

From the NYS AAUP President's Desk

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The training and professional orientation that aspiring academic scholars receive perpetuate this phenomenon. Recent Ph.D.s are well acquainted with their respective disciplinary bodies: they pay their dues, attend their conferences, read their journals, and can spout their alphabetic signifiers: MLA, APA, etc., etc., etc.

Far less common is any knowledge of the primary organization that represents their interests as workers, their much sought-after tenure, their voice in the management of their work place, their academic freedom – the American Association of University Professors.

Sadly, the result is, to borrow Sigmund Freud's useful phrase, that academics often practice "the narcissism of small differences" by aligning themselves behind disciplinary borders rather than recognizing their collective commonalities.

So, my plea to our own membership is to be sure to include on your agenda when you are helping to guide the development of new faculty, ample opportunities to discuss what it means to be an employee who also happens to hold the title "professor." Worker consciousness is not a concept limited in usefulness to factory workers. And "solidarity" is not just a word from an old union song.

NYS AAUPC Meetings – What's in it For You?

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be well-organized, bulleted, and fit on one page!

Risa Lieberwitz, Professor of Labor and Employment Law in the Cornell University School of Industrial and Labor Relations and recently (7/1/14) appointed General Counsel of the AAUP, gave an insightful and inspiring presentation on Expanding Unionization in Private Universities; New Possibilities Pending and the NLRB.

Next on the agenda was an eye-opening and humbling panel discussion on Contingent Faculty Issues and Concerns. Anne Wiegard (SUNY Cortland), Jaclyn Pittsley (SUNY Cortland), Jeffrey Baker (Monroe Community College/Excelsior College, Albany), and Greg Weatherby (SUNY Cortland) all gave insightful presentations and were followed by a short discussion (more complete bios for these individuals can be found at: http://nysaaup.org/library/conference_meetings/nysaaup_fall14/index.htm).

If you are interested in contingent faculty issues, the documentary *Con Job: Stories of Adjunct & Contingent Labor*, created by Megan Fulwiler and Jennifer Marlow for the College of St. Rose, Albany, can be found on the NYS AAUP website: <http://nysaaup.org/>.

The NYS AAUPC spring meeting, which will be held at Columbia University, April 24-26, provides us with yet another opportunity to come together in solidarity and continue these critical conversations.

This spring the AAUP celebrates 100 years of working for academic integrity and freedom. Columbia seemed the perfect location since John Dewey, one of America's most preeminent philosophers and educational theorists, was a professor of philosophy at both Columbia University and Columbia University's Teachers College.

I would like to personally invite you, and your colleagues, to join us.

From the President's Desk: PROFESSING ALONE



By David Linton

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

The idea was not unlike earlier formulations 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 has become 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 politicians or 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 linguist, . . ." 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.

Even the national AAUP adopts this unfortunate practice as the web site and publications flag our officers and committee chairs with a discipline reference, immediately following their names, thereby privileging those separate identities. As far as I am aware, no other union or similar body makes such an effort that ends up unintentionally dividing us into disciplinary pigeonholes.

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NYS AAUPC Meetings – What's in it For You?

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

The NYS AAUP Conference holds meetings twice a year in various parts of New York State. Sometimes the location is chosen for a specific reason, such as to show solidarity or to celebrate an institution coming off the censure list (<http://www.aaup.org/aaups-censure-list>). Other times the location switches around simply to make meetings more accessible to AAUP members and other interested parties across the state.

All that aside, you may still be asking yourself what's in it for you, and why should you consider attending a NYS AAUP meeting? While I can think of numerous reasons, I'd like to share my story of how I came to attend my first NYS AAUPC meeting in hopes that it might inspire you.

It was back in the spring of 2009. At the time I was teaching in Human Development at Binghamton University and a graduate student in the Sociology department. In the fall of 2008, after having taught for 10 years, I was unduly pressured to change the grade of one of my students, who was also an athlete, to one he did not earn. This was a direct violation of my academic freedom, not to mention morally wrong, and I refused.

Shortly thereafter the *New York Times*, along with numerous other newspapers and news sources across the county, ran countless articles about Binghamton University and their athletic program, many of which I was interviewed for or referred directly to my case.

While the resulting million dollar investigation of the university revealed wide-spread inconsistencies and corruption, I was immediately 'non-renewed' as a direct consequence of my whistleblowing and became the brunt of on- off-campus

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NYS AAUP Conference Spring 2015

April 24-26th · Columbia University

Our NYS AAUP Conference Spring 2015 - **What Can We Do For You?** - will be held April 24-26th, 2015 at Columbia University in New York City.

