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From the NYS AAUP President's Desk

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nance, Confidence in Senior Leadership, Job Satisfaction, Respect & Appreciation, and Tenure Clarity & Process allow faculty to rate the management on the same sort of scales that they often used to evaluate those under their supervision.

The *Chronicle* survey involved 278 institutions and more than 43,500 faculty and staff members across the country. The accompanying description of the methodology and theoretical underpinnings of the effort are clear and persuasive: "Perhaps there's no better insight into an organization's culture of accountability than the perceived effectiveness of its performance-management processes."

The description goes on to explain why the performance

of institutional leaders is crucial to its overall effectiveness and the work place climate that shapes both the satisfaction and productivity of employees.

Though the decision that so many New York college and university administrators made to decline the invitation to participate is a lost opportunity, the design and dissemination of the instrument can still be a useful tool in every school in the state.

Local faculty senates, councils, unions, and AAUP Chapters should consider replicating portions of the survey for their own purposes and to generate discussion on why presidents, deans and others in management positions commonly fail to engage in full, transparent, 360 degree performance review.

Summer 2014 AAUP Summer Institute

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Saturday afternoon I decided on Embracing the 21st Century Classroom: Challenges and Opportunities. While not specific to AAUP, the session was exceptionally interesting and useful in that it engaged us in useful conversations about how to be "fully present" as educators and how to "help our students to be all of themselves when they came to the classroom." This session was very experiential in nature and I will be taking what I learned back to my university and classroom.

At COCAL, in addition to attending several highly informative and inspiring plenary sessions, we were asked to choose a particular interest group and attend a series of sessions over the course of the conference, each of which built on the previous session. I decided to focus on Legal Issues and Legislative Advocacy.

This proved to be a challenging, thought-provoking, and illuminating series of sessions as our group leaders walked us through the process of brainstorming and identifying a key legal issue and then strategizing how to act on it.

To further complicate our mission, we had to fulfill certain criteria, e.g. the issue had to have broad political appeal and unite many with little opposition, it had to be possible to win something, actions could be taken at all levels, and it could be taken to the public.

'Some of the issues brought up were: unemployment insurance; job security; pay equity; loan forgiveness; retaliation protection; protection of intellectual property; appointment, reappointment, non-renewal notices; among a host of others.

As I mentioned previously, I met some amazing people from all across our nation and around the world at both conferences and look forward to seeing them again at future conferences and working with them – and you - on issues which are of vast importance to us all.

As Jason, one of the conference attendees so aptly stated, "We only win when we have power and we only have power when we have member power!"

New York State Conference – American Association of University Professors

VOLUME 39 NUMBER 1- FALL 2014 - THE NEW YORK STATE CONFERENCE - AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

From the President's Desk:



New York's "Great Colleges to Work For

By David Linton

In July, for the seventh year in a row, the *Chronicle of Higher Education* published its special issue titled GREAT COLLEGES TO WORK FOR. Sadly, only five New York State institutions were on the list though all five achieved placement on the Honor Roll due to

high scores in some of the categories used to conduct the survey. So first, here's a shout out to those five schools deemed worthy of recognition:

College of Saint Rose
Nyack College
New York Chiropractic College
Hofstra University
Daemen College

Now, I hasten to add that this does not mean that all of the other schools in the state are not great colleges to work for. In fact, surely many are outstanding.

The problem is that these are the only schools that volunteered to participate in the survey and take the risk of being found wanting or of not being declared "great colleges to work for." Participation depends on the administration of each school being willing to open itself to the process.

Why is it that in this day of wide-spread focus on assessment and accountability so many administrations eschew this and other opportunities to give their employees the means to provide useful feedback regarding their place of employment.

The answer may lie in the fact that the 12 criteria for evaluation include specific references to leadership effectiveness, campus climate and other details that they are reluctant, if not afraid, to receive scrutiny in.

For examples, categories such as Collaborative Gover-

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Life is Too Short Not to Fight a Few Good Fights; Report on the 2014 AAUP Summer Institute and the Coalition of Contingent Academic Labor (COCAL) XI Conference

By Sally Dear-Healey, Vice President NYS AAUP Conference and District XIII Representative AAUP National

This summer I had the distinct pleasure of attending the 2014 AAUP Summer Institute July 17-20 at Hofstra University on Long Island and the 11th Coalition of Contingent Academic Labor (COCAL) conference at John Jay College in New York City.

