial incentives, encourage firm restructuring, and generally bring about a shift to a "private property regime." In many countries, the initial enthusiasm for ownership change led to large-scale divestment through "mass privatization," as well

### The Bottom Line

We have sufficient research evidence to conclude that efforts to expand higher education or medical service industries should not be ignored by regional economists or local economic developers. We estimate that, on average, an economic development policy that would expand the higher education service sector by 1 percent of total local employment would increase average local earnings by 0.2 percent, compared to 0.1 percent for a similar-sized expansion in the medical services sector. Although such earnings effects may sound small, for the typical metropolitan area these amount to many millions of dollars. If the costs of inducing an expansion in higher education or medical services is sufficiently low, an economic development strategy that targets these industrial sectors may offer net benefits.

### Note

1. In this article and in the research upon which it is based, "eds and meds" is defined as organizations and firms that provide educational and medical services to consumers (e.g., students, patients), such as universities, community colleges,

hospitals, and doctors' offices. Pharmaceutical companies, biotech research, textbook companies, or other suppliers of inputs to these educational or medical service providers are not included in our definition of "eds and meds."

### Reference

Andersson, Roland, John Quigley, and Mats Wilhelmsson. 2006. "University Decentralization as Regional Policy: The Swedish Experiment." Berkeley Program on Housing and Urban Policy Working Paper Series 1022. Berkeley, CA: University of California, Berkeley Program on Housing and Urban Policy.

*Timothy J. Bartik is a senior economist and George Erickcek is senior regional analyst, both at the Upjohn Institute. This article is based on a report prepared for the Conference on Urban and Regional Policy Effects, held on March 29–30, 2007, sponsored by the George Washington University Institute of Public Policy and School of Public Policy and Administration, the Brookings Institution, and the Urban Institute. The draft report is available at the Upjohn Institute's Web site ([www.upjohn.org](http://www.upjohn.org)). A revised report will appear in a book published by the Brookings Institution.*

as giveaways to employees and rapid sales to domestic and foreign investors. The emphasis on privatization became decidedly less fashionable later in the 1990s, as critics argued that the programs had either done little good but resulted in misplaced priorities (for instance, by neglecting institutional change) or had actually caused damage (for instance, by facilitating asset stripping).

Yet the evidence supporting either of these positions was until very recently quite weak. At the beginning of transition, there was little or no relevant previous experience to justify the strong pro-privatization enthusiasm. And by the

late 1990s few systematic studies existed to support the negative views of the critics, who instead relied almost entirely on either macroeconomic performance indicators (which tended to be quite poor through the mid-1990s in most countries) or on anecdotes. Just as the critics' position, which was part of a broader attack on the "Washington consensus," seemed to become dominant, a surge of statistical studies of privatized firms began to appear, and most of these tend to report positive effects of privatization on measures of firm performance in many countries (see the summary in Djankov and Murrell [2002]). But the studies

suffer from enough methodological weaknesses to make them ineffective in persuading most skeptics.

Recent research carried out under the auspices of the Upjohn Institute provides a firmer empirical basis for drawing conclusions about the effectiveness of privatization in raising productivity (Brown, Earle, and Telegdy 2006). The analysis overcomes the typical problems of previous studies: incomparability across countries, small sample sizes, short time series, and lack of control for selection bias in the privatization process. The data used in the analysis consist of firm-level information from four countries—Hungary, Romania, Russia, and Ukraine—that span the varieties of privatization policies and reform strategies among transition economies. The set of information covers nearly all manufacturing enterprises inherited from the central planning period, and the time series for each firm ranges from as early as 1985 (in Russia) to 2002 (in all four countries).

The large samples of firms facilitate comparisons within industries, and the long time series make it possible to take into account biases in the selection of firms to be privatized. They also allow for the possibility that privatization might have anticipatory effects, which could be either positive (if managerial incentives are increased by the expected benefits under new owners), or negative (if managers see little future with the firm and resort to asset stripping). Either type of behavior would result in a biased estimate of the privatization effect in a simple comparison of pre- and postprivatization performance. Finally, the Upjohn study applies evaluation methods developed for labor market programs to estimate the productivity impact of privatization.

