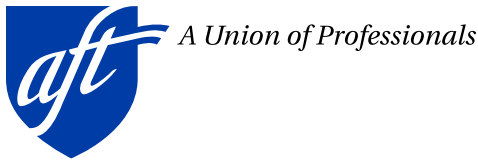




A Union of Professionals

AFT UNI

THE AFT COURSE CATALOGUE



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Our Mission

The **American Federation of Teachers** is a union of professionals that champions fairness; democracy; economic opportunity; and high-quality public education, healthcare and public services for our students, their families and our communities. We are committed to advancing these principles through community engagement, organizing, collective bargaining and political activism, and especially through the work our members do



Dear Leader:

There has never been a better time to participate in the terrific, empowering courses and programs offered through the AFT's Union Leadership Institute. As union leaders and activists, we're facing more challenges than ever before. Across the nation, we're up against endless attempts to defund, destabilize and destroy public education, public services and affordable healthcare, while at the same time facing attacks on our democracy and the rights of our members, our kids, our families and our communities. Our members—and the families and communities they serve—have never counted on our union more. Sometimes that can be overwhelming.

But there is good news. When you listen to people, and look at recent polls and focus groups, it's clear that Americans share the same values our union champions—no matter where they live, no matter what their politics. Americans want:

- Great neighborhood public schools for every student, in every neighborhood, and high-quality affordable public higher education.
- Economic opportunity for every American and the opportunity to advance by joining a union.
- Affordable, high-quality healthcare for every American.
- Democracy, pluralism and voting rights.
- An end to discrimination, hatred and bigotry, to create a more fair and just society for all.

These five values are at the heart of the AFT's work. For most of us, they're why we chose lives in public service in the first place. Our union is organizing, mobilizing and uniting around these shared values. And when we do, we are beating back bad legislation, winning elections, and increasing member engagement and community involvement and activism.

As a union leader or activist, you don't have to do it alone. There is a wealth of expertise and experience throughout our union, just waiting to be shared. No matter what the challenge or opportunity your union faces, there's an AFT UNI offering that can help you be more effective, more successful and more inspiring.

The courses and programs in these pages cover every major skill set a union leader or activist needs these days: in communications, community engagement, organizing, member engagement, leadership development, politics and legislation, strategic research, and union governance and administration. And there are specific topics—such as fostering early literacy, or protecting healthcare access for working families—to help us serve the people who depend on us even better.

When you participate in one of these courses, you'll expand your skills and knowledge and build a community of colleagues. Best of all, I guarantee that you will leave your AFT UNI course or program with new ideas, new resources, new strategies—and renewed energy and optimism for the work you do in your union and in your profession.

We welcome your feedback and your suggestions for new courses or program offerings. This catalogue is a living document, so we'll be adding new offerings continuously in updated versions that will be available at www.aft.org/AFTUNI. Many courses can be customized to your affiliate's needs and brought right to you.

Today's AFT is built on the lessons passed down by each generation, while looking forward to the challenges ahead. Now, more than 100 years since our union's birth, we're more committed than ever to sharing this hard-won knowledge, so that in our next 100 years we can go farther, faster. In these pages, you'll see subjects that speak to you and learning opportunities you don't want to miss, especially as our union faces the challenges—and seizes the opportunities—of these times.

In unity,

A handwritten signature in black ink that reads "Randi Weingarten". The signature is fluid and cursive, written in a professional style.

Randi Weingarten
President, American Federation of Teachers

TABLE OF CONTENTS

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HOW TO USE THIS CATALOGUE8

CHILDREN'S HEALTH, SAFETY AND WELL-BEING

PSRPs Working with Medically Fragile Children	10
Promoting Students' Social-Emotional Well-Being and Mental Health	10
Changing Minds (Training of the Trainer)	10
Supporting Grieving Students.....	11
Supporting Grieving Students, Advanced: Training of the Trainer for School Health Professionals (Nurses, Counselors, Social Workers, Psychologists)	11

COLLECTIVE BARGAINING

Intensive Workplace Violence Prevention Training for Healthcare.....	12
Coordinated Bargaining Basics	12

COMMUNICATIONS

Social Media: A Winning Tool for Your Union's Next Campaign.....	12
Communicating Our Union Message to Others.....	13
What You Need to Be an Effective Trainer	13
You Can Be an Effective, Engaging Public Speaker	13
Telling Your Story Online	13
Communications Campaigns.....	14
Developing the Message That Connects with the Community.....	14
Rethinking Worksite Leadership Structures.....	14

COMMUNITY ENGAGEMENT

Overview of Community Engagement.....	14
Making That First Connection: Preparing for One-on-One Meetings with Community Partners.....	15
Moving to Action on Community Engagement.....	15
Broadening the Scope of Labor: Building Effective Community Campaigns.....	15
Community Mapping: Finding Our Allies, Finding Our Power	16
Mobilizing Members for Labor/Community Campaigns	16
Parent and Member Organizing at the School Level	16

EQUITABLE ACCESS TO CARE

Toward Excellence in School-Based Medicaid Programs (for State Policy Leaders).....	16
Specialized Instructional Support Personnel (SISP): Behind the Curtain of School Health	17
Reducing Chronic Absenteeism	17

FOOD SECURITY

Beyond “My Plate”: Federal Nutrition Requirements for School Meals and Their Impact on Local Efforts	18
Breakfast Blueprint: Improving the Implementation of “Breakfast after the Bell” Programs	18

HEALTH, SAFETY AND WELL-BEING

AFT Health, Safety and Well-Being “Training of the Trainers”	19
1. Indoor air quality	19
2. Mold/dampness.....	19
3. Ergonomics.....	19
4. Infectious and communicable diseases.....	19
5. Work-related stress and bullying	19
6. Integrated pest management and green cleaning.....	19
7. Hazardous chemical exposure (diesel exhaust, solvents, etc.)	19
8. Voice disorders	19
9. Work-related violence and school/college safety	19
10. Safe patient handling	20
11. Blood-borne pathogens.....	20
12. OSHA rights and responsibilities.....	20
13. Preventing workplace violence in healthcare	20
OSHA-Authorized Training—General Industry	20
OSHA-Authorized Training—Construction.....	20
First Aid/CPR/AED “Training of the Trainer” Course.....	21

LEADERSHIP DEVELOPMENT

LEAD (Leadership Education and Development) Yearlong Program	21
Union Leadership Skills.....	21
Executive Leadership Program	21
Leaders as Organizing Drivers	22

ORGANIZING, MEMBER MOBILIZING AND MEMBER ENGAGEMENT

Member Engagement and Mobilization Program	22
Essential Skills for Organizers: Part I.....	22
Essential Skills for Organizers: Part II.....	23
Power Analysis/Power Mapping: A Secret to Success	23
Planning Online Campaigns and Outreach.....	23
Charter Schools: Operations and Oversight	24
ULP Basics: Intro to Unfair Labor Practices for Charter Organizers	24
Effective Grievance Administration for Worksite Leaders	24

Moving Fair Share/Agency Fee Payers to Members.....	25
Powering Up!	26
Worksite Leader Program.....	26
Local Drivers	27
Public Employees Mobilization	27
Leading to Organize.....	27
Rethinking Worksite Leadership	27
Union as First Friend, Best Friend	27

POLITICS AND LEGISLATION

Political Campaign Training	28
Activists for Congressional Education (ACE)	28

RESEARCH

People Research: Finding Out What You Need to Know about Key Decision Makers.....	29
Introduction to Researching Charter School Operators	29
Charter School Bonds	29
Introduction to Researching Healthcare Companies and the Healthcare Industry.....	29
Introduction to Strategic Research	30
Getting and Using 990s When Doing Research	30
Health Benefits: The Research Basics.....	30
Open Source Intelligence Research: Sources and Methods.....	30
Understanding and Using FOIA: Part I	30
Understanding and Using FOIA: Part II	31
Researching a Website of Unknown Origin	31
Mapping of GIS (Geographic Information Systems) and Related Data	31
Budget and Fiscal Analysis of Your School District	31
Budget and Fiscal Analysis of Your College or University	31
Budget and Fiscal Analysis of Your Healthcare Facility	32
Health Benefit Plan Costing and Analysis	32
Contract Costing	32
Using the AFT Excise Tax Calculator (for Negotiators)	32
Local Taxing Authority and Revenue-Raising Capacity	32
Researching Investment Advisers (Hedge Fund/Private Equity, Venture Capital).....	33
E-Rate “Skim”	33
Introduction to CLEAR/Lexis.....	33
Assessment and Analysis (A&A) Tool	33

TRAINING FOR TEACHERS AND PARAPROFESSIONALS AND SCHOOL-RELATED PERSONNEL

Teacher Leaders Program	33
Summer Educator Academy	34
Center for School Improvement Leadership Institute	34
See Something, Do Something: Intervening in Bullying Behavior (for School Bus Drivers).....	34
The Para-Teacher Team.....	34
Managing Student Behavior for Support Staff.....	35

UNION GOVERNANCE AND ADMINISTRATION

“Meet and Greet” Financial Services.....	35
Managing in a Union Environment	35
Financial Services Training (AFT or State Affiliate-Sponsored)	35
Financial Services Training (Local Leaders and Staff).....	35
Strategic Planning.....	36
Meeting the Standards for Holding Union Officer Elections.....	36
AFT Constitutional Mandates	36
Building an Empowered, Effective Executive Board	36
Executive Board Training: Surviving Your First Year as an Elected Board Member	36
Fiduciary Responsibilities of Union Officers.....	37
AFT’s Occupational Liability Insurance and Defense Fund: How to Access These Key Member Protections	37
Parliamentary Procedure.....	37
Affiliate-Specific Financial Issues Training.....	37
Compliance Scorecard	37
Membership Suite.....	38
Mobile Toolkit.....	38
AFT eDues Solution.....	38
AFT Connect.....	38
Introduction to ARTS (Audit Report Tracking System)	39
Hands-On Training using ARTS (Audit Report Tracking System)	39
Affiliate Maintenance System (AMS).....	39
AFT + Member Benefits Overview for Leaders, Staff and Building Representatives.....	39

PARTNER OFFERINGS

Shaping the Future of Work	39
----------------------------------	----

Great Lakes Union Leadership Institute.....	40
AFT’s Student Debt Clinics for Members/Potential Members Struggling with Student Debt	40

COURSE OR PROGRAM REQUEST FORM	41
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HOW TO USE THIS CATALOGUE

Requesting AFT UNI Courses and Programs: A Guide for AFT Affiliates

All the information you need to know for your affiliate to access the great classes and programs in this catalogue

I'm interested in taking a course or program or making it available to leaders, activists or members of my affiliate. Who do I contact?

