CURRICULUM SUMMARY
109th SESSION
THE HARVARD TRADE UNION PROGRAM
FEBRUARY 3 - March 6, 2020

The Harvard Trade Union Program is an intensive 5-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 and outside faculty and taught as a series of thematically related seminars and cases. The themes include: technology, negotiations, capital strategies, leadership, community relations, history, economics, organizing and legal issues. 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 the world of work.

The program also sponsors three university-wide public forums named after academics and labor leaders who have been important to the program and the labor movement. They include: Jerry Wurf Memorial Forum, John T. Dunlop Memorial Forum and the James Green Memorial Forum on Labor History.
CORE COURSES

The HTUP program has five core courses that form the basis for what is important for the participants to learn and take away from the program. These courses are given approximately once a week so the topics can be dealt with in more depth. The core courses include:

- Strategic Choices for Labor Union Leaders
- Leadership
- Themes in U.S. Labor History
- Capital Strategies for Labor
- Managing Dispute Resolution Systems

STRATEGIC CHOICES FOR LABOR UNION LEADERS

Dr. David Weil,
Dean, Heller School for Social Policy and Management,
Brandeis University

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, February 5 - 8:30-10am- "Facing the Storm: A First Discussion of Strategic Choices"
Wednesday, February 12 - 8:30-10am- "Strategic Planning and Strategic Choice"
Wednesday, February 19 - 8:30-10am- "What Drives Strategic Leverage?"
Wednesday, February 26 - 8:30-10am- "Building Organizational Capacity"
Wednesday, March 4 - 8:30-10am- "A Self-Assessment of Union Strategic Position"
LEADERSHIP

THEORY: THE STUDY OF LEADERSHIP, ORGANIZATIONAL CHANGE AND THE LABOR MOVEMENT

Elaine Bernard, Wertheim Fellow, Labor and Worklife Program, HLS

Gautam Mukunda, Author, Indispensable: When Leaders Really Matter

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.

Monday, February 10 3-4:30pm "Leadership and Democratic Decision Making" Elaine Bernard
Wednesday, February 19 - 10:30am-12pm – “Dangerous Mines: Saving Lives through Leadership” Gautam Mukunda
Tuesday, February 25 – 1-2:30pm “Indispensable: When Leaders Really Matter” Gautam Mukunda
Friday, February 28 – 8:30-10:00pm “Union Life Cycles and Legacies – the Case of the Maritime Union of Australia” Elaine Bernard

PRACTICE: “LEADING WITH LABOR’S VALUES”

Marcy Goldstein-Gelb, Co-executive Director, National Council for Occupational Safety and Health

Leading with Labor's Values will provide an opportunity for participants to explore their own values, those they consider to be "labor's values," and approaches to leading a union organization consistent with those values. Participants will examine the role of union leaders and the relationships with and among the union's stakeholders -- members, officers, staff, and others -- and ways for everyone to effectively work together to achieve the union's goals. Using readings from both management organizational change literature and articles on union transformation, this course will explore the challenge of union organizational transformation.

Friday, February 7 -1-2:30pm - "Leading with Labor's Values"
Friday, February 14 - 1-2:30pm - "The Voice of Members"
Friday, February 21 -1-2:30pm - "Staff Expectations"
Friday, February 28- 1-2:30pm - “Engaging Diversity”
Thursday, March 5 1-2:30pm and 3-4:30pm- "Putting it Together - Leadership in Action Plans"
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, 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, February 13** - 8:30-10am – “Federal Role in the Rise of Arbitration”
**Thursday, February 20** - 8:30-10am – “The Work of the Neutral”
**Thursday, February 27** - 8:30-10am - “How Arbitrators Decide Cases”
THEMES IN U.S. LABOR HISTORY

Elaine Bernard, Wertheim Fellow, 
Labor and Worklife Program, HLS

John “Jack” Trumpbour, Research Director 
Labor and Worklife Program, HLS

William P. Jones, Professor of History 
University of Minneapolis

Alex Gourevitch, Professor 
Brown University

Michael Goldfield, Professor 
Wayne State University

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.

Saturday, February 8 – 1-3:30 – John Trumpbour “Tour of Harvard”
Tuesday, February 11 - 3-4:30pm – William P. Jones “The Rise, Fall and Possible Rebirth of Organized Labor”
Wednesday, February 19 - 1-2:30pm - Elaine Bernard “Exploring Who We Are; What We Want and How We Get There” #1
Tuesday, February 25 - 3-4:30pm – Elaine Bernard “Exploring Who We Are; What We Want and How We Get There” #2
Tuesday, March 3 - 3-4:30pm Alex Gourevitch “Labor, The Strike and the State”
Wednesday, March 4 - 3-4:30pm – Michael Goldfield “Organizing the South - lessons from the 1930s and 1940s”
CAPITAL STRATEGIES FOR LABOR

Christopher Mackin, Lecturer,
Rutgers University School of Management and Labor Relations

David H. Webber, Professor of Law,
Boston University School of Law

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 David Webber, including selections from his book The Rise of the Working-Class Shareholder (Harvard University Press, 2018), and from leading experts who are actively implementing these strategies both in the economy at large and in the workplace.

