

From the NYS AAUP President's Desk:

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PROFESSING ALONE

In 2000 Robert Putnam published a book titled *Bowling Alone* that advanced the claim that Americans were losing a sense of shared endeavor, of collective pleasures and pursuits, the kind of bonding once achieved in innocent group outings like bowling leagues where the act of rolling balls down a strip of wood was merely an excuse to get together in common interest and humanity.

The idea was not unlike earlier observations such as Tom Wolfe's "Me Generation" and Christopher Lasche's "Culture of Narcissism." I am struck by how apt these analyses are for what is becoming of academic employment. Increasingly, we are Professing Alone.

The political and military tactic known as "divide and conquer" is usually thought of as a means by which wily generals turn sub groups against one another so as to more easily defeat all of them. There may be no group more prone to fall victim to this strategy than college and university professors.

We are peculiarly singular, despite our engagement with students and our fondness for terms that help us avoid the fact that we are workers. We like to call each other "colleagues" rather than co-workers. Our boss is called a Dean or a Chair. We don't say, "I work at XYZ university," but rather, "I'm a chemist, a historian, a psychologist, etc." It's as though "work" were a dirty word except when we boast, "I'm working on a book about . . ." or "I'm working on a grant from . . ." In this case the word "work" is valorized as if to prove that we actually DO something of worth and produce some observable outcome or product.

Meanwhile, it is harder and harder to drum up support for collective faculty action in the face of ever more demanding expectations from those in authority. If we are to arrest the erosion, let alone begin to reverse it, we must find ways to join forces in defense of the institutions and the status that once made the American system of higher education the

envy of the world.

RIPPLES FROM THE ELECTION – YESHIVA REVIEW

Although news of the federal budget, tax rates, and cuts in the so-called "entitlement programs" has over-shadowed post-election discussions of any other topic, there are consequences of Barak Obama's reelection that are of particular interest to higher education. Perhaps the one with the greatest long-range impact concerns the continuing functioning of the National Labor Relations Board (NLRB) and its upcoming review of the 1980 Supreme Court *Yeshiva* Decision that virtually stripped professors at private institutions of the right to petition for collective bargaining rights.

Had Gov. Romney won, it is probable that the NLRB would have been severely curtailed through de-funding and the appointment of anti-union Board members. As it is, there are still major impediments to progressive action from the Board, and the anti-union forces are well organized and well-funded.

Yet there are a few glimmers of hope, chief among which is the petition now under review to grant bargaining rights to the faculty to Point Park University in Pittsburgh. That drive, organized by the Communication Workers of America, was favorably received by the Labor Board but curtailed by a Federal Court intervention.

The Court ruled that the NLRB must review the case to see if the circumstances that prevailed at the time of the *Yeshiva* Decision were still sufficiently evident to prevent recognition of the Point Park faculty union.

The national AAUP has submitted an amicus brief to the Labor Board in support of the faculty as have several major unions and other education related organizations, including the American Federation of Teachers (AFT).

The case will be watched closely by all sides and its outcome will likely have an impact for decades to come.

From the President's Desk:

By David Linton



In October I attended two AAUP gatherings, the New York State AAUP fall conference in Rochester and a national conference on governance in Washington, DC.

At both events I heard useful presentations about the importance of clear, open assessment procedures for evaluating the performance of college and university presidents and other top administrators.

The guest speaker at the New York conference was Dr. Albert Simone, retired former President of RIT (1992-2007) as well as former President of the University of Hawaii. Dr. Simone's address focused mostly on the problematic role of sports in higher education though he expanded his remarks to cover many aspects of administration-faculty relations.

Repeatedly, he claimed that in many regards higher education is "out of control." And, repeatedly, he stated that the key to bringing university systems under control was through shared governance with faculty. In fact, he was quite blunt in stating, "In the absence of shared governance, the university is out of control." By this he explained that the institutions were not servicing the students and the educational and social mission that they were intended to serve.

