

# PROGRAM CATALOG

———— A proud partnership between Rowan University and NABTU ————

## CONTENTS

1	Welcome
3	About
7	History
8	Our Team
17	Overview
18	Courses
25	Let's Connect



# WELCOME

---

Dear Building Trades Academy Participants,

North America's Building Trades Unions (NABTU) is very proud of our long tradition of training and education, which for generations has produced the safest, most highly trained, and productive workforce in the world. The class you are about to take will challenge you, but it will also provide you with skills and insights that will make you a more effective leader.

NABTU is proud to partner with Rowan University for the delivery of the Building Trades Academy (BTA) courses. Our partnership with Rowan brings nationally recognized expertise to the BTA for curriculum development, cutting edge examples and simulations, and teaching materials and techniques.

Given the challenges ahead, it is essential that all Building Trades affiliates deploy the best trained organizers, business agents and managers, and business development specialists in the coming years. This new generation of leaders will be required to expand our membership, grow our contractor partnerships, and protect labor standards across our industry.

As we continue to rebuild our nation's infrastructure, we have tremendous opportunities to expand our labor-management business model and supply our contractor partners with the best trained construction workforce in the world.

More good news! You can also earn college credit for Building Trades Academy classes at Rowan University, and, if you choose to, pursue an online Bachelor's Degree in Construction Management (CM). Your Registered Apprenticeship, military, and previous college credits all count toward the Rowan CM BA Degree. BTA instructors can provide information on the CM Degree if you are interested.

Welcome to the Building Trades Academy!

In solidarity,

**Sean McGarvey**  
*President*



Dear Building Trades Academy Participants,

Welcome to the Building Trades Academy at Rowan University! We are excited to have you join us on this transformative journey to develop leadership skills and advance equity in the construction industry.

In partnership with North America's Building Trades Unions (NABTU), our academy offers courses for those passionate about labor standards, union organizing, and women's leadership. Whether you're new to the field or a seasoned professional, you'll engage in a dynamic curriculum blending theory, practical skills, and real-world applications. Along the way, you'll explore the history and future of the labor movement, the essential role of unions in protecting workers' rights, and the powerful contributions of women in leadership.

Each of you brings a unique perspective that enriches our learning environment. You'll gain knowledge not only from our expert faculty and union leaders but also from each other. Together, we'll examine the construction industry's broad impact on infrastructure while equipping you with tools to advocate for workers' rights and drive meaningful change.

We also encourage you to explore our construction management certificates and degree programs offered through the Henry M. Rowan College of Engineering. Designed for both emerging leaders and experienced tradespeople, these programs provide a 360-degree industry perspective, with skills in supervision, site management, and project oversight. Endorsed by NABTU, the curriculum is highly relevant and tailored for skilled trades professionals.

We look forward to supporting you on this exciting path.

Best Regards,

**Lorraine C. Ricchezza, Ed.D.**

*Associate Provost, Academic Strategic Initiatives*

**David Coyner, MBA**

*Vice President, Academic Innovation & Online Partnerships*



# ABOUT

## The Building Trades Academy

The Building Trades Academy at Rowan University is a proud partnership between North America's Building Trades Unions and Rowan University.

The Building Trades Academy's mission is to deliver educational programs that equip Building Trades union staff and leadership with practical and applicable skills. To achieve this goal, the Academy offers courses in organizing, negotiating, teaching techniques, labor law specific to the construction industry, and leadership. There is a strong emphasis on promoting women's leadership within the construction sector.

All courses are created and led by experienced educators, professionals in the building trades, and industry experts. They are designed to equip new and emerging union staff and leaders with the essential knowledge and skills needed to become effective leaders within their organizations.

All courses are tailored to and recognized by the construction industry, allowing participants to learn practical, in-demand skills that can be immediately applied.

### **CUSTOMIZED TRAINING FOR UNIONS** ANY TOPIC, ANYTIME, ANYWHERE...



We offer customized training programs for labor unions and joint training programs in organizing, management, negotiating, and labor.

