



Cornell University
ILR School

ILR Labor Advance

FALL 2008

www.ilr.cornell.edu/laborprograms

Welcome to our new newsletter for Cornell's ILR Extension Labor Programs, the *Cornell ILR Labor Advance*. We plan to publish twice a year to keep you informed about labor programs, events, research, issues and services at Cornell ILR that can assist you and your organization.

In the past several years, our labor work at the ILR Extension has broadened to include many aspects beyond the traditional and vital labor education and training we have been known for since 1947. Through it all, our mission remains advancing the world of work for workers and their communities. We conduct research for unions, convene public policy debates and look at cross-union and international issues that impact the labor movement around the globe. We participate in large global and national projects affecting workers around the world. And, we explore issues that concern workers who may be outside the traditional membership structures of the labor movement.

We constantly hear from our friends and colleagues outside Cornell, "We didn't know you did that, too ..." The purpose of the new *Cornell ILR Labor Advance* is to give you a fuller picture of our work, and the impact it's having on the labor field, public policy and advancing workers' rights, including the big issues affecting the future of the labor movement.

You are our partners—so please contact us with your feedback on this first issue and let us know how this newsletter can best serve the needs of your labor organization.

We look forward to hearing from you!

Sally Alvarez
Director of Labor Programs

Labor at a Crossroads

BY FRED KOTLER, DIRECTOR, NYS AFL-CIO/CORNELL UNION LEADERSHIP INSTITUTE

The New York State AFL-CIO/Cornell Union Leadership Institute holds its summer seminar, "Labor at A Crossroads," on Cornell's campus in Ithaca, N.Y.

More than 80 high-level and emerging union leaders and staff attended six days of workshops, plenary sessions and social events as part of the institute's 13-month, 12-credit certificate course that includes four weekend seminars, elective courses and individual projects.

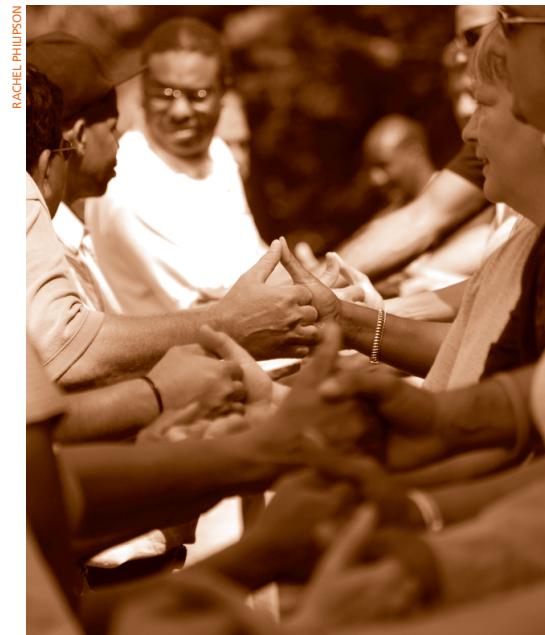
A wide range of public and private sector unions are represented from industries as varied as entertainment, health care, education and construction. This joining of leaders from throughout the labor movement distinguishes the Cornell program from single-organization based education and training.

The opening plenary session, presented by Jeff Grabelsky, director of Cornell University's Union Building Strategies Program, urged union leaders to think strategically as a labor movement rather than as stand-alone unions. The rest of the week was spent in workshops on regional power building, strategies for increasing labor's impact beyond the workplace and in communities, analyzing leadership styles and behaviors, developing strategic leverage, and engaging in a series of team-building challenges in an afternoon outdoors at the nearby Cayuga Nature Center.

Key presenters included noted University of California labor historian Nelson Lichtenstein; and the longtime civil rights activist and leader, Rev. Nelson N. Johnson, pastor of Faith Community Church, Greensboro, N.C., who spoke about "Building a Movement for Social Change: Challenges and Opportunities for the 2008 Presidential Election." Jeff Faux, founding president of the Washington, D.C.-based Economic Policy Institute, shared his views on a global elite that is waging class warfare against working people throughout the world. Faux emphasized the common interests among workers in the United States, Mexico, and Canada, and he argued for a unifying strategy among the labor organizations in the three nations.

