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 an increasingly challenging environment. Participants will examine the role of union leaders and the process of leading organizational development and transformation 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 to influence the environment in which they work. Using readings from both management organizational change literature and articles on union transformation, this course will explore the challenge of union organizational transformation.

Friday, January 15
The Leadership Challenge: Transformative, Adaptive, and Lighting Fires

Monday, January 23
What Do Members Want?

Friday, January 27
Leadership Lighting Fires vs. Putting Them Out

Monday, January 30
Strategy, Structure, and Staff

Tuesday, February 7
Urge to Merge

Monday, February 13
Leading Change and Overcoming Resistance
Labor unions face daunting challenges in the economic, legal, political, and technological environment surrounding them in their efforts to represent, protect, and advance the interests of working people. The premise of this course is that unions can respond to the many challenges they face proactively. This puts much of the responsibility for the future of labor unions into the hands of present and future leaders and on their ability to shape the policies, programs, and strategies to fit the needs of workers they represent while adapting to the realities posed by the external environment.

If labor unions—and the labor movement—are to survive as vital forces, they will do so because their leaders creatively adjust to the many changes occurring in the private and public sectors and become responsive to the needs and aspirations of workers (particularly those not already organized). In many cases, this requires unions to shake off past ways of doing business as well as changing the ways they have structured themselves to undertake their activities.

This course presents a framework developed by David Weil to guide union leaders in making choices about their union’s strategies and organization. By discussing different aspects affecting a union’s strategic leverage (markets, technology, worker attitudes) and organizational capacity (structure, people, internal systems), it also offers leaders an approach to making strategic choices as a part of their ongoing work. 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.

Wednesday, January 11
Facing the Storm: A First Discussion of Strategic Choices

Tuesday, January 17
Strategic Planning and Strategic Choice

Wednesday, January 25
What Drives Strategic Leverage?

Tuesday, January 31
Building Organizational Capacity

Thursday, February 9
Returning to Your Union: A Self-Assessment
There are many ways to look at the history of the US working class and its organized trade union movement. Like any history, it has been the subject of much debate, some of which we will address. The course will introduce “history” as a living, breathing entity, subject to constant conflict and revision.

This class will address the question, “How did we, the US trade union movement, get to where we are today?” It will look at several periods of upsurge and retreat in the history of the US trade union movement, and conclude with the current period of setbacks since 1980. It will address two underlying issues of contention in the US movement: Who is in the House of Labor? And, what is the goal of the labor movement?

The readings are from a variety of sources. Please use the Paul LeBlanc timeline to locate events, and the glossary to help with terms that might be unfamiliar. The lectures each week will tie together and probe the readings. Crosby will collect written questions at the end of each class and attempt to answer them in writing before the next class, and will also attempt to answer emailed questions during the week.

**Week 1, Jan. 13:**
Intro: What is History? How did we get here? The Civil War, Haymarket and the Birth of a Labor Movement

**Week 2, Jan. 20**
“Fellow Workers”: The IWW and the AFL

**Week 3, Jan. 27**
The Radical 30s, WWII, and Beginning the Post-War Period

**Week 4, Feb. 3**
Peak to Crisis, 1955 to the Present
STRATEGIC PUBLIC SECTOR LABOR RELATIONS

Dr. Linda Kaboolian, Senior Research Fellow, Labor & Worklife Program, HLS

Strategic Public Sector Labor Relations will explore labor management relations in the public sector. The emphasis 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 employee wages and benefits.

Tuesday, January 17 - Session 1 - Introduction to Unionism in the Public Sector
Richard Freeman, “Unionism Comes to the Public Sector,” Journal of Economic Literature. Vol. XXIV (March 1986) read Section III The New Setting pages 49-53 only

Wednesday, January 25 - Session 2 - Should Unions Take Responsibility for the Quality of Public Services?

