

# CERTIFICATION & CREDIT BEARING PORTFOLIO

## CERTIFICATION & CREDIT BEARING PORTFOLIO

NYC employees can prepare for professional certifications and exams with training that is specific to their certification's requirements. L&D's current offerings include the CUNY Public Administration Program, NIGP Certification, LMSW Preparation Program, and a wide variety of IT Certifications.

**CUNY Public Administration Programs**..... 154

**IT Professional & Certification Courses** ..... 35

(Located in the Technology Skills Portfolio)

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## CUNY PUBLIC ADMINISTRATION PROGRAMS



The **CUNY/DCAS Public Administration Certificate Program** (undergraduate and graduate level) is offered in a collaboration between the City University of New York's School of Labor and Urban Studies (formerly the Murphy Institute), and participating unions. It is designed to provide an opportunity to earn college credits, improve communication and analytical skills, and provide for expanded knowledge of government agencies, social services, labor relations, and the legislative and budgetary processes in the context of deepening the understanding of urban challenges and institutions.

### ENROLL AT THE UNDERGRADUATE OR GRADUATE LEVEL:

- Earn a Certificate in Public Administration & Public Policy, Healthcare Policy & Administration, or Labor Relations from the City University of New York and the NYC Department of Citywide Administrative Services (DCAS)
- Apply completed certificate credits toward a bachelor's or master's degree at the Murphy Institute
- Union tuition plans are applicable and tuition reimbursement may apply
- Students are responsible for tuition costs

### FALL 2019 ADMISSIONS DEADLINE:

**JULY 8, 2019 (DEGREES); JULY 16, 2019 (CERTIFICATES)**

## FOR MORE INFORMATION ON CUNY COURSES AND ADMISSIONS DEADLINE CONTACT:

### DCAS

**J. Valentine at: (212) 386-1697 or [cuny@dcas.nyc.gov](mailto:cuny@dcas.nyc.gov)**

### CUNY SCHOOL OF LABOR AND URBAN STUDIES

25 West 43rd Street, 19th Floor

New York, NY 10036

The School of Labor and Urban Studies Enrollment Specialist at:

(212) 827-0200 or [cherise.mullings@cuny.edu](mailto:cherise.mullings@cuny.edu)

The following courses will be offered as part of the School of Labor and Urban Studies spring 2019 academic program:

## UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

The Undergraduate Certificate in Public Administration and Public Policy provides students with a solid background in government, policy-making, and public administration. To earn the Certificate, participants must hold a high school diploma or GED/TASC\* and complete four courses, for a total of sixteen credits.

### Public Issue & Public Policy

<b>PADM 22100</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 9:35pm</b>	<b>DCAS: 1 Centre Street, CTC Training Center 24th Floor</b>
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This course will provide an overview of the major problems facing American cities and will examine the federal, state and local policies that address urban poverty and inequality. Participants will explore a range of economic and social policies, including: taxation; minimum wage; social security; immigration; education; the environment; crime; social welfare; discrimination; and civil rights. Participants will also examine the political and intellectual debates over policy initiatives to regulate social and private life.

### Public Administration

<b>PADM 20100</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Monday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street 19th Floor</b>
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This course will examine the growth, structure, role, and methods of local and federal bureaucracies and their impact on American government and society. It will introduce participants to the subject of bureaucracy in American government and will survey the major areas of study in Public Administration, including the context of public administration, the meaning of federalism and intergovernmental relations. In addition, the course will address organizational theory and behavior, decision-making, leadership, policy implementation, budgeting, personnel management, performance management, legal and regulatory constraints, ethics and accountability.

**Research Seminar on Public Policy**

<b>PADM 23100</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course is a seminar in public-policy analysis, including full class sessions as well as supervised independent research. The seminar will focus on a single topic, such as health care, housing or criminal justice, which will change each semester. Using a task force model, students will survey the literature on the topic under consideration and work in teams to work on particular aspects of the social problem and policy. The task for each team is to identify, analyze and evaluate an existing policy or set of policies related to the selected topic. Students will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination.

**GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY**

The Advanced Certificate in Public Administration and Policy (Level I) will provide participants a deeper understanding of such topics as public management, the administrative decision-making process, diversity, training and staff development, and union-management relations. To earn the Certificate, participants must complete twelve credits.

**Research Methods Seminar**

<b>PADM 65100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 8:45pm</b>	<b>DCAS: 1 Centre Street, CTC Training Center 24th Floor</b>
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This course examines research methods used to produce accurate data on a range of important public policy and public administration issues. Participants will learn the importance of formulating research questions and how to frame them; the range of methodologies that can be employed and why and when to use them; and the tools of research methodology and how to utilize them. They will also learn how to analyze data in order to produce research reports in which conclusions are supported by reliable data. In this seminar, participants will discuss the theoretical and operational issues critical to doing research and will develop tools and techniques for conducting both quantitative and qualitative research. Participants will critique and evaluate specific research studies and will make presentations, posing questions for group discussion. Finally, participants will develop an operational familiarity with computer-based programs for statistics and data analysis.

**Policy Analysis**

<b>PADM 62100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will introduce participants to theories and techniques of policy analysis and will help them acquire the basic skills necessary to do analytic work. The course will begin by defining policy analysis and the various social models that underlie differing analytic and evaluative frameworks. It will examine the institutions, interests, and forces that shape policy debate and affect “delivery” of policy initiatives. Participants will explore several models of analysis and consider their limits as well as their strengths. They will explore the role of government in implementing public policy and allocating resources.

**Public Administration**

<b>PADM 60100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course is designed for participants with a basic knowledge of public administration. It will examine critical issues confronting government and public administration. Readings and discussions will cover a broad range of topics and will include comparisons of public and private bureaucracies as well as proposals for “reinventing” government. Participants will analyze theoretical questions of public administration and address the real-world experience of public sector employees, both managers and staff. Participants will examine such key managerial issues as the evaluation of employee performance; motivation of employees; organizational justice; diversity management; training and staff-development; union-management relations; and collective bargaining.

**Social and Economic Policy in the United States**

<b>PADM 61100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty; welfare; housing; health-care; public education; and urban crime. While the focus of this course is on municipal issues and policies, participants will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.

## UNDERGRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

The Undergraduate Certificate in Health Care Policy and Administration provides participants with a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing and presentation skills. It is ideal for those currently employed within the field or interested in pursuing careers as health care managers and administrators, as well as public policy analysts and advocates. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

### Urban Health Issues & Public Policy

<b>HCA 30100</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Monday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will use New York City as the context within which to examine a variety of urban health services and institutions, reviewing their historical development, financing mechanisms and regulatory and legislative oversight. Service provision in private and public institutions will be compared and contrasted, and the impact of services examined within a wide range of health contexts, including HIV/AIDS services, mental health, disabilities services, reproductive services, elder care, child health, and more. The course will also analyze how class, race/ethnicity, gender and sexuality affect the provision of and access to services. Policies that influence the delivery of services and the functioning of institutions, such as the development of managed care, will be critically analyzed.

### Research Seminar in Health Policy

<b>HCA 30200</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course is a seminar in health policy that will focus on the topic of health services research and the role of research in supporting, creating, or challenging health policy. Assigned readings consisting of published research on health services will be utilized as a springboard for class discussion. In addition to critically evaluating each of these research reports in class discussions, participants will work in teams to: identify a researchable problem based on their workplace experiences; formulate the research question and hypothesis; identify the variables to be studied and apply a conceptual or theoretical framework to the research question; conduct a comprehensive and critical literature review related to the research question; and choose an appropriate research methodology and defend this choice.

## GRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

The Advanced Certificate in Health Care Policy and Administration provides professional development for administrative and professional workers in New York City's health care industry. Participants will gain a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing, and presentation skills. To earn the Certificate, participants must complete twelve credits.

### Health Care Administration

<b>HCA 60000</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will examine critical issues confronting health care administration, focusing on the public and not-for-profit sectors. Students will analyze theoretical questions of health care administration and will address the real-world experience of health care employees, both managers and staff. Students will examine and evaluate academic literature on current and future trends in health care human resources, including: evaluation of employee performance and motivation of employees; health care financing, including the impact of managed care and the role of third-party payers; union-management relations and collective bargaining; quality improvement in health care; training and staff-development; the nursing shortage; organizational justice; and diversity management.

