



WORKSHOP PROGRAM

July 19-22, 2018 • University of New Hampshire • Durham, NH

THURSDAY AFTERNOON (3:00PM-6:00PM)

1A Arbitration Boot Camp (part 1 of 4)

Mike Mauer, AAUP Senior Labor Advisor; Deanna Wood, University of New Hampshire

Many local unions are choosing to handle their own arbitration hearings, for reasons of economy and targeted expertise. Just as at the bargaining table, local leaders, activists, and staff can competently present a case at arbitration, continuing the earlier work that they've done during the steps of the grievance procedure.

This new Summer Institute offering will enable a small group to get hands-on training in pre-arbitration decision-making and how to present a case at arbitration. The workshop spans all four sessions, and includes a bit of preparation work outside of class, as well. The final session will give each group the opportunity to conduct a mock arbitration hearing, which will then be critiqued.

***Recommended for those involved with collective bargaining**

1B Leading for Change (part 1 of 2)

Jim Bakken, AAUP Northwest Lead Organizer

In doing the work of AAUP, we face many challenges. The academy can be antithetical to independent faculty organizations and action, and faculty themselves are often unaccustomed to exercising collective power. Participants will discuss and consider their

own role as leaders, various leadership styles and concepts, and how to be effective in leading change on campus.

1C An Introduction to the Faculty Compensation Survey and the AAUP Research Office

Joe Roy, AAUP Senior Researcher

This workshop will cover the data and services that the AAUP Research Office can provide to leaders and chapter for collective bargaining and organizing. An overview of the faculty compensation survey will be presented. We will also discuss federal data on diversity and equity issues that we have been pulling together this year.

1D Reading the Redbook

Hank Reichman, California State University-East Bay; Joerg Tiede, AAUP Department of Academic Freedom, Tenure, and Governance

Central to the work of evaluating a faculty handbook or of assisting faculty who have complaints is a thorough understanding of AAUP policies regarding academic freedom, tenure, and due process. This workshop provides an overview of the most central policy statements in these areas. We will review terminology and standards that relate to matters of nonreappointment, termination, and dismissal. If time permits, we will consider ways in which the AAUP's policies on academic freedom relate to other areas, such as electronic communication, online harassment, or free-speech rights of students and outside speakers.

1E Legal Update

Risa Lieberwitz, AAUP General Counsel; Aaron Nisenson, AAUP Senior Counsel

The 2016 Presidential election has started to impact the legal landscape. The appointment of a new justice to the Supreme Court will likely result in a ruling in the case of *Janus v. AFSCME* that agency fees in the public sector are unconstitutional. There have been substantive changes already reflected in rulings of administrative agencies, with the National Labor Relations Board reversing a number of important decisions affecting faculty and graduate employees, and the Department of Education changing course on Title IX guidance. Finally, the new political and social environment has led to an increase in the targeted harassment and discipline of faculty

members, resulting in First Amendment and other legal challenges. We will have in-depth discussion of these developments and their implications for faculty.

1F Brick By Brick: Building Union Capacity For Campus Change

Christopher Henderson, Internal Organizer, UConn-AAUP; Cindy Polinsky, Executive Director, UConn Health Center AAUP

Drawing on the lessons from years of internal organizing in the “Land of Steady Habits”, Connecticut, this workshop will consist of an overview of the work needed to build an effective internal organizing program through the development of a representative structure, building relationships through one-on-one conversations, and forming community-labor coalitions to augment campus union power. This workshop is intended for faculty interested in building the infrastructure needed to have a robust faculty union to advocate for campus and community change. Participants will learn how to build a representatives assembly, how to create an office visit program through relationship building, and how to build community and campus union coalitions to challenge administrative authority.

***Recommended for those involved with collective bargaining**

1G Easy Ways to Improve Your Digital Organizing: A Training for the Time-Strapped

Mariah Quinn, AAUP Digital Organizer; Josh Lenes, AAUP Campaign Specialist

This workshop will focus on practical skills for chapters and members to easily create and maintain a presence on social media. For beginners, we’ll cover how to build a Facebook page and start a Twitter account, as well as covering easy ways to schedule content so you can maintain an active online presence with minimal work.

For those who may already have a social media presence, we’ll discuss running Facebook ads, tactics for targeting supporters and members and ways to create compelling content. Suitable for beginner and intermediate levels.