Prepare Case:
  • Emily Bates (A) – teacher of Mathematics

Additional readings:
Allyne Beach with Linda Kaboolian, Public Service, Public Savings: Case Studies in Labor-Management Initiatives in Four Public Services, The Public Sector Labor-Management Committee & The John F. Kennedy School of Government at Harvard University

Tuesday, January 31 - Session 4 - Louisville Water – Union Strategy = Corporate Strategy

Prepare Case:
  • Louisville Water
CAPITAL STRATEGIES FOR LABOR

Dr. Christopher Mackin
Ownership Associates, Inc. and
Rutgers University School of Management and Labor Relations

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.

Session # 1: New Roles for Labor: Creating and Managing Wealth – Introduction to Capital Strategies

* Christopher Mackin, Ownership Associates and Rutgers University
Larry Beeferman, Labor and Worklife Program, Harvard Law School

Session # 2: Labor’s Capital – Shareholder Campaigns and the Work of the AFL-CIO Office of Investments

* Brendan Rees, AFL-CIO Office of Investments

Session # 3: Capital Stewardship and the United Food and Commercial Workers

* Aaron Brenner, Capital Stewardship Program, UFCW

Session # 4: “Enterprise Strategies: The Boston Taxi Drivers Association – United Steelworkers”

* Christopher Mackin, Ownership Associates and Rutgers University
* Donna Blythe-Shaw, United Steelworkers (retired)
POWER AND STRATEGY: BUILDING POWER
AT WORK AND IN THE COMMUNITY

Dr. Jane McAlevey, Post Doc, the Labor & Worklife Program, Harvard Law School

In an era of prolonged attacks on organized labor, dwindling union density, rising inequality and right-wing populism, how do unions rebuild faith among their members, the broader working class and the general public that unions are the only institution that can radically improve ordinary people’s quality of life? To hold onto or achieve strong contracts, win organizing campaigns, and be victorious in political races requires building high participation unions and strong community support. Getting more workers involved in our unions in and outside the workplace rely on the same key methods, applied in different arenas. What are they and how do they get implemented?

In this course, we use two examples of union building that produced significant wins that in one case, Stamford, led to significant new organizing gains in the private and public sector, and in another, led to the rebuilding of a once moribund union which took down one of the most powerful public sector bosses at the time in the USA. Both efforts, set a decade and a half apart, relied heavily on building high participation at work and at the same time, developing powerful community support. In each case, the rank and file workers were the key to workplace and community strength.

We will examine the key principles and approaches that led to success in an affluent, conservative, growing, suburban region (Stamford, CT) and in a poor, downwardly mobile, urban setting, America’s 3rd largest city (Chicago, IL). In both cases, the employers went all-out to defeat the workers and in each the workers, their union and their community prevailed.

Monday, January 30, Stamford Case [A]
Tuesday, January 31, Building High Participation Unions
Tuesday, February 1, The Chicago Teachers Union Case
Wednesday, February 2, Power Structure Analysis (the model)
Thursday, February 3, Power Structure Analysis (the Stamford Case)
Friday, February 4, Class Presentations – Using Power Structure Analysis Method
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 workplace disputes. It is getting more expensive, takes longer, and 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 12
Arbitration: Negotiated (Labor) or Mandated (Employment)

Thursday, January 26
Worker Protection Under Collective Bargaining

Thursday, February 2
Preparing for Interest and Rights Arbitration

Thursday, February 9
Cost Control in Arbitration

Thursday, February 16
How Arbitrators Decide Cases
LABOR AND WORKLIFE PUBLIC FORUMS

Tuesday, January 24,  4 pm – 6 pm
James Green Memorial Forum
Wasserstein Hall, Room 2036 B, Harvard Law School
“SCENARIOS FOR ORGANIZED LABOR FACING THE TRUMP ADMINISTRATION”
Bill Fletcher Jr, Author

Tuesday, January 31,  4 pm – 6 pm
TBA, Harvard Law School
“XXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXX”
Scott Nova, Executive Director, Worker Rights Consortium

Thursday, February 9,  4 pm – 6 pm
Jerry Wurf Memorial Forum
Wasserstein Hall, Room 2036 B, Harvard Law School
“XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXX”
Christine L. Owens, Executive Director, National Employment Law Project

