

# New York State Conference of American Association of University Professors STRATEGIC PLAN

for the period

January 1, 2022 through December 31, 2024

(Unanimously approved by membership at the November 5, 2021 business meeting)

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# 1. ORGANIZATIONAL DESCRIPTION

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The New York State Conference promotes the activities and values of the AAUP on the state and campus level. The State Conference assists local chapters in the areas of recruitment, tenure, academic freedom, governance, leadership training, lobbying, legal referrals, and the economic welfare of the profession. Its newsletter, *New York Academe*, is published three times a year and membership is updated via Action Network emails, the Conference website (nyscaaup.org), and topical webinars. There are also two Conference meetings a year, one in the spring and one in the fall, one of which is offered virtually. Conference meetings are open to all members in good standing of the American Association of University Professors in New York State.

The conference was first formed in 1971. The committees and councils specified in the organization's constitution are:

1. Administrative Committee – President, Vice President, Treasurer, and Secretary
2. Executive Council – the officers of the Conference, four at-large members, the national Council members elected from the district that includes New York State, the At-Large Council members who are members of the NYS Conference, and the elected National AAUP Officers who are members of the NYS Conference
3. Steering Committee – consists of the Executive Council and the chairs of standing Conference committees and councils
4. Audit Committee
5. Standing Committees
  - a. Committee A on Academic Freedom and Tenure
  - b. Committee on Academic Professionals
  - c. Committee on Chapters, Members, and Dues
  - d. Committee on College and University Governance
  - e. Committee on the Economic Status of the Profession
  - f. Committee on Faculty Holding Contingent Appointment
  - g. Committee on Government Relations
  - h. Committee on Retirement
  - i. Committee on Diversity, Equity, and Inclusion
  - j. Committee on Gender and Sexuality in the Academic Profession
6. Councils
  - a. The Independent Council
  - b. The CUNY Council
  - c. The Collective Bargaining Council
  - d. The Regional Councils:
    - i. The Long Island Council
    - ii. NYC-Westchester Council
    - iii. Lower Central Council
    - iv. Capital Area-Mid Hudson Council
    - v. Western-Midwestern Council

## 2. PURPOSE, MISSION, AND VISION

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**Purpose Statement of NYSC AAUP:** To initiate, advance, and coordinate action on the state level consistent with the principles and procedures of the American Association of University Professors, and to foster the goals of the Association in coordination with other AAUP bodies.

**Mission Statement of American Association of University Professors:** The mission of the American Association of University Professors (AAUP) is to advance academic freedom and shared governance; to define fundamental professional values and standards for higher education; to promote the economic security of faculty, academic professionals, graduate students, post-doctoral fellows, and all those engaged in teaching and research in higher education; to help the higher education community organize to make our goals a reality; and to ensure higher education's contribution to the common good.<sup>1</sup>

**Vision Statement of NYSC AAUP:** Work to advance Diversity, Equity, and Inclusion (DEI) in the profession by intentionally increasing DEI in our Conference and to purposefully support chapters in increasing DEI both in their chapters and at their institutions. This needs to be a targeted effort at multiple levels.

## 3. GOALS AND STRATEGIES

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**Goal # 1:** To increase Diversity, Equity and Inclusion (DEI) in the NYS Conference, chapters and institutions in NYS.

Strategy # 1.1: Recruit more diverse members into conference leadership positions.

Tactic: Share information about the benefits and rewards of participating in conference leadership.

Strategy # 1.2: Work with chapters to recruit more diverse members and chapter leaders.

Tactic: Develop programming that provides tools for chapter leadership.

Strategy # 1.3: Provide opportunities for members and chapters to discuss practices on their campuses that have worked and not worked to increase DEI.

Tactic: Offer a forum to discuss curricula that promotes DEI on campuses with the goal of collecting and sharing best practices.

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<sup>1</sup> American Association of University Professors, <https://www.aaup.org/about/mission-1>

Tactic: Survey chapters to collect information regarding existing DEI efforts, such as on-campus trainings, policies, and practices, curriculum modifications, and compensation for faculty/staff engaged in DEI work on campuses, to ascertain priorities for future efforts and publish results in NYS Academe.