In order to advance those ends, one of his most innovative contributions to RIT was the establishment of an office of ombudsman for all employees and a system whereby faculty, staff and students were invited to attend all general meetings of the Board of Trustees and to be informed of all Board actions and initiatives. The Executive Committee of the Faculty at RIT receives copies of the full agendas and are invited to attend all Trustee meetings, aside from those when the Board goes into Executive Session for discussions of specific personnel matters.

It turns out that many college boards allow members of the community to attend their meetings, a practice that should be adopted universally.

At the national conference the most interesting and useful
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NYU Arts and Sciences Faculty to Consider No Confidence Motion

By Andrew Ross

On December 13th, at a general meeting of the Arts and Science faculty, the largest body of tenured and tenure-track professors at NYU, it was agreed, by a majority (144 to 114) to take a vote of no confidence in President John Sexton.

The vote will take place in March. Faculty in other NYU schools are considering whether to follow suit. The NYU-AAUP chapter supports the vote, and circulated a statement to that effect.

Two faculty forums were called in the course of the Fall semester to gauge faculty sentiment for such a vote. Several surveys by the Faculty Senate Council over the past few years had recorded widespread faculty discontent with the Sexton administration's weak commitment to shared governance.

Most recently, 39 departments and schools at NYU voted to oppose a controversial expansion plan at the university's central Manhattan location. The plan, expected to cost upwards of \$5

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NYS AAUP Conference Spring 2013, April 19-20th, 2013 at Marymount Manhattan College

Our NYS AAUP Conference Spring 2013 will be held at Marymount Manhattan College, 221 East 71st Street in Manhattan on April 19th-20th, 2013.

Further details about specific times and the agenda will be forthcoming. We are currently collecting topics for discussion in our open forum.

Check our website, www.nysaaup.org for more details.

NYS AAUP CONFERENCE SPRING 2013
April 19-20th at Marymount Manhattan College

National AAUP News

Call for Nominations for the Assembly of State Conferences Executive Committee

Nominations are being solicited for the offices of chair, vice chair, and member at large of the Assembly of State Conferences (ASC) Executive Committee.

Any eligible candidate whose name is recommended to the ASC Nominating Committee by representatives from three or more state conferences shall be included among the nominees.

In accordance with Department of Labor regulations, the ASC Constitution, and the national AAUP Constitu-

tion, election of the ASC chair will be conducted by mailed ballot in March.

The ASC vice chair and member-at-large offices will be elected at the June 14, 2013, ASC meeting in Washington, DC, by conference delegates to that meeting.

Completed nominations must be received by 5:00 p.m. on Friday, January 25, 2013.

Nominations may be e-mailed to the committee at ascnominations@aaup.org or sent via US mail to ASC

Nominating Committee, c/o Jenn Nichols, 1133 Nineteenth Street NW, Suite 200, Washington, DC 20036.

For details about the ASC nominations and elections procedures, please visit <http://www.aaup.org/AAUP/about/asc/> or write to ascnominations@aaup.org.

The ASC Nominating Committee members, appointed in accordance with the ASC Constitution and Bylaws, are Tim Blessing (PA), John McNay (OH), and Warren Zemke (IA).

The Journal of Academic Freedom Seeks Articles on Freedom and Globalization

The AAUP's Journal of Academic Freedom (<http://www.aaup.org/AAUP/pubsres/jaf/>) seeks scholarly articles relating to the topic of academic freedom and globalization.

How is the expansion of US higher education around the world and the increasing international integration of academia affecting academic freedom?

In what ways, conversely, is the globalization of higher education transforming academia within the United States, shifting and impinging upon traditional notions of academic freedom?

Some of the topics that might be germane to this discussion include:

■ **Academic freedom at satellite campuses** such as NYU-Abu Dhabi and Yale-Singapore. How does the expansion of the liberal university into such authoritarian states affect its mission and the forms of academic freedom enjoyed by scholars at such institutions?

■ **From the Occupy movement in the US to the uprisings in Chile**, the last year or so has seen a wave of student protest. These protests have often

targeted the increasingly privatized, corporate character of education around the globe.

In what ways have these protests highlighted issues relating to academic freedom?

How, for example, has faculty control of curriculum been inflected by these apparently economically driven protests?