All customized training programs begin with consultation sessions with our expert faculty members, in which they learn and assess your needs.

After understanding your needs, we design a curriculum tailored to meet those needs and deliver the programs at convenient times and locations for you. organization.

For more information or to schedule a consultation session, contact [bta@rowan.edu](mailto:bta@rowan.edu).





## Rowan University

Rowan University is a Carnegie classified national doctoral research institution dedicated to excellence in undergraduate education. Founded in 1923 in Glassboro, Rowan serves the public at eight campuses and 100+ education, clinical and research sites. Its students hail from 41 states and 40 nations.

Rowan regularly earns notable national recognition. The historic \$100 million Rowan gift in 1992 put the institution on the fast track, helped create the College of Engineering, and enabled ambitious institutional growth. Now, with two medical schools and powerful partnerships in education, health care, and research, students throughout the institution benefit, public/private initiatives thrive, and Rowan provides transformational leadership in higher education. The University is home to the Shreiber School of Veterinary Medicine, the first in the State of New Jersey. With the addition of the veterinary school, Rowan will be one of only two universities in the nation to offer three medical degrees: DVM, DO, and MD.



→ “Rowan University is a model for institutional transformation and an exceptionally innovative, entrepreneurial, and nimble institution.”

The University is highly regarded as a national model for smart growth in serving students, campus, and communities. As a public university, Rowan is accountable to many constituent groups and has adopted four student-centric strategic pillars—expanding access, increasing affordability, boosting quality, and driving the region’s economy as further evidence of its dedication to transformational change for its constituents.

A recent study indicates that the University’s annual impact on New Jersey’s economy is estimated at \$2.9 billion, which has nearly doubled in less than five years. Spanning new construction, major renovations, and large-scale maintenance projects, the total impact of capital investments is \$194 million. The work supports 1,000 full-time jobs, provides \$63 million in employee compensation, and generates \$6.3 million in tax revenue.

As indicated in the study, the University is “instrumental in shaping the state’s future workforce,” while “its commitment to diversity enriches the regional economy by developing a skilled and inclusive workforce as seen in its partnerships with community colleges and specialized healthcare training centers”.

Rowan University is accredited by the Middle States Commission on Higher Education. Its accreditation was most recently reaffirmed in 2019. In the commission’s final evaluation team report, Rowan University was highlighted as “a model for institutional transformation” and “an exceptionally innovative, entrepreneurial, and nimble institution.”



## NABTU

North America's Building Trades Unions is a labor organization representing more than 3 million skilled craft professionals in the United States and Canada. NABTU is composed of fifteen national and international unions and over 330 provincial, state, and local building and construction trades councils.

NABTU is dedicated to creating economic security and employment opportunities for its construction workers by growing infrastructure investment and union construction jobs, safeguarding workplace, wage, and benefits standards, promoting responsible private capital investments, investing in renowned apprenticeship and training, and creating pathways to the middle class for women, communities of color, military veterans and justice-involved in the construction industry.

NABTU's purpose is to create more work opportunities, achieve family-sustaining wages, and protect labor, training, safety, retirement, and benefit standards, not just for the members of our 15 national and international union affiliates, but for all construction workers.

With a deep commitment to nurturing the educational and professional developmental pathways of registered apprentices, journeypersons, and seasoned trades professionals alike, NABTU is steadfast in identifying critical challenges, skills gaps, talent needs, and workforce replenishment strategies for its members through numerous educational programs aimed at training people for careers in the skilled trades including women, communities, of color and military veterans.

NABTU is a long-standing partner of Rowan University, and NABTU has endorsed Rowan's BA in Construction Management degree program.



# HISTORY

## The Origins of the Building Trades Academy

The National Labor College began in 1969 as the George Meany Center for Labor Studies, founded by AFL-CIO president George Meany to provide education for union leaders and members. The AFL-CIO purchased a 47-acre campus in Silver Spring, Maryland, from the Xaverian Brothers in 1971 to create a permanent training center focused on labor education and trade unionism.

