Welcome

At the National Labor College, you can take classes to enable you to be an integral part of building your union; those same union-building classes can start you on the path to finishing the bachelor’s degree that you’ve always yearned for.

The National Labor College (NLC) offers two separate bachelor degrees delivered in two different formats that make it easy for workers pursuing a college degree. The residential format allows students to begin their courses online via blackboard, a course management system, with weekly assignments and contact with faculty and fellow students. Then they come to our fully unionized campus to continue their classes for six days, and return home to complete coursework online with support from and weekly contact with the faculty.

The second format is completely online and all course assignments are completed either in writing or via electronic means. The academic year consists of three semesters, each lasting 16 weeks. We also offer, as noted below, individual skills course whether or not you want a degree.

Specifically, NLC offers the following:

• A Bachelor of Arts degree with majors in various areas of labor studies;

• A Bachelor of Technical/Professional Studies degree;

• And more than 70 week-long continuing education classes in areas such as arbitration, organizing, negotiations, safety & health, union building, leadership development and much more. Specialized certificates are also available.

In the pages that follow, we’ll explain the steps to make your future brighter for yourself, your family, your workplace, and, indeed, your world.

The National Labor College is regionally accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104, (267) 284–5000.
# Departmental Telephone Directory

National Labor College  
10000 New Hampshire Avenue  
Silver Spring, Maryland 20903  

<table>
<thead>
<tr>
<th>Department</th>
<th>Telephone Numbers</th>
<th>Website</th>
</tr>
</thead>
</table>
| Main Telephone Numbers                  | 301-431-6400  
1-800-462-4237  
Fax 301-628-0162 | www.nlc.edu  |
| Office of the President                 | 301-431-5400 | Front Desk                         |
| Executive Vice President                | 301-431-5427 | 301-431-6400 |
| Vice President for Academic Affairs/Provost | 301-431-5402  
provost@nlc.edu | Hazmat                |
| Accounting                              | 301-431-5419  
Fax 301-628-4250 | 301-439-2440  
Fax 301-628-0165  
crodgers@nlc.edu |
| Admissions/Registration                 | 301-431-5422  
Fax 301-628-0160  
registration@nlc.edu | Human Resources        |
| Advising                                | advising@nlc.edu | Information Technology |
| Archives                                | 301-431-5451  
Fax 301-431-5455 | 301-431-5405 |
| Communications                          | 301-431-5453 | Library                             |
| Conference Services                     | 301-431-5425  
Fax 301-628-4250 | 301-431-5445  
301-628-4861 |
| The Center for Advanced Instructional Technology (CAIT) | 301-431-5420  
Fax 301-431-5400  
cait@nlc.edu | National Resource Center |
| Ed Planning                             | edplanning@nlc.edu | 301-431-5457  
Fax 301-4315455  
nrcosha@nlc.edu |
| Student Accounts                        | 301-431-5404  
studentaccounts@nlc.edu | Portfolios             |
|                                      | portfolio@nlc.edu | Registrar                           |
|                                      | 301-431-5410 | Security and Facilities |
|                                      | 301-628-4265 | Senior Project                      |
|                                      | seniorproject@nlc.edu | Student Accounts                  |
|                                      | 301-431-5404  
studentaccounts@nlc.edu | 301-431-5404  
studentaccounts@nlc.edu |
2007-2008 Course Catalog

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### Academic Calendar

**2007**

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<th>Event</th>
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<tr>
<td>August 3</td>
<td>Last Day to Register for Fall Term</td>
</tr>
<tr>
<td>August 17</td>
<td>Spring Semester Ends/Grades Due</td>
</tr>
<tr>
<td>September 3</td>
<td>College Closed for Labor Day Holiday</td>
</tr>
<tr>
<td>September 4</td>
<td>Fall Semester Begins</td>
</tr>
<tr>
<td>October 8</td>
<td>College Closed for Columbus Day Holiday</td>
</tr>
<tr>
<td>October 6-12</td>
<td>Fall Week in Residence</td>
</tr>
<tr>
<td>November 12</td>
<td>College Closed for Veteran's Day Holiday</td>
</tr>
<tr>
<td>November 22 &amp; 23</td>
<td>College Closed for Thanksgiving Holiday</td>
</tr>
<tr>
<td>December 3</td>
<td>Last Day to Register Winter Term</td>
</tr>
<tr>
<td>December 7, 2007</td>
<td>Last Day to register for the Winter Term</td>
</tr>
<tr>
<td>December 21</td>
<td>Fall Semester Ends/Grade Due/Graduation (no ceremony)</td>
</tr>
<tr>
<td>December 24—31</td>
<td>College Closed for Holiday</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
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<td>------------</td>
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<tr>
<td>January 1</td>
<td>College Closed for New Year Holiday</td>
</tr>
<tr>
<td>January 7</td>
<td>Winter Semester Begins Online</td>
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<tr>
<td>January 21</td>
<td>College Closed for Martin Luther King Holiday</td>
</tr>
<tr>
<td>February 2-8</td>
<td>Winter Week in Residence</td>
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<tr>
<td>February 18</td>
<td>College Closed for President's Day Holiday</td>
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<tr>
<td>March 21</td>
<td>College Closed for Good Friday Holiday</td>
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<tr>
<td>April 4</td>
<td>Last Day to Register for the Spring Term</td>
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<tr>
<td>April 25</td>
<td>Winter Semester Ends/Grades Due</td>
</tr>
<tr>
<td>April 28</td>
<td>Spring Semester Begins Online</td>
</tr>
<tr>
<td>May 26</td>
<td>College Closed for Memorial Day</td>
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<tr>
<td>May 31—June 6</td>
<td>Spring Semester Week in Residence</td>
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<tr>
<td>June 28</td>
<td>Graduation &amp; Commencement</td>
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<tr>
<td>July 4</td>
<td>College Closed for Independence Day</td>
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<tr>
<td>August 15</td>
<td>Spring Semester Ends/Grades Due</td>
</tr>
<tr>
<td>September 1</td>
<td>College Closed for Labor Day</td>
</tr>
<tr>
<td>September 12</td>
<td>Last Day to Register for the Fall Term</td>
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<tr>
<td>October 6</td>
<td>Bachelor's Fall Semester Begins Online</td>
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<tr>
<td>October 13</td>
<td>College Closed for Columbus Day</td>
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<tr>
<td>November 8-14</td>
<td>Fall Week in Residence</td>
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<tr>
<td>November 11</td>
<td>College Closed for Veteran's Day</td>
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<tr>
<td>November 27—28</td>
<td>College Closed for Thanksgiving Holiday</td>
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<td>December 22-Jan 4th</td>
<td>College Closed for Holiday</td>
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<tr>
<td>February 6th</td>
<td>Fall Semester Ends/Grades Due</td>
</tr>
</tbody>
</table>
Bachelor of Arts

Hundreds of working men and women just like you have earned a Bachelor of Arts Degree from the National Labor College. The program is flexible and enables students to pursue their education while continuing their trade union work.

How and where the courses are taken is what makes NLC’s degree programs unique and successful. Under NLC’s low-residency format, students are required to begin and complete courses online and to attend the entire, scheduled, residential session on campus for a one-week period each semester. During the non-residential portion of the semester, students must complete assignments and receive additional instruction from faculty via e-mail and phone at least once per week. During each semester, students may take as many as three classes; however, it is strongly recommended that students take only two classes per semester, especially if this is their first time attending college, or the first time returning to college. The format is intensive, but the results are worth it.

A key aspect of the NLC Bachelor of Arts program is its recognition of experiential learning—that is, education received outside the traditional classroom. Students can earn college credits for prior experiential learning that is documented and evaluated through the NLC Educational Planning course and portfolio process.

The following explains how you can get started earning a college degree from one of the world’s premier labor education institutions.

The Academic Requirements for the Bachelor of Arts program:

1. To receive a Bachelor of Arts degree, a student must complete a total of 120 semester credits. That requirement may be met in several ways:

   a. Students may transfer credits from an accredited institution (regional, national, professionalized, specialized) of higher education, from formally assessed (college or American Council on Education (ACE) assessed) union apprenticeships or training programs, and/or from credits accumulated through military training and service.

   b. No more than 30 semester credits may be awarded for experiential learning through the portfolio process. Out of the 30 credits, no more than 15 credits can be in any one area.

   c. Students with fewer than 90 semester credits may take a range of elective courses with the NLC or any other accredited higher education institution of their choice.

   d. The final 30 semester credits toward a NLC Bachelor of Arts degree must be taken at NLC.

      i. 12 credits must be taken in the student’s major, either at NLC or through an approved partnership (see “Partnerships” section of catalog for more information).

      ii. 15 credits must be in the five core NLC classes. The five core courses that are common to all majors and are required of all Bachelor of Arts degree candidates:

         ■ Introduction to Labor Studies
         ■ Educational Planning
         ■ Comparative Research Methods
         ■ Senior Seminar
         ■ Senior Project

      iii. The remaining three credits are taken as an elective NLC course
Students should note that NLC week-long Union Skills courses are assessed for credit, and can be used as electives to fulfill students’ requirements in their major. Students may discuss these course offerings with the Academic Services Department.

2. In order to fulfill the general education requirements, a student must successfully complete at least three college level semester credits in each of the following disciplines:

- English Composition
- Arts and Humanities
- Mathematics
- Biological and Physical Sciences
- Social and Behavioral Science

**Majors**

A student must select a major and successfully complete the minimum number and type of required courses for that major in order to receive a degree. For the Bachelor of Arts degree, the majors are as follows:

- Labor Studies
- Labor Education
- Labor Safety and Health
- Labor History
- Political Economy of Labor
- Union Leadership and Administration

- Students must take 12 credits in their major area. The Labor Studies major requires a particular distribution of courses—see the Labor Studies section below.

- Students must take one, three-credit elective, which can be in or out of your major area.

- One of the major courses may be chosen from the College’s Union Skills offerings. For a course to be counted toward the major, it must either be one of the three-credit classes, such as Arbitration, or the student must choose the three-credit option for a two-credit course, which requires the student to submit additional work as agreed upon with the instructor. A student may use only one union skills course toward major requirements, including the elective.

- Students must complete their Senior Project in their major area. Each student’s NLC Senior Project advisor or the NLC faculty member identified by the Senior Project advisor will work with students to ensure that the topic area chosen is in a student’s major area.

A student who enters the College with significant experience, training, and/or prior coursework in their major area must consult closely with a NLC faculty advisor with expertise in the major to ensure that their course choices do not duplicate previous work and that these choices are appropriate to his/her level of expertise. **Note that training and coursework not taken at NLC or as part of a formal NLC partnership cannot be counted towards a student’s major.**

**Double Majors**

For a student to graduate with more than one major, the student needs to fulfill, independently, the requirements for each major. For example, if a student wants a double major in Labor Studies and Labor Education, the student must take 12 credits from the Labor Education offerings and then take 12 separate credits to meet the Labor Studies requirements. The elective course can be the same for, or overlap, the two majors. In addi-
tion, the NLC Senior Project advisor must certify that the Senior Project sufficiently spans both Senior Project areas.

In choosing a major, consider not only your present interests, but also the areas that intrigue and inspire you. Read through the following program requirements, along with the appropriate course descriptions, to help you determine your area of study. Please note that these are the current requirements and are subject to change.
Labor Studies

The Labor Studies program provides a general overview of issues and theories of interest and concern to working women and men. Students who wish to pursue a graduate degree in labor studies, or who are seeking a broad range of knowledge are encouraged to select this program.

Requirements:
Choose any five (5), upper level, three-credit courses offered at the College, including but not limited to the courses listed below. In order to successfully complete a Labor Studies major, at least two of the courses you choose must be required courses from two other major areas (e.g., Labor History and Labor Safety and Health.)

- LBHU 4110 History of Labor Theater
- LBHU 4170 Ethics in Decision Making
- LBOR 4151 Union Structure and Governance
- LBOR 4180 Organizing and Representing the New Work Force
- LBST 4030 Labor and the American Political System
- LBST 4070 Employment Rights
- LBUS 3080 Strategic Grievance Handling
- LBPE 4987 Labor in the Global Economy (International)
- LBHU 4160 Images of Labor in Film
Labor Education

The Labor Education program is designed for students who are interested in labor movement training and education programs. This course of study introduces students to a variety of adult and labor education concepts and theories and provides students with a broad range of skills related to teaching and training in a union context.

Requirements:
Four (4) of the following three-credit courses must be completed successfully:

- LBED 4004 History of Labor Education
- Instructional Methods
- LBED 4410 Distance Learning for Labor Educators
- LBED 4432 The Adult Learner
- LBED 4450 Instructional Systems Design
- LBED 4460 Instructional Technology

In addition, each student must take one (1) elective.

Students may fulfill part of the major requirement by taking one three-credit class from the following categories of Union Skills courses:

- Teaching Techniques
- Train-the-Trainer in Workplace Safety and Health (permission of instructor required)
- Hazardous Materials Training
Labor History

The Labor History program exposes students to the development and evolution of the American labor movement and its impact on society and culture. Courses are designed to provide students with a thorough knowledge of the modern labor movement by examining its origins and growth.

Requirements:
Four (4) of the following three-credit courses must be completed successfully:

- LBED 4004 History of Labor Education
- LBHT 4000 History of the Labor Movement—Part I
- LBHT 4001 History of the Labor Movement—Part II
- LBHT 4002 History of Labor and the Law
- LBHT 4003 Gender and Identity in Labor History
- LBPE 4989 Where the Local Meets the Global (Domestic)
- LBHU 4110 History of Labor Theater

In addition, each student must take one (1) three-credit elective.
Globalization is changing work around the world, how domestic economies function, and the challenges labor will face in the twenty first century. The NLC political economy program helps students understand globalization; how it affects workers, jobs and domestic economic choices; and the economic, political and social roles of labor movements in creating more just alternatives.

Requirements:
Four (4) of the following three-credit courses must be completed successfully:

- LBOR 4000 Organizing the Global Workforce
- LBPE 3050 International Labor Campaigns in the Global Political Economy
- LBPE 3000 Bargaining in the Global Economy
- LBPE 4989 Where the Local Meets the Global (Domestic)
- LBPE 4988 Labor in the Global Economy (International)
- LBPE 4987 Labor in the Global Economy—Train the Trainer
- LBPE 4986 Where the Local meets the Global—Train the Trainer

In addition, each student must take one (1) three-credit elective.
Union Leadership and Administration

The Union Leadership and Administration program is designed to explore the theoretical and practical aspects of labor movement leadership. Courses are designed to provide students with a thorough understanding of bargaining, arbitration, financial, and general management issues. Students who are local union officers or hold the leadership positions are ideal candidates for this course of study.

Requirements:
Four (4) of the following three-credit courses must be completed successfully:

- LBPE 3000 Bargaining in the Global Economy
- LBHU 4170 Ethics in Decision Making
- LBOR 4151 Union Structure and Governance
- LBST 4020 Labor Law
- LBUS 3080 Strategic Grievance Handling
- LBUA 4900 Union Administration
- LBUA 3500 Leadership (special topics)
- LBUA 4030 Fiduciary Duties
- LBUA 4060 Capital Stewardship
- LBUS 3041 Effective Communication Skills for Trade Unionists
- LBUS 3010 Computer Skills for Trade Unionist Level 1

or

- LBUS 3011 Computer Skills for Trade Unionists Level II
- LBOR 4180 Organizing and Representing the New Workforce
- LBUA 4100 Health Benefits Future
- LBUA 4110 Health Care Bargaining

In addition, each student must take one (1) three credit elective.

Students may fulfill part of the major requirement by taking one three-credit class from the following categories of union skills courses:

- Arbitration
- Contract Negotiations and Contract Writing
- Computer Skills
- Staff Training
- Organizing
- Strategic Planning, Research, Grievance Handling, Organizing, or Bargaining

*continued*
Labor Safety and Health

This program focuses on issues and concerns relating to workplace safety and health. Students who choose this area of concentration will study policy and union strategies and will learn technical skills to improve worker safety and health.

Requirements:
Students must successfully complete a total of 12 credits from the following two categories as explained below.

Category 1: Complete at least one (1), but no more than three (3) from this category.
- Occupational Safety and Health Law (future offering)
- LBSH 4601 Workplace Hazards and the Law
- LBSH 4620 Industrial Hygiene
- Ergonomics (future offering)
- LBSH 4500 Foundations in Occupational Safety and Health

Category 2: Complete at least one (1) but no more than three (3) from Category 2.
- LBUS 3927 Train-the-Trainer Program on Workplace Health and Safety (this is a union skills course)
- LBSH 4600 Hazardous Materials Transportation (online)*
- LBSH 4606 Hazardous Materials Transportation/Chemical Emergency Response*
- OSHA 0500 Trainer Course (Construction Industry)**
- OSHA 0501 Trainer Course (General Industry)**
- OSHA 6000 Collateral Duty Course for Federal Workers**
- OSHA 5600 Disaster Site Worker Train the Trainer Course**
- NRC Specialty Courses (Ergonomics, Electrical Standards, Machine Guarding, or other NRC courses listed in this catalogue)**

In addition, each student must take one (three credit) elective.

* Only one of these Hazmat courses may be taken.

** To qualify as a course used for the major, a 500, 501, 6000, 5600 or a NRC Specialty course must be taken through the National Resource Center (NRC), or through the NLC partnership with the Center to Protect Workers’ Rights. To earn three semester credits for the OSHA 6000 course, an additional assignment must be completed with an NLC or NRC instructor.
The NLC’s Online Degree Program

The Bachelor of Technical/Professional Studies (BTPS) degree program provides union members, and members of Working America, who have participated in challenging apprenticeships, college and training programs with online access to the courses needed to earn a college degree.

Like the NLC Bachelor of Arts degree program, the BTPS program offers a high degree of flexibility and recognition of experiential learning—education received on the job and/or in specialized training or internships. Unlike the B.A. program, coursework is done online or at a distance—with easy-to-follow, easy-to-navigate instruction. BTPS courses run on the same schedule as the NLC B.A. program. E-mail us at btps@nlc.edu to explore whether the BTPS program is right for you.

Bachelor of Technical/Professional Studies - Online Degree Program

The goal of the BTPS degree program is to provide union members an opportunity to continue their education and advance their career without disrupting their current lifestyles and schedules.

Eligibility

Union members may be admitted to the BTPS program if they:
- Have a high school diploma or equivalent, AND
- Apprenticeship that is either college or ACE assessed (completed or in progress), OR
- Have completed an associate’s degree program and that has been assessed to the equivalent of a minimum of 45 semester hours.

