

**Shared Governance**  
CONFERENCE AND WORKSHOPS

2012

**aaup**  
AMERICAN ASSOCIATION OF  
UNIVERSITY PROFESSORS

**OCTOBER 26–28, 2012**

**PROGRAM**



# AAUP Shared Governance CONFERENCE AND WORKSHOPS PROGRAM | OCTOBER 26–28, 2012

AAUP sponsored training workshops, intended for faculty governance leaders, are listed first for each session, followed by paper panels that are composed of presentations accepted in response to a nationwide call for proposals. The views expressed in these paper panels are those of the presenters and not necessarily of the AAUP. Abstracts have been included for those presenters who supplied them in advance of the conference.

**Registration will be in the Pre-Function area and will be open 9:00am–6:00pm on Friday, 7:00am–6:00pm on Saturday, and 7:00am–10:00pm on Sunday.**

THE LIAISON CAPITOL HILL HOTEL  
415 New Jersey Avenue, NW  
Washington, DC 20001

# FRIDAY, OCTOBER 26, 2012

**FRIDAY 1:00–1:30**

**Opening Plenary Address |  
METROPOLITAN EAST**

Larry Gerber, Chair, American Association of University Professors Committee on College and University Governance

**FRIDAY 1:40–4:00 SESSION 1**

**SESSION 1A | METROPOLITAN WEST  
Workshop: Making Senates Effective**

**Members of the AAUP Committee on College and University Governance: Larry Gerber (Auburn University), Lenore Beaky (LaGuardia Community College/CUNY), Jeffrey Butts (Appalachian State University), Joerg Tiede (Illinois Wesleyan University), David Witt (University of Akron), Puri Martinez (East Carolina University), Gerald Turkel (University of Delaware), Charles Baker (College of the Holy Cross)**

This workshop will begin with a brief presentation on specific and practical suggestions for how faculty senate leaders can maximize the effectiveness of faculty governance bodies. The bulk of the time will then be used for attendees to break up into several smaller groups based on the kind of institution at which they work in order to consider problems of particular relevance to them.

**SESSION 1B | THE HILL  
Paper Panel: Saving Rutgers-Camden**

**Patrick Nowlan (Executive Director, Rutgers Council of AAUP Chapters), Robert Williams, Allan Stein, Andrew Shankman, Adam Scales, Perry Dane (Rutgers University-Camden)**

During Spring Semester 2012 Rutgers University-Camden fought against a bipartisan legislative plan to break up Rutgers University and turn over operation of the Camden campus to Rowan University. The efforts to prevent the takeover of Rutgers-Camden were successful, and the struggle

raised issues concerning university governance and the legal rights of universities and faculty.

**SESSION 1C | THE GRID  
Paper Panel: Public Pressures  
Challenging Shared Governance**

**Common Cause: Shared Governance, Faculty Tenure Practices, and the Movement toward Employment-at-Will Status for Administrators and Staff. James Flynn (President, Caldwell College AAUP Chapter)**

Colleges and universities have changed employment policies of due process and handbook status to employment at will status for administrators and staff. I argue that employment-at-will is immoral. The usual failure of faculty to protest this change for administrators and staff has led to a weakening of the case for the tenure system for faculty.

**Assessment That Supports Faculty Governance: Navigating between the Public Accountability Movement and Strategies for Resistance. William Buhrman (Associate Dean, St. Mary's University)**

This paper distinguishes assessment of student learning from that which answers to public accountability. It calls for faculty governance in discussions of what students should know before they are credentialed by an institution. If misidentified, assessment leads faculty to rely on claims of authority rather than on genuine educational leadership.

**" . . . The Details Are Up for Grabs." Dan Larkin (Attorney)**

Saint Louis University has withdrawn proposals subjecting tenured faculty to termination for unsatisfactory performance, pledging to work with faculty to support faculty development. The Faculty Senate says "details are up for grabs." The details should balance traditional tenure expectations of permanency with reviews supporting faculty service to the common good.