■ **The Palestinian Boycott Divest Sanctions (BDS) Movement** picked up steam and generated significant controversy in recent years in the US and Britain.

The AAUP rejects this campaign, largely on the grounds of academic freedom. Can a case be made for endorsing the campaign without infringing academic freedom? How might the previous history of academic boycotts inform our perspectives on this issue?

■ **Around the globe, austerity is being imposed on academia** in the wake of the Great Recession. What is the impact of specific austerity measures on academic freedom? Where can we look to see how things

might be done differently?

■ **During the last year, so-called Massive Online Open Courses (MOOCs) have exploded in popularity**, with large international student subscriptions to both for-profit and not-for-profit online courses offered by elite US private institutions such as MIT and Stanford.

What is the impact of such MOOCs on education and academic freedom in developing nations?

The due date for papers on the topic of academia and globalization is **January 31, 2013**. In addition to accepting scholarly papers relating to this topic, the Journal of Academic Freedom continues to welcome submissions on eclectic topics.

Electronic submissions should go to jaf@aaup.org and must include an abstract of about 150 words.

The journal uses the sixteenth edition of the Chicago Manual of Style and authors should anticipate that if their article is accepted for publication, it will need to be put into Chicago style.

From the NYS AAUP President's Desk:

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presentation I heard was by Rick Legon, the President of the Association of Governing Boards of Universities and Colleges (AGB), the respected body that advises Boards of Trustees on best practices for institutions of higher education. On the topic of Presidential assessment, Legon was forceful and unequivocal in his recommendation that such periodic reviews should be open, transparent and involve all constituencies of the community.

He explained the value of the "360 degree" review as the best way of getting a complete sense of the strengths and weaknesses of administrative leadership. He also recommended that the results of evaluations be made public in some form as a demonstration of the leadership's commitment to universal rigor and transparency. Furthermore, it turns out that the AGB offers to provide the service of conducting administrative reviews as a neutral, outside consultant.

The AGB publishes a comprehensive guide titled, "Assessing Presidential Effectiveness." Here's the description from the AGB website as well as the link for further information:

In this publication, Richard Morrill focuses on the president,

the board, and other decision-making systems and relationships. An assessment should be an opportunity "for the board to deepen its understanding of the president and the organization," he writes, "to connect and integrate elements of its own responsibilities, to intensify its engagement with the institution and to broaden its influence in shared leadership."

Chapters on the board's responsibilities in appraisal and development, annual and comprehensive assessment, procedures and protocols, and policies and materials, as well as valuable resources and sample assessment questions and forms provide a solid for institutions to begin this most important process.

Drawing on his background as president emeritus of the University of Richmond, Morrill, now president of the Teagle Foundation, not only shares personal experiences but also situates the theory and practice of presidential evaluation in the landscape of higher education today."

<http://agb.org/store/assessing-presidential-effectiveness>

If we really want to claim that we have created a climate of assessment, this would be a step in the right direction.

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NYS AAUP Executive Director's Report

again, The AAUP association removes

1,000 NYS members from the SUNY system or about 1/4 of our state conference membership.

While on the topic of SUNY, one of the goals of the NYS AAUP Conference effort is to increase state funding for public higher education to adequate and appropriate levels by continually advocating that public education is an investment for the future of our country and that the burden should be shifted to the state, away from students.

We have been concerned about Governor Andrew M. Cuomo and State University of New York (SUNY) Chancellor Dr. Nancy L. Zimpher's NYSUNY 2020 Challenge Grant Program because the plan essentially privatizes the SUNY system. The grant applications under this initiative are required to leverage private sector resources and meet several criteria, including:

- Ways the school will bring the local community and stakeholders together through the Regional Economic Development Councils to spur local economic development and contribute to regional revitalization
- Strategic partnerships, such as public/private partnerships, to increase academic and economic benefits
- Endorsements from surrounding local governments in support of the plan
- Funding mechanisms, such as capital financing, tuition increases and private sector financing
- Details for expansion, including faculty to be hired, property to be purchased and for what purpose

Central to the grant criteria, as I read it, are industry partner-

ships, capital financing, tuition increases (possibly at the individual school levels as opposed to SUNY wide), and private sector financing? Are individual SUNY campuses now for sale to the highest bidders? Will tuitions for gaining a public education in our SUNY schools now be based upon market conditions on a school-by-school competitive basis?