The Academic Requirements for the Bachelor of Technical and Professional Studies (BTPS) program

1. All courses in the BTPS degree are delivered online.

2. To receive a BTPS degree, a student must complete a total of 120 semester credits. That requirement may be met in several ways:
   a. No more than 30 semester credits may be awarded for experiential learning through the portfolio process. Out of the 30 credits, no more than 15 credits can be in any one area.
   b. Students may transfer up to 69 credits from an accredited institution (regional, national, professional, specialized) of higher education to BTPS program, from formally assessed (by college or ACE) union apprenticeships or training programs, and/or from credits accumulated through military training and service.
      (Note: 69 credits transfer includes credits earned from the experiential learning.)
   c. Students with fewer than 45 semester credits may take a range of courses with the National Labor College or any other accredited higher education institution of their choice.
   d. All BTPS enrolled students must take one area of specialization from the BTPS program.

continued
Students should note that NLC week-long Union Skills courses are assessed for credit, and can be used as electives to fulfill students’ requirements in their specialization. Students may discuss these course offerings with the Academic Services Department.

3. In order to fulfill the general education requirements, a student must successfully complete at least three semester credits in each of the following disciplines:
   - English
   - Arts and Humanities
   - Mathematics
   - Biological and Physical Sciences
   - Social and Behavioral Science

During each semester, students may take as many as four online classes; however, it is strongly recommended that students take only two classes per semester, especially if this is their first time attending college, or the first time returning to college. For students who are taking an online course for the first time, it is highly recommended that they take the course, *Learning in a Digital World*.

**BTPS Areas of Specialization**

A student must select an area of specialization and successfully complete the minimum number and type of required courses for that specialization in order to receive a BTPS degree. For the BTPS degree, the area of specializations are as follows:

- Leadership
- Occupational Safety and Health
- Instructional Technology and Computer Skills (2 Tracks)
- Music and Arts (2 Tracks)

There are several common requirements for all areas of specialization:

- All students must take the six core courses
  - Learning in a Digital World (may be substituted w/ faculty or provost’s approval)
  - BTPS Education Planning (may be substituted w/ faculty or provost’s approval)
  - Service Learning Internship
  - Capstone Project
  - Research Methodologies
  - Elective(s)

- Students must take at least 12 credits in their area of specialization.
- Students must take at least one, three-credit elective, which can be in or out of their specialization.
- Students must complete the Research Methodologies class in their specialization area.
- Students must complete the Capstone Project in their specialization area. Each student’s NLC Capstone Project advisor or the NLC faculty member identified by the Capstone Project advisor will work with students to ensure that the topic area chosen is in a student’s areas of specialization.

A student who enters the College with significant experience, training and/or prior coursework in their area of specialization must consult closely with a NLC faculty advisor with expertise in the specialization to ensure that their course choices do not duplicate previous work and that these choices are appropriate to his/her level of expertise.

*Note: Training and coursework not taken at NLC or as part of a formal NLC partnership CANNOT be counted towards a student’s area of specialization.*
Double Specializations

For a student to graduate with more than one area of specialization, the student needs to fulfill, independently, the requirements for each specialization. For example, if a student wants a double specialization in Leadership and Instructional Technology, the student must take at least 12 credits from each area of specialization. The elective course can be the same for, or overlap, the two areas of specializations. In addition, the NLC Capstone Project advisor must certify that the Capstone Project sufficiently spans both areas of specialization.

In choosing a specialization, consider not only your present interests, but also the areas that intrigue and inspire you. Read through the following program requirements, along with the appropriate course descriptions, to help you determine your area of study. Please note that these are the current requirements and are subject to change.

Core/Required Courses (for all Areas of Specialization)
- Learning in a Digital World (may be substituted w/ faculty or provost’s approval)
- BTTPS Education Planning (may be substituted w/ faculty or provost’s approval)
- Service Learning Internship
- Capstone Project
- Research Methodologies
- Elective(s)

General Education

English
- Effective Writing
- American Labor Literature
- Creative Writing (future offering)

Science
- Science, Technology, and Our World
- Industrial Hygiene (future offering)

Social Science
- Computers and Industrial Society
- Grassroots Leadership I and II
- The Adult Learner
- Trends in Healthcare as an Employee Benefit

Math
- Intermediate Algebra or
- Any college level Math

Humanities
- Images of Labor in Art
- Leadership and Landmark Events in Labor History
- Film and Globalization
- Music Appreciation
- World Music
- Western Music of the Gilded Age and Progressive Era (future offering)
- History of Communications, Culture, and Technology
- History of Labor Music (future offering)

continued
Specialization: Occupational Safety & Health

Occupational Safety & Health

Required Courses

- Hazardous Materials Transportation
- Foundations in Occupational Safety & Health
- Bio-Terrorism I
- Bio-Terrorism II
- Research and Independent Study in Occupational Safety & Health
- Self-Directed Studies
- Case Studies

Specialization: Instructional Technology, and Computer Skills (2 Tracks)

Required Courses

Track 1: Instructional Technology

- Computer Skills for Trade Unionist Level I
- Distance Learning and Labor Educators
- Instructional Technology
- The Adult Learner
- Instructional Design
- Research and Independent Study in Instructional Technology
- Research and Independent Study in Distance Education
- Electives
  - Computer Skills for Trade Unionist Level II
  - Multimedia Technology
  - Advanced Multimedia Technology (future offering)
  - History of Communications, Culture, and Technology
  - Computers and Industrial Society

Track 2: Computer Skills

- Computer Skills for Trade Unionist Level I
- Computer Skills for Trade Unionist Level II
- Multimedia Technology
- Advanced Multimedia Technology (future offering)
- Instructional Technology
- Research and Independent Study in Computers and Technology
- Electives
  - History of Communications, Culture and Technology
  - Computers and Industrial Society
  - Distance Learning and Labor Educators
  - Introduction to Digital Music (future offering)
Specialization: Music & Arts (2 Tracks)

Required Courses

**Track 1: Music**
- Music Appreciation
- World Music
- History of Labor Music (future offering)
- Western Music of the Gilded Age and Progressive Era (future offering)
- Research and Independent Study in Music
- Electives
  - Introduction to Digital Music (future offering)
  - Computer Skills for Trade Unionist Level I
  - Computer Skills for Trade Unionist Level II
  - Multimedia Technology
  - Advanced Multimedia Technology (future offering)
  - Film and Globalization

**Track 2: Arts**
- Film and Globalization
- Images of Labor in Art
- American Labor Literature
- Creative Writing (future offering)
- Research and Independent Study in Arts

Specialization: Leadership

Required Courses

- Grassroots Leadership I and II
- Leadership and Landmark Events in 20th Century Labor History
- Effective Leadership: Making It All Work
- Leadership Theories
- Research and Independent Study in Leadership
- Electives

For a full description of BTPS courses, see pages 47-67.
Bachelor of Technical/Professional Studies
Distance Education Program Delivered at the National Labor College

Needed to enroll in BTPS program:
High School Diploma or GED

1. And, one or more of the following:
   - Apprenticeship (ACE approved)
   - Military training
   - Associates degree
   - College credits
   - Prior Learning Portfolio from NLC - earn up to 30 credits

Total of 69 credits can be transferred or earned from sources above

2. General Education requirements
   - 3 credits in each discipline (can be taken with NLC OR transferred from an accredited college)
   - English
   - Humanities
   - Math
   - Science
   - Social Science
   - Earn up to 27 college credits from the Service Internship

Graduation!
120 credits
NLC BTPS Degree

3. BTPS Specializations Select one from below
   - Instructional Technology and Computers
   - Leadership
   - Music and Arts
   - Occupational Safety and Health
   - + Capstone Project (6-8 credits)
Union Skills Courses

The National Labor College is now in its fourth decade of providing the highest quality education and training programs available for union members. This success is attributable to our excellent faculty, fully-unionized facilities, and the enthusiastic participation of union activists. Each year, hundreds of members attend one or more of our courses. Most week-long Union Skills Courses have been assessed for two credits. Students interested in receiving a third credit may do so by arranging additional assignments with the faculty member and notifying the Academic Services Department to obtain appropriate paperwork and cost.

Students wishing to add new skills or master a particular subject do not need to meet the credit hour requirements for admission. Students who want to take Union Skills courses need to complete an abbreviated application form and then register for classes. No admissions process is required.

The abbreviated application can be completed online at www.nlc.edu or mailed to:

Admissions Office
National Labor College
10000 New Hampshire Avenue
Silver Spring, MD 20903

Or faxed: 301-628-0160

The online application and registration can be completed by visiting www.nlc.edu and click on the I.Q. Web link. Enter this site as a visitor and request a login/password. You will find the application on the left-hand side under the Union Skills heading. Complete the application and then go to Union Skills/OSHA Course Search to register for the classes that interest you. You can conveniently pay online, have a bill sent to you, or make arrangements to have a sponsor submit payment.

Students can drop a Union Skills course up to two weeks prior to the first day of class, with a full refund. Failing to drop the course does not eliminate a student’s financial obligation.

For a complete list of courses and dates please log on to the NLC website at www.nlc.edu.

Certificates

Specialized certificates are available to students completing a series of related courses. All certificates require 12 semester credits of NLC coursework. All NLC courses listed below are either three-credit courses (most of which are taught during the NLC’s degree week) or two-credit courses with a third credit option after additional work is completed. Classes taken through partnership with NLC academic and union partners do not qualify for NLC certificate credit. Certificates are available to all NLC students, whether or not they are pursuing a B.A. or BTPS degree.

Certificate in Union Administration

Students must take one of the following classes:

• Managing Local Unions
• New Union Staff
• Union Structure and Governance

And one class from each of three of the following areas of NLC course offerings:

• Arbitration

continued
• Collective Bargaining
• Dispute Resolution and Grievance Handling
• Organizing
• Law
• Ethics
• Capital Stewardship

Certificate in Labor Safety and Health

Students must take at least one of the following classes:

• Representing Injured Workers
• Industrial Hygiene
• Train-the-Trainer on Workplace Health and Safety (instructor permission required)
• Additional health and safety course offered during one of the B.A. semesters

And at least one of the following classes:

• Hazardous Materials Transportation Online
• Rail Workers Hazardous Materials Training Program
• Workplace Hazards and the Law

And at least one OSHA class taken through the National Labor College's National Resource Center program

Certificate in Organizing

Students must take 12 semester credits of coursework from the NLC's Organizing offerings listed below, and the Strategic Grievance Handling class.

• Strategic Grievance Handling
• Effective Communications
• Effective Leadership: Making it All Work
• Grassroots Leadership I, II
• New Union Staff
• Organizing and Representing the New Workforce
• Organizing I, II, III

Certificate in Labor Education

Students must take 12 semester credits of coursework chosen from the following set of offerings:

• Teaching Techniques I
• Teaching Techniques II
• The Adult Learner
• Instructional Systems Design
• Distance Learning for Labor Educators
• History of Labor Education
• Effective Communications
Certificate in Capital Stewardship
Students must take the following courses:
• Investment Strategies
• Fiduciary Duties
• Capital Stewardship and Fund Governance
• Active Ownership and Corporate Governance

Building Trades Certificates
Certificate in Building Trades Union Leadership and Administration
• Contract Negotiations in the Construction Industry
• Labor Law in the Construction Industry
• Organizing in the Construction Industry – Level I

Plus one class from each of two of the following areas of NLC course offerings:
• Managing Local Unions
• New Union Staff
• Union Structure and Governance

Certificate in Building Trades Organizational Dynamics and Growth
• Organizing in the Construction Industry – Level I
• Strategic Planning for Construction Organizing – Level II

Plus one class from each of three of the following National Labor College course areas:
• Strategic Research
• Communications (including Spanish Immersion)
• Union Structure and Governance
• Labor Education
• Collective Bargaining

Note that NLC courses can be either two or three credit courses. In order to qualify for either certificate, students must have taken a total of 12 credits worth of classes.

For a complete list of courses and dates please go to the NLC website at www.nlc.edu and log on as a visitor at the IQ web link.
Graduate Program Opportunities

Earning a bachelor’s degree often fuels a desire for more knowledge and academic achievement. The NLC recognizes the importance of providing its graduates with information regarding appropriate opportunities to earn master’s degrees.

University of Baltimore Master’s Degree Programs at NLC

The NLC has arranged for two master’s degree programs to be delivered by the University of Baltimore at the NLC campus: a Master of Arts in Legal and Ethical Studies and a Master of Public Administration.

The Master of Arts Degree in Legal and Ethical Studies (LEST), with a concentration in Negotiations and Conflict Management, is designed for union leaders interested in obtaining a strong understanding of law, ethics, and conflict management. For more information about the LEST degree, contact Dr. Jeffrey Sawyer, Program Director, University of Baltimore, 410-837-5327; jsawyer@ubalt.edu.

The Master’s Degree in Public Administration (MPA) is the non-profit (union) and public sector equivalent of the MBA. The course work stresses responsibility to workers and society, rather than to corporations and stockholders. The program is designed for trade unionists who are currently holding or preparing for managerial or leadership positions. NLC students can take UB MPA classes through the online MPA program offered by UB.

For more information about the MPA degree, contact Ms. Margaret Shamer , Academic Program Coordinator, University of Baltimore, 410-837-6197; mshamer@ubalt.edu.

The University of Baltimore has adapted its master’s degree curricula to serve the needs of trade unionists. Registration is open to trade unionists who have earned a bachelor’s degree from the NLC or other regionally accredited university or college and meet the admissions criteria of the University of Baltimore. Students enrolled in the University of Baltimore’s master’s degree program are required to spend time in-residence each semester and complete the remainder of their coursework online.

Applying to the University of Baltimore Graduate Degree

All applicants should submit a completed application form online at http://www.ubalt.edu/template.cfm?page=266. Students may also access the University of Baltimore’s handbook with important course, application, and registration information at www.ubalt.edu/records/pdf/meany-center.pdf.

Registration

Students cannot register for classes until they have been formally admitted by the program director at University of Baltimore. After learning of their acceptance into the program, students may register for classes by sending an e-mail to records@ubalt.edu. The e-mail should include the student’s name, social security number, contact information, and the courses for which you wish to register. Students must identify themselves as National Labor College students.
Tuition and Fees
Tuition and fees are determined by and paid directly to the University of Baltimore. Up-to-date tuition rates and fees can be obtained from the University of Baltimore website: http://www.ubalt.edu/template.cfm?page=61 or http://www.ubalt.edu/template.cfm?page=1680. Full payment is required at the start of the in-residence session at NLC. Cash, personal check, American Express, MasterCard, and Visa are accepted. No refunds are available once classes begin during the in-residence session. Students may receive a refund for books within 24 hours after the week-in-residence has begun. The University of Baltimore reserves the right to change tuition and fees as necessary without notice. Please consult the University of Baltimore’s website at www.ubalt.edu/business. Note: The NLC requires a $250 graduation fee to be paid 30 days prior to commencement.

Each student is responsible for making the necessary arrangements for housing, meals, etc., for the in-residence session at NLC. Charges for the in-residence stay at NLC are not included in charges from the University of Baltimore.

Note: The National Labor College may change the housing and meal costs associated with the master’s degree programs without prior notice. Housing arrangements can be made by calling 301-431-6400 or through our website, www.NLC.edu (overnight accommodations).

Financial Assistance
Students may be eligible to participate in financial assistance programs through the University of Baltimore. Interested students should check out http://www.ubalt.edu/financialaid.

University of Massachusetts Master’s Degree in Union Leadership and Administration
The University of Massachusetts offers a Master’s Degree in Union Leadership and Administration (ULA) at its Labor Relations and Research Center in Amherst. This part-time, low-residency program is for union officers, staff, and activists and provides opportunities to explore the labor movement. The ULA program provides the technical skills necessary for today’s union leaders to confront the changing world and to help the labor movement grow. For more information, call or write: Union Leadership and Administration Program, Labor Relations and Research Center, 125 Draper Hall, Box 32020, University of Massachusetts, Amherst, MA 01003-2020; phone: 413-545-4875; fax: 413-545-1010; or visit: www.umass.edu.lrcc.
Special Programs

The National Labor College has classes that fit the needs, ambitions, and desires of labor union members and activists from every sector and every union. NLC is committed to responding to the changing needs of the labor movement and the circumstances of individual union members with special programs. Some of these special programs are outlined below.

The Southwest Organizing School

The Southwest Organizing School (SWO) is a project of the National Labor College. Unionists who live in or near the Southwest come to the school to learn skills and gather ideas to help build a stronger labor movement. Some students attend the SWO to take part in continuing education courses, others to begin to earn a bachelor's degree. Whatever the reason, the SWO is a great resource for sharpening skills and gaining valuable knowledge. For more information contact Morty Simon or Carol Oppenheimer at 505-992-8477 or simon@santafe-newmexico.com. To register for courses, you can fill out the form at the back of the catalog and fax it to Registration at 301-628-0160, or register conveniently online at www.nlc.edu.

Rail Workers Hazardous Materials Training Program

The Rail Workers Hazardous Materials Training Program was originally funded in 1990 by the National Institute of Environmental Health Sciences (NIEHS) to provide hazardous materials training for rail workers. Since that time, nearly 21,000 rail workers have participated in NIEHS-funded training courses that address requirements of OSHA 1910.120 and DOT’s Hazardous Materials Regulations (49 CFR, Part 172, Subpart H).

Much of the training is provided by peer instructors who are full time rail workers—members and/or local officers of affiliated rail unions. Support for peer instructors is funded by the North American Railway Foundation, a non-profit organization supporting rail labor and safety.

Rail workers may register at www.hazmatgmc.org. For more information about the Rail Workers Hazardous Materials Training Program, call: 301-439-2440; fax: 301-628-0165; or e-mail croggers@nlc.edu.

National Resource Center for OSHA Training (OSHA Region III Education Center)

The National Resource Center (NRC) for OSHA Training is an OSHA Education Center—one of 19 in the country. It is a consortium of the National Labor College; The Center to Protect Workers’ Rights/Building and Construction Trades Department, AFL-CIO and West Virginia University. For more information about courses, locations, fees, or to register, contact the NRC at 1-800-367-6724 or e-mail: nrcosha@nlc.edu
Kaiser Permanente Health Care Institute

Because workers need an in-depth knowledge of the rapidly changing healthcare industry as well as the skills to secure the best possible benefits for their unions, the NLC, in partnership with Kaiser Permanente, established the Kaiser Permanente Health Care Institute (KPHCI). In addition to NLC’s current course in Healthcare Bargaining, the KPHCI will offer new courses in the healthcare field as a part of our bachelors degree. KPHCI is also developing a four-course Certificate in Healthcare as a part of our union skills courses. Each year the KPHCI will also host a national conference on healthcare bargaining and benefits at NLC.
Degree Admission Information

The NLC is an open enrollment institution. Members of AFL-CIO affiliated unions, other eligible unions, state federations, central labor councils, and AFL-CIO staff are entitled to take advantage of the AFL-CIO’s subsidized tuition rates of $158 per credit. Working America and union families are eligible to apply to the BTPS program and are entitled to take advantage of the subsidized tuition rates of $210 per credit.