Strategy # 1.4: Promote retention and equity in the tenure and promotion processes.

Tactic: Gather data on DEI in the tenure and promotion process on NYS campuses and publicizing results.

**Goal # 2:** The Conference will be a resource and source of information and support for state-wide AAUP members in defense of academic freedom, tenure, shared governance, and constituencies represented by the Conference's committee structure.

Strategy # 2.1: Maintain and improve member services.

Tactic: Ensure website contains information and links members need in defense of academic freedom, tenure and shared governance (including links to appropriate links on the national site).

Tactic: Develop and distribute communication tools for members and administration to advance academic freedom and shared governance.

Tactic: Improve communication with members to find out what types of support they and their chapters need.

Tactic: Improve data reporting and dissemination.

Strategy # 2.2: Facilitate communications with chapters and members.

Tactic: Continue to send regular email updates and communication related to academic freedom, tenure and shared governance.

Tactic: Be responsive to inquiries and issues brought by members and chapters.

Strategy # 2.3: Increase the number of AAUP chapters and members in NYS with an emphasis on diversity.

Tactic: Work with the National At-Large Chapter to identify campuses in NYS that have 7 or more members and work with them to establish chapters.

Tactic: Work with the National At-Large Chapter to identify campuses in NYS that have fewer than 7 members and reach out to them to discuss membership recruitment and establishing a chapter with diverse membership.

Tactic: Identify campuses that have no unions or advocacy chapters or AAUP members and reach out to discuss the possibility of starting an advocacy chapter with diverse membership.

Strategy # 2.4: Promote relationships between our campus chapters and government leaders, administrative community/government relations offices, and local/regional community organizations.

**Goal # 3:** Recruit and actively support committee and council leaders with a focus on diversifying committee and council membership.

Strategy # 3.1: Update, list, and post on the website the committees and councils, their purposes, and their current chairs and members<sup>2</sup>.

Strategy # 3.2: Actively encourage and recruit People of Color (PoC) members from different colleges and universities in NYS, and from different departments/disciplines to volunteer to serve on committees and councils.

Strategy # 3.3: Increase membership participation/action in NYSC AAUP.

Tactic: Increase attendance at open meetings/conferences.

**Goal # 4:** Increase visibility of state chapters, the state conference, and AAUP among both internal and external constituencies.

Strategy # 4.1: Develop an editorial calendar, in consultation with NYSC AAUP leadership including committee chairs, that would drive all communication. Determine when to post/promote content.

Strategy # 4.2: Develop social media outlets to correspond with existing website and Facebook presence with an emphasis on reaching out to People of Color (PoC) community platforms on all social media outlets.

Tactic: Improve website and social media analytics (indirect measure since those visiting the site may be non-members, media, legislators, etc.).

Tactic: Include updated media reports on NYSC AAUP legislative activities.

Strategy # 4.3: Update NYS media list to include print and broadcast as well as student media.

Tactic: Increase references to NYSC AAUP in NYS media outlets.

Strategy # 4.4: Develop "communication toolbox" on website that may be accessed by all members. Include information for the chapter such as the logo to use, sample

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<sup>2</sup> Permission will be obtained prior to posting members' names.

press releases. The national AAUP site has information we may reference as a guide. Include NYS-specific information.

Tactic: Include section in communication toolbox on how to communicate with legislators.

**Goal # 5:** Promote the economic security of faculty, academic professionals, graduate students, post-doctoral fellows, and all those engaged in teaching and research in higher education.

Strategy # 5.1: Develop tools for members and chapters to promote economic security of constituents.

Tactic: Collect and analyze data on salaries, benefits, and faculty status to be used by chapters and members.

Tactic: Develop tools and programming to help members and chapters with legislative advocacy.

## 4. APPENDIX - INITIAL DRAFT OF STRATEGIC PLAN

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The following NYSC AAUP Strategic Plan was crafted at the NYSC AAUP Spring 2017 Meeting at NYIT as part of an activity with Joshua Lenex, AAUP lead organizer.