"Our class at the Union Leadership Institute really examined what it means, and what it would take, to build unity among labor organi-

zations in terms of strategy, yes, but resources as well," said Mike Riggio, who directs the White Collar Division of AFSCME's 120,000-member District Council 37 in New York City. "On a small scale, we made the idea of unity a reality by raising \$3,000 from the members of our class to



Reaching out: Team-building exercises build trust and mold relationships at the Union Leadership Institute summer seminar.

help the organizing work of the United Farm Workers. An ethos of the Institute is that it challenges those of us in the labor movement to see ourselves not just as leaders of our local unions, but as a community of union leaders who together can shape an agenda to win concrete gains for all working people."

The institute is conducting a formal evaluation among alumni and sponsors to measure its long-term impact on individual and organization leadership development.

For more information about the Union Leadership Institute, contact Fred Kotler, Director, at fbk2@cornell.edu or 607-255-9191, or Anne Sieverding, Coordinator, at acs5@cornell.edu or 607-255-4462. The institute website is www.ilr.cornell.edu/uli.

Working Parents for a Working New York

BY KC WAGNER, DIRECTOR, WORKPLACE ISSUES

Quality, accessible and affordable child care are essential for parents to work the necessary hours, improve their skills and perform their jobs without undue absence or lateness on the job.

"I had to fire my first sitter because she was always drunk and now my son's girlfriend sits for me. It's cheaper but she's always late so now my good attendance is down the tubes."

"I adopted my sister's four kids who were in foster care and with my four, now I have eight and I am a single parent working the night shift at the hospital and juggling child care for eight now."

These experiences were recorded through *Working Parents For a Working New York*, an initiative launched in 2007 and funded by the New York City Council. Led by Brooklyn-based Councilmember Bill de Blasio, it studies the effect of child care subsidies for selected members of the city's unionized workforce over a two year period: 1199SEIU Home Care Workers; District Council 37 AFSCME Municipal Hospital Workers; and Teamsters Local 237 School Safety Agents. The study focuses on the variables of attendance, performance and productivity.

The initiative is backed by the New York Union Childcare Coalition (a committee of the New York City Central Labor Council and New York State AFL-CIO), District Council 37 - AFSCME; Teamsters Local 237; 1199SEIU United Healthcare Workers East; Transport Workers Union Local 100; United Federation of Teachers Local 2; UNITE/HERE; RWDSU/UFCW; OPEIU Local 153; CWA District 1, Locals 1105 & 1180;

District Council 1707 AFSCME; Civil Service Employees Association; NYS Nurses Association; Council of Supervisors and Administrators; Amalgamated Transit Union Local 1056; American Federation of Government Employees District 2; Local 32-BJ SEIU; NYS Public Employees Federation; UAW Locals 259 & 2110; UFCW Local 1500; United Postal Workers; and United Store Workers Local 3.

Cornell ILR directs the project team doing the case study research. Supporting the study is a labor/management partnership consisting of DC37/ NYC Health and Hospitals Corporation (HHC), Local 237 IBT/NYC Police Department and 1199SEIU/NYC Homecare Subcontractors. The Consortium for Worker Education administers the child care subsidies from the Agency for Childrens Services, and Child Care Inc. provides informational services. "When our union was approached about participating in the Working Parents for a Working New York Project, we signed on right away," said Lillian Roberts, Executive Director of AFSCME's 120,000-member District Council 37. "We had the right demographic of working parents to draw from,

and the cooperation of one of our major employers, the HHC. This project will benefit both the union member and the hospitals."

Through this study, which aims to increase access to quality and affordable child care, 190 municipal employees currently earning up to 275% of the poverty level, receive childcare subsidies and assistance covering 300 children. Often one paycheck away from hunger, homelessness and the loss of child care, these subsidies fill the gap, keep children in quality care and help workers remain productive on the job.

When provided assistance, parents upgrade to licensed, reliable childcare which is correlated to less absenteeism and better work performance.

Without assistance, 85% of study participants arrived late or left work early, 80% had to use sick days resulting in work-related consequences including 28% who took leave and 48% who reported that overall job performance was negatively affected. The study documents that there is a significant relationship between quality childcare and worker retention.

The graph at left depicts the before and after costs of three families receiving subsidies which have now upgraded to licensed, more reliable and improved quality of child care.