Contact AFT UNI at www.aft.org/AFTUNI or 202-879-4497. We'll start by asking you to fill out the short form at the link above, telling us more about your training needs—information such as the course or program in which you're interested; whether you have specific dates or a specific time frame in mind for the course or program; the number of participants you estimate might take part in the course or program; and whether you'd prefer to participate in an existing, scheduled course or program away from your affiliate, or provide a course or program on-site at your affiliate. Then we'll work directly with you to meet your affiliate's needs.

(A paper copy of the AFT UNI Course and Program Request Form is included in this catalogue for your convenience. After you fill out the request form, our AFT UNI staff will work with you to determine the best way for courses or programs to be structured for your affiliate's specific situation and needs.)

Can AFT UNI create customized courses or programs for our affiliate's needs?

The simple answer is usually, yes.

There are several options for accessing the courses and programs of AFT UNI. One is to sign up for an existing course or program at the time and place where it's scheduled to be delivered. (For example, some courses are offered in conjunction with certain AFT meetings and events.) Another way to access AFT UNI courses and programs is to create customized training, delivered by an AFT trainer. (Customized courses or programs may take significant "lead time" to plan and schedule.)

For some courses and programs, a "just add water" option is available—we can supply you with comprehensive course or program curriculum guides and materials, and your affiliate can run the course or program on your own.

Other courses and programs can be offered as "training of the trainer" (or TOT)—your affiliate picks one or more people to take part in a TOT offering, and those new trainers can then give the course or program in your affiliate.

When are courses and programs offered? How long does it take to create and deliver a customized course?

Some of our "standard" courses and programs are offered at specific times—in summer, for example, or as part of an already scheduled AFT meeting or program. Your affiliate can arrange to take part in these scheduled courses or programs.

Your affiliate can also arrange for an existing or customized course or program to be offered on-site at your affiliate's location, as described above.

Once specific courses or programs are requested (particularly customized courses or programs), it may take time and planning for the AFT to meet requests. The time between requesting a course and the date of training will vary, and will depend on staff availability and other factors. Please have patience with us as we process and meet your training requests.

What do courses or programs cost?

Most of our courses and programs are free. But some are offered only at certain events or locations, which can involve travel or hotel costs. Others can be brought to your affiliate: They can be offered on-site either at your affiliate's offices or a location of your choosing. Again, start by filling out the AFT UNI Course and Program Request Form in this catalogue or online at www.aft.org/AFTUNI.

Who can take the courses or programs in this catalogue?

Our courses and programs are intended for local and state union elected officers, member activists and local and state union staff—just about anyone in the AFT union family! Remember, the best place to start in deciding to request a course or program is to fill out the request form. Then AFT UNI can work with you and your affiliate to shape the course or program request, get members and activists from your affiliate signed up, and perhaps offer resources to assist with training logistics.

Are there prerequisites for any courses?

Unless a prerequisite is stated next to the course or program description, there are none for that course or program. A few of our courses and programs have prerequisites, in order to ensure that the material covered is useful and effective for the participants.

Will this catalogue be updated from time to time?

Yes! This catalogue is an attempt to gather most of our AFT UNI course and program offerings in one place. The catalogue will be updated several times a year and will be posted at www.aft.org/AFTUNI.

Just look for the volume and issue number to make sure you have the most recent version of our catalogue. We welcome your feedback and your suggestions for new courses or program offerings.

To request a specific AFT UNI course or program, start by filling out the short form available at www.aft.org/AFTUNI.

(You can also fill out and return the hard copy of this form included in this catalogue.)

Also online, you'll find the very latest AFT UNI catalogue as it's updated in the coming months. Just go to www.aft.org/AFTUNI, where the latest version will always be posted.

AFT UNI COURSES AND PROGRAMS

CHILDREN'S HEALTH, SAFETY AND WELL-BEING

CH-001-68 **Duration: 2 hours**

PSRPs Working with Medically Fragile Children

This course is designed to address the issue of paraprofessionals and school-related personnel (PSRPs) working with medically fragile children. The issue is complex because it also involves school nurses and state legislation. In this course, you will learn how the Individuals with Disabilities Education Act applies to medically fragile children and about nurse delegation, the training required to support medically fragile children, and the circumstances that surround supporting these children. This training also addresses the role of the union.

CH-002-40-A1 **Duration: 3 hours**

Promoting Students' Social-Emotional Well-Being and Mental Health

As reported in the AFT's child health survey report "Helping Children Thrive," AFT members consider it a top priority in children's health to promote students' social-emotional well-being and mental health. Members' urgency is reflected in national data: 1 in 5 adolescents needs care for a mental disorder such as oppositional defiance, attention deficit hyperactivity, depression, anxiety or substance abuse. This workshop focuses on (1) identifying and understanding common childhood mental illnesses; (2) understanding research on adverse childhood experiences and trauma, as well as its implications for practice; and (3) creating and implementing strategies for supporting students and ourselves in the challenging work to help them thrive.

CH-003-40-A2 **Duration: 2 days**

Changing Minds (Training of the Trainer)

PREREQUISITE: *Training or professional experience with promoting social-emotional well-being, mental health, psychological healing or self-care*

The AFT helped Futures Without Violence develop a national curriculum for school personnel on trauma-informed practices. "Changing Minds" seeks to braid together four interrelated strands of expertise: (1) social-emotional learning and school climate; (2) race and gender equity; (3) positive school discipline; and (4) trauma and healing.

In a two-day institute, faculty members learn facilitation strategies and andragogy by practicing elements of the complete curriculum and experiencing elements of the curriculum, which includes (1) childhood trauma: pathways to healthy development and promise; (2) the cost of caring: recharging and finding balance; (3) building a trauma-sensitive environment: vision and action; (4) race, gender and intersecting systems of oppression; and (5) partnering for wellness and enhancing capacity.

Following the institute, faculty may be asked by Futures Without Violence and/or the AFT to host sessions for schools, districts and school personnel.

Supporting Grieving Students

The experience of loss can have a profound impact on the social, emotional and academic elements of a child's life. Furthermore, childhood grief is common: 9 in 10 children will lose someone close to them by the time they complete high school. A 2012 survey by the AFT and New York Life Foundation showed that 7 in 10 teachers have a grieving student in their classroom, but few know how to provide support. Adults' skillful and informed responses can provide stability during a difficult time.

In this session, you will learn the important role of school personnel in supporting grieving students, what to say and what not to say to a grieving child, how to advocate for peer support, and how to provide support over time.

Following the training, you will continue to have access to self-paced professional development materials available at www.grievingstudents.com and www.sharemylesson.com.

Supporting Grieving Students, Advanced: Training of the Trainer for School Health Professionals (Nurses, Counselors, Social Workers, Psychologists)

The experience of loss can have a profound impact on the social, emotional and academic elements of a child's life. Furthermore, childhood grief is common: 9 in 10 children will lose someone close to them by the time they complete high school. A 2012 survey by the AFT and New York Life Foundation showed that 7 in 10 teachers have a grieving student in their classroom, but few know how to provide support. Adults' skillful and informed responses can provide stability during a difficult time.

In this session, you will learn how to facilitate a two-hour training on the important role of school personnel in supporting grieving students, what to say and what not to say to a grieving child, how to advocate for peer support, and how to provide support over time. To prepare for unique questions and circumstances, you and your fellow trainers also role play scenarios with diverse students and faculty, investigate the website of the national Coalition to Support Grieving Students, practice effective self-care strategies to avoid secondary trauma or compassion fatigue, and investigate sample policies that can help schools become grief-sensitive.

Following the workshop, you will have access to a contact at the National Center for School Crisis and Bereavement for technical questions. You may be asked by the AFT to host sessions for union members and/or school personnel.

COLLECTIVE BARGAINING

CB-001-66

Duration: **3 days**

Intensive Workplace Violence Prevention Training for Healthcare

Assaults on healthcare workers can be prevented or reduced, but developing an effective workplace violence prevention program requires commitment on the part of the union and management to develop a joint committee on this vital issue. For AFT Nurses and Health Professionals locals that are motivated to start or strengthen a workplace violence prevention committee, the AFT health, safety and well-being department will provide multiple capacity-building workshops over the course of a year. Training sessions include knowledge and skills building in union rights, data collection and analysis, site assessments, root cause analysis, member engagement and strategic planning. The workshops are participatory, and trainers maintain ongoing contact with participants to ensure they are well-prepared to sit down with management to identify problems and develop solutions. Locals interested in this program must be able to recruit at least eight members who are willing to attend most sessions, complete some homework and serve on or assist the committee.

CB-002-58

Duration: **2 hours**

Coordinated Bargaining Basics

Bargaining in coordination with other AFT affiliates or affiliates of other unions can be a source of great strength and logistical challenges. Presenters will describe how coordinated bargaining works, discuss the advantages of combining forces with other unions, and explain how to make it work for each union in the coalition.

COMMUNICATIONS

CO-001-55

Duration: **2 hours**

Social Media: A Winning Tool for Your Union's Next Campaign

Social media can be a powerful tool for member engagement, organizing, mobilizing, contract or legislative campaigns, or just about any initiative our union is undertaking. This session will cover various forms of social media, including Twitter, Facebook, Instagram and Snapchat, and how they can be effectively deployed in a campaign. Through practical examples, we'll explore how any union, regardless of size or budget, can utilize social media.