### Health Disparities

<b>HCA 60100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Wednesday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will examine in detail the manifestations of health disparities and inequalities in the U.S., with particular reference to their relevance to health care policy and practice in New York City. Evidence of inequalities will be presented with regard to major health indicators, including: incidence and prevalence of disease; differential screening, diagnosis, treatment, and outcome; exposures to risk factors and preventive measures; access to and utilization of health care services; issues relating to the clinical encounter; biases in health research; and health of selected populations. Disparities will be studied through the lenses of race, class, gender, age, residence, and sexual orientation, as well as through the interactions of these factors. A variety of theoretical frameworks will be critically evaluated or their contribution to the explanation of the existence and distribution of health disparities. Although the course will focus on contemporary health disparities, some historical issues will be presented, particularly as these relate to the development of a contemporary research agenda free from the biases of the past. Within each area, strategies and policies for reducing or eliminating the particular health disparity and inequity will be discussed and analyzed. At the end of the course, an analysis and evaluation of broader policy issues will be presented.

**Politics of Health Care**

<b>HCA 60200</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will approach the politics of health care in the U.S. by examining and analyzing the interests of the major stakeholders in the system of care delivery. These stakeholders will include the federal, state and local governments; hospitals; insurance companies; the pharmaceutical, tobacco, and food industries; organized labor; health providers and professional organizations, the public health movement, and consumer health movements. Among the issues to be considered are financial gain, control of health care resources, and process and power in decision making. Relationships among the various stakeholders will be assessed as will their contributions to fostering or thwarting universal access to care, equitable health treatment, health promotion and disease prevention, and health research free from bias.

**UNDERGRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP**

The Certificate in Community Leadership provides students with the skills to help them participate effectively in political processes on behalf of communities. Students gain the educational and professional credentials needed to pursue careers in public service, specifically in local nonprofits, community advocacy organizations, government agencies, and elected office. Using New York City and its diverse municipalities as the classroom, students learn how communities are organized, how nonprofits serve constituents, and how community engagement can result in social progress and political power. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

**Work, Culture, and Politics in New York City**

<b>LPOL 30100</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Friday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course explores the work, culture and politics of New York City, examining where New Yorkers live and work, how communities develop, and questioning if the cultural and political institutions of New York adequately serve the city's diverse population. Major topics covered include the history of New York, New York's key industries, trends in immigration, economic development, public policy, public and private space, high culture, popular culture, urban social identity, community organizations, and labor's contributions to building the city's institutions.

**Community Organizing and Community Organizations**

<b>URB 32100</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will examine the way the term “community development” has been defined and used historically in the U.S. It will address the role of government and policy in community development, including the role of Community Development Corporations. Students will explore concepts of community development, focusing on current theories and empirical data to evaluate the effectiveness of different strategies for community development. They will seek to answer central questions, concerning community development: who sets goals; who has agency; how the diverse interests are and needs balanced or not balanced. Students will analyze case studies of specific community development projects.

**Introduction to Nonprofit Leadership**

<b>URB 32400</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course introduces the field of nonprofit management. The class will cover issues that arise for leaders of these kinds of organizations, including governance and boards, strategic planning, fundraising and philanthropy as well as grant-writing, administration, personnel management, and ethical questions. The class will focus on nonprofits broadly but investigate variations in the sector, from public-sector organizations to education, labor organizations, 501c(3) organizations, and others. The class will emphasize issues related to best practices needed for nonprofit leaders to successfully meet the mission of their organizations. Students will be required to engage in discussion and exercises that explore the relationship between theories and practices of nonprofit leadership and management.

**GRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP**

The Advanced Certificate in Community Leadership provides students with the educational and professional credentials to help them pursue leadership-path careers in public service, specifically in locally serving nonprofits, community advocacy organizations, government agencies, and elected office. Students deepen their understanding of the critical theoretical, conceptual, practical, and grassroots issues relating to community development and urban policy innovations. To earn the Certificate, participants must complete four courses, for a total of twelve credits.

