

LEARN CLRS • FIU in Florida!

LABOR EDUCATION, ACTION, and RESEARCH NETWORK

Spring/Summer 2001

The Center for Labor Research & Studies Newsletter

"We realized we would have to re-evaluate our training methods, search for an objective source to look at our internal structure, including our operating policies....."

George Garcia, EST/BM, UBC

WORDS FROM A BROTHER

For years, the Carpenter's Union in South Florida has depended on training aids for organizing, to keep up with construction trends, legislative changes and industry advances.

These aids were developed by carpenters with
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THE LABOR CENTER'S UNDERGRADUATE CREDIT PROGRAM TAKES OFF, WITH UNION MEMBERS AS STUDENTS

The undergraduate credit program in Labor Studies at FIU has grown enormously in the last year and a half. Much of the growth has occurred because many union members in the south Florida area are now taking classes, working toward the Professional Certificate in Labor Studies.

The growth spurt can be attributed to a new scholarship program, available only to union members in the area. The Center has been offering 10 scholarships worth of free Labor Studies classes each semester to union members. A number of unions have also offered "matching scholarships," seeing this as a wise investment in union leadership development. Congratulations to the following unions for providing scholarships: **AFSCME Local 1363, AFSCME Local 1184, AFSCME District Council 79, Government Supervisors Association (OPEIU Local 100), and the South**

Florida District Council of Carpenters. We are certain

these unions have made a very wise decision which will pay them back many times over in the coming years.



NON-CREDIT PROGRAMMING IS GROWING! UNIONS VALUE THE KNOWLEDGE AND SKILLS MEMBERS BRING BACK TO THEIR LOCALS

Non-credit programming continues to be at the heart of our mission at the Labor Center. Whether unions need to learn about current economic trends or the hands-on skill building of grievance writing and presentation, the Labor Center offers customized programs designed to meet the specific needs of individual union locals and the Florida Labor Movement as a whole. The Center for Labor Research & Studies continues to be a valued resource for trade unionists.

Over the 2000-2001 programming year, non-credit programming and participation has MORE THAN TRIPLED! More and more union locals are offering scholarships for their members to attend the Saturday Workplace Topics Forum. Also, more courses are being offered. Several participants brought the course listings to their union meetings and were told by their leadership, "this is exactly what the members need... we will be happy to send anyone who wants to attend." More labor leaders and union members look to CLR&S as "our center, and our resource for working people."

Watch for the new calendar of non-credit classes for 2001-2002. We have expanded even further and will offer a special Basic Steward series.

Call the CLR&S office at (305) 348-2371; check our web site for more details. www.fiu.edu/~clrs.

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CROATIAN JOURNALISTS IN MIAMI? AN INTERNATIONAL EDUCATIONAL EXCHANGE WITH LOCAL UNION LEADERS

By Stipe Jolic, Journalist, Vecernji List Newspaper Publishing Company; Dawn Addy, Ph.D., Florida International University's Center for Labor Research and Studies (CLRS); and Linda Romero, Field Representative, GSAF, Local 100 OPEIU

Local union leaders from GSAF/OPEIU Local 100 and AFT/UTD played host to a group of six top labor journalists from Croatia. But these journalists did not come here just to write a story. They are also union leaders in Croatia and they came to learn how U.S. unions are dealing with difficult problems such as privatization. Since the breakup of the Soviet Union, privatization has swept through their country. Balkan leaders are struggling with many of the same issues. These journalists were especially interested in how unions access the media and get their message out to the public. The Government Supervisors Association of Florida (GSAF) served as a great example of how unions, acting in a proactive manner, can call a halt to privatization and improve government services for everyone.

The FIU Labor Center organized this program through a grant from World Learning, an independent non-profit program agency based in Washington, D.C., sponsored by USAID (United States Agency for International Development). The first week was spent in Washington where the journalists were instructed by the American Center for International Labor Solidarity of the AFL-CIO. The second part of the program brought them to Miami for an intensive two weeks under the leadership of Bruce Jay and Dawn Addy, CLRS faculty. Their classroom sessions and visits concentrated on a cross-section of the South Florida labor movement's triumphs and tribulations. One can only imagine the additional culture shock they must have experienced after visiting "Nightline" and the impressive offices of national union headquarters; then, to wake up in South Florida where unions struggle continuously to survive in an anti-union, "right to work" environment.