Please save the date! More information will follow.

Expanded Right to Use E-mail for Union Organizing

The National Labor Relations Board recently issued a decision significantly expanding the right of employees to use their employers' e-mail systems for union organizing and other activities protected by Section 7 of the National Labor Relations Act. The decision is available at <http://mynlrb.nlr.gov/link/document.aspx/09031d45819e22c9>.

In Purple Communications the board explained that "the use of email as a common form of workplace communication has expanded dramatically in recent years." Therefore the board ruled that "employee use of email for statutorily protected communications on nonworking time must presumptively be permitted by employers who have chosen to give employees access to their email systems."

Therefore, employees who are given access to their employer's e-mail system for business purposes now will be able to use that system on non-working time to engage in a wide range of protected communications, including union support and comments critical of the employer's employment-related policies and management decisions.

However, there are limitations to the decision. First, since the decision was issued by the NLRB, under the statute protecting private-sector employees, it only applies to private-sector employees.

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2015 Journal of Academic Freedom Call for Papers

The AAUP's *Journal of Academic Freedom* welcomes essays on Steven Salaita's "de-hiring" by the University of Illinois at Urbana-Champaign and the aftermath of the decision by UIUC chancellor Phyllis Wise and the board of trustees to withdraw the offer of a tenured position in the Native American Indian Studies program.

The Salaita case raises serious issues related to the AAUP's 2011 recommendations on the hiring of politically controversial professors; the AAUP's recently revised guidelines regarding electronic communications and the use of social media; the AAUP's policies regarding the criterion of "collegiality" in tenure and promotion; and, not least, its guidance on the role of chancellors and trustees in faculty decision-making.

Essays that draw out these implications are especially welcome.

Essays should not confine themselves to supporting or challenging the decisions made by Chancellor Wise and the board of trustees; on the contrary, essays should ideally expand on the broader implications of those decisions—for academic freedom, for extramural speech, for professors' use of social media, and for the relations between faculty, administration, and trustees.

In addition to seeking scholarly papers relating to these topics, the *Journal of*

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issues of the magazine.

The ideal candidate for this volunteer position will be an AAUP member with a broad knowledge of contemporary issues in higher education, familiarity with AAUP policies, and literary skill. This is a volunteer position; the book review editor receives \$500 annually to offset incidental expenses.

To apply, send a cover letter and résumé to: AAUP Book Review Editor Search, 1133 Nineteenth Street NW, Suite 200, Washington, DC 20036 or E-mail: academe@aaup.org

National AAUP Seeks Input on Teaching Evaluations

The AAUP's Committee on Teaching, Research, and Publications is interested in determining to what degree there is consistency nationally in attitudes toward faculty teaching evaluations, in methods used for it, and in institutional practices surrounding it. We have developed a survey, and urge you to provide us information about your institution and your experience.

The survey can be taken at <https://www.surveymonkey.com/s/teaching-evaluation>.

Without your input, we cannot effectively bring these issues into the national conversation on the quality and the future of higher education. This is not intended to be a survey only of AAUP members, but of as many faculty members in American higher education as we can reach.

Please share this with colleagues and encourage them to participate.

NYS AAUPC Meetings – What's in it For You?

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harassment. It was a challenging time to say the least – personally and professionally. Along with contacting the UUP, one of the first - and smartest - things I did was to call the AAUP.

They immediately rallied to provide help and support on both the state and national level. Shortly thereafter I was invited to speak at the NYSAAUPC spring meeting in Syracuse and the rest, as they say, is history.

Today I couldn't imagine not being involved with the AAUP and am proud to stand beside them as they work tirelessly to uphold the principles of academic freedom and integrity and protect our rights – yours and mine. However, while many people don't understand the need to come to the AAUP unless they have a special need or problem.

I've always believed that we don't have a right to complain about something unless we are willing to do

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Expanded Right to Use E-mail for Union Organizing

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Second, the board only addressed employee use of work e-mail, and did not extend the protection to cover use by non-employees.

Third, the protected use was limited to non-work time, and absent discrimination against the union it does not give the employees right to use the work e-mail during work time.

Fourth, the employer may in certain limited circumstances prohibit or limit the use of work e-mail on non-work time.

Finally, this ruling will likely be appealed and could be

overturned by the courts.

