



LEARNiNg Together

OFFICIAL NEWSLETTER OF RUTGERS LEARN **SUMMER 2026**

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NEW Online Certificate 2026-2027

Labor Relations In Practice:

Essential Tools and Skills for Labor and Management

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Union Leadership Academy Class
Starts September 15, 2026
In It To Win It: Building Strong
Contract Campaigns

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Contact Rutgers LEARN

LaToshia Wells, Program Coordinator
latoshia@smlr.rutgers.edu
848-932-9504

Todd E. Vachon, Director
todd.vachon@rutgers.edu

Djar Horn, Labor Education Specialist
djar.horn@rutgers.edu

Labor Education Center, 50 Labor Center Way, New Brunswick, NJ 08901-8520

Newsletter designed by Djar Horn & David Goulding.
Cover Artwork: Huck & Konopacki, 2026

MESSAGE FROM THE DIRECTOR



Greetings, LEARN community,

Welcome to the Summer 2026 edition of Learning Together, the official newsletter of the Labor Education Action Research Network. In this edition, you will find a recap of some of our programs this past spring, including some of our custom trainings and new programs. You'll also find important information about our upcoming classes and public programming for the Fall.

The theme for this summer's newsletter is based upon the recent Tony Mazzocchi Centennial Conference and Archive launch we organized here at the Labor Education Center this past June. Mazzocchi was a visionary labor leader in our local area who fought tirelessly for safe workplaces, good jobs, and a fair economy for all. He pioneered the concept of Just Transition and is responsible for Nixon's passage of the legislation that created OSHA. In the feature piece, written by SMLR professor and LEARN instructor Rebecca Givan, you will learn a lot about Mazzocchi. Then, hopefully you'll consider visiting our archive online or in person as it comes to life this fall to learn even more.

For this coming year, we are excited to do a second run of our new Advanced Collective Bargaining Certificate (ACBC) this December. After a very successful pilot run of this three-day in-person program last November, the demand has been high to provide this unique training opportunity again exclusively for labor leaders and staff. We are also launching a new online certificate program for labor relations professionals that focuses on practical skills this fall. The Labor Relations in Practice Certificate (LRIP) will begin with the first class on September 18th and will run one class per month in place of the usual Labor and Employment Law Certificate this year.

As you enjoy the final weeks of summer, we hope that you will take some time to review what we have going on here at the Labor Ed Center and to consider signing up for some classes or spreading the word around to colleagues and friends who might benefit from our unique and practical programs. Without you, there is no LEARN! Thanks again for all your support each year.

In solidarity,
Todd

VETERAN DISCOUNT



The Labor Education Action Research Network (LEARN) at Rutgers University is **proud to honor our veterans and active-duty military personnel by offering a 10% discount on all classes and certificate programs.** To "LEARN" more about our course offerings, visit our Courses and Certificate Programs page. To register for classes and use the veteran discount, email learn@work.rutgers.edu or call 848-932-9504.



In Memorium

Rosemarie Cipparulo



Colleagues and Friends,

It is with deep sadness we share the news of the passing of our colleague Rosemarie Cipparulo, LEARN instructor and faculty member within our Labor Studies and Employment Relations Department, who passed away on July 11, 2026.

You can read the obituary for Rosemarie Cipparulo [here](#). Rose's service was held on July 18, 2026. In lieu of flowers, the family has asked that you consider a gift in Rose's memory to the Center for Women and Work General Support Fund through the [Rutgers University Foundation](#).

Rosemarie earned her undergraduate degree from Douglass College at Rutgers in 1996 and her J.D. from Rutgers Law School in 1999. A highly accomplished labor lawyer, she was engaged in the practice of union-side labor law, employment law, constitutional law, civil rights matters, the Employee Retirement Income Security Act of 1974 (ERISA), and the representation of social and economic justice organizations with the law firm of Weissman & Mintz, LLC for more than two decades. Her distinguished legal career included experience in litigation, appellate practice, arbitration, mediation, labor-management fact-finding, collective bargaining, and numerous reported decisions in her areas of practice.

Rose began her career as an educator at Rutgers in 2001 as a SMLR part-time lecturer. In 2012, she joined the school's full-time faculty, with a later promotion to assistant teaching professor within the LSER Department. During her tenure of nearly 25 years, Rose often taught multiple sections of our required Employment Law course each semester, engaging with a tremendous number of Labor and Employment Relations and Human Resource Management bachelor's students. She also taught classes in collective bargaining, labor law, and arbitration, along with serving as an instructor for the Labor and Employment Law Certificate Program through LEARN, the Labor Education Action Research Network.

Rosemarie Cipparulo will be remembered for her extensive legal expertise and passion as a dedicated educator and mentor who guided many SMLR students over her sustained career. She will certainly be greatly missed by her professional associates as well as all who knew her within our SMLR community.

Please join me in extending our condolences to Rose's wife Jeanmarie Mara, her entire family, and many friends as we share in their profound loss and keep them in our thoughts during this difficult time.

