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HARVARD LAW SCHOOL
Labor and Worklife Program
Harvard Trade Union Program
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CURRICULUM SUMMARY

97th SESSION

THE HARVARD TRADE UNION PROGRAM

JANUARY 7th - FEBRUARY 15th 2008

The Harvard Trade Union Program is an intensive 6-week session designed to extend to trade union leaders the same advanced education that the University offers to executive-level individuals in business and government. It is designed to equip participants with the skills and practical tools essential for the management and leadership of their unions, as well as providing a unique opportunity to explore key issues for the labor movement in a rich academic and cultural environment away from the day to day pressures of work.

The curriculum is organized by an interdisciplinary team of Harvard faculty and taught as a series of thematically related seminars and cases. The seminars feature exchanges with innovative practitioners and analysts in a variety of fields and are designed to alert the participants to new developments. The diverse selection of seminars provide an opportunity for participants to meet a variety of Harvard faculty, their guests from neighboring universities and senior labor leaders to discuss selected topics of concern to labor and the world of work.

The program also sponsors weekly university-wide public forums, **The Labor and Worklife Forum**, featuring speakers from labor, business and the community discussing issues of importance to the labor movement.

CORE COURSES

LEADERSHIP AND ORGANIZATIONAL CHANGE

**Dr. Elaine Bernard, Executive Director, Harvard Trade Union Program
& the Labor and Worklife Program, Harvard Law School**

Leadership and Organizational Change will focus on the importance of leadership and its function in forging a common sense of purpose for the union and in leading the organization in a rapidly changing environment. Participants will examine the role of leadership, and the process of leadership development in terms of creating an organization that is not afraid to take initiative, that encourages the widest possible participation in all its activities, that seeks to unite members in common cause, and help them influence the environment within which they work. Using readings from both the management organizational change literature and articles on the transformation of unions, this course will explore the challenge and opportunities for labor organizational transformation.

Friday, January 11

Leadership, Decision Making and Democratic Deliberation

Monday, January 14

What Do Leaders Do? A Comparative Analysis

Monday, January 22

Leadership: Lighting Fires vs Putting Them Out

Monday, January 28

Strategy, Structure and Power

Monday, February 4

Strategy and Structure: The Challenge of Organizing, Servicing and Capacity Building

Wednesday, February 6

Leadership, Decision Making and Democratic Deliberation – Revisited

Wednesday, February 13

Leading Change and Overcoming Resistance

**GROWING PROSPERITY:
THE BATTLE FOR GROWTH WITH EQUITY IN THE 21ST CENTURY**
Professor Barry Bluestone, Northeastern University

Course Description: This 3-seminar course is devoted to understanding the factors responsible for economic growth and the public policies necessary to assure sustained growth with greater equality. The first seminar is devoted to reviewing the post-World War II history of American economic growth and considering the possibility for another round of sustained growth. The second seminar focuses on the Wall Street Model of growth and its limits. The final seminar poses the Main Street Model of growth as an alternative and examines the public policies necessary to implement it.

Readings from *Growing Prosperity* (Houghton Mifflin)

Wednesday, January 16

Growth with Equity, A History of American Growth and America's New Growth Potential

Wednesday, January 23

The Wall Street Model: Too Little Long-Term Growth and Too Much Long-Term Inequality

Wednesday, January 30

The Main Street Model for Growth with Equity, From Wall Street to Main Street: Economic Policy for the Twenty-First Century

TURNING POINTS IN UNITED STATES LABOR HISTORY
Professor James Green, University of Massachusetts, Boston

Turning Points in U.S. Labor History is a course that investigates the role of workers and their unions in the United States since 1870. It concentrates on key moments of transition in union development, and considers the processes involved in how unions changed or failed to change.

In each class students will be asked to assess the challenges facing workers and unions, how those challenges were met, and what consequences resulted. Historical studies are presented as case studies in how conditions, structures, and political beliefs affected strategy and the institutional development of organized labor.