To apply to the NLC you need to do the following:

- Complete the application form on our website, or complete and mail or fax a copy of the application form to the NLC Admissions office.

Applications can be completed online at www.nlc.edu or mailed to:
Admissions Office
National Labor College
10000 New Hampshire Avenue
Silver Spring, MD 20903

Or faxed: 301-628-0160

- Remit the non-refundable application fee of $50.00.

- Request an official transcript be sent to the NLC Registrar’s Office from your high school of graduation; or forward a copy of your GED to the NLC Registrar’s Office; or proof of home schooling. These documents must be sent directly from the originating school to the NLC Registrar’s Office or submitted in a sealed envelope from the institution.

After you have completed and submitted the application form you must contact an admissions advisor (either by phone at 1-800-462-4237 or by emailing to advising@nlc.edu) before you can register for any courses. This is to assure that you are taking the correct courses and that you have applied to the degree program that best fits your needs. Once you have worked with your admissions advisor, you will be cleared to register for up to three courses for B.A. students or up to four courses for BTPS. students for your first term. Most students will be registering for Introduction to Labor Studies (LBCR-4000) and Educational Planning (LBCR-4500) if they are a B.A. student and Learning in a Digital World (BTPS 1050) and BTPS Educational Planning (BTPS4100) if they are a BTPS student.

Additional Admissions Procedures

In order to request a discounted union-member tuition rate, you must forward to the NLC Admissions Office proof of union membership. This must be completed in the first two weeks following your application to the college. If we do not receive any documentation during this time, your tuition will be billed at the standard rate.

No Later Than Your First Term

We must have official copies of all college and university transcripts from schools you have attended sent directly from the originating college or university to the NLC Registrar’s Office. Records from military service can be obtained by seeing the details below. We cannot accept student or unofficial copies of any transcripts. We will not review for credit determination any unofficial or student transcripts. If these records are not received by the end of your first term, you will not be permitted to register for another term.

You must complete a technology review and submit a writing sample during your first term with the college. These will be forwarded to you either by email or standard mail.
The B.A. program requires the applicant to have at least 56 credit hours to be granted full admission. The BTPS program requires the applicant to have at least 45 credit hours to be granted full admission.

Credits may be earned in the following ways:

- Through a regional, national, professional or specialized accredited two- or four-year college; and/or
- Through an approved military or technical training program assessed for credit by the ACE or other recognized agency; and/or
- The National Labor College will review for credit any apprenticeship that has been awarded credit recommendations by the ACE. Apprenticeships are also sometimes awarded credits through a community college. All other apprenticeships can be considered for experiential credits through the Educational Planning course.
- Through prior learning documented through NLC’s Educational Planning class and portfolio process and/or the CLEP or other approved test-for-credit program.

Students who do not meet these minimum requirements, but hold a high school diploma or General Equivalency Diploma (GED) may be admitted provisionally. Provisionally admitted students will be advised by an advisor as to the appropriate steps needed to achieve full admission to the program.

**Provisional Admittance**

The NLC is an upper-division, degree-completion institution and students are expected to perform academically at the level of a college junior or senior. While students may be able to earn credit for their prior learning through the NLC, many students find it helpful to begin at least some of their general education coursework (i.e., English, Math, Science, Humanities, and Social Science) at their local community college. This helps students adjust to college-level work prior to beginning the NLC’s upper-level classes which require a great deal of writing and analysis. If you have questions about whether NLC’s upper-level degree-completion program is the best first step for you, call our Academic Services Department to speak with a pre-admissions advisor at 301-431-5421 or email at advising@nlc.edu.

There are various ways to reach the credits necessary for full admission. NLC accepts credits from accredited colleges and universities (grades must be a “C” or above) and training classes, apprenticeships and military training that have been formally assessed by accredited colleges or by independent organizations such as the ACE. If you already have some of these credits, you can apply to NLC as a provisional student. You can then take the NLC Educational Planning class, which introduces you to the college and helps you begin the process of documenting your prior learning. You may earn a maximum of 30 credits through your prior learning portfolio.

**Re-Admittance Policy for Degree Students**

Any student who previously attend NLC and who has not had taken a course for more than a year must submit a re-admit form to the Registrar’s office. This form can be obtained online at www.nlc.edu under “I.Q. Web.” There is no fee. Catalog eligibility will be determined at the time of re-admission.

**Non-Degree seeking students or Union Skills Courses**

Students wishing to add new skills or master a particular subject do not need to meet the credit hour requirements for admission. Students that want to take Union Skills Courses need complete an abbreviated application form and then register for classes. No admissions process is required.

continued
The abbreviated application can be completed online at www.nlc.edu or mailed to:
Admissions Office
National Labor College
10000 New Hampshire Ave
Silver Spring, MD 20903

Or faxed: 301-628-0160

The online application and registration can be completed by visiting www.nlc.edu and click on the I.Q. Web link. Enter this site as a visitor and request a login/password. You will find the application on the left-hand side under the Union Skills tab. Complete the application and then go to degree application and re-admit form to register for the classes that interest you. You can conveniently pay online, have a bill sent to you, or make arrangements to have a sponsor submit payment.

Transferring Credit
Credits with a grade of “C” or above from a regionally, national, professional, or specialized accredited institution of higher education can be applied toward the degree program. B.A. students may transfer up to 70 lower division semester credits from an accredited institution and a maximum of 90 semester credits in total. BTPS can transfer up to 69 credits in total. Students with transfer credit must still meet all of the requirements of the degree program in order to graduate, even if this requires them to attain more than 120 credit-hours of instruction.

An official transcript must accompany transfer credits and the allocation of credits to degree requirements will be at the discretion of the Registrar. You must obtain a separate transcript from each institution you have attended and have it sent directly from the institution to the NLC Registrar’s Office. The NLC does not accept developmental level courses for credit.

International Transcripts
The National Labor College does accept credits earned at internationally recognized institutions outside the United States. Applicants who have attended a college or university outside of the United States must arrange, at their own expense, to have their academic records evaluated on a course-by-course basis by Educational Credential Evaluators (ECE), a non-profit public service organization, located at P.O. Box 514070, Milwaukee, WI 53203-3470. Request forms can be obtained from the Registrar’s Office at the NLC or by printing the form at www.ECE.org. An official copy of the report should be sent by ECE directly to the Registrar’s Office at the NLC.

Partnerships
Although NLC is the only institution of higher learning that focuses exclusively on the higher education needs of labor union leaders and members, there are a number of other colleges that offer outstanding programs in labor studies. NLC has formed partnerships with a number of these institutions in order to permit students to jointly enroll in these programs while accumulating credits toward a B.A. degree and BTPS from NLC.

Joint enrollment agreements with other colleges and universities
- California State University at Dimingous Hills (sp)
- Cipriani College of Labor and Cooperative Studies, Trinidad and Tobago
- Cornell University
- Florida International University
- Harvard Trade Union Program
- Michigan State University
• University of Illinois
• University of Kentucky
• University of Wisconsin, School for Workers

In most cases, students who are jointly enrolled can transfer up to 15 credits from these partnership programs toward the requirements in their major for a B.A. degree or BTPS from NLC. Students must successfully complete NLC’s core curriculum and meet all other requirements in order to obtain their degree.

For more information about joint enrollment in one of these programs, please contact the Academic Services Department.

In addition, many unions affiliated with the AFL-CIO have established their own training programs that have been assessed for college credit. NLC has established partnerships with a number of these unions, thereby allowing participating members to complete credits toward the requirements in their major for a B.A. degree or BTPS at the NLC. Students must successfully complete NLC’s core curriculum and meet all other requirements in order to obtain their degree.

To find out if your union has an established partnership with NLC and how to participate in such an arrangement, please contact the Academic Services Department.

Credit

The NLC will review for credit any apprenticeship that has been awarded credit recommendations by the ACE. Apprenticeships are also sometimes awarded credits through a community college. All other apprenticeships can be considered for experiential credits through the Educational Planning course.

English Language Proficiency

All instruction in the degree programs at the National Labor College is conducted in English, so all students are required to have a high degree of proficiency in written and oral use of the language. Students from countries whose native language is not English may be required to take a TOEFL examination and submit results to establish English fluency.

Military Training Records Request

You may receive college credit for training you received in any of the military services. ACE has evaluated military training for college credit. Each service has a method for obtaining a personal copy of your transcript and having an official copy sent to the Registrar’s Office. The military often refers to official copies of transcripts that are sent to college registrars as “institutional copies.”

Army: To receive your Army, National Guard or Reserve transcript, go to the Army/American Council on Education Registry Transcript Service (AARTS) web site, http://aarts.army.mil/. There are links for personal copies and official copies on the site.


Coast Guard: To get the form to receive your Coast Guard transcript, go to the U.S. Coast Guard Institute web site at http://www.uscg.mil/hq/cgi/forms.html and click on the U.S. Coast Guard Transcript Request link. The request form must be submitted via regular mail. continued
If the military cannot provide you with a transcript of your training, you will need to submit a DD214 to the NLC Registrar’s Office. The National Archives and Records Administration (NARA) is the official repository for records of military personnel who have been discharged from the U.S. Air Force, Army, Marines, Navy, and Coast Guard. You can request your DD214 via regular mail. To expedite this process, use the online eVetRecs system web site: http://www.archives.gov/research_room/vetrecs/index.html.

Note that not all military training has been assessed for credit. If you have military training that has not been formally assessed, it is still possible for this training to be assessed as part of your portfolio of experiential learning.

**College Level Examination Program (CLEP)**

Students may transfer up to 30 semester hours of credit earned through CLEP testing. To send your CLEP transcript to the NLC registrar, visit www.collegeboard.com to download a Transcript Request Form or call (800) 257-9558.

**Life Experience Credits and the Educational Planning Course**

The Educational Planning course offers degree students the opportunity to request up to 30 experiential credits for life experience. These credits are awarded after a student has written a series of essays outlining the learning that took place in specific subject areas and providing documentation to support each credit request. Each essay and documentation package is reviewed by a faculty member or subject matter expert to confirm that it meets the NLC requirements for credit. To complete the Educational Planning course, at minimum, a student is required to submit three, three credit essays and documentation. However, a student may complete additional essays for a total of 30 experiential credits. Out of the 30 credits, no more than 15 credits can be in any one area.

**Guidelines for Degree Experiential Credits**

Almost any content area that is presently offered as a course in an accredited college or university for college credit is appropriate for experiential credit requests.

You cannot request, and no experiential credits will be awarded for requests that duplicate any credits obtained from other sources such as college transcripts, apprenticeships, military service or other sources.

A maximum of 15 credits (of the 30 allowed) will be awarded in any single subject area. For example, you cannot request more than 15 credits for arbitration, collective bargaining, coaching, public speaking, etc.

Certificates, licenses, awards and other forms of non-accredited accomplishment cannot be awarded experiential credit unless they are part of the documentation that accompanies an experiential essay and credit request.

General education degree requirements, (English, math, humanities, social science and science) cannot be met through the experiential credit process although experiential credit can be requested in these content areas.

No experiential credits will be awarded by the NLC unless a student completes the Educational Planning course.
Experiential credit reviews will be limited to NLC majors including the following content areas:

**For BA program**

- Labor Studies
- Labor Education
- Labor History
- Political Economy of Labor
- Union Leadership and Administration
- Labor Safety and Health

**For BTPS program**

- Instructional Design and Technology
- Distance Education
- Curriculum Development
- Multimedia Development
- Project Management and Computer Skills
- Music Education
- Performing Arts
- Union Leadership and Administration
- Labor Safety and Health

Additional reviews may, at our option, be conducted in content areas that are represented by NLC faculty with documented expertise in specific areas. This will be determined on a case-by-case basis.

All other reviews are considered external reviews and are subject to the following conditions:

- NLC will attempt to have subject matter experts available to review credit requests, but no guarantee can be made for any specific subject area.
- An additional fee will be required for each subject area request.
- Timeliness cannot be guaranteed for external reviews.
- Student will be informed of the need for external review before the process is started to assure that requirements for additional fees, and timeliness issues are clear.

*Note for B.A. students: While the intensive week-in-residence constitutes the core of NLC courses, the online component of each course is also mandatory. Therefore, all students taking NLC degree week courses must have access to a working e-mail address and to the Internet.*
Tuition and Financial Policies

Tuition

Tuition is payable in full prior to the beginning of the online portion of the course. Students may pay by cash, personal check, American Express, MasterCard, or Visa. Payment plans are available and are described in the Financial Assistance section.

- $158.00 per credit hour for AFL-CIO affiliated union members
- $210.00 per credit hour for non AFL-CIO affiliated union members
- $210.00 per credit hour for members of Working America and union member families entering the BTPS program only
- $1,031.00 per credit hour for non-union members*

Fees

- $50.00 Application fee
- $10.00 Technology fee for fully online courses (per credit)
- $5.00 Technology fee for partially online course (per credit)
- $10.00 Materials Fee (per course)
- $25.00 Student activity fee (each semester that includes a residential component)
- $200.00 Portfolio assessment
- $150.00 Special portfolio assessment
- $50.00 Partnership/Joint enrollment fee (per credit)
- $25.00 Work in progress (continuation course each semester for senior project and capstone courses)
- $250.00 Graduation fee
- $10.00 Transcript fee

Books and Materials

The cost of books and materials varies depending on the course, but averages about $60.00-$125.00 per course. Books are ordered via our online bookstore partner, MBS, which can be reached through the following link: http://direct.mbsbooks.com/nlc.htm

Housing and Meals

- $112.50 per night/double occupancy, includes three meals
- $180.00 per night/single occupancy, includes three meals

There are a limited number of single occupancy rooms available at $152.50 per night (including three meals).

After registering for a class, students can reserve a room through our website, www.nlc.edu or by calling the front desk at 301-431-6400 or 800-462-4237.
Individual Guest Meals
Students and guests can purchase buffet style meals at the following prices:
   $12.00 breakfast buffet
   $15.00 lunch buffet
   $18.00 dinner buffet

Or chose the ala carte option

* The National Labor College reserves the right to change prices as necessary and without notice.

Add/Drop/Withdrawal Refund Policy
Students are permitted to Add, Drop, or Withdraw from a course as indicated below.

Deadline for Adding a Class

Fully online and online/residential courses:
A student may add a fully online or online/residential course through the Friday of the second week of the course, with the requirement that the student complete all missed assignments by the following Wednesday and keep up with all other work throughout the rest of the course.

Union Skills (fully residential) courses:
A student may add a union skills course up until the beginning of the first day of the class, but not after.

Deadlines for Dropping a Class

Fully online and online/residential courses:
Students enrolled in a fully online or online/residential course are permitted to drop at any time prior to, and including, the end of the second week of the course with a full refund and without any indication on their transcript. Students must notify the Registrar's Office in writing or electronically if they intend to drop a class.

Union Skills (fully residential) courses:
Students enrolled in a union skills course are permitted to drop up to two weeks prior to the first scheduled day of class with a full refund and without any indication on their transcript. Students must notify the Registrar's Office in writing or electronically if they intend to drop a class.

Voluntary Withdrawal
After the drop period ends in a fully online or online/residential course a student may voluntarily withdraw up through the end of the eighth week of the course. Students must notify the Registrar’s Office in writing or electronically if they intend to voluntarily withdraw from a class. In the case of voluntary withdrawal, a “W” appears on the transcript and there is no refund. A withdrawal may adversely affect a student's satisfactory academic progress standing. It may also have an adverse effect on financial aid and scholarship eligibility.

Involuntary Withdrawal

Fully online and online/residential courses:
Any student who has registered for a fully online or online/residential course and who does not participate during the first two weeks of the course shall be involuntarily withdrawn automatically. Any student who has registered for a fully online or online/residential course, and who has not dropped or voluntarily withdrawn, continued
but who fails to maintain regular participation may be involuntarily withdrawn at the discretion of the instructor at any time before the end of the semester. In the case of involuntary withdrawal, an “IW” appears on the transcript and there is no refund. An involuntary withdrawal may adversely affect a student’s satisfactory academic progress standing. It may also have an adverse effect on financial aid and scholarship eligibility.

**Union Skills (fully residential) courses:**
Any student who has registered for a union skills course and who has not officially dropped the course, and who does not attend every scheduled class session shall be involuntarily withdrawn. In the case of involuntary withdrawal, an “IW” appears on the transcript and there is no refund.

**Appeals**
A student may appeal issues regarding add/drop/withdrawal to the Academic Review Committee.

**Withdrawal from the institution**
If a student wants to withdraw from the college he or she must notify the Registrar’s Office in writing. A student will be considered withdrawn if there is no registration activity in a year’s time. The college will then place the student in a “Withdrawn” status. Students will need to reapply (no fee) to the college in order to enroll in additional courses.

**Online Participation Policy**
It is required that all students participate in the online portion of a course by the Friday of the second week. Participation will vary per course and may be determined by each instructor.

Failure to comply with the Online Participation Policy will result in a student receiving an “IW” —Involuntary Withdrawal on their transcript and no refund will be issued.

**Release of Transcript or Diploma**
Students requesting the release of transcripts must submit a Transcript Request Form which can be found conveniently on the NLC website at www.nlc.edu. Each official transcript costs $10 and will not be processed until payment is received.

The NLC will not release a transcript or diploma if a student has any outstanding financial obligations. If there is a discrepancy between the NLC’s records and the student’s the burden of proof of payment is on the student.

**Financial Assistance**
The National Labor College recognizes the impact that the cost of higher education can have on a student and his/her family, and endeavors to minimize financial barriers to students who seek to continue their education. Below are some of the types of assistance available.

**Scholarships**
A number of scholarships are available to students. All of these scholarships are awarded on the basis of financial need. Some, however, are specific union scholarships available only to students of that union. A complete list of these scholarships is available from the Student Accounts department, or on our website. Students may apply for these scholarships by filling out the Scholarship Request Form, which can be obtained from the Student Accounts department by calling 301-431-5404 or on the website.
Deferred Billing and Payment Plans

The College offers deferred billing and payment plans to assist students in financing their education. Deferred billing is available on a limited basis. It is available only to students who are members of a union that has entered an agreement with NLC to pay costs upon completion of coursework. Students are responsible for all payments should third-party payment not be forthcoming. Interested students should call the Student Accounts Department at 301-431-5404. Residential students taking at least two courses may be eligible for payment plans. Students are required to make a down payment of 60 percent prior to start of the semester and establish a payment schedule with Student Accounts that ensures all monies are paid prior to the next enrollment period. Students who fail to meet their financial obligations may be denied continuous registration, scholarship, transcripts, or graduation.