"We were given the

opportunity to experience the ways trade unions in the USA work for the benefit of the working people and their families, like in the case of the Miami Water Works...". They learned about the attempt that was made to privatize the Miami-Dade Water & Sewer Department (the sixth largest public utility in the country.) In March of 1998 this attempt was thwarted by the unions who joined with upper management (who realized their jobs were at stake as well). This unlikely partnership, formed an efficiency team that convinced the County's Commissioners to agree to a five year plan in which there would be no rate increase to the citizens of the County. Union leaders also negotiated a bonus to all employees from any cost savings.

CLRS called upon GSAF President Ellis specifically because of their creative

to wake up in South Florida where unions struggle continuously to survive in an anti-union, "right to work" environment

approaches in troubleshooting, problem-solving and development of viable models to counteract the expansion of privatization and secure job protection. President Ellis recognizes the importance of the Labor Center for Florida's workers and has supported CLRS courses (including those on privatization) in the past.

In the case of the Parks and Recreation Department, the harbor master told us, "Marinas are a big money area to privatize". The Croatian group was taken to Black Point Marina. Black Point was completely rebuilt after Hurricane Andrew and was a

prime target for privatization. In the campaign to save the marina employees organized actions involving "alternative" media (since mainstream media would not publicize any story contrary to the County "powers that be"). The "New Times" published an expose that resulted in a huge public outcry against County privatization efforts. Union leaders fed information to the boating community, who organized to place political pressure on County Commissioners involved in awarding contracts to private corporations. Through a union/employee group coalition, bids submitted to the county government were so close to the competitors that the County decided to give the workers a chance and the employee bid was accepted. Marina employees have become so efficient that they will be sharing a considerable bonus from the savings.

The leadership of President Ellis in this difficult area has not only saved high paying jobs with full benefits, but the success is shared by the community maintaining its economic base as well. GSAF has successfully negotiated a new human relations environment criteria allowing for employee participation to be rewarded in the form of bonuses from the savings-- a "carrot" approach; rather than the "big stick" approach used by upper management in the past. As different departments are targeted for privatization, Local 100 remains invested in not only participating, but also directing the process from beginning to end.

At the United Teachers of Dade (UTD), the journalists were greeted by UTD President, Pat Tornillo and the UTD staff. They had the opportunity to tour the inner workings of a union with a strong history of political action, creating media campaigns, lobbying and internal organizing.

"Despite the fact that we are not beginners in our professions, nor in our union, we acquired a great amount of new knowledge in Miami. First of all about the role of media and journalists in the process of communication in building support for unions. Also, we have come to understand better how unions are not only taking care of the needs of their members, but they also work to benefit their families and all the people in their community."



CLRS Faculty greet the Croatians at a Labor Center reception.

BUILDING COALITIONS AROUND WORKER ISSUES

The South Florida Interfaith Committee for Worker Justice, Coordinated by CLR&S associate Bruce Jay, has expanded its cooperation with the Center. On Sunday afternoon, June 24th it will sponsor a community dialogue on Spirituality and Work at the Labor Center. This program has been developed with the cooperation of another Labor Center Project, Many Voices: One Community. The Interfaith Committee considers this dialogue to be part of their Labor in the Pulpits process that attempts to bring labor issues to the attention of the religious community and weave them into the fabric of social justice activities of Miami-Dade's congregations. After this initial dialogue, the Interfaith Committee and MVOC will host another dialogue on August 26,

2001. Our goal is to take the dialogues into the neighborhoods to discuss local Clergy and community approaches to the problems of the working poor.

In addition, the Interfaith Committee recently celebrated another victory in promoting the Living Wage. Its ability to rally the religious community of Miami Beach behind a Living Wage Ordinance was credited as being a key element in gaining the first such law at the municipal level in the State of Florida. The Labor Studies Center contributed to the understanding of the impact of this legislation through the work of CLR&S Program Director, Bruce Nissen. Dr. Nissen has collaborated in producing various impact studies for Living Wage Campaigns.