**Work, Culture, and Politics in New York City**

<b>LPOL 60200</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Friday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course is designed to provide an interactive overview of the constantly changing worlds of work, culture and politics in New York City. Students will learn about where New Yorkers live and work, how specific urban communities develop, and assess how the cultural and political institutions of New York serve the city's diverse population. The class uses a historical frame to situate the contemporary city, spending equal time on past and present inquiries. Throughout, we will learn about New York's key industries, trends in immigration, economic development, public policy, public and private space, popular culture, urban social identity, community organizations, and labor's contributions to building the city's institutions.

**URBAN SOCIAL PROBLEMS AND COMMUNITY DEVELOPMENT**

<b>URB 61200</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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The main emphasis of the course is a broad examination of the issues that have confronted communities since the mid-20th century. First, it studies the historical development of urban communities and the structural roots of urban social problems. Second, it traces the community development movement from its historic connections to the civil rights movement and the War on Poverty to its present-day manifestations. Third, it introduces students to various community development approaches and the complex constraints residents, activists, and organizations face as they confront common challenges. Finally, this course will use New York City as its main "case," relying on New York-focused studies to illuminate the theoretical and practical issues outlined above.

**Community Organization**

<b>URB 63500</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will examine the historical development and contemporary practice of community organizing. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and entitlement to public services, to acquire resources for development, and to improve their quality of life. Students will develop a historical and theoretical perspective on community organizing and will explore the range of issues around which communities organize. They will acquire practical knowledge and skills for effective grassroots organizing, including coalition-building and alliances between community organizations and labor. Through readings and presentations by guest speakers, they will gain familiarity with various models and strategies of community organizations in New York City.

## UNDERGRADUATE CERTIFICATE IN LABOR RELATIONS

The Undergraduate Certificate in Labor Relations, offered through an educational partnership between Cornell University's School of Industrial and Labor Relations and CUNY SPS's Joseph S. Murphy Institute, provides NYC area union members, officers and staff with practical knowledge, skills and resources needed to be effective practitioners in the field of labor and industrial relations. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

### Contemporary Labor Issues

<b>BABR 30200</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Monday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course examines the social, economic, political, and organizational issues confronting the U.S. labor movement today. As an ever-changing economy and political climate impact workers and the labor movement, unions face challenges that require changes in the visionary, structural, functional, and strategic aspects of their organizations. Students in this course consider how the external environment-globalization, shifts in the economy, employer resistance, political and legal obstacles-has shaped the current state of the union movement in general and affected union density, economic power, and political influence.

### Unions and Labor Relations

<b>LABR 30400</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course focuses on unions and their role in labor-management relations. Students will examine the purpose, structure and function and governance of unions in the United States. Emphasis will be placed on how unions function in the collective bargaining process and contract administration. Topics will include: sources and uses of bargaining power, the negotiation process, the content and language of labor contracts, and the role and function of grievance procedures and labor arbitrations.

**Labor and Employment Law**

<b>LABR 32400</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Monday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
<b>LABR 32400</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Wednesday</b>	<b>6:15pm- 8:45pm</b>	<b>CWA/ATU SI (Staten Island Cohort)</b>

This course will introduce students to the fundamentals of law governing labor relations and employee rights in the workplace. Topics covered will include the National Labor Relations Act, employee representation, the grievance process, labor’s right to organize, the ground rules for collective bargaining, legal aspects of strikes, Weingarten rights, the obligation to bargain, and the duty of fair representation. The second part of the course will focus on employment rights at the workplace including statutes regarding discrimination, family medical leave, and workplace privacy.

**Leadership and Administration**

<b>LABR 32800</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 8:45pm</b>	<b>Cornell U.’s School of Industrial &amp; Labor Relations</b>
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This course draws on a considerable body of social science and historical research. It also, applies leadership and organizational theories to a union context to examine and analyze the leadership models, practices, and approaches we find in contemporary unions. Students will examine the labor movement in the context of current economic, political and legal conditions. Topics in the course include organizational structure and group dynamics, motivating membership, ethical decision-making, strategic planning, and resolving conflict.