Dean Mark Anner



INSTRUCTOR SPOTLIGHT: Djar Horn, MSW



Djar Horn is a Senior Labor Education Specialist who develops and facilitates labor education programs, assists with applied research, and helps with outreach and promotion for LEARN. Djar has been active in the U.S. labor movement for more than 30 years—including as a union journeyman carpenter, a union organizer, a regional director for CIR and then lead staff representative for HPAAE, where her responsibilities included leading negotiations, handling grievances/arbitrations, leading internal organizing campaigns, training members, and mentoring co-workers.



Djar continues her commitment to the labor movement and building worker power through her roles as the secretary of the Greater NJ CLUW, active member and elected delegate for her union URA-AFT, volunteer and trainer with EWOC and sometimes instructor with the NE Summer School for Women+ in Unions and Worker Orgs. Djar is currently working on her Masters in Labor and Employment Relations at Rutgers SMLR.

LEARN Intern Spotlight: David Goulding He/Him Oberlin College 28'



David Goulding is a rising junior at Oberlin College. He connected with LEARN through the Labor and Learning Scholars program at Oberlin, which aims to engage students more with the labor movement through classes on labor theory and contemporary practice, as well as a summer internship. At LEARN, David was able to get involved immediately by aiding with the Tony Mazzocchi Conference. David helped design both the Mazzocchi Conference program and the Summer Newsletter you are reading now.

David hopes to use this experience to bolster his further endeavors in the field of political theory and law through the invigorating conversations, assignments, and readings he has had while interning at LEARN.

Feature: Opening Remarks Given at the Tony Mazzocchi Centennial Conference on June 4th, 2026.

by Rebecca Givan



I never met Tony Mazzocchi.

As we were planning this gathering, Les Leopold said he wanted to understand why people who never met him are inspired by him and Les cajoled/strong armed/organized me into talking to you today.

Tony gradually seeped into my consciousness. I learned a lot more about him when I read Les's book. People were excited when it came out- people are still excited. Any single one of Tony's areas of achievement would be significant- a commitment to radical, democratic unionism and worker education; strategizing and building towards a just transition; health and safety as both a shopfloor program and a legislative victory; and of course, thirty years ago, a party of our own.

Why elevate the legacy of one leader? What is it about Tony that inspires all the people in this room who didn't have a chance to meet him. Who never organized with him. Probably no-one here subscribes to the great man theory of history. We believe in organizing. We believe in collective action. We don't really believe in elevating individuals. And yet, anyone with even a little organizing experience knows that we cannot make progress without both structure and leadership.

But to what end? How do unions and working people move between the day to day requirements of a safe, fair, workplace and the urgent need to make a better world, to raise our sights higher.

I heard Tony described as a pragmatic utopian. I often think of utopians as those who are ungrounded in reality – deliberately ignoring a necessary power analysis, not recognizing our context, our material constraints or avoiding an honest assessment of our own power. But without a higher vision, an understanding that a better world is possible but only if we organize, we are left with the mundane work of so-called bread and butter issues. It's on all of us to connect these bread and butter issues to something broader. If eleven percent of workers have bread and butter, maybe better bread and butter, but the rest of the working class is starving, toiling away for poverty wages, with unaffordable healthcare, and no retirement security while facing detention, deportation, environmental collapse, no support for caregivers, corporate deregulation and the end of the few remaining restraints on corporate power and oligarchic rule, then what? Our movements and our institutions must build enough power to effect change far beyond individual workplaces.

Every day I wake up thinking about how to fight the very real fascism that we're facing, while committing to the work of bargaining and administering a strong contract, representing workers every day and organizing for a fairer university. This work is so hard. It exacts an incredible toll. But the thing about organizing is that it requires relentless optimism.

The work I do, the organizing I have chosen to do, is infused with Mazzocchi's legacy. Of course, I work and teach in this building, the Rutgers Labor Education Center, in this room, where I have the privilege of walking in his footsteps. But my organizing work is deeply and directly influenced by Tony's work. Through the Labor Campaign for Single Payer, one of what we might call the Mazzocchi legacy campaigns, we organize not only for single payer healthcare, but to ensure that working people understand that bargaining every three or four years to cling to our profit-ridden employer-based healthcare, prioritizing supposedly good healthcare benefits at the expense of wages, is never enough. We will win single payer healthcare.





And we are still fighting for free college. Through the wall to wall and coast to coast organizing of higher education unions with Higher Ed Labor United, a union of local unions, we are fighting for free college. Higher ed workers are building revenue campaigns at the state level, to tax the rich. We are supporting higher ed champions running for federal office, who will support not only free college, but free college where those who work and study there have academic freedom, and the price is not born by exploited, contingent workers. And in multiple states we now have free college - community college in Massachusetts, four years of college in New Mexico. We win this piece by piece, step by step, never all at once. We win this by setting our sights higher, and by doing the patient organizing to get from here to there.

When I think of Mazzocchi's legislative work, I see this imperative to organize beyond our workplaces. The audacity to organize for, and win, OSHA, required a deep material understanding of our conditions. First of all, winning improvements contract by contract will not protect workers who lack union representation. Second, there is, and will always be, a role for government.