CO-002-63

Duration: **1.5 hours**

New Media Pitfalls and Protections: The Legal Issues for Unions and Public Employees

How can unions protect our members when our private lives on social media are so intertwined with our work lives? This workshop discusses the legal issues for public employees related to the use of social media, including pitfalls and protections.

CO-003-55**Duration: 2 days**

Communicating Our Union Message to Others

This course is intended for elected or appointed leaders, stewards, volunteer organizers, prospective leaders, members and staff from all AFT constituency groups who have the responsibility of talking to the public through all types of media. More and more, we are called upon to talk with the public and media members concerning our members' values and needs. The intent of this course is to provide you with basic information on public speaking preparation and presentation, and to involve you in practice and feedback. The ultimate goal of the program is to help you prepare for and execute a "live" interview with a member of the media. This course is highly interactive, using discussion groups and individual exercises. In this course, you will engage in hands-on practices that will develop your skills and help you learn techniques to communicate our message with the public. You will be videotaped and provided with extensive feedback on your presentations.

CO-004-66**Duration: 5 days**

What You Need to Be an Effective Trainer

Excellent presentations and trainings don't just happen. This course, based on a model of instruction pioneered by Robert Mager, is a must for anyone who gives or facilitates presentations or trainings. The format of the program is intense and highly participatory. Topics covered include, but are not limited to, adult learning, writing objectives, body and voice, experiential activities and the use of media. You will design and deliver two mini-presentations, using content from your program area. These practice presentations are videotaped, with the opportunity to receive personal and collegial feedback.

CO-005-66**Duration: 2.5 days**

You Can Be an Effective, Engaging Public Speaker

People make judgments about the AFT based on what our union's leaders, activists and members have to say, and how we handle ourselves. This course provides information and practice on public speaking preparation and presentations. The goal of this program is to help you understand your strengths and weaknesses as a public speaker and build skills so that when given opportunities to speak (whether it is at the worksite, at a school board meeting or when engaging the community), you can approach those opportunities with confidence and purpose.

This session may be delivered as a stand-alone or incorporated into "Communicating Our Union Message to Others." In this course, you will engage in hands-on practices that will develop your skills and help you learn techniques to communicate our message with the public.

CO-006-55**Duration: 2.5 hours**

Telling Your Story Online

Whether you're building solidarity for a job action, working to engage your members over the long haul, running a campaign focused on the community or just building and maintaining relationships, your union's story is one of your most powerful assets. This session will cover how to construct a story that motivates people to participate, using online tools available to all local unions.

CO-007-55

AFT's Digital Toolbox

**Duration: 1.3 hours,
on the tools desired**

The AFT provides a suite of digital tools to locals and affiliates at low or no cost. This session will provide an overview and basic training on key tools for your local or affiliate to better understand the tools and their use. (This course can be presented virtually.)

CO-008-55

Communications Campaigns

Duration: 1 day

Today more than ever, the success of your campaigns can depend on how they're perceived by members, the public and policymakers. Building a communications campaign plan to communicate effectively across media and establish your message is critical. This session covers key concepts such as developing your message, planning a communications campaign and setting up rapid response plans for the inevitable unexpected changes.

CO-010-44

Developing the Message That Connects with the Community

Duration: 2 hours

This session will help participants develop a message about our union that is genuine and helps forge connections with the community. Participants will learn how to create a strategic message that will resonate with community groups—one that reflects the union's core values and explains the union's purpose for community engagement—and how to articulate their personal connection to the union as the starting point for developing a compelling message. We'll also discuss how to develop a "go-to pitch" for community engagement—a five-sentence message that incorporates values and beliefs of your local.

CO-011-48

Talking Union

Duration: 2 hours

Organizing is primarily about good listening. But talking is involved, too. So what do you say when it is time to tell your own story about why you are a committed member and activist? How do you deliver a message about the union that speaks to core worker values and aspirations? How do you deal effectively with the objections others have to union membership or activism? This workshop helps you find those answers.

COMMUNITY ENGAGEMENT

CE-001-44

Overview of Community Engagement

Duration: 2 hours

In the current national landscape, our vision and goals in labor can't be achieved without partnering in serious ways with our communities. But how do we put this new paradigm into practice? This session is intended as an overview of why community engagement is increasingly vital to the labor movement, and the essential steps and skills you and your activists will need to create and implement your community engagement plan.

This session will emphasize the importance of building long-term relationships with those we serve (parents, patients, students and community partners). It will also cover how the AFT community engagement training modules fit together to result in a successful, strategic long-term community engagement plan for your union.

CE-002-44 **Duration: 2 hours**

Making That First Connection: Preparing for One-on-One Meetings with Community Partners

A one-on-one meeting with a community organization is a precious opportunity! Knowing the right approach (and what pitfalls to avoid) will help you make the most of your first in-person meetings with potential community partners. This session will focus on:

- Beginning to build relationships with community leaders through effective one-on-one start-up conversations that focus on the goals, values and vision you both share;
- Practicing techniques for active listening and effective non-verbal communication to establish trust in a first meeting; and
- Using role-playing to prepare for an introductory one-on-one meeting and to analyze it afterward.

CE-003-44 **Duration: 2 hours**

Moving to Action on Community Engagement

This session will help you develop a game plan for starting or strengthening your community engagement program. This course will identify the resources and structure necessary to establish and maintain a community engagement program, and will cover the areas of planning necessary to begin or deepen the program. You'll develop a draft of an ideal community engagement structure and identify key first steps toward the top five goals of a community engagement program.

CE-004-58 **Duration: 2 hours**

Broadening the Scope of Labor: Building Effective Community Campaigns

Now more than ever, effective community-labor partnerships are essential for advocating for quality in public education, public services and healthcare; for running strategic contract campaigns; for legislative and political mobilization; and for building a strong labor movement. From ensuring safe schools to fighting against for-profit healthcare, labor is taking on broader issues to improve our communities. This interactive workshop will focus on effective ways to build and sustain campaigns with other community and labor organizations.

CE-005-66-44 **Duration: 3 hours**

Community Mapping: Finding Our Allies, Finding Our Power

This session illustrates how to think comprehensively and strategically about existing and potential community partners. The session will show you how to map potential “partner” organizations based on shared values and level of influence, and will demonstrate how to identify new potential allies with whom your union can build a long-term relationship rooted in a common vision and agenda, versus specific short-term issues. Key exercises will include:

- Identifying the types of organizations that can be current or potential allies;
- Plotting organizations on a power map based on their level of influence and shared values; and
- Prioritizing partner organizations based on strategic importance and existing relationships.

CE-006-44 **Duration: 3 hours**

Mobilizing Members for Labor/Community Campaigns

Setting up a community engagement committee is one crucial way to begin mobilizing members to work with the community on joint campaigns for educational and social justice. This session will cover how and why to set up a community engagement committee, and will go over the “layers” of mobilizing—internally (members, leadership) and externally (community partners, parents, etc.). It includes breakout groups to discuss the purpose and process of setting up a community engagement committee.

The session will present a key technique to give you a “head start” on the community engagement process: surveying your members to discover the community groups they’re already involved in, in order to build on those existing relationships.

CE-007-44 **Duration: 3 hours**

Parent and Member Organizing at the School Level

Want help preparing your local school leaders for school “walk-ins” coordinated by the Alliance to Reclaim Our Schools? Need guidance on how to engage members and collaborate with parents to improve your school?

This course will help school-based leaders identify, recruit and build relationships with potential allies, including parents and community members, for issue-based campaigns to improve our schools and engage with our communities.

EQUITABLE ACCESS TO CARE

EQ-001-40-B1 **Duration: 1-3 hours**

Toward Excellence in School-Based Medicaid Programs (for State Policy Leaders)

As reported in the AFT’s child health survey report “Helping Children Thrive,” AFT members and leaders prioritize improving children’s access to healthcare providers with federally recognized credentials, such as school counselors, nurses, occupational therapists, psychologists, social workers and speech

pathologists. The AFT has celebrated the potential of partnership models such as community schools and school-based health centers. Still, these models are used in just 1 percent of schools.

Another model brings federal dollars to schools as Medicaid reimbursement for some health services provided to eligible students. The infrastructure to reimburse district-employed school health professionals through Medicaid exists in far more schools. However, as a federal-state partnership program, school-based Medicaid programs are often complex, bureaucratic and byzantine.

In this workshop, you will learn common elements of school-based Medicaid programs, how to learn more about your state's program and how a recent federal policy change could dramatically change the amount of federal dollars going to districts for the health services they provide Medicaid-eligible students. The workshop also focuses on a legislative model from California that established statewide infrastructure for program excellence.

Recommended: Invite local school health professionals to this session to advise state leaders on the nuances of the state program.

EQ-002-40-B2 **Duration: 1-3 hours**

Specialized Instructional Support Personnel (SISP): Behind the Curtain of School Health

As reported in the AFT's child health survey report "Helping Children Thrive," AFT members and leaders prioritize improving children's access to healthcare providers with federally recognized credentials, such as school counselors, nurses, occupational therapists, psychologists, social workers and speech pathologists. But, beyond titles, what distinguishes these professionals? What are their roles in schools?

In this session, you will learn more about the strengths of various school health professionals and how they can support the instructional and academic aims of schools. Additionally, you will learn advocacy strategies based on local union efforts across the country to more strategically integrate and thoughtfully staff specialized instructional support personnel.

EQ-003-40-B3 **Duration: 1-3 hours**

Reducing Chronic Absenteeism

The AFT has been part of a national effort to integrate more nuanced data on absence and attendance into school improvement efforts. For example, the federal Every Student Succeeds Act requires state report cards to indicate rates of students' chronic absenteeism, or the numbers of students who have missed 10 percent or more of instructional time for any reason.

Where early adopters have collected data on more than average daily attendance to reveal patterns of chronic absenteeism, they often find that health issues are a leading cause of attendance challenges. Without adequate access to healthcare providers with federally recognized credentials, such as school counselors, nurses, occupational therapists, psychologists, social workers and speech pathologists, students struggle to get the instruction they need to thrive.