Veterans’ Benefits

The College is pleased to participate in the Veterans’ Benefits program. Interested students should contact the Veterans Administration for more information at www.gibill.va.gov/education/benefits.html
Prior to January 2005, NLC used a Pass/No Credit – narrative evaluation system. A “Pass” grade for a course indicates a performance level deemed to be at least a “C” in a graded system. A student may request that narrative evaluations accompany the transcript. A letter grade or a pass/no credit option are available for most courses at the NLC. However, letter grades will not be an option for developmental courses or internship courses.

### Description of Grades

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grades Affecting the GPA</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>Extraordinary Achievement</td>
<td>4.00</td>
</tr>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4.00</td>
</tr>
<tr>
<td>A-</td>
<td></td>
<td>3.67</td>
</tr>
<tr>
<td>B+</td>
<td></td>
<td>3.33</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3.00</td>
</tr>
<tr>
<td>B-</td>
<td></td>
<td>2.67</td>
</tr>
<tr>
<td>C+</td>
<td></td>
<td>2.33</td>
</tr>
<tr>
<td>C</td>
<td>Average</td>
<td>2.00</td>
</tr>
<tr>
<td>C-</td>
<td></td>
<td>1.67</td>
</tr>
<tr>
<td>D+</td>
<td></td>
<td>1.33</td>
</tr>
<tr>
<td>D</td>
<td>Poor</td>
<td>1.00</td>
</tr>
<tr>
<td>D-</td>
<td></td>
<td>0.67</td>
</tr>
<tr>
<td>F</td>
<td>Failing</td>
<td>0.00</td>
</tr>
<tr>
<td>P</td>
<td>Pass (equivalent to a C grade or better)</td>
<td>0.00</td>
</tr>
<tr>
<td>NC</td>
<td>No Credit (equivalent to less than a C grade)</td>
<td>0.00</td>
</tr>
<tr>
<td>IN</td>
<td>Incomplete</td>
<td>0.00</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td>0.00</td>
</tr>
<tr>
<td>IW</td>
<td>Instructor’s Withdrawal</td>
<td>0.00</td>
</tr>
<tr>
<td>AW</td>
<td>Administrative Withdrawal</td>
<td>0.00</td>
</tr>
<tr>
<td>AH</td>
<td>Administrative Hold</td>
<td>0.00</td>
</tr>
<tr>
<td>MH</td>
<td>Military Hold</td>
<td>0.00</td>
</tr>
<tr>
<td>TC</td>
<td>Transfer Credit</td>
<td>0.00</td>
</tr>
<tr>
<td>CR</td>
<td>Credit (utilized for apprenticeship and partnership courses)</td>
<td>0.00</td>
</tr>
<tr>
<td>AU</td>
<td>Audit</td>
<td>0.00</td>
</tr>
<tr>
<td>NG</td>
<td>No Grade (grade not submitted)</td>
<td>0.00</td>
</tr>
<tr>
<td>PR</td>
<td>Progress (utilized for Senior Project and Capstone)</td>
<td>0.00</td>
</tr>
<tr>
<td>LA</td>
<td>Leave of Absence</td>
<td>0.00</td>
</tr>
</tbody>
</table>
Incomplete
Incomplete grades are assigned when a student is temporarily prevented from completing the required course work by the end of the term. A student who receives an “IN” grade in a course must complete the work before the end of the following semester. If the work is not completed by the end of the following semester, the “IN” will be converted to an “F” grade or a “NC” depending on which method of grading the student has requested. A grade of “IN” is not awarded quality points and is not included in the student’s grade point average. When the student completes the final course requirements, the grade will be changed to the appropriate letter grade (or Pass) and will be awarded the corresponding quality points.

Students may make a formal request for additional time to complete the work for the grade. The extension may be granted upon the approval of the instructor and the Provost.

Students will not be allowed to register for additional classes if they have more than two incompletes. The Provost may waive this provision under extraordinary circumstances.

Because of their unique nature and structure these provisions are not applicable to Senior Seminar, Senior Project, and the BTPS Capstone Project.

Appeals: A student may appeal an awarding of an “IN” grade or the changing of an “IN” grade to an “F” or “NC” to the Academic Review Committee.

Military Holds
A grade of “MH” is assigned to a course during which a student has been called to active military duty and serves as a placeholder for the student until they return to the course. The course will not be converted to a “F”. Notification and documentation are necessary for this grade to be issued.

Transfer Credit
“TC” is assigned to courses that are transferred into the NLC from an accredited college or university and will not have an effect on the student’s grade point average. The NLC only accepts courses that are the equivalent to a “C” or better and are not remedial or development level courses.

Credit
“CR” is assigned to courses that are taken with a NLC partner or through a third party assessed apprenticeship and will not have an effect on the student’s grade point average.

Administrative Hold or Administrative Withdrawal
Under extenuating circumstances the college administration may place an “AH” or “AW” on a student’s record in the case of a crisis, such as a medical emergency or natural disaster. The college will require proof in writing.

Audit
A notation of “AU” appears on the student’s record when he/she registers in a course for audit. AU is not a grade and no credit is granted. An auditor is not required to complete assignments, nor is the instructor required to grade any of the student’s work in the course. The student must declare this option by the Friday the second week of class. A student auditing a course not for credit pays the same rate as for a credit course.

No Grade
“NG” indicates that a grade has not been submitted by the instructor.
Senior Project Progress
A student unable to complete their Senior Project at the end of the originally registered term, will be required to register for “Senior Project Progress” in the subsequent terms in which they are completing their requirements. This status will allow the student to remain in an active status with the college, while completing all components of the project. A grade of “PR” will be issued and will not be calculated into the student’s GPA and will not appear as attempted hours. A student may register for this Progress class as many times as necessary; LBCR4910.

Capstone Progress
A student unable to complete their Capstone Project at the end of the originally registered term, will be required to register for “Capstone Progress” in the subsequent terms in which they are completing their requirements. This status will allow the student to remain in an active status with the college, while completing all components of the project. A grade of “PR” will be issued and will not be calculated into the student’s GPA and will not appear as attempted hours. A student may register for the Progress class as many times as is necessary; BTPS4910.

Leave of Absence
A student may request a Leave of Absence, by placing a request in writing to the Deputy Provost. The leave of absence can not exceed 180 days and the College can only grant one leave of absence to a student in any 12 month period. A student who takes an approved leave of is not considered to have withdrawn from the College. If a student’s leave of absence is not approved, the student is considered to have withdrawn from the College.

Repeated Courses
Under certain conditions, a student may petition the Provost to retake a course. If approved, the student may repeat a course only once. The higher of the two grades will be utilized in the credit and grade point average calculations. However, both grades will appear on the transcript but the repeated grade will appear with an asterisk to designate that the course has been repeated and the value is not used in the cumulative grade point average.

Courses must be repeated with the NLC; grades will not be changed on the basis of work taken at another institution. The repeated course must be the original course; a substitution course will not be acceptable for a grade change. There is no time limit as to when a course can be repeated.

GPA at Graduation
To obtain a degree, the student must have earned the required number of cumulative credit hours, taken the required courses and earned a cumulative grade point average of at least a 2.0. Students may graduate with a NLC grade not less than a D in an individual class, if the overall cumulative GPA is a 2.0 or above. GPA is calculated from the courses taken at the NLC, grades earned through partnerships or from other accredited institutions are not used when calculate the GPA.

Pass/No Credit Grade Options
• Students taking semester length, completely on-line courses are required to indicate a preference for a Pass/No Credit grade by completing a “Pass/No Credit Option Form” by the end of the second Friday of the term. This form is located on the NLC website at www.nlc.edu under “Registrar.”
• Students taking semester-long courses with a residential component will have until the end of the second full day of class during the week-in-residence to indicate grading preference.
• Students enrolled in a Union Skills course may obtain a letter grade if they elect to complete an assignment for the third semester credit. The exception to this is the Arbitration courses held on the NLC campus which are three semester credit classes, due to the extensive writing requirements. The grade option form will need to be completed at the time that assignment is submitted to the instructor.

Once a Grade Option Form has been submitted, students will not be permitted to change this designation. Students who do not complete the Grade Option Form will automatically be assigned the letter grade. A letter grade will have a cumulative effect on students’ overall grade point average. The pass/no credit designation will have no effect on the cumulative grade point average.

**Satisfactory Academic Progress Policy**

Satisfactory academic progress is defined as satisfactory completion of course work in a timely fashion. NLC uses both quantitative and qualitative measurements to ascertain satisfactory progress.

**Percentage of Courses Completed**

In order to meet the quantitative standards, a student must sustain a ratio of earning 2/3 of total credits attempted. In most cases this will mean that a student must successfully complete two out of every three courses they attempt. An incomplete grade, for these purposes, will not count as an unsuccessful attempt as long as the required course work is satisfactorily completed by the required time period as stated in the satisfactory academic progress policy.

**Incomplete Coursework Policy.**

A student’s quantitative progress will be assessed after each term. A student who fails to maintain satisfactory academic progress shall initially receive a written warning from the office of the Provost. After receiving said warning the student must rectify his/her status by the end of the next term which he or she attends. Failing to do so, the student will not be allowed to register for additional fully online or online/residential courses until and unless he or she demonstrates to the satisfaction of the Provost that the situation will be rectified during future terms. In extreme circumstances the student may be asked to withdraw from the degree program.

**Grade Point Average**

Each student must maintain a minimum cumulative GPA of 2.0. For purposes of this GPA calculation a pass in a course which is taken on a pass/fail basis is counted as a “C”. A student’s qualitative progress will be reviewed at the end of each term. A student who fails to maintain satisfactory academic progress shall initially receive a written warning from the office of the Provost. After receiving said warning the student must rectify his/her status by the end of the next term which he or she attends. Failing to do so, the student will not be allowed to register for additional fully online or online/residential courses until and unless he or she demonstrates to the satisfaction of the Provost that the situation will be rectified during future terms. In extreme circumstances the student may be asked to withdraw from the degree program.

**Appeals:** A student may appeal issues of satisfactory academic progress to the Academic Review Committee.
Graduation Procedures

The NLC will graduate students who have completed their degree requirements twice during each academic year. One commencement ceremony will be held for all graduates.

December graduation date is: December 21st 2007.

Commencements will be held on Saturday, June 28th, 2008. All students who have completed their requirements by the deadlines noted below may participate in the commencement ceremony.

Filing for Graduation:

1. A student must complete an “Intent to Graduate” form which can be obtained from the Academic Services department or from the NLC website under “Registrar.” Students must fill out the “Intent to Graduate” form in order to have his or her transcript reviewed for graduation eligibility. A student must have a minimum of 120 semester credits, of which at least 30 must have been earned through NLC. Students must also fulfill the five general education requirements.

2. Students are allowed to participate in the commencement ceremony if they have no more than two incompletes. The incompletes cannot include Educational Planning or Senior Project.

3. Upon filing an “Intent to Graduate” form, students will be billed a required $250 graduation fee due 30 days prior to the graduation date. All financial obligations to the college must be met in order to obtain a transcript and diploma and participate in commencement.

For June Graduates the deadlines are:

- The “Intent to Graduate” form must be submitted no later than February 1.
- Portfolios must be completed satisfactorily no later than February 1st for June graduates.
- The last semester a student can take Senior block (senior seminar, senior project and comparative research methods) and plan on graduating the following June is the Fall semester preceding the June graduation. A student must successfully complete and submit the Senior Project by April 1st for June graduates.
- For students with incompletes participating in the June Commencement ceremony, the grades for the incomplete courses must be to the Registrar’s office no later than August 1st in order to fulfill the June graduation requirements. If final grads for the incompletes are not received in the Registrar’s office by August 1st the student will need to file a new “Intent to Graduate” form for the December graduation review.
- The $250 graduation fee is due 30 days prior to the date of commencement.

For December graduates the deadlines are:

- The “Intent to Graduate” form must be submitted no later than August 1.
- Portfolios must be completed satisfactorily no later than August 1.
- The last semester a student can take Senior block (senior seminar, senior project and comparative research methods) and plan on graduating in December is the Winter semester preceding the December graduation. A student must successfully complete and submit the Senior Project by October 1st for December graduates.
- For students with incompletes participating in the December graduation the grades for the incomplete courses must be to the Registrar’s office no later than February 1st in order to fulfill the December graduation requirements. If final grads for the incompletes are not received in the Registrar’s office by February 1st the student will need to file a new “Intent to Graduate” form for the June graduation review.
- The $250 graduation fee is due 30 days prior to graduation date.
Arbitration Brief Writing Level I  
LBST 3932

More and more union advocates find themselves having to write briefs, even when they would prefer to do closing arguments. This class provides an introduction for advocates who need basic practice in learning how to write arguments, and how to read, analyze and apply cases in an arbitration brief. The class will consist of discussion and analysis of a basic case problem, followed by a series of writing exercises based on that problem. By repeated practice combined with constructive instructor critique, advocates hone the fundamental skills needed to write a brief. MINIMUM REQUIREMENTS: Arbitration Level I, or hearing experience that includes case preparation, examination of witnesses, and opening statements. RELATED CLASSES: Arbitration Preparation & Presentation - Levels I and II; Arbitration Brief Writing Level II; Strategic Grievance Handling. (3 semester credits)

Arbitration Brief Writing Level II  
LBST 3933

From the opening paragraph of an arbitration brief to the concluding sentences, words and analysis matter. This class will take more advanced students through well-defined steps in analyzing an advanced arbitration case and writing a full-scale post-hearing brief. After a week of instruction and practice writing and rewriting, students will produce and deliver a final brief, which will be critiqued by the instructor. The class also covers reading and researching arbitration awards, and the requirements of closing arguments. MINIMUM REQUIREMENTS: Arbitration Brief Writing Level I, or hearing experience that includes case preparation, examination of witnesses and opening statements, should take Level I or Level II. RELATED CLASSES: Arbitration Preparation & Presentation – Levels I and II; Arbitration Brief Writing Level I: Strategic Grievance Handling. (3 semester credits)

Arbitration Preparation & Presentation - Level I  
LBST 3901

Any union advocate knows how vital it is to analyze cases from both sides prior to trying them, and to possess sharp skills during an arbitration hearing. Suitable for all levels, this demanding class will help develop the skills of the novice and hone the skills of the experienced advocate. Students will analyze a sample disciplinary case involving “Just Cause” and will practice direct and cross-examination, as well as opening statements in a workshop setting; students will also discuss closing arguments. At the end of the week, students will participate in full-scale mock arbitrations before certified arbitrators, and will receive additional constructive critiques from the arbitrators. Discussions include the relationship of arbitration to the grievance procedure, as well as strategies to avoid arbitration. MINIMUM REQUIREMENTS: Participants with less than three years of grievance handling experience must talk to the instructor prior to registering. RELATED CLASSES: Arbitration Preparation & Presentation – Level II and Arbitration Brief Writing Levels I and II, Strategic Grievance Handling. (3 semester credits)

Arbitration Preparation & Presentation - Level II  
LBST 3902

A continuation of Arbitration Level I, this course will challenge participants to analyze either a contract interpretation case or a case involving “Past Practice” (Check course dates to see which type of case is being taught). As in Level I, students will prepare the case in a workshop setting where they receive detailed critiques, and the week culminates with a mock arbitration and additional feedback from a certified arbitrator. Discussions include the role of member organization, documentary evidence, information requests, and bargaining unit surveys in establishing and proving past practices. MINIMUM REQUIREMENTS: Level I or permission of the instructor. NOTE: Only two students who have not completed the Level I course will be granted permission to take Level II. Students exempt from the Level I course must possess extensive hearing experience. RELATED CLASSES: Arbitration Preparation & Presentation – Level I and Arbitration Brief Writing Levels I and II; Strategic Grievance Handling. (3 semester credits)
Arbitration Preparation and Presentation—
Picking the Right Cases and the Right Arbitrators  

LBST 3934

In this one-day course, union officers and advocates will learn how to analyze grievance files to determine whether a case should be arbitrated. In addition, students will be exposed to a variety of methods for researching and selecting arbitrators. Students will work in small groups with specially prepared grievance files to learn to differentiate between the good and not-so-good cases and to identify critical pieces for missing information. Large group discussion will address arbitrator selection through the AAA and FMCS, and making adhoc appointments. MINIMUM REQUIREMENTS: There are no minimum requirements, but Arbitration Preparation & Presentation Level I or grievance handling experience will be helpful. RELATED CLASSES: Arbitration Preparation and Presentation Levels I and II; Arbitration Brief Writing Levels I and II; Grievance Mediation; Strategic Grievance Handling; Steward Training. (.5 semester credit)

Bargaining in the Global Economy  

LBPE 3000

This is a sectoral bargaining class that focuses on problems posed by international trade. The sectors and industries on which the class focuses will rotate. Depending on the industry issues addressed will include outsourcing and plant-relocations, wage competition, job training, local and regional economic development and industrial strategies, as well as special issues regarding trade in services. Whatever sector is addressed, the class will cover basic concepts related to international trade treaties, principles of comparative advantage (and its exceptions), and the question of whether workers in high wage countries can work to avoid a “race to the bottom” in ways that benefit not only themselves, but workers in the developing countries as well. (3 semester credits)

Bibliography and Research  

LBED 3000

This course is designed to provide students with the basic information literacy skills necessary to conduct research in both the print and online environment. Upon completing this course, students will be able to accurately cite sources, identify primary and secondary sources, distinguish the difference between scholarly and popular articles, conduct bibliographic research and more. (3 semester credits)

Bio-Terrorism Agents and Emergency Response I  

LBSH 3593

An act of terrorism can occur anywhere, at any minute, when you would least expect it. No jurisdiction—urban or suburban, or rural—is totally immune. Despite our security consciousness, if terrorists intend to wreak havoc, it will be difficult to stop them. This course is designed to provide workers with the knowledge and information on how best to respond to such an attack while providing a perspective of the historical, preparedness, response and psychological implications of terrorism. The course also provides a specialized module on agricultural terrorism: Agricultural Agents Threat and Response which discusses the economic and psychological impact of a biological attack against the U.S. agricultural industry. (3 semester credits)