In this room, we have some of the most tenacious fighters for workplace safety this country has seen – from those on the shop floor every day to those who have taken the reins at OSHA. At each level, we are fighting back against corporate power. To believe in OSHA is to believe in government – there are some things that employers cannot do, no matter how great our contracts are. To believe in the role of government is to acknowledge that we, as workers and organizers, must engage in advocacy and electoral work. We can and must elect people who not only give lip service to our values, but come out of our movements and are accountable to our movements. We will not restore OSHA, or win broader labor rights, by walking away from electoral and legislative politics. Rebuilding the federal government, rebuilding the federal workforce, rehiring the dedicated civil servants who have been discarded by the Trump administration will take organizing, and it will take a belief that government can be good, and taxes can be good. In the prescient words of the Labor Party's Call for Economic Justice in 1996: "If corporations continue to get their way, OSHA will be gutted, our environmental and labor laws will be worthless, our public health system will be dismantled, and the safety net and public universities will be only a dim memory. It's time for working people to put an end to this nonsense."¹

We will not win a better OSHA, or a better VA, or a better CDC, or a better EPA, without a bottom-up movement that takes electoral politics seriously, and demands candidates who represent us and are accountable to us. We have to engage strategically, thoughtfully, and collectively, if we are serious about building a better world.

https://www.thelaborparty.org/d_program.htm#8



Feature: Opening Remarks Given at the Tony Mazzocchi Centennial Conference on June 4th, 2026.

When Les mentioned in passing that Tony had no patience for factionalism, I again felt reassured. You cannot move forward pragmatically if you aren't willing to build mass alignment. Electoral work requires alignment- this is no easy feat, but it is absolutely critical.

I want to talk a bit about just transition. We are living in terrible times. There is so much we need to transition from – specifically, there are so many jobs that should not exist, and workers doing these jobs who must have humane, safe, clean, livable alternatives. It's on all of us to build not just the world where these good jobs exist, and the bad jobs no longer do, but to do the deep organizing, and messy, pragmatic work of plotting each step of the transition.

Last week at Delaney Hall, one of my fellow protestors engaged with a young, masked, heavily armed Latino ICE agent lined up in front of a tank. The agent looked like he was a teenager. The protestor spoke to him directly in both Spanish and English. He said “Come over here with us. I promise we will get you a good job. You don't have to do this.” For too many in our communities, these are good jobs – long term secure jobs with decent benefits. How many high school graduates now have access to a job with a pension? A job that can support a family, with solid job security, without fear of mass layoffs? What does a just transition look like for the ICE agent. Or the criminal justice graduate, recruited by Customs and Border Patrol. We owe it to ourselves to answer these hard questions together. Because it's not just “Abolish ICE”. It's build a better world, where the former ICE agent, or those who would have been ICE agents – or those who would never be ICE agents because they understand that ICE is the gestapo – those people all must have access to good jobs, free college for themselves and their children, government-funded and provided healthcare, and a safe, peaceful, equitable and sustainable society. We don't win this all at once. We build it step by step, issue by issue, coworker and neighbor by coworker and neighbor. But we will not build it if we don't believe in a better world, and strategize and organize collectively to determine how we get from here to there.

Our planning group was trying to settle on words from Tony that might encapsulate this gathering, and the work we hope to do together. Kristina [Mazzocchi] said emphatically that we shouldn't represent our common cause with a picture of Tony but with his words. When we thought about “Movements Grow in Desperate Times” I first fact-checked it. I confirmed the source- a 1995 Newsday interview on the coming founding of the Labor Party- and I really considered the weight of the context. NAFTA, the contract with America, Clintonian politics as the lesser of two evils. We were in desperate times then, and we are in more desperate times now. The forces lined up against us are daunting, but we must be undaunted. I feel deep in my heart the truth of the whole sentiment. Tony knew. “Movements grow in desperate times. We are being born.”

We are being born. Let's build something together.



The Tony Mazzocchi Centennial Conference Recordings

This two-day event explored several interconnected themes from Mazzocchi's work, both from a historical perspective but also with an eye toward the present and the future. Where are we today and what can we learn from Mazzocchi's activism? Day one featured panels on Worker Education and Just Transition. Day two featured panels on Occupational Safety and Health and the Labor Party. The speakers organizers who worked with Tony and organizers whose current work has been inspired by Mazzocchi.

The Conference also marked the launch of the official Tony Mazzocchi Archive, housed in the historic Labor Education Center. In addition to writings and other physical artifacts, the archive will also encompass a large-scale oral history project, capturing the voices of those who knew and worked with Tony as well as workers and leaders who have been influenced by his work or whose work is in the tradition of radical labor unionism that Mazzocchi's work embodied.

[Click to Watch All Videos](#)



Just Transition Panel



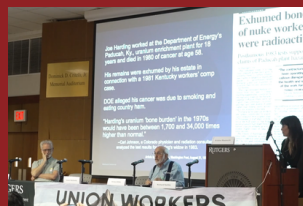
Opening Remarks



Worker Education Panel



OSH Panel:
The Barefoot Doctor



OSH Panel: Battles in the
Atomic Industry



OSH Panel: Chemical
Catastrophies from Bhopal



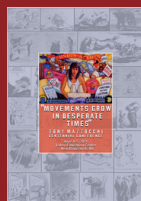
Labor Party



Labor Party II



Closing Remarks



[Panelist Bios and More!](#)

Who is Tony Mazzocchi?



