



NLC NATIONAL
LABOR
COLLEGE

COURSE CATALOG

2012–2013

www.nlc.edu



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2012–13 Academic Calendar for Degree Programs

FALL 2012	Semester 15-weeks	Term A 7-weeks	Term B 7-weeks
Last Day 100% Refund	September 2	September 2	October 28
Classes Begin	September 4	September 4	October 29
Last Day to Add	September 9	September 9	November 4
Last Day to Drop for 75% Refund	September 9	September 9	November 4
Last Day to Drop for 50% Refund	September 16	September 16	November 11
Last Day to Drop for 25% Refund	September 23	–	–
Last Day to Withdraw (No Refund)	October 29	September 30	November 25
Classes End	December 14	October 19	December 14
Final Grades Due	December 23	October 28	December 23
In Residence	November 9–12 (<i>classes with residency component only</i>)		
COLLEGE CLOSED	Labor Day: Monday, September 3		
	Columbus Day: Monday, October 8		
	Thanksgiving Holiday: Thursday, November 22 – Friday, November 23		
	Christmas Holiday: Monday, December 24 – Tuesday, December 25		
SPRING 2013	Semester 15-weeks	Term A 7-weeks	Term B 7-weeks
Last Day 100% Refund	January 6	January 6	March 3
Classes Begin	January 7	January 7	March 4
Last Day to Add	January 13	January 13	March 10
Last Day to Drop for 75% Refund	January 13	January 13	March 10
Last Day to Drop for 50% Refund	January 20	January 20	March 17
Last Day to Drop for 25% Refund	January 27	–	–
Last Day to Withdraw (No Refund)	March 3	February 3	March 31
Classes End	April 19	February 22	April 19
Final Grades Due	April 28	March 3	April 28
In Residence	January 18–21 (<i>classes with residency component only</i>)		
COLLEGE CLOSED	New Year's Holiday: Tuesday, January 1		
	Martin Luther King, Jr. Holiday: Monday, January 21		
	President's Day: Monday, February 18		
	Good Friday: Friday, March 29		

SUMMER 2013	Semester 15-weeks	Term A 7-weeks	Term B 7-weeks
Last Day 100% Refund	May 5	May 5	June 30
Classes Begin	May 6	May 6	July 1
Last Day to Add	May 12	May 12	July 7
Last Day to Drop for 75% Refund	May 12	May 12	July 7
Last Day to Drop for 50% Refund	May 19	May 19	July 14
Last Day to Drop for 25% Refund	May 26	–	–
COMMENCEMENT Weekend	June 21–June 22 Commencement Ceremony: June 22		
Last Day to Withdraw (No Refund)	June 30	June 2	July 28
Classes End	August 16	June 21	August 16
Final Grades Due	August 25	June 30	August 25
In Residence	<i>No summer courses with residency component scheduled for 2013</i>		
COLLEGE CLOSED	Memorial Day: Monday, May 27		
	Independence Day: Thursday, July 4		

About National Labor College

National Labor College (NLC) is truly unique. We're the only regionally accredited higher education institution committed to educating union members and their families, and union leaders and staff. Our bachelor's degree programs are specifically designed to prepare you for job growth opportunities in your existing field ...or a new one. Our online classes allow you to schedule the classwork at your convenience. In our academic programs, we honor higher learning that takes place both inside and outside the collegiate community and recognize relevant union training for college credit.

NLC is a degree completion institution of higher education for students who would like to finish their college degrees or earn a specialty certificate. NLC also offers training programs through Union Skills to teach specialized knowledge and talents to union members.

Baccalaureate degrees and certificate programs at NLC are offered through two schools:

School of Professional Studies (SPS)

- Bachelor of Arts in Business Administration
 - Certificate in Small Business Management
 - Certificate in Ethical Management
- Bachelor of Arts in Construction Management
 - Certificate in Construction Management
- Bachelor of Science in Emergency Readiness and Response Management
 - Certificate in Emergency Readiness and Response Management

School of Labor Studies (SLS)

- Bachelor of Arts in Labor Education
 - Certificate in Labor Education
- Bachelor of Arts in Labor Safety and Health
 - Certificate in Labor Safety and Health
- Bachelor of Arts in Labor Studies
 - Certificate in Labor Studies
 - Certificate in Organizing

- Bachelor of Arts in Union Leadership and Administration
 - Certificate in Leadership for Change
 - Certificate in Union Administration
 - Certificate in Building Trades Union Leadership and Administration
 - Certificate in Building Trades Organizational Dynamics and Growth

Institutional Goals

NLC works to achieve the following institutional goals, which are guided by our mission, vision, and values:

1. To articulate and transmit the values of the labor movement to successive generations of union members.
2. To respond to the needs of those in the labor movement for knowledge, skills, and attitudes necessary to secure their futures and those of their families.
3. To incorporate workplace and union learning into degree programs in order to provide efficient and effective pathways to degree completion for workers.
4. To provide unions and labor-related organizations with members and leaders who are critical thinkers and skilled communicators.
5. To work in partnership with unions and other organizations who support the labor movement to provide relevant and collaborative programs that advance the movement.

Vision and Values

Since its inception in the 19th century, the American labor movement has placed great emphasis on education. In 1969, the leaders of this movement founded the George Meany Center, which became the National Labor College, in order to offer the high-quality education and training programs necessary to produce a diverse movement of working men and women dedicated to a more equitable and just society.

The contemporary labor movement faces the twin challenges of rapid technological change and a hostile political environment, which have together produced a long-term decline in union density. In recognition of these challenges, another critical role of NLC is to explore labor's often underappreciated role in the development of a stable middle class in the world's most prosperous society and to transmit the values of the movement to all workers, especially younger people who may not know of labor's essential role in the development of this society.

The labor movement's values that are embodied today at NLC are the same values that first brought working people together in a common movement to advance and protect their interests in the spheres of politics, economics, and culture. Among these values are the following:

- Labor is the source of all wealth.
- There is honor and dignity in all work.
- Working people should have equal protection under the law and the freedom to bargain collectively to advance and protect their interests.
- Education is the key to a free and democratic labor movement.
- Democratic trade unions are essential to economic justice and to a free and democratic society.
- For working people to fully realize their potential and that of their children, they must have equal access to high-quality education at all levels.
- Labor arts and culture are an essential part of education, as they provide the labor movement with its soul and spirit.

National Labor College Outcomes

NLC graduates achieve the following outcomes as a result of their educational experience, rooted, again, in our mission, vision, and values:

1. **Leadership**
The ability to reflect upon, share, and deconstruct experience with a goal of improving personal and organizational leadership practices.
2. **Critical Thinking**
The ability to understand, question, analyze, and discuss underlying assumptions that define a particular position or viewpoint.
3. **Effective Communication**
The ability to clearly communicate, orally and in writing.
4. **Information Literacy**
The ability to analyze and make intelligent decisions based upon massive amounts of information, determine the nature and extent of needed information, know where to obtain critical information, and assess the validity of sources.
5. **Technological Proficiency**
The ability to understand and use basic digital communication tools to function effectively in our changing society.

Admission Policies

Admission to Degree Programs

NLC offers rolling admissions throughout the year. Students may apply and receive an admissions decision at any time, and then begin taking classes in January, May, or September. Ideally, students should apply at least two months before the start of the semester to allow time to process applications and transcripts.

NLC's degree completion curriculum constitutes the Junior and Senior years of the baccalaureate degree. Our status as an upper-division college mandates that students have at least 56 credits to matriculate and to qualify for federal financial aid. Students may transfer credits they have earned through prior college work, apprenticeships, testing, and the prior learning process.

Applicants to the college are "accepted" and/or "admitted" based on the number of transferrable credits they have completed at the time they apply. Applicants who do not yet have 56 credits may be "accepted" as degree-seeking students. While they may enroll in courses in the degree programs, they will be classified as non-matriculated and are ineligible for federal student aid.

Applicants who have completed at least 56 credits may be "admitted" into an academic degree program and begin coursework in their chosen major. As matriculated students, they may be eligible for federal financial aid in the form of loans or grants and are encouraged to complete the Free Application for Federal Student Aid (FAFSA) form to apply.

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. Discounted rates are also available to union families and individuals who belong to the organization Working America.

Admissions applications are available online at <http://www.nlc.edu/application.html>. Please direct inquiries to admissions@nlc.edu or call 888-427-8100. A one-time non-refundable application fee is required with the application. Additional documentation includes union verification, a narrative essay (for

the School of Labor Studies), and official college transcripts. Once the Admissions Committee has met, students will be notified of the Committee's decision and recommendations.

New applicants must provide an official transcript from each college or university they have attended in the past, bearing the seal of the institution, date, and appropriate signature(s).

- Official transcripts must come directly from the prior institution or be hand-delivered in a sealed envelope from the sending institution.
- Students who have taken American Council on Education (ACE) assessed courses through their apprenticeship or other licensure or training programs must submit an official ACE transcript for transfer credit evaluation. Students are advised to request an unofficial copy for their personal records.
- Official transcripts should be sent to: National Labor College, Admissions Office, 10000 New Hampshire Avenue, Silver Spring, MD 20903.

Certificate Programs

Students interested in earning a certificate from the School of Labor Studies or the Schools of Professional Studies should follow the admissions process for degree students in those schools.

Re-Admittance Policy

Students must participate in at least one class during any twelve-month period to remain active in NLC programs. Students who have withdrawn voluntarily or by the college for inactivity may regain their student status by completing a re-admit form, verifying union membership, and submitting the re-admittance fee. This form may be found at http://www.nlc.edu/documents_PDF/Readmission-Form.pdf. Academic policies and degree requirements may have changed since the student last attended NLC, and re-admitted students must follow the policies and requirements for the catalog year in which they were re-admitted. Please talk to your Admissions Counselor or Academic Advisor if you have questions about which new policies or degree requirements may apply.

Disability Services

National Labor College does not discriminate on the basis of disability. NLC provides qualified students with disabilities an equal opportunity to participate in academic programs. Students seeking reasonable accommodations must provide proper documentation to the Registrar who serves as disability coordinator. The student should self-identify at the time of acceptance into the degree program or at least six weeks prior to the start of each semester. It is the student's responsibility to request accommodations by notifying the Registrar each time they register. Additional information can be obtained by contacting an Academic Advisor.

International Applicants

Since instruction in the degree programs at NLC is conducted in English, 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 Test of English in a Foreign Language (TOEFL) examination and submit results to establish English fluency. Since NLC does not have offer English as a Second Language (ESL) programs, students who need this support should consult with their Academic Advisors for help in addressing this need.

NLC accepts credits earned at internationally-recognized institutions outside the United States. However, applicants must arrange, at their own expense, to have their academic records evaluated on a course-by-course basis by Education Credential Evaluators (ECE), a nonprofit public service organization, located at P.O. Box 514070, Milwaukee, WI 53203-3470. Request forms may be obtained by printing the form at <http://www.ECE.org>. An official copy of the report should be sent by ECE directly to the NLC Admissions Office.

Non-Degree Programs

Students who are interested in non-degree programs in Union Skills or OSHA/HazMat should follow the links from the NLC home page, <http://www.nlc.edu> for admission information. For convenience, courses in these programs are included near the end of this catalog.

Transfer Credit Policies

Transfer Credit

Transfer credit may be awarded for college-level coursework with a grade of C or better from a regionally accredited institution of higher education or a recognized nationally accredited organization.

The State of Maryland limits to 70 the number of lower-level (e.g. 100-200 level, freshman or sophomore) credits that we can accept. With the appropriate mix of lower- and upper-level classes, NLC will accept up to 84 credits toward the Bachelor of Arts or Bachelor of Science degree.

Credit is not awarded for the following:

- Courses completed at institutions not accredited or approved as indicated above.
- Courses with a grade below C.
- Courses with a grade of P or S unless the sending institution provides documentation that the course was completed at a level of C or above.
- Remedial or developmental courses, even from an accredited institution.
- Courses taken for graduate credit at other institutions unless approved by the appropriate academic department head as described in the “Transfer Credit Appeal” section below.

Exceptions must be approved on a course-by-course basis by the head of the appropriate department and by the Dean.

In addition to transfers from other accredited colleges and universities, credit toward the degree may be awarded for prior work and experience through the following:

- NCCRS evaluated courses, training or apprenticeship programs, examinations, or licenses
- ACE accredited courses, training programs, examinations, and licenses
- ACE certified apprenticeship credits
- ACE certified military credits
- CLEP examinations
- Prior Learning Assessment (PLA) programs
- NLC Partnership credits

Credit for prior learning may be awarded on a case-by-case basis pending a faculty review of the sending institutions’ PLA evaluation process according to policy guidelines. Faculty with expertise in Prior Learning Assessment review transfer credits to ensure consistent and fair acceptance.

All transfer credit is accepted at the discretion of NLC.

National College Credit Recommendation Service (NCCRS)

Students who have completed coursework may be able to earn credit through the National College Credit Recommendation Service (formerly known as National PONSI). Established in 1973, the University of the State of New York’s Regents Research Fund is an educational advisory service that links learning experiences that take place outside of college classrooms to college degrees. NCCRS evaluates learning experiences for non-collegiate organizations throughout the United States and overseas and makes the results available on their College Credit Recommendations Directory for colleges to use as a guide in awarding credit for non-collegiate course work. For more information, view the directory online at <http://www.nationalccrs.org/ccr/home.html>.

American Council on Education (ACE)

Students who have taken ACE assessed courses through their apprenticeship or other licensure or training programs must submit an official ACE transcript for transfer credit evaluation. Students are advised to request an unofficial copy for their personal records.

Some military training has been evaluated for college credit by ACE. Details about each service transcript request requirement appear below; an official copy is required. The military often refers to official copies of transcripts that are sent to college registrars as “institutional copies.”

- **Army** Army, National Guard, or Reserve transcripts may be requested on the Army/American Council on Education Registry Transcript Service (AARTS) website, <http://aarts.army.mil/>, which includes links for personal copies and official copies.
- **Navy/Marines** Navy or Marine transcripts can be requested at the Sailor/Marine American Council on Education Registry Transcript (SMART) website, https://www.navycollege.navy.mil/smart_info.cfm.
- **Air Force** The Community College of the Air Force issues Air Force transcripts; their transcript website offers directions at <http://www.au.af.mil/au/ccaf/transcripts.asp>.
- **Coast Guard** The form to request a Coast Guard transcript can be found on the U.S. Coast Guard Institute website, http://www.uscg.mil/hq/cgi/active_duty/go_to_college/official_transcript.asp.

When the military cannot provide transcripts, students must submit a DD-214 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 Air Force, Army, Marines, Navy, and Coast Guard, and students can request the DD-214 via regular mail or use the eVetRecs system at <http://www.archives.gov/veterans/military-service-records/>.

College Level Examination Program (CLEP)

Students may be awarded up to 30 credit hours earned through CLEP testing; details are available from The College Board at <http://www.collegeboard.org> or 800-257-9558.