Readings for this course are from *Taking History to Heart*, James Green; *Workers in Industrial America*, and *In Labor's Cause*, David Brody, *Labor in the USA*, Ronald Filippelli, *The Unfinished Struggle: Turning Points in American Labor, 1877-Present*, Steve Babson, and *American Workers, American Unions*, Robert Zieger

The following turning points are examined:

Friday, January 11

The decline of inclusive unionism in the Knights of Labor and the rise of “pure-and- simple” trade unionism in the American Federation of Labor (AFL), 1886-1894.

Friday, January 18

The challenge to the AFL by industrial workers and the radical alternative of the Industrial Workers of the World, 1909-1917.

Friday, January 25

The crisis of the AFL in the Depression and the rise of Congress of Industrial Organizations (CIO), 1935-41.

Friday, February 1

The impact of the Cold War and the AFL-CIO merger, 1949-55.

Friday, February 8

The rise of public employee unions and the decline of industrial unionism, 1966-1981.

STRATEGIC PUBLIC SECTOR LABOR RELATIONS
Professor Linda Kaboolian, Faculty Chair, State & Local Government Executive Program,
And Faculty Chair, Public Sector Labor/Management Program,
Kennedy School of Government, Harvard University

Strategic Public Sector Labor Relations will explore labor/management relations in the public sector. The emphasize will be on the role of unions in assuring quality public services as a union strategy to assure continued public support for the services and employees wages and benefits.

Tuesday, January 15
Introduction to Unionism in the Public Sector

Friday, January 18
Dealing with the Public in Public Education

Monday, January 28
Public Service/Public Saving

Thursday, February 7
Louisville Water – Union Strategy = Corporate Strategy

CAPITAL STRATEGIES FOR LABOR
Dr. Christopher Mackin, President, Ownership Associates

Capital Strategies for Labor explores new roles that labor has adopted to influence the investment of pension funds, the conduct of corporate policy and in select cases the ownership and management of enterprises. We begin by setting a historical and contemporary context for these initiatives. We then hear from leading experts who are actively implementing these strategies both in the economy at large and in the workplace.

Readings will be a selection of articles on worker ownership, union use of investment and pension power, and studies of labor intervention in regional and sectoral markets.

Wednesday, January 16

New Roles for Labor: Creating and Managing Wealth

Christopher Mackin, Ownership Associates, Inc. and

Larry Beeferman, Labor and Worklife Program, Harvard Law School

Tuesday, January 29

Labor's Capital – Educating Trustees and Members

Damon Silvers, Associate General Counsel, AFL-CIO

Wednesday, January 30

Active Ownership by Pension Fund Trustees

Stephen Albrecht, Director, SEIU Capital Stewardship Program

Wednesday, February 6

Enterprise Strategies: The Case of Appleton Papers and the United Steelworkers

Christopher Mackin, Ownership Associates, Inc. and

Sally Feistel, USW Staff Representative, USW D-2, Menasha, WI, and

Paul Karch, Vice President, Retirement Income Plans, Appleton Papers

STRATEGIC CHOICES FOR LABOR UNION LEADERS

Professor, David Weil, Associate Professor of Economics, Boston University School of Management /Visiting Fellow, Taubman Center, John F. Kennedy School of Government

The mid-1990s to the present has marked a period of experimentation and innovation in the U.S. labor movement as well as in labor movements in many other countries. These innovations arise at the close of several decades of marked decline in union membership, intense pressure in collective bargaining forums, and loss of political influence and public support. Yet the environment for labor unions remains a challenging one, subject to continued pressure in the realm of product and labor market trends, regulatory changes, shifts in the boundaries of public and private sector, legal environment for organizing, and technologic change.

Despite the many innovations in union activities and the increased use of planning and related methods for setting policy, labor union leaders require decision-making tools appropriate for advancing their central objectives in complex environments. This course presents a framework to guide union leaders in making these strategic choices. By discussing different aspects of a the external environment (markets, technology, worker attitudes) and internal organizational factors (structure, people, internal systems) that affect a union's strategic position, this course presents a framework for making strategic choices on an ongoing basis. Each class will discuss different aspects of strategic choice through exploration of a specific case. As a result, we will survey a wide variety of situations involving labor leaders facing difficult strategic decisions.

The readings for this course will be from *Turning the Tide: Strategic Planning for Labor Unions* by David Weil. There also will be supplementary readings including additional cases.