In partnership with Antioch College, the center initially offered bachelor's degrees in labor studies, a collaboration that lasted until the early 1990s. During the 1970s and 1980s, the campus expanded with new facilities, including a dormitory and an archive building dedicated to preserving labor history.

In 1997, the Maryland State Higher Education Commission authorized the center to grant its own baccalaureate degrees. Under AFL-CIO president John Sweeney, it was renamed the National Labor College and began awarding degrees directly. Although the college focused on associate and bachelor's degrees, it partnered with the University of Baltimore in 1997 to offer graduate programs on-site.





# OUR TEAM

## LEADERSHIP

### **Dr. Lorraine C. Ricchezza**

*Office of the Provost*

*Associate Provost, Academic Strategic Initiatives*

✉ [ricchezza@rowan.edu](mailto:ricchezza@rowan.edu)

### **Mr. David Coyner, MBA**

*Vice President, Academic Innovation & Online Partnerships*

✉ [coyner@rowan.edu](mailto:coyner@rowan.edu)

### **Dr. Julie L. Brockman**

*Professor Emeritus, Michigan State University  
Program Consultant*

✉ [brockman@Rowan.edu](mailto:brockman@Rowan.edu)

### **Dr. Tom Kriger**

*Research and Education Director  
North America's Building Trades Unions*

✉ [tkrigger@nabtu.org](mailto:tkrigger@nabtu.org)

## STAFF

### **Ms. Nicole (Nikki) Colasanti**

*Program Coordinator*

✉ [bta@rowan.edu](mailto:bta@rowan.edu)



## FACULTY

### David Alexander


David Alexander is Adjunct Professor at the University of Oregon's Labor Education and Research Center and has been involved in worker's education for over 35 years. For the past fifteen years, he has been primarily responsible for working with North America's Building Trades Unions, AFL-CIO, in the design and coordination of courses in their curriculum and is the lead faculty person on the Contract Negotiations in the Construction Industry class.

Prior to 2000, David spent twenty years as a full-time staff member at the George Meany Center for Labor Studies and served as adjunct professor at the National Labor College in Silver Spring, Maryland. He has worked with a number of international unions on a variety of educational programs.

### Eddie Escotó Alvarez

Eddie Escotó Alvarez is the Business Representative of the Alameda County Building and Construction Trades Council and a Laborer (LIUNA 304) groundskeeper by trade. Eddie represents over 500 public sector members throughout Alameda County, as well as overseeing council political and communications outreach and Project Labor Agreement development.

Eddie is the proud son of Mexican immigrants and was born into the union movement. His father is a 52-year-old member of IUEC, Elevator Constructors, Local 18. Eddie's first union position came as a shop steward in the City of Los Angeles Recreation and Parks Department when he was 21 years old. Eddie's background in union organizing, education and politics gives him a unique perspective on how everyday issues affect workers. As national field director, and Iowa Caucus State Director for the Eric Swalwell Presidential campaign, Eddie has traveled the country seeing how anti-worker legislation has affected the collective bargaining process. Eddie worked closely with the Teamsters Local 238 to organize presidential campaign staff, which has led to union contracts for political campaign workers all over America.



Eddie graduated from Carroll College in Helena, Montana with degrees in International Relations and Political Science. In his spare time, you can find him rooting for his hometown Los Angeles Dodgers and the Oakland A's or out on a trail with his pup Milo as ardent defenders of open and public lands. Eddie lives in Oakland, California with his fiancée Marcella and Milo.

### **Julie Brockman, PhD**

Julie L. Brockman, PhD, is Professor Emeritus, School of Human Resources and Labor Relations at Michigan State University. She teaches and consults for the Labor Education Program (LEP) and the Union Management Initiative (UMI) for unionized organizations in the private and public sectors. In addition, Julie is the Executive Director of the Building Trades Academy and the Executive Director of the Institute for Construction Economic Research (ICERES).

Prior to joining the faculty at Michigan State University, Julie spent 14 years in labor relations positions with Nestle Chocolate and Confections Company and TRW, Inc. Julie received her BA in Psychology from The Ohio State University, an MA in Organizational Communication from The Ohio State University, an MA in Labor and Industrial Relations from Michigan State University and a PhD in Adult Education from Michigan State University.