## SESSION 1D | THE HUB

### **Paper Panel: Instituting Changes in Governance: Two Case Studies**

The Role of Authority and Trust in Shared Governance. Anna DiStefano (Senate Leadership Committee), Katrina Rogers (Provost & Senior Vice President), Kathy Tiner (Senate Co-Chair), Regina Tuma (Senate Co-Chair) (Fielding Graduate University)

In 2008, academic leaders at Fielding Graduate University created a shared-governance model. We explore the role of authority and trust during this process. We suggest that becoming more aware of complexity and developing a common vocabulary facilitate higher participation and stronger decisions, decisions that are aligned with university values and supported by collective engagement.

### **Out of the Ashes - Establishing Shared Governance at a Sanctioned Institution.**

Jason Dude Lively (Chair, Faculty Council, Lindenwood University)

This presentation provides a unique perspective on the values of shared governance by detailing the actions taken at Lindenwood University in its ongoing efforts to establish a meaningful and permanent system of shared governance, improving the institution, and ultimately reaching a point that no longer merits an AAUP sanction.

## FRIDAY 4:15–6:00 SESSION 2

### **SESSION 2A | METROPOLITAN EAST Workshop: Faculty with Contingent Appointments and Governance**

Mayra Besosa (California State University, San Marcos), Joe Berry (Coalition of Contingent Academic Labor), Lenore Beaky (LaGuardia Community College/CUNY), Puri Martinez (East Carolina University)

The presenters are the members of a joint subcommittee of the AAUP's Committee on Contingency and the Profession and the Committee on College and University Governance who drafted a report on the inclusion in governance of faculty members holding contingent appointments. The report was recently published online to solicit comments. This workshop will discuss the proposed recommendations contained in that report.

## SESSION 2B | THE HILL

### **Paper Panel: Corporatization and Governance**

**The Micropolitics of University Governance under Neoliberal Conditions: Critical Lessons from the Ouster and Reinstatement of the President of the University of Virginia.** Walter F. Heinecke (University of Virginia)

This paper attempts to explain the ouster and reinstatement of UVA President Terry Sullivan using concepts of neo-liberalism, social-historical context, and linkages to the micro-politics of governance of the public university. It argues that the UVA case reflected recent historical and political trends but was unique in outcome and explores the consequences and national implications.

**What is "Corporatization"? Models of Corporate Governance and Their Relation to Higher Education.** Angela Petit (Idaho State University)

My presentation traces the history of American corporate governance, from corporations' start as government-backed charters to their emergence as

strongholds of austere managerialism to their recent incarnation as hip Google-inspired workplaces. I argue that a rich understanding of “corporatization” will enable academics to accurately examine governance changes in higher education.

**None of Your Business: The Assault on Faculty Governance at a Liberal Arts College.**  
**James Scruton and William Hetrick**  
(Bethel University)

Rather than defend decisions which seem to move toward proprietary or corporate models, college administrators often dismiss faculty questions and objections by declaring that such matters are none of the faculty’s business. What are the prospects for shared governance under such conditions at a liberal arts college?

**SESSION 2C | THE GRID**

**Paper Panel: Governance, Student Assessment, and Information Technology**

**Faculty Governance and Assessment of Student Learning: Congruent or Incongruent?** James L. DeBoy (Lincoln University of Pennsylvania)

This presentation identifies the various factors driving the outcomes-assessment movement, contrasts the old paradigm with the model now espoused by regional accreditors, discusses the six-step process of student outcomes assessment, emphasizes faculty ownership of the process to prevent administrative usurpation, and proposes specific strategies to enhance faculty empowerment.

**Sharing the Power and the Responsibility for Information Technology Decisions in Academia.** Jonathan A. Poritz (Colorado State University)

Information technology— hardware, software, and networks—is enormously important in the daily lives of everyone on campus. Yet decisions about IT are usually made by a small administrative team with no faculty input. This decision-making process violates academic freedom and can easily be changed if faculty educates itself.