While I learned many valuable things and met many inspiring and dedicated people at both conferences, there were several points that I would like to highlight in my report. For example, a statement made by Jose Padin at Summer Institute - "life is too short not to fight a few good fights" – became the framework from which I approached both events and will continue to serve as inspiration for my own activism.

On Thursday afternoon I attended At a Crossroads: Organizing, Faculty Rights, and Academic Freedom. In this session we discussed sexual harassment and assault and the fact that we are seeing more and more cases in both the public

and private sectors. We also talked about effective grievance and investigation policies and requirements, the role of the faculty handbook, and the need for a timely and effective reporting and

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ELECTION NOTICE

New York State Conference, AAUP 2015 Executive Council Elections

The NYSC Election Committee is soliciting nominations for the offices listed below for our 2015 election. These positions are for the Executive Council of the NYSC Steering Committee and for the NYSC delegates to the AAUP Assembly of State Conferences 2014 meeting. Duties and responsibilities of persons holding these positions are enumerated in the NYS AAUP Constitution.

All active members of the AAUP in New York State were invited to stand for election to a position on the Executive Council. Nominations are open until November 15, 2014.

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National Calls for Nominations for AAUP Governing Council

The Association's 2014 Nominating Committee seeks nominations for candidates for election to the AAUP's governing Council in spring 2015.

All members of the Association in good standing, with the exception of associate members, are eligible to be elected to Council positions and to nominate other eligible members. The committee seeks a diverse group of candidates with experience in the AAUP at the local, state, or national level

Nine three-year positions are open for election:

Two at-large Council positions

One Council position in each of these geographical districts: I, II, IV, V, VII, VIII, and X*

To nominate themselves for the Council or to nominate another eligible member, individuals must submit the following information to the Nominating Committee by December 14, 2014:

The position for which the individual is being nominated. The name, institution, and e-mail address of the individual being nominated.

The name, institution, and e-mail address of the individual making the nomination (if not self-nominating)

I n addition, endorsements by letter and/or e-mail from six AAUP members (one of whom may be the nominee) must also be presented to the Nominating Committee by December 14. Endorsements must cite the specific position for which the individual is being endorsed and the name, institutional affiliation, and e-mail address of the endorser. [Note: Nominees to a district Council position must be endorsed by at least six eligible members employed in that district.]

To ensure that all six endorsements arrive by the December 14 deadline, we encourage potential candidates (or those acting on their behalf) to collect and submit them together in one letter or e-mail.

An alternative nomination-by-petition process is set forth in the AAUP Constitution (online at http://www.aaup.org/AAUP/ about/bus/constitution.htm).

Nominating petitions must be received in the AAUP's national office by December 14.

The Nominating Committee shall submit its final report to the Council by December 21. All proposed nominees who meet the eligibility requirements will have their names included on the ballot for the national Council elections in spring 2015.

Please send nominations by e-mail to nominations@aaup.org or by surface mail to AAUP Nominating Committee, 1133 Nineteenth Street NW, Suite 200, Washington, DC 20036.

For more info, please visit: http://www.aaup.org/about/ elected-leaders/elections.

*Council districts open for election are I (Arizona, California, Colorado, Hawaii, Nevada, New Mexico, Utah); II (Alaska, Idaho, Kansas, Minnesota, Montana, Nebraska, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Washington, Wisconsin, Wyoming); IV (Arkansas, District of Columbia, Illinois, Indiana, Iowa, Kentucky, Missouri, Tennessee, Virginia); V (Alabama, Canada, Florida, Foreign, Georgia, Guam, Louisiana, Maryland, Mississippi, North Carolina, Puerto Rico, South Carolina, Virgin Islands, West Virginia); VII (New Jersey); VIII (New York); and X (Delaware, Maine, Massachusetts, Pennsylvania, Rhode Island)

Risa L. Lieberwitz **Appointed AAUP General Counsel**

On August 20, 2014, Risa L. Lieberwitz was appointed to serve as general counsel of the American Association of University Professors (AAUP) for 2014–16. Lieberwitz is a professor of labor and employment law in the Cornell University School of Industrial and Labor Relations, where she has been on the

She is a member of the executive committee of the Worker Institute at Cornell and a codirector of the Cornell University Law and Society minor. From 1979 to 1982, she was an attorney for the National Labor Relations Board (NLRB) in the regional office in Atlanta, Georgia.