### **Kirk Brungard, MPA**

Kirk Brungard, the son of a 50-year rank-n-file IBEW member, spent over fifteen years working as an electrician in Los Angeles before joining his local union staff in 1998 where he served as an organizer, compliance officer, business development representative and assistant business manager. While in Los Angeles, Kirk was also a badged compliance officer for both the Los Angeles Department of Public Works, and the Los Angeles Unified School District. During that period, he also drafted Electrical Safety and Training language ultimately adopted by the Los Angeles Department of Public Works, and eventually various other public awarding agencies.

---

In 2005, Kirk was named the IBEW's Director of Construction Organizing in Washington, D.C. While in that position the labor organization reached an all-time high in Construction membership. In late 2009, he joined AFL-CIO Secretary-Treasurer Liz Shuler as her Chief of Staff. After nearly seven years in that role, he transitioned to the Director of the Foundation for Fair Contracting for the Baltimore, Washington, D.C., and northern Virginia region.

Kirk holds a Master of Public Administration from the University of Baltimore. He is a regular presenter for various large organizations and a core faculty member of the Michigan State University Building Trades Academy and the AFL-CIO's National Labor Leadership Institute.

### **Kevin Christensen**

Kevin has decades of experience and expertise working at the intersection of economic, climate and social justice issues with diverse communities across the US. Over his career he has worked for the National AFL-CIO, the California Labor Federation, and the Service Employees International Union. In 2019, he launched a consulting firm, Take Bread Strategies, where he works with a variety of clients organizations including the National Employment Law Center, Climate Justice Alliance, Rutgers University, University of California and many others. In addition to his paid work, he has volunteered with grassroots community groups on a variety of issues in his community. For over a decade, Kevin has advocated and supported economic democracy through worker owned cooperatives and co-founded the Oregon New Economy (ONE) Project to anchor these efforts in his new home state.

Kevin is originally from Michigan, lived and organized in Oakland, CA for 20 years and moved to Portland, OR in 2019, where he lives with his partner, their daughter, cat Max, and dog Dolly.





### **Kathleen M. Conlan, MALS**

Kathleen Conlan is an educator at heart, having retired (June 2012) from the Education Director position with LIUNA (Laborers' International Union of North America).

Kathleen has also spent many years teaching for the National Labor College, Penn State University and the North America's Building Trades Unions. She has her master's degree in labor studies from UDC; a bachelor's degree from Georgetown University in Economics; and is certified as an Employee Benefits Specialist. Kathleen is a member of the United Association for Labor Education.

### **Samantha Connolly**

Samantha Connolly served as the AFL-CIO Director of Human Resources for over 15 years. In this capacity, she led strategic planning as it relates to the Federation's most vital resource, the employees, by shaping the alignment of mission-critical objectives with organizational productivity. Mission critical objectives included resource alignment, managing labor relations and contract negotiations, coordinating talent acquisition and leading employee investment including onboarding, retention and training. Formally educated at Salisbury University, Samantha obtained a Bachelor's of Science Degree with a dual concentration in Finance and Management. A former card holding member of OPEIU Local 2 and UFCW Local 400, the labor movement journey began through the Organizing Institute fulfilling a strong commitment to labor movement growth through organizing and the empowerment of workers.

Samantha is a founding partner of S&K Partners providing a variety of developmental training and resources to a host of both labor and management industry leaders.

### **Virginia R. Diamond, JD**

Virginia Diamond is a labor lawyer who began her career as an organizer with the International Ladies Garment Workers Union in Virginia. She was Assistant Director of the Department of Organizing and Field Services at the National AFL-CIO and has taught organizing and labor law at the National Labor College (formerly George

---

Meany Center). Virginia has worked with the Service Employees International Union, the United Auto Workers, and the Virginia AFL-CIO.