1H Strategic Research

José Padin, Portland State University; Jason Elias, AAUP Western Regional Coordinator

Strategic research is research that keeps its eyes on the prize and digs deeper to help map out your chapter’s path forward. This workshop will explore various quantitative

and qualitative methods for corporate, industry, and issue research and analysis, with an eye towards how that knowledge can be used to create leverage and help to delineate successful political, issue, and contract campaign strategies.

1I Creating Chapter Democracy through Antiracism and Social Justice

Charles Toombs, San Diego State University and Vice President, California Faculty Association; Rosalinda Quintanar, San Jose State University

This interactive workshop will teach you how antiracism and social justice can help you achieve equity and democracy in your AAUP chapter. We will examine how systemic racism, white privilege, and white supremacy operate in organizations, and attendees will learn how to use and talk about diversity, inclusion, antiracism, social justice, power, whiteness, white privilege, and white supremacy. This will also include a history of race formation in the United States, the resulting racial narratives that are developed for non-white racial/ethnic groups, and the racial counter-narratives non-white groups use to combat racism and its resulting oppressions.

Attendees will be asked to consider where the sites of power are in their chapters and institutions. Who makes key decisions and policy? Does your organization promote diversity and yet diverse or underrepresented faculty are not part of major decision-making? How can you demonstrate to current leaders the importance of antiracism and social justice in building chapter strength? Attendees will take away strategies for beginning the ongoing process of antiracism and social justice chapter and institutional transformation.

The workshop is a learning process; it recognizes that attendees are at different levels of knowledge and comfort when discussing racial matters and presents topics in a way to accommodate those differences. Such honest and frank discussions of race and racial matters are paramount to eliminating systemic racism.

FRIDAY MORNING (9:00AM-12:00PM)

2A Arbitration Boot Camp (part 2 of 4)

See description under 1A

2B Creating, Supporting and Implementing Social Justice Unionism on Campus and Beyond

Yolanda Flores, University of Vermont; Angelica Crespo and Diana Allos, No Names for Justice at UVM

The objective of this workshop is to present case studies of faculty unions' strategic alliances with groups seeking to make progressive change on campuses and beyond. Our case studies include a campaign run by students at the University of Vermont, "No Names for Justice," in which student activists on campus fought for a comprehensive platform of antiracist reforms. With the presentations of these case studies, we hope to provide ideas or models that illustrate how faculty unions must work with progressive student and community activists in order to respond more effectively to the political climate that envelops our working conditions as faculty members. In this interactive workshop, participants will have the opportunity to brainstorm with colleagues about how to create and/or support similar campaigns specific to their own campuses.

2C Using the Redbook

Irene Mulvey, Fairfield University; Joerg Tiede, AAUP Department of Academic Freedom, Tenure, and Governance

The successful implementation of AAUP policies is largely dependent upon faculty working toward and insisting upon sound policies at their own institutions. Historically, state conferences and campus chapters have played an active role in this advocacy, providing information, advice, and assistance. This workshop will focus on two different areas in which AAUP activists can engage in their states or on their campuses: reviewing institutional regulations for conformity with AAUP standards and assisting faculty who have complaints over departures from these standards. This workshop builds on the workshop, "Reading the Redbook." You must register for that workshop if you wish to take this one.

2D Introduction to the Art and Science of Bargaining (part 1 of 2)

Scott Coykendall, Plymouth State University; Jamie Owen Daniel, AAUP Field Service Representative

This workshop is intended for individuals who are new to the bargaining process or who want to refresh their bargaining skills. We will provide a thorough overview of how to prepare for bargaining, how to determine priorities, how to draft proposals, and how to present your positions effectively and strategically at the bargaining table. You will practice these skills in simulated bargaining scenarios.

***Recommended for those involved with collective bargaining**

2E Building Strategic Capacity: A Workshop on Contract Campaigns and Beyond (Campaign Skills part 1 of 2)

Kira Schuman, AAUP Midwest Lead Organizer

This session is for activists who want to return home from the Summer Institute with a toolkit of creative and effective ways to structure a strategic contract campaign. Such a campaign will not only support your negotiating team at the table, but will also keep your members active, engaged, connected, and informed leading up to, and during, the bargaining process. We'll look at examples at what has worked, or not, on other campuses, and discuss creative ways to build STRATEGIC CAPACITY so that your members are ready to do whatever is needed during the bargaining process and beyond. Bring your energy and be prepared to think outside the box!