### Privatization Policies and Results

The three main methods of privatization are transfer to employees, mass privatization programs, and case-by-case sales. Privatization through employee-giveaways was common in Russia and Ukraine, a bit less common in Romania, and little used in Hungary (except for some managerial buyouts).

The method is attractive because of its relative ease of administrative and political implementation and the possibility that employee ownership may improve work incentives, company loyalty, and support for restructuring; widely dispersed ownership among employees may also facilitate takeovers by outsider investors. On the other hand, insider privatization is frequently alleged to be ill-suited to the restructuring demands of the transition. Employees may lack the necessary skills, capital, technologies, and access to markets necessary to turn their firms around, and corporate governance by employees may function particularly poorly when the firm requires difficult restructuring choices involving disparate distributional impacts within the firm.

Mass privatization programs, typically involving vouchers distributed to citizens, have also accounted for a substantial share of privatization in many transition

---

### **A key result of the study is strong evidence that foreign privatization has a bigger impact than domestic privatization in all four countries.**

---

countries, including Romania, Russia, and Ukraine, but again not Hungary. In principle, such programs may avoid high levels of inside ownership, but in Russia and Ukraine they were in fact combined with strong preferences for employees to use their vouchers in acquiring shares in their employers. A serious problem with the programs is the risk of highly dispersed ownership structures, a problem normally addressed through the creation of intermediaries—either by the state as part of the program as in Poland and Romania—or by private parties competing for individuals' vouchers.

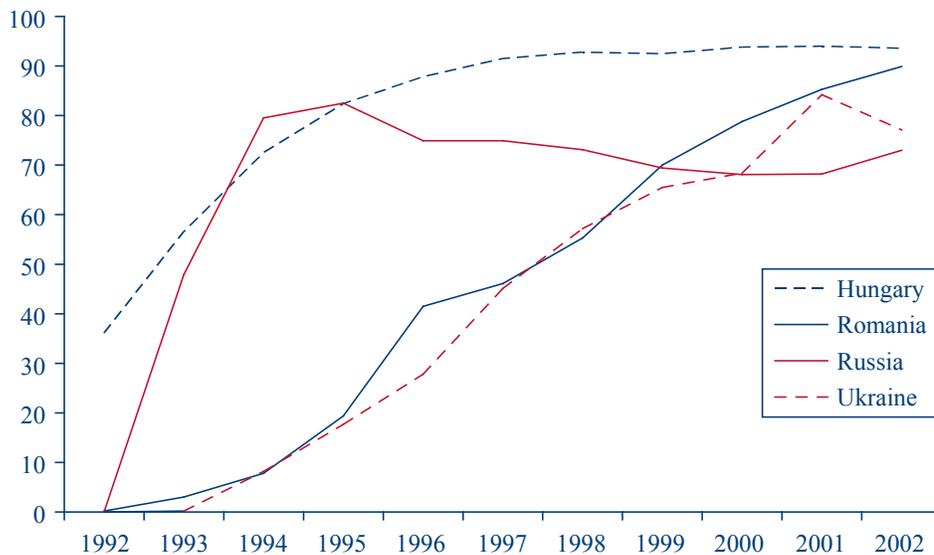
The final major privatization method, case-by-case sales of large blocks of shares to outside investors, is the method used most often in the West and to many observers is the most likely to encourage productivity-enhancing restructuring. Hungary is rare among transition economies in relying almost exclusively on sales (East Germany and Estonia are two other examples). But most countries

have used this method for some share of privatization; in this study, sales are more common in Romania and less common in Russia and Ukraine. The disadvantages of sales are related to insufficient demand and political difficulties compounded by problems of valuation. In addition, sales contracts frequently include not only a price, but also commitments regarding investment and employment, which are taken into account in selecting a buyer. Although policymakers may feel themselves politically constrained to ensure continued employment and operation of privatized firms, such restrictions could have reduced restructuring in the companies privatized through block sales, attenuating any potential benefits of privatization.