Bio-Terrorism Agents and Emergency Response II  

LBSH 3594

This course offers students several modules designed to identify the biological agents of primary concern to the Centers for Disease Control (CDC) and the U.S. Department of Agriculture which include Anthrax Threat and Response; Smallpox Threat and Response; Tularemia/Plague Threat and Response; Botulism/Food borne Threat and Response and provides students with an overview of key issues to be addressed when developing mass fatalities response plans by focusing on primary functions that must be fulfilled to facilitate mass fatalities response and community recovery. Bio-Terrorism Agents and Emergency Response I is a prerequisite to this course. (3 semester credits)
BTPS Education Planning  BTPS 4100
This course is open to BTPS online students only. Students will define and clarify their educational goals, identify and categorize prior college level learning, and develop a “portfolio” to receive credit for prior learning and experience. (3 semester credits)

Building a Vocational English as a Second Language (VESL) Program at Your Local: Principles & Practice  LBUS 3000
Incorporating immigrant workers with limited English proficiency into the construction workforce creates communication and training challenges for unions and training programs. This course will help union leaders, instructors, and program administrators meet these challenges. Participants will learn how to build an effective Vocational English as a Second Language (VESL) program for union members and the principles upon which it is based. We will learn about the characteristics and needs of adult English language learners, the different language competencies needed by today’s workforce, and the history and best practices of VESL in the labor movement. This course is for union administrators, training directors, instructors, and anyone else responsible for meeting the training needs of immigrant members and improving safety and communication on the job. (2 semester credits)

Capital Stewardship  LBUA 4060
What is capital stewardship? Why is pension fund investment important? This course introduces trustees and union leaders to the importance of capital stewardship and pension activism. Case studies will spotlight pension funds investments that create union jobs and high performance workplaces. Trustees will also learn how they can monitor corporations to encourage responsible corporate governance and to promote ethical corporate citizenship. Additional topics will include the role of the trustee and the plan professional in collective bargaining and funding issues. (3 semester credits)

Capstone Project  BTPS 4910
Capstone project is required for all students enrolled in the BTPS program prior to their graduation. Capstone project requires you to choose one of the topics related to your specialization. The project can be an open-ended project; curriculum or training material design / development / production / method / or procedure that solve problems for which existing skills / techniques are not widely available in the areas of your specialization. Capstone project will be worked out in a series of project meetings with your advisor(s), to ensure that the project scope is limited to something that can be reasonably completed in the time available, but is large enough to be meaningful. (6 - 9 semester credits)

Case Studies in Occupational Health and Safety  LBSH 4555
This online course introduces students to occupational health and safety tragedies through case studies of the events. Students will analyze information and determine the root cause of the incidents. (1 semester credit) Pre-requisite is LBSH 4500

Closing the Deal: A New Approach to Expanding the Unionized Construction Industry in the 21st Century  LBUS 3092
The unionized construction industry has a distinct need for market development efforts that are designed to accomplish two (2) critical objectives: Supplement our “top down” organizing efforts to increase market share by articulating to owners and contractors the compelling and authentic “new story” of unionized construction labor in the 21st century—a story that is now rooted in a concerted commitment to accountability and “customer service;” and address the skilled workforce issue in the construction industry by enticing a new generation of young Americans to consider a career as a skilled crafts person in the union construction industry. These two objectives are connected. They will each play a critical role in driving the overall success of the unionized construction industry. To be successful in this endeavor, there exists the critical need to conduct communications training for the purpose of arming our local representatives with the necessary tools to effectively deliver the new, 21st century story...
of unionized construction. To that end, the Building & Construction Trades Department, AFL-CIO has developed, in conjunction with the National Labor College, a program called "Closing the Deal." The program will cover: market analysis; conducting a meeting with a contractor; quantifying the union advantage; internal obstacles to effective organizing; effective communications; and, market recovery strategies. This course will serve as the foundation for multi-trade initiatives that will target specific localities across the country with the purpose of reaching out and establishing relationships with contractors, owners, and non-union skilled crafts people in that particular area. (2 semester credits)

**Comparative Research Methods**  
LBCR 4700  
The emphasis in this course is on learning to prepare a professional and well-researched paper, including proper footnote and bibliographical citations, paraphrasing, and the use of long and short quotes. Students will be given the opportunity through exercises to apply rules of grammar and punctuation, while also learning how to structure and develop paragraphs and themes, write concisely using detail, and choose and develop a topic effectively. Must be taken during same semester with Senior Seminar. (3 semester credits) Co-requisites LBCR4800 & LBCR4900

**Computer Skills for Trade Unionists Level I**  
LBUS 3010  
The class covers how to use word processing, presentation and spreadsheet applications to prepare labor union proposals, contracts, presentations, and budgets. Participants will learn how to search the Internet and effectively communicate with e-mail and web conferencing tools. Class discussions revolve around how labor unions can best use computer technology. (3 semester credits)

**Computer Skills for Trade Unionists Level II**  
LBUS 3011  
This class is a continuation of LBUS 3010 and assumes a familiarity with the use of Windows and Microsoft applications (word processing, presentation, and spreadsheet applications). It covers how to use advanced features of Windows and Microsoft Office (word processing, presentation, and spreadsheet) applications. In addition, students are introduced to the creation of database applications. (3 semester credits)

**Computers and Industrial Society**  
(new course offering)  
As computers have become increasingly important in our everyday lives, their potential to strip away our privacy and autonomy increases exponentially. This course offers a comprehensive, interdisciplinary set of readings on the ethical and social implications of computer technology. Taking into account technical, social, and philosophical issues, the contributors consider topics such as the work-related ramifications of automation, the ethical obligations of computer specialists, and the threats to privacy that come with increased computerization. (3 semester credits)

**Contract Negotiations in the Construction Industry**  
LBUS 3907  
This course is tailor-made for union officers and staff members who negotiate labor agreements with construction management. As is the case for courses designed for the airline industry and the private sector, this course covers a wide spectrum of activities related to hammering out a winning contract—from drafting initial proposals to gaining support during the ratification process (and various steps in between). Attention will be given to the unique problems associated with employer association bargaining. A full review of legal developments as they apply to and affect bargaining in the construction industry will also be presented and discussed. The session will culminate with students participating in a mock bargaining session. (2 semester credits)
Contract Negotiations in the Private Sector  
**LBUS 3906**
The unique challenges posed by private sector contract negotiations will be explored fully in this course. This course explores the role of the chief negotiator, from preparing initial proposals to ratifying a contract. Developing committee work and record-keeping procedures; the use of economic data in bargaining; the design of a bargaining campaign; and preparing for and directing the ratification process will also be covered. A highly effective part of the course is a tough bargaining exercise designed to help participants effectively weigh negotiating strategies and tactics. (2 semester credits)

Current Issues in Labor  
**LBST 4929**
During the residential portion of the class, a major national or international leader of the labor movement will join the class in a roundtable discussion on a key issue facing unions and working people. There will be readings to prepare for each guest and the ensuing discussing. After the week-in-residence, students will write an interpretive paper based on readings and class discussion. (3 semester credits).

Distance Learning for Labor Educators  
**LBED 4410**
The class offers an in-depth look at distance learning methods and applications that labor educators can use. The course examines the importance of distance education and its impact on future trends in education. The online and traditional learning environments are compared in the areas of instructional technology, design, administration and learning strategies. Participants will identify the characteristics that make a successful distant education student and discuss how to best prepare the distant student for the online learning environment. (3 semester credits)

Educational Planning  
**LBCR 4500**
This course is designed to help students identify and clarify their educational goals. By preparing a portfolio, students will be able to identify and categorize prior college-level learning. This process will enable students to earn appropriate college credit as well as identify a major course of study. A written, individualized plan will be drafted, along with a personal mission statement. These documents will justify how the course of study will help the student reach his/her educational goals. Students will also learn basic study skills tailored to adult students returning to school. (3 semester credits)

Effective Communication Skills for Trade Unionists  
**LBUS 3041**
This workshop will give union activists the opportunity to develop, reflect upon, and brainstorm strategies for improving communications between leaders, members, and the community. The workshop provides ample opportunity to practice and receive feedback on individual and group presentations. The emphasis is on removing blocks to effective communication and strengthening internal and external mobilization and solidarity. (2 semester credits)

Effective Writing  
**ENGL 2200**
How do effective writers transform their messages from ideas in their heads into writing that works? How can writing shape the thinking process and enhance critical thinking skills? Through analysis and application of the writing process, students in this course learn to approach writing with more confidence, read more effectively, work towards developing individual styles and gain skills in writing essays. This course addresses the writing needs of students returning to college or just starting school. This class will fulfill the English general education requirement. NOTE: Students who have taken Reading and Writing Critically or Effective Writing may not enroll in this course (3 semester credits.)

Effective Leadership: Making It All Work  
(new course offering)
One key aspect of leadership is being able to translate your vision into action. This course will take you through a number of skill sets that will help you lead more effectively. Everything from how to run effective meetings of all kinds to better managing staff and volunteers will be explored. Exercises and case studies will be utilized. (3 semester credits)
<table>
<thead>
<tr>
<th><strong>Course</strong></th>
<th><strong>Course Code</strong></th>
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<tbody>
<tr>
<td>Employment Law</td>
<td>LBST 4021</td>
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<tr>
<td>Statutes, cases, and governmental agencies that affect organizing and collective bargaining will be explored in this class. The areas of study will include the development of public policy, employee rights, employee representation, duty to bargain, arbitration, economic pressure, and the duty of fair representation. (3 semester credits)</td>
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<tr>
<td>Ethics in Decision Making</td>
<td>LBHU 4170</td>
</tr>
<tr>
<td>This course examines choices through an ethical lens and the study of ethical theories as applied to a series of moral problems. Issues from the workplace will be examined to see which principles of right conduct, if any, clarify, guide, or determine their decisions. Labor case problems will be included. (3 semester credits)</td>
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<tr>
<td>Fiduciary Duties</td>
<td>LBUA 4030</td>
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<tr>
<td>This course will outline the legal duties of trustees regarding pension fund management. Trustees will develop a full understanding of the fiduciary requirements imposed by ERISA and how ERISA affects the investment decision-making process. The class will analyze relationships between fiduciary responsibility and capital stewardship. Topics covered will include: the exclusive benefit rule, the duty of loyalty, procedural prudence, diversification, prohibited transactions, and role of Qualified Professional Asset Managers. (3 semester credits)</td>
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<tr>
<td>Film and Globalization</td>
<td>LBHU 3100</td>
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<tr>
<td>This course involves an intensive and extensive study of the images of labor in the media at the global level. Because filmed and televised images dominate the visual consciousness of virtually every corner of the world, it is imperative that students recognize and differentiate the positive and negative images and analyze the complexity of labor issues in films. (3 semester credits)</td>
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<tr>
<td>Foundations in Occupational Safety and Health</td>
<td>LBSH 4500</td>
</tr>
<tr>
<td>This online course provides students with core competencies required for a basic understanding of the field of labor safety and health and includes a 2-credit core module concentrating on health and safety and the government how to find and use resources introduction to science/engineering hazard recognition and abatement and a special issues update. One credit add-on courses are available to take with this course. (3 semester credits)</td>
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<tr>
<td>Gender and Identity in Labor History</td>
<td>LBHT 4003</td>
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<tr>
<td>This course examines the central role of cultural constructions of gender, race and ethnicity in shaping labor’s past. The course focuses primarily on representations of working class femininity and masculinity from the late 19th century to the post-WWII years. In addition to assigned course readings, primary historical texts (such as speeches, posters, murals, photographs, and pamphlets) produced by the Knights of Labor, AFL, and the CIO are also examined. (3 semester credits)</td>
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<tr>
<td>Grassroots Leadership for Working America I</td>
<td>LBUA 3550</td>
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<tr>
<td>This is a grassroots leadership course designed to develop critical leadership skills for union activists. The first five weeks of the course will provide students with an economic and historical analysis of the present U.S. situation. It includes descriptive and analytical readings of the present day situation for U.S. workers. Each student will conduct research and then become politically active in a local issue they are concerned about—both online and in their community. Students who participate in the first five weeks will receive one credit. (1 semester credit)</td>
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</tbody>
</table>
Grassroots Leadership for Working America II  
**LBUA 3551**
During the final nine weeks, for two additional credits, students will carry out a detailed analysis of local issue(s) of concern to them and their community. They will then select one issue to focus a mini-campaign around. The mini-campaign will be comprised of a series of activities that will influence the outcome of the selected issue. Students will learn about and be exposed to many grassroots campaign skills that will be used during their campaign. (2 semester credits)

Grievance Handling and Internal Organizing  
**LBUS 3081**
For unionists who want to use grievance handling as a tool for internal organizing. Students will learn how to use the grievance process to address specific workplace problems, while building member participation in the union and reaching out to community allies. (2 semester credits)

Grievance Mediation  
**LBUS 3898**
Grievance mediation provides an opportunity for the parties to resolve a grievance using interest-based skills with the assistance of a mediator. This three and a half day workshop aims at giving union members, officers, and staff an understanding of the principles of grievance mediation as well as hands on training in the skills needed to make the best use of a mediator. The skills taught—including listening, identifying issues, and exploring shared interests—can also be used to improve day to day grievance handling, employer union relations, and even problem solving within the union. RELATED CLASSES: Strategic Grievance Handling; Arbitration Preparation & Presentation: Level I - Arbitration Brief Writing & Closing Arguments. (3 semester credits)

Hazardous Materials Transportation  
**LBSH 4600**
Students will be trained in OSHA and DOT requirements for hazardous materials training at the awareness level which includes recognizing, identifying and researching chemicals and their hazards, nature and causes of occupational diseases; relating OSHA standards to unsafe or unhealthy conditions; protecting workers health and safety rights under federal regulations and standards and using involvement techniques for safety and health purposes. (3 semester credits)

Hazardous Materials Transportation/Chemical Emergency Response  
**LBSH 4606**
This five-day course addresses OSHA and DOT-required procedures at the operations level, different levels of response, and worker protection in the event of a hazardous materials emergency or release. Training includes advanced classroom instruction, intensive hands-on drills, a simulated hazmat response in full safety gear, and provides participants an additional training opportunity for completing an OSHA 10-Hour Outreach Course. Training is funded through a worker training cooperative agreement with the National Institute of Environmental Health Sciences (NIEHS). (3 semester credits)

Hazardous Waste Site Worker Training  
(new course offering)
This is a course intended for health and safety majors and other interested students and is designed to promote a broad awareness and firm foundation of knowledge concerning hazards and means of on-site protection. (This course may not be taken for credit if student already has credit for HAZWOPER.) (2 semester credits)

Healthcare Bargaining  
**LBUS 3928**
This class will begin with an overview of the U.S. health care system, emphasizing key features such as hospitals, prescription drugs, testing and medical devices, and cost-drivers such as over-treatment and Rx marketing and research schemes. Students will learn bargaining dynamics by participating in a health care collective bargaining scenario during the week-in-residence. Following that week, each student will complete a research project chosen from a list provided by the instructor but customized to his his/her own interests, experience, and union setting. (3 semester credits)

continued
### Health Benefits Future  
**LBUA 4100**

This course will focus on the history and future of health care as a job benefit. It will review the union role in establishing health care as an employer-provided benefit, and the union advantage in winning good health benefits. It will examine factors related to the declining numbers of workers with employer-provided health care and with union struggles to maintain low cost/high quality health benefits. Students will review the growing debate about whether health care should continue to be tied to employment, and will write a position paper on that question from the perspective of their union.  
(3 semester credits)

### History of Communications, Culture and Technology  
**LBSS 3000**

This course is an overview of history of communications, culture and technology. The course explores how we have used media and technology to communicate from social, economic, political, and cultural perspectives. Topics include: definitions, models and theories of information processing, history of media change, cross-cultural communication, interpersonal communication, and the uses and effects of mass media. NOTE: This course will satisfy a social science general education requirement, not a humanities course. (3 semester credits)

### History of Labor and the Law  
**LBHT 4002**

This course examines the historical interaction of labor and the law from the post-Revolutionary era to the New Deal. Topics include: the 19th century emergence of the common law legal order, the post Civil War expansion of judicial power and laissez-faire doctrine, the law's impact on labor's organizational and political strategies, and the role of worker resistance in reshaping the dominant legal regime. (3 semester credits)

### History of Labor Education  
**LBED 4004**

Recreating the worker classroom experience in 1900, 1937, 1950, and 1974, students will explore the political, economic, and social factors that impacted on the education of trade unionists. Study will be made of the need for a unique curriculum and the necessity to be open to innovation in order to achieve diverse educational goals. (3 semester credits)

### History of Labor Theater  
**LBHU 4110**

This course will explore the rich legacy of labor theater. Students will be required to read three plays by American playwrights, write a term paper on essay questions developed from the class discussion, and develop a working script based on their own experiences as trade unionists. In addition, students will be required to attend a live theater performance and provide a critical analysis of the play as it relates to class discussion. (3 semester credits)

### History of the Labor Movement—Part I (1790-1929)  
**LBHT 4000**

This class will examine the evolution of the American labor movement—from the 1790s Industrial Revolution to the 1920s employers’ “Open Shop” offensive. Major emphasis will be placed on understanding how the modern labor movement was formed. Specifically, class participants will examine the transition from the 19th century “producers” organizations (such as pre-Civil War working men’s political parties, National Labor Union, Knights of Labor, etc.) to the trade unions of the early American Federation of Labor. (3 semester credits)