**GRADUATE CERTIFICATE IN LABOR RELATIONS**

The Advanced Certificate in Labor Relations offers participants the opportunity to develop the practical skills necessary for participation in collective bargaining, conflict resolution, and contract administration. It also provides a theoretical and historical understanding of labor law, public policy and the role of worker organizations in employment relations. To earn the Certificate, participants must complete four courses, for a total of twelve credits.

### U.S. Labor History

<b>LHIS 60100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm-8:45pm</b>	<b>Course offering is still to be determined</b>
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Participants in this course will examine U.S. labor history from several perspectives, seeking to understand how the experience of workers and the nature of working-class institutions have evolved in the context of broader historical developments.

### Collective Bargaining Theory and Practice

<b>LHIS 62000</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm-8:45pm</b>	<b>Course offering is still to be determined</b>
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This course will provide students with a theoretical understanding of the collective bargaining process in the U.S. In addition to studying union and management theories of bargaining, students will analyze contemporary and historically significant bargaining scenarios in the private and public sectors and will develop advanced knowledge of labor relations in a variety of workplace environments. Students will examine the legal framework of collective bargaining and will study the evolution of public policy governing labor relations.

## BACHELOR OF ARTS IN URBAN AND COMMUNITY STUDIES

The BA in Urban and Community Studies degree program is designed for participants with interests in urban, social, economic, and political issues, especially as they relate to diverse working-class communities. The program allows participants to explore the dynamics of urban and community life, public policy and administration, the structure of urban government and agencies, the delivery of social services, and community and labor organizing. Course offerings include:

### Urban Populations and Communities

<b>URB 32000</b>	<b>Credits: 4</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm-9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will introduce participants to the history of urbanization and the development of urban communities and enclaves. Participants will examine the various economic, social, and political factors that stimulate global immigration and internal migrations, including the shift from an industrial to a service economy that marks contemporary cities such as New York.

## MASTER OF ARTS IN URBAN STUDIES

The MA in Urban Studies degree program is designed for participants interested in the political, economic, and social dynamics of contemporary urban life. Blending theory with practice, the program offers participants an emphasis on urban problems and solutions, public policy, community organizations and community organizing, social change and social movements, civic engagement, the urban workforce, the administration of public agencies, and the delivery of public services. Course offerings include:

### Classical Approaches to Urban Studies

<b>URB 60000</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Monday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course is designed to familiarize students with central ideas and debates in the field of Urban Studies. Students will do close readings of classic critical texts and will write response papers of varying types and lengths. In this process of reading and responding, students will advance their understanding of the literature and will enhance their analytic skills.

### Urban Public Management

<b>URB 60100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course examines the scope and range of urban public management, with the aim of defining and evaluating how services are delivered through local government and nonprofit agencies. The focus will be on government managers, public-sector employees, and public-sector unions.

### Social and Economic Policy in the United States

<b>PADM 61100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Thursday</b>	<b>6:15pm- 9:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues.

## MASTER OF ARTS IN LABOR STUDIES

The MA in Labor Studies degree program draws from the fields of sociology, law, history, economics, political science and labor relations to examine the opportunities and challenges facing workers and their organizations. The program strengthens the ability of students to advocate for equity and social justice in their communities and workplaces. Students develop critical thinking, analytical and leadership skills, while learning about labor law, organizing, collective bargaining, international perspectives, labor relations and strategic research. Course offerings include:

### Labor in the Era of Globalization

<b>LABR 60100</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Wednesday</b>	<b>6:15pm- 8:45pm</b>	<b>Course offering is still to be determined</b>
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This course will examine the impact of the globalization of production on work itself, as well as on workers and international labor movements. It will present globalization as a central problem for both developed and developing economies and as a dilemma for U.S. workers and their unions. Students will analyze the history and function of the World Trade Organization, the International Monetary Fund, and the World Bank, including how these institutions influence the global flow of capital and labor, as well as goods and services. The course covers topics essential for understanding workers' issues and rights in contemporary economies, such as: the impact of global outsourcing; the rise in women workers around the world and the implications for gender issues; organizing in a multi-national context; increasing poverty and inequality; and the decreased regulatory powers of states relative to multinational corporations because of free-trade agreements and neo-liberal development policies.