Virginia is the author of several publications on organizing including *Organizing Guide for Local Unions*, *Numbers that Count: Guide to Internal Organizing*, and *Labor Law Handbook*. She has a BA from Yale University, an MA from Columbia University Teacher's College, and a JD from the University of Virginia School of Law.

### **Fred Kotler, JD**

Fred Kotler is a Government Relations Advisor in the School of Industrial and Labor Relations at Cornell University. He has extensive experience in education, training, and organizational development as a training specialist, program and course developer, instructor, administrator, and policy analyst, assisting organizations to develop the internal capacity for education and training.

He attended Harvard University, the University of California, Berkeley, and received his law degree from the University of San Francisco School of Law.

### **Thomas J. Kriger, PhD**

Thomas Kriger is the Director of Research at North America's Building Trades Unions, AFL-CIO. From 2008 to 2012 Kriger was Professor of Labor Studies and Provost and Vice President for Academics at the National Labor College. He was Associate Budget Director for Research and Policy for the State University of New York System Administration from 2007 to 2008. From 1998 to 2007 he served as Assistant to the President and Director of Legislation and Research for United University Professions (Local #2190), the American Federation of Teacher's largest higher education local.

Kriger has held faculty positions at the University of Northern Colorado, Providence College, and St. Lawrence University and is the author of numerous publications on labor issues.



### **Jon Newman, JD**

Jon Newman is a shareholder at Sherman Dunn, P.C., a union-side law firm in Washington D.C. His practice is dedicated exclusively to the representation of labor unions, with a particular emphasis on unions in the building trades. He works closely with union officers and representatives to provide strategic and litigation counsel in connection with organizing campaigns. Jon has extensive experience assisting unions with the negotiation and enforcement of collective bargaining agreements.

In addition, Jon regularly provides counsel to unions on internal governance issues, including LMRDA compliance. Jon litigates regularly in U.S. district courts, U.S. courts of appeals, state courts and before the National Labor Relations Board and other government agencies. He has also handled numerous arbitration matters. Jon graduated with honors from the University of Maryland School of Law in 1994 and was a member of the Order of Coif.

He received his Bachelor of Arts from Hamilton College in 1989. Jon is admitted to the bar of the District of Columbia, numerous U.S. courts of appeals, and the U.S. District Court for the District of Columbia. He is a member of the American and D.C. Bar Associations.

### **Peter Olney, MBA**

Peter Olney is the retired Director of Organizing for the International Longshore and Warehouse Union (ILWU). Olney has been part of the labor movement for over 40 years. He has worked for numerous labor unions as an organizer and negotiator. Since coming to California in 1983 he has focused his work on building organization in the immigrant working class.

From 2001 until 2004 Olney was the Associate Director of the University of California's Institute for Labor and Employment (ILE). Olney has a master's in business administration from UCLA. He resides in San Francisco, California.

---


### **Greg Raftery**

Greg Raftery is currently with the IUPAT Organizing Department and is Special Assistant to the IUPAT General President. His union organizing experience is extensive, working in positions such as International Director of Organizing; Regional Organizing Coordinator; Regional Director of Organizing; Lead Organizer; Staff Organizer and VOC Organizer. In addition to his organizing experience, Greg has worked as a local business representative as well as a trustee on various trust funds. Greg has been invited to sit on various political committees and was Labor-Lobbyist for Missouri and Illinois. Greg has a passion for teaching labor education/organizing and has developed a number of course curriculums over the years.

### **Carl Shaffer**

Carl Shaffer is a Journeyman Electrician and a 35-year member of IBEW Local 153 in South Bend, Indiana. Carl served the Local Union in a number of capacities, including Recording Secretary, Executive Board Member, Apprenticeship Trustee, Assistant Business Manager and Organizer.

Carl was then appointed to the position of Indiana Statewide Organizing Coordinator for the IBEW, training and mentoring Local Union organizers across the state. While in this capacity he testified concerning the organizing tactic commonly referred to as “salting” before a Joint Congressional Field Hearing held in Indianapolis, Indiana. Carl went on to become a Field Organizer for the Building & Construction Trades Department, AFL-CIO (NABTU) in support of the Building Trades National Temp Workers Campaign. Carl was subsequently appointed as the National Building Trades Organizing Director, supervising the organizing and strategic research staff, providing guidance and support for the local organizing efforts of approximately 300 Building Trades Councils throughout the United States and Canada, and serving as chair of the Building Trades’ National Organizing Committee.