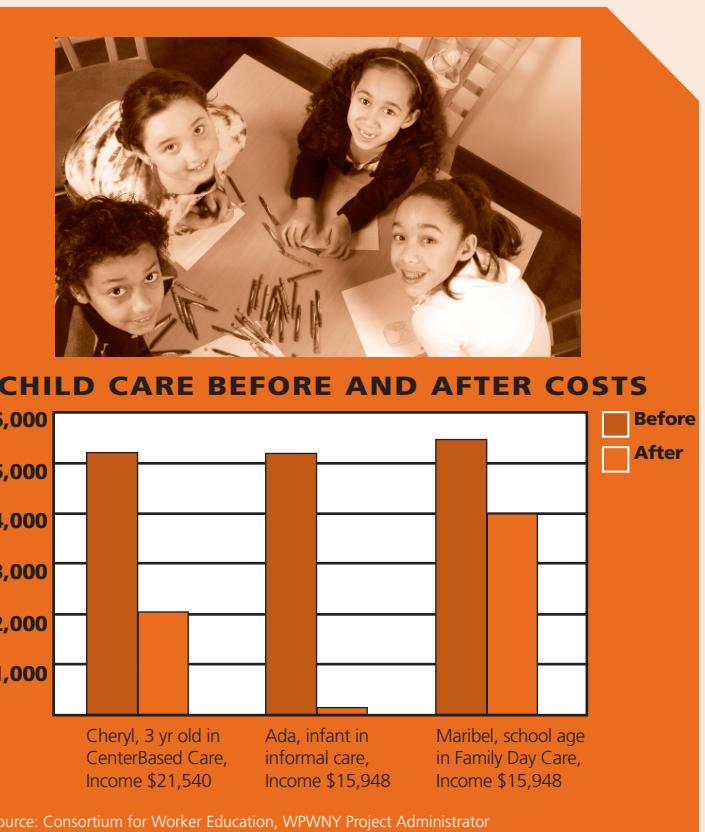
Employers need dependable workers with reliable child care. It reduces the bottom-line costs of overtime for coverage or replacement costs due to job turnover. For example, the replacement and training costs for a Patient Care Associate at HHC are \$8,500. Continued research and final outcomes of the study will clarify these correlations. A comparison of employer data with worker self-reports will aid in

determining the relationships between a worker's experience and her or his measured productivity and performance.

"Local 237 is proud to be part of the Working Parents for a Working New York initiative and we look forward to the day when studies like this lead to permanent child care benefits for parents in the New York municipal workforce," said Teamsters Local 237 president Gregory Floyd. "The Cornell study is the first of its kind and will provide essential documentation to influence public policy on work and family issues," added 1199SEIU United Health Care Workers East president George Gresham. "We are very excited that 1199 homecare workers are part of the City Council initiative to study the effect of providing childcare benefits on worker retention and productivity."

The research initiative, a two-year project, will conclude mid 2009. The results will have implications for policy recommendations to the municipal government and the collective bargaining strategies of labor unions.

For more information: contact KC Wagner at kcw8@cornell.edu



Cornell Launches New Black Trade Union Leadership Academy

STEVE KING, PROGRAM COORDINATOR

Excitement and anticipation were in the air at the ILR School Conference Center in New York City on April 12, 2008, when Cornell launched the new Black Trade Union Leadership Academy. Modeled on a highly successful program for black union leaders at the University of California Berkeley Labor Center, Cornell's new program grew out of requests from a number of unions in the NYC area for a similar program.

Forging a united, yet diverse, labor movement capable of creating and achieving a common agenda for working people is a challenge faced by every union. This unique new leadership program helps leaders develop a critical approach to the relationship of black workers and the labor movement, both historically and today. A key component is examining the role of organizing and its impact on black workers, unions, the larger labor movement, and the black community. "The Black Trade Union Leadership Academy was a very valuable program in providing insight on the history, struggles, accomplishments and the importance of African Americans in the labor movement," said Academy participant Sharon Lovelady-Hall, who directs education and training for CSEA Local 1000. "The information gained was helpful in providing leadership skills and empowerment to organize the unorganized and internally build unity and solidarity in our unions."