Friday, February 7 - 10:30-12:00pm “New Roles for Labor: Creating and Managing Wealth - Introduction to Capital Strategies” Chris Mackin and David Webber

Thursday, February 13 - 10:30-12:00pm “Labor’s Capital vs. Capital’s Capital: The Testy Relationship Between Worker Pensions, Hedge Funds and Private Equity Funds” David Webber

Thursday, February 20 - 10:30-12:00pm “Worker Shareholder Power and Job Creation” David Webber

Thursday, February 27 - 10:30-12:00pm “Capital Stewardship and the United Food and Commercial Workers” Chris Mackin and Brandon Rees, AFL-CIO Office of Investments

Wednesday, March 4 – 1:00-2:30pm “Enterprise Strategies: ESOP’s, Cooperatives, and Democratic Ownership” Chris Mackin
2020 HARVARD TRADE UNION PUBLIC FORUMS

Monday, February 10, 5:30 pm – 7 pm
James Green Memorial Forum
Wasserstein Hall, Room 2036 Millstein East A, Harvard Law School
“Public Servants: Race, Gender and the Roots of Public Employee Unionism”
William P. Jones
Professor, University of Minnesota

Wednesday, February 26, 5:30 pm – 7 pm
Jerry Wurf Memorial Forum
Wasserstein Hall, Room 2019 Millstein B West, Harvard Law School
"Demanding Change in the Loopholes: Protecting Workers Left Out By Our Laws "
Fatima Goss Graves
President and CEO, National Women's Law Center

Thursday, March 5, 5:30 pm – 7 pm
John T. Dunlop Memorial Forum
Malkin Penthouse in Littauer Building, 4th floor, Harvard Kennedy School
“John Dunlop and the Art of Problem Solving”
Panel including: David Weil, Brandeis University
Jennifer Berkshire, Author
Kris Rondeau, AFSCME
Baldemar Velásquez , Farm Labor Organizing Committee, AFL-CIO
Moderator: Sharon Block, Labor and Worklife Program, HLS

Friday, March 6, 11am – 1:30 pm
HARVARD TRADE UNION PROGRAM GRADUATION
Loeb House, Harvard Yard, 17 Quincy St, Cambridge, MA 02138
Guest Speaker: Rebecca Dixon,
Executive Director, National Employment Law Project (NELP)
THEMATIC CURRICULUM AREAS

In addition to the core curriculum classes, the HTUP has six thematic curriculum areas. The classes in this area are primarily individual classes so the participants can experience a variety of topics and experts. The thematic curriculum areas include:

- Current Legal Issues
- Economic Issues
- Negotiations and Labor Relations
- Union Organizing and Capacity Building
- Community Relations

CURRENT LEGAL ISSUES

Avi Chomsky - "Settler Colonialism, Immigration, and Labor in the United States"
David Harris - “Lurking in the Shadows: Bias and Structure I-2”
Karl Klare - “The Trump Labor Board”
Thomas Kohler - "The Genesis and Meaning of the Union's Duty of Fair Representation"
Sophia Lee - “The Right to Work Then and Now”
Richard Parker - “Looking Forward to November 2020 Elections”
Benjamin Sachs - "Current Labor Law Issues"
James Shaw, Esq. – “How the Labor Movement Can Respond and Thrive in a Post-Janus World”
Emily Spieler - "Drugs and Opioids at Work"

ECONOMIC ISSUES

Barry Bluestone - “Understanding the Nuts and Bolts of U.S. Economic Growth” I-III
Mark Erlich and Terri Gerstein- "Confronting Misclassification and Payroll Fraud"
Richard Freeman - "America Works"
Larry Katz - " Labor Market Challenges, Rising Inequality, and the Fading American Dream"
Rick Wartzman - "The End of Loyalty: The Rise and the Fall of Good Jobs in America."

NEGOTIATIONS AND LABOR RELATIONS

Julie Battilana – “Becoming Effective Change Makers”
Debbie Berkowitz – “Assuring Worker Safety Rights: OSHA & Other Initiatives to Keep Workers Safe”
David Cutler – “What’s Up with Health Care?”
Florrie Darwin – “Negotiations Workshop”
Josh Flax - "The Fine Art of Negotiation Analysis and Your Collective Bargaining Skills"
Tom Kochan - “Union Strategies for Shaping the Future of Work”
Robert McKersie – “Lessons Learned from Six Decades in the Trenches of Industrial Relations”
UNION ORGANIZING AND CAPACITY BUILDING