In this session, you will learn more about (1) the common causes of chronic absenteeism; (2) its potential as an indicator in the work to help children thrive; (3) how union members and leaders have used evidence-based practices to identify, intervene and improve problematic patterns of attendance; and (4) how federal and national initiatives can support their local efforts.

FOOD SECURITY

FO-001-40-C1

Duration: 1-3 hours

Beyond “My Plate”: Federal Nutrition Requirements for School Meals and Their Impact on Local Efforts

As reported in the AFT’s child health survey report “Helping Children Thrive,” AFT members and leaders prioritize improving children’s access to nutritious fare and reducing their hunger. Some of the most visible programs across the country helping to achieve both aims are the National School Lunch Program and the School Breakfast Program.

In this session, you will learn more about how Congress’ decisions in the Child Nutrition Act impact state and local school meal ingredients, budgeting and availability. The session will share examples of innovation from across the country, such as salad bars, taste testing and student-centered marketing and nutrition education. You will also learn about timely opportunities to advocate for improvements at the local, state and federal levels.

FO-002-40-C2

Duration: 1-3 hours

Breakfast Blueprint: Improving the Implementation of “Breakfast after the Bell” Programs

As reported in the AFT’s child health survey report “Helping Children Thrive,” AFT members and leaders prioritize improving children’s access to nutritious fare and reducing their hunger. Some of the most visible programs across the country helping to achieve both aims are the National School Lunch Program and the School Breakfast Program.

Along with national partners such as the Food Research and Action Center, the AFT supports innovative programs that improve convenience of breakfast service for students, such as “breakfast in the classroom” and “second chance breakfast” models, for those who are unable to eat school breakfast in the morning before school starts. However, these programs are often implemented in a top-down manner without thorough planning or attention to classroom-level logistical challenges and indicators of success.

The AFT and FRAC connected with hundreds of AFT members, including teachers, custodians, paraprofessionals and food service workers, to learn about their experiences in innovative programs across the country. In this workshop, you will learn about findings from a national survey, as well as key interviews and focus groups. The workshop will review common challenges and provide examples of effective solutions in the words of AFT educators.

HEALTH, SAFETY AND WELL-BEING

OT-001-40

Duration: Each “training of the trainer” session below takes 2.5 to 3 days, and each one prepares you to conduct a workshop on that topic.

AFT Health, Safety and Well-Being “Training of the Trainers”

PREREQUISITE: *Some acquaintance with work-related exposures in work settings*

This health and safety training program will equip you to conduct one or more 90-minute to 120-minute basic hazard awareness workshops for members and their administrators. You will receive foundation in one or more of the following topics or others by design with affiliates:

- 1. Indoor air quality:** This workshop reviews inadequate indoor environments, their impact on occupant health and well-being, and the practices employers should put in place to protect occupants. The workshop will cover union approaches—ranging from regulation to collective bargaining—to solving the issue.
- 2. Mold/dampness:** School staff and students in poorly maintained buildings may be exposed to damp and moldy conditions. Research has linked these conditions to new cases of asthma in teachers, asthma exacerbations in children and staff, and allergies. This workshop reviews exposure to mold and dampness, and steps school districts should take to reduce or eliminate exposure to mold. The workshop will also cover collective bargaining and policy approaches to this issue.
- 3. Ergonomics (for school bus drivers, food service personnel, paraprofessionals and office employees):** Back injury and other strains and sprains are common work-related injuries for many AFT members who work in school and office settings. This workshop describes the work and postures that put workers at risk of injury, and outlines practical solutions and changes in work practices and equipment that reduce the risk. The workshop will also discuss union approaches to fixing the problems.
- 4. Infectious and communicable diseases:** AFT members in schools and healthcare settings are potentially exposed to communicable diseases such as influenza, tuberculosis, MRSA (methicillin-resistant *Staphylococcus aureus*), pertussis and emerging infections (pandemic influenza, Zika). This workshop describes best practices for reducing exposure, as well as Occupational Safety and Health Administration standards and collective bargaining strategies for protecting members, their students, patients and clients.
- 5. Work-related stress and bullying:** Research indicates that bullied and stressed-out workers suffer a high rate of hypertension and other health problems. This workshop presents an overview of the issues, the health impacts and union approaches, including examples of policies AFT locals have negotiated with employers to reduce work-related bullying.
- 6. Integrated pest management and green cleaning:** Exposure to common commercial cleaners and indoor pesticides is linked to asthma exacerbations in adults and children. This workshop explores healthy cleaning programs (green cleaning) and methods to reduce pesticide use indoors, as well as current state, local and federal regulations.
- 7. Hazardous chemical exposure (diesel exhaust, solvents, etc.):** Chemical exposure is routine in several occupations in schools, healthcare settings and public agencies. This workshop describes common chemicals and the hazards of exposure (based on job titles of workshop participants), safe work practices and equipment for using chemicals, and relevant OSHA standards, including the hazard communication standard (“right to know”).
- 8. Voice disorders (primarily for teachers):** Teachers suffer a high rate of voice disorders (second only to opera singers), and it’s not unusual for teachers with chronic voice disorders to prematurely leave the profession. This workshop describes the causes of voice disorders, methods to reduce the risk of voice disorders, and union approaches to working with school districts to accommodate teachers with the disorders.
- 9. Work-related violence and school/college safety:** School and college safety, including the risk of violence or physical harm, is a never-ending challenge for our members, who are at risk of violence from students and outside community forces (intruders, etc.). This workshop discusses the elements of evidence-based comprehensive safety plans, compares the real-life experience of workshop participants with their employers’ safety plans, and discusses collective bargaining and legislative approaches to improving safety for all.

- 10. Safe patient handling:** Nurses and other patient care workers have very high rates of back pain and injury associated with handling patients. This workshop discusses the work-related risks of back and other musculoskeletal injury, the elements of a safe patient handling program that protects both workers and patients, current state laws in this area and successful collective bargaining for comprehensive programs.
- 11. Blood-borne pathogens:** The OSHA blood-borne pathogen standard is the only current worker protection standard for exposure to infectious disease agents. This workshop covers the elements of a comprehensive blood-borne pathogen plan, worker rights and entitlements under the standard.
- 12. OSHA rights and responsibilities:** AFT members in the private sector, as well as AFT-represented public employees in 27 states, have the guarantee of OSHA coverage. This workshop will review worker rights, including protections if workers are sanctioned by the employer for complaining. Relevant standards for your workplace also will be reviewed, and you'll learn how to submit an OSHA complaint.
- 13. Intensive Workplace Violence Prevention Training for Healthcare:** Assaults on healthcare workers can be prevented or reduced, but developing an effective workplace violence prevention program requires commitment on the part of the union and management to develop a joint committee on this issue. For healthcare locals that want to start or strengthen a workplace violence prevention committee, the AFT will provide multiple workshops over the course of a year, and trainers will ensure participants are well-prepared to sit down with management to identify problems and develop solutions. Interested locals must recruit at least eight members to attend most sessions, complete homework and serve on or assist the committee.

OT-002-40 **Duration: 9 days**

OSHA-Authorized Training—General Industry

PREREQUISITE: *Five years of general industry safety experience*

The AFT offers this training to career and technical education teachers so they can in turn provide an OSHA (Occupational Safety and Health Administration) 10 or 30 card for students (a good credential for those going into industry or service jobs after graduation). The OSHA Outreach Training Program provides training on the recognition, avoidance, abatement and prevention of safety and health hazards in workplaces. The program also provides information regarding workers' rights, employer responsibilities and how to file a complaint. General industry outreach trainers are authorized for four years and can provide training to others and issue OSHA 10 and 30 cards. A stipend is offered to those who complete the program (currently \$110 a day).

OT-003-40 **Duration: 9 days**

OSHA-Authorized Training—Construction

PREREQUISITE: *Five years of general construction experience*

The AFT offers this training to career and technical education teachers so they can in turn provide an OSHA (Occupational Safety and Health Administration) 10 or 30 card for students (a good credential for those going into construction careers after graduation). The OSHA Outreach Training Program provides training for workers and employers on the recognition, avoidance, abatement and prevention of safety and health hazards in workplaces. The program also provides information regarding workers' rights, employer responsibilities and how to file a complaint. Construction outreach trainers are authorized for four years and can provide training to others and issue OSHA 10 and 30 cards. A stipend is offered to those who complete the program (currently \$110 a day).

OT-004-40 **Duration: 3 days (36 hours)**

First Aid/CPR/AED “Training of the Trainer” Course

PREREQUISITE: *Commitment from local leadership for follow-up trainings*

This is the AFT health, safety and well-being department’s basic first aid, CPR and AED (automated external defibrillator) training-of-the-trainer program, and it is certified by the American Safety and Health Institute. As a participant, you will attend three days of in-depth and hands-on training and will be required to pass a number of skill tests to receive and maintain a trainer certification for two years. Once certified, you will be able to conduct a full day (eight-hour) first aid, CPR and AED class and issue official cards of completion to the attendees.

LEADERSHIP DEVELOPMENT

LD-001-66 **Duration: 1 year**

LEAD (Leadership Education and Development) Yearlong Program

The LEAD program is a yearlong, invitation-only development experience designed to engage members at the grass-roots level through the cooperative leadership and direction of AFT national staff, state and local staff, and individual local unions. This triad will develop and execute individual programs at the local level that will push our membership to be advocates for organizational change to make solution-driven unionism real and powerful.

This course is designed for local unions identified by state federation leaders, and related state/local staff.

LD-002-66 **Duration: 2.5 days**

Union Leadership Skills

This course is intended for newly elected or appointed leaders, stewards, prospective leaders and newer staff from all AFT constituency groups. Leadership in today’s difficult economic and political environment is especially challenging. This program helps you to develop the skills and knowledge you need to support your local in successfully managing these difficult times. This course involves highly interactive discussion using small-group and individual exercises, and minimal direct presentation.