Lieberwitz is an expert on academic freedom, with published articles including "University-Industry Relations in the U.S.: Serving Private Interests," in Academic Freedom In Conflict: The Struggle Over Free Speech Rights in the University (James L. Turk, ed. 2014), "Faculty in the Corporate University: Professional Identity, Law, and Collective Action," in the Cornell Journal of Law and Public Policy (2007), and "Confronting the Privatization and Commercialization of Academic Research: An Analysis of Social Implications at the Local, National, and Global Levels," in the Indiana Journal of Global Legal Studies (2005).

She has been active in the Cornell Faculty Senate and has served on special committees on academic freedom, shared governance, and standards for university-industry relations. Lieberwitz served on the AAUP's Committee A on Academic Freedom and Tenure from 2012 to 2014.

"We are looking forward to working with Professor Lieberwitz, who is a top notch legal scholar with experience in First Amendment issues and academic freedom as well as labor issues," says Rudy Fichtenbaum, president of the AAUP. "She has already contributed to the Association's work as a member of our Committee A and as the primary author of our amicus brief to the NLRB on whether faculty at Point Park University should be eligible for unionization under the National Labor Relations Act."

Lieberwitz will work closely with the AAUP's legal staff to pursue Association activities, which include advising on higher education legal issues; preparing amicus briefs; monitoring legal developments in higher education around the country; and keeping the Association apprised of new and emerging legal issues that may have implications in areas such as academic freedom, labor and employment law, freedom of expression, and intellectual property rights.

"At its one hundredth anniversary, the AAUP remains the preeminent voice for the rights of faculty in higher education," Lieberwitz says. "The AAUP has been steadfast in its mission to protect academic freedom and due process through its policy work and investigations in support of academic freedom and shared governance, representation of faculty in collective bargaining, and legal advocacy in the courts."

Executive Director's Report

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- Academic Freedom, Online Education, and MOOCS - Jeffrey Baker (Monroe Community College)
- Discrimination, Diversity, Equity Truett Vaigneur and Scott Sheidlower (York College of the City University of New York)
- Collective Bargaining Jessica Rosenberg and Melissa Antinori (Long Island University Brooklyn)
- Collective Bargaining And Contingent Appointments – Jeanette Jeneault (Syracuse University)
- Online Education AND MOOCS Deborah Cooperstein, David Prottas and Cathy Cleaver (Adelphi University)

Worth noting was the resignation of Clayton Rosati as Assembly of State Conference (ASC) Chair. Clayton began the year enthusiastically in his new position and facilitated the first ASC national meeting in my memory that was held in November in Columbus Ohio.

One key result of that meeting for NYS was the reversal of the National decision to disallow State Conferences to piggyback state elections with the National elections. While states with collective bargaining chapters were allowed to piggyback on the national election a service fee was added that amounted to \$1000 for NYS.

This service fee is far below what it would cost NYS to run a National Labor Relations Board approved election.

At the June meeting Joerg Tiede was elected our new ASC chairperson. Joerg was in high profile at this year's meeting. He was the guest speaker at the conference Centennial Kickoff Luncheon. His presentation titled, To Make Collective Action Possible – The Founding of AAUP was riveting. Joerg will be joining us at the NYS AAUP Conference Spring 2015 to be held at Columbia University April 24-25th, 2015.

He will speak on the founding of AAUP at the birthplace of AAUP back in 1915 when John E. Dewey (then teaching at Columbia), Arthur O. Lovejoy and other prominent scholars founded AAUP one hundred years ago! Joerg has also been very busy this year as a member of Committee A and as the editor of the centennial edition of the AAUP Redbook being printed at Johns Hopkins.

Speaking of books, the Recommended Principles to Guide Academy-Industry Relationships has been published by the AAUP Foundation and is available as an e-book as well.

http://www.press.uillinois.edu/books/ catalog/95tgh2sw9780252038242.html

At the plenary session a \$9/salary band annual dues increase for advocacy members was approved. The organization leadership feels this is a reasonable and necessary increase despite rapidly eroding advocacy memberships?

Also approved was the creation of a Conference Support and Development Fund that would receive a percentage of advocacy dues normally allocated in full to the state conference of the individual members.