The curriculum was developed in consultation with leaders and educators from UFT, CSEA, Teamsters, DC37, UNITE-HERE, AFGE, and the AFL-CIO. Lessons learned in the California program were shared by Katie Quan, who spent the year in NYC as Cornell's Visiting Labor Scholar from the UC Berkeley Labor Center. Veteran labor educator Bernard Moore from UNITE/HERE taught the program, ably assisted by ILR staffers Legna Cabrera and Steven King. Participants came from a wide range of unions, including 1199SEIU; NABET-CWA Local 16; Laborers' (LEROF); DC 37 - AFSCME; CSEA; and Teamsters Local 210.

"Cornell's Academy, with its focus on developing Black labor leaders ... will improve the lives of workers and strengthen the labor movement"

The Academy's curriculum focuses on critical thinking, power analysis, strategic planning and how effective leaders combine working toward a vision and sharing power in order to achieve it. Bernard Moore guided participants as they deconstructed common notions of leadership and its relationship to power, entitlement, identity and identification. Through self analysis, role plays and case studies, participants discovered the impact that identity and entitlement have on hearing the right message, moving others toward a vision, organizing, and the application of leadership.

"Cornell's Academy, with its focus on developing Black labor leaders with strong analytical ability and an understanding of the importance of building ties to community organizing efforts, will improve the lives of workers and strengthen the labor movement" said Derek Jordan, who represented IBEW Local 3 at the Academy.

The program ran for four Saturdays over a six-week period, and culminated in the awarding of a Leadership Certificate from Cornell. Bill Fletcher, Jr., AFGE education director, and former president of TransAfrica Forum, gave the Academy's opening address on April 19, 2008.

The second session of the Black Trade Union Leadership Academy is scheduled for the spring of 2009. Please contact Steven King at 212-340-2821 or sk95@cornell.edu to register or for more information.



Rising to the challenge: Black Trade Union Leadership Academy facilitator Bernard Moore points out the paths to power.



Joy of learning: Academy students sharing their knowledge and experience.

Cornell Global Labor Institute Issues United Nations Report on Green Jobs

BY JILL KUBIT, ASSISTANT DIRECTOR, GLOBAL LABOR INSTITUTE

The United Nations released the world's most comprehensive green jobs analysis in September 2008. Sean Sweeney and Jill Kubit of the Cornell ILR School's Global Labor Institute co-authored the report with Michael Renner, a senior researcher at the Washington, D.C.-based Worldwatch Institute.

The 350-page study "Green Jobs: Toward Sustainable Work in a Low-Carbon World" is part of the Green Jobs Initiative, a joint collaboration between the U.N. Environment Programme (UNEP), the International Labour Organization (ILO) and the International Trade Union Confederation (ITUC).

The study documents the significant progress made so far in creating green jobs around the world, particularly with the growth of renewable energy. Many of the conclusions suggest that green jobs could grow on a mass scale in the years ahead through development of renewable energy sources, energy efficiency, fuel-efficient vehicles, reforestation, sustainable agriculture and by expanding public transportation.

Investment in renewable energy has increased dramatically to around \$150 billion annually, or roughly 20% of total investment in energy generation. This has generated at least 2.3 million jobs in wind, solar and other clean energy sources.

However, the report makes clear that a green jobs future for the planet is by no means inevitable. The levels of investment required to generate mass-level green jobs has not yet materialized. Many billions of dollars are needed to drive investment in green buildings and public transit systems, and clean energy. The market can only do so much, concludes the report, and the pace of change needs to be accelerated dramatically given the threat of climate change. "Governments must therefore take the lead, and do so in ways that not only frees up investment dollars but also opens up avenues of



UN Gathering (l. to r.): Cornell ILR Global Labor Institute Director Sean Sweeney, Worldwatch Institute Senior Researcher Michael Renner, ILO Director-General Juan Somavia and Cornell ILR Global Labor Institute Assistant Director Jill Kubit meeting at the Report's release.

scientific and technical cooperation between countries and establishes a clear regulatory framework," says Sweeney.

The report also points to the need for a transfer of resources from the rich countries to the poorer regions in order to assist adaptation to climate change. A well-resourced program of adaptation will create millions of green jobs in the global South, particularly in agriculture and environmental services.

The report also draws attention to the need for workers and communities to be protected during the transition to a low-carbon future—particularly those in energy-intensive industries who may see declines in employment. Also, not all green jobs are good jobs. The recycling industry in many parts of the world—particularly China—is extremely hazardous. The state of the world's labor market, where roughly one in three workers are either underemployed or unemployed, is not conducive to the growth of green jobs that are well rewarded and protected.