Nonetheless, this is a major step forward for the rights of faculty members in private institutions. E-mail is one of the primary ways in which faculty speak to each other in the modern world. The ability to use email to communicate is essential to faculty, particularly contingent faculty, who are often dispersed and may not be able to speak directly to each other regularly.

This decision recognizes this reality and provides private-sector faculty members' use of work email to communicate with each other about union matters will be protected.

2015 Journal of Academic Freedom Call for Papers

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Academic Freedom continues to welcome submissions on eclectic subjects relating to academic freedom.

Electronic submissions should be sent to jaf@aaup.org and must include an abstract of around 150 words. The Journal uses the sixteenth edition of the Chicago Manual of Style, and authors should anticipate that, if an article is accepted for publication, it will need to be edited for Chicago style.

The due date for papers is March 15, 2015. An invitation to

Debt refinancing, promoting access: UUP's action plan

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and provide significant support for the SUNY Educational Opportunity Program's pre-freshman summer program.

But the proposals can't become reality unless the state provides its fair share—at least 50 percent—of SUNY's funding. Students pay 63 percent of SUNY's operating costs through tuition and fees.

"When more than half of SUNY's funding comes from students, that's not a public university. It's a private university that receives some public funding. That's unfair and it's not right," said Kowal.

A new, "true" maintenance of effort is also necessary; the agreement would cover funding for SUNY's three teaching hospitals and cover the basic expenses of its state-operated campuses, as well as collective bargaining costs.

UUP will renew its push for the creation of a permanent

endowment for SUNY to help rebuild academic departments crippled by chronic underfunding.

The endowment would be used to expand hiring of full-time faculty and allow more part-time faculty and staff to move into full-time positions.

To help more high-needs students gain entrance to college, UUP is working on a program to help those students identify potential careers, apply for college and financial aid and prepare for the academic challenges of higher education.

UUP will urge that a portion of the state's Wall Street settlements with big banks be used to fund these new programs.

"I can think of no better use for those hundreds of millions of dollars of ill-gotten gains than to use them to rebuild SUNY," Kowal said. "UUP is presenting a realistic action plan to ensure that SUNY provides a world-class education to its students for years to come."

NYS AAUPC Meetings – What's in it For You?

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something to make it better. I would like to encourage you to take a more proactive stance and get involved before a problem arises. If there is a specific need or challenge, the AAUP gives you an opportunity to be part of the solution!

This last fall the NYS AAUP Conference held its fall meeting at SUNY Cortland. This particular meeting was both purposeful and unique in several ways. In addition to offering an impressive slate of speakers, the conference was an exciting opportunity for AAUP and UUP to come together and work side-by-side on shared causes and concerns.

Organizers of the meeting and representatives from the NYS AAUPC and UUP, both on site and off, worked mindfully and diligently to create an event and environment where individuals and organizations could come together, re-

discover common ground, and build new bridges.

On Friday afternoon, both David Linton, President, NYSAAUPC and Bill Buxton, President of SUNY Cortland UUP, shared their respective welcoming remarks.

Donna Lupardo, NYS Assemblywoman and senior member of the Higher Education Committee, started off the afternoon program with a highly informative 'heads up' about how to be more astute when it comes to approaching our political representatives, informing them about issues, and seeking their support.

For example, Assemblywoman Lupardo advised us to keep correspondence short and to the point and provide what we are able in terms of background information and current status/research. And by the way, all of this information should

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Executive Director's Report

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4. Know who your legislators are
5. Meetings, email blasts and social media are more effective than snail mail, petitions, or phone calls
6. Get meeting appointments in the district office and do your homework – know the opposite side of the argument and who is on which side
7. Present background materials in succinct bolded, bullet format
8. Bring a constituent, a champion, and/or a “victim”

She encourages us to organize around creating an endowment for Public Education, STEM should be STEAM (Science, Technology, Engineering, Arts, Mathematics), 0-5 yr early education is needed, the child care system is broken, and civics education on how things work is needed.

Our next presenter was Risa Lieberwitz, from the Cornell School of Industrial and Labor Relations, who is AAUP General Counsel. Risa spoke on the current status of NLRB deliberation on whether Pacific Lutheran adjuncts can unionize.

This is the most recent challenge to the 1980 Yeshiva Decision prohibiting faculty at private institutions from organizing. Risa helped write the AAUP amicus brief that was submitted in support of the issue to allow organizing. At the end of 2014 the NLRB in a 3-2 decision laid out new standards for deciding the two most-divisive questions in academic-labor law; whether a college's religious nature should exempt it from NLRB jurisdiction, and whether faculty members have too much involvement in management of their colleges to be considered as employees eligible for union representation.