**FRIDAY 6:15–8:00**

**Reception (Open to All)**

METROPOLITAN CENTER

**SATURDAY 7:30–8:30**

**Buffet Breakfast**

METROPOLITAN CENTER

**SATURDAY 9:15–11:45 SESSION 3**

**SESSION 3A | METROPOLITAN EAST/WEST**  
**Workshop: Faculty and the Budget Process**

**Rudy Fichtenbaum (AAUP President, Wright State University), Howard Bunsis (AAUP CBC Chair, Eastern Michigan University)**

This workshop will discuss what information faculty senates need to have to play a meaningful role in the budgetary process, as well as offer suggestions as to how faculty can obtain that information.

**SESSION 3B | THE HILL**

**Paper Panel: The Garcetti Decision and Shared Governance: What’s the Latest**

**Henry Reichman (AAUP First Vice President, California State University, East Bay), Theresa Chmara (AAUP General Counsel), Philip Cole (AAUP National Council, Idaho State University)**

The Garcetti v. Ceballos decision limiting the rights of public employees to speak out on work-related issues has already had an impact on the rights of some faculty to participate freely in governance. We will explain the decision, how courts have applied it to higher education, and ways in which faculty might protect their rights in this new legal context.

## **SESSION 3C | THE GRID**

### **Paper Panel: Faculty Chairs, Corporate Management, and Shared Governance**

**Shared Governance in a Private University with an AAUP-Affiliated Faculty Union: Successes and Challenges.** Kevin Nordberg (Vice President, Faculty Affairs Council, University of Scranton)

Although our experience of shared governance in a union environment at a private university with 280 full-time faculty has worked fairly well in the past, recent steps by the administration have jeopardized our union status and undermined a number of areas where shared governance has been working.

**The Corporatization of the University: Threats to Faculty Primacy in Curriculum and Pedagogy.** Christie P. Karpiak and Bryan R. Burnham (University of Scranton)

The University of Scranton's administration has developed a "non-negotiable concept" that would replace elected department chairs with administrative appointees who would no longer be members of the faculty bargaining unit. We will address serious threats to faculty primacy in curriculum and pedagogy posed by this concept and by corporatization in general.

**Growth and Governance: Challenges of Ensuring Equity for Faculty.** Russell Frohardt (Associate Dean, St. Edward's University)

University communities often struggle during growth; however, growth often presents outstanding opportunities for improving shared governance. This presentation will discuss some of the best practices for ensuring equity for faculty during growth and hopefully help avoid some of the pitfalls that the challenges of university growth present.

## **SESSION 3D | THE HUB**

### **Paper Panel: Getting Faculty Involved in Governance**

**Priming Faculty for Engaged and Meaningful Shared Governance.** Peter Nguyen (Director, University of Connecticut AAUP Chapter) and E. Carol Polifroni (President, University of Connecticut AAUP Chapter)

The goal of this roundtable is to identify best practices and strategies for faculty engagement in university governance and share measures for outcome assessment. Discussion will include (1) critical examination of the measures generally used to gauge level of engagement, (2) obstacles to involvement and practices that have proven successful, and (3) how shared governance is defined and operationalized at your institution.

**Accreditation and Shared Governance: Promises and Pitfalls.** David Linton (Marymount Manhattan College, President, New York Conference of AAUP)

To maintain accreditation, institutions must undergo a periodic review by accrediting agencies. This presentation will examine the function of those agencies, how visiting teams are selected, and the rules and guidelines governing their function, as well as how accreditation bodies view shared governance and how AAUP activists can navigate the process so as to advance AAUP principles.

**Restoring Faculty Voice and Involvement in Shared Governance in a Time of Changing Economic and Political Realities.** Andrea M. Seielstad and Rebecca Wells (University of Dayton)

Economic and financial pressures and a social, political movement toward more corporate models of governance have compromised and weakened the role of faculty in university governance. This has undermined academic integrity, concentrated university decision-making, and encroached upon academic freedom and innovation. During this session, alternative strategies for reinvigorating the faculty's voice will be discussed.