Thursday, January 10

What is Strategic Planning?

Tuesday, January 15

A Framework for Strategic and Strategic Assessment – Double Session

Tuesday, January 22

Strategic Leverage and Environmental Analysis

Thursday, January 31

Building Organizational Capacity (I)

Thursday, February 7

Building Organizational Capacity (II)

Tuesday, February 12

Strategy Choice and Strategic Leadership

MANAGING DISPUTE RESOLUTION SYSTEMS

Mr. Arnold Zack, Arbitrator

Managing Dispute Resolution systems will focus on how to manage the dispute resolution process, how to cut the costs of arbitration, how to make it more efficient, and how to minimize the use of lawyers. Grievance arbitration is not the panacea it once was for resolving work place disputes. It is getting more expensive, takes longer, is more often run by the lawyers. The rise of statutory issues and “Gilmer” type systems also raise new problems for unions.

The course will also explore the rise of alternative dispute resolution (ADR) systems in employment and the risks and opportunities it provides for the union movement. Readings will be drawn from *Discipline and Discharge*, Arnold Zack, and from *Mediation and Arbitration of Employment Disputes*, John T. Dunlop and Arnold Zack.

Thursday, January 10

ADR and its Threat to Collective Bargaining

Thursday, January 17

Negotiating Protective Dispute Settlement Provisions

Thursday, January 31

Avoiding Arbitration

Thursday, February 7

Controlling the Costs of Dispute Resolution

Thursday, February 14

Controlling the Costs of Dispute Resolution

LABOR AND WORK LIFE FORUMS

Thursday, Jan. 24 4 pm – 6 pm

Film and Discussion: *At the River I Stand*

Norman Hill, President Emeritus, A. Philip Randolph Institute

Chair: **Lorette Baptiste**, Assistant Director, Labor & Worklife Program

Thursday, Jan. 31 4 pm – 6 pm

Bread and Butter and More:

21st Century Unions for Today's Professionals

Edward McElroy, President, American Federation of Teachers

Chair: **Linda Kaboolian**, Faculty Chair, State & Local Government Executive Program
And Public Sector Labor/Management Program
Kennedy School of Government

Thursday, Feb. 7 4 pm – 6 pm

“Bargaining to Organize – Unions and Neutrality Agreements & Card Check Recognition”

Amy Gladstein, Organizer, SEIU 1199 Health Care East

Cindy Vines-Harrity, Organizer, CWA Local 1298

Chair: **James Brudney**, Professor Moritz Law School, Ohio State University
And Visiting Professor, Harvard Law School

Tuesday, Feb. 12 6 pm – 8 pm

“The Future of the U.S. Labor Movement”

John Sweeney, President, AFL-CIO

Chair: **Alex Keyssar**, Professor Kennedy School of Government

Thursday, Feb. 14 4 pm – 6 pm

“China's New Labor Laws”

Chair: **Richard Freeman**, Professor Harvard Economics Department

Tim Costello, Director, Global Labor Strategies

Ellen David Friedman, Visiting Lecturer, School of Government, Zhongshan University,
Guangzhou, China

CURRENT LEGAL ISSUES

Chaired by Professor Paul Weiler, Harvard Law School

Larry Beeferman

“Retirement Woes: What’s the Problem”

“Retirement Woes: Possible Solutions”

Harris Freeman

“Labor Law and Civil Rights in the Workplace”

David Harris

“Housing, Education and Inequality in America”

Karl Klare

“Labor Law Reform: Does State Law Have a Role?”

Tom Kohler

“Who is an Employee and Why Does It Matter?”

Rosemary Pye

“Recent Issues Before the National Labor Relations Board”

Paul Weiler

“The Decline of Unionism and the Need for Labor Law Reform”

“A Principled Reshaping of Labor Law for the 21st Century”

ECONOMIC ISSUES SEMINAR SERIES

Chaired by Professor Richard Freeman, Harvard Economics Department

Aaron Bernstein

“Voluntary Employee’s Beneficiary Associations (VERBs)”

David Card

“Immigration”

Richard Freeman

“What Do Economists Do?”