The NYSC AAUP also supports the Campaign to Repeal Pathways [<http://www.psc-cuny.org/our-campaigns/faculty-staff-and-students-mobilize-pathways-town-hall>]. CUNY expects to implement the Pathways initiative across its undergraduate college starting in Fall 2013 unless it is repealed. Pathways establish a new system of general education requirements and new transfer guidelines across the University. The centerpiece of this initiative is a 30-credit general education Common Core. Each CUNY College can require bachelor's-degree students to take another 6 to 12 credits of general education through the College Option. Importantly, once fulfilled at one CUNY College, these general education credits will carry over seamlessly if a student transfers to another CUNY college. Pathways also align gateway courses for a number of popular majors.

While the goals of Pathways are admirable the program curriculum was dictated by the administration shortcutting the full participation of CUNY faculty essentially usurping their academic freedom.

These are only a few of the major issues facing higher education in NYS. AAUP and the NYS Conference of AAUP need your support. Please maintain your membership and urge your colleagues to join as well. **Also, please do join us at our New York State AAUP Conference Spring 2013 at Marymount Manhattan College in New York City!**

NYU Arts and Sciences Faculty to Consider No Confidence Motion

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billion, has also generated immense opposition from the Greenwich Village community, and acute concern among students who already shoulder one of the largest debt burdens in the country (40% more than the national average). A group of faculty (NYU Faculty Against the Sexton Plan) has filed a lawsuit against the plan.

The administration's pattern of unilateral decision-making dates to John Sexton's assumption of office almost a decade ago, though it surfaced most visibly, as an issue of faculty concern, in three areas; the university's treatment of employee unions, its expansion overseas, and the expansion plan.

The executive decision to break the graduate teacher's union (GSOC-UAW) led to a long and bitter strike in 2005 that divided faculty and left a corrosive legacy.

A new, and favorable, NLRB ruling concerning the union is expected soon. The administration's intransigent stance in contract negotiations with the adjunct union (ACT-UAW Local 7902) also precipitated two votes on strike action among the union's membership in 2004 and 2010.

In recent years, the administration has accelerated its largely unilateral initiative to build a Global Network University (GNU) across a variety of far-flung locations, including two new

branches in Abu Dhabi and Shanghai.

The GNU initiative was not faculty-driven, and yet, increasingly, faculty in New York City are being asked to service and staff the global locations. The Abu Dhabi and Shanghai campuses are being bankrolled by authoritarian governments with little or no record of support for academic freedoms.

As part of a recent crackdown on pro-democracy voices in the United Arab Emirates, several Emirati academics were imprisoned. AAUP chapter officers, along with other faculty, called on John Sexton to condemn the arrests and publicly support the case of academic freedom in Abu Dhabi. He declined to do so.

Efforts, on the part of faculty senators, to revive the eroded customs of faculty governance have also met with resistance from the administration.

It took seventeen months for the administration to respond to a senate council proposal for minor reforms in procedure. To demonstrate that it is engaged in consultation with faculty, the administration often selects favored faculty to serve in an unelected capacity on high-profile committees.

This ad hoc practice has been a particular source of faculty frustration, adding to the general mood of discontent.

Andrew Ross is President, NYU-AAUP chapter

NYS AAUP Executive Director's Report

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are for the Executive Council of the NYSC Steering Committee and for the NYSC delegates to the AAUP Assembly of State Conferences 2013 meeting.

The following nominations were received:

NYSC Secretary 2013-2015: **Cecelia McCall**, PSC/CUNY

NYSC Treasurer 2013-2015: **Pat Cihon**, Syracuse University

NYSC At Large Member 2013-2015 and AAUP ASC

Delegate 2013: **Jeffrey Baker**, Monroe Community College

NYSC At Large Member 2013-2015 and AAUP ASC Delegate

2013: **Open**

Please look for the candidate statements elsewhere in this issue and on the nysaaup.org website.