Apprenticeship Credits

NLC reviews credits from apprenticeships that have been evaluated by the American Council on Education (ACE) or the National College Credit Recommendation Service (NCCRS) for credit recommendation. Apprenticeship credit may also be awarded through community colleges.

Credit from International Colleges and Universities

NLC accepts credits earned at internationally recognized institutions outside the United States. However, applicants must arrange, at their own expense, to have their academic records evaluated on a course-by-course basis by Education Credential Evaluators (ECE), a nonprofit public service organization, located at P.O. Box 514070, Milwaukee, WI 53203-3470. Request forms may be obtained at <http://www.ECE.org>. An official copy of the report should be sent from the evaluating organization to the NLC Registrar’s Office.

Credit for Prior Learning

NLC’s Prior Learning Assessment (PLA) program honors students’ lifelong learning experiences by offering the opportunity to earn up to one year (30 credits) of college credits through a writing-intensive portfolio development process. The Prior Learning Assessment Workshop guides students to compare learning experiences to the learning objectives in accredited college courses and build clear arguments that they have achieved this learning from experiences outside the classroom.

Any student who needs to earn additional credits to satisfy degree requirements is eligible to pursue PLA by enrolling in the Prior Learning Assessment Workshop. The 7-week workshop is offered online several times year.

Restrictions on Prior Learning Assessment

PLA essays are limited to subject matter represented by NLC degree programs and faculty expertise, so students should begin their learning analysis with NLC courses or courses with similar content. Additional reviews may, on a case-by-case basis, be conducted in content areas that are represented by NLC faculty with documented expertise in specific areas. 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 external subject area request.
- Timeliness cannot be guaranteed for external reviews.
- Students will be informed of the need for external review before the process is started to ensure that requirements for additional fees and timeliness issues are clear.

Additionally, although PLA essays addressing general education competencies may be submitted, no PLA essays may substitute for NLC's general education requirements, majors, or concentrations.

Students may appeal their PLA review through the Academic Review Committee, or they may choose to write additional PLA essays and submit them as supplements. NLC will accept PLA essays until students reach the maximum 30 credits allowed or until published due dates for graduation.

Academic Partners, School of Labor Studies

Although NLC is the only institution of higher learning that focuses exclusively on the higher education needs of union leaders, union members, and working families, a number of other colleges offer outstanding Labor Studies programs. NLC has formed partnerships with many of these institutions to offer students the option of taking selected courses in these programs while working toward a degree from NLC:

California State University, Dominguez Hills
Florida International University
Michigan State University
University of Illinois, Chicago Labor Education Program
Wayne State University

NLC also maintains articulation agreements with many community colleges that offer two-year programs that are similar to the degree offerings from NLC:

College of the Menominee Nation (Keshena, WI)
Community College of Allegheny County (Pittsburgh, PA)
Community College of Baltimore County (Baltimore, MD)
Community College of Philadelphia (Philadelphia, PA)
Community College of Rhode Island (Providence, RI)
Harvard University Trade Program
Ivy Tech Community College (Indianapolis, IN)
LA Trade Tech (Los Angeles, CA)
Montgomery Community College (Rockville, MD)
Owens Community College (Toledo, OH)
Prince George's Community College (Largo, MD)
San Jose City College (San Jose, CA)
Stanly Community College (Albemarle, NC)
University of Wisconsin School for Workers
Washtenaw Community College (Ann Arbor, MI)

For more information about joint enrollment in these programs or the addition of other academic partners, please send an email to admissions@nlc.edu.

Union Partnerships

Many unions affiliated with the AFL-CIO have established their own training programs that have been assessed for college credit. By partnering with NLC, participating members can earn credits toward the major program requirements for B.A. and B.S. degrees at NLC. Students must ensure that union transcripts are sent to NLC from their union's Education Department. Students must successfully complete NLC's core curriculum and meet all other degree requirements; a joint enrollment fee is charged for transferring partner credits to NLC. ***Students must consult with an Admissions Counselor or Academic Advisor to ensure that partnership courses meet NLC degree requirements.***

Tuition and Fees

Tuition as of Fall 2012

\$270	per credit hour for AFL-CIO affiliated union members
\$270	per credit hour for members of Working America and union families
\$325	per credit hour for non AFL-CIO affiliated union members
\$480	per credit hour for non-union members

Fees as of Fall 2012

\$75	Application Fee
\$260	Graduation fee
\$65	Partnership/Joint Enrollment Fee (per credit hour)
\$305	Portfolio Assessment
\$305	Prior Learning Assessment Workshop
\$305	Prior Learning Assessment Review (per 15 credits)
\$35	Re-Admission Fee
\$185	Special Portfolio Assessment
\$35	Student Support Fee (per residency)
\$35	Technology Fee (per credit hour)
\$35	Work in Progress Fee (per semester)

Tuition is payable in full twelve business days prior to the beginning of the semester. Students may pay by cash, personal check, American Express, MasterCard, or Visa.

For current tuition and fees for non-degree programs, see the program information on the NLC website.

The cost of books and materials vary depending on the course, usually between \$60 and \$175 per course. Students may order books through MBS Direct, NLC's online bookstore partner. MBS Direct can be reached at: <http://direct.mbsbooks.com/nlc.htm>.

Note: Policies and fees are subject to change. Please see <http://www.nlc.edu/tuition-fees.html> for current charges and financial policies.

Financial Aid and Scholarships

The National Labor College recognizes the impact that the cost of higher education can have on students and their families, and endeavors to minimize financial barriers to students who seek to continue their education. Below are some of the types of assistance available.

Federal Financial Aid

The National Labor College participates in the federal student loan programs. Only degree courses that extend the length of a full term (or semester) are eligible for federal aid. Students should consult with their Enrollment Coordinator or an Academic Advisor to ensure that their course selection meets the Department of Education's criteria for federal financial aid. Students must submit the Free Application for Federal Student Aid, available from the Department of Education online at <http://www.fafsa.ed.gov/>.

Scholarships

A number of scholarships are available to students and are awarded on the basis of financial need. Some, however, are union-specific scholarships available only to students who are members of that union. A complete list of these scholarships and the required Scholarship Request Form are available from the Student Financial Services Department, 301-431-5404 or at <http://www.nlc.edu/financial-aid-admin.html>.

Veterans Benefits

The College is pleased to participate in the Veterans Benefits program. Interested students should contact the Veterans Administration for more information at <http://www.gibill.va.gov/>.

Academic Services and Policies

Advising Services

Our goal is to provide support throughout all stages of a student's college life and ensure that they are prepared to succeed in a challenging academic environment.

Admissions Counselors guide students through the admissions cycle. Students work with an individual Admissions Counselor to complete the admissions process and register for their first semester at NLC.

Academic Advisors assist in the development a degree completion plan and recommend courses that fulfill remaining degree requirements. Advisors facilitate coordination of student services across departments and work to resolve problems students may encounter at various stages of the student lifecycle. Academic Advisors also facilitate the Online Orientation and Advising Course Site located in the Learning Management System (LMS).

Faculty Advisors offer guidance and mentoring in a student's chosen area of study. They work closely with students, monitor their progress in the program and assist with development and completion of the final Capstone Project. Faculty Advisors also provide students with career guidance and opportunities for professional development.

Since NLC is a primarily distance learning institution, the majority of advising is done over the phone, through e-mails, and via the Orientation and Advising Course online. However, students are encouraged to schedule face-to-face appointments and use the web meeting software Elluminate to schedule virtual advising appointments through NLC's LMS.

Transcript Evaluation

Official transcripts are reviewed by a transcript evaluator and students are apprised of the transfer credits that will apply toward their degree. New applicants will receive a tentative transfer credit evaluation based on an initial review of each transcript as it arrives. Once all of the transcripts are received, all applicable transfer credits are entered onto an official NLC transcript.

The transcript evaluation verifies the accreditation of the sending institution and examines coursework to determine the number of credits that can be applied toward the degree. The evaluation includes validating upper- and lower-level credits, as well as credits that can be used to fulfill general education requirements. In some cases, students may be asked to provide additional documentation from the sending institution, such as a syllabus, before a final determination can be made. Students can request a faculty review of coursework, syllabi, assignments, examinations, or portfolios to assist in determining whether or not the course fulfills a general education requirement or other course equivalency.

Transfer Credit Appeal

Students have the right to appeal transferability decisions in accordance with NLC's Transfer Credit Appeal Process as outlined below. The final level of appeal within the institution is the Provost. If, in the end it is determined that the course in question does not satisfy the requirement, credit may still be awarded as general "elective" transfer credit.

Students concurrently enrolled in courses at other institutions or who plan to complete general education requirements at other institutions are advised to consult with a transcript evaluator to confirm transferability of courses. Email transcripts@nlc.edu for more information.

Course Registration Process and Policies

Registering for Courses

All active NLC students will receive course registration materials approximately twelve weeks before the classes begin online. Students may then register for courses by going to NLC's Online Campus at <https://portal.nlc.edu/Selfservice/>. Please direct questions to registration@nlc.edu.

Students registered for courses will receive registration confirmation and information on how to order their books and begin their courses on Moodle, NLC's Learning Management System, one to two weeks before the course begins online. Students must meet all deadlines and requirements to be fully registered in the program.

Students must complete the Add/Drop form found at http://www.nlc.edu/documents_PDF/ADD-DROP%20FORM.pdf to make schedule adjustments.

Adding a course: A student may register for a degree program course through the Sunday of the first 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. Refer to the academic calendar for the specific add date for each semester.

Dropping a course: A student registered for a degree program course is permitted to drop the class and receive a refund through the end of the second week of a 7-week course or through the end of the third week of the 15-week course. A dropped course will not appear on the transcript.

Students receiving any type of financial assistance should contact Student Financial Services at financialaid@nlc.edu to determine how the change in credit load will impact their financial aid, scholarship, GI Bill benefits, etc.

Tuition refunds are prorated according to the schedules below. Refer to the academic calendar for the specific drop dates for each semester. Different refund policies apply for courses offered by non-degree programs.

Refund Schedule for Withdrawal from a 15-Week Class

Drop Date	Refund Proportion
Prior to the first day of the semester	100%
Through the first week of the semester	75%
Through the second week of the semester	50%
Through the third week of the semester	25%
After the third week of the semester	0%

Refund Schedule for Withdrawal from a 7-Week Class

Drop Date	Refund Proportion
Prior to the first day of the semester	100%
Through the first week of the semester	75%
Through the second week of the semester	50%
After the second week of the semester	0%

Withdrawing from a Course

Voluntary Withdrawal

After the refund period ends, a student may voluntarily withdraw from a course until the end of the eighth week of a 15-week semester or until the end of the fourth week of a 7-week term. 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 grade of 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

A student who wishes to remain in a course must actively participate in the course or contact the instructor through the Moodle system by the end of the second week of a 15-week class or by the end of the first week of a 7-week class. Any student who has registered for a course and does not participate shall be involuntarily withdrawn. In the case of involuntary withdrawal, a grade of 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.

Appeals

A student may appeal registration and billing issues regarding add/drop/withdrawal from a course. Contact the Registrar for information.

Withdrawal from the National Labor College

If a student intends to withdraw from the College he/she must notify the Registrar's Office in writing. A student will be considered withdrawn if there is no registration activity in a twelve-month period. The College will then assign the student a "Withdrawn" status. To enroll again, a student will need to reapply and pay the re-admit fee. The student must then follow the policies and degree requirements from the catalog in effect at the time of re-admission.

Leave of Absence

A student may request a leave of absence by submitting a request in writing to the Registrar. The leave of absence cannot exceed 180 days, and the College can only grant one leave of absence to a student in any twelve-month period. A student who takes an approved leave of absence 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.

Release of Transcript or Diploma

Students requesting the release of transcripts must submit a Transcript Request form which can be found at http://www.nlc.edu/documents_PDF/Transcript-Request-Form.pdf. NLC will not release a transcript or diploma if a student has any outstanding financial obligations. If there is a discrepancy between NLC's records and the student's, the burden of proof of payment rests with the student.

Release of Educational Information

A student may authorize the College to release educational information to a third party by submitting a written request to the Registrar's Office. A form for this purpose is available on the NLC website at http://www.nlc.edu/documents_PDF/Release%20of%20Educational%20Information.pdf.

Non-Disclosure of Directory Information

At its discretion, NLC may provide "Directory Information" to third parties in accordance with the provisions of the Family Education Rights and Privacy Act of 1974, as amended (FERPA). "Directory Information" is defined as that information that would generally not be considered harmful or an invasion of privacy if disclosed, such as dates of attendance and degrees awarded. A student may instruct the College to withhold this information from third parties by submitting to the Registrar's Office a completed Restriction on Directory Information form. Additional information and the form are available on the NLC website at http://www.nlc.edu/documents_PDF/Restriction%20on%20Directory%20Information.pdf.

Grades and Grading Policies

Students will receive a letter grade for required degree courses. A maximum of two courses using the Pass/No Credit option may be counted toward electives in degree programs; see the Pass/No Credit section for additional information.

Grades Affecting the GPA

A+	Extraordinary Achievement	4.00
A	Excellent	4.00
A-		3.67
B+		3.33
B	Good	3.00
B-		2.67
C+		2.33
C	Average	2.00
C-		1.67
D+		1.33
D	Poor	1.00
D-		0.67
F	Failing	0.00

Grades Not Affecting the GPA

AH	Administrative Hold
AU	Audit
AW	Administrative Withdrawal
CR	Credit (partnership, experiential, PLA)
IN	Incomplete
IW	Involuntary Withdrawal
LA	Leave of Absence
MH	Military Hold
NC	No Credit (unsatisfactory work or attendance)
NG	No Grade (grade not submitted)
P	Pass (grade of C or above)
PR	Work in Progress
TC	Transfer Credit (academic, apprenticeship)
W	Withdrawal
WK	Workshop

Incomplete Grade (IN). With the consent of the instructor, a grade of incomplete (IN) is assigned when a student is temporarily prevented from completing the required coursework by the end of the term. A student will request an IN from the instructor before the end of the term in which the class was taken. A grade of IN may only be assigned if at least 75 percent of the coursework has been completed. A student who receives an IN grade must complete the coursework by the end of the following semester. If the IN grade is not completed within the required timeframe, the IN grade will automatically convert to a grade of F or NC, depending on which method of grading the student had requested. A grade of IN is not awarded quality points and is not included in the student's grade point average. Once the IN grade has converted to a grade of F, a student who wishes to complete the course must re-register and pay for the course.

Students may file a formal request for additional time to complete the missing work. The student must complete and submit an Incomplete Extension form. The extension may only be granted under extenuating circumstances upon the approval of the instructor and the Provost with the specified terms of the extension. The form for an Incomplete Extension can be located on the NLC website at http://www.nlc.edu/documents_PDF/Incomplete%20Extension%20Form.pdf. The completed form will be filed with the Registrar's Office.

Students may not register for additional classes if they have more than two incompletes. A student with more than two incompletes who has pre-registered may be deregistered on the recommendation of the Academic Advisor. The Provost may waive the restriction under extraordinary circumstances.

