

UUP Labor-Management Meeting Summary Notes from Tuesday, September 16, 2014

On September 16, 2014, **Management** (President Nancy Kleniewski and Senior Executive Employee Services Officer Lisa Wenck) and **UUP** (Bill Simons, President, and Rob Compton, Vice President for Academics) met for a **Labor –Management Meeting**. UUP's summary notes of the meeting follow.

1. UUP and Management discussed their **ongoing and positive initiatives of collaboration** and reflected on some of the successes of the last year, including the Pilot Summer 4-day week program for Professionals and Librarians, the observance of Labor Day, Individual Development Awards, EPA, a joint Drescher workshop, orientation for new fulltime faculty, and a upcoming joint gathering for adjunct faculty. In addition, UUP and Management discussed consideration of facilitating UUP presence at orientation of new Professional employees.
2. **Management provided UUP with several important documents as requested**, including the names of those serving on each respective **Dean's Advisory Committees and the Promotion and Tenure Committees**. Management also provided information on recent **Courseload reduction requests and numbers granted** and a **document regarding questions our members had in regards to the budget briefing**. UUP indicated the union would need to analyze the documents before commenting.
3. Management and UUP discussed **Phase II and Phase III of the Salary Equity Plan**. Management clarified that Phase II is only for full-time teaching faculty and Phase III is for Part-Time teaching faculty. The analysis numbers and the finalization of the processes for implementation are ongoing and well under way. UUP stated that Librarians should also receive Equity Adjustments. UUP also advocated (i) raising adjunct compensation and (ii) attrition as the only means of adjunct reduction.
4. In response to a UUP query, Management indicated **there are no Associate and/or Assistant Deans in place**.
5. UUP informed Management that the **2014 Sixth UUP Survey: Quality of Professional Life & Administrative Assessment** will occur during this semester and also that UUP met with **NAACP and encourages its members to use the organization's resources**, to include their reporting form for violation of civil rights as noted in the September issue of the Sentinel.)
6. UUP shared member perceptions of **work-study students doing work traditionally done by UUP employees** in several departments and Management indicated that it would examine this issue in greater detail.
7. UUP advocated extending **email privileges of adjuncts who leave College employment** for a longer period than is presently the case. Management indicated that they will give the request consideration.
8. UUP reported that members of the bargaining unit have asserted strong **concerns regarding impending deadlines confronting Oneonta's teacher education programs**. UUP affirmed the priority of those concerns.

UUP Vision for the Future: Issues and Concerns: October 22nd (continued)

mining exposures. Administration has not provide leadership or clarification on how we can better use Open SUNY.

What is going on with this work for hire, such as making MOOC in SUNY or Open Textbooks? [In general, if it is in your performance program- then the University owns it. If it is requested of you (for additional pay of course) and you agree- the University owns it. If you do it on your own- you own the rights to it.] If you are given money to write a text book, then SUNY owns it and can do with it what they want. [UUP noted that Intellectual Property issues positions are in the process of being reviewed/ revised by NYSUT legal.]

Seamless transfer for students = increased attrition.

Online courses. How many students for a full course load? What is expected of a professor? 24 hours availability? UUP needs to work to get clear contractual language. How are faculty going to be evaluated? What about integrity of courses? How do we know if the student is the one taking the course?

UUP Labor-Management Meeting for October 8th, 2014, 3:00pm

By Geoffrey O'Shea, Secretary

For UUP: Ron Bishop, Rob Compton, Mark Ferrara, Jay McDermott, Fred Miller, Geoffrey O'Shea, Norm Payne, Bill Simons, and Darryl Wood

For Management: Todd Foreman, Nancy Kleniewski, Steve Perry, Maria Thompson, and Lisa Wenck

I. On-going Labor-Management Collaboration

- a. Labor thanked Management for co-sponsoring the workshop on the Dr. Nuala McGann Drescher Affirmative Action/Diversity Leave Program
- b. Labor and Management discussed ongoing collaboration with the Individual Development Awards Program
- c. Labor thanked Management for helping to sponsor past gatherings for Part-Time employees especially Adjunct employees in the past and works forward to renewed collaboration
- d. Labor thanked Management for helping to create the EAP newsletter and for noting labor union participation in EAP
- e. Labor thanked Management for acknowledging the importance of providing UUP orientation to new Professional hires
- f. Labor looks forward to continued future collaboration on SUNY advocacy.