An American Labor Leader, a proud member and official of the Oil, Chemical and Atomic Workers International Union, and co-founder of the Labor Party. Tony Mazzocchi lived his life fighting for improved working conditions for workers in his union and those outside of it. He was a principled, focused man who fought and denounced tyranny in all forms.

“Workers, not scientists, are always the first to uncover the connections between disease and chemical exposure.”



Significant Contributions

Tony Mazzocchi is credited with being the driving force behind the passage of the Occupational Health and Safety Act. He was also a founder of the Labor Party, which served as an alternative to dominant Democrats and Republicans. Considerably involved in the Peace movement, Tony also helped launch the Committee for a Sane Nuclear Policy which is now under the name Peace Action and has been running for over 68 years.

“We wanted the ‘right to know’ about what we worked with, and the ‘right to act’ on what we knew.”



To learn more about Tony Mazzocchi and his Legacy, read Les Leopold's book [“The Man Who Hated Work and Loved Labor”](#)



Fall 2026 Courses

“IN IT TO WIN IT”

BUILDING STRONG CONTRACT CAMPAIGNS

TUESDAYS,

SEPTEMBER 15-OCTOBER 20, 2026

5:30-8:30PM EST

Instructors:

Djar Horn & Special Guests



Class Description:

bit.ly/ULAcourses

REGISTER FOR CLASS

Union members, Union representatives, and elected officers have an important role to play in developing and implementing contract campaigns that win demands for workers.

Whether you are new to your role or you have been engaged in contract fights for years, we invite you to learn from experienced leaders in our Labor Movement. This class will introduce students to practices found in successful contract campaigns. Guest speakers will focus on how they built power and won demands using various strategies, including Direct Action, creating demands through workers' stories, and political pressure.

At the end of the 6-week course, students will have produced a contract campaign plan or workshoped your existing plan. The class will be a mixture of presentation, discussion, and small group work.

Labor Relations In Practice:

Essential Tools and Skills for Labor and Management

Online Certificate Program 2026-2027



ALL CLASSES HELD ON ZOOM, 9AM - 2PM EST

Labor Relations in Practice: Essential Tools and Skills for Labor and Management is our newest Online Certificate. We will provide HR and LR professionals with the skills to effectively engage in specific areas of labor relations. Our instructors are experts in their field and work as Rutgers SMLR faculty, arbitrators, labor attorneys and educators.

THE INCLUSIVE WORKPLACE: NAVIGATING DYNAMICS AND THE LAW

Akhila Naik, Esq., J.D., New York School of Law
Thursday, September 18, 2026

This course is designed for Union and HR professionals. Participants will engage in practical exercises to improve communication, collaboration, and workplace interactions within legal frameworks that shape inclusive workplaces. The focus will be on aligning and developing actionable skills that support both employee rights and organizational goals while reinforcing anti-discrimination laws that govern workplace conduct.

MASTERING NEGOTIATION SOFT SKILLS

Carla Katz, Esq., J.D., Associate Teaching Professor, Labor Studies and Employment Relations (LSER)

Friday, October 23, 2026

Negotiation success often depends on the soft skills you bring to the table. How do you communicate, build trust, handle conflict, and respond when conversations become difficult? Even experienced negotiators can sometimes find themselves stuck in unproductive patterns or walk away from conversations feeling frustrated and unheard.

Unlike a traditional collective bargaining course that focuses on bargaining structure and strategy, this course focuses on the human side of negotiation. Through practical exercises, role plays, and discussion, you will strengthen soft skills such as communicating under pressure, dealing with challenging personalities, active listening, and building trust. You will also learn new skills to help you become a better negotiator in all areas of your life.

WORKPLACE INVESTIGATIONS & INTERVIEWS: OVERVIEW

Carla Katz, Esq., J.D., Associate Teaching Professor, Labor Studies and Employment Relations (LSER)

Friday, November 13, 2026

Workplace Investigations is a skill-based course for Labor Relations and Human Resource professionals, including union staff and officers. Professor Katz will cover numerous types of workplace investigations and investigatory interviews, including investigations of discrimination. She will cover the steps of effective investigations, and relevant labor law. You will learn about Weingarten Rights, Loudermill due process rights prior to termination, and Garrity rights against self-incrimination and duty of fair representation.

EFFECTIVE MEETING FACILITATION AND DECISION MAKING

Susan J. Schurman, Ph.D., Distinguished Professor, Labor Studies and Employment Relations (LSER)

Thursday, December 10, 2026

This course will cover the essential skills required for effective meeting facilitation and decision-making including: agenda setting, ground rules, discussing difficult issues, managing disruptive individuals and reaching consensus. Students will learn when to use Roberts Rules and when to use alternative meeting ground rules; and practice using active listening and asking questions to encourage open discussion.