Transfer Credit (TC). A grade designation of TC is assigned to courses that are transferred into NLC from an accredited college or university, ACE assessed apprenticeship or training programs, or military credits. These transfer credits will not have an effect on the student's grade point average. NLC only accepts courses that are the equivalent to a C or better and are not remedial or development-level courses. A maximum of 84 transfer credits will be accepted toward a bachelor's degree. See the section on Transfer Credit Policies above.

Credit (CR). A grade designation of CR is assigned to courses that are taken with a NLC partner or through a third party-assessed apprenticeship and will not affect the student's grade point average.

Military Hold (MH). A grade of MH is assigned to a course if a student is called to active military duty and serves as a placeholder for the student until he/she returns to the course. The course will not be converted to an F. Notification and documentation are necessary for this grade to be issued.

Administrative Hold (AH) or Administrative Withdrawal (AW). In the case of a crisis such as a medical emergency or natural disaster, and with written documentation, the College administration may place an AH or AW on a student's record.

Audit (AU). A notation of AU appears on the transcript when a student does not want to receive credit for a course. The course will appear on the transcript but the AU does not calculate into the GPA. Students may not receive financial aid for courses that are audited. 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 auditor must meet the course prerequisites, or receive permission of the faculty member, in order to register for the course.

The student must declare audit status by the end of the first week of classes. If a student originally registered for a course as audit, he/she has until the end of the second week of classes to change the class grading to a letter grade. Changes to a grading type must be made in writing to the Registrar's Office. After the second week of classes, no changes may be made to an audit status. A student auditing a course pays the same rate as for a credit course.

No Grade (NG) indicates that a grade has not been submitted by the instructor.

Pass/No Credit Grade Option

- The Pass/No Credit option may be used only for elective courses in the School of Labor Studies or the School of Professional Studies degree programs. Students should consult their Advisor before registering with the Pass/No Credit option.
- A maximum of two elective courses using the Pass/No Credit option may be counted toward a bachelor's degree.
- Students must indicate their choice of the Pass/No Credit option by completing and submitting a Pass/No Credit Option form by the end of the second Friday of the semester. This form is available on the NLC website at http://www.nlc.edu/Pass_NoCredit_Option_Form.pdf.

Once a grade option form has been submitted, students will not be permitted to change this designation. Students who do not complete the form will automatically be assigned a letter grade. A letter grade will have a cumulative effect on the student's overall grade point average; the Pass/No Credit grade will have no effect on the GPA.

Grade Appeals

Any currently enrolled student may appeal his or her grade in a course, including any incomplete that is recorded. The student must first attempt to resolve the grade dispute with the faculty member. If a resolution is not met, the student may document the grading issue and submit the grade appeal to the Academic Review Committee. Grades may be appealed only on the grounds that the grade is arbitrary or capricious. Arbitrary and capricious is defined as a grade (1) based on criteria other than the course work performed by the student or (2) not based on criteria outlined in the course syllabus. An appeal of a grade must be filed within three months after the grade is awarded, and in the case of graduating students, prior to graduation.

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. Although both grades will appear on the transcript, the repeated grade will appear within a bracket to designate that the course has been repeated and that only the highest value is used in the cumulative grade point average.

Courses must be repeated with 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.

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 an NLC grade not less than a D in an individual class, if the overall cumulative GPA is 2.0 or above. GPA is calculated from the courses taken at NLC; grades earned through partnerships or from other accredited institutions are not used in the GPA calculation.

Satisfactory Academic Progress Policy

Satisfactory Academic Progress for Federal Student Aid

Federal and state regulations require that students meet certain academic standards to be eligible for financial aid. The basic standards are these:

- 1) Maintain a minimum cumulative grade-point average of 2.0.
- 2) Successfully complete at least 67% of the classes they attempt.
- 3) Complete their program in a timely manner.

Students must meet the retention standards of the College in order to maintain eligibility and remain in good standing.

Students are expected to maintain progress toward the completion of their degree. Therefore, students must have an overall completion rate of 67% of all college-level hours attempted. The completion rate is calculated by dividing the cumulative number of hours successfully completed by the cumulative number of hours attempted. A grade of A, B, C, D or P is required for successful completion. Grades of W, IW, AU, or F are not considered completions. Classes that are dropped/withdrawn, repeated, or earn incomplete grades after the beginning of the semester or term are counted as attempted hours. Students who do not keep pace with this progression requirement will be considered as making unsatisfactory academic progress.

Regardless of overall grade-point average, students who do not earn any credits in any one semester or term will be considered as making unsatisfactory academic progress. These students may be responsible for repayment of federal aid received for that semester or term.

All coursework is evaluated for financial aid purposes whether or not financial aid was received for that work. These standards will be evaluated at the end of each semester or term. Students with an incomplete grade (IN) will be held for review, since satisfactory academic progress cannot be determined until the grade is posted.

All credits from repeated courses will be counted toward maximum hours. Students may repeat a previously passed course once and be eligible for payment on the repeat. Students may repeat a failed course until it is passed and be eligible for payment.

Academic transcripts for possible transfer credit must be received and evaluated by the College prior to determining satisfactory academic progress for financial aid. Only transfer credit officially accepted by the College will be counted in determining satisfactory academic progress.

Maximum Time to Degree

A reasonable length of time for completion of an educational program is defined as no longer than 150% of the length of the program. For example, a student enrolled in a degree program that requires 90 credit hours must complete all requirements by the time he/she has attempted 135 hours. Students will not be considered to have reached the 150% hour maximum until after the semester or term in which they reach or exceed the attempted hours allowed. (Note: transfer hours accepted by the College count toward the attempted hours.) Once the required courses to earn a degree have been completed, students are no longer eligible to receive aid. Students can receive aid for up to 30 attempted semester hours of remedial or developmental coursework. Transfer credits will be included in the total hours of eligibility. All attempts including withdrawals and repeats count toward the maximum number of hours attempted. Federal aid for a student who has exceeded this maximum will be based on college-level courses only. This time limit cannot be appealed.

Financial Aid Probation

A student who does not meet the retention standards will be placed on financial aid probation and may continue to receive financial aid for one payment period. A student who meets the retention standards while on probationary status will return to good academic standing. A student who fails to meet the retention standards while on probationary status will be considered to be making unsatisfactory academic progress and cannot appeal or regain financial aid eligibility until the minimum cumulative GPA requirement has been met.

Loss of Eligibility Due to Unsatisfactory Academic Progress

Students who fail to meet any of the above requirements are considered as making unsatisfactory academic progress. Failure to meet these standards will result in the loss of eligibility to receive federal aid (including grant and loan programs). Once a student becomes ineligible for aid due to unsatisfactory academic progress, he/she is not eligible to receive aid until the standards have been met. Students may attend classes and pay from their own resources until satisfactory progress has been re-established.

Appeal to Regain Eligibility

Any loss of eligibility as a result of this policy may be appealed in writing to the Director of Student Financial Services. The appeal request consists of a signed appeal letter, appropriate supporting documents, and an Academic Recovery Plan. Students will be granted no more than two appeals throughout their enrollment at National Labor College.

If mitigating circumstances can be documented for the specific semester(s) or term(s) when the deficiencies occurred, the student should include this information in the appeal. Examples include: the death of a relative, an injury or illness of the student, or other extenuating circumstances. The appeal must explain why the student failed to make satisfactory academic progress and what has changed that will allow the student to make satisfactory progress by the end of the next semester or term or a specific point in time.

Appeals and supporting documentation must be submitted within two weeks of notification of suspension, but no later than these dates:

- For eligibility in the Fall semester: August 15.
- For eligibility in the Spring semester: December 12.
- For eligibility in the Summer semester: April 11.

Appeals submitted after the deadline or without the required documentation may result in an automatic denial, or may be held until the next semester or term for review. Students pending an appeal decision at the beginning of the semester or term are responsible for payment of their tuition and fees.

Notification

It is the student's responsibility to stay informed of the satisfactory academic progress standards and to monitor their own progress. Student Financial Services will notify by letter any student who is suspended from the federal aid programs as well as the results of any appeal.

Graduation and Commencement

NLC confers degrees three times a year: in December for Fall graduates, in April for Spring graduates, and in August for Summer graduates. **However, the Commencement Ceremony is held once a year in June.** Spring graduates who participate in Commencement will receive their diplomas and final transcripts following the ceremony; all other graduates will receive their diplomas and transcripts by mail.

Please refer to the academic calendar for the date of Commencement Exercises. Plan to arrive a day early as activities are planned for graduates, guests, faculty, and staff the day before Commencement.

Steps to Graduation and Deadlines

You must meet with your Academic Advisor to confirm your eligibility before the semester in which you expect to graduate. This should be done early enough to modify your course schedule, if necessary, to complete all degree requirements on time. Your Advisor will review your transcript with regard to all requirements, including general education courses, major requirements, a GPA of 2.0 or higher, and a minimum of 120 credit hours with at least 36 earned through NLC, and work with you to develop your Degree Plan.

- Complete the Intent to Graduate form, available from the Registrar's Office, your Advisor, or online at https://supportnlc.org/Intent_to_Graduate.html.
- Contact your Academic Advisor to finalize a Degree Plan. You and your Advisor will sign both the Intent to Graduate form and the Degree Plan. Your Advisor will keep copies, as should you.
- Submit the Degree Plan, Intent to Graduate form, and graduation fee to the Registrar's Office by:
 - June 1 for Summer degrees
 - September 1 for Fall degrees
 - February 1 for Spring degrees

If you do not complete the requirements when expected, the fee will be applied to the new graduation date.

- Submit completed Prior Learning Assessment portfolios no later than:
 - June 1 for Summer degrees
 - September 1 for Fall degrees
 - February 1 for Spring degrees
- SPS students will begin their Capstone Project no later than Term A of their final semester and complete their project in Term B.

EXCEPTION: Construction Management students completing the program in Term A of Spring 2013 will be contacted to begin their Capstone course by the end of Fall 2012.

- Complete work in the Senior Seminar (SLS), Capstone Writing Seminar (SLS), or Capstone Project (SPS) by the end of the expected semester of graduation. Should a student receive a grade of Incomplete in this course, graduation will be deferred to the following semester.
- Replace all outstanding Incomplete grades by:
 - August 15 for Summer degrees
 - December 15 for Fall degrees
 - May 15 for Spring degrees
- Settle all outstanding balances on your NLC account by:
 - August 15 for Summer degrees
 - December 15 for Fall degrees
 - May 15 for Spring degrees
- Make plans to attend Commencement in June with your family and friends.

Duplicate Diplomas

A graduate may obtain a duplicate diploma from the Registrar's Office by submitting a written request with payment of a \$75 fee. A form for this purpose is available online at http://www.nlc.edu/documents_PDF/Duplicate%20Diploma%20Request.pdf.

Academic Policies

Academic Amnesty

Academic amnesty is designed for those students whose GPA from prior semesters is low and not reflective of the student's current ability. Students who have not taken classes at National Labor College for two consecutive years (six semesters) and who have an academic record they feel is below their abilities may apply for academic amnesty.

Students may apply for academic amnesty only after they have been re-admitted to the College and successfully completed three degree courses (9 credits) with grades of C or better. The student may not select which courses are used in the amnesty process. All courses with letter grades below a C, taken before readmission to the College, will be selected and used in the amnesty process. Courses with grades below a C will not be calculated in the GPA and **cannot be used toward degree requirements**. Courses taken after the student has been re-admitted will not be used in the amnesty process.

Students who elect to request academic amnesty will have a statement placed on their transcript indicating that academic amnesty was requested and granted. Students should be aware that other colleges, universities, or employers may not recognize academic amnesty.

The awarding of academic amnesty is at the discretion of the NLC Provost and the decision is irreversible. Academic amnesty may be granted only once to any student. Questions regarding academic amnesty should be directed to the Registrar.

Academic Attendance

All students must participate in Moodle, NLC's Learning Management System, by the end of the week of any NLC course. Failure to comply with the Online Participation Policy may possibly result in a grade of IW or a failing grade. Refunds will be granted based on the graduated refund policy.

Students fulfill their attendance requirements by faculty determination. Students in online coursework must participate in academically-related course activity as described by the U. S. Department of Education. In general, students are considered in attendance if they:

- Physically attend a course where there is an opportunity for direct interaction between the instructor and students; or
- Submit an academic assignment; or
- Take an exam, an interactive tutorial, or computer-assisted instruction; or
- Attend a study group or work group that is assigned by the institution; or
- Participate in an online discussion about academic matters; or
- Initiate contact with a faculty member to ask a question about the academic subject studied in the course or other student-teacher interactions as deemed by the instructor.

However, faculty may determine that other student-teacher interactions are equally valid as marking attendance. Logging into an online course without active participation in an academically-related activity will result in an absence.

Online Courses. Attendance for online courses is tracked and recorded weekly (Monday-Sunday) by monitoring activity and participation that occurs between Monday and Sunday. A student who is marked absent for any two weeks in a 7-week course, or any two weeks a 15-week course will be involuntarily withdrawn (IW) from the course. If the student is involuntarily withdrawn before the end of the drop period they will be refunded according to the graduated refund schedule for the term. Students who are involuntarily withdrawn after the end of the drop period will not receive a refund.

Faculty may allow “excused” absences at their discretion and such absences would not result in an involuntary withdrawal. Faculty members are expected to include a statement about the attendance policy in their syllabus. They may also refer students to the catalog for more detailed information.

Blended and Residential Courses. Attendance for the online portion of a blended course is tracked and recorded weekly (Monday-Sunday), based on “academic attendance” as noted above. Attendance for the residential portion is tracked and recorded daily. Students attending the residential portion of a blended course must attend all scheduled class sessions in order to receive academic credit.

Union Skills Courses. Attendance for onsite courses is tracked and recorded daily. Students enrolled in onsite courses must attend all scheduled class sessions in order to receive academic credit or certificate.

Academic Freedom

As an educational institution of higher learning, National Labor College is committed to academic freedom. The College supports and encourages the free expression and exchange of ideas by and among faculty members and students, which is essential to the learning process.

NLC has a strict policy against academic misconduct. Academic misconduct includes, but is not limited to, plagiarism, cheating, fabrication, or other intentional acts of dishonesty or acts designed to deceive or obtain and unfair advantage. It shall be considered academic misconduct to assist or knowingly participate in acts

to be considered misconduct committed by others. Incidents of academic misconduct will be reviewed by the Provost in consultation with the appropriate faculty member and may result in expulsion, course failure or other penalties. Students may appeal findings of academic misconduct pursuant to the appeals process set forth under NLC academic regulations. By registering for classes and logging in to Moodle, students indicate their agreement to follow NLC’s Academic Honesty Policy.

Plagiarism

Plagiarism includes the following: copying verbatim all or part of another’s written work; using phrases, charts, figures, or illustrations without citing the source; and paraphrasing ideas, conclusions, or research without citing the source. When using another’s ideas, either: (1) quote exactly as written within quotation marks and cite the source or (2) write in your own words and cite the source.