This fund would then become available as grants and dispersed to any state submitting a proposal that gets approved by a national committee being formed to manage these funds.

Of course NYS having one of the country's largest AAUP memberships will be most impacted by this dues reallocation process.

Censure was imposed upon Northeastern Illinois University for denying tenure. Censure was removed from the University of Northern Iowa for improvements in shared governance made by the new president. A recommendation was made that universities cease involvement in Confuicius Globalization Institutes unless the contractual agreement between Hanban and the universities is renegotiated giving the university unilateral control of academic freedom and shared governance as articulated by our AAUP principles.

NYS Celebrates the 100th Year Since the Founding of AAUP

As mentioned earlier in this report this year is the 100th year of the founding of AAUP at Columbia University by John E. Dewey and other prominent professors. The NYS conference intends to emphasize our centennial at both our upcoming fall and spring conferences. Our NYS AAUP Conference Fall 2014 will be held at SUNY Cortland October 24-25th, 2014 and our NYS AAUP Conference Spring 2015 will be held at Columbia University April 24-25th, 2015.

Please plan to join us and learn more about the organization that created tenure to protect Academic Freedom and the Red Book to articulate the principles of shared governance that are the backbone of most faculty handbooks in American Institutions.

Meanwhile please do not hesitate to contact us for assistance with faculty issues you may be facing on your campus.

AAUP Summer Institute Report

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reception. At this event you can invite and introduce someone from the state conference, explain the professional nature of the organization, discuss the Redbook, outline the various committees and their roles, host a speaker on a related topic, etc. Another option is to host a "meet the new faculty" reception (you can do the same with retirees) and hand out several awards, such as Colleague of the Year, Lifetime Service, Advancing Shared Government, etc. Invite the President of the university/college, ask them to give a state of the university address, and then present them with a plaque with their name on it from the AAUP. It was strongly suggested that you invite the press and take lots of pictures! One thing to remember is that you cannot distribute AAUP materials using the campus email without permission and you also don't want to include anyone's name in any publication without their permission. Again, lots of material to bring back to my own university and conference.

On Saturday morning I attended Policies for Non-Tenure-Track Faculty. This session emphasized trying to work in tandem with faculty governance structures while recognizing that sometimes the union

contract may contradict the faculty handbook and allow for different enforcement/grievance procedures. Here too it was emphasized that AAUP policies set the standards by which others should be written and the education process must be part of any working plan since not everyone knows what they are entitled to. First contracts were deemed as most important and that we must engage in tactical bargaining - neither asking for too much (lose credibility) to too little (no room for negotiating). This is a critical issue given the rising number of non-tenure track/contingent faculty here in New York State and elsewhere.

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ELECTION NOTICE

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The roster of nominees is listed below.

NYSC Secretary 2015-2018
NYSC Treasurer 2015-2018
NYSC At Large Member 20152018 and AAUP ASC Delegate 2015
NYSC At Large Member 20152018 and AAUP ASC Delegate 2015

The NYSC Election Committee is:

John Polimeni [John.Polimeni@ acphs.edumailto:pcihon@syr.edu] (Chair)

Kate Eskew [keskew@hilbert.edu-mailto:ray.chandrasekara@acphs.edu]

Mary Rose Kubal [MKUBAL@ sbu.edu]

The Nomination Process is as follows:

Note: "All nominations must include either statements with signatures or be in email form using a prescribed format. All nominations must be sent to the chair of the elections committee and those by email must include the word "Nomination" in the subject line. In order to be a candidate, a

nominee must have a minimum of six nominations from members of the conference representing at least two chapters or institutions. Retired members in good standing may also submit nominations. Candidates receiving a nomination will be contacted by the elections committee to verify their willingness to stand for election."

1. If you are interested in any of the above positions, ask NYS members from no less than two chapters or Institutions that they nominate you for the NYSC position that you are interested in by November 15th, 2014.

Ask those you ask to please either (1) mail in their nomination using the The NYSC Election Spring 2015 Mail Form [PDF] to John M. Polimeni, 1165 McClellan St., Schenectady, NY 12309 or (2) email their nomination to John Polimeni [John.Polimeni@acphs. edumailto:pcihon@syr.edu] using the following prescribed format:

- Subject line for email nominations must include the word "Nomination"
 - Your name

- Your email contact information
- Your institutional affiliation
- The person's name being nominated
- The position you are nominating the person for from the list above
- **2**. Remind those nominating you that nominations must be received by November 15th, 2014
- **3**. By January 15th, 2015, forward your bio and election statement again to any member of the NYSC Election Committee.