Carl received his Labor Studies education at Indiana University South Bend and participated as an Adjunct Faculty member at George Meany Center for Labor Studies (National Labor College) in Silver Spring, MD. Carl returned in 2019 to serve once again as Business Representative and Organizer for IBEW Local 153 until retiring in September of 2023.

### **Melissa Shetler, MA**

Melissa Shetler began her official journey in the labor movement as a community organizer with the Laborers' Eastern Region Organizing Fund and Greater New York Laborer-Employers' Cooperation and Education Trust (LECET), where she spent five years focused on affordable-housing legislative reforms and membership training and engagement. Melissa developed curriculum and facilitated organizing training for Laborers' locals throughout New York, New Jersey, and Delaware. Melissa moved on to become the Director of Organizing and then Political Director for Local 46 Metallic Lathers and Reinforcing Ironworkers where she managed campaigns, coalition building, internal organizing programs, and multi-trade campaign coordination.

Melissa was a founding board member and the Executive Director of Pathways to Apprenticeship, a pre-apprenticeship program in New York City focused on supporting justice-involved individuals and public housing residents in accessing middle class union careers in the building and construction trades.

Melissa is a skilled facilitator who brings her knowledge of popular-education pedagogy to the classroom. Melissa has a master's degree in Adult Learning and Leadership from Columbia Teachers College. She is a Senior Training and Education Associate at the Climate Jobs Institute at Cornell, ILR. A lifelong jazz enthusiast, Melissa can be found at home in Brooklyn, NY singing standards to her twin toddlers.



# OVERVIEW

## Dynamic Training Designed for Building Trades Success

Our programs offer a dynamic learning environment that combines expert classroom instruction with peer interaction. Led by distinguished faculty, thought leaders, industry experts, and experienced professionals from the unionized construction sector, our faculty recognizes the importance of participant engagement and collaborative learning, as well as the necessity for practical skill development.

The length and duration of programs vary, with most being offered over one to five days. Nearly all classes are held in world-class conference venues and educational centers that are owned and operated by unions affiliated with building trades and their union employer partners.

Programs are available for individuals to enhance their knowledge and skills, and a robust portfolio of courses can be tailored to meet the needs of individual trades unions. Participants can belong to one trade (our cohort model) or include multiple trades from your area or region.



### **HOW WE WORK:**

**YOU PROVIDE THE LOCATION AND PARTICIPANTS,  
AND WE WILL COME TO YOU!**

# COURSES

---

## 101 Strategic Planning

This course aims to help union locals and building trades councils effectively plan their organizing activities and develop systematic strategies and tactics for effective business development campaigns.

This course covers the creation and implementation of a well-structured strategic plan. Participants will examine fundamental concepts in construction industry research, market and business analysis, and strategic planning for construction organizations.

Participants will engage in interactive small-group exercises focused on developing a realistic case study, which will be presented on the final day of class.

**TOPICAL AREAS:** Using research to inform strategy, campaign dynamics and laws, concerted protected activity, and house calling and debriefing.

## 102 Closing the Deal

In-person communication is the most effective method for building relationships with contractors and owners. This course prepares building trades organizers to lead productive face-to-face meetings with construction contractors, policymakers, and end users, both within and outside the organizing context.

Participants review communication strategies and practice building relationships through one-on-one conversations.

**TOPICAL AREAS:** Closing deals and campaigns, preparing messages for public agencies, and effective communication strategies.

## 103 Getting the Word Out: Digital Communications for Union Organizing

Recently, Facebook surpassed Google as the most visited and searched website in the world. Its user base has exceeded half a billion, which is approximately 30% of the world's population. The exponential growth of platforms such as Instagram, TikTok, X, and Bluesky highlights how communication has changed and expanded in recent years.