Plagiarism is involved in all of the following practices:

- Copying all or parts of a paper without using quotation marks and/or academic citation.
- Submitting a paper that the student has not composed.
- Paraphrasing improperly, which involves unacceptable borrowing of another writer’s phrasing without quotation marks, even if a citation is offered.
- Using another writer’s phrasing without quotation marks in a paper that is mostly original.
- Using another writer’s analogies, allusions, or other figures of speech without proper citation.
- Presenting another writer’s opinions as one’s own, or borrowing specific facts without acknowledging the sources.

In addition to those listed above, using the same paper for more than one course without the explicit approval of the instructors involved is academically dishonest even if the paper is entirely original. National Labor College’s Academic Review Committee makes recommendations to the Dean and President in the event of an alleged case of academic misconduct.

As NLC expects academic honesty, there are procedures for dealing with infractions of the Academic Honesty Policy. Faculty members may use their discretion in approaching academic honesty issues from a learning perspective in cases where faculty infer that students are attempting to follow academic citing conventions but fail to do so.

Level 1. For a Level 1 infraction of the Academic Honesty Policy, the faculty member may determine the penalty based on how serious he/she feels the infraction to be. The instructor will provide informational counseling, may require the student to re-do the assignment, and will explain the consequences and implications of this infraction. This action could result in a lower final grade for the assignment. The faculty member will complete a Notification of Academic Dishonesty form and submit it to the Dean.

Level 2. A Level 2 infraction of academic honesty, either in the same course or in another course, will result in an automatic F for the assignment. The faculty member will complete a Notification of Academic Dishonesty form and submit it to the Dean. In cases where the infraction occurs in the same course, the faculty member will notify the student and explain the reason for the F on the assignment. In cases involving two courses, the Dean will notify the student of the F on the assignment and apprise the student of the implication of the infraction.

Level 3. A Level 3 infraction of academic honesty, either in the same course or in another course, will result in an automatic F in the course in which the third infraction occurred. The student will be barred from further class participation. The faculty member will complete the Notification of Academic Dishonesty form and submit it to the Dean. In cases where the infraction occurs in the same course, the faculty member will notify the student and explain the reason for the F in the course. Otherwise, the Dean will notify the student of the F in the course. The Dean will notify the Registrar that the student is to receive an F for the course.

Level 4. A Level 4 infraction of academic honesty, either in the same course or in another course, will result in an automatic F in the course in which the infraction occurred. The student will be barred from

further class participation. The faculty member will complete the Notification of Academic Dishonesty form and submit it to the Dean. In cases where the infraction occurs in the same course, the faculty member will notify the student and explain the reason for the F in the course. Otherwise, the Dean will notify the student of the F in the course. The Dean will notify the Registrar that the student is to receive an F for the course. A Level 4 instance of plagiarism or any behavior involving an infraction of the Academic Honesty Policy will result in disciplinary action as determined by the Dean, in consultation with NLC's President and Academic Review Committee.

Details about a student's opportunity to appeal are recorded in the Academic Review Committee guidelines.

NLC administration has expressed strong support for faculty members who identify academic honesty infractions and pursue remediation. The Academic Advising Department and the Academic Standards Committee will be available to provide counseling support to the faculty members when necessary. The Academic Standards Committee encourages a no-tolerance stance on plagiarism.

Academic Review Committee Purpose, Policies, and Procedures

The Academic Review Committee is constituted for (1) the consideration of student grievances over grades and (2) appeals of findings of academic misconduct against students.

Degree Requirements

B.A./B.S. Degree Requirements

In order to earn a bachelor's degree at National Labor College, a student must:

- Complete a total of 120 or more semester credit hours.
- Earn a cumulative grade-point average (GPA) of 2.0 or higher out of 4.0 in NLC courses.
- Meet the general education requirements for the bachelor's level for the State of Maryland.
- Complete the final 36 credit hours in upper-level courses (numbered 3000 or higher) at NLC, including courses that satisfy the SLS or SPS core requirements and major program requirements.

In addition to taking NLC courses, a student may meet the minimum 120 credit hours through a combination of transfer credit from an accredited college or university, partnership credits, ACE certified apprenticeships, ACE accredited courses or training, CLEP testing, military credits, and credit for lifelong learning experience through NLC's Prior Learning Assessment. Limits on the total number of credit hours in these categories apply; consult an Academic Advisor for details.

For students entering with fewer than 84 credit hours, NLC offers a range of online courses of general interest and within major programs as electives.

General Education Requirements for the B.A./B.S. Degree

These are the general education requirements for the bachelor's level as specified by the Code of Maryland Regulations (COMAR 13B.02.02.16E and F):

No less than 40 semester hours of required Arts & Sciences core courses with at least one 3-semester hour course taken from each category:

- Arts & Humanities
- English Composition
- Social & Behavioral Sciences
- Mathematics
- Biological & Physical Sciences

For students who have not fulfilled all of these requirements through transfer credit, NLC offers courses designed specifically to fulfill general education requirements. Certain other B.A./B.S. courses are also approved for general education credit, as noted in the course descriptions. Students should be aware that courses are offered on a rotating basis and the schedule is not guaranteed. See the course descriptions and consult an Academic Advisor for more information.

Courses taken as part of the 36 credits required for the major may *not* be used as general education courses.

School of Labor Studies (SLS) Programs

This section outlines the degree requirements for students entering in Fall 2012 or later. Students who began an NLC program prior to Fall 2012 should consult their Academic Advisor for course equivalences and options for completing their degree requirements.

The School of Labor Studies currently offers four majors: Labor Education, Labor Safety and Health, Labor Studies (with an area of concentration), and Union Leadership and Administration. These programs are specifically designed to help working people advance in their careers, develop leadership skills, and deepen their knowledge of the labor movement.

The course Living Labor History and the Capstone Writing Seminar in the major are designed to be taken at the beginning and end of students' SLS programs respectively. Each of these required courses has a residency component.

Students should note that NLC's Union Skills courses are assessed for credit and may be taken as elective courses. With permission of their Academic Advisor, one Union Skills course may be used to fulfill a major program requirement.

Learning Outcomes for the School of Labor Studies

A graduate of National Labor College's School of Labor Studies should have a basic understanding of:

- ✓ Building solidarity within labor and among community and coalition partners
- ✓ Labor history
- ✓ Race and gender and their influence on work and labor
- ✓ Union structure and governance in the U.S. and other countries
- ✓ The collective bargaining process in the U.S. and other countries
- ✓ Relevance and application of labor and employment law
- ✓ Labor and the American political system
- ✓ Fundamental role of labor in the domestic and global economy
- ✓ Social science research methods

SLS Core Requirements

All majors in SLS require these six core courses:

LBCC-4100	Living Labor History (with residency)
NLCC-4200	Labor and Work in the United States
LBCC-4300	Research Methods
LBCC-4400	Labor and Politics
NLCC-4500	Labor and Work in the Global Economy
LBCC-4600	Labor and Employment Law

B.A. in Labor Education

The Labor Education program is specifically designed for labor and community educators, trainers, and activists who teach, design, implement, and administer educational programs invested in key areas, including leadership, organizing, health and safety, and apprenticeships. The Labor Education program empowers trainers, educators, and activists by giving them the tools they need to deliver exceptional educational experiences.

Student completing this program should be able to:

- ✓ Design, develop, and implement programs and curricula based on a systematic approach
- ✓ Apply adult learning principles and methodology as appropriate in all phases of instructional design
- ✓ Craft measurable goals and objectives at the student and program level
- ✓ Use appropriate instruments to evaluate and assess learning and program outcomes
- ✓ Facilitate effective instruction in a variety of face-to-face, hybrid, and distance learning situations
- ✓ Utilize techniques to increase student motivation, interaction, participation, and engagement.

Six courses are required in addition to the SLS core—any five of these:

- LBED-3412 Teaching Techniques II
(Union Skills course)
- LBED-4410 Distance Learning for Labor Educators
- LBED-4420 Methods that Motivate
- LBED-4432 The Adult Learner
- LBED-4450 Instructional Systems Design
- LBED-4460 Instructional Technology
- LBED-4495 Enhancing Student Collaboration

and

- LBED-4950 Capstone Writing Seminar
(with residency)

B.A. in Labor Safety and Health

Students in the Safety and Health program study policy, standards, and union strategies. In addition, they learn technical skills to improve their understanding and application of worker safety and health principles.

Student completing this program should be able to:

- ✓ Identify hazards in their workplace, home, and communities and communicate the risks associated with these hazards
- ✓ Locate and use health and safety resources, including regulations and standards related to specific worker health and safety hazards
- ✓ Analyze policy and union strategies to effectively communicate the need to eliminate or to protect workers against known hazards
- ✓ Analyze available data to create a Safety and Health Plan, and an Emergency Action Plan and/or deliver training on the plan/s for the union members they represent
- ✓ Demonstrate advanced technical skills that improve worker safety and health
- ✓ Communicate an understanding of the field of labor safety and health programs, including government health and safety resources, science and engineering, hazard recognition and abatement, and current issues in safety and health

Six courses are required in addition to the SLS core:

- LBSH-4510 Foundations of Safety and Health
- LBSH-4620 Industrial Hygiene

and any three of these:

- LBSH-4550 Self-Directed Study in Occupational Health and Safety
- LBSH-4590 Bioterrorism: Agents and Emergency Response
- LBSH-4600 Hazardous Materials Transportation
- LBSH-4601 Workplace Hazards and the Law
- LBSH-4606 HazMat/Chemical Emergency Response (OSHA, HZMT, EMGT, or LBUS courses with departmental or Advisor approval)

and

- LBSH-4950 Capstone Writing Seminar (with residency)

B.A. in Labor Studies

The Labor Studies program encourages students to develop an in-depth understanding of the labor movement's historical development and its contemporary opportunities and challenges. There are currently two concentrations from which to choose within the Labor Studies program: the Labor and Politics concentration and the Individually Designed concentration, in which students can design a course of study with their Advisor.

Student completing this program should be able to:

- ✓ Describe and analyze the contemporary opportunities and challenges facing working people and the labor movement
- ✓ Describe and analyze organized labor's context and role in society and culture
- ✓ Demonstrate an understanding of the history of work and the labor movement's origins and history
- ✓ Demonstrate potential and/or ability to take on and effectively carry out significant leadership functions in or related to the labor movement
- ✓ Explain the role of working people and organized labor in at least one specialized area (e.g., labor history, political economy labor and politics, communications, public history, or labor arts and culture)
- ✓ Communicate clearly a broad-based understanding of labor's context
- ✓ Demonstrate the ability to utilize advanced technological tools necessary to analyze and participate in the contemporary labor movement

Labor and Politics Concentration

The Labor and Politics concentration is designed to offer students an in-depth analysis of labor's role in the political process. This concentration includes a combination of theoretical and practical exercises and perspectives. Required courses examine labor's relationship with the institutions of American government (Congress, the Courts, and the Presidency), labor's role in lobbying and the policy making process, the role of labor in campaigns and elections, and a range of contemporary issues and controversies in labor politics.

Six courses are required in addition to the SLS core:

LBST-4100 Future of Labor and Work
 LBST-4420 Labor, Congress, and the Presidency
 LBST-4440 Campaigns and Elections
 LBST-4600 Labor as a Social Movement

and one of these

LBST-4498 Special Topics in Labor and Politics

Other upper-division LBST course with departmental or Advisor approval

and

LBST-4950 Capstone Writing Seminar (with residency)

Individually Designed Concentration

The Individually Designed concentration is structured so that students can explore a range of topics and subject areas, drawn from NLC's Labor and Professional Studies programs, which best fit their particular personal and career interests. The actual list of classes will be designed in consultation with a student's Academic Advisor. This concentration is intended to offer self-motivated students maximum flexibility in designing a course of studies that best fits their needs.

Six courses are required in addition to the SLS core:

LBST-4100 Future of Labor and Work

and a program of four additional upper-division LBST courses, approved by the department or Advisor

and

LBST-4950 Capstone Writing Seminar (with residency)

B.A. in Union Leadership and Administration

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

Student completing this program should be able to:

- ✓ Fully understand how unions are structured and governed
- ✓ Evaluate various structures and lead organizations within the labor movement
- ✓ Identify best leadership practices within unions and the labor movement
- ✓ Analyze key challenges and opportunities facing the labor movement
- ✓ Evaluate and implement a variety of practical leadership strategies
- ✓ Critically examine leadership theories and apply selected theories to specific issues confronting the labor movement

Six courses are required in addition to the SLS core:

LBUA-4100 Union Administration

and one or more of these

LBUA-4151 Union Structure and Governance

LBUA-4510 Leadership Theory

LBUA-4550 Effective Leadership

and three or more courses listed below or above (to make a total of twelve courses)

COMP-3010 Computer Skills for Trade Unionists Level I

LBHU-4170 Ethics in Decision Making

LBUA-4180 Organizing and Representing the New Workforce

LBUA-4115 Health Care Bargaining: Impact of the New Law

LBUA-4400 Labor Management Partnerships

LBUA-4450 Grassroots Leadership for Working America

LBUA-4498 Special Topics in Union Leadership and Administration

and

LBUA-4950 Capstone Writing Seminar (with residency)

SLS Certificate Programs

The School of Labor Studies offers a variety of certificate programs, each consisting of 12 credit hours of SLS and/or Union Skills courses.

Certificate in Labor Education (fully online or with residency)

The fully-online Labor Education Certificate requires these four courses:

- The Adult Learner
- Instructional Systems Design
- Distance Learning for Labor Educators
- Instructional Technology

A student may apply 3 credits earned in related NLC Union Skills or other degree courses in place of one of the courses listed above with permission of the Labor Studies Coordinator or Dean.

The closed-cohort residency program in Labor Education requires four courses from the following offerings:

- Teaching Techniques I
- Teaching Techniques II
- Methods that Motivate
- Advanced Teaching Methods
- Psychology of the Adult Learner
- Train-the-Trainer on Workplace Safety and Health

Certificate in Labor Studies (fully online)

The program requires these two courses:

- Labor and Work in the United States
- Labor and Work in the Global Economy

and two from the following offerings:

- Labor and Politics
- Labor and Employment Law
- The Future of Labor and Work
- Union Structure and Governance
- Union Administration
- Foundations in Safety and Health

A student may apply 3 credits earned in related NLC Union Skills or other degree courses in place of one of the courses listed above with permission of the Labor Studies Coordinator or Dean.

Certificate in Leadership for Change (fully online)

The program requires these two courses:

- Effective Leadership
- Leadership Theory

and two from the following offerings:

- Union Administration
- Ethics in Decision Making
- Grassroots Leadership for Working America
- The Adult Learner
- Management and Labor in the 21st Century (SPS course)
- Managing Human Resources in a Dynamic Environment (SPS course)

A student may apply 3 credits earned in related NLC Union Skills or other degree courses in place of one of the courses listed above with permission of the Labor Studies Coordinator or Dean.