The National AAUP, at its Annual Meeting 2013, approved an AAUP Constitutional change that transitions National Council elections from annual elections for 3-year terms to biennial elections for 4-year terms. This change will be phased in over the next two years. Since the NYSC annual elections are included in the AAUP National elections the NYSC will be considering our own constitutional change to allow us to continue to match up with AAUP National elections.

These changes will be on the agenda for the NYS AAUP Conference Fall 2014 October 24-25th, 2014

CONSTITUTION AND BY LAWS OF THE NYS CONFERENCE-AAUP CHANGES TO BE VOTED ON AT FALL MEETING

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meeting, they shall take office immediately upon being elected.

- 4. Procedures for the Election of Officers and Members At Large
- a. There shall be a three-member Election Committee and an alternate, no two of whom may be from the same chapter, to supervise the nomination and election process.
- b. The Committee shall be elected by the Conference for a one-year term at the spring meeting prior to the election it will supervise.

BYLAWS CHANGES

The New York State Conference designates that its delegates to AAUP Annual Meetings and to meetings of the Assembly of State Conferences be as follows:

a. For the Annual Meeting, the delegates shall be the two at-large members of the Executive Council according to the following schedule.

2015: the two at-large members elected in 2014; 2016: the two at-large members elected in 2015; 2017: the two at-large members elected in 2015;

2018 and thereafter: the two at-large members serving the last two years of their four year terms.

- b. For the annual meeting of the Assembly of State Conferences, the delegates shall be the President and Vice President plus the two at-large members who are not delegates to the Annual Meeting.
- c. The rules for, and amounts of, reimbursement of expenses for delegates to the Annual Meeting and the meeting of the Assembly of State Conferences shall be set by the Administrative Committee.
- d. The Alternate for the President at the annual meeting of the Assembly of State Conferences shall be the Secretary; the Alternate for the Vice President at the annual meeting of the Assembly of State Conferences shall be the Treasurer; the Alternate for any at-large member shall be another at-large member chosen by the Administrative Committee. In the event that the alternates for the President and Vice President cannot serve, the Administrative Committee shall choose an at large member as a replacement.

The full text of the Constitution and By-Laws, with the proposed changes, may be found at http://nysaaup.org/library/nysaaup_constitution_draft_1406.htm.

THE NYS AAUP EXECUTIVE DIRECTOR'S REPORT

By Tom Policano

I will be reporting on our NYS AAUP Conference Spring 2014 at Hofstra University, our state conference amendments, the AAUP Annual Meeting, and briefly on our upcoming NYS AAUP Conference Fall 2014 and NYS AAUP Conference Spring 2015.

New York State AAUP Conference Spring 2014

Our New York State AAUP Conference Spring 2014 was held at Hofstra University on April 25-26th, 2014. The amendment to the Constitution And By Laws Of The New York State Conference-AAUP - April 2013 to eliminate term limits for the president was with-

drawn. The NYSC Presidency remains the only office on the NYSC Steering Committee that has term limits.

Additional amendments to the constitution were discussed at this conference and will be voted upon at the NYS AAUP Conference Fall 2014.

The goal for these changes are to adjust the NYSC election cycle to match the AAUP cycle amended at the Ninety-Ninth Annual Meeting of the Association in Washington, DC, June 15, 2013.

Essentially the national AAUP elections have been changed to a bi-annual cycle to be held on even years. A committee consisting of Ex-President Stephen Goldberg, Committee A Chairperson Irwin Yellowitz and myself were charged with crafting new language for our constitution to achieve the above goal to harmonize our NYSC with the new AAUP election cycle.

The results of this committee's work was posted on the NYSC website on June 1st, 2014. Again these amendments will be voted on at the NYS AAUP Conference Fall 2014. **They are below**.