II. Seamless Transfer

- a. Labor indicated that State UUP will deliberate about its concerns over Seamless Transfer at its upcoming State conference and through its Teacher Ed task force.
- b. UUP is very concerned about the potential impact of Seamless Transfer on the College, departments, and students in Teacher Ed programs.

III. Concerns Articulated by Residence Hall Directors

- a. Labor presented serious concerns to Management regarding disrespectful treatment of Residence Hall Directors
- b. Management will examine this issue and get back with a reply

IV. Budget Materials

- a. Labor thanked Management for providing additional information about the budget and looks forward to receipt of information based on a FOIL request

UUP Labor-Management Meeting for October 8th, 2014, 3:00pm (continued)

- V. Concerns about Work-Study Students Performing Work Traditionally Done by UUP Employees
- a. Labor requested an update from Management regarding a report that work-study students were performing work traditionally done by UUP employees
 - b. Management requested more specific details. UUP indicated that it will be get back to Management upon further consultation with its members
- VI. UUP Chapter President Sabbatical: Spring 2015
- a. Labor noted that the UUP Chapter President would be on sabbatical during the Spring 2015 semester and that during the Spring 2015 semester the UUP Chapter Vice President for Academics would serve as Acting President. Release time will be transferred to the Acting President. John Marino, the UUP Director of Field Services, will be contacted to finalize the preceding.
- VII. Fulltime Faculty Course Reductions
- a. Labor requested clarification from Management regarding instances of appropriate justifications for course load reductions as listed on page 24 of the Faculty Handbook.
 - b. Labor asked how release time built into grants would be handled.
 - c. Management asked to follow up regarding specific instances.
- VIII. Salary Adjustments
- a. Labor indicated its concern that Professionals and Librarians would not be included in the Phase II salary adjustment; Management stated that it has consistently focused the salary adjustment process with consideration of faculty first.
 - b. Labor requested a systematic and comprehensive salary study for Professionals and Librarians.
 - c. Labor noted that the salary adjustment process needs to be transparent, with the report of the study released to the College Community and a calculator so each individual able to do their own calculation. Labor believes such transparency will enable better understanding of the overall process and greater insight into the reasons why inequity occurs.
 - d. UUP noted its ongoing concerns regarding adjunct compensation and the exclusion of Professionals and Librarians from Phase II.
- IX. Columbus Day
- a. Labor indicated its support for an October break in the College calendar.
 - b. Labor stated, however, that Christopher Columbus' treatment of Native Americans indicates the need to develop a program of awareness of this history. Labor and Management will continue this discussion.
- X. Adjuncts' Access to E-Mail
- a. Labor asked Management for clarification of the policy regarding e-mail access by adjuncts who are no longer employed by the college either permanently or temporarily.
 - b. Management indicated that adjunct faculty, who will be returning to teach in the fall semester, will retain e-mail access for 180 days after the date of their last paycheck.
 - c. Management also indicated that adjunct faculty who leave the college will retain access to e-mail 5 days after the date of their last paycheck.
 - d. Labor requested that Management consider lengthening the period of access that adjunct faculty have to e-mail due to student requests for such issues as letters of recommendation and feedback for graded work. Management indicated that there is a liability issue if an individual, who is no longer a state employee, continues to have e-mail access for a significant period after leaving state employment. Additionally, Management indicated that Department Chairs are required to keep records with updated contact information on all adjuncts that leave employment.
 - e. Labor raised the question as to what happens to an email sent by a student to a former adjunct with an in-operative email. Discussion of the preceding will continue.