Elaine Bernard – “Small and Large Differences: Labor Relations in the US, Canada and Australia”
Larry Brown - “Defending Public Services and Confronting the Real Crisis”
Elise Bryant - "Arts to Organize"
Abel Rey Cano - “Public Narrative Workshop”
Joel Cutcher-Gershenfeld - "New Technology and Worker Representation"
Brad Darjean and Eric Watson-Urban - "What/Who is the National Staff Organization?" 
Bernie Evers and Vicki O’Leary - "Listening to Staff: Ironworkers' Parental Leave Program"
Isabelle Ferreras - “Firms as Political Entities 1&2”
Henry Garrido - "Privatization and Corruption; Learning to Follow the Money Trail"
Cathy Gourley - “The Empathic Power of Film to Personalize the Political”
Tom Juravich - “Beating Global Capital”
HUCTW Panel (Carrie Barbash, President, HUCTW and HUCTW past Presidents: Tasha Williams, Adrienne Landau, and Donene Williams) - “The Story of the Harvard Union of Clerical and Technical Workers”
Michelle Miller - "How We're Organizing the Media, and How We Can Organize Everywhere Else"
KC Wagner and George Kilpatrick – “The Union’s Role in Addressing Workplace Issues of Intimate Partner Violence”

Community Relations

Mark Erlich and Darlene Lombos - "Labor and Community Alliances"
Marshall Ganz - “Leadership, Organizing, and Action”
Miles Rapoport and Tova Wang - “Labor Rights, Voting Rights and Democracy”
Core Faculty:
Elaine Bernard, *Harvard Law School*
Barry Bluestone, *Northeastern University*
Richard Freeman, *Harvard University*
Marcy Goldstein-Gelb, *National Council for Occupational Safety and Health*
Christopher Mackin, *Ownership Associates Inc.*
Gautam Makunda, *Author*
Benjamin Sachs, *Harvard Law School*
John Trumpbour, *Harvard Law School*
David H. Webber, *Boston University School of Law*
David Weil, *Brandeis University*
Arnold Zack, *Arbitrator*

Harvard University Faculty:
Julie Battilana, *Harvard Business School*
David Cutler, *Harvard University*
Florrie Darwin, *Harvard Law School*
Richard Freeman, *Harvard University*
Marshall Ganz, *Harvard Kennedy School*
David J. Harris, *Harvard Law School*
Larry Katz, *Harvard University*
Richard Parker, *Harvard Kennedy School*
Miles Rapoport, *Harvard Kennedy School*
Benjamin Sachs, *Harvard Law School*
Emeritus Paul Weiler, *Harvard Law School*

PROGRAM FACULTY 2020:
Carrie Barbash, *President, HUCTW*
Debbie Berkowitz, *Worker Health and Safety Program Director, National Employment Law Project (NELP)*
Jennifer Berkshire, *Author*
Larry Brown, *President, National Union of Public and General Employees (NUPGE)*
Elise Bryant, *Executive Director, Labor Heritage Foundation*
Abel Rey Cano, *Leadership Coach & Trainer*
Avi Chomsky, *Professor, Salem State University*
Joel Cutcher-Gershenfeld, *Professor, Heller School for Social Policy and Management*
Brad Darjean, *President, National Staff Organization*
Mark Erlich, *LWP Fellow and former Executive Secretary Treasurer, NE Regional Council of Carpenters*
Bernie Evers, *General Vice President, Ironworkers International Union*
Isabelle Ferreras, *Professor, University of Louvain, Belgium*
Josh Flax, *Director, Office of Strategy & Development, Federal Mediation and Conciliation Service (FMCS)*
Henry Garrido, *Executive Director, AFSCME DC 37*
Terri Gerstein, *LWP Fellow, Harvard Law School*
Michael Goldfield, *Professor, Wayne State University Law School*
Fatima Goss Graves, *President and CEO, National Women's Law Center*
Alex Gourevitch, *Professor, Brown University*
Cathy Gourley, *Curriculum Writer, The Film Foundation*
William Jones, *Professor, University of Minnesota Twin Cities*
Tom Juravich, Labor Center, University of Massachusetts Amherst
Karl Klare, Professor, Northeastern University Law School
Thomas Kochan, Co-Director, Institute for Work & Employment Research, Sloan School of Management, M.I.T.
Thomas Kohler, Boston College Law School
Adrienne Landau, past President, HUCTW
Sophia Lee, Professor, University of Pennsylvania Law School
Darlene Lombos, Vice President, Greater Boston Labor Council
Robert McKersie, Professor, Sloan School of Management, Retired
Michelle Miller, Co-Founder and Co-Director, Coworker.org
Vicki L O'Leary, General Organizer, Ironworkers International Union
James Shaw, Esq., Attorney, Segal Roitman, LLP
Emily Spieler, Professor, Northeastern University Law School
KC Wagner, Director, Workplace Issues at Cornell University's ILR Metro District Office
Tova Wang, Visiting Democracy Fellow, Harvard Kennedy School of Government
Rick Wartzman, Director, KH Moon Center for a Functioning Society at the Drucker Institute, a part of Claremont Graduate University.
Donene Williams, past President, HUCTW
Tasha Williams, past President, HUCTW
Jennifer Zelnick, Touro College Graduate School of Social Work