"There is nothing intrinsically fair or just about either the process of becoming green or the end result," according to the report. "The issue is not simply about the transition itself, but what follows the transition—the goal being a new mode of production and consumption that allows for greater social inclusion, equity, and opportunity."

Cornell's Global Labor Institute hopes to continue its research and advocacy work in green jobs and sustainable work and will continue its partnership with Worldwatch. The Cornell-Worldwatch team is attempting to link various institutes around the world into a "global green jobs observatory" in 2009 in order to monitor and observe green jobs developments on the ground and in the policy arena.

To download the full report, visit:
http://www.unep.org/labour_environment/features/greenjobs.asp



Leaders of international organizations advocating for green employment discuss the Cornell-Worldwatch Report at the United Nations on September 24, 2008.

Spotlight on Research

Arts and Entertainment

New York State is a major arts, media and entertainment industry center that generates \$27.5 billion of economic activity, including \$9.8 billion in wages and more than 195,000 jobs. Recent work in this area by ILR Extension Labor Programs includes consulting and technical support provided to Actors' Equity Association for the union's strategic planning process and to the Arts, Entertainment and Media Industry Coordinating Committee of the AFL-CIO. ILR's labor team joined with the school's Workforce Industry & Economic Development (WIED) team on a research project funded by the Alfred P. Sloan Foundation to examine the research and technical assistance needs of the arts and entertainment industry in New York State.

Health Transformation

The Healthcare Transformation Project focuses on increasing the ability of Cornell University and the ILR School to assist organizations in improving quality and patient care, while controlling cost and increasing access. One of the major components is a national research study examining the impact of front-line staff on improving quality and patient safety and care. The goal is to create high-performance work teams that utilize front-line staff, unions and healthcare leaders to resolve systematic and departmental problems and to address the issues of leadership, quality of work life and civic engagement. This project is conducted in collaboration with Cornell University's Department of Public Health, the School of Human Ecology, Weill-Cornell Medical College, and the North Carolina School of Nursing. The Healthcare Transformation Project began in 2007.

For more information contact Peter Lazas at pml5@cornell.edu / 212-340-2811 or visit the website at <http://www.ilr.cornell.edu/pet/>

Ways of Organizing

The Women's Ways of Organizing Project roundtable discussion series continues through 2009. Organized and sponsored by Cornell ILR Labor Programs in New York City, the series aims to analyze particular ways that women organize. Each roundtable event features an in-depth examination of a particular women-centered organizing campaign. The first of four roundtable discus-

sions featured United Federation of Teachers (UFT) members in May 2008. Panelists discussed their experiences with UFT Local 2s home-based Childcare Providers Campaign which organized 28,000 providers in 2007, New York City's largest labor organizing drive in decades. The Project, funded by the Berger-Marks Foundation, hopes to build on existing work on women and organizing. For more information on the series including upcoming dates please contact Pam Whitefield, Director of Labor Studies, at pw39@cornell.edu or 212-340-2847.

Summer ILR Extension Labor Research Fellows Program

Connecting Ithaca campus students with ILR Extension Division labor educators, researchers and practitioners in New York City, the Extension Labor Research Fellows Program this summer included seven undergraduate and graduate students. The students and their projects were:

Allison Arotsky (Arts and Sciences '09)—women's ways of organizing

Megan Ausen (ILR '10)—labor-related consent decrees

Natalia Navas (ILR '09)—journalists covering labor and employment issues in the developing world

Erik Stein (MILR '09)—construction industry trends in New York City

Jacob Slovik (ILR '08)—health care reform

Mayte Tapia (ILR Ph.D., '10)—Cornell Global Labor Institute sustainable development initiative and green jobs

Dannis Chen (ILR '09)—Harry Van Arsdale Internship Program/immigration as it relates to the legacy of Harry Van Arsdale

The Cost of Misclassification

Ten percent of the seven million private-sector workers in New York State are misclassified as independent contractors, allowing employers to avoid withholding state and federal income taxes, unemployment insurance taxes and workers' compensation payments.