The NLRB came down in favor of labor organizing on both counts. This is a huge decision that will face additional challenges but it is a tremendous opportunity for AAUP and all faculty organizations to unite faculty.

A Contingent Faculty Panel Discussion that consisted of Anne Wiegard – SUNY Cortland, Jaclyn Pittsley – SUNY Cortland, and Jeffrey Baker – Monroe Community College (MCC) followed Risa.

Each panel member gave an overview of his or her activities and experience that was followed by an open discussion with questions from the floor. Anne shared that the UUP is currently 35,000 members strong with 59% off tenure-track and 3 of 20 are adjunct. Jaclyn pointed out that the SUNY Cortland's faculty includes 356 plus non-tenure track (NTT) faculty that teach the 6000 students at SUNY Cortland. She also noted that the NTT faculty in the English department have full vote on all matters except personnel matters and curriculum. Jeff shared that adjunct at MCC are paid proportional to tenure track faculty but without benefits.

NYSC 2015 Executive Committee elections

Our NYSC Executive Committee elections will be held together with the National AAUP Spring elections. The following active members in good standing have completed the nominations process and will be on the ballot. Elsewhere in this issue of NY Academe you can find their election statements. *All positions will include a write in option including the open NYSC At Large Member position.* We thank those who have stepped forward to serve.

NYSC Secretary 2015-2018:

John Polimeni - Albany College of Pharmacy & Health Sciences

NYSC Treasurer 2015-2018:

Pat Chion - Syracuse University

NYSC At Large Member 2015-2018 and AAUP ASC Delegate 2015:

Jeffrey Baker - Monroe Community College

NYSC At Large Member 2015-2018 and AAUP ASC Delegate 2015:

Open

NYSC 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 our spring conference. Our NYS AAUP Conference Spring 2015 will be held at Columbia University April 24-26th, 2015.

This centennial celebration is titled, *Academic Freedom and Shared Governance: The AAUP Centennial · NYS AAUP Reaffirms the Right to Tenure for All Faculty*

We were very fortunate to receive an AAUP Assembly of State Conferences Development Grant which we will be using to support faculty wishing to attend our centennial celebration.

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.

We have an ambitious agenda under development for this three-day event. The first two days will be open to all faculty while April 26th will be the closed business meeting of the NYSC Steering Committee. We have already confirmed three major presenters and are in discussions with several more:

Joe Berry author of *Reclaiming the Ivory Tower* and editor of the periodic news aggregator, COCAL Updates, available at http://precaritydispatches.tumblr.com/tagged/COCAL_Updates/

Joe will be updating faculty on current events and helping us pull together an action agenda.

Joerg Tiede, Chair of the AAUP Assembly of State Conferences and editor of the AAUP Red Book 11th Edition that was just released by John's Hopkins's Press. Joerg will be presenting a fascinating and informative early history of the creation of AAUP.

Aaron Calafato who will be performing his one man play “For Profit” <http://www.aaroncalafato.com/#!/for-profit/c42f>

Please check with the faculty associations with which you are involved and if they have not had a direct invitation from the NYSC regarding participation in our gathering get back to me.

We are offering participants very reasonably priced (\$70/night for double occupancy) hotel accommodations in the Hotel Newton. Note that the NYSC does not charge registration fees for our events but does require you to complete our registration form.

The conference registration and agenda are available on our website at nysaaup.org.

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

Candidate Statements NYSC 2015 Executive Committee Elections

NYSC Secretary 2015-2018:

John Polimeni

Albany College of Pharmacy & Health Sciences

NYSC Treasurer 2015-2018:

Pat Chion

Syracuse University

NYSC At Large Member

2015-2018 and

AAUP ASC Delegate 2015:

Jeffrey Baker

Monroe Community College

• NYSC At Large Member 2015-2018 and AAUP ASC Delegate 2015: Open

All positions will include a write in option including the open NYSC At Large Member position

Patrick Cihon

I am an Associate Professor of Law & Public Policy Emeritus; I retired this past January after spending 36 years at Syracuse University. I have been an AAUP member since 1979, have served as President of the Syracuse University Chapter of the AAUP for a number of years, and have been Treasurer of the NYSC-AAUP since about 1996. I would love to continue to serve in that capacity, and if the members of the state conference would allow me that honor.