“Defeating Work Choices in Australia”

“America Works”

ISSUES IN HEALTH & HEALTH CARE

Peter Corbyn & Thomas Mann

“Negotiating a Green Workplace”

David Cutler

“Understanding Health Care Reform”

Robert Herrick

“Assessing Work Related Hazards to Health”

Steffie Woolhandler

“The Crisis in Health Care”

INTERNATIONAL LABOR ISSUES
Chaired by Dr Elaine Bernard, Harvard Trade Union Program

Regina Abrami

“Workers Rights & Global Trade: The US-Cambodian Bilateral Trade Agreement”

William Alford

“Labor and China – A Discussion”

Elaine Bernard

“The State of Organized Labor Internationally”

Larry Brown

“Labor Rights as Human Rights”

Stanley Gacek

“The Labor Movement’s Response to Globalization”

Tamara Kay

“Immigration”

Andrew Martin

“The Social Dimension of the European Union”

Emran Qureshi and John Trumpbour

“Understanding Islam: Labor in a Changing World”

John Womack

“Introduction of US/Mexican Relations”

“Mexican Industrial Relations & the Mexican Labor Movement”

ISSUES IN UNION ORGANIZING

Mark Erlich

“Transformation of a Union: The Case of the New England Council of Carpenters”

Sandy Felder

“Labor and Politics”

Janice Fine

“Worker Centers and Organizing in the Community”

Kevin Flynn & Matthew White

“Right to Work Campaigns: New Hampshire and Oklahoma”

Tasha Williams, Adrienne Landau & Donene Williams

“Organizing Harvard: The Harvard Union of Clerical and Technical Workers”

Kenneth Zinn

“Strategic Research and Organizing”

Sharon Pinnock

“Organizing in the Public Sector”

Tim Waters

“New Frontiers in Organizing”

ISSUES IN INDUSTRIAL RELATIONS

Ronald DeLord

“Police Association Power, Politics and Confrontation”

Carolyn Doggett and Beverly Tucker

**“California: Labor, Politics and Education in California and
What It Means for the Rest of Us”**

Alex Keyssar

“Voting Rights and American Democracy”

Thomas Kochan

“Forging a New Social Contract”

Kathleen McGinn

“Showdown on the Waterfront: The 2002 West Coast Port Dispute”

Robert McKersie

“Building and Sustaining Labor/Management Partnerships”

Charley Richardson

“Bargaining Over Workplace Change”

Maureen Scully

“Is Merit Fair?”

Howard Zinn

“A Peoples History of the United States”

COMMUNICATIONS AND MEDIA

David Barsamian

“Accessing the Media: An Alternative Approach”

Noam Chomsky

“Understanding Power”

HARVARD TRADE UNION PROGRAM FACULTY 2008

Core Faculty:

Dr. Larry Beeferman, *Harvard Law School*
Dr. Elaine Bernard, *Harvard Law School*
Prof. Barry Bluestone, *Northeastern University*
Prof. Richard Freeman, *Harvard University*
Prof. James Green, *University of Massachusetts*
Prof. Linda Kaboolian, *Harvard University*
Dr. Christopher Mackin, *Ownership Associates Inc.*
Dr. John Trumbour, *Harvard Law School*
Prof. David Weil, *Boston University*
Prof. Paul Weiler, *Harvard Law School*
Prof. John Womack Jr., *Harvard University*
Mr. Arnold Zack, *arbitrator*

Harvard University Faculty:

Prof. Regina Abrami, *Harvard Business School*
Prof. William Alford, *Harvard Law School*
Prof. David Cutler, *Faculty of Arts and Science*
Prof. Richard Freeman, *Faculty of Arts and Science*
Mr. David J. Harris, *Harvard Law School*
Prof. Robert Herrick, *Harvard School of Public Health*
Prof. Linda Kaboolian, *Kennedy School of Government*
Prof. Tamara Kay, *Faculty of Arts and Science*
Prof. Alex Keyssar, *Kennedy School of Government*
Prof. Kathleen McGinn, *Harvard Business School*
Dr. Andrew Martin, *Center for European Studies*
Prof. Paul Weiler, *Harvard Law School*
Prof. John Womack Jr., *Faculty of Arts and Science*
Prof. Steffie Woolhandler, *Harvard Medical School*