2008 Summer Fellows Program participants (l. to r.) Megen Ausen (ILR '10), Natalia Navas (ILR '09) and Jacob Slovik (ILR '08) advancing the world of work in dialogue with Labor Programs Coordinator Legna J. Cabrera at the ILR School conference center in New York City.

ance taxes and workers' compensation payments. That is according to a 2007 Cornell ILR report, *The Cost of Worker Misclassification in New York State*, which estimated 704,000 employees are misclassified. Misclassification of workers occurs at hiring, when individuals are categorized as employees or as independent contractors. The financial impact to the state is significant. The report, written by ILR's Linda Donahue, Fred Kotler and Ryan Lamare, says that \$175 million of unemployment insurance taxes and millions more in workers' compensation premiums and state tax revenues are lost each year due to misclassification. The ILR report prompted a gubernatorial executive order establishing a state task force to investigate abuse and prosecute law violators.

10% of the seven million private-sector workers in New York State are misclassified as independent contractors, allowing employers to avoid withholding state and federal income taxes, unemployment insurance taxes and workers' compensation payments.

Online Programs: Distance Learning

The On-Line Labor Studies Certificate Program was launched in 2007 by Cornell ILR Extension. It is the first distance-learning program the ILR School has offered specifically for union members and activists.

Union members from California to Florida, Alaska to Maine, Ireland to United Arab Emirates now have the opportunity to learn from members of the Cornell Adjunct Faculty Association as well as ILR Extension faculty about employment and labor law, labor history, contract bargaining and other subjects critical to the development of leadership skills and an activist's orientation.

Although most students had never taken an on-line course before, they said they enjoyed interacting with unionists from other states, countries and backgrounds. said, "The major advantage of the on-line courses is that the work can be done at your convenience," said Edward A. Ceccato, Executive Vice President of the Niagara Falls Teachers union. "So even though my job as a teacher, my family responsibilities, and my position as an officer in my local union require a great deal of time and commitment, the on-line courses allow me the flexibility to participate in the class whenever I have the time."

Customized Education and Training

Often a labor union's specific goals are best addressed through the collective training of its members, officers or staff. Cornell's labor staff work with unions to custom design an education program on topics such as strategic planning, organizational and staff development, preparation for collective bargaining and new-member organizing. These custom programs can be held at the union's headquarters or at Cornell ILR's conference center in Manhattan.

For more information, contact Gene Carroll at gc32@cornell.edu or at 212-340-2853.

News and Recognition

Upgraded Cornell ILR Conference Center in NYC



Union made and union installed: Carpenters' Union members (l. to r.) Mark Di Pasquale, Jim McGuinness and Andrew McGuinness plan the final touches for the upgraded Cornell ILR Conference Center in NYC that re-opened on October 1, 2008.

ILR Workplace Issues Director KC Wagner Honored



Cornell ILR's KC Wagner, at left, was honored for her work on domestic violence awareness by the NYS Coalition Against Domestic Violence at the group's 30th anniversary dinner in Albany on April 29. Presenting the award to Wagner is Ruth Reynolds, president of the Coalition's board of directors.

CORNELL ILR LABOR OFFICE LOCATIONS

Buffalo

237 Main Street, Suite 1200
Buffalo, NY 14203
716.852.4191

Ithaca

341 ILR Research Building
Ithaca, NY 14853
607.255.9191

New York City

16 E 34th Street, 4th Floor
New York, NY 10016
212.340.2821

Rochester

16 W. Main Street, Suite 118
Rochester, NY 14614
585.262.4440

FACULTY

Lee Adler	Senior Extension Associate
lha1@cornell.edu	
Sally Alvarez	Director, Labor Programs
sma21@cornell.edu	
Gene Carroll	Director, Union Leadership Program
gc32@cornell.edu	
Linda Donahue	Senior Policy Analyst
lhd4@cornell.edu	
Maria Figueroa	Director, Labor and Industry Research
mcf22@cornell.edu	
Jeff Grabelsky	Director, Union Building Strategies and Construction Industry Program
jmg30@cornell.edu	
Lois S. Gray	Jean McKelvey/Alice Grant Professor of Labor Management Relations Emeritus
lsg7@cornell.edu	
Fred Kotler	Director, NYS AFL-CIO/Cornell Union Leadership Institute
fbk2@cornell.edu	
Peter Lazes	Director, Programs for Economic Transition
pml5@cornell.edu	
Ken Margolies	Director, Organizing Programs
kam47@cornell.edu	
Sean Sweeney	Director, Cornell Global Labor Institute
ss266@cornell.edu	
K.C. Wagner	Director, Workplace Issues
kcw8@cornell.edu	
Art Wheaton	Workplace & Industry Education Specialist
acw18@cornell.edu	
Pam Whitefield	Director, Labor Studies Certificate Program
pw39@cornell.edu	