DRAFTING EFFECTIVE CONTRACT LANGUAGE

Adrienne Eaton, Ph.D., Distinguished Professor, Labor Studies and Employment Relations (LSER)

Thursday, January 21, 2027

This course will cover the reasons contract language matters including arbitrator decision making, guidelines for language, language to avoid and why, practice drafting and improving language.

ARBITRATING DISCIPLINARY CASES

James Cooney, Labor Studies and Employment Relations (LSER)

Thursday, February 18, 2027

Improve your skills in arbitrating disciplinary cases. Topics will include the just cause standard, progressive discipline, disparate treatment, information demands, deciding whether the grievant should testify, and preparing for the hearing. Students will also engage in practical exercises, by assuming the role of arbitrator and issuing "decisions" on factual scenarios based on real disciplinary cases.

INTRO TO COSTING OUT COLLECTIVE BARGAINING AGREEMENT PROPOSALS FOR UNIONS AND MANAGEMENT

Patrick Khalil, Contract Campaign Manager, AFL-CIO

Friday, March 19, 2027

This class will cover the concepts and underlying math that are essential for negotiating the economic components of collective bargaining agreements, including wages, benefits, and paid leave. We will review ways to use Excel to automate calculations, simplify the process, and ensure accuracy. This will involve CBA analysis, best practices regarding assumptions, and guidance for discussing economics during negotiations so that both sides understand each other. This is designed for the practical work of preparing for negotiations, as well as handling real-time calculations at the bargaining table.

Details: Online Certificate Programs

WHO SHOULD ATTEND

- Supervisors, managers, & labor relations professionals in state & local government
- Union members, leaders, and employee representatives
- Labor relations attorneys
- Mediators and arbitrators

CERTIFICATE REQUIREMENTS

Participants must complete six eligible courses to receive a certificate.

Rutgers LEARN Certificates can be listed on your resume or online profile. Please have employers contact Rutgers LEARN for verification.

CONTINUING EDUCATION CREDITS

Some of our Certificate Courses offer NJ Man. Cont. Legal Ed. (MCLE): **4 Hrs.**
Continuing Education Units: **0.4 CEUs**
Contact us for exact classes

REGISTRATIONS/ CANCELATIONS



Register online at smlr.rutgers.edu/LEARN

The registration fee is \$300 per person per class. Pre-registration and payment are required to guarantee seats.

No refunds will be issued. Cancellations made three business days prior to the date of a class receive full credit toward any future LEARN courses. **Ask about bulk registration discounts.**

COURSE HOURS

Online course hours: 9 am - 2 pm. A zoom link will be provided for all registered students. **Please contact LaToshia Wells with questions about the schedule or link:**
latoshia@smlr.rutgers.edu

Public Sector Labor Relations



REGISTER NOW

Online Certificate Program 2026-2027

ALL CLASSES HELD ON ZOOM, 9AM - 2PM EST

PUBLIC SECTOR LABOR LAW: AN OVERVIEW

LEONARD SCHIRO, Esq., J.D., Nova
Southeastern University

Friday, Sept. 25, 2026

This course will explore fundamentals of public sector labor law, special focus on N.J. Employer--Employee Relations Act. Participants will receive an overview of key public sector legal concepts, practices, & procedures. Topics include role of administrative agencies, scope of negotiations, representation cases, unfair practices and impasse procedures.

PUBLIC SECTOR COLLECTIVE BARGAINING

ANTHONY BAGLIORE, Master of Labor & Employment Relations (MLER), Rutgers University

Thursday, Nov. 5, 2026

The history of public sector unionism, an overview of the theory & practice of collective public sector representation and bargaining in the United States since the 1960s. How is public sector bargaining different from private sector? We will discuss the relevance to our democracy.

PERC POLICIES AND PROCEDURES

JOSEPH BLANEY, J.D., Temple University & MARISA KOZ, J.D., Rutgers (Camden) School of Law

Thursday, Dec. 3, 2026

This course reviews the basic procedures for filing of petitions and charges with PERC. Topics include filing unfair practice charges; and filing petitions regarding representation issues, scope of negotiation issues, notices of impasse requesting mediation, as well as petitions requesting interest and grievance arbitration.

PUBLIC SECTOR CONTRACT INTERPRETATION

STEVEN WEISSMAN, Esq., J.D., Rutgers (Newark) School of Law

The meaning and enforceability of contract language negotiated under the N.J. Employer-Employee Relations Act has evolved over the last 40 years, and how court decisions, arbitrators' opinions, and PERC rulings served to establish a set of principles and guidelines for negotiating binding contract language in the public sector.

PUBLIC SECTOR GRIEVANCE HANDLING & DISCIPLINE

JOYCE KLEIN, J.D., University of Wisconsin Law School

Thursday, Jan. 14, 2027

This course examines the grievance procedure, employee and employer rights and responsibilities, standards of just cause and the burden of proof and their application to real life cases. Participants will discuss how to resolve grievances at the lowest level & brief overview of the arbitration hearing process.