***Recommended for those involved with collective bargaining**

2F Changing the Status Quo Through Issue Organizing (Campaign Skills part 1 of 2)

Jim Bakken, AAUP Northwest Lead Organizer

Issue organizing is essential to effective chapters, whether they're collective bargaining or advocacy chapters. Working with your colleagues to tackle issues allows them to experience collective power directly, and serves to build a culture of militancy that will increase the overall strength of the chapter. We'll take an in-depth look at the process of planning and executing issue campaigns, including how to use the issue campaign to simultaneously build membership, activism, and structure for your chapter.

2G AAUP Unionism 101

Julie Schmid, AAUP Executive Director; Michaela Cashman, University of Rhode Island Graduate Assistants United

Graduate employees, faculty, adjuncts, and other academic professionals pursue unionization for any number of reasons—from better pay and job security to establishing protections for shared governance and academic freedom—and AAUP has been at the forefront of that effort since the first AAUP chapter unionized at St. John's University in 1961. This introductory-level workshop will focus on AAUP unionism—its history, commitment to chapter autonomy and the values of academia, and its emphasis on higher education as a common good. This workshop is intended for those who are new to academic unionism or for those who want to hone their knowledge of AAUP's

brand of member-based unionism. While much of workshop will focus on the history of AAUP unionism, we will also spend time discussing our shared vision for AAUP and the academic labor movement as we move forward.

2H UnKoch My Campus: Institutional and Opposition Research

Ralph Wilson, UnKoch My Campus

Organizers from UnKoch My Campus will provide an in-depth skill-building workshop on the research and messaging techniques needed to win a strategic campaign against donor influence in higher education. We will discuss how to (1) use open records laws to access donor agreements and other documents; (2) identify policy gaps; (3) utilize opposition research techniques to better understand the key players involved in donor-funded programs; (4) better understand the role of university foundations. We will also discuss best practices for using this research, including tips for engaging audiences outside of the campus and getting your efforts covered by the media.

2I Handling Grievances under the Collective Bargaining Agreement: Process and Politics (part 1 of 2)

Steve Finner, United Academics, UVM Staff

One of the most important jobs for the union is to protect and enforce the collective bargaining agreement and deal with the complaints and possible grievances of members with respect to their terms and conditions of employment. This workshop will discuss various ways in which unions can do this, the use of grievance or contract administration committees and grievance officers, strategies for responding to members' concerns and possible grievances, members' communications concerning the CBA , drafting grievances, and working with the administration in responding to and possibly settling grievances and complaints. We will also consider the legal structure of collective bargaining as it affects the processing of grievances.

***Recommended for those involved with collective bargaining**

2J Story of Self: How Public Narrative Can Build Membership and Community

Deborah Herman, Pivot Consulting & Coaching, LLC; Phoebe Reeves, University of Cincinnati

For any group to thrive, it must be able to tell its story: who they are, what they value, what they've achieved, and where they're going. Part of a larger organizing method elaborated by famed union and community organizer Marshall Ganz, "Story of Self" and "Story of Us & Now" are narrative processes that your AAUP chapter can use to build a public identity. From that public identity, you can develop powerful narratives that will help build membership, draw members into activism, develop new leaders, communicate with the general public, and build common cause with other activist groups.

In this workshop we'll take a dive deep into the process of developing and telling your Story of Self. This is the core building block: if you can tell your story, you can draw in new leaders and new chapter members. We'll also explain how you can bridge from Story of Self to constructing a Story of Us & Now at the chapter level. You'll leave the workshop with hands-on practice in constructing and telling your own Story of Self, and a plan for where to go next when you return home to your chapter.

FRIDAY LUNCH (12:00-1:30)

AAUP Graduate Employee Lunch Meetup

Want to meet other graduate employees within the AAUP? Are you interested in sharing stories, making plans, and building new connections with fellow grad activists? Let's meet up outside the dining hall at 12:00pm and plan to have lunch together.

FRIDAY AFTERNOON (1:30PM-3:30PM)

3A Plenary Session: Fighting Back against Targeted Faculty Harassment

The shifting political climate after November 2016 has emboldened attacks on faculty speech. Using tactics such as public watchlists and social media targeting, far-right organizations have mobilized supporters to bombard faculty members and their institutions with intimidating demands and vicious threats of violence and even death. These have been directed not only against individual faculty members but also their families, including their children, in response to remarks the faculty members have made, or are alleged to have made, in public speeches, on social media, or in the classroom. Such targeted harassment of faculty is part of a broader strategy by these organizations and their donor networks to diminish colleges and universities as places of dissent, free inquiry, and deliberation. How do we fight back?