The NYSC Election Committee is:

John Polimeni - Chair [John.Polimeni@acphs.edu],

Frank Higman [fhigman@aol.com],

Irwin Yellowtitz [iyellowtitz@aol.com].

The committee has submitted the following amendment to the NYS AAUP Constitution [http://nysaaup.org/library/nysaaup_constitution.htm] Article IV Election of Officers and At-Large Executive Council Members, Section 4 in order to improve the election process:

All nominations must either 1) include statements with signatures or 2) be in e-mail form. In the event that the nomination is

in email form, the email heading (email address, date and time sent, and name of the nominator) must be copied into one email or file that will be sent to the elections committee.

Nominations must be addressed to the Elections Committee, and should be sent to the Chair of the Elections Committee. Nominations must include statements with signatures or e-mails from at least six (6) members of the Conference from no less than two (2) chapters or institutions.

The Elections Committee may verify any nominating statement or e-mail.

All candidate statements and biographical information must be submitted prior to December 30. Candidates must follow the guidelines of the Election Committee concerning the form and length of these items. Candidate statements and biographical information will be distributed to the membership with the ballot.

Please get back to us with your comments and suggestions concerning their recommendation. The amendment will be on the agenda of the Spring Meeting and will be included on the AAUP Spring election for NYS Conference member endorsement.

Last Spring the United University Professionals (UUP) decided to disassociate from AAUP effective at the end of this year. Again we hope that the UUP will reconsider and that we will soon be joined together

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New York State AAUP Executive Director's Report

By Tom Policano

Our New York State AAUP Conference Fall 2012 was held at Rochester Institute of Technology. Our New York State Conference Spring 2013 will be held April 19th-20th, 2013 at Marymount Manhattan College in New York City.

Additional information can be found on the homepage of the New York State AAUP Conference website [<http://nysaaup.org>].

The conference at RIT focused on conference business and concerns of faculty attending from RIT. Our keynote speaker was Dr. Albert J. Simone.

Dr. Simone was president of Rochester Institute of Technology from September, 1992 through June, 2007. He is the eighth president in the university's 178-year history. He was formerly president of the University of Hawaii System and chancellor of the University of Hawaii at Manoa for nine years (1984-1992).

He is a member of Phi Beta Kappa, Beta Gamma Sigma and Phi Kappa Phi, he is the author of several books and numerous journal publications on the application of mathematics, statistics and computers to economics and business.

Just a few of Dr. Simone's professional accomplishments include; Past Chairperson of the Board of Trustees of the New York Commission on Independent Colleges and Universities; Federal Reserve Bank of New York; HSBC Bank USA Advisory Board; State Higher Education Executive Officers; Advisory Council on International Services; Advisory Group on International Arbitration; National Collegiate Athletics Association Division I Presidents Commission.

Dr. Simone's address focused on intercollegiate sports and its impact on education. The talk was very well researched and included many alarming statistics about the costs and practices central to fielding successful Division I teams.

I believe it is fair to say that Dr. Simone, who is an avid sports enthusiast, believes that significant re-prioritization is warranted in order to check the abuses that result from the "must win at all costs" mentality that currently exists. The question and answer session that followed addressed questions relating to the inappropriate expectations and even bullying that impact faculty who have intercollegiate athletes in their classes.

Please note that the NYSC is holding an election for the offices listed below in Spring 2013. These positions

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AAUP President Calls for Moratorium on CUNY Pathways

AAUP National President Rudy Fichtenbaum has called on AAUP members to sign a national petition calling for a moratorium on the implementation of Pathways at CUNY.

Fichtenbaum said that "This is a watershed moment for higher education. The "reform" agenda that brought relentless testing and widespread privatization to K-12 schools has surfaced in higher education.

Forty years of public policy focused on access to college is being replaced by a single-minded demand for increased graduation rates—whatever the cost in academic quality. "

Fichtenbaum noted that "the battle for educational quality is being fought hard by faculty and staff at The City University of New York (CUNY), long a focal point in struggles for educational justice. "

The AAUP President asserted that "CUNY's educational mission is under attack. Chancellor Matthew Goldstein and the CUNY Board of Trustees, led by Benno Schmidt, Jr., are trying to impose a diluted system of general education, "Pathways," that seeks to save money at the expense of students' learning.