### Perspectives on the Labor Movement

<b>LABR 60500</b>	<b>Credits: 3</b>	<b>August 27, 2019 to December 20, 2019</b>	<b>Tuesday</b>	<b>6:15pm- 8:45pm</b>	<b>Course offering is still to be determined</b>
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This course is organized as an introduction to the field of Labor Studies and theories of the labor movement. Students will be introduced to the basic theoretical concepts in labor studies and the study of work. We will read historical and contemporary scholarship and students should leave the class familiar with the structure of the labor movement and historical debates about the purpose of unions and working-class organizations. The course readings are interdisciplinary and draw on a number of fields, including history, sociology, economics, political science and women's studies.

# NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (NIGP) COURSE ALIGNMENT FOR CERTIFICATION

The National Institute of Governmental Purchasing (NIGP) is a national, non-profit organization providing support to professionals in the public sector purchasing profession. NIGP provides its members with education, professional networking, research, and technical assistance. The NIGP Course Alignment assists public procurement professionals in preparation for exams leading to the Certified Public Procurement Officer (CPPO) and the Certified Professional Public Buyer (CPPB).

## Contract Administration in the Public Sector

This class provides a framework for examining contract administration by focusing on essential elements of the discipline. The intent is for the student to develop a strong understanding of the complexities of contract administration and recognize the importance of planning, monitoring, and proactive insight into and oversight of contract performance. Practical examples, discussion, group exercises and case studies will be used throughout the course.

### Objectives:

- Identify and define terms, concepts and principles of the contract administration process
- Identify contract risk and plan appropriate mitigation
- Develop the CAP and PAP for a given case study
- Recommend an appropriate remedy when given a contractual problem or issue
- Apply a process to handle a performance problem
- Describe and apply dispute resolution methods
- Closeout a contract including conducting a contract analysis
- Describe how contract administration can be continually improved to enhance contract performance in accordance with the commonly accepted practices of the profession

**Target Audience:** All levels of Contract Managers

Course Code	Days of Training	Dates	Cost	CEUs
P1008	3	Jan 14-16, Feb 20-22	\$765	1.8

## Developing and Managing Requests for Proposals in the Public Sector

This course is uniquely designed to prepare procurement professionals to use the Request for Proposals (RFP) process to its maximum potential. The class agenda will identify the process, offer a key understanding of the elements of the proposal, and ascertain ways in which the document can be used to its full capability. Pitfalls and success stories will make the class relevant and applicable when planning to incorporate this type of solicitation into the government process. Practical examples, discussion, group exercises, and case studies will be used throughout the course.

### Objectives:

- Select the best solicitation process for a given procurement
- Describe the RFP planning and development process
- Describe the Evaluation Team roles and responsibilities
- Identify and describe the different types of evaluation methodologies and their associated application
- Describe proposal handling processes
- Prepare to conduct a negotiation
- Describe how to customize terms and conditions in a contract to meet the needs of the procurement
- Identify and describe how to manage post award issues in accordance with the commonly accepted practices of the profession

**Target Audience:** Procurement professionals who are entrenched in the competitive, best value solicitation process

Course Code	Days of Training	Dates	Cost	CEUs
P1002	3	Mar 4-6	\$765	1.8

## Introduction to Public Procurement

The work of public procurement is no longer a clerical function performed independently by various people throughout different agencies or departments within a government entity. This class provides an overview of the ever-changing profession by identifying fundamental concepts that affect procurement in the public sector. Practical examples, discussion, group exercises and case studies will be used throughout the course.