This panel will give participants the opportunity to hear the experiences of faculty members who have been targets of harassment. Building from that general awareness, we will then explore different policy solutions for which faculty can effectively advocate. What demands should we make of administrations, and how can we win those demands? While there is no easy solution to the national problem of faculty harassment, participants will leave this session with a broader understanding of the issue and some practical steps they can take on their own campuses to protect faculty speech.

SATURDAY MORNING (9:00AM-12:00PM)

4A Arbitration Boot Camp (part 3 of 4)

See description under 1A

4B Effective Leadership Teams (part 2 of 2)

Jim Bakken, AAUP Northwest Lead Organizer

Building a strong team of leaders is one of the best ways to start the process of creating effective AAUP Chapters. In the current anti-faculty environment, positive change can best be achieved by teams of committed leaders who are able to work together and cooperate to build organization and activism on campus. We'll examine how teams form, function, and succeed, and how being intentional about teamwork can positively impact the work the union does on campus.

4C Strategic Planning for People who Don't Believe in Strategic Planning

Deborah Herman, Pivot Consulting & Coaching, LLC; Phoebe Reeves, University of Cincinnati

By the time we arrive in New Hampshire, it's almost certain that, because of the pending decision in *Janus v. AFSCME*, "right-to-work" will be the law for all public-sector employees. This is not the end—but it does mean we must rethink who we are as unionized AAUP chapters, what the core of our work will be, and how we're going to gather the power we need to achieve our goals. If you don't already have one, you need a strategic plan to meet this challenge. Strategic planning is not just something that "administrative types" do; no political or social movement ever achieved anything without careful attention to strategic planning.

In this workshop we will explore how a strategic planning process can help you reenergize current leaders and grow your leadership base. We'll also discuss the importance of having a specific future vision for your chapter. You'll sketch out that vision and then use a "power mapping" tool to assess your chapter's strengths and challenges. To close, you'll design an action plan to engage fellow chapter leaders in this work when you return home, and present it to the group. We strongly urge chapters to send two or three leaders to this workshop; it is difficult for a single person to take this kind of work home and convert it to action on the ground.

PREREQUISITE: Workshop participants should attend the "Story of Self: How Public Narrative Can Build Membership & Community" workshop (XXXXX), or have other prior training in the use of public narrative in union campaigns or community action campaigns.

4D Introduction to the Art and Science of Bargaining (part 2 of 2)

See description under 2D

4E A Crash Course in Institutional Financial Analysis (Public Sector)

Howard Bunsis, Eastern Michigan University; Rudy Fichtenbaum, Wright State University

This workshop will be presented in conjunction with a live webinar in early July (a recording will be available if you cannot participate on that date). The workshop is hands-on, and will be held in a computer lab. In this workshop, you will learn to analyze your **public sector** institution's audited financial statements in order to understand its fiscal priorities and overall financial health. The webinar will be a lecture to teach participants to read financial statements properly by looking at actual expenses and revenues, assets and liabilities, and cash flow. During the workshop, participants will learn to conduct their own detailed institutional financial analyses using their respective institutions' financial statements. Participants will present their findings to the class—great preparation for sharing your new skills with campus colleagues at the next chapter meeting!

4F Back to Basics: Office Visits 101

Rebecca Mancuso, Bowling Green State University; Joshua Guy Lenes, AAUP Lead Organizer

Do your members say they feel awkward or uncomfortable approaching their colleagues about membership? How long has it been since your chapter has conducted a coordinated office-visits program to recruit members?

From member recruitment to contract campaigns and strikes, one-on-one conversations through office visits are the building blocks for nearly all organizing campaigns. Shake off the rust and learn how a coordinated office-visits program can recharge your chapter activities. This workshop will focus on the fundamentals of one-on-one conversations: the conversation structure, how to respond to common objections to membership, and the “dos and don’ts” of office visits. Participants will learn tips for overcoming discomfort and will get ample hands-on practice with one-on-one conversations. Participants will also receive the tools your chapter needs to coordinate a campus-wide program for their chapters. Attendees of all levels of experience are welcome and encouraged to attend.