Recently, the Interfaith also recognized Worker Memorial

Day through encouraging several local congregations to use this theme at appropriate moments in their liturgy the weekend of April 27-29th. A prayer vigil was held with the participation of many local Clergy, community and labor leaders in front of the Alhoma Lumber Company where several workers have been killed and injured or diseased on the job and where the need is imminent for better protection for the safety and health of our workforce. The Committee is currently organizing this year's Labor in the Pulpits activities for Labor Day.

For more information on the activities and programs of the South Florida Interfaith Committee for Worker Justice, contact Bruce Jay at jayb@fiu.edu or (305) 576-5001, Ext. 28.

MANY VOICES: ONE COMMUNITY - MOSAIC DIALOGUES

The MVOC dialogues have reached well over 1500 people just over the past eight months. Reaching out and working with community groups, chambers of commerce, interfaith, business, workers,... across issues of immigration, ethnicity, race, and class. We meet to strategize solutions for our future commonwealth.



Homestead, at the Phicol Williams Center

One such dialogue was held in partnership with the Human Services Coalition in Homestead on March 17. 200 workers, both documented and undocumented, discussed issues of immigration and employment laws: how they worked and how they do not work for many in our South Florida economy. Dialogues were conducted in English with simultaneous translation into Spanish and Creole.

MVOC provides groups with a process aimed at developing citizen awareness and civic engagement. When people have a voice in public conversation, they are more likely to take part



Immigration Dialogue session in Homestead in creating and carrying out ideas for community change. The more people that are involved, the bigger the impact. Community change is more likely to last and deepen when individual and collective actions are tied together. For more information, contact Dawn Addy or Valerie Taylor (305)348-2371.

IMMIGRATION

Bruce Nissen has applied to the Center for Protection of Worker Rights in Washington, D.C. for a grant to study immigrant labor in the construction industry in south Florida. If funded, the study will be conducted in close collaboration with the Carpenters Union and the Ironworkers local in south Florida.

THE IMMIGRATION AND ETHNICITY INSTITUTE has a number of ongoing projects. They are in the process of finishing a project for the Kellogg Foundation and the Haitian American Foundation, Inc. in Miami on "Civic Engagement of Local Communities of Haitian Immigrants and Haitian Americans in Miami-Dade County." They earlier in the year completed a project for the Census Bureau on Civic Engagement among Immigrant Youth in Miami. During the next six months they will complete their four-year ethnographic project that evaluates the effects of welfare reform on African Americans and Hispanics in Miami. Their five-year project of Immigrant and Native Minority Youths' Academic Orientation has metamorphosed through a grant from the Pew Charitable Trusts into a study of Immigration, Religion and Civic Engagement in Miami.. That project has just begun its second year of a planned three years.

Dr. Alex Stepick

WELFARE REFORM

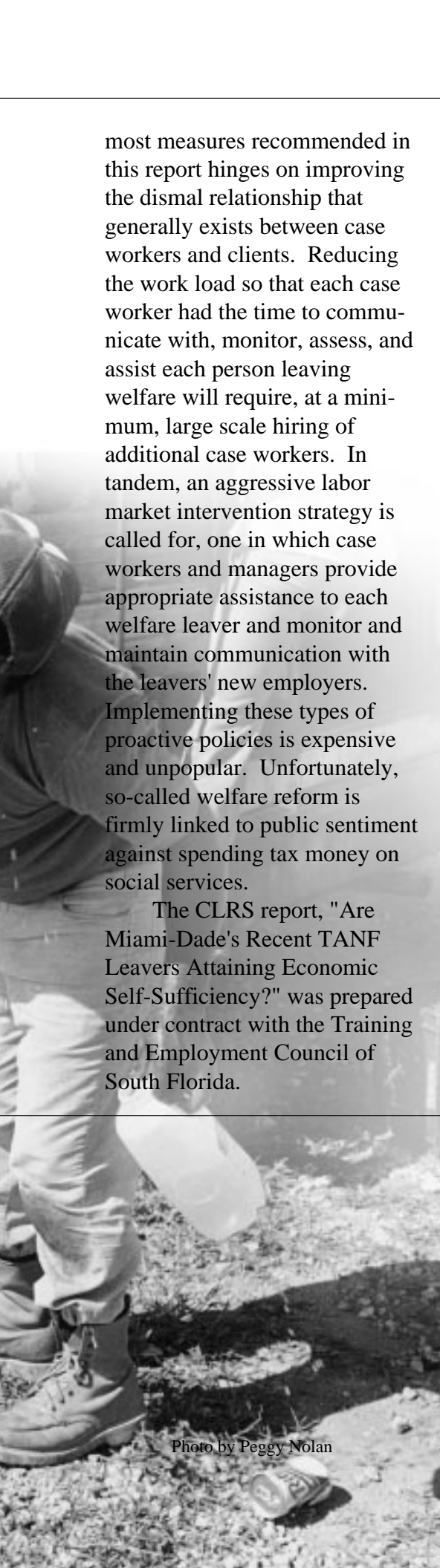
ARE WELFARE LEAVERS BETTER OFF TODAY?