UUP Labor-Management Meeting Notes: Nov. 10, 2014, 2:45 PM

By Geoffrey O'Shea, Secretary

For UUP: Rob Compton, Mark Ferrara, Fred Miller, Geoffrey O'Shea, Norm Payne, Bill Simons, and Darryl Wood

For Management: Todd Foreman, Nancy Kleniewski, Steve Perry, Maria Thompson, and Lisa Wenck

I. Adjunct E-Mail

- a. Labor followed up on a discussion from the October 8th Labor-Management meeting regarding what occurs when a student attempts to contact a former adjunct who's campus e-mail account is inoperative
- b. Management stated that messages sent to inoperative campus e-mail accounts will receive the message that the account is no longer active

II. Past, Present, and Future Labor-Management Collaboration

- a. Labor thanked Management and the Grants Office for helping to organize the October 30th Drescher grant workshop
- b. Labor thanked Management for considering a future collaborative workshop, *Degrees No Debt*, for students
- c. Labor welcomes future collaborative efforts with Management on advocating for a strong SUNY budget

III. Training for Supervisors of UUP Employees

- a. Management agreed to collaborate with Labor with organizing a training workshop
- b. Surveys could be distributed to employees and supervisors to identify pockets of need.
- c. Some areas of current interest for discussion include performance programs, compensation time, and extra service rules

IV. Revisions to Renewal, Tenure, and Promotion Policies

- a. Labor stated concerns about the document produced by the administration and the Senate regarding renewal, tenure, and promotion policies
- b. Management indicated that a task force reviewed the first report and is in the process of parceling out areas for further study and Management acknowledge the need to keep UUP involves
- c. An informational forum is planned in the spring

V. University Police Equipment

- a. Labor requested information regarding the identification, purpose, and maintenance of University Police Equipment provided by the Department of Defense
- b. Management indicated that the Humvee is currently used to assist with fire maintenance activities, but can also be used for rescue situations and helping in natural disasters. The Humvee can also be provided to local law enforcement.
- c. Management indicated that there are no plans to augment or relinquish the equipment provided by the Department of Defense.

VI. FOIL Request for Management Salary Information

- a. Labor indicated that it received the salary data for Management employees' base pay
- b. Labor has analyzed and will present the data in the *Sentinel*

VII. Adjunct Compensation

- a. Labor requested an adjustment to the base pay of adjuncts for \$5000 citing recent trends in adjunct pay hikes at other SUNY schools.
- b. Labor noted the importance of an adjustment to adjunct salary based on the long period since the last pay raise, the lack of adjunct representation in the recent Phase I and Phase II adjustments, and the large proportion of adjunct faculty at Oneonta (approximately 46% of all Oneonta faculty).

UUP Labor-Management Meeting Notes: Nov. 10, 2014, 2:45 PM (continued)

VIII. Vision for the Future

- a. Labor noted that employee perceptions shared during the October 22nd *Vision for the Future* forum indicated a growing contagion of low morale
- b. Labor indicated that detailed notes will be published in the next issue of the *Sentinel*

IX. Treatment of Residence Hall Directors

- a. Management followed-up concerns raised about the treatment of Residence Hall Directors in the October 8th Labor-Management Meeting by noting that Residence Hall Directors have been made aware of their eligibility for permanent appointment

X. UUP Survey: *Quality of Professional Life & Administrative Assessment*

- a. Labor stated that it would share preliminary results of the survey at a Chapter meeting on 12/3.
- b. Labor indicated that no written information would be distributed at this meeting.
- c. Labor will meet with Management to provide the complete document

XI. Other Terms and Conditions

- a. Labor thanked Management for organizing the Community of Scholars Luncheon on 11/6

Race to the Free-Market Bottom: The Future of Higher Ed

[Editor's Note: The following passages are excerpted from: Thomas Frank, "Academy Fight Song," *The Baffler* #23 http://thebaffler.com/past/academy_fight_song]



What actually will happen to higher ed, when the breaking point comes, will be an extension of what has already happened, what money wants to see happen. Another market-driven disaster will be understood as a disaster of socialism, requiring an ever deeper penetration of the university by market rationality. Trustees and presidents will redouble their efforts to achieve some ineffable "excellence" they associate with tech and architecture and corporate sponsorships. There will be more standardized tests, and more desperate test-prep. The curriculum will be brought into a tighter orbit around the needs of business, just like Thomas Friedman wants it to be. Professors will continue to plummet in status and power, replaced by adjuncts in more and more situations. An all-celebrity system, made possible by online courses or some other scheme, will finally bring about a mass faculty extinction—a cataclysm that will miraculously spare university administrations. And a quality education in the humanities will once again become a rich kid's prerogative.