The full updated constitution with

these changes can read online at http://nysaaup.org/library/nysaaup_constitution_draft_1406.htm

The NYSC elections 2014 results

Congratulations to the following candidates who were elected by the NYSC membership in April, 2014 as part of the AAUP National election:

NYSC President 2014-2016 and AAUP ASC Alternate Delegate 2014 -**David Linton**, Marymount Manhattan College

NYSC Vice President 2014-2016 and AAUP ASC Alternate Delegate 2014 - **Sally Dear-Healley**, SUNY Cortland

NYSC At Large Member 2014-2016 and AAUP ASC Delegate 2014 - **Kate Eskew**, Hillbert College

NYSC At Large Member 2014-2016 and AAUP ASC Delegate 2014 - **John Polimeni**, Albany College of Pharmacy & Health Sciences

AAUP Conference on the State of Higher Education, June 2014

Thirty-four NYS AAUP members attended this year's conference. Several were key presenters as listed below:

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CONSTITUTION AND BY LAWS OF THE NEW YORK STATE CONFERENCE-AAUP CHANGES TO BE VOTED ON AT FALL MEETING

At the fall meeting, which will be held on the campus of SUNY-Cortland on October 24 and 25, there will be votes on changes to the Conference Constitution and By-laws.

These amendments are being considered because of changes to the timetable of election in the National AAUP. The National is shifting from a three year election cycle (with annual elections) to a four year cycle (with biennial elections). Since New York's Conference Elections are held in conjunction with the National elections, the decision by National requires the New York State Conference to make changes to the Constitution and Bylaws that are both transitional and permanent in nature,

The proposes changes to the Constitution (indicated in bold) are as follows:

Article IV: Election of Officers and At-Large Executive Council Members

1.a. The Secretary and Treasurer and the two at-large members of the Executive Council elected in 2015 shall serve for transitional three-year terms. Beginning in 2018, these officers and at-large members shall be elected for four-year terms.

b. The President and Vice President and the two at-large members of the Executive Council elected in 2016 shall serve for transitional four-year terms. Beginning in 2020,

these officers and at-large members shall be elected for four-year terms.

- c. Officers and at-large members of the Executive Council shall be elected by secret ballot of the membership. The election shall be coordinated with the elections of National AAUP, and shall follow the timetable set down by National AAUP for its elections.
- d. If the election has been completed by the time of the Spring meeting of the New York Conference, officers and at-large members of the Executioner Council shall take office immediately after the Spring meeting; if the election is not completed until after the Spring

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PSC and CUNY Reach Agreement on Adjunct Health Benefits

The Professional Staff Congress (PSC) and The City University of New York have reached a landmark agreement with the City of New York on inclusion of eligible CUNY adjuncts in the New York City Health Benefits Program.

The agreement provides regularized health insurance for an important part of the CUNY teaching workforce and contributes to stabilizing the finances of the PSC-CUNY Welfare Fund.

Extending health insurance to this significant group of parttime employees at CUNY has required the vision and persistence of many partners, said CUNY Chancellor James B. Milliken and PSC/CUNY President Barbara Bowen.

"We thank Governor Andrew Cuomo and Mayor Bill de Blasio, legislative leaders, budget and labor relations offices and the PSC-CUNY Welfare Fund for their critical roles in making this agreement possible," they said.

Adjunct health insurance has been provided by the PSC-CUNY Welfare Fund for several decades, through funds negotiated in collective bargaining. As the number of adjuncts grew and the costs of health care skyrocketed, however, the burden on the Welfare Fund escalated to an untenable level, necessitating stop-gap measures to maintain the Fund's solvency.

The PSC, including the affected adjuncts, vigorously advocated for equitable adjunct health insurance. The University re-

sponded, and successfully sought and obtained additional funding from New York State to provide support for adjunct health insurance.

Shortly thereafter, the University and the PSC entered into negotiations regarding the benefit and began working with the City of New York to allow coverage for eligible adjuncts to be transferred from the Welfare Fund to the City Health Benefits Program. During the negotiations, the Welfare Fund Trustees voted to extend the adjunct health insurance coverage through September 30, 2014.

"This accomplishment assures equitable access to health insurance, which will profoundly affect the lives of dedicated adjuncts, many of whom have been teaching core courses for decades. Qualified CUNY adjuncts will now be able to receive their basic health insurance through the City Health Benefits Program, on an equitable basis with full-time CUNY employees," Bowen and Milliken said.

Qualified adjuncts may enroll in the City Health Benefits Program effective October 1, 2014; the University has established a deadline of September 19 for enrollment through college human resources offices. The University will provide additional funding to the Welfare Fund to enable it to continue to provide coverage until October 1.