### History of the Labor Movement—Part II (1930—Present)  
**LBHT 4001**

Course participants will examine the American labor movement from the Great Depression of the 1930s to recent times. Major emphasis is placed on the rise of the Congress of Industrial Organizations, the impact of World War II, and the subsequent social, economic, and political transformations experienced in the post-war era. (3 semester credits)
<table>
<thead>
<tr>
<th>Course Name</th>
<th>Code</th>
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<tbody>
<tr>
<td>How to do Arbitrations &amp; Hearings</td>
<td>LBST 3900</td>
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<tr>
<td>Students will learn the skills necessary to</td>
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<tr>
<td>analyze, prepare, and present arbitration cases</td>
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<tr>
<td>with a mock arbitration on the last day. These</td>
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<tr>
<td>advocacy skills can also be used in other types</td>
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<tr>
<td>of hearings (2 semester credits)</td>
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<tr>
<td>Images of Labor in Art</td>
<td>LBHU 4180</td>
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<tr>
<td>Visual Arts and Labor offers students a unique</td>
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<td>opportunity to complete their general studies</td>
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<td>requirement in the humanities. Unlike typical</td>
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<tr>
<td>academic Art History or Appreciation courses</td>
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<tr>
<td>that are taught from a Euro-centric perspective,</td>
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<tr>
<td>Images of Labor in Art focuses on the arts as</td>
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<tr>
<td>they are reflected in the American Labor</td>
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<tr>
<td>Movement from 1900 to the present day. (3</td>
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<td>semester credits)</td>
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<tr>
<td>Images of Labor in Film</td>
<td>LBHU 4160</td>
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<tr>
<td>Working people, their unions, labor issues,</td>
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<tr>
<td>in general, and political movements involving</td>
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<tr>
<td>the working class have not been a major presence</td>
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<tr>
<td>in films. But when images of labor do appear,</td>
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<tr>
<td>they are rarely presented in a favorable light.</td>
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<tr>
<td>It is, therefore, very important to see and to</td>
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<tr>
<td>understand those images that have appeared</td>
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<tr>
<td>because we live in a culture that receives</td>
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<tr>
<td>so much of its information (and ultimately</td>
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<tr>
<td>many of its opinions) from visual media. The</td>
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<tr>
<td>course will survey a number of important films</td>
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<td>that have strong images of labor, both positive</td>
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<tr>
<td>and negative. Students will be expected to see</td>
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<tr>
<td>four or five films during class hours. (3</td>
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<td>semester credits)</td>
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<tr>
<td>Incident Command/Incident Management</td>
<td>LBSH 4580</td>
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<tr>
<td>The Incident Command System is the model tool</td>
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<tr>
<td>for command control and coordination of a</td>
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<tr>
<td>response. Students learn through this online</td>
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<tr>
<td>course how to coordinate support agencies and</td>
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<tr>
<td>stabilize the incident protecting life property</td>
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<tr>
<td>and the environment. (1 semester credit)</td>
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<tr>
<td>Industrial Hygiene</td>
<td>LBSH 4620</td>
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<tr>
<td>This is an applied course. Students are</td>
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<tr>
<td>encouraged to use this class to collaboratively</td>
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<tr>
<td>develop solutions to their industrial hygiene</td>
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<tr>
<td>problems on the job. Industrial hygiene</td>
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<tr>
<td>principles will be critiqued. Controversy</td>
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<tr>
<td>regarding the use of permissible limits for</td>
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<tr>
<td>exposure to hazards will be discussed. Students</td>
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<tr>
<td>will learn to use the Internet and other</td>
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<tr>
<td>resources to research workplace exposure</td>
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<tr>
<td>issues. Solutions to problems on the job and/or</td>
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<tr>
<td>case studies will be explored. (3 semester</td>
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<tr>
<td>credits)</td>
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<tr>
<td>Instructional Methods</td>
<td>LBUS 3710</td>
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<tr>
<td>This course will provide an in-depth look at</td>
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<tr>
<td>instructional methods that can benefit labor</td>
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<td>educators. It covers the basic principles of</td>
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<tr>
<td>instructional methods and explores the</td>
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<tr>
<td>relationship between learners and cognitive</td>
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<tr>
<td>learning styles and includes a discussion of</td>
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<tr>
<td>“multiple intelligence.” (3 semester credits)</td>
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<tr>
<td>Instructional Systems Design</td>
<td>LBED 4450</td>
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<tr>
<td>Students will receive an introduction to the</td>
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<td>resources and technologies available for</td>
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<tr>
<td>developing and updating instructional material.</td>
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<td>The course will review relationships between</td>
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<tr>
<td>curricula and instructional aids, as well as</td>
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<tr>
<td>new educational delivery systems, such as</td>
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<tr>
<td>distance learning. (3 semester credits)</td>
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<tr>
<td>Instructional Technology</td>
<td>LBED 4460</td>
</tr>
<tr>
<td>This class is conducted completely online. The</td>
<td></td>
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<tr>
<td>course provides participants with a practical</td>
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<tr>
<td>understanding of the instructional applications</td>
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<tr>
<td>of modern technology. The emphasis is on using</td>
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<tr>
<td>technology to increase communication and</td>
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<tr>
<td>collaboration in the distance learning</td>
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<tr>
<td>environment. Students will learn to present</td>
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<tr>
<td>educational content using software, such as</td>
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<tr>
<td>blogs, wikis, podcasts, and audio/video</td>
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<tr>
<td>conferencing tools. Students will use and</td>
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<tr>
<td>evaluate course management systems and develop</td>
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<tr>
<td>online student assessments. Students will learn</td>
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<tr>
<td>to think critically about the appropriate uses</td>
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<tr>
<td>of instructional technology and strategies to</td>
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<tr>
<td>increase student learning. (3 semester credits)</td>
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*OFFERED ONLINE ONLY*
International Labor Campaigns in the Global Political Economy  
**LBPE 3050**

Labor parties around the world are in crisis, and so are labor movements. Along with Organizing the Global Workforce, International Labor Campaigns in the Global Economy explores the question of how labor and other grassroots groups are working to affect the shape of the global economy and rebuild labor movements around the world. This course focuses on the role of international campaigns—whether by unions, human rights activists, or environmental and consumer groups—around issues affecting work and workers' lives. In the case of international campaigns by the labor movement, the course examines the role of international labor organizations and secretariats, as well as activities and structures at all levels of the U.S. labor movement—from international unions down to locals and central labor councils—at which activists mobilize and contribute to these campaigns. (3 semester credits)

Introduction to Digital Music  
(new course offering)

This course uses the computer as a generative tool for music construction in the Windows platform and introduces a number of music composition applications and music design techniques. Selection of software used in the course may vary from term to term (e.g., Band-in a-Box Pro, Dance 5 E-Jay, ACID Music Studio). NOTE: This course will not satisfy a general education humanities requirement. (3 semester credits)

Introduction to Labor Studies  
**LBCR 4000**

This course introduces participants to the required writing and analytical standards of the College. Through course discussions and essays, students critically evaluate recent scholarship in the field of labor studies. Subject areas include: labor and the economy, comparative union structure and governance, membership attitudes and behavior, labor movement theories, changing member demographics, labor law and legislation, labor history, organizing strategies, globalization and other contemporary labor issues. (3 semester credits)

Labor in American Literature  
**ENGL 4102**

How does literature connect to real-life experiences? How can studying poetry and short stories teach us about ourselves, our work, and our involvement in the labor movement? What does literature have to say about work and the labor movement? What role does the new working-class literary movement have within the larger context of labor relations? In this course, we will examine short stories, essays, memoirs, and poetry to seek answers to these questions and explore the connections between creative expression and historical and individual experiences. NOTE: Students who have taken Labor and Literature in the B.A. program may not enroll in this course (3 semester credits)

Labor and the American Political System  
**LBST 4030**

“When you’re born they give you a birth certificate. When you die they give you a death certificate. Everything in between is politics.” This course covers the basics of political theory, campaign management, and government operations. Learn why union members vote the way they do, how to run a winning campaign, and how to make the legislative process work for you. Explore what messages motivate members and why. Discover what Machiavelli has to do with the Declaration of Independence, the Constitution, and modern American politics. (3 semester credits)

Labor in the Global Economy (International)  
**LBPE 4988**

This class is the foundation class in the political economy curriculum. It traces the historical development of the global economy as it is currently structured; examines how workers in the U.S. and abroad are affected by trade and the global economy; looks at how policies of the U.S. government, World Bank, and International Monetary Fund shape the course of trade and globalization; and details how globalization affects not only trade in goods but how public services are delivered. Students will explore case studies involving Wal-Mart, NAFTA, and privatization of public services at home and abroad. Finally, they will discuss alternatives for reshaping the rules under which globalization is taking place and
what actions they can take at home and with their local unions to affect these rules. This class also includes several train-the-trainer modules that can be used by participants to share information when they return home. (6 semester credits). Note: this course counts as two courses toward this major.

**Labor in the Global Economy—Train the Trainer**

This course is a companion course to Labor in the Global economy. It provides a train-the-trainer component so students can return home with the ideas from the course and share and discuss them with co-workers. (3 semester credits)

**Labor Law in the Construction Industry**

For the construction industry, federal labor laws include special provisions. To manage risk effectively, union leaders and staff in the construction industry must be familiar with the legal framework. This course will enable participants to identify union action that can be taken independently; that require legal assistance; or that should be avoided entirely. Topics that will be covered include paths to recognition, including salting, trigger agreements and other innovations; bargaining, including pre-hire and project agreements, multi-employer units and corporate change; traditional and non-traditional pressures, from strikes to corporate campaigns; and preventive maintenance and pro-active planning. (2 semester credits)

**Labor Law**

Statutes, cases, and governmental agencies that affect organizing and collective bargaining will be explored in this class. The areas of study will include the development of public policy, employee rights, employee representation, duty to bargain, arbitration, economic pressure, and the duty of fair representation. (3 semester credits)

**Labor Relations in the Federal Sector**

Union leaders and staff who work with the federal sector face unique challenges and situations. This course, taught by labor professionals, will provide an overview of issues related to the representation of federal sector workers, including federal labor history, collective bargaining, contract enforcement, worker’s compensation, and building solidarity. (2 semester credits)

**Leadership and Landmark Events in 20th Century Labor History**

This course is designed for the individual with little or no knowledge of history—labor or otherwise. The objective is for students to acquire a basic understanding of late nineteenth and twentieth century organized labor history by using the lives of various leaders as the framework upon which broad themes, events, and concepts are woven. There is no textbook to purchase. Reading assignments are from existing web sites or from published sources, documents, and artifacts of the George Meany Memorial Archives/National Labor College, available online exclusively for the course. A portion of the class time is devoted to “Dig Where You Stand,” where individuals learn about their local union history and/or their city, town, or county’s labor history. NOTE: This course is restricted to students who have not taken any B.A. History classes; some exceptions may be granted by permission of instructor and Provost. (3 semester credits)

**Leadership Theories**

Whether in your community, political or union organization you take on a variety of roles. This course examines what a variety of leadership theorists say about leadership, will help you determine which leadership styles work best in your situation. Common problematic situations of organizational leadership will be discussed and resolved. Readings, exercises and case studies will be employed. (3 semester credits)
Learning in a Digital World  
BTPS 1050

Technological development has resulted in widespread change in the way students can learn. The scale of this change cannot be over-emphasized with over 12 million students in the US alone now using distance education as their main access to learning. Every college and university in the world now relies on digital systems to a greater or lesser extent; students routinely use computer applications, internet technology, multi-media and internet resources. Against this background and the fact that technology is now a staple part of education, this course will prepare the learners the necessary learning and critical thinking skills and tools to be successful in the 21st century. Furthermore, the course offers the learners an opportunity to explore the world of distance education and its history, the advantages and challenges of learning online, cultural diversity issues in an online learning environment, and necessary computer skills for digital learning. Note: This is a required course for all BTPS degree seeking students, however it is open to BA students who are preparing to learn in a digital world. The course runs on 7 week term. (2 semester credits)

Managing Local Unions  
LBUS 3091

This course is aimed at strengthening the skills involved in local union management. Students will explore staff structure, day-to-day supervision, organization of work and program budgeting. The course will focus on tools such as job descriptions and workplans, as well as motivation, accountability, and communication strategies and techniques. (2 semester credits)

Materials Transportation/Chemical Emergency Response  
LBSH 4606

This Five-day course is eligible for three semester credits from the NLC, address OSHA and DOT-required procedures different levels of response, and worker protection in the event of a hazardous materials emergency or release. Training includes advanced classroom instruction, intensive hands-on drills, a simulated hazmat response in full safety gear, and provides participants an additional training opportunity for completing an OSHA 10 Hour Outreach Course. Training is funded through a worker training cooperative agreement with the National Institute of Environmental Health Science (NIEHS). (3 semester credits)

Media and Communications Skills for Union Activists  
Getting Our Message Out  
LBUS 3202

This course is a “must” for union leaders and communicators who need to mobilize support for union campaigns. Participants will learn how to craft positive campaign messages that resonate with union members, community groups and the media and how to pitch stories, talk to reporters and stage dynamic and effective press events. Students will also learn how to strengthen their unions internally by communicating more effectively with union staff, leaders and members. Basic skills for producing clear, consistent and persuasive union materials will be covered. (2 semester credits)

Multimedia Technology  
COMP 4000

This course provides a comprehensive background for working with digital sound, images, and video for multimedia projects ranging from CD-ROM title production to website design. This course will help the student become familiar with current major software packages used in multimedia production. (3 semester credits)

Multi-Trade Organizing Volunteer Education (MOVE)  
LBUS 3996

This course is designed to teach participants to deliver the Multi-Trade Organizing Volunteer Education (MOVE) program. The MOVE program, developed by Cornell University and the National Labor College for the AFL-CIO Building and Construction Trades Department, emphasizes membership awareness and the importance of enlisting broad multi-trade support for organizing campaigns. Participants will prepare a teaching outline and then practice their plan by teaching parts of the curriculum with others. A skilled labor educator will oversee and offer guidance, advice, and constructive feedback. There will also be discussion of various parts of the MOVE program, as well as time devoted to various teaching techniques. (2 semester credits)
Music Appreciation

This course provides a historical overview of the way music has developed in Western culture. It is designed for non-music majors and there is no need to have previous musical training to take this course. The course will cover the elements and principles of music including, rhythm, melody, harmony, color, texture and form. Learning about these elements will help you to develop a deeper appreciation for and greater understanding of music of all styles. The class also covers developing listening skills. This will be accomplished by listening to selected pieces of music from a variety of different periods in history and learning how they relate to the culture in which they were created. (3 semester credits)

Negotiating and Writing Contract Language

Participants in this course will learn how to develop effective bargaining strategy and how to write contract language. Participants will learn the “how-to’s” of writing contract language: defining and analyzing issues, developing proposals, and writing the actual language. In addition, particular kinds of contract language will be examined. Throughout the week, participants will work on a number of case studies. NOTE: Prior to enrolling in this course, it is strongly recommended that participants have experience as a member of a union negotiating committee. (2 semester credits)

Negotiating Contracts with State and Local Governments

Union officers and staff who negotiate labor agreements with the state, county, and local governments will benefit from this course, which explores the role of a chief negotiator at different parts of the bargaining process. Specifically, participants will scrutinize the preparation and design of initial proposals; the development of committee work and record-keeping procedures; the structure and function of opening statements; economic bargaining; and preparation and directions of the ratification process. A highly experienced union negotiator will walk participants through a tough municipal bargaining exercise aimed at encouraging the students to weigh negotiating strategies and tactics. NOTE: Federal sector negotiations will not be addressed in this course. (2 semester credits)

Negotiations Strategy and Tactics

Students develop collective bargaining strategy and improve their skills in conducting face-to-face negotiations. The course will assist negotiators in establishing an effective bargaining team and using membership pressure to impact the negotiations process. (2 semester credits)

New Union Staff

This course is designed for those who have recently been appointed or elected to a full-time union staff position. The course will focus on developing personal skills and critical thinking needed to function effectively in the many different roles of a union staff member. The course will also help to improve planning skills needed to manage contract negotiations, run organizing campaigns and participate in running a local union. For a better overall understanding of the new staff member's role, the basic structure, operation and goals of various AFL-CIO affiliates will be presented. Staff members from a number of different unions in attendance will enrich the discussions, presentations, exercises, class participation, and feedback. (2 semester credits)

Organizing and Representing the New Workforce

As new immigrants and young workers enter the workforce in ever larger numbers, there are many new challenges for unions to face in involving these workers in the union movement, especially in organizing and bargaining campaigns. This course will explore the challenges and opportunities this new workforce brings to the labor movement, and look for solutions in both historical and present day campaigns. Questions of race and gender and how the union movement deals with these issues will also be explored. (3 semester credits)
<table>
<thead>
<tr>
<th>Course Name</th>
<th>Code</th>
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<tbody>
<tr>
<td>Organizing I</td>
<td>LBUS 3915</td>
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<tr>
<td>Through role-play and discussion, participants will refine their skills and expand their knowledge about organizing. This is an ideal course for staff new to organizing, as well as those who want to learn more about the latest strategies to grow their union. Participants will examine a typical local union campaign in the private sector from start to finish. Students will learn about one-on-one communications, develop a workplace committee, and explore campaign strategies. Employer anti-union campaigns, legal strategies, and planning skills will also be emphasized. (2 semester credits)</td>
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| Organizing II                                   | LBUS 3916 |
| This course, focusing on the private sector, is designed for those who have completed Organizing I, who have comparable organizing experience, or who will assume (or have assumed) greater organizing responsibilities. Specific elements include recruiting and training of union members in the organizing process; leader development; corporate campaign research; legal strategies; database/reporting procedures; campaign issues and theme development; community involvement; campaign planning; and progress analysis. (2 semester credits) |

| Organizing III                                  | LBUS 3917 |
| The most advanced organizing course available at the NLC, this course is designed for those who have completed Organizing II, who possess extensive organizing experience, or those with management responsibility for a large campaign or organizing program. With an emphasis on strengthening strategic thinking, the course will also sharpen the skills needed to win organizing campaigns and first contracts. Using actual case studies from recent campaigns, participants will analyze and discuss the decisions that need to be made by organizers daily. Sessions on strategic research, staff development and management, communications strategy, and management of large campaigns will be featured. (2 semester credits) |

| Organizing in the Construction Industry Level 1 | LBUS 3918 |
| This course offers a comprehensive overview of organizing issues related to the construction industry, and offers concrete strategies aimed at promoting organizing throughout the industry. In addition to concentrating on issues related to workforce organizing—identifying, contacting, and communicating directly with unrepresented workers—participants will also review the evolution of construction organizing, the use of top-down and bottom-up tactics, and basic labor law. Specifically, participants will learn how to identify leaders and build both employer-based and industry-wide worker committees. One-on-one skills, overall communications strategies, framing issues, and motivating workers will also be addressed in this program. (2 semesters credits) |

| Organizing the Global Workforce                 | LBOR 4000 |
| Along with International Labor Campaigns in the Global Economy, this class explores the question of how labor and other grassroots groups are working to affect the shape of the global economy and rebuild labor movements around the world. As in the 1930s, organizing today depends on a combination of building solidarity amongst workers and dealing with current economic problems. This class first traces the international division of labor by looking at emerging forms of work across the globe and the problems they pose for workers, unions, communities, and economies. It then examines new forms of organizing—in the U.S. and abroad—that are emerging to deal with the problems. The class also addresses the role of race, gender, and migration, and the barriers and opportunities they present for activists trying to build local and international solidarity. (3 semester credits) |

| Physics for Unionists                           | SCIE 3030 |
| This course is designed for people who like to use their minds and develop their ability to understand and interpret what they see in the work around them. Physics is an area of study that is beautiful, exciting, logical, philosophical, literal, historical, relevant, mathematical, and fun. (3 semester credits) |
Pollution Control LBSH 3570
This is a course intended for health and safety majors and other interested students. The course, offered in an online format, provides an overview of pollution control, with a focus on water. Among the units included are: filtration, disinfection and chlorination, fluoridation, pond systems, primary treatment, and sedimentation. (3 semester credits)