Certificate in Union Administration (fully online)

The program requires this course:

- Labor and Work in the United States

and three courses from the following offerings:

- Union Administration
- Union Structure and Governance
- Effective Leadership

A student may apply 3 credits earned in related NLC Union Skills or other degree courses in place of one of the courses listed above with permission of the Labor Studies Coordinator or Dean.

Certificate in Labor Safety and Health

The program requires at least one course in each of three groups, for a total of 12 credit hours

Group A: OSHA class through NLC's National Resource Center program

Group B:

- Industrial Hygiene (3 credits)
- Train-the-Trainer on Workplace Safety and Health (3 credits)
- Additional Safety and Health course offered in the BA program (one-3 credits per course)

Group C:

- Hazardous Materials Transportation (3 credits)
- Rail Workers Hazardous Materials Training Program (3 credits)
- Workplace Hazards and the Law (3 credits)

Certificate in Organizing

The program requires 12 credit hours, with at least two of the following courses:

- Effective Communications for Trade Unionists (2 credits)
- Effective Leadership: Making It All Work (3 credits)
- Grassroots Leadership for Working America (3 credits)
- New Union Staff (2 credits)

and at least six credit hours from the following offerings:

- Strategic Grievance Handling (2 credits)
- Organizing and Representing the New Workforce (3 credits)
- Organizing I, II, III (2 credits per course)

Certificate in Building Trades Organizational Dynamics and Growth

The program requires 12 credit hours from the following course offerings:

- Organizing in the Construction Industry I (2 credits)
- Organizing in the Construction Industry II: Strategic Planning (2 credits)
- Organizing in the Construction Industry III: Closing the Deal (2 credits)
- Organizing in the Construction Industry IV: Communications and Media (2 credits)
- Strategic Research for Organizers and Bargainers (2 credits)
- Effective Communications for Trade Unionists (2 credits)
- Union Structure and Governance (3 credits)
- Labor Education
- Collective Bargaining

Certificate in Building Trades Union Leadership and Administration

The program requires 12 credit hours from the following course offerings:

- Contract Negotiations in the Construction Industry (2 credits)
- Labor Law in the Construction Industry (3 credits)
- Organizing in the Construction Industry I (2 credits)
- Organizing in the Construction Industry II: Strategic Planning (2 credits)
- Organizing in the Construction Industry III: Closing the Deal (2 credits)
- Organizing in the Construction Industry IV: Communications and Media (2 credits)
- Managing Local Unions (2 credits)
- New Union Staff (2 credits)
- Union Structure and Governance (3 credits)

School of Professional Studies (SPS) Programs

The School of Professional Studies currently offers three majors: Business Administration, Construction Management, and Emergency Readiness and Response Management. These programs are specifically designed to help working people advance in their careers. All SPS majors have two required courses in labor studies that provide students with an understanding of the contributions of the labor movement to the world of work.

All courses in the School of Professional Studies are taught in an accelerated, interactive, online, 7-week format. Weekly assignments allow students to structure their course time around busy work and family schedules. Prerequisite course requirements, credit load, and/or course availability may affect a student's individual progress. Students should consult their Academic Advisor for individual program planning.

SPS Core Requirements

All majors in SPS require these three core courses:

- NLCC-4000 Digital Learning for the 21st Century
 - NLCC-4200 Labor and Work in the United States
 - NLCC-4500 Labor and Work in the Global Economy
- (NOTE: NLCC-4000 may be taken by students in both schools, required in SPS or elective in SLS)

B.A. in Business Administration

NLC's bachelor's degree in Business Administration is designed for rank-and-file union members and adult members of union families interested in acquiring the business knowledge and skills in a degree program that emphasizes sustainable and ethical business practices. Union members interested in starting or improving the performance of their own small business will find this program suitable for their learning needs. This program is also effective for union staff or elected officials interested in improving their ability to manage and administer unions and other organizations.

The program requires twelve courses—the SPS core and these nine courses:

- BADM-4200 Management and Labor in the 21st Century
- BADM-4210 Business Ethics and Sustainability
- BADM-4215 Legal Environment of Business
- BADM-4220 Financial and Accounting Controls
- BADM-4230 Entrepreneurship
- BADM-4270 Managing Human Resources in a Dynamic Environment
- BADM-4300 Research Methods
- BADM-4700 Marketing and New Media
- BADM-4900 Capstone Project

B.A. in Construction Management

NLC's Construction Management program is geared for building and construction trade members who are interested in combining their experience in the industry with the knowledge required to advance their careers. The NLC program has the academic standards of a traditional construction management program which complements the experience workers have gained through apprenticeships and supervisory positions in the construction industry. This experience helps seasoned construction workers to develop the insights needed to be effective leaders.

The program requires twelve courses—the SPS core and these nine courses:

- CMGT-4050 Fundamentals of the Construction Industry I
- CMGT-4051 Fundamentals of the Construction Industry II
- CMGT-4100 Building Project Systems
- CMGT-4200 Project Administration
- CMGT-4210 Construction Cost Accounting, Estimating, and Finance
- CMGT-4220 Construction Project Planning and Scheduling
- CMGT-4230 Advanced Leadership and Business Communication
- CMGT-4250 Industrial Relations in the Construction Industry
- CMGT-4900 Capstone Project in Construction Management

B.S. in Emergency Readiness and Response Management

NLC's degree in Emergency Readiness and Response Management is designed for rank-and-file union members and adult members of union families interested in fire service, EMS, law enforcement, public safety, and related fields. Through this program, students will gain the skills currently in high demand for expanding opportunities at the federal, state, and local levels. NLC is the only higher education institution offering a Bachelor of Science degree that combines Homeland Security courses—which examine the function, organization, and responsibilities of Homeland Security agencies and personnel—with courses in labor studies.

The program requires twelve courses—the SPS core and these nine courses:

- EMGT-4050 Fundamentals of Emergency Readiness and Response Management
- EMGT-4100 Disaster Response, Operations, and Management
- EMGT-4210 Legal and Ethical Aspects of Emergency Readiness and Response Management
- EMGT-4215 Risk Management
- EMGT-4220 Strategic Financial Planning and Management
- EMGT-4230 Leadership: Systems Thinking and Critical Decision Making
- EMGT-4240 Emergency Planning
- EMGT-4300 Research Methods
- EMGT-4900 Capstone Project in Emergency Readiness and Response Management

SPS Certificate Programs

The School of Professional Studies offers a variety of certificate programs, consisting of four or five fully-online 3-credit courses.

Certificate in Construction Management

The Certificate in Construction Management is a 15-credit program designed to develop competency in the comprehension of general and construction management skills. The required courses are:

- Fundamentals of the Construction Industry I
- Fundamentals of the Construction Industry II
- Building Systems
- Construction Cost Accounting, Estimating, and Finance
- Construction Project Planning and Scheduling

Upon completion, students will have a thorough understanding of the planning, directing, coordinating, and budgeting needed for a wide variety of construction projects, including the building of all types of residential, commercial, and industrial structures, roads, bridges, wastewater treatment plants, schools, and hospitals.

Certificate in Emergency Management

The Certificate in Emergency Management is a 15-credit program designed for individuals interested in entering the field of emergency management planning or Homeland Security as well as for those currently in an emergency response profession seeking to update or broaden their skills. The required courses are:

- Fundamentals of Emergency Readiness and Response Management
- Disaster Response, Operations and Management
- Legal and Ethical Aspects of Emergency and Consequence Management
- Leadership: Systems Thinking and Critical Decision Making
- Emergency Planning

Upon completion, students will have a comprehensive understanding of the principles of emergency management and Homeland Security and selected topics from these emerging disciplines.

Certificate in Ethical Management

The Certificate in Ethical Management is a 12-credit program aimed at fostering a new breed of manager, one who strives to promote people, the planet, and economic prosperity. This certificate goes beyond the traditional “dollars and cents” view of a manager and teaches skills that will result in people-centered growth in organizations and the broader economy. The required courses are:

- Management and Labor in the 21st Century
 - Business Ethics and Sustainability
 - Managing Human Resources in a Dynamic Environment
- and one of the following:
- Labor and Work in the United States
 - Labor and Work in the Global Economy
 - Ethics in Decision-Making

Upon completion, students will have a comprehensive understanding of why the old, profit-centered model of business management is outdated and inefficient. Students will be able to grow organizations sustainably and ethically.

Certificate in Small Business Management

The Certificate in Small Business Management is a 12-credit program geared toward union members interested in starting their own businesses. The required courses are:

- Entrepreneurship
- Legal Environment of Business
- Marketing and New Media
- Financial and Accounting Controls

Upon completion, students will have a basic understanding of how to set up, staff, and manage a small business.

SLS and SPS Course Descriptions

Courses numbered below 3000 are lower division and may not be used to satisfy major requirements.

A course that fulfills the general education requirement in Arts and Humanities (A&H), English Composition (Eng), Mathematics (Mat), or Biological and Physical Sciences (Sci) is indicated by [*Gen Ed: area*]. Courses that satisfy the general education requirement in the Social and Behavioral Sciences are not noted, since the required courses NLCC-4200 and NLCC-4500, among many others in the NLC curriculum, cover this area.

Courses that have a residency component or that are offered only in residence are noted in the course description.

B.A./B.S. students should consult their Academic Advisor regarding OSHA, HazMat, and Union Skills courses that may meet major program requirements or be used as electives toward the minimum 120 credit hours for the degree.

If two courses at NLC or elsewhere are substantially the same, a student may not receive degree credit for both of them. Equivalent or similar courses in the NLC curriculum are noted.

All courses earn 3 credit hours unless specified otherwise.

BADM-4200 Management and Labor in 21st Century

Students will analyze the principles and practices of leadership, management and labor relations in the context of 21st century businesses and other organizations. In this course students will consider the fundamental question of how to lead organizations and manage people in ways that make good business sense and also benefit their employees and society as a whole.

BADM-4210 Business Ethics and Sustainability

Using a values-based curriculum, students will grapple with a series of case studies, drawn from a variety of work contexts, which challenge them to operate and manage a business in an ethical and sustainable manner.

BADM-4215 Legal Environment of Business

This course provides an overview of a set of laws that impact the organization of a business, including the functions of agency, partnership, and key elements of corporation law. In addition, it provides an introduction to legal areas related to the day-to-day management of an organization, including the basics of business contracts, and employment and labor relations law.

BADM-4220 Financial and Accounting Controls

Students will develop the skills and knowledge necessary to understand and manage the financial and accounting functions critical to the successful operation of a business. Particular attention will be paid to key concepts and practices related to finance, and an understanding of critical accounting practices, such as the interrelationship between cash flow, income statements, and balance sheets.

BADM-4230 Entrepreneurship

Students will examine a variety of materials, including case studies, which explore the challenges of starting and managing a new venture or revitalizing an existing operation. These challenges include the analysis of risks and rewards, the issue of financing and consideration of the skills and resources required to run a successful, values-based business or organization.

BADM-4270 Managing Human Resources in a Dynamic Environment

This course will examine the key components of human resource management. The skills that will be acquired include: recruitment and selection, training and development, performance review, compensation management, and labor and employee relations. The course will illustrate how HR managers can become employee advocates.

BADM-4300 Research Methods

The purpose of this methodological course is to introduce students to the fundamentals of social science research methods, particularly as they apply to the study of business administration. Students will learn about qualitative and quantitative research methods. These skills will be useful not only in terms of conducting academic research, but also for purposes of empirically-informed management decision-making. *[Formerly BADM-4240; a student may not receive credit for both.]*

BADM-4700 Marketing and New Media

The course will begin with a brief overview of the traditional approaches to marketing and creating value. Students will then move to an analysis of marketing and communications in the 21st century, including an examination of the challenges and opportunities presented by new media, social networking tools, and shifting political and economic environments. In this course students will evaluate the use of interviews, surveys, and data analysis in business decision making.

BADM-4900 Capstone Project

Students will complete an integrative project that applies the knowledge and skills they have gained in their major to an actual case or situation. The scope and nature of the project will be determined with individual faculty.

CMGT-4050 Fundamentals of the Construction Industry I

This course provides a general overview of the planning, administration, management, and cost of construction projects and an introduction to the methodology used in executing specific designs. Emphasis is placed on the organization of construction firms, use and types of primary construction equipment, estimating and quantity take-offs, contractual and management systems, scheduling, project administration, and inspection of construction operations.

CMGT-4051 Fundamentals of the Construction Industry II

This course introduces the design process and development of construction documents. It covers the standard design phases: programming, conceptual design, schematic design, design development, construction documents and construction administration, and the format and utilization of project manuals including contract specifications, the interpretation and analysis of engineering plans and specifications, and new technologies being used in design including Building Information Modeling (BIM) and sustainable (green) practices. The course also explores the various common project delivery methods.

CMGT-4100 Project Building Systems

Students will learn the description and identification of the equipment and materials used in mechanical systems for heating, ventilating and air conditioning, electrical, plumbing, fire protection, piping, gas, lighting, water and waste water, conveyance, life safety systems, environmental, security, audio/visual, and building system controls. The course also provides an introduction to building structural and envelope systems.

CMGT-4200 Project Administration

This course provides exposure to and use of various types of project control systems for project efficiency and documentation. Students will learn how the submittal process operates and is monitored. They will also be shown a variety of tools used in tracking project documentation, and essential elements related to contract law and administration.

CMGT-4210 Construction Cost Accounting, Estimating and Finance

Introduction to various costs of construction including direct and indirect project costs, comparison of hard and soft costs, job cost analysis and forecasting of cost-to-completion, labor, material and equipment expenses, cash flow, overhead, profitability, and general conditions costs. Students will learn research techniques used to create accurate estimating and bidding procedures. *[Formerly CMGT-4700; a student may not receive credit for both.]*

CMGT-4220 Construction Project Planning and Scheduling

Students will learn procedures used in project planning and scheduling that employ float methods of scheduling logic. They will examine the critical path series of activities to project completion, including the use of computer software applications for problem solving, and related tools, spreadsheets, and information management. Also covered are work breakdown structures, activity durations, status reports, resource allocation, re-planning, monitoring, and updating of projects. Students will develop project site logistics plans.

CMGT-4230 Advanced Leadership and Business Communication

This course is designed to teach students to become more effective leaders and communicators in the construction industry. Drawing on various case studies, students will examine ethical business practices in the industry. They will define and role play effective communications strategies that simulate situations they may encounter within the industry such as general-to-subcontractor, corporate, and labor relations. Students in this course will also examine principles of negotiation and dispute resolution in the construction industry.

CMGT-4250 Industrial Relations in the Construction Industry

This course examines various perspectives (union, management, government) on the collective bargaining system in place in the construction industry. Topics include the legal and regulatory environment, problem solving, and the roles of labor and business.

CMGT-4900 Capstone Project

In the course, students will build on what they have learned in the major, integrating the theory and knowledge that they've gained in the classroom with practical experience in the construction industry. Capstone projects will be developed through a series of project meetings between the student and program faculty.

COMP-3010 Computer Skills for Trade Unionists Level I

This course 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.

