



Cornell University
School of Industrial and Labor Relations

A Cornell Special Summer School Session

For Undergraduate and Graduate Students Interested in Working in the Labor Movement

Co-sponsored by the AFL-CIO Center for Strategic Research

June 12-17, 2005 Ithaca, NY

Strategic Corporate Research:

Understanding and Researching Corporate Ownership Structure, Corporate Finance, and the Sources of Corporate Power

Course Description:

Despite enormous challenges in organizing and bargaining in a rapidly changing global economy, this is a time of great opportunity and innovation by American unions. Nowhere is this more evident than in recent union organizing and bargaining campaign victories such as SEIU at Securitas, UNITE HERE at H & M, PACE at Continental Carbon, the UAW at Dana, and Ironworkers at JD Steele. These victories came about because of a combination of grassroots rank-and-file mobilizing and leadership development, and escalating actions in the workplace and broader community, but fundamental to all these campaigns was careful strategic research.

Unfortunately the U.S. labor movement today is facing a critical shortage of trained organizing, bargaining and campaign staff with strategic research training who understand both corporate structure and finance and union campaign strategies. To help meet this need the AFL-CIO asked the Cornell School of Industrial and Labor Relations five years ago to develop a one-week intensive credit course on strategic corporate research for graduate students and upper level undergraduates interested in working with the labor movement upon completion of their degrees. The course will be available as either a non-credit course or as a 1 1/2 credit hour undergraduate course with an additional research and writing assignment. Those interested in pursuing strategic corporate research positions within unions are strongly advised to take the course for credit so that they will have the additional experience of researching an actual corporation, and have a completed strategic research report to show prospective union employers.

This course will be designed to provide a comprehensive introduction to the nature and structure of corporate ownership, finance, and power in today's economy. Through lectures, readings, case studies, and research training and exercises the class will provide students with the tools to pose and answer basic questions on the operations, structure, and industrial relations strategies of corporate America. In particular this course will focus on how these company characteristics, structures, and practices impact on the firm's labor relations policies and strategies and how unions can best respond to and capitalize on these characteristics in union strategic organizing and bargaining campaigns.

The course will also provide in-depth hands-on training in the on-line and library research tools required to conduct strategic corporate research. As part of this course students will work through a series of case studies dealing with diverse firms and industries, as well as have an opportunity to conduct in-depth research on an actual firm in the context of union organizing or bargaining.

Because of the limited time available while students are here on campus, they will be sent books and a course pack several weeks before the class takes place to give them an opportunity to complete a significant amount of the reading before they arrive. In addition to reading assignments, there will be short written exercises and class presentations to be completed while the class is in session. Students taking the course for credit will be required to conduct independent research and write a 25-30 page paper summarizing comprehensive corporate research and analysis for a designated company. The final paper will be due six weeks after the class and will count for 50 percent of the grade for the course.

About the instructors

Kate Bronfenbrenner

Kate Bronfenbrenner is the Director of Labor Education Research at Cornell University's School of Industrial and Labor Relations. She received her Ph.D. in Industrial and Labor Relations from Cornell University in 1993. Bronfenbrenner's primary research and teaching interests focus on union and employer behavior in organizing, bargaining, and contract administration and the impact of global trade and investment policy on workers, wages, and unions.

Tom Juravich

Tom Juravich is Professor and Director at the Labor Relations and Research Center at the University of Massachusetts Amherst where he teaches courses in labor research, contemporary labor issues, and advanced corporate research. He holds a Ph.D. in sociology from the University of Massachusetts-Amherst. Juravich has written extensively on union bargaining and organizing strategies, new work place systems, worker culture, and the nature and history of work.

Robert Masciola

Robert Masciola is the deputy director for the Center for Strategic Research at the AFL-CIO in Washington, DC. From 1994 to 2004 he worked for the Service Employees International Union, providing strategic research on a variety of organizing drives focused mainly on janitors and security officers. Masciola received his undergraduate degree from Old Dominion University and a Masters degree from Catholic University.

General Summer School Information

Registration Fee

The registration fee covers all instruction, books and materials, bus passes, opening reception, picnic on Wednesday night, and closing luncheon on Friday. A \$100 tuition deposit is required for all registrations no later than May 2, 2005.

Non-credit fee – The actual non-credit fee is \$600 for all students --but with AFL-CIO tuition grant the fee is reduced to \$400 for all students who take the course non-credit.

Credit Course fee – The credit fee is \$1,195 for all students who wish to take the course for 1.5 Cornell University credits, but with AFL-CIO tuition grant the fee is reduced to \$600 for all credit students. Students taking this course for credit will be required to complete a twenty-five page research paper due August 1, 2005.

Admission: Acceptance to the program will be limited based on space, experience, and qualifications. Because of the combination of limited space and high demand for the course, we urge students to send in their application forms as soon as possible. The closing date for applications will be May 2, 2005 and acceptance letters will be sent out on May 9, 2005. All students interested in attending the program must complete the attached registration form and submit a two to three page single space essay explaining why they are interested in attending the program and what they plan to do upon completion of their degree.

Scholarships

The AFL-CIO will provide a limited number of additional needs-based scholarships to further reduce the cost of tuition for students taking the course for credit. To apply for a scholarship please attach an additional one-page essay outlining your reasons for requesting this scholarship. *Please note that the scholarships only apply to those students interested in taking the course for credit* and will only cover part of the credit tuition cost.