Monday, February 14,  4 pm – 6 pm
TBA, Harvard Law School
" INFRASTRUCTURE: WHO FINANCES, PAYS FOR, AND BENEFITS FROM IT...AND HOW? "
Larry Beeferman, Pensions and Capital Stewardship Project, LWP
Brent Booker, Secretary Treasurer, North America's Building Trades Unions
Donald Cohen, Executive Director, In the Public Interest
Kevin DeGood, Director, Infrastructure Policy, Center for American Progress

Thursday, February 4,  4 pm – 6 pm
John T. Dunlop Memorial Forum
TBA, Harvard Law School
“THE OBAMA LABOR LEGACY”
M. Patricia Smith, former, Solicitor of Labor

Friday, Feb. 17 11am – 1:30 pm
HARVARD TRADE UNION PROGRAM GRADUATION
TBA, Harvard Law School
Guest Speaker: XXXXXXXXXXXX
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CURRENT LEGAL ISSUES

Avi Chomsky  
“Undocumented: How Immigration Became Illegal”

Robert DeGregory  
“Unions in Professional Sports”

David Harris  
“Housing, Education and Inequality in America”

Karl Klare  
“Labor Law in the Trump Era”

Thomas Kohler  
“The Duty of Fair Representation: Steele vs Louisville & N. R. Co.”

Wilma Liebman  
“Platform Labor: A conversation about what's old and what's new”

Benjamin Sachs  
“Uber, the Gig Economy and Workers Rights”

ECONOMIC ISSUES SEMINAR SERIES

Larry Beeferman  
“Global Crisis in Retirement Security: What’s the Problem?”
“Global Crisis in Retirement Security: Exploring Solutions?”

Barry Bluestone  
“The Wall Street Model: Too Little Long-Term Growth & Too Much Long-Term Inequality”
“The Main Street Model for Growth with Equity: Economic Policy for the Twenty-First Century”

Steve Early  
“Refinery Town: Big Oil, Big Money and the Remaking of an American City”

Richard Freeman  
“What Do Economists Do?”
“Who Owns the Robots Rules the World”
NEGOTIATIONS AND LABOR RELATIONS ISSUES

David Cutler
“U.S. Health Care Reform”
Florrie Darwin
“Negotiations Skills Workshop”
Ronald DeLord
“Police Association Power, Politics and Confrontation”
Robert Herrick
“Assessing Work Related Hazards to Health”
Thomas Kochan
“Staying the Course: Options for Rebuilding Worker and Union Voice and Power”
Maureen Scully
“Is Merit Fair?”
David Weil
“Strategic Enforcement in a Fissured Workplace: Reflections from a Front Row Seat”

ISSUES IN UNION ORGANIZING AND CAPACITY BUILDING

Ron Baker
“The Nabisco Campaign – Fighting Global Worker Exploitation”
Carrie Barbash, Tasha Williams, Adrienne Landau & Donene Williams
“Organizing Harvard: The Harvard Union of Clerical and Technical Workers”
Paul Booth
“Rebuilding Union Power at the State and Local Government Level”
“Uniting Labor Politically and Organizationally at the National Level”
Brad Darjean
“Unions for Union Staff”
Mark Erlich
“Strategy, Structure and Organizing: A Case Study”
Henry Garrido
“Privatization and Corruption – Learning to Follow the Money Trail”
Tom Juravich
“Strategic Corporate Research and Campaigns”
Michelle Miller
“Co-Worker.Org: Worker Self Organizing”
Carla Lipsig-Mummé,
“Climate Change as a Union Priority”
Daniel Schlademan
“New Frontiers of Organizing and Representation: Work It – A Digital Platform for Workplace Support”
LEADERSHIP

Marshall Ganz, Abel Rey Cano, et.al.
“Public Narrative Workshop”

Larry Brown
“All Together Now: A National Campaign for Public Services, Good Jobs, Tax Fairness & Labor Rights”

Jeff Grabelsky
“Labor’s Challenge: Rising Inequality, Trump and the Politics of Division”

Arthur T. Matthews
“Implicit Bias”

Richard Parker
“Presidential Cycles: Why Taking a Long View on Trump Matters”

Dennis Slaughter
“Personality Type, Social Theories, Leadership and You”
HARVARD TRADE UNION PROGRAM FACULTY 2017