Although job holding is prevalent among Miami-Dade residents who recently left welfare, they have trouble finding good jobs. So concludes a study conducted by CLRS Research Associate Peter Cattan and Chris Girard, Associate Professor of FIU's Department of Sociology and Anthropology. The evidence-based on in-depth interviews with a random sample survey of 129 former welfare recipients -- suggests that job holding is by no means a panacea for ending poverty. Typically, the county's welfare leavers are over represented in low-wage, dead-end jobs, especially in occupations that had high employee turnover and provided few employee benefits. An examination of monthly household expenses shows they quickly devoured workers' paychecks, leaving virtually nothing for emergencies. Some respondents routinely or occasionally received financial help from friends, family members, or other earners in their own households. Others racked up discon-

cerningly large credit card debts. One particularly disturbing implication of these findings is that many welfare leavers are becoming increasingly saddled by debts.

The tenuous hold on employment that characterizes most welfare leavers suggests that many would profit from continued monitoring and assistance throughout their first year of work. Generating a long term commitment to work among welfare leavers will be contingent on their access to good jobs. The widespread dependence on friends and family to provide financial assistance indicates that persons transitioning out of welfare are not receiving the government-provided assistance to which they are entitled. Informal assistance can be tenuous at the best of times. It often disappears completely when economic times turn bad. This observation points to the need to develop a contingency plan for assisting leavers in the event of an economic downturn.

Effective implementation of



most measures recommended in this report hinges on improving the dismal relationship that generally exists between case workers and clients. Reducing the work load so that each case worker had the time to communicate with, monitor, assess, and assist each person leaving welfare will require, at a minimum, large scale hiring of additional case workers. In tandem, an aggressive labor market intervention strategy is called for, one in which case workers and managers provide appropriate assistance to each welfare leaver and monitor and maintain communication with the leavers' new employers. Implementing these types of proactive policies is expensive and unpopular. Unfortunately, so-called welfare reform is firmly linked to public sentiment against spending tax money on social services.

The CLRS report, "Are Miami-Dade's Recent TANF Leavers Attaining Economic Self-Sufficiency?" was prepared under contract with the Training and Employment Council of South Florida.

CROSS-BORDER SOLIDARITY

Visiting Researcher, Sarah Hernandez, has been exploring the factors that allow and prevent cross-border solidarity. Although she is currently focusing on one case study, her larger project attempts to do an aggregate analysis of cross-border solidarity in the Americas. In a presentation in April at a CLRS Forum, she addressed initial findings from field research in Mexico, outlined current academic research on the topic, and noted the specific factors that allowed and limited the solidarity between FLOC (AFL-CIO) in the U.S. and SNTOAC (CTM) in Mexico.

Inspired by resource mobilization theory, Hernandez notes that competition between unions

presents a limitation for cross-border solidarity, as do the different expectations that each union has from their participation in the solidarity. She also highlighted the need to recognize the complex relationship between the CTM, PRI, and other national and independent unions in order to better understand cross-border solidarity.