LD-003-66 **Duration: 3 days**

Executive Leadership Program

The Executive Leadership Program (designed for elected presidents) provides the knowledge, skills and inspiration you need to lead your local strategically and steadily in the face of unrelenting assaults on public sector unions. Through this interactive, hands-on experience, you will learn how to analyze your local’s needs and make progress on membership participation, build strong community alliances, proactively address policy challenges and priorities, and strengthen your communications and political programs. This program is designed for large locals and held in Washington, D.C., twice a year.

LD-004-48

Leaders as Organizing Drivers

**Duration: 9 days,
broken into 3 three-day
sessions over 1 year**

Following a community-learning model, Leaders as Organizing Drivers is a series of trainings and discussions that focus on field and comprehensive campaign strategy and staff management skills for elected leaders interested in improving organizing outcomes and developing a union culture of organizing. You'll learn skills for staff management; effective field and comprehensive organizing models, strategies and tools; how to build and maintain effective organizing teams; and theories as well as best practices for self-identified challenges to building collective and sustainable power in your local or state federations. This program is designed for elected leaders with organizing staff.

ORGANIZING, MEMBER MOBILIZING AND MEMBER ENGAGEMENT

OR-001-48-66

Member Engagement and Mobilization Program

**Duration: 3 hours
or more**

The fight we are in is rooted in power: who has it, who won't give it up, who's willing to share it, and how we gain or reclaim it.

We have to build our power through member engagement to keep our unions strong. A union isn't just the president or the executive board, and they can't do the work by themselves.

This member engagement and mobilization training for member organizers and activists is the AFT's guide for internal organizing throughout the union. It provides a practical approach for establishing a union that is of, rather than simply for, members. The training materials are intended to be used by campaign directors, affiliate leaders, organizers and worksite leaders.

Topics covered include:

1. Why We Are Doing This: 15 minutes
2. One-on-One Conversations: 1 hour
3. Tracking Our Progress: 15 minutes
4. Lists, Maps and Charts: 1 hour
5. The Worksite Structure: 45 minutes

This curriculum is meant to be enhanced with local or campaign-specific information, so it will be more beneficial to you in engaging and mobilizing local activists and members.

We recommend topics 1-3 for member organizers and topics 1-5 for lead organizers and worksite leaders.

OR-005-48-66

Essential Skills for Organizers: Part I

Duration: 5 days

This intensive weeklong course is designed to teach the basics of AFT organizing. The course covers AFT history, the AFT organizing model, and how to structure and run campaigns. You will have many opportunities to practice skills and dig deep into the AFT organizing model, using case studies and actual organizing conversations with coaching from seasoned AFT national representatives.

Topics covered include:

- Inside AFT and AFT Priorities: 2 hours
- Organizing Model: Campaign Chronology: 1.5 hours
- Organizing for Power/Issue Advocacy: 2 hours
- The Organizing Conversation: 5 hours
- Assessments and Debrief: 1.5 hours
- Data Collection and Management: 1.5 hours
- Identifying and Developing Leaders and Committee Building: 2 hours
- Lists, Maps and Charts: 4 hours

OR-006-48-66 **Duration: 5 days**

Essential Skills for Organizers: Part II

PREREQUISITE: *Essential Skills for Organizers: Part I*

This intensive weeklong course is built on the fundamentals taught in Essential Skills for Organizers: Part I. The course explores research, campaign messaging, community engagement and cultural competency. You will be involved in daily committee-building role plays that require practice and application of taught skills. The session concludes with a culminating project that is presented on the last day.

Topics covered include:

- Research for Organizers: 3 hours
- Campaign Messaging: 4 hours
- Community Engagement: 4 hours
- Committee Building: 5 hours
- Cultural Competency: 2 hours

OR-008-66-58 **Duration: 4 hours**

Power Analysis/Power Mapping: A Secret to Success

Power analysis is a vital tool and an important first step. Through power mapping, we can examine the power relationships in just about any arena in which our unions exist and advocate, from our communities to our state legislatures to corporate conglomerates. Power mapping enables us to look at who holds what kind of power in these arenas (from an elected official to the local PTA to community faith groups to the press). Seeing these power relationships can help us find ways to neutralize the opposition, move our union's agenda and vision forward, and increase the power of our union and our partners and allies. Come learn how to conduct a power analysis. This session will use examples to illustrate the benefit of using community mapping in a bargaining campaign.

OR-011-58 **Duration: 2 hours**

Planning Online Campaigns and Outreach

A social media campaign—from online petitions to Twitter to Facebook communities—can reinforce the momentum, outreach and morale of your real-life “offline” campaign. Learn how to conduct a campaign online and how to connect your social media campaign to your offline campaign to drive success.

OR-012-58 **Duration: 2 hours**

Charter Schools: Operations and Oversight

Charter schools are privately operated, publicly funded schools. In recent years, charters have raised a storm of controversy across the country. This session will focus on how charter schools came to be, the various types of charter schools, and the way that charter oversight varies by state. Each of the 43 states that allow charters (plus the District of Columbia) have laws that vary widely in how charters are authorized and which agencies provide oversight. This session will discuss what makes charters different from “regular” public schools and how to learn more about the charter schools in your area.

OR-013-63 **Duration: 1 hour**

ULP Basics: Intro to Unfair Labor Practices for Charter Organizers

Congress enacted the National Labor Relations Act (also known as the NLRA or the Wagner Act) in 1935. Section 8 of the NLRA outlines specific actions by management or unions that would be in violation of the act (for example, when an employer discriminates against an employee who is engaging in protected union activities).

A violation of the NLRA's Section 8 is known as an unfair labor practice, or ULP. Under the act, the National Labor Relations Board has the authority to investigate and remedy unfair labor practices. Sounds clear, right? But in real life, the process is a little more complex. Learn more about what constitutes a ULP, when to file a ULP, how the ULP process works, and how the ULP tool can help you in organizing a union and protecting the rights of your union and its members or potential members.

This presentation on the basics of unfair labor practice charges under the NLRA is customized for charter school organizers.

OR-014-66 **Combined Duration (Parts I-III): 3 hours to 2.5 days**

Effective Grievance Administration for Worksite Leaders

Part I: Duration: 3.75 hours

This introduction to grievances will help activists and leaders learn what constitutes a grievance in both a collective bargaining setting and a non-collective bargaining setting. The session outlines the role of the union representative in the grievance process and features practice scenarios that will help you put these basic grievance concepts into action in real-life situations back at your worksite.

Topics covered include:

- The Basics of Employee Representation: 15 minutes
- Grievance Definitions and Grievance Procedure: 1 hour
- The Role of the Worksite Leader: 30 minutes
- The Duty of Fair Representation: 30 minutes
- Identifying Grievances and Complaints: 1 hour
- Facing the Supervisor: 30 minutes

Part II: Duration: 3.5 hours

This offering for activists and leaders will help you learn about the different types of grievances, how to interview the grievant effectively, writing the grievance and presenting your case. This course will include role plays to examine and practice the course concepts as they might play out in real life at your worksite.

Topics covered include:

- Disciplinary Grievances: 1 hour
- Weingarten Rights and Seven Tests of Just Cause
- Contract Enforcement Grievances: 30 minutes
- Past Practice
- Interviewing Grievants and Writing Grievances: 1 hour
- Presenting Your Case: 1 hour

Part III: Duration: 3 hours

This offering helps to familiarize worksite representatives and executive board officers, members or staff with the responsibility for preparing and taking a grievance through the additional steps of your grievance procedure: personnel director, human resources administrator, superintendent or CEO.

Topics covered include:

- Review of Parts I and II: 30 minutes
- Opening Statements: 45 minutes
- Presenting Your Case: 45 minutes
 - » Direct and Cross-Examination
 - » Documentary Evidence
- Objections: 30 minutes
- Closing Statements: 30 minutes

OR-015-66 **Duration: 2 hours**

Moving Fair Share/Agency Fee Payers to Members

Agency fee is a category of workers who are not members but instead pay a fee to help cover their fair share of costs for negotiating a collective bargaining agreement and for union operation and administration. These workers are “fair share” payers. This short two-hour training has been developed to help members and worksite leaders practice how to approach and talk with co-workers and move them to full membership. In addition, there are resources defining fair share, a glossary of terms, and frequently asked questions on the subject to help members talk to each other with some background knowledge.

Powering Up!

With so many responsibilities for representing our members, it's easy for local unions to slip into a "transactional" mode of operation. When that happens, members begin to act more like customers, asking "What have you done for me lately?" instead of "What can I do to move our union forward?" When local unions get stuck in a service mode, the union loses power, and local leaders and staff burn ourselves out. But we can prevent or reverse this fate! This course focuses on how to create an "organizing culture" in your union. You'll learn about the best ways to manage the shift from a service model to a culture where organizing is a constant priority—and how to align your communications, structure, programs and activities accordingly. This course will help your local's team come up with a plan for leading and managing this sea change, with an emphasis on organizing around values and issues that matter to members and potential members, expanding the scope and quality of your local's new employee outreach, supercharging worksite leadership structures, and building a participatory culture of membership involvement in and emotional loyalty to your local.

OR-019-66 **Combined Duration: 1.5 hours to 3 days**

Worksite Leader Program

This course introduces the basic roles of the worksite leader, worksite rep, steward or whatever term is used in the particular local(s) involved. This training is designed for members who are new to the roles, or for mixed groups of newer and more experienced worksite leaders. The program is dependent upon a local having a clear job description for its worksite leaders.

This training will explore the different roles the worksite leader can and must play. Topics covered include:

- **Worksite Leader as Leader:** 3 hours
This section provides you the opportunity to discuss your personal best leadership experiences and compare them with research on specific practices leaders must do, with special application to leading at your worksite.
- **Worksite Leader as Communicator:** 1.5 hours
This section will equip you to conduct effective 10-minute worksite meetings and manage union bulletin boards and social media.
- **Worksite Leader as Mobilizer/Organizer/Union Builder:** 3-5 hours
This section provides training and practice in conducting an organizing conversation, whether for activation or recruitment, beginning with "Telling Your Story."
- **Worksite Leader as Problem-Solving Catalyst:** 3 hours
This section expands the approach to problem solving to broaden member engagement. Learn how to conduct issue-based campaigns at the worksite level, including how to identify realistic issues, how to choose methods to involve workers, and how to get issues resolved while building power and commitment to our union.
- **Worksite Leader as Data Manager:** 1-3 hours
This section provides both justification and skill in list building, mapping and charting, which are vital to understanding, mobilizing and tracking our members' activism.