Among the recipients of blocks of shares through sales, it may be important to distinguish foreign from domestic investors. Most observers would probably agree that foreign owners are likely to have better access to finance, management skills, new technologies, and knowledge of markets, which would suggest a higher productivity effect when privatization results in foreign ownership. On the other hand, foreigners may face special difficulties restructuring firms in transition economies, where layoff decisions are highly politicized, for example, and where local networks and knowledge of local conditions may be unusually nontransparent. Under such conditions, any advantage of foreign ownership in raising productivity may be reduced, and foreigners might even do worse than well-selected domestic investors.

The available data provide information on whether the new owners of a privatized firm are predominantly domestic or foreign, but they do not otherwise distinguish the methods. Nevertheless, the policy differences across countries suggest that the effectiveness of privatization in raising productivity may vary significantly. The overall rate of privatization is shown in Figure 1, computed on the basis of the manufacturing firms originally state owned in the database. As of 1992, 35.4 percent of the Hungarian firms had already been privatized, defined here as a strict majority of shares held in

**Figure 1 Percentage of Sample Firms Privatized, by Year**



private hands, while the percentage was only 0.2 in Romania and 0.0 in Russia and Ukraine. By the end of the period, however, most of the firms had been privatized in all four countries.

Most privatized firms are controlled by domestic investors. The percentage of firms with majority ownership by foreigners is by far highest in Hungary, reaching 16 percent by 2002. In Romania, the percentage reaches 5 percent, and in Russian and Ukraine close to 1 percent. Although constituting a small fraction, the numbers of observations are sufficient, given the sample sizes, for estimating separate coefficients for privatization to foreign investors.

**Estimating the Productivity Effects of Privatization**

Estimating the effectiveness of privatization in raising productivity requires not only excellent data, but also careful specification of technology and of the selection of privatized firms from those initially state owned. The Upjohn study in all cases estimates privatization effects on multifactor productivity taking into account firm-level differences in labor and capital, and all estimation is carried out within industry-year cells to control for changes in prices and industry-specific shocks that could be correlated with privatization. The study

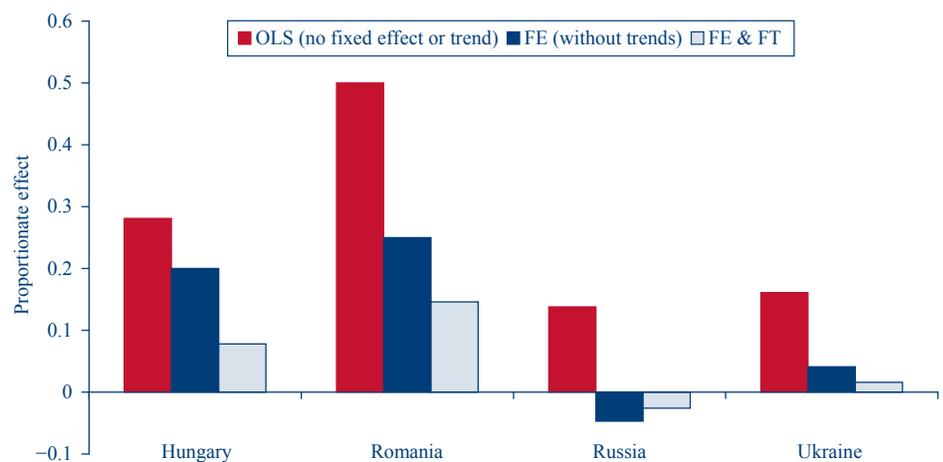
also employs a wide range of methods to estimate industry-specific production functions, including simply assuming alternative contributions of capital and labor to output. Examination of results shows that the estimated privatization effects are quite robust, hardly varying across different functional forms.