Reading & Writing Critically ENGL 3001
Whether you’re a brand new NLC student just returning to college after a long break or one already familiar with the challenges of the program, you’re probably looking for academic skills to help you learn more. Have you ever struggled through a reading assignment only to reach the end and wonder what it was about? Have you ever organized your thoughts into a paper just to realize it was clear only to you? Don’t worry, you’re not alone. These are two of the biggest challenges college students face. Reading & Writing Critically offers solutions to these challenges by helping you learn how to interact with your readings and get more out of them and by teaching you how to craft clear, strong essays that reflect your personal style. Additionally the class covers basic research techniques and argument theories to prepare you for writing papers for your other classes. (3 semester credits)

Representing Injured Workers LBUS 3930
This course will provide union representatives with the practical knowledge and tools to represent workers with job-related injuries and illnesses. Participants will examine legal rights and responsibilities under various laws, including the Occupational Safety and Health Act, the Americans with Disabilities Act, the Family and Medical Leave Act, and state workers’ compensation laws. Contract language and collective bargaining around issues concerning the rights of injured workers will also be covered. Case problems and examples will be used to develop strategies for using these laws effectively. (2 semester credits)

Safety and Health for Union Organizers LBSH 4560
This is a course intended for health and safety majors and other students interested in using workplace health and safety issues as an organizing tool. This course provides case studies and strategic uses of safety and health in organizing campaigns. (1 semester credit)

Science, Technology & Our World LBSH 3000
Science and technology touch our lives in many ways and at many levels. This course offers the understanding of the basic principles of science to explain the world around you. The course will take two directions: (1) to discuss the impact of some very important environmental and quality of life issues; and (2) to provide the basics facts, concepts, and principles of science that will provide the student with a basic understanding of the phenomena discussed. (3 semester credits)

Secretary-Treasurer’s—LM2 Requirements LBUA 3904
If you are the Secretary-Treasurer of a local that has an income of $250,000 or more, the rules for collecting, analyzing and filing your union’s LM-2 Labor Department Annual Report are drastically more complex than ever before. Remember, the new rules aren’t just related to new information on the form itself; you must also file your new LMN-2 electronically. This four (4) day workshop is designed to provide you with the effective tools to accomplish this filing. The class is hands-on, in the computer lab, designed to assist you in developing proficiency with Quick Books as it relates to the new LM-2 “Informational Requirements.” The workshop material will provide you with an excellent understanding of all the new requirements and will help you to successfully complete the LM-2 Form for your local. (2 semester credits)

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<tr>
<th>Course Title</th>
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<tbody>
<tr>
<td>Secretary-Treasurer’s Total Solution</td>
<td>LBUS 3500</td>
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<tr>
<td>Secretary-Treasurers manage hundreds of thousands of dollars of the membership’s and local's money. They have the responsibility to ensure the prudent handling of funds and compliance with all regulatory requirements dictated by the IRS and DOL. (3 semester credits)</td>
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<tr>
<td>Self-Directed Study in Occupational Health and Safety</td>
<td>LBSH 4550</td>
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<tr>
<td>This online course offers students interested in pursuing a self-directed study (reading and writing) in the area of occupational safety and health. Students will work with faculty to determine scope of work and design of work product. (1 semester credit)</td>
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<tr>
<td>Senior Project</td>
<td>LBCR 4900</td>
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<tr>
<td>Students are required to complete a Senior Project in conjunction with the Senior Seminar. The project should emphasize the student’s role in the labor movement in conjunction with their classroom experience. Students use the Senior Seminar to select a topic and faculty advisor. Both oral and written presentation of the work is presented in the Senior Seminar. (3 semester credits) Co-Requisite LBCR4700 and LBCR4800</td>
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<tr>
<td>Senior Seminar</td>
<td>LBCR 4800</td>
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<tr>
<td>This course provides an opportunity for students to integrate their cognitive skills by bringing them to bear on a specific topic relevant to their major field of study and work experience. Each student will choose an aspect of the seminar topics for extensive independent research (Senior Project). Students will present their results in both written and oral form. Students will be introduced to types of research papers, methodology, and citation forms. Students will be grouped by area of interest and faculty advisor. Must be taken during same semester with Comparative Research Methods. (3 semester credits) Co-Requisite LBCR4900 and LBCR4700</td>
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</tr>
<tr>
<td>Spanish Immersion</td>
<td>LBUS 3920</td>
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<tr>
<td>Organizing Spanish-speaking workers and providing services to Spanish-speaking members is vital in today's multi-cultural workplaces. This course offers a unique and great opportunity to learn Spanish through immersion—75 hours of classroom instruction in Spanish. In fact, participants will begin speaking Spanish on the first day of class! Participants will learn from native speakers and will practice conversations that are related to organizing, union administration, health and safety, and more. No previous Spanish language experience is necessary, as students will be grouped according to ability. Daily lectures on cross-cultural communication will be given, and cultural events and activities will be scheduled in the evenings. NOTE: due to the specialized subject matter, a special fee applies. Please contact the Registrar’s Office for details. (6 semester credits)</td>
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<tr>
<td>Special Topics in Labor Safety and Health</td>
<td>STSH xxxx</td>
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<tr>
<td>Each time this course is offered, it will provide an intensive exploration of a topic of interest to students. Offerings may include courses on subjects such as “The Politics of Occupational Safety and Health,” “Collective Bargaining and Safety and Health,” “Organizing and Safety and Health,” and “Strategic Union Approaches to Occupational Safety and Health.” (3 semester credits)</td>
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</table>
Spreadsheets for Contract Costing  

This three-day class will teach union reps how to use off-the-shelf spreadsheet programs for contract costing purposes. Participants will create a template for their PC spreadsheet program based on standard contract costing formulas. These include a template for calculating average straight-time wage rates, costs of overtime and other premium payments, pay for time not worked such as holidays, vacations and other leaves, and fringe benefits such as health, life, and disability insurance. Methods for evaluating various wage proposals will also be covered. Basic familiarity with a PC and with a spreadsheet program is recommended. (2 semester credits)

Steward Training  

Stewards are the face of the union for members. This one day Saturday Steward Training is for older stewards who need review, or new stewards who need an introduction to stewards’ responsibilities. The class covers the general responsibilities of a steward, and then focuses on grievance handling. MINIMUM REQUIREMENTS: No minimum requirements. RELATED CLASSES: Strategic Grievance Handling; Arbitration Preparation and Presentation Levels I and II; Arbitration Brief Writing Levels I and II; Arbitration Preparations and Presentation—Picking the Right Cases and the Right Arbitrators. (.5 semester credit)

Strategic Bargaining and Organizing Campaigns  

How does a union negotiate a contract with a company that has just hired a union-buster? How do you persuade a newly organized company to negotiate a first contract? What are the alternatives to an economic strike? These questions and more are answered in this course, which was specifically designed to build bargaining and organizing power. Emphasis will be on what the union can do to maximize its strength away from the bargaining table and the National Labor Relations Board (NLRB). Specific points of discussion will include: expanding member participation in the bargaining process; enlisting public support; developing innovative campaign strategies; and devising tactics to negotiate a collective bargaining agreement even with powerful global corporations. (2 semester credits)

Strategic Grievance Handling  

Most grievance handling is done in “servicing” mode without involving members or contributing to the organizational strength of the union. This class, which is suitable for beginning stewards as well as experienced union representatives, focuses on using grievances to build the union. Its goal is for students to leave with revitalized organizing plans and skills to address current issues and to involve members in the daily life of the union. Working with the actual problems students bring to class, students will analyze both relevant contract and legal rights, and the strategic and organizational issues presented. Students will then explore how the problems can be used to build member involvement and union power by applying listening skills, surveying, mapping, charting, and campaign strategies. Particular emphasis is placed on developing member participation through concerted activities in the workplace. Optional evening sessions are provided for those who need information about the basic legal rights of stewards. NOTE: Related courses include Arbitration Preparation & Presentation Levels I and II; Arbitration Brief Writing & Closing Arguments. (2 semester credits)

Strategic Planning for Construction Organizing Level II  

Intended to help union locals and building trades councils maximize the effectiveness of their organizing activities and to promote the efficient use of union resources, this course offers a step-by-step plan for developing and applying a comprehensive strategy. Specifically, participants will review basic concepts of planning, strategic targeting, conducting a power analysis, and strategic research for construction organizing. Participants will take part in a series of interactive, small-group exercises centered on a realistic case study. This course is designed for building trades union officers, agents, experienced organizers, or those who have attended Organizing in the Construction Industry Level I. (2 semester credits)
Strategic Political Campaigns to Move Labor’s Agenda Forward  
LBUS 3925
Learn about the best political practices and how they could apply to your local and your central labor bodies. The course will be taught by labor people from all over the west who have been doing good political work for several years. (2 semester credits)

Strategic Research for Organizers and Bargainers  
LBUS 3924
Good information leads to good strategy in organizing and bargaining campaigns. Obtaining good information by improving research capabilities and strategic skills is the focus of this course. Among the topics to be explored are: targeting criteria (asking the right questions); obtaining information from a variety of sources, including workers and the employer; analyzing a broad range of information, including examining trends and finding employer vulnerabilities; and using this information to develop strategic organizing and bargaining campaigns. Participants will learn how to use Internet databases, to master effective library techniques, and to conduct searches of courthouse records. (2 semester credits)

Street Law for Negotiators  
LBUS 3997
This three-day class covers bargaining law and is suitable for union reps from any industry covered by the NLRA. It provides guidance in both strategic and practical application of union legal rights and responsibilities throughout bargaining. Topics cover access to employer information, subjects of bargaining, good and bad faith bargaining, impasse and impasse avoidance, contract expiration, protected and unprotected concerted activities, picketing rights and restrictions, secondary activities, access to private property, strikes, and picketing. Participants will learn the strategic and practical application of bargaining law by working through a comprehensive case problem. (1 semester credit, with an optional 1-credit paper)

Structure of Union Organizations (new course offering)
This introductory course takes a look at the history, structure, institutional arrangements, and philosophy of labor organizations at various stages of industrialization and formation. The contrast between union structures of the early and late 20th Century will be examined. (3 semester credits)

Teaching Techniques I  
LBED 3401
With an ever-present need for renewed activism and broader involvement among the rank-and-file, membership education is a top priority of today’s unions. This introductory course—ideal for union staff members who teach at conferences, workshops, or other educational settings—covers a broad range of education skills, from planning a time-sensitive teaching outline to conducting an effective class. Since most adults learn better when actively involved, this class will stress participation techniques. Practice teaching is a key component of the course, and during these sessions, guidance and feedback by a skilled labor educator will be offered. (2 semester credits)

Teaching Techniques II  
LBED 3411
A follow-up to the basic Teaching Techniques I course, this advanced course offers participants the opportunity to upgrade their teaching skills and allows them a forum to exchange ideas with other experienced labor educators. Participants will learn methods for designing effective teaching outlines. In addition, participants will expand the range of techniques they use and will learn how to write their own teaching materials. Leading a discussion—a complex, but critical component of teaching—will be emphasized. Practice teaching, with critique, is also an important part of this program. NOTE: permission of the instructor is required for admission to this course. (2 semester credits)
The Adult Learners  
**LBED 4432**

This course covers adult learning theories and practices essential for use by adult learners and by those who develop and implement adult learning, and for those who communicate with adults for organizing and political campaigns. There are fourteen sessions, with assignments given to apply the theories and practices of adult learning presented and discussed. Assignments are posted on the discussion board. Textbook, online presentations, and article readings; and website browsing are also required as part of the course. NOTE: Students who have taken Theories in Adult Learning in the B.A. program may not take this course (3 semester credits)

Tough Bargaining: Planning a Campaign  
**LBUS 3012**

Bring problem employers at any stage of the bargaining process and emerge with workable plans for winning campaigns. Develop clear campaign goals and objectives, a unifying campaign theme, strategy, a timeline for the campaign, and a worker communication system. (2 semester credits)

Trainer Course in Occupational Safety & Health Standards for General Industry  
**OSHA 0501**

This is a trainer course for personnel from all types of industry. It is designed to present detailed information on how the provisions of the OSH Act may be implemented in the workplace. Rights and responsibilities under the OSH Act, the appeals process, and record keeping are covered. The course also includes an introduction to OSHA’s general industry standards and an overview of the requirements of the more frequently referenced standards. Upon completion of this course, students will be authorized to teach the 10- and 30-hour outreach “voluntary compliance” programs and issue cards to their students from OSHA. Students must have completed OSHA course #511, or have equivalent training, and five years of work experience to take this course. (2.5 CEU’s; 3 semester credits)

Trainer Course in Occupational Safety & Health Standards for the Construction Industry  
**OSHA 500**

This course is designed for trainers interested in teaching the OSHA 10- and 30-hour construction safety and health hazard awareness outreach program. Special emphasis is placed on those topics that are required in the 10- and 30-hour programs as well as on those that are the most hazardous, using OSHA standards as a guide. Course participants are briefed on effective instructional approaches and the effective use of visual aids and handouts. Upon completion, students will be authorized to teach the 10- and 30-hour construction courses and can obtain completion cards for their students from OSHA. Students must have completed OSHA course #510, or have equivalent training, and five years of construction experience to take this course. (2.5 CEU’s; 3 semester credits)

“Train-the-Trainer” on Workplace Health and Safety  
**LBUS 3927**

This six-day "train-the-trainer" program focuses on workplace health and safety. Participants—union activists, staff, and local health and safety representatives—will learn the fundamentals of workplace health and safety, with a focus on the following topics: identifying hazards in the workplace, legal rights of workers and unions, employer record-keeping requirements, introduction to ergonomics, and effective health and safety committees. NOTE: permission of the instructor is required. Participants must be sponsored by their union and must agree to facilitate safety and health training in their union. The sponsoring union must make a commitment to support the participants in conducting health and safety training for its members. (3 semester credits)

Union Administration  
**LBUA 4900**

This course will provide a comprehensive understanding of virtually all aspects of the administration of unions. Students will be exposed to a wide variety of situations and problems encountered by union officials in carrying out their duties. (3 semester credits)

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<tr>
<th>Course Title</th>
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<tbody>
<tr>
<td><strong>Union Leadership in the 21st Century</strong></td>
<td>LBUS 3904</td>
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<tr>
<td>For locals interested in motivating members to get involved and avoid burn out. Students will also explore finding and developing more leaders within their existing steward system. (2 semester credits)</td>
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<tr>
<td><strong>Union Structure and Governance</strong></td>
<td>LBOR 4151</td>
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<tr>
<td>This course examines union governing and administrative structures and functions at the local union, district or regional and national levels within the framework of the local central body, the state labor council, and a national federation (AFL-CIO). (3 semester credits)</td>
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<tr>
<td><strong>Where the Local Meets the Global (Domestic)</strong></td>
<td>LBPE 4989</td>
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<tr>
<td>This is the companion course to Labor in the Global Economy: Good Jobs, Bad Jobs, Many or Few Jobs (International) and may be taken before it or after it. While Labor in the Global Economy gives students the foundation to understand and the forces shaping corporate-led globalization and their effects on workers, Where the Local Meets the Global gives students the foundation needed for critical understanding how the structure of the global economy affects and limits domestic economic policy and growth in both the U.S. and the Third Worlds. Discussions during degree week will cover basic economic concepts and terms needed to understand current economic debates and issues. More fundamentally, class discussion will also tackle questions related to equality and inequality, jobs and growth, the role of government in providing public services and benefits, and the effect of that spending on the economy—all in the broader context of the questions of competition, growth, and economic justice in the global economy. (3 semester credits)</td>
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<tr>
<td><strong>Where the Local Meets the Global—Train-the-Trainer</strong></td>
<td>LBPE 4986</td>
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<tr>
<td>This course is a companion course to Where the Local Meets the Global (Domestic). It provides a train-the-trainer component so students can return home with ideas from the course and share and discuss them with co-workers. (3 semester credits)</td>
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<tr>
<td><strong>Workers’ Rights – Building Power in the Workplace</strong></td>
<td>LBUS 3060</td>
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<tr>
<td>Students research employment laws, including discrimination, sexual harassment, Family and Medical Leave Act, Fair Labor Standards Act, and OSHA. Learn to think strategically about the best ways to resolve legal problems, including using your union contract and involving your members and community allies. (2 semester credits)</td>
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<tr>
<td><strong>Working with the Media</strong></td>
<td>LBUS 3040</td>
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<td>Students will learn how to develop good relations with the media, focus a message, work with reporters, and present union issues in a favorable light through working people and their stories. (2 semester credits)</td>
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<tr>
<td><strong>Workplace Hazards and the Law</strong></td>
<td>LBSH 4601</td>
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<tr>
<td>This course examines workplace hazards and occupational safety and health law. Students learn to recognize research identify and control hazards to understand workers rights and responsibilities associated with these hazards and will examine how working with unions on issues of safety and health can make a difference. (3 semester credits)</td>
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<tr>
<td><strong>World Music</strong></td>
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<td>(new course offering)</td>
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<tr>
<td>World Music in context is a wide-ranging survey of music of the world, in their historical and social contexts, from ancient times to the present day. The course will examine a selection of the world’s music including Africa, the Americas, and the near and Far East, serving as an introduction to the field of ethnomusicology. Through listening and discussion, students will become familiar with some of the main sounds, concepts, and behavior of people making music in various parts of the world. (3 semester credits)</td>
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</table>
Writing about Labor and Literature

ENGL 4100

Take this course to find out more about how work, unions, and the history of the labor movement have been portrayed in American literature. By analyzing the ideas about work presented in literature, you will enhance your knowledge of the history and experience of the labor movement, while learning about the forms of literature and improving critical thinking and writing skills. Readings include novels and excerpts from novels, short stories, poetry, songs, and essays. (3 semester credits)
Administration, Faculty and Staff

Administration

Executive Vice President
John Welsh
John Welsh is on an extended assignment to the College from the AFL-CIO, where he serves as Assistant to the President. Before his work with the AFL-CIO, Welsh served as Assistant to the Secretary-Treasurer of SEIU. He holds a B.A. from Josephinum College.
Phone: 301-431-5427
E-mail: jwelsh@nlc.edu

Vice President for Academic Affairs and Provost (Interim President)
Patricia A. Greenfield, Ph.D.
Dr. Patricia Greenfield is the former Graduate Program Director of the Labor Relations and Research Center at the University of Massachusetts Amherst. She holds a Ph.D. in Industrial Relations from Cornell University, a J.D. from the Washington University School of Law, and a B.A. degree in political science from the University of Rochester. She has been a local union president, executive board member, steward, and an international union staff member.
Phone: 301-431-5402
E-mail: pgreenfield@nlc.edu

Vice President for Government Relations and General Counsel (Acting)
James Gentile
James Gentile has taught classes for the University of Baltimore, Montgomery College, and NLC. He holds a B.A. in Philosophy and Government from Georgetown University and a J.D. from Catholic University.
Phone: 301-431-6400, Ext. 461
E-mail: jgentile@nlc.edu

Assistant to the President for Institutional Advancement
Henry M. Smith, Ed.D.
Dr. Smith previously served as U.S. Assistant Secretary of Education and has worked for many years in higher education, development, education policy, international education, and government relations, including several years at Tufts University and as an independent consultant. Dr. Smith has also served as Mayor and City Councilman of Dover, New Hampshire. He holds a Bachelors in American Government from Boston University; a Master’s in Public Administration from Harvard University; and a Doctor of Education in Higher Education Administration from The George Washington University.
Phone: 301-628-4861
E-mail: hsmith@nlc.edu
Deputy Provost
Charles Hodell, Ph.D.