COMP-3011 Computer Skills for Trade Unionists Level II

This course is a continuation of COMP-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 applications. In addition, students are introduced database applications.

[DGTL-4000 Digital Learning for the 21st Century (now NLCC-4000)]**EMGT-4050 Fundamentals of Emergency Readiness and Response Management [Gen Ed: Sci]**

This course provides an introduction to the fundamental principles of emergency readiness and response management and provides historical case studies on public safety management. Topics include an introduction to emergency management skills related to planning, response, mitigation, and recovery for all hazards. Students will also explore the roles and responsibilities of emergency response and support functions.

EMGT-4100 Disaster Response, Operations, and Management

This course gives students an understanding of jurisdictional, regulatory, and consensus standards applicable to emergency management. In particular, students will examine the roles and responsibilities of emergency response agencies and functions (i.e., federal, state, local, tribal, OSHA, National Response Framework, and the Target Capabilities List).

EMGT-4210 Legal and Ethical Aspects of Emergency Readiness and Response Management

Students will examine various case studies as a method of considering law and legal principles related to consequence management for community and workers' health and safety. These case studies will examine ethical approaches in emergency readiness and response management.

EMGT-4215 Risk Management

This course covers risk assessment from the public health, environmental risk, and emergency management perspectives. Students will explore vulnerability and risk assessment methodologies for natural disasters and man-made events. Vulnerability assessment is the process of identifying and quantifying vulnerabilities in a system. Vulnerability assessment has many methodological elements in common with human/ecological risk assessment. This course explains how risk management is an important component of emergency preparedness.

EMGT-4220 Strategic Financial Planning and Management

Topics include the following: an introduction to financial planning (private vs. public); an introduction to basic financial concepts; an introduction to budgeting (fiscal year) and the collective bargaining cycle; and an examination of financial tools and their application to significant events. This course also covers budgeting and managing grant applications and strategic financial planning in both the public and private sectors.

EMGT-4230 Leadership: Systems Thinking and Critical Decision Making

Students in this required course will examine critical incidents case studies. Topics include an introduction to systems thinking (analysis) and the art of critical decision making for significant events; systems analysis for resource allocation and needs assessment; decision making at the individual, group, and organizational level; transactional and transformational leadership skills; leadership beyond Maslow's theory; and situational leadership in a multidisciplinary environment.

EMGT-4240 Emergency Planning

Students will critically examine case studies of significant events as a way to approach the subject of situational awareness management. Students will consider the topics of resource distribution management and understand the related guidelines. They will also examine planning for and responding to significant events as identified by Department of Homeland Security (DHS) and national planning scenarios; the design, development, and assessment of incident action plans; and the revision of action plans based on situational/operational requirements. This course emphasizes strategic problem solving and planning.

EMGT-4300 Research Methods

This course prepares students to select and use appropriate research methods for emergency readiness and response management. Topics include the principles of survey research, use of statistics, and qualitative social science methods. *[Formerly EMGT-4700; a student may not receive credit for both]*

EMGT-4900 Capstone Project

In the capstone course, students will build on what they have learned in the major, integrating the theory and knowledge that they've gained in the classroom with the practical experience of an internship in emergency readiness and response. Capstone projects and internships will be developed through a series of meetings between the student and program faculty.

ENGL-2200 Effective Writing [Gen Ed: Eng]

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 toward developing individual styles and gain skills in writing essays. *[This course addresses the writing needs of students returning to college or just starting school. May not be used to fulfill a major requirement. Not open to students who have taken Reading and Writing Critically]*

ENGL-3001 Reading & Writing Critically [Gen Ed: Eng]

This course tackles the challenges students face in reading and writing critically by helping them learn how to interact with readings and uncover their hidden meanings. Additionally the class covers research techniques and argument theories to help students craft more powerful essays that reflect their personal style, strong critical thinking, and advanced information literacy skills.

ENGL-3150 Creative Writing [Gen Ed: A&H or Eng]

Rich with creativity, the labor movement has nurtured and benefited from the artistic endeavors of its activists—from the poems and stories of the Lowell factory girls to the inspiration of the Wobblies' The Little Red Songbook to the annual Great Labor Arts Exchange. Today's unionists extend that spirit of creative passion to their own poetry, songs, fiction, and creative nonfiction; this class helps students to explore writing creatively. Combining traditional workshop techniques with instruction in craft and genre, the course centers on weekly student work, resulting in the development of creative writing portfolios.

ENGL-3300 Social Justice and Activist Writing [Gen Ed: A&H or Eng]

An interdisciplinary exploration of how people use writing and other forms of expression to act socially, this course engages a range of readings from labor and working-class studies, diversity and gender studies, and labor literature. Students will build on their critical thinking skills as they analyze and discuss a range of works that argue for social justice from multiple perspectives. Learning to recognize how language works unlocks numerous tools for crafting ethical, persuasive arguments that can frame the debate and sidestep spin and logical fallacies. Students will consider how writing and social justice intersect and will learn to craft their own writing with transformational power.

ENGL-4102 American Labor Literature [Gen Ed: A&H or Eng]

How does literature connect to real-life experiences? How can studying poetry and short stories teach students about themselves, their work, and their 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, students 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.

LBCC-4100 Living Labor History

This course introduces students to the major developments of working people, their organizations, and their communities over the course of American history. Special emphasis will be placed on understanding the formation of the modern labor movement as a transition from 19th century “producers” organizations to the founding of the early American Federation of Labor, the rise of the Congress of Industrial Organizations, and the social, economic, and political forces shaping labor since 1945. **Required for students in SLS majors. (This course has a residency component)**

LBCC-4300 Research Methods

Research Methods is an advanced course designed to provide SLS students with the tools necessary to conduct social science research related to their courses and assignments. In this course, students will devise and write a research design for the required Capstone Project in their program. The course examines and compares various strategies for data collection and analysis, and provides an understanding of the appropriate use of various research methods for addressing different research problems. *[A student may not receive credit for both this course and LBCR-4700.]*

LBCC-4400 Labor and Politics

This course provides an overview of the institutions and processes of the American political system as they relate to organized labor and working people. Students will engage in critical analysis of selections from American political thought, important milestones in American political development, and organized labor’s role in the political process from the Workingmen’s Associations to labor’s contemporary engagement in campaigns and elections, lobbying, and coalition politics.

LBCB-4600 Labor and Employment Law

This course examines the broad range of issues related to the law, workers, and unions. Students critically examine the evolution of labor and employment law, different types of law that apply to workers and unions (statutes, common law, administrative law, etc.), the limits of the law and general rules that workers confront on the job (such as the employment-at-will rule and its exceptions). Specific topics also include the National Labor Relations Act (NLRA), which covers many (but not all) private sector workers, how most public sector bargaining statutes draw upon the NLRA, and how various state and local labor laws vary from the NLRA and how administrative agencies enforcing these state laws sometimes function differently from the National Labor Relations Board.

[LBCR-4700 Comparative Research Methods (replaced by LBCC-4300 Research Methods)]**LBCR-4800 Senior Seminar**

The Senior Seminar is designed to guide students through the completion of their Capstone Project, the final requirement for all students in the School of Labor Studies. The essential question driving the Senior Seminar is this: How can labor be a force for social change? Students are encouraged to select a research topic to effect change within their major area of study. They will conduct original research on this topic within a selected methodological framework, critically analyze their results, and present their findings in written and oral form to their peers. The most common format for the Capstone Project is a research paper, although flexibility in methodologies and outcomes is encouraged on the part of the students and faculty. Students will select their topics and design their research in cooperation with the instructor and faculty in their major area of study.

Required of SLS majors who began their study prior to Fall 2012. *[Students who began in Fall 2012 or later are required to take the Capstone Writing Seminar and may not also receive credit for LBCR-4800.]*

LBCR-4900 Senior Project

Students may elect to undertake a Senior Project in conjunction with the Senior Seminar. The project should emphasize a student's role in the labor movement in conjunction with his/her classroom experience. Students use the Senior Seminar to select a topic. *[Optional companion to the Senior Seminar for SLS majors who began their study prior to Fall 2012; not open to other students]*

LBED-3402 Teaching Techniques I

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. *[Offered in a residential format only.]*

LBED-3412 Teaching Techniques II

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. *[Permission of the instructor is required for admission to this course. Offered in a residential format only]*

LBED-4410 Distance Learning for Labor Education

This 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.

LBED-4420 Methods that Motivate

This course is designed to enhance students' theoretical and practical understanding of adult education and pedagogy. By reflecting on the contributions that behavioral and educational theorists such as Malcolm Knowles, David Kolb, Howard Gardner, and Paulo Freire have made to the field of adult education, students will identify social, psychological, and cultural factors that influence the learning process. Students will experiment with a variety of experiential methods and techniques.

LBED-4432 The Adult Learner

This course covers adult learning theories and principles essential for instruction for and communication with adults. The programmatic and personal application of the theories and practices are examined and discussed. This course also explores how students can increase their capacity as life-long learners. *[May not be taken in addition to Theories of Adult Learning]*

LBED-4450 Instructional Systems Design

Instructional Systems Design (ISD) is the primary curriculum development method in use in adult training and education in the U.S. and around the world. It uses a systematic approach to design, develop, deliver, and evaluate training. This course covers the fundamentals of ISD and includes practical hands-on exercises and assignments. Students have the opportunity to develop their own curriculum design plan and lesson plan.

LBED-4460 Instructional Technology

The course provides participants with a practical understanding of the instructional applications of modern technology. The emphasis is on using technology to increase communication and collaboration in the distance learning environment. Students will learn to present educational content using software, such as blogs, wikis, podcasts, and audio/video conferencing tools. Students will use and evaluate course management systems and develop online student assessments. Students will learn to think critically about the appropriate uses of instructional technology and strategies to increase student learning.

LBED-4495 Enhancing Student Collaboration

What are the web tools available to support group work and study teams? Students will actively use web tools for communication, cooperation, and collaboration during this course. They will consider the factors involved in selecting technologies to match instructional purposes for face-to-face, hybrid, and distance learning situations. Students will examine strategies for team work within the context of the technology being used and learn to assess collaborative and group projects. *Prerequisites: Instructional Technology and either Instructional Systems Design or The Adult Learner. [Equivalent to LBED-4490; a student may not receive credit for both courses.]*

LBED-4950 Capstone Writing Seminar

The Capstone Writing Seminar is designed to guide students through the completion of their Capstone Project, the final requirement for all students in the School of Labor Studies. The essential question driving the Capstone Seminar is this: How can labor be a force for social change? Students are encouraged to select a research topic to effect change within their major area of study. They will conduct original research on this topic within a selected methodological framework, critically analyze their results, and present their findings in written and oral form to their peers. The most common format for the Capstone Project is a research paper, although flexibility in methodologies and outcomes is encouraged on the part of the students and faculty. Students will select their topics and design their research in cooperation with the instructor and faculty in their major area of study. *(This course has a residency component.)*

LBHT-4050 Leadership and Landmark Events in 20th Century Labor History [Gen Ed: A&H]

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. Reading assignments are from existing websites 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.

LBHU-4100 Film and Globalization [Gen Ed: A&H]

Film is an ideal way to study and understand the momentous changes globalization has made in labor, the workplace, and daily lives as America and indeed the world comes to terms with this reality of the 21st century. Students will view films on DVDs and online, supported by readings in assigned texts and online, all designed to develop their understanding of how globalization works, its radically different ways of doing business, and how unions and other organizations are confronting its negative effects. Because of the impact of today’s visual culture, methods of assessing the positive and negative images of labor in films will also be an important part of the course.

LBHU-4170 Ethics in Decision Making [Gen Ed: A&H]

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.

LBHU-4180 Images of Labor in Art [Gen Ed: A&H]

Images of Labor in Art is an art history course that explores the way in which art and artists shape the image of work and workers throughout the industrial and modern eras. Students explore significant themes, artistic movements, and styles and discuss their meaning and significance in the context of the labor movement and working class culture.

[LBOR-4151 Union Structure and Governance (now LBUA-4151)]**[LBOR-4180 Organizing and Representing the New Workforce (now LBUA-4180)]****LBPE-4988 Labor and Trade in the Global Economy**

Labor and Trade in the Global Economy looks at how trade has been transformed to affect not only wages and jobs but public services and democratic decision-making. Students use case studies of NAFTA to critique the economic arguments used to justify globalization in its current form; examine capitalism as an economic system to understand its effects on labor; learn about the roots of NAFTA in the so-called Third World Debt Crisis and discuss alternatives to NAFTA and WTO-style trade agreements for building a more just global economy.

LBPE-4989 Global Capital and Full Employment: Leveling Labor's Playing Field

This course explains how the rules for international money determine the playing field for labor and jobs in a globalized world. Over the past decades those rules—largely shaped by the United States—led to repeated economic crises and hurt the ability of governments around the world to support full employment and public services. The course helps students understand those rules and introduces them to the work that unions around the world are doing to change them. Students taking this course will be better prepared to support that work and participate in debates on the role of government in regulating the economy, lowering unemployment, raising wages, and preventing future crises.

LBPE-4990 Jobs and Growth, Debt and Deficits: What Should Labor Do?

Debt and deficits are taking center stage in political debates about jobs, growth and public services. This class helps students look behind media slogans to understand the economics of deficits, the politics of deficit debates, and the role of government spending in economic growth and job creation. Students who take it will be better equipped and empowered to understand what's at stake for labor in these debates and to participate in them.

LBSH-4510 Foundations in Safety and Health

This course is intended for health and safety majors and other students who may be interested in labor safety and health. This online course will provide students with core competencies required for a basic understanding of the field of labor safety and health, and includes modules concentrating on health and safety and the government, how to find and use resources, introduction to science/engineering, hazard recognition and abatement, issues update, and case studies in occupational safety and health.

LBSH-4550 Self-Directed Study in Occupational Health and Safety (1 to 3 credit hours)

This course is for health and safety majors and other students interested in pursuing a self-directed study (reading and writing) of importance to them in the area of occupational safety and health. Students will work with faculty to determine scope of work and design of work product. *[Requires department Chair's approval.]*

LBSH-4590 Bioterrorism: Agents and Emergency Response

This course is designed to provide workers with the knowledge and information on how best to respond to a terrorist attack while providing a perspective of the historical, preparedness, response, and psychological implications of terrorism and offers 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, Smallpox, Tularemia/Plague, and Botulism/Foodborne.

LBSH-4600 Hazardous Materials Transportation [Gen Ed: Sci]

Students in this course will be trained to recognize hazardous materials incidents in transportation. Students will learn methods, using multiple resources, of identifying the presence of hazardous materials in an emergency situation and how to initiate the emergency response sequence. This course addresses awareness level training requirements of both OSHA and DOT.

LBSH-4601 Workplace Hazards and the Law

This course is intended for students seeking a health and safety program and who want to make a difference in worker safety and health—protecting and preventing co-workers from becoming sick or being injured, or being killed in the workplace. This course examines workplace hazards—how to recognize, identify, and control hazards; workers' rights and responsibilities associated with these hazards; and how working with unions on issues of safety and health can make a difference.