This research will also be presented this August at the American Sociological Association and the Society for the Study of Social Programs.

Bruce Nissen's seventh book, U.S. Unions in a Globalized Environment: Shifting Borders, Organizational Boundaries and Social Roles

has been accepted for publication by the publisher M.E. Sharpe, Inc. in New York. It will appear in print in the coming months. This is Professor Nissen's third book since coming to the Labor Center in 1997; it joins Unions and Workplace Reorganization (1997; Wayne State University Press) and Which Direction for Organized Labor? - Essays on Organizing, Outreach, and Internal Transformation (1999; Wayne State University Press). All books are available at Amazon.com or other major book outlets.

Also, Dr. Nissen will be expanding his annual Labor Day analysis in his state of Labor in Florida Report. The report is posted in its entirety at the CLR&S web-site.

SOCIAL JUSTICE AND CIVIC ENGAGEMENT

Dawn Addy has a book chapter coming out soon, "Community Dialogue: A Tool for Social Engagement and Class Awareness" in The Freirean Legacy: Educating for Social Justice; Peter Lang Publishing; New York, NY.

Dr. Addy presented the paper at the 1st Annual International Conference on Education, Labor and Emancipation for Social Justice October 26, 2000.

As President of Many Voices: One Community and FIU's Diversity Subcommittee Chair, Dr. Addy continues to investigate the economic, social, and cultural forces impacting Miami-Dade residents.

Photo by Peggy Nolan

ARBITRATION NOTES: THE PROBLEM OF UNFAIR LABOR PRACTICE DEFERRAL

Over the years the way the National Labor Relations Board has processed Unfair Labor Practices may be relevant to grievance resolution since the NLRB has been known to refer grievances back to the arbitration process when the collective bargaining agreement is seen as sufficient to resolve the ULP.

To gain some insight about these standards as they are applied by the board in these cases, Calvin William Sharpe reported in the 1987 Ohio Journal of Law:

Refraining, known as deferral, may be appropriate either before or after contractual procedures have been used. Deferral is essentially consistent with Board jurisprudence and, more importantly, with congressional intent and national labor policy.

With only two statutory guidelines -- the NLRB's enforcement mandate and the preference for private adjustment provisions -- the Board has steered a course that is generally faithful to the statutory design and that also supports this general theory of deferral. The Board has deferred when grievance-arbitration procedures could fairly resolve the ULP aspects of the dispute and has exercised jurisdiction when conduct by one or more parties threatened the employees' freedom of choice or the collective bargaining process itself. The Board has exercised its enforcement capability and has heard ULP complaints when the parties' grievance procedures could not resolve the dispute. While occasionally veering off course, the Board's policy announcements in United Technologies and Olin Corp. and subsequent decisions have evidenced a new clarity of direction. This clarity is threatened only by the Board's

A NEW WAY TO RESOLVE DISPUTES AT YOUR WORKPLACE

Mediation has enjoyed a rich history of success in the resolution of labor-management disputes where traditional collective bargaining procedures have failed to produce agreements. Since 1947, for instance, the Federal Mediation and Conciliation Services (FMCS) has provided dispute resolution assistance through a staff of full-time federal mediators based at various FMCS regional offices. Florida has two such offices located in Miami and Orlando. Unsettled grievances, on the other hand, whether rooted in disciplinary action or contract interpretation, have traditionally met with neutral intervention through the process of arbitration.

The model for workplace dispute resolution developed at FIU between University administration and the faculty union (UFF) has added another step to the traditional grievances-arbitration process. This somewhat unique method of resolving disputes short of arbitration introduces a mediation step early in the process. Rather than employing a neutral party to render a binding decision, the

apparent failure to fully appreciate the need for a general theory of deferral. The National Labor Relations Act (NLRA) was enacted in 1935 with major amendments in 1947 and 1959. Its purpose is to encourage collective bargaining, while protecting the freedom of employees to decide the issues of representation. The substantive rules of the Act further this

FIU-UFF Mediation Program encourages the parties to come together with a mediator on a voluntary basis to explore potential solutions to their problems. As an alternative to reliance on outside mediators in the resolution of routinely occurring grievance matters, the University model has drawn on interested University personnel who have been selected jointly by the Union and FIU. These volunteer mediators, following rigorous training in the mediation process, have provided their services for the resolution of grievances as well as non-grievance workplace matters.

