Instructor Information:
Instructor - Dr. Elizabeth I. Lewin
536-4434-Office
E-Mail: llewin@siu.edu
Office hrs-Pulliam 128E
T-W-TR 2-4PM or by Appointment

Purpose:
Collective bargaining is the primary technique used by public sector leaders to build consensus, communicate, and resolve conflicts with staff in order to maintain alignment of an organization’s resources with that of it’s mission and vision. (ELCC 3.2b)

This course is designed to provide public sector leaders with the knowledge and skills to represent their organization during the collective bargaining process. To obtain this goal, the Illinois Educational Labor Relations Act (IELRA) is thoroughly examined, negotiation techniques are covered, and an overview of human relations issues is provided as related to maintaining a healthy organization through the effective, legal, and equitable use of human resources. (ELCC 3.1b & 3.3a)

Successful completion of this course will result in the student having the knowledge and skills to effectively and legally engage in the collective bargaining process.

Expectations:
Attendance - Students are expected to attend all five classes.
Participation - Students are expected to participate in all discussions & activities.
Assignments - Readings are to be completed prior to class and assignments are to be submitted on the date due. (No work is accepted after the due date and no extra work will be made available to individual students.) In-class assignments must be legible and homework assignments completed by word processor.

Grading:
The final grade is determined by the number of points accumulated on assignments in the following categories:
- Class Attendance & Participation – 20 Points
- Final Exam – 20 Points
- Papers & Activities – 60 Points
Total = 100

Point Distribution:
- A = 92 - 100
- B = 83 - 91
- C = 74 - 82

Cases of “academic dishonesty” will be treated as outlined in the SIU Graduate Student Catalog.

A student with a disability requiring any academic adjustment or services should inform the professor and contact the Disability Support Service Office, Woody Hall B-150 (453-5738)

Required Text:
Detailed Assignment Information & Point Accumulation

Class Attendance & Participation
Attendance and promptness are expected. Any absence or part thereof could result in a final failing grade.  (Each session is worth 4pts X 5 sessions=20pts)

Assignments and Activities
Reflective Briefs
At the end of each class session, you are to reflect on concepts introduced and discussed then write about two items you found interesting or new. The paper should not exceed 2-pages and is to be submitted electronically by 4pm the following Monday. The paper should contain the following information:
1. Clear statement of the concepts or items you identified and why they stood out?
2. How might each concept impact the overall operation of an organization/district?
3. Answer either ‘a’ or ‘b’ (the one that best fits your reflection content) -
   a. As it pertains to your items, what additional information would be helpful or needed to ensure your success as a CEO? or
   b. Explain if and how the items/concepts could be advantageous or a hindrance to an organization meeting its mission?
4. Overall impression of the day’s class session, (for example: its was informative, needed more application, it left you pumped or it put you to sleep, etc.)
   (Reflective Papers 1-4 are worth 4 pts each and #5 is worth 10 pts = 26pts)

Contract Analysis
An analysis of the collective bargaining agreement from your place of employment is required to assist in reaching the goals of the course. If there is no bargaining agreement from you work, one must be obtained any local (district or other public entity).

Once a document has been secured, you are to read it and provide a critical analysis in the following areas:
1. Readability, clarity, and usability.
2. Determine who benefits more from the agreement.
3. Analyze the language of each section from management's perspective. (For this part of the assignment, solicit the assistance of an administrator/manager who has had to live with the contract.
4. Provide alternative language for those sections deemed poorly written.

A copy of the contract must be submitted with the written analysis. The instructor will provide a detailed assignment sheet for this exercise. (Total 20pts)

Bargaining Exercise
Each class member will be assigned to a negotiating team as either a member of labor or management. In this simulation, each team will be provided with proposals and the instructor will assess the knowledge of and execution of the bargaining process as learned in the course. At the end of the process, reflection paper #5 should reflect on your personal experiences and observations of the bargaining process. (Total 14pts)

Final Exam –
The final exam is used to assess your comprehension of the basic vocabulary, rules, and regulations learned in the first week of class. Questions are taken from the text, lectures, guest speakers, in-class discussions, and class activities. (Total 20pts)
Course Outline

Day 1 – 1/26
AM - Course Introduction
Review of Syllabus & Expectations
Background and History of Collective Bargaining
Introduction of Public Sector Negotiations
The Legal Aspects
Chapters 1 - 2

PM - How Bargaining Works
The Politics
Ground Rules
Proposals & Counter-Proposals
Bargaining Strategies
Unfair Labor Practices
Chapters 3 & 4
Reflective Paper 1 Due

Day 2 - 2/2
AM - Alternatives & the Human Element
Alternative Bargaining Styles
Human Relations
Importance of Credibility
Chapters 5 & 6

PM - Preparing to Bargain
Selection of Team
Use of an Outside Negotiator
Guest Speaker No. 1 – Selecting a Spokesman
Contract & Financial Analysis
Roles & Responsibilities
Chapters 7 & 8
Reflective Paper 2 Due

Day 3 - 2/9
AM - The Contract: Administration & Implementation
Disputes Grievance Procedure & Arbitration
Contract Interpretation & Vague Language
Chapter 9
PM - Impasse in Professional Negotiation
   Fact-finding, Mediation, and Arbitration
   Strike Management Plan & Post-Strike Recovery
   **Guest Speaker No. 2 - Role of Teacher Association**
   Alternative Models of Professional Negotiation
   Chapters 10 & 11
   Review for Final Exam
   **Contract Analysis Due**
   **Reflective Paper 3 Due**

**Day 4 – 2/16**

AM - Simulation Exercise Begins
   **EXAM**
   Role of Media & Community
   Teams Meet to Prepare for Negotiations
   Establish Ground Rules
   Exchange Proposals
   Simulation Exercise Begins

PM - **Guest Speaker No. 3 – Board’s Role in Negotiations**
   Bargaining resumes
   **Reflective Paper 4 Due**

**Day 5 – 2/23**

AM - Bargaining resumes
   Preparation of Technical Agreement Documents
   Teams Complete Bargaining and Sign Agreements
   Class Evaluation

PM - Teams Share experiences with class
   Review Final Exams
   Course Evaluation
   **Simulation Exercise Final Reflective Due**
<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>1 Unsatisfactory</th>
<th>2 Needs Improvement</th>
<th>3 Proficient</th>
<th>4 Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear statement of the concepts/items identified</td>
<td>No concepts identified</td>
<td>Only one concept/item identified or reason for ID not fully flushed out</td>
<td>Two or more items identified with reason for ID stated but no elaboration</td>
<td>Two or more items identified with reasons for ID stated fully flushed out</td>
</tr>
<tr>
<td>Statement of how concepts/items impact school district</td>
<td>No statement on impact</td>
<td>Briefly mentioned of impact for one concept/item</td>
<td>Statement of impact for all ID concepts but no elaboration</td>
<td>The impact of all concepts/items was stated and thoroughly flushed out</td>
</tr>
<tr>
<td>Statement of additional information that would be helpful for CEO or advantageous to district</td>
<td>No additional information or advantage mentioned</td>
<td>Additional information implied not clearly stated</td>
<td>Additional info or advantage provided but question selection could be better or information stronger</td>
<td>Multiple bits of information provided that would add to success of CEO</td>
</tr>
<tr>
<td>Statement of overall impression of session with example for assessment</td>
<td>No overview provided</td>
<td>Impression given but no examples provides</td>
<td>Impression provided with ample examples</td>
<td>Impression provided with strong examples to support the conclusion</td>
</tr>
</tbody>
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Reflection Paper Evaluation Rubric