### **NYSC AAUP Strategic Plan**

1. Growing membership/Strengthening committees (membership)
2. Aiding distressed colleges/universities (support)
3. Educating leadership about constituencies → internal committees
4. Facilitating communications between chapters and members
5. More active presence of State Conference through educational support, outreach, etc.
6. State Conference as refuge, place to get help (support)
7. Increasing and diversifying membership
8. More leadership development; membership → leadership in/leadership up
9. Greater visibility for chapters, State Conference, AAUP

### External Challenges/Weaknesses

5. Corporatization of higher education including overuse of adjuncts, attacks on academic freedom and tenure, and disrespect for shared governance
1. Reactionary politics (national scene)
2. Need to recruit "new blood" to State Conference offices/committee chairs, etc.

3. Cuomo/Trump/Devos and current political climate, e.g. unwillingness to support education, Title IX, academic freedom, etc.
4. Nassau County corruption
5. Faculty don't see themselves as workers and are resistant to organize
6. Size of state/territory to cover
7. Communicate better with members and increase membership awareness of State Conference and what it can/can't do
8. CBC chapters do not want state to communicate directly to their members

#### External Opportunities/Strengths

1. AAUP Summer Institute
2. Communications through NYS Academe
3. Size of state/number of people
4. Defend what higher education should be in accordance with AAUP principles
5. Ability to take an active role in the ASC
6. Strengthen reputation of the AAUP (national and state)
7. Networking & activism
8. Planning actions and ability to effect change
9. Current political climate, e.g. current threats to old established norms by developments at the Federal level will help us focus on what is REALLY important
10. Have a forum for chapter leaders to get together and exchange information

#### Internal Challenges/Weaknesses

1. Lack of State Conference membership/participation
2. How State Conference operates isn't all that clear to the 'rank and file'
3. Lack of clear 'job descriptions' and responsibilities for State Conference leadership (officers, committee chairs, etc.)
4. NYSC needs more communication with chapters
5. "Too white"
6. Inability to grow membership
7. Age of current leadership - new/younger people needed
8. Emeritus
9. "Inbred"
10. Attendance at conference meetings
11. Inactivity of committees/committee chairs
12. Internal fighting, e.g. interpersonal conflicts, lack of civility, lack of respectful communication, challenges related to civility and respect for each other,
13. Lack of involvement from some of the more prominent institutions
14. Lack of clarity regarding goals
15. Lack of accurate contact information on the number of members in a chapter or the Conference as a whole because of National's record system

16. Weak legislative liaison/agenda
17. Little development of new long-term leaders
18. The NYS Conference is not perceived to be as active as it actually is, e.g. insufficient projection of involvement

#### Internal Opportunities/Strengths

1. Other AAUP chapters
2. Thoughtful discussion(s)
3. Mutual commitment to AAUP principles
4. "We lean in"
5. Large membership base
6. History
7. Committed, dedicated, talented, experienced, knowledgeable, caring, thoughtful, patient leadership and organizers with lots of experience
8. Limited number of leaders so an individual has influence and impact
9. Knowledge of state-wide and local conditions that allow a proper and realistic response
10. Affiliation with AAUP National
11. Excellent newsletter

#### **ADDITIONAL NOTES**

##### Faculty Control

1. Curriculum
2. Employees
3. Academics
4. Research
5. Teaching

##### Power

1. Educate and assist colleagues
2. Represent interests
3. Influence state
4. Organizing
5. Influence AAUP policies and objectives

##### Commitment to Collective Process



### Academic Freedom

1. ALL faculty (PT /FT /everyone)

### Supporting

1. Faculty
2. Students
3. Staff
4. Graduate Students

### Shared Governance

1. Faculty (ALL faculty/everyone)
2. Administration
3. Students
4. Staff
5. Governing boards/community

### **VALUES**

1. Integrity
  - a. Consistency
  - b. Practice what you preach
2. Professionalism
3. Respect
  - a. Profession
  - b. Faculty
  - c. Participation
4. Listening
5. Representation
6. History
7. Energy
8. Action
9. Voice for our members
10. Distinctive Function
  - a. Academic freedom
  - b. Shared governance
11. Value
12. "Exclusivity @ faculty"
  - a. Authority

b. Rigor