Core Faculty:

Dr. Larry Beeferman, Harvard Law School  
Dr. Elaine Bernard, Harvard Law School  
Prof. Barry Bluestone, Northeastern University  
Mr. Jeff Crosby, Labor Studies, University of Massachusetts Boston  
Prof. Richard Freeman, Harvard University  
Dr. Linda Kaboolian, Harvard Law School  
Dr. Christopher Mackin, Ownership Associates Inc.  
Dr. Jane McAlevey, PostDoc Labor and Worklife Program  
Prof. Benjamin Sachs, Harvard Law School  
Dr. John Trumpbour, Harvard Law School  
Mr. Arnold Zack, arbitrator

Harvard University Faculty:

Prof. David Cutler, Harvard Economics  
Ms. Florre Darwin, Harvard Law School  
Prof. Richard Freeman, Economics, Faculty of Arts and Science  
Prof. Marshall Ganz, Harvard Kennedy School  
Mr. David J. Harris, Harvard Law School  
Prof. Robert Herrick, Harvard School of Public Health  
Dr. Linda Kaboolian, Fellow, Labor & Worklife Program  
Dr. Andrew Martin, Center for European Studies  
Prof. Richard Parker, Harvard Kennedy School  
Prof. Benjamin Sachs, Harvard Law School  
Prof. Emeritus Paul Weiler, Harvard Law School
Mr. Ron Baker, Strategic Campaign Coordinator, Baker, Confectionary, Tobacco Workers and Grain Millers, International Union
Ms. Carrie Barbash, President, Harvard Union of Clerical and Technical Workers
Ms. Donna Blythe-Shaw, Boston Taxi Drivers Association, USW
Mr. Brent Booker, Secretary-Treasurer, North America's Building Trades Union
Mr. Paul Booth, Executive Assistant of the President, AFSCME
Mr. Aaron Brenner, Capital Stewardship Program, UFCW
Mr. Larry Brown, President, National Union of Public & General Employees, Canada
Mr. Abel Rey Cano, Leadership Coach & Trainer
Prof. Avi Chomsky, Salem State University
Mr. Donald Cohen, Executive Director, In the Public Interest
Ms. Heather Slavkin Corzo, AFL-CIO Office of Investments
Mr. Brad Darjean, President, National Staff Organization
Mr. Kevin DeGood, Director, Infrastructure Policy, Center for American Progress
Mr. Robert DeGregory, Association Counsel, National Hockey League Players Association
Mr. Ronald DeLord, Author and Police Union Consultant
Mr. Steve Early, Author
Mr. Mark Erlich, Executive Secretary Treasurer, NE Regional Council of Carpenters
Mr. Bill Fletcher, Jr., Author & Senior Scholar Institute for Policy Studies
Mr. Henry Garrido, Executive Director, AFSCME DC 37
Mr. Jeff Grabelsky, The Worker Institute, ILR Cornell University
Prof. Tom Juravich, Labor Center, University of Massachusetts Amherst
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
Ms. Wilma Liebman, Former Chair, National Labor Relations Board
Mr. Arthur T. Matthews, New York University
Ms. Michelle Miller, Founder Co-Worker.Org
Prof. Carla Lipsig-Mummé, Professor of Work and Labour Studies, York University
Mr. Scott Nova, Executive Director, Worker Rights Consortium
Ms. Christine L. Owens, Executive Director, National Employment Law Project
Mr. Brendon Rees, AFL-CIO Office of Investments
Prof. Jeffrey D. Sachs, Director, Earth Institute, Columbia University
Mr. Daniel Schlademann, Co-Director, OUR Organization United for Respect
Prof. Maureen Scully, College of Management, University of Massachusetts, Boston
Mr. Dennis Slaughter, Organizational Development Specialist
Ms. L. Patricia Smith, former Solicitor of Labor, U.S. Dept. of Labor
Dr. David Weil, former Administrator, Wage and Hour Division, U.S. Dept. of Labor
Ms. Donene Williams, Organizer, Harvard Union of Clerical & Technical Workers
Ms. Tasha Williams, Organizer, Harvard Union of Clerical & Technical Workers