OR-020-48

**Duration: 9 days,
broken into 3 three-day
sessions over 1 year**

Local Drivers

This program is designed for lead organizers, organizing directors, executive directors and other staff tasked with staff management and the implementation of organizing.

Following a community-learning model of education, Local Drivers is a series of trainings and discussions that focus on field and comprehensive campaign strategy and staff management skills for staff that lead other staff and are charged with implementing field organizing. You'll learn skills of staff management that improve organizer development and performance, and skills for building and maintaining effective organizing teams. You'll also analyze and reflect on your own development and organizing systems.

OR-021-69

Duration: 6 days

Public Employees Mobilization

The Public Employees Mobilization training is a hands-on, live training around organizing and mobilizing members, identifying leaders and moving a state legislative or political agenda.

OR-022-48

**Duration:
1.5-2 hours**

Leading to Organize

In efforts to engage members and to get them involved and active in the union, we are often overly focused on what we say versus how we act. This interactive workshop explores how we influence membership and activism by our actions and personal example. Suggesting six qualities of leadership, the workshop challenges participants to create a "to-do" for how they put these qualities into actual practice.

OR-023-48

Duration: 2+ hours

Rethinking Worksite Leadership

Is the importance of the union's worksite leadership structure reflected in the priority, time, resources and creativity the union places upon managing it as a system? Do worksite leaders have a clear description of their duties? Do they receive proper training? How about feedback on how they are doing? Recognition for their efforts? In this workshop, we explore a wide range of considerations that go into managing the worksite leadership structure as a system, and plan interventions to help worksite leaders be more effective.

OR-024-48

Duration: 2+ hours

Union as First Friend, Best Friend

This workshop asserts that every newly hired employee is an opportunity to strengthen the union and infuse it with new talent, energy and ideas. We'll discuss principles for effective new employee outreach and engagement, and how to improve the impression made by the union at new employee orientation events. We'll also discuss the concept of the union as "first friend, best friend," a strategy for new employee outreach through sustained personal contact over a period of time that is focused on the new employee's needs for professional survival and success. You'll leave the workshop with a plan for your own program of outreach.

POLITICS AND LEGISLATION

PO-001-62

Duration: **5 days**

Political Campaign Training

The AFT Political Campaign Training is designed to prepare you to take a leading role in local union political campaigns and to build and improve your affiliate's local and statewide political mobilization capacity.

In this program, you will develop, demonstrate and implement the components of a political mobilization campaign that will result in sustained and improved mobilization capacity at the state and local level for the 2016 election cycle and ongoing union mobilization efforts.

Topics covered include:

Political campaign competencies: 2 days

Develop a comprehensive campaign plan containing the following elements:

- Campaign timeline
- COPE (Committee on Political Education) fundraising plan
- Candidate recruitment
- Volunteer recruitment
- Phone bank and walk scripts
- Worksite mobilization
- Fliers and literature
- Union leader involvement
- Social and earned media

Introduction to LAN (Labor Action Network). Learn to record and track data: 1 day

Applied learning: Put these skills to use in a real campaign:

- Cut turf, track volunteers and build phone lists using LAN and My Campaigns.
- Conduct phone banks with local union members with a COPE fundraising component.
- Conduct canvassing with local union members with a COPE fundraising component.
- Conduct worksite leafleting with local union members with AFT fliers.
- Identify campaign problems and troubleshoot fixes.

Present final campaign findings to local union officers and staff: 1 day

PO-002-64

Duration: **TBD**

Activists for Congressional Education (ACE)

The Activists for Congressional Education program is geared toward building relationships between the AFT and members of Congress. Its goal is to connect lawmakers with AFT constituents back home through frank, substantive and regular discussions on the issues that directly affect members and the people they serve.

RESEARCH

RE-001-58 **Duration: 3 hours**

People Research: Finding Out What You Need to Know about Key Decision Makers

It doesn't matter what kind of strategic campaign you're running—an organizing campaign, a contract campaign or a political/legislative effort—it all comes down to mobilizing supporters, knowing your strategic leverage possibilities *and moving key decision makers*. To achieve that last goal, your campaign must analyze *who* those decision makers are and what they care about most. This session covers the many resources that are available to learn more about key decision makers and the issues and factors that might move them to support your campaign goals.

RE-002-58 **Duration: 3 hours**

Introduction to Researching Charter School Operators

So you're organizing teachers and staff in a charter school, and you need more background on that school as you plan your campaign. Or perhaps your district is attempting to expand charters and you want to know more about the charter operators involved. Information is out there about many charter operators and chains and their records—the good, the bad and the ugly. This session will walk you through the crucial information you should know about a charter school or charter chain, and how to find that information.

RE-003-58 **Duration: 2 hours**

Charter School Bonds

This session provides an overview of trends in charter school finance. It explains how charter schools obtain bond financing, how to research charter bonds, and how borrowings can affect teachers and students.

RE-004-58 **Duration: 3 hours**

Introduction to Researching Healthcare Companies and the Healthcare Industry

The rapid pace of change in today's healthcare sector—particularly in the hospital "industry"—makes it more important than ever to understand the structure and operations of the healthcare entity that your union is organizing, bargaining with or facing in a legislative or political arena. This session will show you how to research a hospital or healthcare operation, from individual entities to large healthcare chains.

RE-005-58 **Duration: 2-8 hours**

Introduction to Strategic Research

Tired of fighting and losing? Isn't it time you kicked sand in their faces? Smart strategic research can give you and your union more muscle and leverage to gain an advantage and reach your goals. Learn the how-tos of strategic research about employers, including what information is most useful, where to find it, how to most effectively use it, and who else cares and can be organized to take action. You'll leave this session with a road map for strategic research, including a comprehensive checklist of tools and web resources, from the Freedom of Information Act to "Follow the Money."

RE-006-58 **Duration: 2 hours**

Getting and Using 990s When Doing Research

Learn all about IRS Form 990, the tax form for nonprofit organizations. A 990 can provide your union or campaign a treasure trove of information on a nonprofit's activities, governance and finances. This session will cover the various ways to get a 990 and the wealth of specific information it contains.

RE-007-58 **Duration: 2 hours**

Health Benefits: The Research Basics

Healthcare benefits are more complex than ever. The tradeoffs are high-stakes—and the details matter! Whether it's knowing the ins and outs of your members' current health benefits, analyzing changes to health benefits that are being proposed by the employer or gaining a say in the health benefits options available to your members, it's crucial to understand how these benefits work. Learn how to analyze healthcare benefits so that your union can advocate for healthcare plans that maximize quality, access and affordability for your members.

RE-008-58 **Duration: 2 hours**

Open Source Intelligence Research: Sources and Methods

Local unions need the facts to make decisions strategically, especially when dealing with an unfriendly employer. But you don't need to hire a private investigator to learn more about a company or an individual. News media, social media and public records can provide a wealth of information for little to no money. All you need is a computer. This workshop provides a framework for organizing research on an employer, introduces the different sources of free or low-cost information accessible through the internet, and reviews several essential public records.

RE-009-58 **Duration: 2 hours**

Understanding and Using FOIA: Part I

The 1967 Freedom of Information Act has emerged as a useful—and often powerful—campaign tool. FOIA provides the public the right to request access to records from federal agencies—although there are some exemptions and exclusions regarding the information agencies are required to provide. This introductory session will go over the basics of the Freedom of Information Act, including which agencies are FOIA-able, what information you can request, how to file a request and how requests are processed. Learn how to make effective FOIA requests and how to challenge denials of FOIA requests, if needed.

RE-010-58 **Duration: 2 hours**

Understanding and Using FOIA: Part II

PREREQUISITE: *Understanding and Using FOIA: Part I*

Learn more about ways to use the Freedom of Information Act as a strong and helpful tactic in your campaign in this workshop on planning and executing comprehensive public issue, organizing or bargaining campaigns. This course builds on the information and techniques covered in Understanding and Using FOIA: Part I.

RE-011-58 **Duration: 1 hour**

Researching a Website of Unknown Origin

Who's behind that website going after your union or your cause? Sometimes it's important to reveal the bias, motivations and funding behind websites *seemingly* devoted to advocacy or (often slanted) "facts" and information. This session is an overview of how to identify the probable creators of a website, using largely free and open source tools.

RE-012-58 **Duration: 2 hours**

Mapping of GIS (Geographic Information Systems) and Related Data

A geographic information system (GIS) is designed to analyze and manage geographic and spatial data. Learn how to map custom boundaries and data using Google Fusion's mapping program, and how this tool can help during an organizing campaign.

Participants must have a Google account and an updated version of Google's Chrome browser.

RE-013-58 **Duration: 4 hours**

Budget and Fiscal Analysis of Your School District

PREREQUISITE: *Knowledge of Excel*

This presentation will discuss how fiscal analysis can help develop and support the union's bargaining position. In this session, you will become familiar with the documents needed to conduct fiscal analysis of a school district and where to find them. Presenters will go through the step-by-step process to help you learn how to read, analyze and present financial information to members and at the bargaining table. You will leave this workshop with practical fiscal analysis tools to help you preserve hard-won benefits and compensation for members.

RE-014-58 **Duration: 4 hours**

Budget and Fiscal Analysis of Your College or University

PREREQUISITE: *Knowledge of Excel*

This presentation will discuss how fiscal analysis can help develop and support the union's bargaining position. In this session, you will become familiar with the documents needed to conduct fiscal analysis of a college or university and where to find them. Presenters will go through the step-by-step process to help you learn how to read, analyze and present financial information to members and at the bargaining table. You will leave this workshop with practical fiscal analysis tools to help you preserve hard-won benefits and compensation for members.