The Center for Labor Research & Studies assumed the coordinating role for the FIU-UFF Mediation Project in 2001. The Center hopes to expand the use of mediation beyond disputes between faculty and administration, to problems that arise in non-instructional areas of employment within the University. Inquiries into the establishment of a similar dispute resolution program at your workplace are welcome. For information or comment, contact Thomas D. Humphries, CLRS Associate Director at (305) 348-2371 or e-mail at thump@fiu.edu.

objective by making certain types of employer and union conduct unfair labor practices.

The Act, as amended, is enforced by the NLRB, with the administrative agenda charged to prevent and remedy unfair labor practices and to decide questions of representation. These two functions of the Board are performed by a five-member quasi-judicial body that

adjudicates ULP and representation cases, and with a General Counsel, are delegated to regional directors, who manage thirty-three regional offices throughout the country. Regional staffs of field examiners and field attorneys investigate charges, prosecute unfair labor practice cases, conduct elections, hold representation hearings, and write representation decisions.

ULP cases are initiated when an employee, union, or employer files a charge claiming that an employer or union has committed an unfair labor practice. Field examiners and attorneys investigate such charges, and the regional director decides whether they have merit.

If the case has merit, the regional director, as the General Counsel's designee, issues a complaint. If the case is not settled, a field attorney tries the case before an administrative law judge. While charging parties are permitted to participate in ULP trials and may be represented by counsel, such trials are prosecuted and fully controlled by the field attorney.

Respondents are, of course, accorded full due process rights.

It should be noted that in the public sector in Florida the ULP process is not the same and cases go before the Public Employee Relations Commission. If the union files a grievance

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a carpenter-specific perspective. The AFL-CIO provided some insight and direction from a broader sense but, for the most part our education was handled "in house". What we failed to realize was that not only the market had changed, but also our membership, both present and potential. We realized that we would have to re-evaluate our training methods, search for an objective source to look at our internal structure including our operating policies, and to identify problems associated with the demographics of the workers we were trying to organize. We contacted the FIU Labor Center. The partnership the carpenters have formed with CLR&S has



WHAT IS AN UNFAIR LABOR PRACTICE?

According to the National Labor Relations Act it is defined as:

"It shall be an unfair labor practice for an employer -- (1) to interfere with, restrain, or coerce employees in the exercise of the rights guaranteed in section 157 of this title; (2) to dominate or interfere with the formation or administration of any labor organization or contribute financial or other support to it;... (3) by discrimination in regard to hire or tenure of employment or any term or condition of employment to encourage or discourage membership in any labor organization;... (4) to discourage or otherwise discriminate against an employee because he has filed charges or given testimony under this subchapter;... (5) to refuse to bargain collectively with the representatives of his employees, subject to the provisions of section 159(a) of this title. (b) It shall be an unfair labor practice for a labor organization or its agents -- (1) to restrain or coerce (a) employees in the exercise of rights guaranteed in section 157 of this title; provided that this paragraph shall not impair the right of a labor organization to prescribe its own rules with respect to the acquisition or retention of membership therein; or (b) an employer in selection of his representatives for the purposes of collective bargaining or the adjustment of grievances; (2) to cause or attempt to cause an employer to discriminate against an employee in violation of subsection (a)(3) of this section or to discriminate against an employee with respect to whom membership in such organization has been denied or terminated on some ground other than his failure to tender the periodic dues and the initiation fees uniformly required as a condition of acquiring or retaining membership; (3) to refuse to bargain collectively with an employer, provided it is the representative of his employees subject to the provisions of section 159(a) of this title;... 26 U.S.C."

ance they are barred from filing an unfair labor practice on the same issue. However, if they file a ULP and have not filed a grievance it will be considered by PERC. It will not be deferred back to the grievance procedure even if it is a dispute that could be resolved by the grievance

been indispensable. People like Guillermo Grenier, Bruce Nissen, Charlie Hall and Dawn Addy have committed to giving us the ability to evaluate our structure and make the appropriate changes. Over the last year we've become a more "user friendly" union, reducing obstacles and barriers. Our organizing methods have become more in tune with the workers we are trying to bring in, while adopting better contract language to assist us in negotiating with contractors. The Carpenter's staff consider themselves fortunate to have the fraternal cooperation of the brothers and sisters at the Labor Studies Center. We thank FIU and look forward to another year of forward momentum with our Organizing and Training efforts.

procedure. The processes at the Federal and State levels are both subject to judicial review.