And so we end with dystopia, with a race to the free-market bottom. What makes it a tragedy is that President Obama is right about education's importance. Not because college augments our future earning power, or helps us compete with Bangladesh, but because the pursuit of knowledge is valuable in its own right. This is why every democratic movement from the Civil War to the 1960s aimed to bring higher ed to an ever widening circle, to make it more affordable. Ours is the generation that stood by gawking while a handful of parasites and billionaires smashed it for their own benefit.

Labor Management Meeting Summary Notes January 26th, 3pm-4pm

For Management: President Nancy Kleniewski and Lisa Wenck, Senior Executive Employee Services Officer
For Labor: President Bill Simons, Acting President Rob Compton

UUP and Management met this cold Monday afternoon to commence the New Year rounds of Labor Management meetings. **UUP expressed strong concern about the situation with PT faculty to include issues of remuneration.** UUP asked what they could do with Management together to improve the situation. Management indicated on-going work on this issue.

UUP asked Management what it seeks from the UUP during the semester. UUP and Management discussed the importance keeping communication lines open and to maintain mutual respect.

Management and UUP discussed Phase I and Phase II. UUP believes that progress has been made, but believes that Professionals and all Faculty, including Librarians should be included. We discussed Phase III.

UUP and Management noted that the PILOT 4 day work was highly successful and boosted morale. The administration expressed the desire and intention to continue the program during the coming summer.

MEMORANDUM

To: All Faculty

From: E. Maria Thompson, Provost and Vice President for Academic Affairs
Steven R. Perry, Vice President for Student Development

Subject: Faculty Absence from Class for Religious Reasons

Date: February 3, 2015

Education Law (Section 224-a) states that any student who is unable, because of his or her religious beliefs, to attend classes on a particular day or days shall be excused from any examinations, study or work requirements.

Similarly, under New York State law, SUNY Oneonta is obligated to provide an equivalent opportunity for faculty to be absent from classes for religious observance. In such cases, faculty may notify students of alternate class arrangements, assignments or cancellation. Such absences may not result in additional class sessions scheduled outside the existing time pattern for the course.

c: President Kleniewski
Dr. Sharma
Dr. Sedycias
Dr. Bowers
Dr. Turell
Dr. Yen
Ms. Wenck

Statistical Summary Results of 2014 UUP Survey, Part II (continued)

Table 2. Statistics for Performance of Administrators by Position

	Position	Max N	Q1	Q2	Q3	Q4	Q5	Q6	Q7
President Nancy Kleniewski	Academic	87	4.25	3.52	3.63	3.35	3.11	3.54	3.69
	Professional	42	4.98	4.73	4.94	4.80	4.83	4.78	5.21
Provost Maria Thompson	Academic	101	3.13	2.76	2.96	2.30	2.46	2.72	2.37
	Professional	21	3.60	3.32	3.50	3.19	2.94	3.63	3.32
VP Steve Perry	Academic	40	4.88	4.16	3.93	3.95	3.74	3.95	4.22
	Professional	39	5.85	5.19	5.62	5.34	5.24	4.97	5.78
VP Todd Foreman	Academic	41	5.39	4.80	4.52	4.94	4.67	4.34	5.20
	Professional	30	5.67	5.14	5.12	4.88	4.85	5.31	5.55
VP Paul Adamo*	Academic	31							
	Professional	8							
Dean David Yen*	Academic	12							
	Professional	6							
Dean Venkat Sharma*	Academic	36							
	Professional	4							
Dean Susan Turell*	Academic	43							
	Professional	5							

- Separate statistics were not reported due to the small sample size for Professionals.

Labor Management Notes

February 25th, 2015, 3:00 – 4:00 pm

For Labor: Ron Bishop, Nancy Cannon, Robert Compton, Nithya Iyer, Ho Hon Leung, Andy Perry, Loraine Tyler, Daryl Wood

For Management: Nancy Kleniewski, Steve Perry, Maria Thompson, and Lisa Wenck

I. Labor presented Management with the statewide UUP Legislative Agenda. Management suggested writing a joint advocacy letter with Labor. UUP concurred with the suggestion.

II. Labor thanked Management for sending the notice concerning observance of religious holidays by UUP employees.

III. Labor expressed concern over the process and cancellation of low-enrollment classes and the effect it might have on students who need these classes to graduate as well as the inadequate time a faculty member may have to prepare for the newly assigned class. Management replied that in the future, the college catalog will list when courses will be available: required classes should not be cancelled. Labor expressed concern that the criteria for cancelling low-enrollment classes needs to be the same from school to school: Management agreed that processes and procedures need to be synchronized among schools.