LBSH-4606 Hazardous Materials Transportation/Chemical Emergency Response

This five-day course addresses OSHA and DOT-required procedures for 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).

LBSH-4620 Industrial Hygiene [Gen Ed: Sci]

In this applied course, students are encouraged to collaboratively develop solutions to their industrial hygiene problems on the job. Industrial hygiene principles will be critiqued. Controversy regarding the use of permissible limits for exposure to hazards will be discussed. Students will learn to use the Internet and other resources to research workplace exposure issues. Solutions to problems on the job and/or case studies will be explored.

LBSH-4950 Capstone Writing Seminar

The Capstone Writing Seminar is designed to guide students through the completion of their Capstone Project, the final requirement for all students in the School of Labor Studies. The essential question driving the Capstone Seminar is this: How can labor be a force for social change? Students are encouraged to select a research topic to effect change within their major area of study. They will conduct original research on this topic within a selected methodological framework, critically analyze their results, and present their findings in written and oral form to their peers. The most common format for the Capstone Project is a research paper, although flexibility in methodologies and outcomes is encouraged on the part of the students and faculty. Students will select their topics and design their research in cooperation with the instructor and faculty in their major area of study. (*This course has a residency component.*)

LBSS-3000 History of Communications, Culture and Technology [Gen Ed: A&H]

This course examines the historical relationship between communications, culture, and technology. The impact of the alphabet, printing press, telegraph, radio, television, and the Internet on life and work are explored. The impact of today's social media is discussed. In turn the influence of politics and culture on media practices throughout history is examined.

LBST-4100 The Future of Labor and Work

In this course, students will critically examine contemporary issues and conflicts both within the labor movement and within the larger political and economic environment. This class will contemplate the future of work, worker organizations, and labor management relations throughout the world. Topics include technological challenges to labor and work, the future of organized labor, the prospects for collective bargaining in a global future and other relevant questions from this area of inquiry.

LBST-4420 Labor, Congress and the Presidency

Students in this course critically examine Congress and the Presidency from the perspective of organized labor. This course examines the constitutional framework for each branch of government and considers how the legislative and executive branches interact. Topics will include the historic relations between labor, Congress and the Presidency, the role of interest groups and lobbying as labor pursues its agenda with both branches, the policy making process, and labor's role in the current era of polarization.

LBST-4440 Campaigns and Elections

This course analyzes the labor movement's involvement in political campaigns and elections. It critically examines both the legal requirements of the current campaign system as well as strategic issues. Students in this course analyze the intersection of campaign strategies and labor's policy goals. This course is intended for anyone interested in the electoral strategy and tactics of the labor movement.

LBST-4498 Special Topics in Labor and Politics

To be arranged in consultation with Academic Advisor.

LBST-4600 Labor as a Social Movement

In this course, students will explore contemporary workers' rights movements in the United States and around the world. There are many examples of workers' rights movements today—from the protests in Ohio and Wisconsin to the Occupy Movement to the austerity protests in Europe. In each instance, students investigate the origins, demands and structure of each movement and their relationships with existing labor organizations. This class also analyzes labor's relationships with community organizations and affinity groups in the dynamic labor struggles of our time.

LBST-4950 Capstone Writing Seminar

The Capstone Writing Seminar is designed to guide students through the completion of their Capstone Project, the final requirement for all students in the School of Labor Studies. The essential question driving the Capstone Seminar is this: How can labor be a force for social change? Students are encouraged to select a research topic to effect change within their major area of study. They will conduct original research on this topic within a selected methodological framework, critically analyze their results, and present their findings in written and oral form to their peers. The most common format for the Capstone Project is a research paper, although flexibility in methodologies and outcomes is encouraged on the part of the students and faculty. Students will select their topics and design their research in cooperation with the instructor and faculty in their major area of study. (*This course has a residency component.*)

[LBUA-3550 Grassroots Leadership for Working America I (see LBUA-4450)]**[LBUA-3551 Grassroots Leadership for Working America II (see LBUA-4450)]****LBUA-4050 Union Administration**

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 challenges encountered by union officials in carrying out their duties. [*Formerly LBUA-4900; a student may not receive credit for both.*]

LBUA-4100 Health Benefits Future

This course will focus on the history and future of health care as a job benefit. It will review the union's 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.

LBUA-4115 Health Care Bargaining: Impact of the New Law

(Kaiser Permanente Health Care Institute) 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 prescription drug marketing and research schemes. Students will learn bargaining dynamics by participating in a health care collective bargaining scenario. Each student will complete a research project chosen from a list provided by the instructor but customized to his/her own interests, experience and union setting.

LBUA-4151 Union Structure and Governance

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 national federations (e.g. the AFL-CIO). [*Formerly LBOR-4151; a student may not receive credit for both.*]

LBUA-4180 Organizing and Representing the New Workforce

This course explores the challenges and opportunities new immigrants and young workers bring 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 are also explored. *[Formerly LBOR-4180; a student may not receive credit for both.]*

LBUA-4400 The Power of Partnerships

This course is designed for union leaders, staff, and activists who want to consider alternative relationships with both public and private employers, to understand the concepts of labor management partnerships, and to evaluate their viability within varying and volatile environments and bargaining relationships. *[Former title: Labor Management Partnerships.]*

LBUA-4450 Grassroots Leadership for Working America

This highly interactive course is designed to develop critical leadership skills for union activists at the grassroots level. Students will explore the economic and historical roots of the current challenges to organized labor, with the goal of identifying issues of concern to them and their community. Students will then select one issue upon which to build a mini-campaign. The mini-campaign will be comprised of a series of activities designed to influence the development and outcome of the selected issue. Students will learn about and be exposed to a wide variety of grassroots campaign skills that they can draw upon during the development of their campaign. *[This course combines and replaces LBUA-3550 and LBUA-3551; a student taking 4450 may not receive credit for either of these.]*

LBUA-4498 Special Topics in Union Leadership and Administration

This course will examine a different subject or problem of current interest within the field of union leadership and administration. *[May be repeated for credit if topic changes.]*

LBUA-4510 Leadership Theory

The course will compare selected leadership styles and strategies, test how they appear to work, observe whether or not they can predict success, and explore how their major components can be learned or acquired. One challenge will be to then decide whether or not such a set of behaviors constitute a “leadership theory.” The text will be augmented by selected articles which examine some of the more familiar contemporary leadership strategies or “leadership theory.” Students will prepare a major paper which seeks to convert the behavior and/or experiences of a student-identified, actual leader into a model for successful leadership.

LBUA-4550 Effective Leadership: Making It All Work

One key aspect of leadership is being able to translate vision into action. This course will take students through a number of skill sets that will help them 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.

LBUA-4950 Capstone Writing Seminar

The Capstone Writing Seminar is designed to guide students through the completion of their Capstone Project, the final requirement for all students in the School of Labor Studies. The essential question driving the Capstone Seminar is this: How can labor be a force for social change? Students are encouraged to select a research topic to effect change within their major area of study. They will conduct original research on this topic within a selected methodological framework, critically analyze their results, and present their findings in written and oral form to their peers. The most common format for the Capstone Project is a research paper, although flexibility in methodologies and outcomes is encouraged on the part of the students and faculty. Students will select their topics and design their research in cooperation with the instructor and faculty in their major area of study. (*This course has a residency component.*)

MATH-2005 Business Mathematics [Gen Ed: Mat]

This is a basic course designed to provide solid, practical, up-to-date coverage of the mathematical techniques and word problems commonly used in the business world today. The course will assist students in reaching a level of increased competence in understanding the applications of mathematics, and ideas and techniques related to business. Emphasis is placed upon learning mathematical concepts through practical application to common business problems. Areas covered include percentages, business statistics, interest, discounts, markups, markdowns, insurance, taxes, inventory control, payroll, and amortization. The practice students have with problems throughout the course will help build the skills and confidence needed to succeed in business today.

MATH-2120 College Algebra [Gen Ed: Mat]

This course provides a working knowledge of college-level algebra and its applications. It is designed for students who are self-motivated, self-disciplined with strong commitment, and successful at keeping a study schedule for themselves. It is particularly recommended for students who have moderate knowledge of math or whose placement scores are at a level suggesting that the student will benefit from this course. Emphasis is placed upon the application of algebra to solve problems in real-life situations. Topics include linear equations, quadratic equations, functions and graphs, polynomial and rational functions, and exponential and logarithmic functions. Because this course lasts only seven weeks, the pacing is necessarily accelerated. It is essential that students stay on top of the course material and homework. [*7-week format.*]

NLCC-4000 Digital Learning for the 21st Century

Technological development has resulted in widespread change in the way people acquire information. Every college and university in the world now relies on digital systems to a greater or lesser extent; both at home and at work, we routinely rely on the use of Internet technology, multi-media and computer applications. Against this background, and the fact that technology is now a staple of education and work, this course answers fundamental questions about the nature and extent of online education and its future. The course also provides students the necessary technological and critical thinking skills that are integral to learning in the 21st century. In addition to examining principles of adult and digital learning, students will explore a range of online research techniques. Project-based work in this course will include writing and editing upper-level academic work, becoming familiar with and utilizing a range of online research techniques in the students' core subject areas, and applying digital applications to data related to their discipline. **Required for students in SPS majors; elective for SLS.** [*Formerly DGTL-4000; a student may not receive credit for both.*]

NLCC-4200 Labor and Work in the United States

This course is designed to provide students with an advanced understanding of issues related to what unions do (with a specific focus on the rights and responsibilities of union members, organizing, and bargaining), labor-management relations (including conflict resolution, labor law, and contract administration), the structure of the contemporary labor movement and labor's contributions to American society. Students will explore issues in political economy, globalization and the lingering economic crisis, and the course will conclude with an overview of comparative labor relations. Students in this course will become familiar with the required writing and analytical standards of the College. *[7-week format.] Required for all major programs in SLS and SPS.*

NLCC-4500 Labor and Work in the Global Economy

This course offers students an overview of comparative industrial relations systems and practices within the context of a globalized economy. In addition to looking at broader debates surrounding globalization and change, this course will explore the employment relationship from a comparative perspective, including but not limited to Canada, the U.S., Great Britain, Germany, France, and China. *[7-week format.] Required for all major programs in SLS and SPS.*

OAAA-1000 Online Orientation and Academic Advising (non-credit)

Upon completing an application, prospective students are automatically enrolled in this course to familiarize them with NLC's institutional policies, programs, and academic requirements. Students will use the FAQ database and the "Ask an Advisor" forum to find answers to common questions, view short videos and complete tutorials on how to access and use the NLC Online Campus (Self-Service), Learning Management System (LMS), and other important resources. There is no additional charge for this course and no credit is awarded; however, new and returning students are expected to complete the Online Orientation. Students in the School of Labor Studies will complete two brief questionnaires prior to registering for classes.

PLWK-1000 Prior Learning Workshop (non-credit)

NLC's Prior Learning Assessment (PLA) program honors students' lifelong learning experiences by offering the opportunity to earn up to 30 college credits through a writing-intensive portfolio development process. The Prior Learning Workshop is a non-credit online seminar that helps students develop the three main components of a portfolio—an educational resume, narrative, and prior learning essays—to be submitted for credit evaluation.

RSCH-3900 Bibliography and Research

This course is designed to provide students with the basic information literacy skills that are 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, conduct online research, and distinguish the difference between scholarly and popular articles.

SCIE-3000 **Science, Technology, and Our World** *[Gen Ed: Sci]*

Science and technology touch our lives in many instances and at many levels of concern that it is important to make our citizenry knowledgeable and informed of the positive and negative aspects of science and technology as well as the alternatives for the future. This course offers the understanding of basic principles of science to explain the world around us. The course will pursue in two directions (1) to discuss the impact of some very important environmental and quality of life issues and (two) to provide the basic facts concepts and principles of science in a non-abstract manner that will provide the student with a basic understanding of the phenomena discussed. *[Credit will not be awarded for both LBSH-3000 and SCIE-3000.]*

Labor Safety and Health Training Program

NLC's Safety and Health Training program is committed to excellence and includes a variety of courses from basic safety and health awareness to in-depth Occupational Safety and Health Administration (OSHA) training. A consortium member of the National Resource Center (NRC) since 1994, NLC provides a full range of OSHA courses for all workers in need of training that matters. With many years of work experience in general industry and construction and many more years in the classroom, NLC faculty in the Safety and Health program understand the difficulties working men and women face in their day to day work activities. Each year NLC offers a full menu of classes geared for both new and experienced safety activists that are taught by experienced faculty members whose primary goal is to insure safe and healthful working conditions.

Students in the School of Labor Studies and School of Professional Studies may take certain OSHA and HazMat courses for major or elective credit with the permission of their Academic Advisor. All courses are offered in residence only.

For more information, follow the Safety and Health Training program link from the NLC homepage, <http://www.nlc.edu>. For a full list of OSHA courses, descriptions, and the schedule of upcoming course offerings, see http://www.nlc.edu/documents_PDF/osha_training_sched_2012_13.pdf.

HZMT-3125 DOT Train-the-Trainer (1–3 credit hours)

This train-the-trainer course provides regional peer trainers with the skills and knowledge necessary to deliver training at their job sites, union meetings and in their communities. They will learn adult teaching methods and learner centered presentation techniques. Participants will spend approximately 12 hours per day including the teach-back demonstrations and preparation time. On Thursday of each class participants will present a full eight-hour program divided equally amongst them; they will receive a review and critique at the end of each module. The pre-requisites required supply a foundation of content material for a better understanding and preparation of materials.

HZMT-3126 DOT Advanced Training Techniques—RAIL Program (1–3 credit hours)

This advanced course is a follow-up to the basic DOT Railway Workers Train-the-Trainer course. It offers participants the opportunity to enhance their teaching skills and allows them a forum to exchange experiences and ideas with other trainers. Participants will learn methods for designing effective teaching outlines. In addition, they will expand the range of techniques they use and will learn how to write their own teaching materials. Leading a discussion, practice teaching, with critiques will be emphasized.

OSHA-0500 Trainer Course in Occupational Safety & Health Standards for the Construction Industry (1–3 credit hours)

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-0510, or have equivalent training, and five years of construction experience to take this course.

OSHA-0501 Trainer Course in Occupational Safety & Health Standards for General Industry
(1–3 credit hours)

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-0511, or have equivalent training, and five years of work experience to take this course.