## SESSION 3E | CONNECT

**Paper Panel: The Faculty Leadership Vacuum: What It Is and Why It Matters.** James G. Archibald (Valdosta State University), Valerie Martin Conley and Laura Harrison (Ohio University)

Presenters will disseminate findings from the Faculty Senate Leader Survey regarding faculty senates as vehicles through which faculty exercise leadership on their campuses. Presenters will discuss key themes regarding challenges and strategies respondents identified in their efforts to effect changes in the increasingly complex higher education context.

## SATURDAY 12:00–1:30

### Plenary Lunch

#### METROPOLITAN CENTER

Lessons from the University of Virginia Experience (George Cohen, Chair, Faculty Senate, University of Virginia)

## SATURDAY 1:45–3:45 SESSION 4

### SESSION 4A | METROPOLITAN EAST **Workshop: The Faculty Role in Program Closures**

David Rabban (Former Chair, AAUP Committee A on Academic Freedom and Tenure, University of Texas at Austin), Jeffrey Butts (Appalachian State University), Puri Martinez (East Carolina University)

The AAUP's Committee A established a subcommittee to review existing Association policy on financial exigency, especially as it relates to program discontinuance, and to develop additional guidelines for faculty involvement in such decisions. This workshop will discuss the work of the subcommittee and possible recommendations the subcommittee may be making on this subject.

## SESSION 4B | THE HILL

**Paper Panel: What's Going on in California: An Update on the California State University from Three Faculty Leaders.**

Diana Guerin (Chair, CSU Academic Senate), Bernadette Cheyne (Faculty Trustee, CSU), Lillian Taiz (President, California Faculty Association)

The California State University has been facing tremendous challenges. This roundtable includes representatives of the CSU faculty—from the board of trustees, the academic senate, and the faculty union—who confront and address these issues and their attempt to find common ground while observing respective boundaries and roles.

## SESSION 4C | THE GRID

**Paper Panel: Adaptations of Advocacy Chapters: Redefining the Faculty Voice at Private Colleges and Universities with Religious Affiliations.**

Nancy Bertaux (Xavier University), Geraldine Branca (Merrimack College), Thomas F. Coffey (Creighton University), Susan Michalczyk (AAUP Second Vice President, Boston College), Leanne R. Owen (Holy Family University)

Ways must be identified to convince faculty of the importance of participation in governance and to improve the quality of that participation on non-unionized and religiously affiliated campuses where the faculty sometimes encounters obstacles to shared governance. Each participant will provide practical methods for motivating colleagues to become more involved in institutional governance and in their local advocacy chapters.



## **SESSION 4D | THE HUB**

### **Paper Panel: Challenges to Shared Governance: A Case Study and The Difficulties at HBCUs**

**Ten Years On: The Kirstein Suspension Case, Shared Governance and Academic Freedom. Peter Kirstein (Vice President, Illinois Conference of AAUP, Saint Xavier University)**

Ten years ago, Peter Kirstein was sanctioned in a highly controversial academic freedom suspension case. It resulted from an antiwar e-mail response to an Air Force Academy cadet. This paper will focus on shared governance challenges arising from the case and the contrasts between FIRE and AAUP engagement.

**Leadership and Shared Governance at Historically Black Colleges and Universities. Robert E. Millette (Lincoln University)**

This paper will argue that there is a direct correlation between leadership/shared governance and productivity, faculty morale, and increased student satisfaction. Successful college/university presidents and their cabinets are effective when they have an agenda that is clearly defined and concerned with the development of shared meanings.

## **SESSION 4E | CONNECT**

### **Paper Panel: Leadership and Modeling Shared Governance**

**Ideal Leadership Characteristics: A "Feminine" Profile. Roya Akhavan (St. Cloud State University)**

This presentation focuses on research on emerging models of leadership and on results of a study conducted by this researcher on the ideal characteristics of a department chair. The results suggest that the primary attributes of an effective leader reflect traditionally "feminine" characteristics. This research has important implications for identifying and promoting effective leadership models in higher education.