Labor Management Notes (continued)

IV. Labor noted that State UUP pays for the 50% release time (teaching, research, service) of the UUP Oneonta Chapter president should, as it was intended, go to the College department/unit of the UUP Chapter president. The UUP funding comes to SUNY Oneonta with the intent that it will go to the Chapter president's department to compensate for the reassignment of time from the department to the union. Thus, UUP formally requests that the UUP funds received by the College go to the department, as intended, to allow the department to replace the Chapter president's time assigned to UUP.

V. Labor requested a follow-up of the process and procedures of course-load reduction. Management replied that they are working on policies and procedures that would provide the necessary consistency among schools. Labor expressed concern that the Five Dean structure requires communication and coordination so that agreed upon processes and procedural understandings are followed consistently among Schools.

VI. Labor requested to meet with the candidates for VP of Student Development. Management agreed.

VII. Labor asked Management their perspectives on Open SUNY, especially funding. Management from across SUNY collaborated on several initiatives to advocate for additional state funding for SUNY, including requesting an additional \$50 million and increasing the capital allocation by \$600 million. In addition, Management met with Senator Seward concerning local initiatives. Management replied that OpenSUNY is designed to reach place-bound adult learners who may desire an undergraduate or graduate degree (modelled after the Open University of the U.K) but cannot attend in the traditional format. OpenSUNY Graduate education is of particular interest to SUNY-Oneonta. UUP noted that, it too, will continue its schedule of SUNY Outreach meetings with legislators.

VIII. Labor discussed and expressed its unease with the potential impact of the Governor's proposed policies on teacher education programs at SUNY-Oneonta. Labor expressed strong concern and the need to be proactive in response to the Governor's threat to close down teacher training programs where 50 percent of graduates fail to pass a state certification exam in three consecutive years. UUP will participate in the February 26th Oneonta rally for public education. Management expressed concern.

IX. Labor requested and suggested that Management investigate innovative approaches to recruiting diverse faculty. Labor asked if national searches are required; management replied that national searches are a local policy. Management stated that hiring is a complex issue: all state and federal laws need to be complied with. Management is open to investigating new options to recruit diverse faculty and staff.

X. Labor informed Management that Adjunct Solidarity Day is February 25. Adjuncts must comply with the Taylor Law which prohibits faculty from cancelling classes. Labor presented Management with a petition advocating for pay increases and employment security for SUNY-Oneonta adjuncts. Labor expressed ongoing very serious concerns about the impact of low salary on recruitment and retention of PT faculty and scheduling problems posed. UUP also noted that job security is a major issue.

XI. Labor requested an Equity study for Professionals and Librarians and the inclusion of Professionals and Librarians in Phase II. Management took note.

XII. Labor asked Management about proposed changes in student Financial Aid. Management replied that the rules have not changed, but the enforcement of existing rules has become much stricter. Students need to complete their degrees within the specified 122 credit hours, unless the program has a waiver for credit length. Management stated that it would create a document to explain general Financial Aid rules to students and faculty. Complicated situations will still require students meeting with an individual financial advisor.

XIII. Labor asked Management the College's official policy on post-tenure review, which would have contractual implications. Management replied we do not have post-tenure review at SUNY-Oneonta and do not intend to institute post-tenure review. Management indicated that it will discuss this with managers.

By Nancy Cannon, Secretary for the Day

Protecting One's Identity

By Loraine Tyler, Acting VP for Academics, Academic Delegate and Retirement Representative

In today's world, identity theft is a major problem faced by retirees, and indeed people of all ages. The April 2015 issue of the aarp.org/bulletin summarized nine ways to protect personal data.