Participants will gain a deeper understanding of social media, the current media landscape, and digital messaging. They will learn how to apply this knowledge to their organizing efforts, develop effective messages for members, workers, contractors, owners, the news media, and the public, and explore various tools and techniques for delivering those messages.


Participants will explore the evolving landscape of social media and new media through a combination of presented information and real-life scenarios, learning how to apply this knowledge to their organization's organizing efforts.

**TOPICAL AREAS:** The power of storytelling, key features of social media, collaboration with traditional media, partnerships, and growth industries. Additional topics cover messaging on PLA/prevaling wage, utilizing media for organizing—highlighting the IBEW story—texting to mobilize and engage members, and specific applications of social media.

## 104 Campaign Organizing

This course provides a comprehensive overview of organizing and business development in today's construction industry.

Participants will be guided in creating an organizing plan that includes targets identified through construction research, a campaign timeline and budget, and a strategy for identifying, contacting, and communicating with workers. Additionally, the plan will focus on identifying leaders and forming member committees.



Furthermore, this class will explore the evolution of organizing over time, with a special emphasis on the value proposition associated with a union workforce. This includes joint apprenticeship programs, codes of conduct, safety protocols, and other benefits for contractors and owners.

**TOPICAL AREAS:** Four x Four campaign dynamics and the law, concerted, protected activity, communications workshop: house calls, campaign planning, and strategic market research and analysis.

*This course builds on topics learned in BTA 101, 102, and 103.*

## 105 Contract Negotiation

This course is designed for union officers and staff members involved in negotiating labor agreements with their signatory contractors. The course focuses on the contract development process to meet the needs of union members. It includes a step-by-step guide for drafting initial proposals and gaining support during the ratification process. Participants will explore various alternatives for contract bargaining and the associated consequences.

Participants will also engage in discussions about legal cases and recent developments that influence collective bargaining. There will be emphasis on improving productivity and safety, as well as establishing joint Labor-Management Committees under the Labor-Management Cooperation Act of 1978.

In addition, contract negotiators will lead discussions to provide a deeper understanding of employers' perspectives. The legal framework for multi-employer bargaining in the construction industry will be thoroughly examined. The course will conclude with a mock bargaining session in which students will actively participate.

**TOPICAL AREAS:** Bargaining strategy, bargaining simulations, table tactics, labor law, contract negotiations in the construction industry, resource development, and ratification strategies.

---

## 106 Labor Law in the Construction Industry

Federal labor law includes specific provisions for the construction industry due to the unique nature of employment within this sector.

This course will cover the framework of labor law as it pertains to the construction industry and will guide labor leaders on how to effectively work with legal counsel to ensure fair labor practices. Experienced legal counsel specializing in construction labor law will teach the course, equipping participants to make informed decisions about organizing, collective bargaining, and seeking legal advice.

**TOPICAL AREAS:** Access to construction worksites, recruitment and protected activities, picketing and legal implications, multi-employer bargaining rules, non-picketing communication, unfair labor practices, strikes, and recognition under Sections 8(f) and 9(a) of the NLRA. Additionally, the course will address hiring hall procedures, the duty of fair representation, fiduciary duties, and reporting requirements under the LMRDA.


## 107 Building Trades Council Leader Training

This class focuses on leadership management specifically designed for new and emerging leaders within the Building Trades Council. Given the many challenges these leaders face today, the need for effective leadership has never been greater. The course addresses issues unique to Building Trades Council leaders and includes formal management training, as well as opportunities for assistance and mentoring.

Participants will explore topics such as effective communication, community organizing, community power analysis, and coalition management. By the end of this course, participants will have increased confidence and will have gained the knowledge, skills, and mindset needed to serve effectively in leadership roles.

**KEY AREAS OF FOCUS:** Communication skills, best practices in community organizing, effective coalition management, and understanding fiduciary and legal responsibilities.