**Modeling and Sustaining Shared Governance. Molly Easo Smith (Executive Director, Initiative to Develop Women as Academic Leaders)**

Shared governance is a much-invoked value. All members expect to share in governance; yet its implications for faculty are different. I will discuss implications for faculty and the price faculty have paid over the last few decades through the erosion of robust shared-governance practices.

## **SATURDAY 4:00–6:00 SESSION 5**

## **SESSION 5A | METROPOLITAN EAST**

### **Workshop: Faculty Role in Presidential Search and Evaluation**

**Rick Legon (President, Association of Governing Boards of Universities and Colleges), Joerg Tiede (Illinois Wesleyan University), Wendy Roworth (University of Rhode Island)**

This workshop will discuss, from the perspective of both governing board members and the faculty, the role of faculty in presidential searches and evaluations. A new draft report from the AAUP's Committee on College and University Governance, "Confidentiality and Faculty Representation in Academic Governance," will also be discussed.

## **SESSION 5B | THE HILL**

### **Paper Panel: Resisting Faculty Marginalization in the Age of Austerity: Effective Collaboration between Unions and Faculty Governance Bodies.**

**Barbara Bowen (President, Professional Staff Congress, City University of New York, Queens College), Terrence Martell (Chair, City University of New York Faculty Senate, Baruch College), Ken O'Brien (President, University Faculty Senate, State University of New York College at Brockport), Kimberley Reiser (Chair, Academic Senate, Nassau Community College, State University of New York), Faren Siminoff (Nassau Community College)**

Roundtable panelists from CUNY and SUNY will discuss strategies by which unions and faculty

governance bodies can effectively collaborate to protect principles of shared governance within the increasingly corporatized university. Participants will share past, present, and future collaborative efforts to challenge administrative decisions on matters ranging from curriculum to workload.

## **SESSION 5C | THE GRID**

### **Paper Panel: Emergencies and Due Process: Developing an Involuntary Leave Policy at the University of Delaware.**

**Gerald Turkel (Contract Maintenance Officer, University of Delaware AAUP), Jennifer W. Davis (Vice President for Administration and Finance, University of Delaware), Lawrence White (Vice President and General Counsel, University of Delaware), Jeff Jordan (Past President, University Faculty Senate, University of Delaware)**

In spring 2012, the Faculty Senate at the University of Delaware approved a policy on emergency voluntary leaves for faculty. The policy, drafted by a committee made up of administrators and senate and union leaders, seeks to ensure due process in emergency situations. This panel, composed of committee members involved in formulating the policy, discusses its implications for shared governance.

## **SESSION 5D | THE HUB**

### **Paper Panel: Case Studies in the Challenges of Shared Governance**

**Shared Governance during a Period of Turmoil: The University of Northern Iowa Experience. Daniel J. Power (President, University of Northern Iowa United Faculty-AAUP)**

During spring 2012, UNI faculty dealt with the closure of academic programs, our K-12 school, and threatened layoffs. Our collective bargaining chapter, with help from Howard Bunsis and AAUP staff, resisted the layoffs. Shared governance needs strengthening. This presentation puts special emphasis on the roles of faculty leaders and what should be in a negotiated contract related to shared governance.

### **Establishing a Tradition of Shared Governance at Mission-Centered Universities. David P. Bénéteau (Chair, Faculty Senate, Seton Hall University)**

I would like to reflect upon our recent attempts not only to govern ourselves and the university better, but also to establish traditions of shared governance which will survive changes in administrative personnel.

### **Reflections of a First-Year College Senate Chair: Fifteen Important Lessons. Jonathan W. Grimes (Community College of Baltimore County)**

New senate chairs are faced with a difficult learning curve. What relationships are important? How does your role change in relation to faculty and administration? How can you lead and motivate other Senate members? The presenter will lead a discussion based on his recent publication in the *Community College Journal*.