SCOPE OF PUBLIC SECTOR NEGOTIATIONS

CHRISTINE LUCARELLI-CARNEIRO, Esq., PERC General Counsel

Friday, Mar. 5, 2027

This course will address all aspects of scope of negotiations in NJ's public sector. It will trace legislative, judicial, and PERC developments that have affected the issues that can and must be the subjects of collective negotiations and grievance arbitration. Also, how PERC decides the scope in particular cases.

GRIEVANCE ARBITRATION I and II

JOAN PARKER, Ph.D., Cornell School of Industrial and Labor Relations

GRV ARB I - Thursday, Mar. 18, 2027

GRV ARB II- Thursday, Apr. 8, 2027

We will discuss preparing for arbitration, the hearing, presenting a case, standards for just cause, evidence, criteria for contract interpretation, remedies, the decision, and different systems. This sequence of two courses is designed to increase the practitioner's skills in preparing and presenting grievance arbitration cases. Students must complete the first in order to take the second.

Friday, Apr. 30, 2027

Negotiation, Arbitration & Conflict Resolution



Online Certificate Program 2026-2027

ALL CLASSES HELD ON ZOOM, 9AM - 2PM EST

FUNDAMENTALS OF COLLECTIVE BARGAINING

Rebecca Givan, Ph.D., Northwestern University

Thursday, Sept. 17, 2026

This course will describe what students need to do in order to get ready to bargain. We will review the key aspects of collective bargaining including negotiation strategy and bargaining processes: from preparation before bargaining to the ratification of a new contract.

CONFLICT RESOLUTION AT THE WORKPLACE

Saul Rubinstein, Ph.D., Massachusetts Institute of Technology

Thursday, Oct. 15, 2026

This course looks at different models of labor-management cooperation and surveys ways to reduce dysfunctional conflict at the workplace, and at the bargaining table.

COUNTERING AND PREVENTING HARASSMENT

James Cooney, Esq., J.D., University of Miami School of Law

Friday, Dec. 4, 2026

We will cover the various federal and state laws prohibiting workplace harassment based on protected categories. We will cover the implementation of employer policies aimed at preventing harassment, and in conducting effective investigations to remedy employee complaints. Finally, we will review the topic from the perspective of labor union, including compliance with the duty of fair representation.

INTEREST-BASED BARGAINING

William Dwyer, Master of Labor and Employment Relations (MLER) – Rutgers University

Friday, Jan. 22, 2027

Mutual gains for all concerned in bargaining and grievance handling by identifying interests, exploring options and reaching win-win agreements through a tried and true joint problem-solving process.

MEDIATION FOR TODAY'S WORKPLACE

William Dwyer, Master of Labor and Employment Relations (MLER) – Rutgers University

NEW CLASS

Friday, Feb. 19, 2027

Mediation has emerged as a powerful tool to resolve many forms of conflict in the modern workplace. In this course you will learn about the mediation process, its abundant benefits and how you can use it as a time and cost-saving solution to resolve conflict through mutual agreement.

GRIEVANCE ARBITRATION I and II

Joan Parker, Ph.D., Cornell School of Industrial and Labor Relations

GRV ARB I - Thursday, Mar. 18, 2027

GRV ARB II- Thursday, Apr. 8, 2027

We will discuss preparing for arbitration, the hearing, presenting a case, standards for just cause, evidence, criteria for contract interpretation, remedies, the decision, and different systems. This sequence of two courses is designed to increase the practitioner's skills in preparing and presenting grievance arbitration cases. Students must complete the first in order to take the second.

Registration Open on June 1, 2026

Rutgers LEARN
Strategy and Power:
Advanced Collective
Bargaining Certificate
December 16-18, 2026
New Brunswick, NJ

Instructors

- Chris Brooks
- Adrienne Eaton
- Rebecca Givan
- Danielle Newsome
- Ahmer Qadeer
- More TBA



FORM

Advanced Arbitration and Grievance Handling Certificate

Winter 2027
New Brunswick, NJ

In-person training for unions and worker organizations

This course will cover grievance handling, arbitration preparation and presentation skills, and settlement negotiation.

Participants will learn

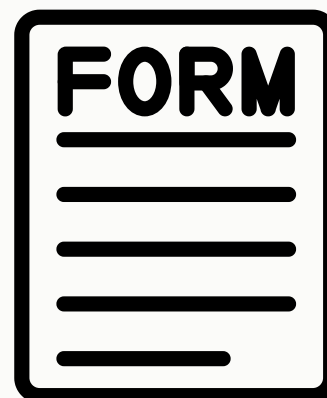
- strategies for drafting a strong grievance and resolving grievances at the lowest possible level.
- the arbitration process, including key stages such as case assessment, evidence gathering, legal strategy, direct/cross examination techniques, and procedural rules.
- strategies for negotiating settlements that serve the best interests of both workers and the organization.

The training will be interactive and include hands-on practice. Participants will work through role-playing exercises and realistic mock scenarios to reinforce learning and build confidence in applying these skills.

Instructors

- **Carla Katz**
- **James Cooney**

Interest Form



What We Have Been Up To in Labor Education: Spring 2026

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LEARN offers customized training programs for labor unions and joint training programs for labor and management. The customized training programs begin with consultation sessions with our faculty and staff. After, we design the curriculum specifically to meet your needs and deliver the programs at times and locations convenient to your organization.