## 108 Building Trades Business Manager and Agent Training

This class is a management and leadership course for Building Trades local union officials. Given the many challenges facing the Building Trades today, the premium on effective leadership has never been greater. Yet many new Building Trades officers take the responsibilities of the office with little in the way of formal management training, assistance, or mentoring. This class is designed to address the challenges specific to Building Trades local union officials. In this class, participants will examine topics that include effective communication, community organizing, community power analysis, and effective management skills.

Participants will leave this course with increased confidence and the knowledge and skill necessary to meet their various roles and responsibilities more effectively.

**TOPICAL AREAS:** Strategic planning, budgeting, communication skills, budgeting, communications skills, labor-management reporting, effective political action, research, and market analysis, avoiding burnout and personnel management.

## 109 Women’s Leadership in the Construction Industry

Leadership training specifically designed for women transitioning or planning to transition within their organizations is an effective way to “jump-start” the increasing number of women entering leadership positions in the construction industry. This course is structured as a 2-day training experience.

Participants will learn from female leaders about the personal and professional challenges as well as the opportunities involved in leading organizations that are predominantly male. They will also gain insights on how to effectively address these challenges using knowledge, skills, and best practices.

---

**KEY AREAS OF FOCUS:** Non-traditional career paths for women, Agility and Responsiveness in Leadership, and Celebrating Women’s Presence in the Trades.

## **110** Construction Research for Organizing

The course will provide participants with an introduction to key databases and data sources specific to the U.S. Construction Industry. Attendees will develop a foundational understanding of research tools and products, which will enhance their ability to engage with researchers in the future. By understanding what to realistically expect from strategic research support, participants will be better equipped to integrate its use throughout their organization.


In this course, instructors will showcase exemplary research-based campaigns and examine a variety of sources, including public data, construction market analyses, government databases, construction research organizations, and crucially, data from small, privately owned contractors.

The course will be highly interactive, featuring presentations from organizers, researchers, and campaigners. Participants will also have the opportunity to engage in breakout sessions focused on local and regional contracting or organizing strategies.

**TOPICAL AREAS:** Construction market analyses, government databases, and construction research organizations.

## **111** Meeting the Need: Organizing Immigrant Workers

The labor movement and trade unions are currently facing the significant challenge of organizing workers within various immigrant communities. For example, in California, there are approximately 900,000 workers in the construction industry, with around 600,000 of them being Latino. To effectively staff more jobs across the country, trade unions must find and develop strategies to recruit a large number of new immigrants into their ranks.



In this course, participants will identify the challenges associated with organizing immigrant workers, explore successful strategies for growing our unions in markets dominated by immigrant labor, and review the legal and political frameworks relevant to organizing immigrant workers in the construction industry.

**KEY AREAS OF FOCUS:** Support for worker led campaigns, models for recruitment, and training opportunities for immigrant workers.

## 112 Dynamic Planning for Organizational Change

Dynamic Planning transforms the planning process by enabling organizations to swiftly adapt to changing market and industry conditions. This approach can be applied to a variety of internal and external challenges. The course emphasizes shorter-term actions compared to traditional strategic planning, focusing on tactical responses with timelines measured in months rather than years. The process is continuous, allowing for timely adjustments in a dynamic and evolving environment. It involves planning teams that meet regularly to monitor, evaluate, and solve problems.

In this course, participants will work on identifying and achieving a specific goal in their area of concern. Each team will create a Dynamic Plan that includes concrete action steps, which can then be implemented in their respective organizations.

**TOPICAL AREAS:** Organizational effectiveness, change management, culture, transparency, and change.



## **COURSE FEE AND SCHEDULE**

The registration fee for each course is \$850. Pre-registration and payment are required to secure seats.

For groups of twenty or more members from a selected union, please contact [bta@rowan.edu](mailto:bta@rowan.edu).

## **ADMISSIONS**

Admission to the Building Trades Academy does not require any prerequisites. The classes are designed specifically for union members, leaders, and staff.



# LET'S CONNECT



### **EMAIL**

[bta@rowan.edu](mailto:bta@rowan.edu)

### **WEBSITE**

[go.rowan.edu/BTA](http://go.rowan.edu/BTA)