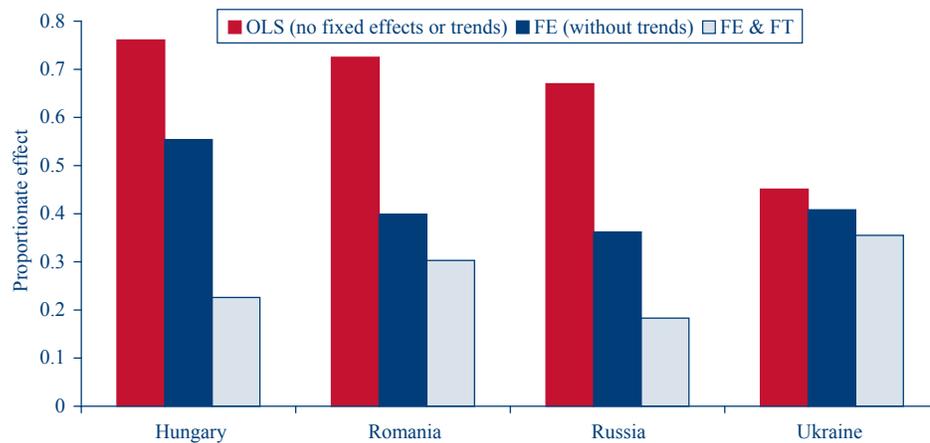
The estimation results are much more sensitive, however, with respect to the controls for selection into the privatization program. Three principal approaches are used in the study: 1) simply pooling the data and estimating standard ordinary least squares (OLS) regressions, 2) including firm-fixed effects (FE) to permit each firm to have

its own idiosyncratic level of productivity prior to privatization, and 3) including firm-specific time trends as well as fixed effects (FE&FT) to permit each firm its own idiosyncratic productivity growth. The first OLS method implicitly assumes that firms are randomly selected to be privatized, or at least that the selection process is uncorrelated with productivity. The FE approach, the second method, permits selection to be correlated with the level of productivity, and FE&FT, the third method, permits selection to be correlated also with productivity growth. Clearly, FE&FT is quite a demanding method, and it has not been used in any previous research on the effects of privatization.

The estimated effects of privatization on productivity using these three methods are shown in Figure 2. The vertical axis measures the estimated proportionate increase in productivity associated with a change from majority state to majority private ownership. OLS estimates are quite large in all four countries, although the magnitudes vary significantly across them. But the FE estimates vary even more, remaining large in Hungary and Romania, but becoming small in Ukraine and slightly negative in Russia. The FE&FT results are further attenuated, but they remain significant in Hungary and Romania, with magnitudes of 0.08 and 0.14, respectively. They are negative in Russia and small (but positive) in Ukraine. The results therefore imply robust evidence of large differences in

**Figure 2 Estimated Productivity Effects of Privatization**



**Figure 3 Estimated Productivity Effects of Privatization to Foreign Investors**

the estimated privatization effect across the four countries in the study. While the effect is clearly larger in the two former Soviet “satellites” than in the two former Soviet member states, the ranking within these groups is rather surprising: the evidence implies a somewhat larger effect in Romania than Hungary, and in Ukraine relative to Russia.

Turning to the effect of privatization to foreign investors, Figure 3 shows results for the OLS, FE, and FE&FT methods. Again, adding firm-fixed effects and firm-specific trends diminishes the estimated effects. By contrast with the overall privatization effects of Figure 2, however, in all cases the estimates of the foreign effects remain large, and in all cases they are much larger than the estimates of the overall effects. Moreover, the foreign effects vary much less across countries than the overall effects, suggesting that foreign investors tend to have similar positive effects on privatized companies across a range of types of economies.

### Conclusions

These findings strongly support the view that privatization usually raises productivity, and they provide some support for the view that the method of privatization matters. The only relevant distinction that can be directly measured in the Upjohn study is predominantly foreign versus predominantly domestic ownership, and a key result of the study is strong evidence that foreign privatization has a bigger impact

than domestic privatization in all four countries. Further evidence that privatization method matters comes from cross-country comparisons. The largest cross-country differences are between the two East European countries (Hungary and Romania) versus the two former Soviet Republics (Russia and Ukraine), which may be attributed to differences in the “quality” of privatization, especially

---

**Not all the results are consistent with this “regional divide,” nor with the interpretation that the method of privatization drives its effectiveness in raising firm productivity.**

---

the extent of concentrated outside ownership. In this sense, the results in this study put Djankov and Murrell’s (2002) hypothesis of such a difference between Eastern Europe and the former Soviet Union on much firmer ground.