Facing intense faculty resistance, the CUNY administration has resorted to threats and intimidation. Under the pretext of easing student transfer and increasing graduation rates, Pathways will deliver a minimal curriculum for CUNY's working-class students: it removes science lab requirements, limits foreign language requirements, and cuts back on faculty time with students in English classes.

Pathways is an attempt to move students through the system more quickly even as budgets are cut—by reducing academic requirements. Pathways is austerity education for an austerity economy."

The petition can be accessed at http://action.aft.org/c/521/p/dia/action3/common/public/?action_KEY=5116.

New Draft Statement on Confidentiality

A new AAUP draft statement argues that requiring faculty members to sign confidentiality agreements as a requirement to serve on university committees is in most cases inconsistent with widely accepted standards of shared governance and with the concept of serving as a representative.

This argument does not apply to faculty serving on promotion and tenure committees and similar bodies, where faculty do not serve as representatives, but instead are elected to exercise their own professional judgment in interpreting and applying faculty-established criteria relevant to these areas.

The argument has limited applicability to search committees for administrators

NYS AAUP Candidate Statements

For NYS AAUP Secretary 2013-2015: **CECELIA McCALL**

Dear Colleagues,

I suppose it might be fair to say that an indication of my commitment to academic and union work is not what I say that I will do, but what I have done, so let me tell you a little bit about me.

Most of my academic years were spent at CUNY, serving on numerous college and university committees, including Academic Review and Curriculum, Course and Standing.

My experience in governance stems from many years as a delegate to the University Faculty Senate and later as the Vice-Chair.

I was chair of the PSC chapter at Baruch College/CUNY and served for six years as the Secretary of the PSC (Professional Staff Congress) where I directed the legislative work and still work.

In October I volunteered with AFT to work for the Obama campaign in Ohio.

I also served on the Executive Committee of CBC of the AAUP and the Government Relations Committee. I continue to be active as a retiree, am on the executive committee of the PSC retiree chapter, a delegate to the delegate assembly and member of the social safety net working group.

I am the current secretary of the New York State conference of AAUP and am prepared to continue in that role. I am grateful for a comfortable retirement as a result of the benefits won by the union.

For NYS AAUP Treasurer 2013-2015: **PATRICK CIHON**

Biography: Patrick Cihon is an Associate Professor of Law & Public Policy at the Whitman School of Management of Syracuse University. He has been a member of the AAUP since 1979, and has been Treasurer of the NYSC-AAUP since 1996.

Campaign Statement: I have served the NYSC to the best of my ability for a number of years, and hope that our members see fit to allow me to continue doing so for the next two years.

For NYS AAUP At Large Member 2013-2015 and AAUP ASC Delegate 2013 **JEFFREY BAKER**

Education: BS (psychology) - Regents (now Excelsior) College; MS (counseling) - Syracuse University; Ph.D. (psychology – educational specialization) - Capella University.

Employment: Adjunct Associate Professor of Psychology, Monroe Community College (Rochester); Online faculty and subject matter expert (psychology) Excelsior College (Albany). Formerly Adjunct Professor at RIT (Rochester).

Organizational Experience (number of years): National Board of Directors (7), chapter chair (5), chapter treasurer (1), Society of Broadcast Engineers; President (2), vice-president (2) and board member (10), LDA Life and Learning Services; Trustee, Learning Disabilities Association of NYS (8); Alumni Trustee (7), Alumni Association secretary (1), Regents (now Excelsior) College; Adjunct Director (1 ½), Monroe Community College Faculty Association (NYSUT/AFT/NEA). Previously served one year term as Delegate-at-Large to the New York State Conference of AAUP.

Professional and Organizational Development: Completed AAUP Association of State Conferences leadership training in Washington, D.C. Participated in two NYSUT Community College Conferences. Presented several papers and a poster at national meetings of the American Psychological Association. Presented on adjunct faculty and online teaching issues at three AAUP conferences on the state of higher education. Participated in AAUP Capitol Hill Days.