**SUNDAY 7:30–8:30**

**Buffet Breakfast**

**METROPOLITAN CENTER**

**SUNDAY 9:00–11:00**

**SESSION 6**

## **SESSION 6A | METROPOLITAN EAST**

### **Workshop: The Role of Faculty Handbooks in Shared Governance**

**Robert Kreiser and Greg Scholtz (AAUP staff)**

This workshop will discuss important AAUP principles that ought to be incorporated into faculty handbooks and how handbooks can be used to strengthen the faculty's role in governance.

## **SESSION 6B | THE HILL**

### **Paper Panel: Who Creates the Curriculum.**

Tina Good (President, State University of New York Faculty Council of Community Colleges; Suffolk Community College/SUNY), Ken O'Brien (President, University Faculty Senate, State University of New York College at Brockport), Sandi Cooper (Former Chair, City University of New York Faculty Senate; College of Staten Island and Graduate School/CUNY), Emily Tai (Executive Committee, City University of New York Faculty Senate, Queensborough Community College/CUNY)

The move in the United States ostensibly to enable students to have a "seamless" transfer experience from two- to four-year institutions has invited intrusion from numerous nonacademic players – state officials, legislators, foundation "reformers," campus and system administrators, trustees – all convinced they have to remake curricula that faculties had molded. For some trustees, it was also an opportunity to rid colleges of courses they disliked.

## **SESSION 6C | THE GRID**

### **Paper Panel: Universities Abroad: Governance, Liberal Arts, and the Globalized University.**

Jill Campbell (Yale University)

This session will consider issues of shared governance, academic freedom, and political freedoms at the National University of Singapore campus of Yale University. What role, if any, do faculty members at a home campus have in shaping a branch campus in a country with very different academic and political traditions?

## **SESSION 6D | THE HUB**

### **Paper Panel: Surveying Faculty Perceptions of Governance**

Surveying Faculty at the City University of New York: Attitudes and Opinions on Governance. Kathleen Barker (Medgar Evers

College/CUNY)

The 2009 Faculty Experience Survey was the second CUNY University Faculty Senate survey of full time faculty across eighteen units and was expanded to include a pilot study of part-time faculty. These surveys provided the most comprehensive portrait of CUNY faculty to date; key findings will be presented.

### **Faculty Roles in Shared Governance: A Survey of Senate Leaders in Senior Public Institutions in Texas. Anjoo Sikka (State University of New York College at Geneseo), Michelle Moosally (University of Houston – Downtown)**

Faculty leaders in Texas public universities responded to a survey on faculty roles in shared governance at their institutions. Primary findings are: low involvement in budgetary decisions and moderate level of satisfaction with their shared-governance experience. Respondents believe communication to be a key factor in effectiveness of shared governance.

### **The Role of Faculty in Hiring, Evaluation, Promotion, and Tenure: A Survey of Twelve Private Liberal Arts Colleges and Universities. Dave Klanderman (Trinity Christian College)**

This session offers results of a recent survey of twelve private liberal arts colleges and universities with regard to the involvement of faculty in appointment, evaluation, promotion, and tenure. It will also describe changes made at Trinity Christian College in response to these survey results.

## **SUNDAY 11:10–12:00**

### **Closing Plenary Address**

**METROPOLITAN EAST**

Rudy Fichtenbaum (AAUP President, Wright State University)

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Annual Dues	Academic Income
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\$61	\$30,001 – \$40,000
\$82	\$40,001 – \$50,000
\$102	\$50,001 – \$60,000
\$143	\$60,001 – \$70,000
\$168	\$70,001 – \$80,000
\$189	\$80,001 – \$100,000
\$209	\$100,001 – \$120,000
\$230	More than \$120,000

### EMPLOYMENT STATUS

(Check one)

- Full Time:** Teacher, researcher, or academic professional at an accredited college or university
- Part Time:** Faculty paid on a per-course or percentage basis
- Graduate Student:** Enrolled at an accredited institution within the last five years and not eligible for another active membership category
- Retired**
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