Not all the results are consistent with this “regional divide,” nor with the interpretation that the method of privatization drives its effectiveness in raising firm productivity. Most clearly, this can be seen from the ordering of the magnitude of privatization effects, with Romania’s larger than Hungary’s and Ukraine’s larger than Russia’s. This ranking is inconsistent both with superior privatization policies in Hungary compared to Romania and Russia compared to Ukraine, as well as with

the ratings of these countries of their “progress in transition” by international agencies.

A further inconsistency appears from a comparison of the overall and foreign effects. Foreign privatizations are always carried out through sales in all four countries, but while domestic privatizations are also sales in Hungary, they are less likely to be sales in Romania and still less likely to be so in Russia and Ukraine. Thus, if sales produce better productivity effects than other methods of privatization, the difference between the foreign and overall effects should be smallest in Hungary, second smallest in Romania, and greatest in Russia and Ukraine. But the data show large differences between the foreign and overall effects in all four countries, and the difference is as large for Hungary as for Romania.

Finally, the result that the productivity effects of foreign privatizations are large and of similar magnitude for all these countries calls into question the view that complementary aspects of the macroeconomic or business environment alter the effectiveness of privatization, unless foreign firms are less sensitive to such conditions. The cross-country variation in the productivity effects of privatization remains an important question to address in future research.

*John S. Earle is a senior economist at the Upjohn Institute.*

### References

Brown, J. David, John S. Earle, and Álmos Telegdy. 2006. “The Productivity Effects of Privatization: Longitudinal Estimates from Hungary, Romania, Russia, and Ukraine.” Upjohn Institute Working Paper no. 05-121. Published in the *Journal of Political Economy* 114(1): 61–99, February 2006.

Djankov, Simeon, and Peter Murrell. 2002. “Enterprise Restructuring in Transition: A Quantitative Survey.” *Journal of Economic Literature* XL(3): 739–792.

European Bank for Reconstruction and Development (EBRD). 2005. *Transition Report*. EBRD, London.

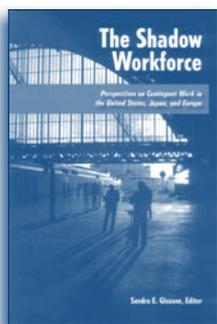
# Books on Labor Market Comparisons

## The Shadow Workforce

Perspectives on Contingent Work in the United States, Japan, and Europe

Sandra E. Gleason, Editor

This volume provides a comprehensive overview of the state of nonstandard employment and its impact



on employees, businesses, unions, and public policy. It not only reveals how nonstandard employment operates in the United States, Japan, and Europe, it also

highlights the important similarities and differences in the labor market issues faced in those areas.

Key recurring concepts in the book, such as how the nonstandard workforce is measured and the meaning of labor force flexibility, are explained in the introduction. Ensuing discussions summarize and synthesize the current body of scholarly literature on the facts and challenges of nonstandard employment, and an array of tables and graphs presents a complete picture of the demographic, occupational, and industry characteristics of the nonstandard labor force.

This adds up to a book that serves as a one-stop, easy-to-use resource for anyone interested in learning about the characteristics of the contingent labor forces in the United States, Japan, and Europe, and the legal frameworks that guide the use of nonstandard workers in those labor markets. It also offers the reader insights into how employees, employers, unions, and policymakers perceive nonstandard employment.

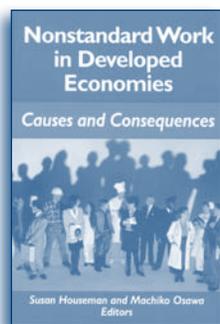
349 pp. \$54 cloth ISBN 0-88099-289-1  
\$22 paper ISBN 0-88099-288-3 / 2006.

## Nonstandard Work in Developed Countries

Causes and Consequences

Susan Houseman and  
Machiko Osawa, Editors

The international roster of contributors to this volume draw on cross-country variations in economic conditions and institutional characteristics to explain why some arrangements have grown faster in some countries than in others



and what this means for workers.