John M. Polimeni

John M. Polimeni is an Associate Professor of Economics and Director of Graduate Studies Health Outcomes Research at the Albany College of Pharmacy and Health Sciences.

He is a Honorary Member of the Scientific Council of the Romanian National Academy of Science: National Institute for Economic Research where he is an Associated Researcher at the Romanian Academy Institute for Economic Forecasting. He has a Ph.D. in Ecological Economics from Rensselaer Polytechnic Institute, a M.S. in Economics from the University at Albany with a Certificate in Graduate Studies in Regulatory Economics, and a B.S. in Mathematics from Rensselaer Polytechnic Institute. He was a Senior Fulbright Fellow in Romania in 2009 and was awarded the Young Faculty Research Award at Rensselaer Polytechnic Institute in 2004.

He is Chief Editor, *British Journal of Economics, Management, and Trade*, Managing Editor, *International Journal of Transdiscipli-*

nary Research, and Co-Editor, *Research Journal of Chemistry and Environment*. He has made numerous invited international presentations of his research.

Jeffrey Baker

Academia is changing but not for the better. Colleges and universities have been increasingly adopting the corporate model where the bottom line rather than quality is what counts. Faculty and professional staff have become interchangeable commodities in the eyes of institutional administrations. The majority of classes are taught by non-tenure track adjunct faculty, graduate assistants, or full time lecturers. For the remaining tenured or tenure track faculty, survival depends not upon teaching and scholarship, but upon the ability to bring in external funding.

Faculty members no longer govern. An increasingly large corps of professional administrators is setting academic policy and faculty working conditions. Pay is stagnant. Institutions are asking for givebacks on benefits, and the few new hires are being given take-it-or-leave-it offers that force them to teach overloads in order to make ends meet.

At the same time that institutions are claiming financial exigency, tuition continues to rise and student debt continues to increase. Needless to say, this is not a happy state of affairs. But it can change, and at least at the state and local levels, AAUP is working to make that change happen. There is a lot more that we must do and I want to continue to contribute to this effort.

NYS AAUP Executive Director's Report

By Tom Policano

I will be reporting on our NYS AAUP Conference Fall 2014 at SUNY Cortland titled, *You Are Not Alone*, on our NYSC 2015 Executive Committee elections and on our upcoming NYS AAUP Conference Spring 2015 centennial celebration titled, *Academic Freedom and Shared Governance: The AAUP Centennial · NYS AAUP Reaffirms the Right to Tenure for All Faculty*
NYSC AAUP Conference Fall 2014

Our New York State AAUP Conference Fall 2014 titled, *You Are Not Alone* was held at SUNY Cortland on October 24-25th, 2014. The amendment to the Constitution And By Laws Of The New York State Conference-AAUP - April 2013 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 passed:

http://nysaaup.org/library/nysaaup_constitution.htm

We were welcomed to the SUNY Cortland campus by Bill Buxton, President of the Cortland UUP who shared an additional welcome from NYS UUP President Fred Kohl. Bill shared concerns regarding the Pearson administered NDP Teacher Performance Assessment now being tested by 200 universities in more than two-dozen states.

Another serious issue at Cortland is the recent decision to limit scholarship activities for Librarians and Academics. The NYSC passed the following motion in support of the Cortland Librarians and Academics:

Motion: Resolved that the NYS conference of the AAUP views with concern recent efforts on the part of the Administration of SUNY Cortland to restrict the research fields and topics of

investigation of the librarian faculty at SUNY Cortland. Further resolved that NYS Conference of the AAUP urges the administration to meet with UUP representatives of the affected faculty to resolve this issue as soon as possible

Our kickoff speaker was Assemblywoman Donna A. Lupardo is currently in her fifth term in the State Assembly including. She is a senior member of the State Assembly Higher Education Committee and was adjunct faculty for 10 yrs before being elected to the State Assembly. Assemblywoman Lupardo discussed effective political organizing. She emphasized the basics of communication with legislators that I summarize below:

1. Success breeds excitement
2. Identify your legislative champions (Lupardo included)
3. Know who the legislators are

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PSC: Time to Update TAP and Pass the DREAM Act

The Professional Staff Congress urged the State Legislature to modernize the forty-year-old Tuition Assistance Program (TAP), with First Vice President Steve London advocating major structural changes and major funding increases.