OSHA-0510 Occupational Safety and Health Standards for the Construction Industry
(2 or 3 credit hours; 2.5 CEUs)

This course for private sector personnel covers OSHA policies, procedures, and standards as well as construction safety and health principles. Topics include scope and application of the OSHA construction standards. Special emphasis is placed on those areas that are the most hazardous using OSHA standards as a guide. Upon successful course completion the student will receive an OSHA construction safety and health 30-hour course completion card. *[This course is for personnel who will not be conducting training sessions or who need to complete the prerequisite for OSHA-0500.]*

OSHA-0511 Occupational Safety and Health Standards for General Industry
(1–3 credit hours; 2.5 CEUs)

This course for private sector personnel covers OSHA policies procedures and standards as well as general industry safety and health principles. Topics include scope and application of the OSHA general industry standards. Special emphasis is placed on those areas that are the most hazardous using OSHA standards as a guide. Upon successful course completion the student will receive an OSHA general industry safety and health 30-hour course completion card. *[This course is for personnel who will not be conducting training sessions or who need to complete the prerequisite for OSHA-0501.]*

OSHA-6000 Collateral Duty Course for Federal Workers (2 credit hours; 2.2 CEUs)

This course introduces federal agency collateral duty (part-time) safety and health personnel to the Occupational Safety and Health Act Executive Order 12196 29 CFR 1960 and 29 CFR 1910. Students will be able to recognize basic safety and health hazards in their own workplaces and to effectively assist agency safety and health officers with inspection and abatement efforts.

Bonnie Ladin Union Skills Program

The National Labor College offers continuing education for union leaders, staff and activists—known as Union Skills classes—that cover every aspect of union organizing, bargaining, and administration (Arbitration, Bargaining, Contract Writing, etc.). With over forty years' experience in teaching Union Skills through the George Meany Center, NLC faculty offer a full range of classes each year. In conjunction with the AFL-CIO's Building and Construction Trades Department, NLC also offers specialized Union Skills courses designed for union members and activists in the building and construction trades unions.

The majority of NLC Union Skills courses are delivered in a week-long residential format at a site in Maryland. A small but growing number of Union Skills courses are offered in a fully online format. All Union Skills classes are taught for college credit, and these credits can be applied toward NLC's 12-credit certificates or toward NLC's B.A. and B.S. degree programs. Students in the School of Labor Studies and School of Professional Studies may take certain Union Skills courses for major or elective credit with the permission of their Academic Advisor.

Because of the accelerated and residential format, policies for registering and withdrawing from Union Skills courses are different from those of degree program courses. Students may register for a Union Skills course(s) until the beginning of the first day of the class. Once the class has begun, permission of the Provost's Office is required to add a Union Skills course. The deadline for dropping a Union Skills course without penalty is two weeks *prior* to the first scheduled day of class. A student who notifies the Registrar's Office in writing or electronically of their intention to drop the class by this date will receive a full refund, and the course will not appear on their transcript. A registered student who fails to notify the Registrar's Office, or who withdraws late, remains financially obligated for the courses.

Attendance in residential courses is tracked and recorded daily. A student must attend all scheduled class sessions in order to receive academic credit. Failure to attend will result in a grade of NC (no credit). No refund will be granted.

For the current schedule of Union Skills offerings and associated tuition and fees, follow the links to Bonnie Ladin Union Skills Program and Building Trades Training Program on the NLC homepage, <http://www.nlc.edu>.

LBED-3402 Teaching Techniques I (3 credit hours)

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.

LBED-3412 Teaching Techniques II (3 credit hours)

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. *[Permission of the instructor is required for admission to this course.]*

LBUS-3020 Immigration and Labor (1 credit hour)

Many unions have seen that their future depends largely on their success in recruiting members among the growing low-wage immigrant workforce, and they have been rewarded with increasing numbers of immigrant members. This course will help union people understand current immigration issues during the economic downturn and take advantage of opportunities to work with immigrant advocates to broaden labor's struggle for economic justice.

LBUS-3041 Effective Communication Skills for Trade Unionists (2 credit hours)

This workshop will give union activists the opportunity to develop, reflect upon, and brainstorm strategies for improving communications among 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.

LBUS-3080 Strategic Grievance Handling (2 credit hours)

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. *RELATED COURSES: LBUS-3898, LBUS-3900, LBUS-3901, LBUS-3902.*

LBUS-3091 Managing Local Unions (2 credit hours)

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 work plans, as well as motivation, accountability, and communication strategies and techniques.

LBUS-3430 Psychology of the Adult Learner (3 credit hours)

This course covers adult learning theories and principles essential for instruction for and communication with adults. The programmatic, classroom, and personal application of the theories and practices are deeply examined and discussed. The course also explores how adults can increase their capacity as life-long learners. *[Equivalent to LBED-4432, The Adult Learner; a student may not earn credit for both.]*

LBUS-3450 Advanced Teaching Methods (3 credit hours)

Advanced Teaching Methods is a survey course for experienced trainers and instructors. This course is designed to give an introduction to advanced curriculum design, assessment, course development, and communication in a multi-cultural environment. The participants will have the opportunity to design and teach a course using new techniques and today's hottest technologies. *Prerequisites: Teaching Techniques I and II.*

LBUS-3500 Secretary-Treasurers Total Solution Training (2 credit hours)

Secretary-Treasurers manage hundreds of thousands of dollars of the membership and local's money. They have the responsibility to ensure the prudent handling of funds and compliance with all the regulatory requirements dictated by the IRS and DOL. This four-day workshop is design for all locals (LM-2, LM-3, LM-4), providing students with effective tools to accomplish their filings and learning their fiduciary responsibilities. In addition, the class is hands-on, in the computer lab, designed for developing student's proficiency with QuickBooks as it relates to a financial operation of a typical local. The workshop material will provide students with an excellent understanding of all the new requirements and assist with vital information relating to manage their local finances.

LBUS-3510 QuickBooks Training for Secretary-Treasurers (1 credit hour) (pending approval)

This is a hands-on class in the computer lab, designed for developing students' proficiency with QuickBooks as it relates to a financial operation of a typical local. The class is for beginners and advanced users of QuickBooks. This three-day workshop will provide students with an excellent understanding of QuickBooks tailored to the needs of their local. The training class will cover a comprehensive overview of QuickBooks, Chart of Accounts, Writing Checks, Banking Deposits and Reconciliations, Payroll Review and Information, Budgets, Credit Cards, Treasurer and Financial Reports, and other information and topics.

LBUS-3550 Secretary-Treasurers and Officers Fiduciary Responsibility Training (1 credit hour)

It is crucial for the entire executive board of a local to understand their fiduciary responsibilities. This training will cover the legal responsibilities of union officers and review the LMRDA (the law that governs labor unions) and IRS rules and regulations. This three-day workshop will cover various aspects of managing the financial side of administering a union, as well as managing the union finances through setting policies and procedures as well as organizing and managing the finances and budgeting. Other topics covered during this training include, travel and business expenses, insurance, record keeping, payroll information, bank accounts and union credit cards, and budgeting. This course is designed for all local unions.

LBUS-3605 New Union Staff Training (2 credit hours)

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.

LBUS-3898 Grievance Mediation (1 credit hour)

Grievance mediation provides an opportunity for the parties to resolve a grievance using interest based skills with the assistance of a mediator. This three-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 COURSES: LBUS-3080, LBUS-3900, LBUS-3901, LBUS-3902.*

LBUS-3900 Arbitration Brief Writing (3 credit hours)

More and more, union advocates are expected to submit briefs after an arbitration hearing. This class takes beginning and advanced advocates through the process of writing and researching a polished brief in a real case. Four weeks of easy to follow online step-by-step assignments help students immerse themselves in the facts of the case before coming to class. The final week of residential instruction gives students the opportunity for group work and personal feedback and editing by the instructor. Students hone both writing and legal reasoning skills, while also learning how to research and read cases. *RELATED COURSES: LBUS-3080, LBUS-3898, LBUS-3901, LBUS-3902.*

LBUS-3901 Arbitration Preparation & Presentation Level I (3 credit hours)

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 analyze a sample disciplinary case involving “Just Cause” and practice direct and cross-examination and opening statements in a workshop setting; students also discuss closing arguments. At the end of the week, students participate in full-scale mock arbitrations and receive additional constructive critiques. The mock arbitrations are videotaped. *[MINIMUM REQUIREMENTS: Participants with less than three years of grievance handling experience must talk to the instructor prior to registering.] RELATED COURSES: LBUS-3080, LBUS-3898, LBUS-3900, LBUS-3902.*

LBUS-3902 Arbitration Preparation & Presentation Level II (3 credit hours)

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. Mock arbitrations will be videotaped. 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. Students exempt from the Level I course must possess extensive hearing experience.] RELATED COURSES: LBUS-3080, LBUS-3898, LBUS-3900, LBUS-3901.*

LBUS-3906 Contract Negotiations in the Private Sector (2 credit hours)

The unique challenges posed by private sector contract negotiations will be explored fully in this course, which 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.

LBUS-3907 Contract Negotiations in the Construction Industry (2 credit hours)

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.

LBUS-3909 Labor Law in the Construction Industry (2 credit hours)

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 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 proactive planning.

LBUS-3910 Labor Relations in the Federal Sector (2 credit hours)

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.

LBUS-3912 Negotiating and Writing Contract Language (2 credit hours)

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. *[Prior to enrolling in this course, it is strongly recommended that participants have experience as a member of a union negotiating committee.]*

LBUS-3913 Negotiating Contracts with State and Local Governments (2 credit hours)

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. *[Federal sector negotiations will not be addressed in this course.]*

LBUS-3915 Organizing I (2 credit hours)

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.

LBUS-3916 Organizing II (2 credit hours)

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.

LBUS-3927 Train-the-Trainer on Workplace Health and Safety (3 credit hours)

This six-day train-the-trainer program focuses on workplace health and safety. This program is different from the OSHA 500 and 600 courses and is a good complement to these courses. Participants—union activists, staff, and health and safety representatives—will learn how to teach their fellow union members about workplace safety and health. The training focuses on involving workers in union efforts to improve safety and health, and making the union more effective in its efforts to get the employer to correct safety and health problems. Participants will learn how to teach a curriculum that includes the role of workers and their unions in safety and health, identifying hazards in the workplace, legal rights of workers and unions, employer record-keeping requirements for workplace injuries and illnesses, introduction to ergonomics, and effective health and safety committees. The program is participatory and includes all the materials participants need to teach the curriculum. *[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.]*

LBUS-3928 Health Care Bargaining (2 credit hours)

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 prescription drug 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.

LBUS-3941 Organizing in the Construction Industry I (2 credit hours)

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. *[Formerly LBUS-3918.]*

LBUS-3942 Organizing in the Construction Industry II: Strategic Planning (2 credit hours)

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 I. *[Formerly LBUS-3923.]*

LBUS-3943 Organizing in the Construction Industry III: Closing the Deal (2 credit hours)

This course prepares building trades organizers to conduct effective in-person meetings with targeted non-union contractors within the context of an organizing campaign. Participants review communications strategies and practice elements of persuasion and relationship building through one-on-one conversations. *[Formerly LBUS-3092.]*

LBUS-3944 Organizing in the Construction Industry IV: Communications and Media (3 credit hours)

This course is a series of interactive workshops designed for organizers, staff, officers, and campaign activists from building trades unions. It covers a range of tools and techniques for more effective communications within construction organizing campaigns. Topics include: developing messages for members, workers, contractors, owners, the news media, and the public; various tools and techniques for delivering those messages including social network and other electronic-based media. *Enrollment is limited. [Formerly LBUS-3093.]*

Courses for the Building and Construction Trades

Several Union Skills courses were developed specifically for officers, staff, and union members of the building and construction trades. The course descriptions are included above.

LBUS-3907 Contract Negotiations in the Construction Industry

LBUS-3909 Labor Law in the Construction Industry

LBUS-3941 Organizing in the Construction Industry I

LBUS-3942 Organizing in the Construction Industry II: Strategic Planning

LBUS-3943 Organizing in the Construction Industry III: Closing the Deal

LBUS-3944 Organizing in the Construction Industry IV: Communications and Media

Other Educational Programs

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, and new ideas are in development.

Kaiser Permanente Health Care Institute

Because workers need an in-depth knowledge of the rapidly changing health care industry, as well as the skills to secure the best possible benefits for their unions, NLC, in partnership with Kaiser Permanente, established the Kaiser Permanente Health Care Institute (KPHCI). In addition to NLC's current course in Health Care Bargaining, the KPHCI will offer new courses in the health care issues that will support and benefit the work of unions in this ever changing field as part of our bachelor's degree. KPHCI is also developing a four-course Certificate in Health Care for interested labor activists. A new emphasis on health and wellness and programs to bring healthy living to union members will be added to the KPHCI over the next period.

The NLC-Nigerian Partnership Initiative

Since 2003, the Industrial Relations Partnership Initiative (IRPI) between NLC and Nigeria's Michael Imoudu National Institute for Labor Studies (MINILS), has resulted in a rich exchange of NLC faculty members and Nigerian labor leaders and government officials. To date, more than 100 Nigerian leaders and unionists have traveled to the United States as a part of the IRPI programs—some as members of official labor and industry delegations to the U.S. The majority seek certificates in either Strategic Planning or Leadership and Union Administration in seminars offered on NLC's George Meany campus in Silver Spring, Maryland. MINILS staff members also have matriculated in NLC's B.A. program. In addition, NLC has hosted annual VIP consultations with official Nigerian delegations headed by the Nigerian Permanent Secretary of Labor or the Labor Ministers of newly-elected Nigerian national administrations.

NLC Investor Education Project

The NLC Investor Education Project is a program to help union members increase their financial literacy and understanding of personal finance/investment through unbiased online resources, handbooks, in-person learning opportunities, and train-the-trainer courses. This program was made possible with the generous support of The Financial Industry Regulatory Authority (FINRA) Investor Education Foundation. or more information, visit <http://www.nlc.edu/invester-education.html>.

Graduate Study Opportunities

Earning a bachelor's degree often fuels a desire for more knowledge and academic achievement. Many NLC graduates have gone on to continue their academic work at graduate schools in a range of disciplines and at law schools.

NLC works with several universities to help those institutions set up labor-oriented programs designed to make them useful and accessible to NLC graduates and other union members. Over the years, various schools have offered programs at NLC, on their own campuses, and online, in studies such as organization development, union leadership, public administration, and legal and ethical studies.

While NLC is supportive of these programs and assists in recruitment, these are not NLC programs because NLC is not a graduate institution. Information about the programs currently working with NLC can be found at: <http://www.nlc.edu/educational-programs/graduate-studies>.

George Mason University in Partnership with National Labor College: Master of Science in Organization Development and Knowledge Management

The Organization Development and Knowledge Management (ODKM) program is designed to enhance participants' abilities to be effective agents of change within their unions, communities, and organizations. The focus of the program is to understand what is happening in organizations, to address issues and challenges relevant to labor representatives, and to practice new leadership skills. Graduates are prepared to find creative solutions to complex problems common to many organizations. This is a cohort program, so students begin and end together and work together throughout. Work between residencies is supported by online collaborative tools.

For more information, contact:

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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, Massachusetts. This part-time, low residency program is designed for union officers, staff, and activists. The ULA program provides the technical skills necessary for today's union leaders to confront the challenges facing the modern labor movement.

For more information, call or write:

Union Leadership and Administration Program
University of Massachusetts
Labor Center/Gordon Hall
418 N. Pleasant Street, Suite B
Amherst, MA 01002-1735
Phone: 413-545-4875; Fax: 413-545-0110
Website: <http://www.umass.edu/lrrc>

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