Dr. Hodell holds a B.A. in Labor Studies from Antioch University – The George Meany Center for Labor Studies, and an M.A. in Instructional Systems Development and a Ph.D. in Language, Literacy, and Culture from the University of Maryland, Baltimore County (UMBC). He is an Adjunct Faculty Member at UMBC in their graduate program in Instructional Systems Development. Hodell has also authored several books in the area of Instructional Systems Development. He is a past officer, organizer, and life member of the Communications Workers of America and has also been a member of the American Federation of Musicians, United Food and Commercial Workers, and International Alliance of Theatrical Stage Employees.
Phone: 301-431-5440
E-mail: chodell@nlc.edu

Deputy Provost for Online Learning
Yoon-il Auh, Ed.D.

Dr. Auh previously served as a Director of Distance Learning & the Center for Instructional Design at Central Michigan University. He has taught at Teachers College Columbia University and New York University; authored several publications in the area of Computer Programming, Multiple Intelligence, and Music Instruction. He holds bachelor’s and master’s degrees from the Julliard School along with a M.A. in Computing and Education, a M.Ed. and Ed.D. from Columbia University. He is a member of American Federation of Musicians and certified curriculum reviewer for the American Counsel on Education.
Phone: 301-628-4862
E-mail: yauh@nlc.edu

Deputy Executive Vice President and Director of Human Resources
Beth Shannon

Beth Shannon has been with NLC since December 2002. Prior to joining NLC, she worked for the AFL-CIO International Affairs Department, including two years working on education and training programs in Asia. She holds a B.S. in Architecture from The Catholic University of America and a M.S. in Organization Development from American University.
Phone: 301-431-5413
E-mail: bshannon@nlc.edu

Director of Communications
Matt Losak

Matt Losak has served as Director of Public Affairs at the U.S. Department of Labor, Employment Standards Administration and as a press advance officer at the White House Office of Scheduling and Advance in the Administration of President William Jefferson Clinton. Matt served as a Peace Corps Volunteer English Teacher in Lesotho, southern Africa from 1985-1988. He holds a B.A. in English from Southern Connecticut State University, where he began his union career as a member and activist for UNITE-HERE, Local 217.
Tel: 301-431-5453
mlosak@nlc.edu

Director of Conference Services
Lisa Hughes

Lisa Hughes has been with the NLC since 1985. She holds a B.A. in Labor Education from NLC.
Phone: 301-431-5418
E-mail: lhughes@nlc.edu

continued
Registrar
Eve Dauer
Eve Dauer served as Registrar at the University of Toledo College of Law, Compliance Officer at Bowling Green State University, and as Registrar at Capella University. She holds a B.S. in Interdisciplinary Studies and a Masters in Public Administration from the University of Toledo, Ohio.
Phone: 301-431-5410
E-mail: edauer@nlc.edu

Controller
Antonio DeNicolis
Antonio DeNicolis joined the College in 2004 after having served as Controller for University Physicians Medical Group, and as Director of Finance for the Department of Psychiatry, both at the University of Maryland School of Medicine. He is a Certified Public Accountant and holds a B.A. in Business Administration from Towson University.
Phone: 301-431-5419
E-mail: adenicolis@nlc.edu

Assistant Controller
Cheryl Leid
Cheryl Leid has served in her current position since 1999. A Certified Public Accountant, Leid holds an M.S. in Management and a B.S. in Business and Management from the University of Maryland.
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E-mail: cleid@nlc.edu
Elise Bryant
Prior to joining the College, Elise Bryant was the program associate for the Union Minorities/Women’s Leadership Training Program at the University of Michigan’s Labor Studies Center. She has received numerous awards and honors for her work with community organizations and for her artistic endeavors. She holds a B.A. in Fine Arts from the University of Michigan and a M.S. in Organization Development from American University.
Phone: 301-431-5408
E-mail: e.bryant@nlc.edu

Jannie Cobb
Jannie Cobb is the Librarian as well as a full-time faculty member. She holds a B.A. in Political Science from Howard University and an M.S. in Library Science from The Catholic University of America.
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E-mail: jcobb@nlc.edu

Regina (Jean) M. Dearden
Jean Dearden is on the faculty of the National Labor College and works with the Center for Advanced Instructional Technology. She is a member of the Faculty Senate and the Chair of the Academic Standards Committee. She holds a Master's degree from the University of Maryland Baltimore County in Instructional Systems Development, a Bachelor’s of Arts degree in Communications/Journalism from Shippensburg University and a certificate in Online Teaching from the University of California, Los Angeles, UCLA Extension. She teaches The Adult Learner and Instructional Systems Development, and has taught Educational Planning and Survey Research.
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E-mail: jdearden@nlc.edu

Lynda DeLoach
Lynda DeLoach is an Archivist with the George Meany Memorial Archives. She holds a B.A. in English from Carleton College and an M.A. in History from New York University.
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E-mail: ldeloach@nlc.edu

Peter Hoefer
Peter Hoefer teaches labor studies and history courses at the College. He holds a B.A. in History and a M.A. in American History and is completing his doctorate in Twentieth Century U.S. History at the University of Maryland.
Phone: 301-431-5442
E-mail: phoefer@nlc.edu

Bonnie Ladin
Bonnie Ladin is a professor at the National Labor College. She has worked for over 30 years as a union, political and community organizer, most recently for over 20 years, holding various positions of responsibility with the Service Employees International Union. She holds a BA in History from the University of California at Santa Cruz.
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E-mail: bladin@nlc.edu

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Hong Li
Hong Li teaches Multimedia Technology in the BTPS program at NLC. She has been working as an instructor, multimedia developer, web designer, graphic designer and instructional designer in the higher educational setting for over 18 years. She holds a Master of Education in Instructional Technology with the Immersion Program at the Department of Instructional Technology at George Mason University, Master of Arts in Interactive Multimedia at Southern Illinois University, and Bachelor of Law at Shandong University in China.

Julie Ann Mendez-de Leon
Julie Ann Mendez-de Leon teaches Educational Planning, Instructional Methods and Communications Culture & Technology Learning. She also coordinates the Spanish Immersion program and specializes in English as a second language for unions. She holds a B.A. in Interdisciplinary Studies and a M.A. in Education from the University of Maryland, Baltimore County.
Phone: 301-431-5426
E-mail: jm-deleon@nlc.edu

Robert Morriss
Robert Morriss is the administrator for the Blackboard learning system and web master for the College. He teaches Distance Learning and Computer Skills courses. He holds a B.A. in History and Psychology from Drury University, a B.S. in Mathematics/Computer Science from Towson University and a M.A. in Instructional Systems Development from the University of Maryland, Baltimore County.
Phone: 301-628-4851
E-mail: rmorriss@nlc.edu

Julia Offiong
Julia Offiong is Assistant Librarian with the George Meany Memorial Archives. She holds a B.A. in Political Science and a Master of Library Science both from the University of Pittsburgh.
Phone: 301-431-5446
E-mail: joffiong@nlc.edu

Ruth Ruttenberg, Ph.D.
Dr. Ruttenberg is an economist, specializing in labor economics and occupational safety and health. She is widely published and is an active consultant with a range of unions and government agencies. She holds a B.A. from the University of Wisconsin and a Master's degree and a Ph.D. from the University of Pennsylvania.
Phone: 301-431-5448
E-mail: rruttenberg@nlc.edu

Katherine Sciacchitano
Prior to joining NLC, Katherine Sciacchitano worked as an organizer, a staff representative, a staff attorney, and taught at the School for Workers, University of Wisconsin. She has published articles on organizing, the global economy, welfare reform, and health care reform. She graduated from the Columbus School of Law of The Catholic University of America in 1979 and is a member of the District of Columbia Bar.
Phone: 301-431-5407
E-mail: ksciacchitano@nlc.edu
Yvonne Scruggs-Leftwich, Ph.D.
Dr. Scruggs-Leftwich has authored numerous publications on political power and urban diversity; women in the political process; equity and justice issues; and national urban policy. She consults frequently and has been a faculty member since 2003. She holds a B.A. in political science from North Carolina Central University, a M.A.P.A. from the Humphrey School of the University of Minnesota, and a Ph.D. in City Planning and Urban Policy from the University of Pennsylvania at Philadelphia. She was a Fulbright Fellow in Germany at Berlin’s Free University and the German Institute for Political Science. Her jobs have included Commissioner of Housing for New York State; Deputy Mayor of Philadelphia, Pa., and Deputy Assistant Secretary of U.S. Department of Housing and Urban Development.
Phone: 301-431-5452
E-mail: yscruggs@nlc.edu

Sharon Simon
In addition to being a full-time faculty member, Sharon Simon is the Director of NLC’s Labor Safety and Health Training Project. She has worked for more than 25 years as a labor educator. Prior to joining NLC, she taught at the Labor Studies Center, Wayne State University and at the School for Workers, University of Wisconsin. She holds a B.A. in Social Policy and Community Planning and a J.D. from Faculty of Law and Jurisprudence, State University of New York at Buffalo.
Phone: 301-431-5414
E-mail: ssimon@nlc.edu

Sarah Springer
Sarah Springer is an Archivist with the George Meany Memorial Archives. She holds a B.L.A. in Social Science from Johns Hopkins University and a Master's in Library and Information Sciences from the University of Pittsburgh.
Phone: 301-628-4854
E-mail: sspringer@nlc.edu

Sandra Tillett
Sandra Tillett is the Director of the National Resource Center for OSHA Training (an OSHA Region III Education Center). She joined NLC in September of 2002. She has 25 years experience working in the labor movement that includes serving as the Executive Director of the Occupational Health Foundation, Director of Safety and Health for the Building and Construction Trades Department, AFL-CIO, and Senior Scientist with the Workplace Health Fund. Ms. Tillett was also previously engaged in research at the University of Cincinnati and has published extensively in the field of public health. She holds a B.A. in Labor Safety and Health from the NLC and an M.A. in Legal & Ethical Studies from the University of Baltimore.
Phone: 301-628-4852
E-mail: stillett@nlc.edu
CHECK-IN: 3:00 PM
CHECK-OUT: 12:00 PM

WAKE UP CALLS ARE BY REQUEST ONLY
(DIAL 0)

TRANSPORTATION
Please fill out the transportation sheet provided by your instructor. The transportation schedule will be posted on the Front Desk Counter after 7pm, the day before your departure

WEBSITE
www.nlc.edu

MAIN NUMBER
301-431-6400

FAX
1-866-863-7293
Legend

1 Administrative Building
ATM Machine
Registrar
Student Services
Faculty Offices
Hazmat Office
NRC Office
Conference Rooms
Board Room
Room A
Randolph-Rustin Room
Soft Drink Machine
Copy Machine

2 Archives/Library
AFL-CIO Library (9 am-6:30 pm M-F; closed weekends)
Exhibit Areas
Reading Room
Conference Rooms
E & F

3 Barrett Hall
Guest Rooms
1st Floor: 3150 - 3157
2nd Floor: 3250 - 3257 (smoking)
Accounting Department
Soda Machine (ground floor)

4 Guest Quarters South
Guest Rooms
1st Floor: 4100 – 4121
2nd Floor: 4200 – 4221
Basement Level
Recreation Room
Fitness Center
Snacks & Soft Drink Machines
NLC BAR
Bar Hours: 5pm – 12am
Last Call (11:45pm)
*Patios will close at 10:00pm

5 Hoehler Hall (Guest Quarters North)
Guest Rooms
1st Floor: 5101 - 5123
2nd Floor: 5201 - 5223
L1: 5001 - 5023 (Smoking)
L2: 5031 – 5049
Soda Machine (Level 1)

6 Residence Hall
Guest Rooms
1st Floor: 6101 - 6123
2nd Floor: 6201 - 6223
L1: 6001 – 6023
Reading Room
Computer Room
Washer, Dryer
Snacks & Soft Drink Machines

7 Conference Rooms
1,2,3,4,D

8 Auditorium

9 Lane Kirkland Center
Front Desk (24hrs)
Bookstore/Gift Shop
Reproduction/Xerox Room
Executive Offices
Conference Services Department
Dining Hall Hours
Breakfast: 7:00am - 8:30am
Lunch: 11:45am - 1:15pm
Dinner: 5:45pm - 7:15pm
Conference Rooms
9201 = Solidarity Hall (A-D)
9222-9225
9230-9233
9167 = Computer Lab
9171 = Video Conference Lab
9153 = CS Boardroom
Business Center
Fax Machine
Xerox Machine
Union Perks Coffee Bar
Directions to NLC

The National Labor College is located on the northern outskirts of Washington, D.C., in Silver Spring, Maryland.

Address: 10000 New Hampshire Avenue Silver Spring, Maryland 20903

Phone: (301) 431-6400 or 1-800-GMC-4CDP

There are three major airports serving the metropolitan area: Reagan National Airport (DCA), Washington Dulles International Airport (IAD), and Baltimore-Washington International Airport (BWI).

Various types of transportation are available to you from each airport. Listed below are union limousine services. Contact them for current prices.

Limousines For You 800-643-7070

United Transportation, Inc. 888-881-4443

Super Shuttle is also available 24 hours from each airport. They are located near the baggage claim areas at each airport. Should you wish to contact them, their phone number is 1-800-BlueVan.

If you’re driving, look for Route 495 (Washington’s beltway). Take Exit 28A onto New Hampshire Avenue North. Make a left turn at the third traffic light, Powder Mill Road. There’s a Self Serve Exxon gas station on the corner. Parking on campus is free for those attending labor studies programs.

For driving directions from your location, you may check www.mapquest.com/
Please check one:  
Degree Programs:  □ Bachelor of Arts  Primary Degree Major____________ Secondary Degree Major ____________

□ Bachelor of Technical and Professional Studies (Online)

□ Union Skills Course (not seeking degree)

1. Identification Information (please print clearly)

Legal Name:

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<th>Last Name</th>
<th>First Name</th>
<th>Middle Name</th>
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Former Name

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<th>First Name</th>
<th>Middle Name</th>
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Social Security Number Date of Birth Gender

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<th>Mr.</th>
<th>Mrs.</th>
<th>Ms.</th>
<th>Gender</th>
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Ethnic Origin* Citizenship

*Information on student’s ethnic background, date of birth, and sex is utilized for statistical purposes only.

Specify Starting Term/Month:  □ Winter/January  □ Spring/April  □ Fall/September  □ Other ______________________________

2. Home or Personal Contact Information

Street Address

City State Zip

<table>
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<tr>
<th>Street Address</th>
<th>City</th>
<th>State</th>
<th>Zip</th>
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Phone Cell Fax

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<th>Cell</th>
<th>Fax</th>
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Email Address


3. Union and Work Information (Union information is subject to verification)

Union

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Position

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Work Street Address

City State Zip

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Phone Cell Fax

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<th>Cell</th>
<th>Fax</th>
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4. Education Information

High School/G.E.D. High School Graduation Date

Out of Country High School Native Language

College Attended (list all)

<table>
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<th>College Attended (list all)</th>
<th>Native Language</th>
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Did you ever complete an apprenticeship?  □ Yes  □ No  Were you in the military?  □ Yes  □ No

Degree Applicants Only

*Fill out the application (print or type) and return with a $50 application fee. Make checks payable to NLC.

To charge your payment, complete the following:

<table>
<thead>
<tr>
<th>Visa</th>
<th>MasterCard</th>
<th>American Express</th>
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Account Number Exp Date Security Code

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<th>Account Number</th>
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<th>Security Code</th>
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Name on Card Signature

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<th>Name on Card</th>
<th>Signature</th>
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</table>

Revised: 10/03/2007
Identification Information (please print clearly)
Legal Name: Mr./Ms. __________________________________________________________
Nickname __________________________________________ Former Name ________________
Social Security Number __________________________ Gender* _______________________
Date of Birth* __________________________________ Ethnic Origin* __________________
Citizenship ______________________________________ Starting Term ___________________
Not Seeking Degree ☐ Primary Degree Major ______________ Secondary Degree Major ______________

*Information on student’s ethnic background, date of birth, and sex is utilized for statistical purposes only.

Home or Personal Contact Information
Street Address __________________________________________________________________________
City, State, Zip __________________________________________________________________________
Phone __________________________ Cell________________________ Fax _________________________
E-mail Address __________________________________________________________________________

Union and Work Information (Union information is subject to verification)
Union ___________________________________________________________________________________
Position __________________________________ Local Union Number __________________________
Work Street Address ________________________________________________________________________
City, State, Zip __________________________________________________________________________
Phone __________________________ Fax ________________________________________

Education Information
High School/G.E.D. ______________________________ High School Graduation Date _____________
Colleges Attended (list all) __________________________________________________________________
Did you ever complete an apprenticeship? ☐ Yes ☐ No Were you in the military? ☐ Yes ☐ No

Course Registration
Enter the title, date, and credit hours for each class. Credits are listed in course descriptions.
Class 1 No. & Title __________________________ Date of Class __________ Credit Hours __________
Class 2 No. & Title __________________________ Date of Class __________ Credit Hours __________
Class 3 No. & Title __________________________ Date of Class __________ Credit Hours __________
Total Credit Hours __________

Fees
$158 per credit-hour for AFL-CIO affiliated union members
$210 per credit hour for non-AFL-CIO affiliated union members
$1,031 per credit-hour for non-union members
*An additional fee of $90 for Arbitration classes and $150 for Street Law for Negotiators. Consult fee schedule on page 38.

Payment Information
Make checks payable to NLC. To charge your payment, complete the following:
☐ Visa ☐ MasterCard ☐ American Express
Account Number __________________________ Exp Date ________ Security Code _____________
Name on Card __________________________ Signature __________________________ Amount ___________