RE-015-58 **Duration: 4 hours**

Budget and Fiscal Analysis of Your Healthcare Facility

PREREQUISITE: *Knowledge of Excel*

This presentation will discuss how fiscal analysis can help develop and support the union's bargaining position. In this session, you will become familiar with the documents needed to conduct fiscal analysis of a healthcare facility and where to find them. Presenters will go through the step-by-step process to help you learn how to read, analyze and present financial information to members and at the bargaining table. You will leave this workshop with practical fiscal analysis tools to help you preserve hard-won benefits and compensation for members.

RE-016-58 **Duration: Customizable**

Health Benefit Plan Costing and Analysis

This session will help you set up worksheets for analyzing healthcare premium costs and premium cost-sharing arrangements. The session will also analyze cost trends.

RE-017-58 **Duration: 2-3 hours**

Contract Costing

PREREQUISITE: *Knowledge of Excel*

Whether you're preparing for negotiations or deep in the process, it gives your union a strategic advantage to be able to accurately present the cost of your wage and benefits proposals—and to analyze and respond to the employer's proposals and counterproposals. This course will help you set up a contract costing spreadsheet to model wage proposals and the cost of benefits.

RE-018-58 **Duration: 1 hour**

Using the AFT Excise Tax Calculator (for Negotiators)

PREREQUISITE: *Knowledge of Excel*

Health benefits account for an ever-increasing portion of total compensation, and more often employees are being asked to take on a larger share of premium costs. Current federal law would impose a new tax on employer-sponsored health plans. This excise tax has been put "on hold" and is now slated to go into effect possibly as early as Jan. 1, 2020. This workshop will provide you with the latest information on the excise tax, along with the tools and training to calculate healthcare costs and assess whether your health plans could be impacted by the tax.

RE-019-58 **Duration: 2 hours**

Local Taxing Authority and Revenue-Raising Capacity

This training will look at the powers that cities, school districts and other local governments have to raise revenue to fund local public services—without approval from the state or other higher government authority. This training will cover revenue sources outside of the traditional levy or mill that most local campaigns focus on, such as bad business fees, local tax abatements and untraditional sin taxes.

RE-020-58 **Duration: 2 hours**

Researching Investment Advisers (Hedge Fund/Private Equity, Venture Capital)

This session will cover why alternative investment managers are bad for public pensions, and will provide detailed instruction on how to research hedge fund, private equity and venture capital fund managers. You will learn how to identify fund clients, determine fund strategy, compare performance and identify common pitfalls.

RE-021-58 **Duration: 2 hours**

E-Rate “Skim”

This session focuses on understanding and identifying fraud in the federal Schools and Libraries program, also known as the E-rate program. This program was created to make telecommunications and information services more affordable for schools and libraries, with first priority accorded to higher-poverty schools and libraries. Over its lifetime, the program has been vulnerable to potential fraud and abuses. You will learn how to evaluate E-rate contracting risks in charter schools, traditional school districts and universities. This session includes a demo of a free custom E-rate research tool.

RE-022-58 **Duration: 2 hours**

Introduction to CLEAR/Lexis

Learn the basics of researching background information on companies and individuals by searching public records. This session will walk you through what can be searched using the Lexis and CLEAR databases and how this information can be useful in campaigns.

Participants must have CLEAR/Lexis accounts.

RE-023-64 **Duration: 1-hour demonstration or half-day training via WebEx or on-site**

Assessment and Analysis (A&A) Tool

The Assessment and Analysis Tool allows AFT affiliates to create customized data collection forms to gather, track, analyze and report on data relevant to members' attitudes and opinions on issues and their participation in union activities. It can be used for organizing campaigns, political action, lobbying and many other union activities. The tool consists of various components that include creating assessments, collecting and entering data, and generating reports.

TRAINING FOR TEACHERS AND PARAPROFESSIONALS AND SCHOOL-RELATED PERSONNEL

TR-001-39 **Duration: 54 hours
(runs from August to May)**

Teacher Leaders Program

PREREQUISITE: *Selection by local leader*

The AFT's yearlong Teacher Leaders Program identifies and brings together a select group of teachers and empowers them to assume active leadership roles in their schools, unions and communities. These teachers then serve as catalysts to build the profession and strengthen the union and its connection to the community in order to generate support and understanding of public schools. Teacher leaders will continue to use the skills they develop in the yearlong program throughout their careers.

TR-002-39

Summer Educator Academy

**Duration: 35-40 hours
(July)**

PREREQUISITE: *Selection by local leader*

This weeklong train-the-trainer academy is union-sponsored, research-based professional development that addresses the complexities of teaching. This program is designed to help your local union build the capacity to deliver high-quality professional development services to all educators—teachers, paraprofessionals and school-related personnel. Course offerings change from year to year, based on interest.

TR-003-39

Center for School Improvement Leadership Institute

**Duration: 3.5 days,
held in January**

This course is designed for union and district leadership. Participants attend as a team with representatives from labor and management.

The CSI Leadership Institute is a professional development and technical assistance opportunity for leading and facilitating school improvement that results in higher student achievement. Principles and practices support district and union leadership teams as they partner to redesign struggling schools to make them safe, welcoming places for teaching and learning. Four skill-building modules address the knowledge and skills needed to develop and implement strong instructional plans that ensure all school staff are well-prepared to instruct students.

TR-004-68

Duration: 2 hours

See Something, Do Something: Intervening in Bullying Behavior (for School Bus Drivers)

This course is designed to equip school bus drivers to recognize bullying behaviors among students on their buses and to deal with bullying effectively as part of ensuring a safe and respectful bus environment. In this workshop, you will learn what bullying is (and is not) and what bullying looks like on your school bus, explore and share ideas for responding to bullying, and become equipped with specific strategies for addressing and reporting bullying when it occurs.

TR-005-68

Duration: 2.5 hours

The Para-Teacher Team

The success of students in the classroom is impacted by the paraprofessional-teacher team relationship. This course is designed to help the paraprofessional and teacher have a good working relationship in the classroom. The training comprises four sections: teams, roles and responsibilities, communication and conflict resolution. This course is particularly helpful for new teachers and paraprofessionals.

This course can be done as a workshop or “training of the trainer.”

TR-006-68 **Duration: 2.5 hours**

Managing Student Behavior for Support Staff

This course is designed to help PSRPs to create and maintain a safe and orderly learning environment in classroom and non-classroom settings. This material includes interventions and research-based and field-tested strategies to provide the supporting documentation necessary when considering removal, referral or change in placement for students participating in an Individualized Education Program, when appropriate. This course can be done as a workshop (of 1.5-3 hours) or as a “Train the Trainer.”

UNION GOVERNANCE AND ADMINISTRATION

UN-001-34 **Duration: 1 hour**

“Meet and Greet” Financial Services

This session is an introduction to the AFT’s financial services department, including the services it provides to AFT affiliates. The session provides an overview of internal controls or best practices that all AFT affiliates should be following, as well as some information regarding other financial issues, such as completion of per capita reports.

UN-002-32 **Duration: 3 hours**

Managing in a Union Environment

In this session, you will gain insight and skills in managing your staff. The interactive session will cover managing in a union environment, giving and receiving effective feedback, evaluating staff, progressive discipline, employer policies and more. Spend time hearing from managers and discussing with your peers how to effectively manage staff.

UN-003-34 **Duration: 2 days**

Financial Services Training (AFT or State Affiliate-Sponsored)

This training involves a discussion of the financial issues that affect all AFT affiliates. The training will cover best accounting practices, government-required reports, budgets, financial statements and other key topics. This training can be tailored to provide an overview of the aforementioned items, plus more in-depth, hands-on training, such as having attendees prepare budgets or financial statements.

UN-004-34 **Duration: 2 days**

Financial Services Training (Local Leaders and Staff)

This training involves working with local staff, including officers, on financial best practices, maintenance of financial records, accounting programs and all matters related to maintaining good financial records. The allotted time is dependent upon the needs of your local.

UN-005-66 **Duration: 4 hours to 1.5 days**

Strategic Planning

This course helps locals and state federations understand why clarifying the direction, priorities and goals is a building block for any plan. The course will provide a basis for measuring performance and puts the emphasis on action rather than reaction. It will also cover how you can use strategic planning to build commitment, expertise and teamwork, and thereby increase organizational capacity.

UN-006-63 **Duration: 1.5 hours**

Meeting the Standards for Holding Union Officer Elections

The Labor-Management Reporting and Disclosure Act of 1959 (also known as the LMRDA or Landrum-Griffin Act) is a labor law that, among other requirements, includes regulations for how unions covered by the law run elections for officers. From this law comes the requirement that local unions hold secret-ballot elections of officers at least every three years. This course provides an overview of LMRDA and AFT standards for union officer elections.

UN-007-63 **Duration: 1 hour**

AFT Constitutional Mandates

This workshop provides detailed discussion of specific provisions that must be included in a local constitution in order for a local to be in compliance with the AFT constitution.

UN-008-63 **Duration: 1.5 hours**

Building an Empowered, Effective Executive Board

This workshop describes the role of the executive officers in a local union or state federation. It includes a discussion of officers' legal responsibilities, potential challenges (such as resolving conflicts among officers, or between officers and the local or state federation president) and how to create an empowered, involved executive board that not only governs your union effectively but engages and mobilizes members and community partners.

UN-009-66 **Duration: 1.5 days**

Executive Board Training: Surviving Your First Year as an Elected Board Member

Serving on a local union executive board is an incredibly rewarding and demanding leadership role within our union. This workshop can be tailored to your individual local needs, but in general this experience will develop your leadership skills, define the roles of officers and the executive board, allow you to explore your vision for your union, and set expectations for ethical and professional behavior.

Additional short workshops can be delivered on board-related topics such as:

- Time management
- Team building
- Effectively handling conflict
- Strategic planning

UN-010-63 **Duration: 1.5 hours**

Fiduciary Responsibilities of Union Officers

Union officers have a fiduciary responsibility to our members and to the union. Learning the central principles that guide union officers' fiduciary duties can help your leadership stay focused, effective, inspiring and rooted in your union's mission and values. This workshop describes the legal responsibility of union officers and executive board members to govern the local in accordance with the local's constitution and to use member funds solely for the best interests of members.