“City University faculty and staff know first-hand that TAP needs an update. TAP is failing part-time students, adult learners and undocumented students, to name just a few of the types of students who are underserved or ignored altogether by the program,” London testified before a hearing of the Assembly Higher Education Committee, chaired by Manhattan Democrat Deborah Glick. He was joined by Fred Kowal, president of United University Professions, the union representing faculty at SUNY. NYSUT Vice President Andy Pallotta, who oversees the statewide union’s legislative initiatives, attended the hearing as a show of support for the union’s two largest higher education affiliates, but did not testify.

“The laws written for TAP were written largely for full-time, dependent students who go straight from high school to college. But our state-wide student body is much different today from what it was in 1974 when TAP was established,” said London at a news conference organized in the Legislative Office Building by the Reform NY TAP Coalition, a group of faith-based organizations, student activist groups and labor unions.

In his testimony and at the news conference, London focused on three key reforms to bring TAP into sync with the needs of many of today’s students: 1) passing the NYS Dream Act; 2) making TAP work for independent childless adults; and 3) allowing part-time students to truly benefit from TAP.

The PSC and all the members of the Reform NY TAP Coalition agree, the first step toward updating TAP would be for the Governor to include the NYS DREAM Act in his executive budget for 2015.

Debt refinancing, promoting access: UUP’s action plan

United University Professions President Frederick E. Kowal, Ph.D., introduced on December 9, 2014, a multifaceted action plan that includes a new student loan refinancing program for recent State University of New York graduates and calls for the state to pay its fair share of the University’s operational costs.

The union’s plan would also create a new campus incentive program, Bringing Opportunities for Student Success (BOSS), a loan forgiveness mechanism for SUNY adjuncts and a permanent endowment to provide a long-term funding source for SUNY.

“Today, an undergraduate degree is no longer a choice, it’s a necessity like a high school diploma was decades ago,” Kowal said. “We believe that this action plan is the key to providing that opportunity to New York’s students, especially those who look to SUNY as their only option for a college education.”

UUP’s SUNY Student Loan Refinancing proposal would allow recent SUNY graduates to refinance federal and state student loans incurred after Jan. 1, 2008. Graduates must earn an associate’s or bachelor’s degree at any state-operated college or university and wait a year after graduation to be eligible for the program. More than 2.8 million New Yorkers have school loan debt, estimated at \$73.2 billion.

The union’s proposed Adjuncts Loan Forgiveness Program would give eligible SUNY adjuncts the opportunity to waive a maximum of \$29,400 in loans. Adjuncts would have to teach at least two courses at a state-operated SUNY school to apply for loan forgiveness.

Under BOSS, additional incentive funding would be awarded to campuses that work to hire more full-time faculty and staff; move adjunct and contingent faculty to full-time positions; aggressively pursue a more diverse faculty, staff and student body;

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What Is the Very Model of a Modern Dean?

By Peter Goodman (Hofstra University)

With higher education under tremendous pressure to explain its purpose, justify its cost, innovate and maintain its place today as a center of knowledge, research, communication and education, often the people in the best place to deal with all this are the deans of the various schools.

“Institutions are turning to executive search committees to help them find movers and shakers who are part entrepreneur, part fund raiser, part marketer, and part seasoned administrator,” writes Audrey Williams June in an exploration of the modern deanship in *The Chronicle of Higher Education* <http://chronicle.com/article/To-Change-a-Campus-Talk-to/150197/?key=TT4IIQNsmXsQZn0zNjOUZj5daSdsYhgkZCNjB8jblxSFQ>.

She considers people such as Kathryn J. Boor, dean of the College of Agricultural and Life Sciences at Cornell University. Shortly after Boor arrived in 2010, Cornell announced it was closing its department of education, since there was no money

to raise its national profile. Since then, in the Ag school Boor “grouped five departments to create the new School of Integrative Plant Science, with the goal of showcasing the university’s strengths in plant and soil sciences and attracting federal grants, more students, and more top faculty.”

Deans today, June says, are not expected to be as focused inwardly on the functioning of their schools. Instead, they are the ones administrations depend on to create change.

“As universities face new pressures to distinguish themselves from their peers and to demonstrate their worth, deans have their hands on more levers than almost anyone else on campus,” June writes. “Whether campuses can transform themselves, working within tight fiscal constraints, often comes down to their deans.”

The modern dean is not meant to maintain the status quo. The modern dean, working both up and down, within and without the school, building new programs, raising money, raising national profiles, is now an agent of change, she says.

Committee A on Academic Freedom and Tenure: 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 Red-book”.) 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 members 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.

How to Maximize Help from AAUP Concerning Academic Freedom and Tenure Issues

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

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