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NON-CREDIT PROGRAM GROWTH (Continued)

New Program: AFSCME Local 1184, representing employees of the Miami-Dade school board, has contracted with the Labor Center for a series of programs one Saturday a month through the remainder of the year 2001. The classes will center on the knowledge and skills needed to develop leaders within the local. Each class will be customized to address the secondary leadership needs of the local, and will be developed in close consultation with the local's top leaders.

LABOR CENTER INAUGURATES GRADUATE CERTIFICATE IN CONFLICT RESOLUTION AND CONSENSUS BUILDING

The Center for Labor Research & Studies at Florida International University announces the inauguration of an eighteen credit graduate certificate that offers students who have completed their bachelor's degree the opportunity to obtain an interdisciplinary concentration in the study of conflict resolution. In modern society, the ability of various sectors to understand one another's perspectives, to learn methods to reduce potential conflicts, and to develop mechanisms to work toward building consensus is extremely critical.

The issues that may be explored through the certificate will allow students both to gain an understanding of the major concepts and issues in the field, and also concentrate in a more specific area of study such as the workplace, the community, the educational institution, or the international arena. Three tracks of study are offered: Track I: Workplace Conflict Resolution; Track II: Community Conflict Resolution; and Track III: Global Issues and Conflict Resolution.

The Certificate draws courses from a number of departments and programs including Labor Studies, Management, International Relations, Latin American Studies, Sociology, Anthropology, Political Science, Education, Hospitality, Public Administration, Public Health, Dietetics and Nutrition, Environmental Studies, Religious Studies, and Psychology and comple-

ments studies in other areas including the newly approved Law School.

This is an exciting new program which will be of interest to a variety of professionals including policy makers, directors, union officers, union staff, union representatives, mediators, employer representatives, teachers, human resource specialists, administrators, health care workers, communication specialists, and social service providers.

Applicants for the Certificate Program must have an undergraduate degree and submit a completed application form. Persons interested in an advanced degree should contact the appropriate department for information regarding transferring credits to graduate programs. Already completed graduate courses may be able to be applied toward the Certificate. For more information, contact Dr. Margaret Wilson at (305) 348-2371 or visit our web site at: www.fiu.edu/~clrs.

FROM THE LABOR CENTER DIRECTOR

At the Center, we try to give credit where credit is due. So, in this issue of LEARN, we take our hats off to those unions and members who have committed valuable resources to the development of our Labor Studies credit program. In the case of unions, these resources take the shape of scholarships so that talented and dedicated members can explore and expand their knowledge about the world. These unions know that providing educational opportunities for their members is nothing more than investing in the future of the union. Members who take advantage of these scholarships make a commitment of a resource that is even more limited than money: their time. If for the union providing scholarships is an investment, for the members attending credit classes is an investment and a sacrifice. At the Center we are committed to making your investments and sacrifices pay off. Working in and for the labor movement these days is not easy. We have to know more, think more, do more. We have to talk to Croatian unionists to remember how common our bonds are with other workers from throughout the world. We have to talk with brothers and sisters across town through interfaith or community dialogues to remember that solidarity begins at home. We have to read about the research that has been done to recognize that in solving the problems we face every day, others have been there and done that and we can learn from their mistakes and successes. At the Center we're committed to getting you the tools you need to succeed. We do it through non-credit training tailored to your needs and through research. We also do it by opening up the doors of the university classes to those who want to walk in. We try to listen to you and to what you need from us. If we don't hear you at first, keep knocking. Someone will open the door.


Guillermo Grenier