4G Preparing for and Responding to Anti-Union Campaigns

Jason Elias, AAUP Western Regional Coordinator

The Supreme Court will soon issue a decision regarding the *Janus v. AFSCME* case, which could potentially implement "right-to-work" for public sector workers nationally. This decision will create space for right-wing organizations to increase their attacks on unions and to wage anti-union campaigns to further decrease union membership and wreak financial and organizational havoc. This workshop will look at some of the ways anti-union organizations such as the Freedom Foundation have waged war on workers to decrease union membership. What types of anti-union campaigns do unions see after they have lost agency fee? What have other unions done that is successful? What arguments will we likely see after *Janus*, and how can we respond? How can we fight back against anti-union campaigns, and in fact continue to build our organizations?

***Recommended for those involved with collective bargaining**

4H Principles of Shared Governance

Mike DeCesare, Merrimack College; Irene Mulvey, Fairfield University

AAUP policies on institutional governance consist of general principles to guide the conduct of governance at institutions of higher education. This workshop provides an overview of the AAUP’s main policy statement on governance, the *Statement on Government of Colleges and Universities*. Understanding the principles articulated in this

statement will help to empower faculty by providing them with widely-accepted standards to which institutional practices can be compared, and with goals for the improvement of institutional practices.

4I Handling Grievances under the Collective Bargaining Agreement: Process and Politics (part 2 of 2)

See description under 4I

4J Organizing through Guerrilla Marketing and Monkey Business

Caprice Lawless and Melinda Myrick, Front Range Community College

Because we are broke and because administration won't allow us to use faculty mailboxes or bulletin boards, we have developed unusual methods to build our AAUP chapters. Thus, we consider SmartBoard trays, faculty office refrigerators, and microwave ovens to be cutting-edge outlets for our unusual media. We turn pressing adjunct faculty needs for food, health care, housing, unemployment benefits, legislative attention, and more into opportunities for us to serve peers, alleviate on-the-job isolation, grab headlines, recruit members, and promote the AAUP. The workshop will cover why and how to do the same at your campus. Workshop swag will include sample pages to color from *The Adjunct Coloring Book*, recipes from *The Adjunct Cookbook*, and packages of Vitamin AAUP.

4K Building Faculty Power in Your State (Campaign Skills part 1 of 2)

Cindy Stretch, Southern Connecticut State University; Monica Owens, AAUP Political Organizer

Looking for the tools to organize your chapter or state conference around a city- or state-level issue? This workshop is an interactive skills-building session, where you will learn the steps to identify your goals, determine your targets and your allies, craft a message, and plan your first action. There will also be activities and resources for deepening colleague engagement and recruitment. Put your state's higher-education problems to work by creating a campaign plan to mobilize your colleagues around the issues that matter most.

SATURDAY AFTERNOON (1:30PM-4:30PM)

5A Arbitration Boot Camp (part 4 of 4)

See description under 1A

5B One Faculty, One Resistance Campaign Fair (Campaign Skills part 2 of 2).

AAUP Staff

Please note: one of the “Campaign Skills” workshops (2E, 2F, or 4K) is a required prerequisite.

Bring your ideas and your campaign planning worksheet to this hands-on workshop. This session is set up like a fair, with trainers set up at multiple “booths” for you to work on each aspect of your campaign: issue identification, power analysis, campaign narrative, and tactics. There will also be place for you to work with trainers on communications and produce graphic assets for your campaign. Come with your ideas, and leave with a plan for how to launch your next successful campus or statewide campaign.

5C Restoring Faculty Governance: Strengthening Donor Policies on Campus

Matthew Johnson, John Jay School of Criminal Justice; Campus; Bethany Letiecq, George Mason University; Ralph Wilson, UnKoch My Campus

This workshop will discuss the implementation of stronger university donor policies to protect academic freedom and faculty governance from undue donor influence. The workshop will begin with a brief review of UnKoch My Campus’s “Model University Donor Policy” (first introduced at last year’s Summer Institute) and some of the considerations involved in advocating for donor policy change. The workshop will then feature a panel discussion with faculty members who have begun similar work on their own campuses. Panelists will share their experiences raising concerns about donor influence and considering appropriate campus policy recommendations. We will discuss some of the challenges involved in pushing faculty recommendations to be formally adopted by the university, including working with peers and administration, and engaging with student and community supporters, as well as countering common arguments against improving donor policies.