STAFF

Legna J. Cabrera	Program Manager, Labor Programs
ljc46@cornell.edu	
Steven King	Program Coordinator
sk995@cornell.edu	
Jill Kubit	Assistant Director, Cornell Global Labor Institute
jk356@cornell.edu	
Jo-Ann Perkins	Program Assistant
jp326@cornell.edu	
Betty Phillips	Assistant to the Director of Labor Programs
bap13@cornell.edu	
Jennie Pramualphol	Program Coordinator
jp424@cornell.edu	
Stacy Reynolds	Program Coordinator, Labor Studies Certificate Program
sjr29@cornell.edu	
Devon Sanger	Program Assistant
dgs35@cornell.edu	
Anne Sieverding	Program Coordinator, NYS AFL-CIO/Cornell Union Leadership Institute
acs5@cornell.edu	
Alice Torres	Program Coordinator, Labor Studies On-Line Credit Programs
amb27@cornell.edu	

Acknowledgements

A giant muchas gracias goes out to the many people who contributed to the production of this first edition of ILR Labor Advance: Sally Alvarez, Legna Cabrera, Mary Catt, Gene Carroll, Linda Donahue, Maria Figueroa, Steve King, Fred Kotler, Jill Kubit, Peter Lazes, Jenn Morley, Joan Roberts, Anne Sieverding, Sean Sweeney, KC Wagner, Pam Whitefield and Joe Zappala.



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The Union Leadership Workshop Series – New York City

January to June 2009

The Union Leadership Workshop Series based in New York City is a non-credit practical education, training and leadership development program designed for labor union officers, staff, stewards, member activists and worker advocates. Workshops run weekdays 9:00 AM - 4:30 PM at the Cornell-ILR School Conference Center, 16 East 34th Street, 6th floor, Manhattan. For more info contact 212-340-2827 or jp424@cornell.edu

Fees: Unless indicated otherwise, the fee for a one-day program is \$350; a two-day workshop is \$500; and three days is \$750. Fee includes food service and class materials.

January 14-15 Managing & Supervising with Labor's Values

February 24-27 Conflict Resolution for Union Leaders

March 11-12 Advanced Public Speaking for Labor Advocates

March 25-27 Strategic Research for Labor Organizers

April 15-17 Effective Union Preparation for Arbitration

May 14 Building Membership Participation and Union Solidarity through Diversity Awareness and Inclusion

May 20-21 Assertive Grievance Handling

June 10-12 Strategic Contract Campaigns

To register call 212-340-2827 or send Email to jp424@cornell.edu



Cornell University
ILR School

16 E 34th Street, 4th Floor
New York, NY 10016

Advancing the World of Work

College Credit Labor Studies Program – New York City

WINTER 2009

Register now for the Cornell Labor Studies Program in NYC! Winter 2009 courses begin the week of January 5th and run one evening a week for 12-weeks. This program offers area union leaders, activists, and staff the opportunity to earn college credit while gaining a strong theoretical and practical understanding on union-side labor relations. All courses are specifically designed to meet the needs of working adults. Class size is small and structured to build on the knowledge and experience of all participants. Admission is open to all, tuition is low (\$550 per course) and partial scholarships are still available.

January 5 – March 23, 2009 Labor History
Mondays

January 6 – March 24, 2009 Arbitration
Tuesdays

January 6 – March 24, 2009 Labor Law
Tuesdays

January 7 – March 25, 2009 Labor and the American Economy
Wednesdays

January 7 – March 25, 2009 Women and Work
Wednesdays

January 8 – March 26, 2009 Challenges to the Public Sector
Thursdays

January 8 – March 26, 2009 Union Strategies for Health and Safety
Thursdays

If you are interested in enrolling or have questions about the program, please call or Email Program Director Pamela Whitefield (212) 340-2847 or pw39@cornell.edu

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