Guest Faculty:

Mr. Stephen Abrecht, *Director, Capital Stewardship Program, Service Employees Int'l Union*
Ms. Arlene Holt Baker, *Executive Vice President, AFL-CIO*
Ms. Lorette Baptiste, *Assistant Director, Labor & Worklife Program, Harvard Law School*
Mr. David Barsamian, *Alternative Radio*
Mr. Larry Brown, *Secretary Treasurer, National Union of Provincial and General Employees (Canada)*
Mr. Aaron Bernstein, *Wertheim Fellow, LWP Harvard Law School*
Prof. James Brudney, *Moritz Law School Ohio State University*
Prof. David Card, *Economics Department, University of California, Berkeley*

HARVARD TRADE UNION PROGRAM FACULTY 2008 (continued)

Mr. Peter Corbyn, *Executive Director, Earth Institute Canada*
Mr. Tim Costello, *Director, Global Labor Strategies*
Mr. Russ Davis, *Director, Boston Jobs with Justice*
Mr. Ronald DeLord, *President, Combined Law Enforcement Associations of Texas*
Ms. Carolyn Doggett, *Executive Director, California Teachers Association*
Mr. Mark Erlich, *Executive Secretary Treasurer, NE Regional Council of Carpenters*
Ms. Sally Feistel, *USW Staff Representative, USW D-2, Menasha, WI*
Ms. Sandy Felder, *Northeast Regional Director, AFL-CIO*
Prof. Janice Fine, *School of Management & Labor Relations, Rutgers University*
Mr. Kevin Flynn, *Assist. to the Pres, Government Relations, Bricklayers and Allied Crafts Union*
Prof. Harris Freeman, *Western New England College School of Law*
Ms. Ellen David Friedman, *Visiting Lecturer, Zhongshan University, Guangzhou China*
Mr. Stanley Gacek, *Associate Director, International Department, AFL-CIO*
Ms. Amy Gladstein, *Organizing Director, United Healthcare East, SEIU 1199*
Mr. Norman Hill, *President Emeritus, A. Philip Randolph Institute, AFL-CIO*
Prof. Karl Klare, *Northeastern University Law School*
Prof. Thomas Kochan, *Co-Director, Institute for Work & Employment Research, M.I.T.*
Prof. Thomas Kohler, *Boston College Law School*
Ms. Adrienne Landau, *Organizer, Harvard Union of Clerical & Technical Workers*
Mr. Tom Mann, *Executive Director, New Brunswick Union/NUPGE Canada*
Mr. Edward McElroy, *President, American Federation of Teachers*
Prof. Robert McKersie, *Sloan School of Management, M.I.T.*
Ms. Sharon Pinnock, *Director of Organizing & Membership Services, AFGE*
Ms. Rosemary Pye, *Regional Director, National Labor Relations Board*
Mr. Emran Qureshi, *Wertheim Fellow, Labor & Worklife Program, Harvard Law School*
Mr. Charley Richardson, *Director, Labor Center, University of Massachusetts - Lowell*
Ms. Kris Rondeau, *Organizer, Harvard Union of Clerical & Technical Workers*
Prof. Maureen Scully, *College of Management, University of Massachusetts, Boston*
Mr. Damon Silvers, *Associate General Counsel, AFL-CIO*
Mr. John Sweeney, *President, AFL-CIO*
Ms. Beverly Tucker, *Chief Counsel, California Teachers Association*
Ms. Cindy Vines-Harrity, *Organizer, CWA Local 1298*
Mr. Tim Waters, *Director of Rapid Response, USW*
Mr. Matthew White, *Program Assistant, Bricklayers and Allied Crafts Union*
Ms. Donene Williams, *Organizer, Harvard Union of Clerical & Technical Workers*
Ms. Tasha Williams, *President, Harvard Union of Clerical & Technical Workers*
Mr. Kenneth Zinn, *Director, AFL-CIO Center for Strategic Research*
Prof. Emeritus Howard Zinn, *Author, and Emeritus Professor Boston University*