UN-011-63 **Duration: 1 hour**

AFT's Occupational Liability Insurance and Defense Fund: How to Access These Key Member Protections

AFT members receive important workplace protections in addition to those won at the bargaining table. This workshop describes the occupational liability insurance and legal defense fund coverage provided by the AFT and the procedures for accessing those programs.

UN-012-66 **Duration: 3 hours**

Parliamentary Procedure

The essence of parliamentary procedure is to maintain order and ensure the rights of each person to participate with an equal voice. The purpose is facilitation of the flow of events, not slowing them down or aborting them. In this course, you will not only learn about the procedure but also practice using it by participating in mock meetings.

UN-013-34 **Duration: 1 day**

Affiliate-Specific Financial Issues Training

This course takes the mystery out of union finances! You'll learn specific ways to understand and manage your local's finances efficiently and effectively. Participants learn how to handle a range of financial and accounting situations. If applicable, legal ramifications of union finances (such as required government reports) are also reviewed.

This course is designed for union leadership (presidents, treasurers or other activists) who are responsible for managing union finances

UN-014-64 **Duration: 1-hour demonstration via WebEx**

Compliance Scorecard

The Compliance Scorecard tool indicates if a local is in compliance with Article X of the AFT constitution, which lays out the requirements a local must meet to be in good standing. These include requirements related to per capita payments, annual audits and financial statements, and membership rosters. If an affiliate is not in compliance with Article X, this tool also provides information on how to get back into compliance and restore good standing.

UN-015-40-64

Membership Suite

Membership Suite is a full-featured database with accompanying programs that allow users to maintain a wide variety of information about their membership, including member job classifications, contact information and voting districts. The system is built for state federations and locals, and is accessible from virtually any computer (or other device) via a secure Internet connection.

Duration: 2 days of face-to-face training (we also offer an hourly webinar every Wednesday)

UN-016-64

Toolkit Workspace

Toolkit provides easy access to your information all in one place. You can manage data on members and nonmembers, upload files, get reports and easily access the Assessment and Analysis Tool. You can also customize your Toolkit Workspace. Toolkit demonstrations are offered every Wednesday at 2 p.m. and 4 p.m. Eastern time. To register, contact the AFT Service Desk at servicedesk@aft.org or 800-238-1133, x4504.

Duration: 1-hour demonstration or half-day training via WebEx or on-site

UN-017-64

Mobile Toolkit

The mobile application version for Toolkit allows you to search for essential records "on the go," based on a variety of criteria. It also allows you to add and edit contact and employment information, view and enter new assessment data, and create and manage different levels of worksite leader access.

Duration: 1-hour demonstration or half-day training via WebEx or on-site

UN-017-64

AFT eDues Solution

Most locals still have union dues collected through the employer, through automatic payroll deductions, but the AFT has created a system to make it easier for locals and affiliates to take control of their revenue stream. In this session, you'll learn how to electronically collect dues and/or COPE (Committee on Political Education) contributions directly from members.

Duration: 1.5-hour demonstration or full-day training via WebEx or on-site

UN-018-64

AFT Connect

AFT Connect is an ecosystem of solutions that includes eDues, data management and online membership forms. It empowers affiliate leaders, activists and staff by providing a range of tools that can be used to support member engagement and recruitment. It allows affiliates to manage data on members, nonmembers and other relationships with the union, make notes on conversations, track participation in union activities, print lists and reports, send emails and event invites, and use additional features to help grow the union.

Duration: 1-hour demonstration via WebEx

Coming Soon

UN-020-34

Duration: 1.5 hours
(webinar or in-person)

Introduction to ARTS (Audit Report Tracking System)

In this training, participants will be introduced to the new ARTS tool, which allows affiliates to upload their audits or complete fillable forms, helping them meet the AFT's annual financial reports requirements.

UN-021-34

Duration: 1.5-2.5 hours

Hands-On Training using ARTS (Audit Report Tracking System)

This training provides hands-on instruction to locals on the use of ARTS in submitting their financial reports, and to state federations, which have the option to submit financial reports for affiliates within their state.

UN-022-64

Duration: 1-hour
demonstration via WebEx

Affiliate Maintenance System (AMS)

In this session, participants will learn about the Affiliate Maintenance System, which allows users to easily and directly update their local, officer, staff and volunteer information, and to share that information with the AFT.

UN-023-31

Duration: 45-90 minutes

AFT + Member Benefits Overview for Leaders, Staff and Building Representatives

The AFT + Member Benefits program is being repositioned as a tool for enhancing members' experience with the union and increasing the adhesion or "stickiness" of their membership. Participants will learn about new and enhanced benefit programs, how to make new and existing members aware of the range of professional and personal resources available to them via the AFT, resources for sharing Member Benefits information with members, and where to go with questions or problems.

PARTNER OFFERINGS

PA-001

Duration: 7 classes,
self-paced

Shaping the Future of Work

Note: This is an archived course on the edX platform, and as such not all features and materials may be available.

The goal of this course is to explore and develop plans of action for improving the job and career opportunities for today's and tomorrow's workforce. At this time, there aren't enough good jobs or educational opportunities in the United States or globally to meet the aspirations and needs of all who want and need to work and to deliver on the expectation that every generation should achieve a higher standard of living than the previous one. This is a fundamental ideal that drives people all over the world. In the United States, we call it the American dream.

Participants must have a free account at www.edx.org and an up-to-date browser.

What you'll learn:

- A historical perspective and overview of work and employment policy in the United States and around the world.
- How the roles of firms, employees and public policy have changed and created the labor market we see today.
- The status of the current labor market in more detail: What does it look like? What types of jobs do we have, and what skills are required? What are emerging trends in how firms organize work and in the role of labor market institutions such as unions?
- Resources and tools you can use to plan your own career paths in the workplaces of the future—those of the next generation.

Sign up at www.edx.org/course/shaping-future-work-mitx-15-662x.

Great Lakes Union Leadership Institute **Duration: 4 days**

The Great Lakes Union Leadership Institute is a four-day training and leadership development program, co-sponsored by the Illinois Federation of Teachers and the AFT's Leadership, Education and Development Program (LEAD). The courses are designed to enhance local capacity for all AFT constituency groups. The purpose of the Great Lakes ULI is to provide hands-on learning of union skills, to further acquaint members and leaders with the AFT and its issues, and to give you a chance to exchange information with their union brothers and sisters in a relaxed, casual setting. This program is open to all AFT members but designed with the needs of the Great Lakes region in mind.

AFT's Student Debt Clinics for Members/Potential Members Struggling with Student Debt **Duration: 1.5 hours**

Our members and potential members are among the 40 million people in the United States who carry student loan debt. Many struggle to make monthly payments or worry about student loans following them through life. If you're ready to take the next step in engaging your members and potential members on an issue that matters to them deeply, AFT student debt clinics can help.

AFT student debt clinics cover the landscape of free and underused federal programs that help many student loan borrowers lower their monthly payments or, in some cases, even have their debt forgiven. This session will provide:

- Information on how to enroll in income-driven student loan repayment programs;
- Help in enrolling in the Public Service Loan Forgiveness Program;
- Opportunities to interact with members who haven't been engaged with their union;
- A curriculum that demonstrates the power of our union in improving the lives of AFT members and the people in our communities; and
- A resource to help persuade union members to become activists and leaders.

The AFT can help you set up a student debt clinic for your members or prospective members, and can train you on how to provide member-to-member debt clinics.

COURSE OR PROGRAM REQUEST FORM

Interested in a course or program in this catalogue?
Start by filling out this form.

Or, go online and explore our catalogue and request a course or program at www.aft.org/AFTUNI.

PART I: YOUR CONTACT INFORMATION

To help us plan and schedule the best course and program opportunities for your affiliate, please provide the information below:

Your name: _____

Your local, state federation or affiliate name: _____

Your local number (if applicable): _____ Your phone number: _____

Your email address: _____

Your position in your union (president, executive board member, building representative/steward, activist, etc.):

Name and contact information for the person who will be coordinating the training for your affiliate (if different from above):

Name: _____

Phone: _____

Email: _____

PART II: YOUR COURSE OR PROGRAM REQUEST

Option 1: Request an existing course or program.

I'd like to request an **EXISTING** course or program as listed in the AFT UNI course catalogue.

(Please provide the name and number of the course or program you are requesting):

Course name: _____

Course number: _____

Approximate number of participants from your affiliate: _____

Option 2: Request a custom-designed course or program.

I'd like to request a **CUSTOM-DESIGNED** course or program.

Please provide a brief description of the type of course or program you desire: _____

PART III: LOGISTICS

(Note: If you are requesting an existing course or program **that takes place at a specific, predetermined location and date**—i.e., a program such as ULI Great Lakes—you **do not need** to provide additional logistical information at this time.)

If you requested **an existing or custom-designed** course or program **that does not occur at a specific place and time**, please provide the following information:

Do you have specific dates in mind for the training or a general time frame?

Specific date: _____

General time frame: _____

Please estimate the number of people from your affiliate who will be participating in the training: _____

Where will the training be held?

City: _____ State: _____

Has a preferred venue been selected?

Yes No

If yes:

Name of the venue: _____

Address: _____

Phone: _____ Email: _____

Who will the training be provided for? (*Check all that apply*):

Leaders Activists
 Staff Others

Thank you for your interest in the courses and programs offered by AFT UNI.

Please scan and send this form to ULI_support@aft.org, or mail this form to:

AFT UNI
American Federation of Teachers, AFL-CIO
555 New Jersey Ave. N.W.
Washington, DC 20001

(You can also browse our catalogue and fill out this form online at www.aft.org/AFTUNI or call us with questions at 202-879-4497.)

We will be following up with you to confirm and plan your affiliate's training request!



A Union of Professionals

American Federation of Teachers, AFL-CIO
555 New Jersey Ave. N.W.
Washington, DC 20001
202-879-4400



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