Job Placement

Program instructors are committed to assisting graduates of the program in finding strategic corporate research positions within the labor movement. In the first four years of the program we have been able to place more than forty students in top research positions in the AFL-CIO, UNITE-HERE, SEIU, USWA, and other affiliates.

Schedule for the Week

Registration, orientation, and an opening reception and plenary panel will take place from 5:30-9:00 p.m. on Sunday, June 12 at the newly renovated ILR Conference Center <http://www.ilr.cornell.edu/conferencecenter/>. Registration will begin at 5:30, and the orientation and introductory program will begin at 7:15 p.m. In order to accomplish the aims of the program in the short time allotted, students should be prepared for a schedule that is both rigorous and intense. Attendance at all class times, including the opening session, is mandatory for all participants in the program. Full days will be the norm, including out of class small group assignments and one evening session. Class will meet Monday-Thursday, at the ILR Conference Center from 9 a.m. to 12 p.m. and 1 p.m. to 4 p.m., Tuesday and Thursday evenings through 8 p.m., and Friday from 9 a.m. until 2 p.m. Further details will be sent with confirmation letters.

Housing

Students will be housed in a unionized Residence Hall on North Campus. Each bedroom is furnished with twin beds, desk, chair, lamp and dresser. The rooms are suites of four to six rooms clustered around a shared bathroom. Room rates are \$35.50 per night for "singles" (1 person each bedroom) or \$29.50 per person/per night for "doubles" (2 persons each bedroom.) The separate parking fee at the dorm is \$5/day. All students will also be provided with a campus bus pass, free of charge. Parking and housing costs are the responsibility of the individual student. Room reservations must be received at Cornell by May 31, 2005. *Note: If you choose a "single," you will be sharing your suite with several other people of the same gender. You will have a private bedroom, but a shared bath. Beds are made on arrival and linens and towels are provided but there is no daily housekeeping service.*

Transportation

From the dorms at North Campus to the classrooms at the ILR Conference Center you may walk (about 20 minutes), bike (5 minutes), or use the campus shuttle bus service (bus passes provided free to all students staying on-campus). If you are housed off-campus you are responsible for your own transportation to campus. On-campus parking is severely limited and discouraged.

Meals

Included in the registration fee is a picnic on Wednesday evening at Taughannock State Park on beautiful Cayuga Lake, and the graduation lunch on Friday afternoon. For those staying in the dorms, a continental breakfast at the nearby Robert Purcell dining hall is included as part of the housing costs. All other meals are on your own. Meals are available at several on-campus dining facilities on a cash basis. A dining guide of on-campus and off-campus locations will be provided for your convenience, many of which are within walking distance of the dorms and the conference center.

Weather

The climate in upstate N.Y. in June can be quite variable, ranging from a rainy 40 degrees to a humid and hot 90 degrees Fahrenheit. Thus, we suggest you bring clothing suitable for both, including a rain jacket, sweaters, shorts, and a swimming suit!

Accessibility

The ILR classrooms are all accessible. Please let us know about any other accommodations you may require for housing or meals.

For More Information

Contact Tamara Lovell (607) 254-4749 or e-mail at MTL8@cornell.edu.



Registration Form (Please type or print clearly)

Name _____ Social Security No.: _____

University/College _____ Grad ___ Undergrad ___ Degree year _____

Date of Birth _____ (month/day/year) Cornell University Student ID (if applicable) _____

University Address (include city, state, zip) _____

Home Address (include city, state, zip) _____

Preferred mailing address: Home University

Phone: *daytime* (____) _____ *evening* (____) _____ E-mail address _____

Emergency contact: _____ Phone: _____

Course Selection Non-credit _____ Credit _____ (ILRCB 408 – 1 ½ credits)

Previous coursework Please list below any credit courses you have taken in subjects such as collective bargaining, union organizing, contemporary labor issues, corporate finance, and comparative labor relations that you believe have helped prepare you for this class. Include course, institution, instructor, number of credits, and grade received.

Union experience Please describe your union experience below -- include the date, your role, and the union

Union Summer (Describe _____)

Organizing Institute (Describe _____)

Union Internship (Describe _____)

Union member (Describe _____)

Union staff or officer (Describe _____)

USAS member (Describe _____)

Other union or activist experience (Describe _____)

Application Essay

Please attach a two to three page single space essay explaining why you are interested in attending this program and what you plan to do upon completing your degree. Be sure to include your name at the top of your essay.

Housing

Campus housing reservations must be received at Cornell by May 31 to insure availability. All rooms will be reserved for arrival on Sunday June 12th and departure on Friday June 17th unless otherwise indicated. One night's housing will be charged for "no-shows."

Type of accommodation requested:

Single bedroom in North Campus high rise dorms (\$35.50 per room per night) x _____ nights = _____

Double room in North Campus high rise dorms (\$28.00 per person/per night) x _____ nights = _____

Preferred roommate: _____ assign roommate _____ I will find my own housing off campus

Payment

Course Fee \$ _____ (\$400 non-credit, \$600 credit)

Dorm room \$ _____

Total Amount: \$ _____

My check/money order payable to *Cornell University* is enclosed

Please charge my credit card: VISA Master Card

Credit card account # _____ Expiration date _____

Name as on card _____ Signature of card holder _____

I would like to apply for the AFL-CIO **credit** tuition scholarship and have attached an additional page explaining why I need it.

Mail or fax completed registration form, essay, and scholarship letter to:

Tamara Lovell, 356 ILR Research Building, NYSSILR, Cornell University, Ithaca, NY 14853-3901.

Tel: 607-254-4749. Fax: 607-255-0245. E-mail: MTL8@cornell.edu