“The chapters of [this book] are consistently well-written and, taken together, provide an in-depth analysis of historical, legal, cultural, economic, and institutional

factors operating in each country that help to explain their diverse experiences with regard to nonstandard work.”

*Monthly Labor Review*

“For some, nonstandard work connotes substandard employment on multiple dimensions... For others, nonstandard work is seen as a way to increase flexibility for firms and individuals... Which view is correct? The collection of articles [here] goes a long way in helping us to answer this question.” *Relations Industrielles/Industrial Relations*

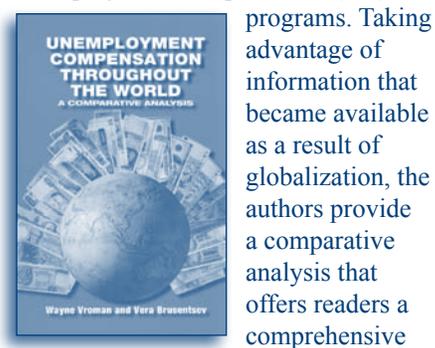
513 pp. \$70 cloth ISBN 0-88099-264-6  
\$26 paper ISBN 0-88099-263-8 / 2003.

## Unemployment Compensation Throughout the World

A Comparative Analysis

Wayne Vroman and Vera Brusentsev

Some 70 countries currently have unemployment compensation (UC)



programs. Taking advantage of information that became available as a result of globalization, the authors provide a comparative analysis that offers readers a comprehensive

assessment of the current state of international UC.

“[This book] should be of value to anyone looking for a better understanding of the role of UC in the global economy. It should appeal not only to those with a long-standing interest in the UC system, but also to those coming fresh to the area of unemployment protection.” *Industrial and Labor Relations Review*

“The bottom line is that this book provides a very comprehensive overview of unemployment compensation worldwide, while achieving its goal of reaching out to a wide readership, including non-specialists.” *International Labour Review*

276 pp. \$41 cloth ISBN 0-88099-323-5  
\$20 paper ISBN 0-88099-322-7 / 2005.

# ORDER FORM

Book/Author	Qty Cloth	Qty Paper	Total Price
<b>The Shadow Workforce</b> Gleason, ed.	___ @ \$54	___ @ \$22	_____
<b>Nonstandard Work in Developed Countries</b> Houseman and Osawa, eds.	___ @ \$70	___ @ \$26	_____
<b>Unemployment Compensation Throughout the World</b> Vroman and Brusentsev	___ @ \$41	___ @ \$20	_____
		<b>Subtotal \$</b>	_____
<b>Shipping/Handling</b> U.S.A. and Canada: \$4.00 first book, \$1.00 each additional book. Elsewhere: \$5.00 first book, \$1.50 each additional book.		<b>Plus Shipping \$</b>	_____
		<b>TOTAL \$</b>	_____

## SHIP TO:

Name \_\_\_\_\_ Organization \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

## BILL TO: (Must attach purchase order)

Name \_\_\_\_\_ Organization \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

To order a publication or request a catalog, mail phone, fax or e-mail:

W.E. UPJOHN INSTITUTE  
300 S. Westnedge Avenue  
Kalamazoo, MI 49007-4686  
Toll-free (888) 227-8569  
Phone (269) 343-4330  
Fax (269) 343-7310  
E-mail: publications@upjohninstitute.org

PAYMENT: All orders must include check, credit card information, or purchase order. Checks must be payable to the W.E. Upjohn Institute in U.S. funds drawn on a U.S. bank. All prices are subject to change without notice.

\_\_\_ check enclosed  
\_\_\_ VISA  
\_\_\_ Mastercard  
\_\_\_ P. O. # \_\_\_\_\_

signature \_\_\_\_\_

credit card # \_\_\_\_\_

expiration date \_\_\_\_\_

phone \_\_\_\_\_

January 2008

W.E. UPJOHN INSTITUTE  
for Employment Research  
300 S. Westnedge Avenue  
Kalamazoo, MI 49007-4686

Nonprofit Org.  
U.S. POSTAGE  
PAID  
Kalamazoo MI  
Permit No. 756