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Rutgers LEARN Instructors, Will Brucher and Djar Horn facilitate a training for staff at Doctors Council - SEIU.

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- **Conflict Management and Resolution**
- **Grievance and Arbitration Handling**
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Custom Training Featured Course Conflict Management and Resolution

Instructor: William Dwyer

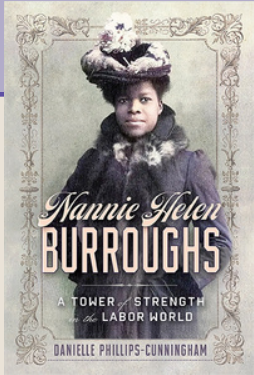
Conflict and the need to negotiate reasonable, wise settlements are inevitable if not constant in our personal and professional lives. The skills necessary to identify conflicts, assess the validity of competing interests, and move parties to agreement are essential to lead and function effectively in modern organizations. This course will examine types of conflicts, the specific context of conflict in labor/management relations settings, and commonly used methods of dispute resolution by reviewing the current state of the literature on conflict and negotiation, sharing experiences among students, and participation in case studies and simulations. This course is designed to equip participants with a "toolbox" full of analytic techniques and proactive skills necessary to deal with conflict in all areas of their lives.

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Co-Sponsors:



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Danielle Phillips-Cunningham
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Dr. Phillips-Cunningham**



STRIKES!

FROM HISTORY TO ACTION

Instructors: Will Brucher, Djar Horn, Todd Vachon and Guest Speakers.

This course is a comprehensive review
of workers' most fundamental right
and exercise of power: THE STRIKE!

We will study:

- *Major strikes in history
- *Public/private labor laws
- *Campaign strategies
- *Organizing a successful strike:
preparation, funds, cmtes and
mechanics of running a
strike.

COMMUNITY ORGANIZING TO MOVEMENT BUILDING

Instructor: Michael Reagan

Session 1: January 2026

Session 2: March 2026

Learn White Papers

 **RUTGERS-NEW BRUNSWICK**
School of Management
and Labor Relations



"A Better Tomorrow"
Research & Reflections on the Past,
Present, and Future of Workers
Rutgers LEARN
White Paper #7507

AI Utilization, Disability, and Discrimination
By
Kayleigh Truman, Ph.D. Student, School of Management and Labor Relations

**Read Previous White
Papers in the Series**

To commemorate our 75th anniversary, in 2022, LEARN launched a white paper series titled "A Better Tomorrow: Research & Reflections on the Past, Present, and Future of Workers." The contributions include original research, reflections from scholars and practitioners, and chapters from forthcoming books by LEARN-affiliated faculty, students, and friends.

[Paper # 7508 Opening Remarks: Tony Mazzocchi Centennial Conference June 4-5 by Professor Rebecca Givan](#)

Paper # 7507 AI Utilization, Disability, and Discrimination by Kayleigh Truman

Paper # 7506 The Importance of Political Economy Education for Workers By Todd E. Vachon

Paper #7505 "Remembering Ernie: A Biography of Ernest DeMaio" by John Harrity

Paper #7504 "What is Race?" by Les Leopold

Paper #7503 "Pop Culture and Class Conflict in the Marvel Cinematic Universe" by Steven Manicaster

Paper #7502 "Revaluing Work(ers) for Democracy and Sustainability" by Tobias Schulze-Cleven and Todd E. Vachon

Paper #7501 "From Mutual Destruction to Common Preservation" by Todd E. Vachon

Open Call for Submissions

The papers should be original research, reflections and can range from short essays of 2,000 words up to full length articles of 10,000 words. If you have an idea or a piece you would like considered for this series, please contact LEARN Director, Todd Vachon at todd.vachon@rutgers.edu to submit a pitch or a fully written essay. You do not need to be a scholar or faculty to pitch an idea to us.

You can read the full call for papers as well as the first few white papers on the LEARN webpage, [here](#).

Learn in the News

Peco and worker union reach a deal, ending strike

July 7, 2026

The Philadelphia Inquirer reports on the tentative contract agreement between the leaders of PECO and IBEW Local 614, quoting Bill Dwyer.

PECO and union reach tentative deal to end strike, both sides say

July 6, 2026

NBC10 Philadelphia interviews Bill Dwyer about the agreement to end the PECO strike. He discusses whether the new contract, if approved, would raise customer rates.

Peco workers went on strike after the company and its union failed to reach a deal

July 6, 2026

The Philadelphia Inquirer reports 1,500 gas and electric workers represented by IBEW Local 614 are on strike, demanding better wages and benefits. Bill Dwyer is quoted.

Stephen Starr settles with the National Labor Relations Board over union busting allegations at D.C. steakhouse

July 2, 2026

The Philadelphia Inquirer interviews James M. Cooney about a restaurateur's settlement to resolve a set of unfair labor practice allegations.

Tony Mazzocchi was a champion of worker-whistleblowers

June 26, 2026

Jacobin writes about the Labor Education Action Research Network (LEARN) event honoring the late Tony Mazzocchi. The story mentions the new Tony Mazzocchi Archive.