### Objectives:

- Describe the roles, organization and functions of public procurement
- Explain the steps in the procurement cycle and the stakeholder relationships inherent in each step
- Demonstrate how public procurement adds value to the delivery of public services
- Describe the cultural, social, political, economic and legal environments that impact public procurement
- Demonstrate the importance of ethics and professionalism in public procurement

**Target Audience:** Individuals interested in an overview of procurement functions for the purpose of understanding the basic elements that underlie all areas of public procurement

Course Code	Days of Training	Dates	Cost	CEUs
P1003	3	Mar 20-22	\$765	1.8

## Legal Aspects of Public Procurement

Designed to be an educational exploration of the legal elements of public procurement, this course will provide a foundation of the principles and general concepts of the law as it applies to public procurement. Course content will address issues such as the Uniform Commercial Code (U.C.C.), the Model Procurement Code, Sale of Goods Act and the legal implications surrounding solicitations, contracting, and post-award issues. Attention will be given to the ethical issues facing the profession relevant to the law. This course will focus on actual procurement situations with relevant procurement implications using practical examples, discussion, group exercises, and case studies throughout the course.

### Objectives:

- Identify and define public purchasing legal terms, concepts and principles
- Apply basic legal concepts and principles to practical public procurement situations
- Describe how the three categories of law – the common law of contracts, statutory law and administrative law – apply to public purchasing
- Describe how the laws establish the rights and obligations of all parties
- Distinguish between ethical and legal requirements and apply the appropriate actions and conduct
- Describe the role of the public professional in the application of procurement and contract law in accordance with the commonly accepted practices of the profession

**Target Audience:** Those who are involved in the public procurement contracting process who want to increase their understanding of both the capability and limitation of the law on government procedures

Course Code	Days of Training	Dates	Cost	CEUs
P1006	3	Apr 10-12	\$765	1.8

## Sourcing in the Public Sector

This course provides the participant with a comprehensive overview of the sourcing process within the public sector. Essential elements, including pre-sourcing planning, needs assessment, specifications, the scope of work, deliverables, procurement strategies, value analysis, and internal control processes, are explored. Determining the appropriate sourcing method, preparing the relevant sourcing invitation document, managing the acquisition process, evaluation of response submissions, and contract awards will also be covered. In addition, the course will examine trends, technology developments, and the effects of both on the processes. Practical examples, discussion, group exercises and case studies will be used throughout the course.

### Objectives:

- Describe the stages in the solicitation process (from the cradle to the grave)
- Define various methods of competitive and non-competitive procurement including risk and benefits of each
- Identify when prequalification is appropriate and the methods of prequalifying suppliers and products
- Prepare and issue procurement documents including types of specifications, terms and conditions and bid/proposal forms
- Describe the process of receiving, opening and analyzing bids, methods for award and award strategies
- Identify and select responsive and responsible suppliers
- Identify trends and technologies and their impact on sourcing in the public sector

**Target Audience:** Those who want to learn how to navigate the sourcing process, increase their understanding of the critical issues that frame the concept of public sector sourcing, and discuss future sourcing challenges

Course Code	Days of Training	Dates	Cost	CEUs
P1005	3	May 20-22	\$765	1.8

## Strategic Procurement Planning

The direction of public sector organizations has generated increased demand for strategic procurement planning and participation by procurement professionals in the actual implementation of many projects—particularly out-sourcing, privatization, and public-private partnerships. This course provides practical tools and approaches that can be used by the procurement practitioner to contribute to an organization’s strategic mission. These include the development of strategic plans, the strategic role of procurement in the budget process, pricing strategies and value-adding analysis techniques, the tools and analytics of strategic sourcing, client satisfaction strategies, and talent management. Practical examples, discussion, group exercises, and case studies will be used throughout the course.

### Objectives:

- Describe the value-added role of procurement in the organizational strategic planning process
- Develop a strategic procurement plan for an organization
- Describe the various budget processes and the ways that the procurement function can add value to each process
- Describe the steps in the strategic sourcing process
- Evaluate, select, and apply the tools and processes available for a comprehensive procurement plan
- Use analysis tools to identify opportunities for strategic sourcing
- Use tools to manage client expectations and engagements to create positive outcomes
- Use activity analysis and tracking tools to determine the staffing required to support organizational success

**Target Audience:** Public procurement professionals involved in strategic planning related to organizational development, budgeting processes and staffing

Course Code	Days of Training	Dates	Cost	CEUs
P1007	3	Jan 28-30, May 6-8	\$765	1.8