Candidate Statement: NYS AAUP has done well in protecting academic freedom and integrity. There is much more to do. Continuing funding cuts and the decline in tenured faculty have hurt higher education. Anti-unionism is rampant.

The faculty and professional staff members at my college are working without a contract for the first time in 40 years. The University of Rochester engaged in a protracted dispute with SEIU represented non-academic workers over benefits. SUNY wants to cut programs and staff at Downstate Medical Center and other campuses.

AAUP needs to help members determine the true funding situation at their colleges and act on the current state of affairs regarding non-tenured faculty. Several national surveys have become available in the last few years that need to be reviewed and addressed. There is strength in numbers, and at the statewide level we need to encourage the formation of new chapters and the recruitment of new members.

We Can Help You Defend Your Academic Freedom

by Irwin Yellowitz, Chair, New York Conference, Committee A on Academic Freedom and Tenure

Academic freedom protects all faculty members, tenured or untenured.

If a faculty member in New York State has experienced, or is threatened with, a violation of academic freedom, or of the tenure rights which sustain it, the members of New York Committee A on Academic Freedom and Tenure are ready to help.

We are prepared to receive complaints and provide advice about possible courses of action.

Our first function is to discuss the issues and actions thoroughly with the faculty member.

This involves telephone conversations, e-mail exchanges, and a full examination of the available documentary record.

In personnel actions, or any issue that has implications for academic freedom, faculty members should keep accurate and complete records of all relevant correspondence, telephonic and electronic communications, and meetings with colleagues and administrators.

Our counsel is based on AAUP guidelines and our own experience. (See AAUP Policy Documents and Reports, 10th Edition, 2006, "The Redbook".)

We offer advice on whether the procedures of the institution meet established academic practice, and whether they have been applied properly.

We offer advice on whether the actions taken or contemplated have a prima facie aura of discrimination or malice. Our advice helps faculty mem-

bers understand their situations better, allows them to maximize the effectiveness of internal institutional procedures, and clarifies the realistic possibilities for outside action.

When NY Committee A believes that a violation of AAUP policies or standards has occurred, it may

- try to arrange a settlement;
- investigate the matter;
- refer the complaint to national AAUP Committee A with a recommendation for a full investigation and appropriate action.

As Chair of NY Conference Committee A, I deal with an inquiry, or assign it to a member of the Committee, who then contacts the person and takes responsibility in the matter.

The full Committee makes all decisions on how to proceed once the facts and issues have been established.

Our actions are based on AAUP's principles as stated in AAUP's policy statements, and on our judgment of how a particular situation fits with those standards.

If you have an issue that concerns academic freedom and tenure, AAUP is available to consult with you. The following protocol explains how to maximize the help we can provide you.

1. If there is an AAUP chapter, you should first approach it.

The leaders of the chapter know the situation on campus, and they may be able to mediate the situation.

They also can provide valuable advice.

If there is a collective bargaining agreement in place, the grievance

procedure may cover the issue. This will provide an important source of support.

2. If there is no AAUP chapter, or should the chapter be unable to help, you may approach New York Committee A on Academic Freedom and Tenure.

We will be available to discuss the issues fully, and to offer advice. NY Committee A also may recommend to National Committee A of AAUP that it consider your issue.

3. Finally, at any time, you may approach National Committee A on Academic Freedom and Tenure.

However, once you do, NY Committee A will step aside.

It is the policy of NY Committee A not to become involved in any matter that has been reviewed, or is under review, by National Committee A.

Thus AAUP offers a variety of means for a faculty member to get valuable advice, and perhaps ultimately to have AAUP intervene in a case.

If you follow the steps outlined above, you will best take advantage of the resources offered by AAUP in this critical area.

If you have reason to consult with NY Committee A, contact the Conference's Executive Director, or the Chair of the Committee:

Tom Policano, Executive Director, New York State Conference, AAUP. Phone: 888-690-2287 or 585-719-7137; e-mail: tpolicano@nysaaup.org.

Irwin Yellowitz, Chair, NY Committee A. Phone: 201-767-3620; e-mail: iyellowitz@aol.com