Labor unions divided over data center construction, AI use

June 17, 2026

Bloomberg Law interviews Todd Vachon of the Labor Education Action Research Network (LEARN) about the controversy surrounding new data center construction.

Don't write off a third-party challenge to the Democrats

June 11, 2026

Jacobin runs an article noting one of the discussion topics at a recent Labor Education Action Research Network (LEARN) event honoring the late Tony Mazzocchi.

Pope Leo just weighed in on AI — and experts say it could help workers navigate growing pressure to use it

June 2, 2026

HuffPost reports on Pope Leo's criticism of AI and asks James M. Cooney if Catholics can request a religious exemption from using the technology at work.

Learn in the News

Unions flex muscle as states weigh data center rules

June 1, 2026

E&E News by *POLITICO* reports on building trade unions' support for new data centers, quoting Todd Vachon of the Labor Education Action Research Network (LEARN).

This week's biggest winners & losers

May 22, 2026

City & State New York cites a quote from Bill Dwyer that appeared in *The New York Times*: "There are no winners in a strike."

Hochul, MTA largely cave to striking LIRR union workers — but insist taxpayers won't be financially crushed

May 19, 2026

The New York Post reports on the tentative contract agreement that ended the three-day LIRR strike. Bill Dwyer calls it a "pretty rich outcome" for the unions.

L.I.R.R. workers are in line for raises, but at what cost to New York?

May 19, 2026

The New York Times interviews Bill Dwyer about the tentative contract agreement between the MTA and the five striking LIRR unions.

North America's largest commuter rail system shuts down as workers strike

May 16, 2026

The Associated Press reports Long Island Rail Road workers are on strike for the first time since 1994, quoting Bill Dwyer on the political ramifications for Governor Hochul.

Tony Mazzocchi embodied the best of the labor movement

May 3, 2026

Jacobin reflects on the late Tony Mazzocchi, noting that the Labor Education Action Research Network (LEARN) will host a two-day conference about him in June.

Rutgers Labor Center to celebrate the life and legacy of Tony Mazzocchi

April 29, 2026

Labor Notes reports the Labor Education Action Research Network (LEARN) will host a two-day event celebrating Tony Mazzocchi, who would have turned 100 this year.

Anti-union push grows at Wells Fargo

March 31, 2026

Banking Dive reports on union decertification efforts at several Wells Fargo branches, quoting Todd Vachon of the Labor Education Action Research Network (LEARN).

Learn in the News

Come celebrate the life and work of Tony Mazzocchi

March 29, 2026

Common Dreams writes about an upcoming conference to be hosted by the Labor Education Action Research Network (LEARN).

Is Kaiser's labor-management model unraveling?

March 20, 2026

Capital & Main asks Adrienne Eaton if Kaiser Permanente's Labor-Management Partnership is faltering after tense contract negotiations and recent strikes.

Widespread Kaiser strike ends after 4 weeks with no full deal yet

February 24, 2026

KQED Radio reports thousands of Kaiser Permanente workers in California and Hawaii are returning to work without a deal. Rebecca Kolins Givan calls it a "tough outcome."

Why food industry strikes show no signs of slowing in 2026

February 23, 2026

The Food Institute reports labor tensions are fueling more strikes in the food industry, quoting Todd Vachon of the Labor Education Action Research Network (LEARN).

Union membership dipped in Pa. and N.J. amid Trump's anti-labor push, data suggests

February 23, 2026

The Philadelphia Inquirer examines the data on union membership for the year 2025, quoting Todd Vachon of the Labor Education Action Research Network (LEARN).

Why NewYork-Presbyterian nurses are still on strike

February 13, 2026

THE CITY explores why the strike at NewYork-Presbyterian Hospital is outlasting the strikes at Montefiore and Mount Sinai, quoting Rebecca Kolins Givan.

Volkswagen workers' victory represents rare union breakthrough for South

February 5, 2026

Axios reports the first UAW contract at a Volkswagen factory in Chattanooga, Tennessee includes 20% raises and lower healthcare costs, quoting Rebecca Kolins Givan.

Learn in the News

Two nursing strikes on opposite ends of the country are exposing the realities of a health care system under pressure from federal cuts

February 2, 2026

Bloomberg Law talks to Rebecca Kolins Givan about the 46,000 nurses and other healthcare workers who are on strike in New York, California, and Hawaii.

Kaiser strike sees thousands walk out in California, this time with no end in sight

January 26, 2026

KQED Radio interviews Rebecca Kolins Givan about the strike by thousands of Kaiser Permanente nurses, physical therapists, midwives, and other healthcare professionals.

Nurses and NYC hospitals head back to bargaining table but strike rages on for now

January 21, 2026

The New York Post reports on the strike by thousands of nurses at Montefiore, Mount Sinai Hospital, and NewYork-Presbyterian, quoting Rebecca Kolins Givan.

HAPPY LABOR DAY

REMEMBER THE WORKERS WHO

FIGHT AND WIN

EVERYDAY TO GIVE WORKING PEOPLE THE RESPECT AND DIGNITY WE DESERVE.