Summer 2014 AAUP Summer Institute

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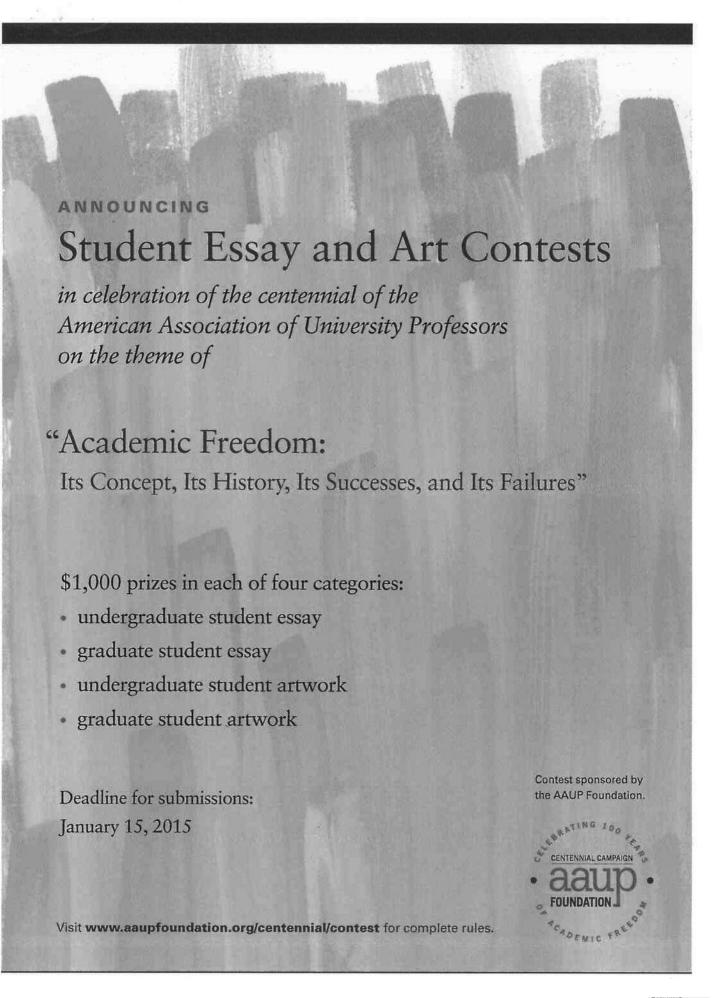
investigation. Other topics included the extent to which the university has control over its employees, the definition and defense of academic freedom and integrity, and the diminishment of faculty control over their classes and class materials. Needless to say there remains a great deal to be done in this area.

On Friday morning I attended Building an Effective State Conference in a Red or Blue State. This session emphasized good communication, effective organizing, and the need to establish ongoing government relations (testify to legislative committees, get on record, be known as an expert, run for elected office). Some of the recommended methods included writing letters, making phone calls, visiting schools, and knowing and communicating regularly with local, state, and federal government officials. It was emphasized that we should be pooling our resources, seeking out coalition partners, encouraging undergraduate and graduate student awareness and organizing, e.g. Education Awareness Days, organizing on campuses by mobilizing current and potential members via regular and ongoing communications which focus on universality and solidarity instead of partisanship and crisis. We can also hold "all hands on deck" events, e.g. teach-ins, rallies, film festi-

vals, bulletin boards, coffee hours, luncheons, evening meetings, newsletters, op-ed pieces, radio/TV, Facebook, Twitter, legislative alerts, etc. Equally important, provide evidence of past and ongoing work and future goals so that people see value in their interest and participation. I left this session ready to take on the challenge of working within my own state conference more effectively

On Friday afternoon I attended Building Advocacy Chapters which focused on the nuts and bolts of building strong and effective AAUP chapters. On more than one occasion during the Summer Institute I heard that "AAUP is the industry standard." That is a very powerful statement when you really think about it, but it is up to us to make it a reality. One way we can do this is by getting more dues-paying members who are also willing to contribute their time and skills and be the face of AAUP on campus. There are several ways to bring in new faces and retain current members, such as hosting ongoing trainings and workshops and encouraging members to get involved on the state and national levels. Another way to bring people in is by hosting a "meet the chapter"

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