5D The AAUP in Times of Crisis

Shannon K. Freire, University of Wisconsin-Milwaukee; Joerg Tiede, AAUP Department

Academic Freedom, Tenure, and Governance

As a genre, AAUP investigative reports of violations of academic freedom and tenure are an underutilized resource. The stories within are the shared history of our profession. Beginning with a brief, contextualizing history of the AAUP's Committee A on Academic Freedom and Tenure, this workshop will highlight six historical cases that feature topics ranging from political campaigning to the impact of desegregation on academic freedom, and generally, the continuity of volatile political circumstances that endanger academic freedom. Finally, a recent case will be discussed, offering firsthand insight into the investigative process and demonstrating the centrality of investigations as a means to address current challenges.

5E A Crash Course in Institutional Financial Analysis (Private Sector)

Howard Bunsis, Eastern Michigan University; Rudy Fichtenbaum, Wright State University

This workshop will be presented in conjunction with a live webinar in early July (a recording will be available if you cannot participate on that date). The workshop is hands-on, and will be held in a computer lab. In this workshop, you will learn to analyze your **private sector** institution's audited financial statements in order to understand its fiscal priorities and overall financial health. The webinar will be a lecture to teach participants to read financial statements properly by looking at actual expenses and revenues, assets and liabilities, and cash flow. During the workshop, participants will learn to conduct their own detailed institutional financial analyses using their respective institutions' financial statements. Participants will present their findings to the class—great preparation for sharing your new skills with campus colleagues at the next chapter meeting!

5F Defending Adjuncts

Don Eron, University of Colorado, Boulder; Caprice Lawless and Melinda Myrick, Front Range Community

In today's fiscally challenged environment, the AAUP principles of academic freedom and due process, especially for adjunct faculty who teach at-will with little or no contractual protection, require the vigilance of faculty colleagues at the campus and state levels. Over the past decade the Colorado Conference has developed an effective model for defending the academic freedom (and, by extension, the professional dignity) of adjunct faculty. In turn, this model has encouraged an exemplary degree of adjunct activism. Workshop attendees will learn the Colorado model, developing the skills of

applying AAUP regulations as well as institutional policies, to writing letters and engaging other measures to fortify the professional rights of our most vulnerable faculty.

5G Creating a Culture of Organizing: We're Doing It, and It Seems to be Working

Judy A. Van Wyk and Sandy Jean Hicks, University of Rhode Island

This workshop will be useful to members who are hoping to breathe a little life into organizing in their chapters and to utilize member's skills and expertise in ways that strengthen and expand collective action. Hear about one chapter's journey through this process and learn from each other's stories. We will examine common barriers to organizing and explore innovative ways to address them—where do we start? how do we encourage volunteers? how do we respond to anti-union sentiments from colleagues? how do we create a collective vision and definition of our union? You'll take home new ideas and useful strategies to try out in your chapter.

5H Union Representational Work in a Brave New World

Aaron Nisenson, AAUP Senior Counsel; Christina De Angelo, University of Illinois at Champaign-Urbana

The decision in *Janus v. AFSCME* is likely to shake up the labor movement and challenge us to effectively represent members under the new paradigm. This session will give an overview of unions' representational obligations and will explore different methods for structuring and providing union representation. We will address the types of representation a union can provide, representation of nonmembers, examples of different representational structures, and how to bargain and otherwise work with the employer to put in place the appropriate structure. It will include an overview of the grievance committee structure used by the AAUP-AFT faculty union at UIUC, as well as a discussion of the strategies you can use to keep grievance committees functioning well. The session is geared towards union leaders and staff who are involved in overseeing representation in their unions.

***Recommended for those involved with collective bargaining**

5I Data for Collective Bargaining and Organizing

Joe Roy, AAUP Senior Researcher

This workshop focuses on how data can be used in the collective bargaining process. We discuss costing out proposals and techniques we have seen institutions use in estimating benefits for a given set of plans (and how to respond to more unreasonable costing approaches). We will discuss what resources are available for data on adjunct faculty at the state level and federal level. We also will analyze best compensation practices from current research and data.

***Recommended for those involved with collective bargaining**

SUNDAY MORNING (8:30AM-10:00AM)

Buffet breakfast service begins at 8:00am.

Creative Visibility on Your Campus

Jamie Owen Daniel, Field Service Representative; Monica Owens, AAUP Political Organizer

Put the finishing touches on your Summer Institute experience and have some fun creating visible signs of support for the AAUP and your chapter. Bring your creativity and your vision for making change on your campus.

After a quick review of successful and not so successful examples of “outward and visible signs of support,” participants will be grouped up to design a button that, when worn, could prompt interest from their colleagues, students, and other campus stakeholders. When you’re done, we’ll help you produce the button right there so you have one to take home and inspire your colleagues.