Lorraine Tyler at the DA

- 1) Credit report checked for suspicious activity such as new accounts being opened without your knowledge. Free credit reports can be obtained from AnnualCreditReport.com, Equifax, Experian, and TransUnion.
- 2) Security Freeze will restrict access to your credit reports. If businesses can't see your report, new accounts will not be approved.
- 3) Fraud Alert. An institution must verify your identity with you before opening an account.
- 4) Locking mailbox. Scammers can steal mail with personal and account information. One scammer stole mail, secured the information and put the mail back. This is especially problematic for rural mail boxes.
- 5) Unlisted phone numbers reduce calls from scammers calling with fake "official business" and knowing one's name.
- 6) Prepaid debit card. If a debit card is stolen, the balance can be spent. The True Link Prepaid Visa card blocks specific purchases and alerts adult children should their parents engage in sweepstakes or other potential scams.
- 7) External storage. All important files should be backed up on a thumb drive. Financial information should be kept on secure files.
- 8) Free monitoring. Banks and credit card companies provide free, real-time alerts of suspicious activity. Credit Karma, Credit Sesame, trustedid.com offer credit monitoring.
- 9) Protective Software from Malbytes, Panda Free, AVG, Avast and Bitdefender to protect identity.

These services come at no or low cost and can save thousands and countless hours trying to restore one's identity.

Labor Management Meeting Notes (May 11, 2015)

For Management: Nancy Kleniewski and Lisa Wenck

For Labor: Rob Compton and Loraine Tyler

UUP and Management met for a small group LM meeting on May 11, 2015 from 3pm to 4.10pm. UUP and Management agreed to continue the format of Labor Management meetings to consist of a small group meeting to begin and end the semesters, sandwiched by larger group meetings.

UUP thanked Management for invitations to meet with all the candidates for the position of VP for Student Development and look forward to the announcement of our new VP.

UUP Oneonta expressed its ongoing concern regarding the UUP payments to campus for UUP Chapter President's alternate assignment. UUP Oneonta and Statewide UUP expect funds to go to the department or work unit of the President so that departments and colleagues are not harmed.

UUP approached Management preliminary discussions regarding the 6th UUP Survey. Management did not have any comments, UUP stated that it will spend significant time during the summer to conduct analysis and sharpen agenda items for Labor Management and hold a fall Vision for the Future, among other things.

UUP stated and Management took note of some issues generated by re-deploying faculty as classes are cancelled. Management will pass on the information to relevant parties.

UUP and Management wished each other a good summer.

UUP Labor-Management Meeting Notes: May 11th 3pm-4:20pm

For Management: Nancy Kleniewski (President) and Lisa Wenck (Senior Executive Employee Services Officer)
For Labor: Robert Compton (Acting President) and Loraine Tyler (Acting Vice President for Academics)

UUP and Management agreed to *continue the current format for the Labor-Management meetings* for the upcoming, Fall 2015, semester. UUP *thanked Management and provided feedback on the dedicated meetings* with the Vice President for Student Development candidates. UUP and Management also discussed the *continuation of the summer budget briefing and Labor's attendance at the Fall new full-time faculty orientation*. UUP and Management discussed the importance of UUP *President's release time funds*, as paid for by union dues, to be returned to the President's department to hold it harmless. UUP asked Management their *thoughts regarding the 6th UUP Survey*. There was no comment.

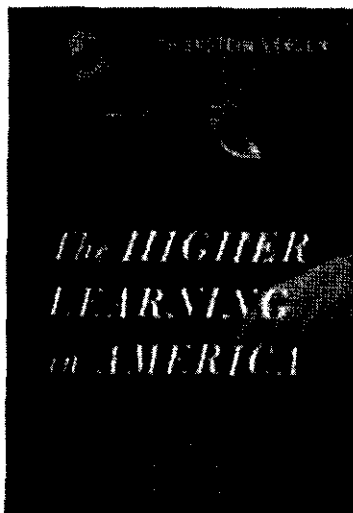
Thorstein Veblen and Business Models of Governance

By Mark Ferrara, UUP Adjunct, Part-Time, and Contingent Officer

Editor's Note: This commentary is republished with permission of the author. "Thorstein Veblen and Business Models of Governance," *Ask My Professor: A Grassroots Approach to the Crisis in Higher Education* <http://askmyprofessor.org/thorstein-veblen-and-business-models-of-university-governance>. The *Ask My Professor* website is dedicated to encouraging students and their parents to ask one question of professors and administrators as they chose a college or university: "**How many faculty members at this institution hold part-time adjunct positions, instructorships or lectureships, and tenurable appointments?**"

Thorstein Veblen and Business Models of Governance

Nearly one hundred years ago, the social scientist Thorstein Veblen published a book suggestively entitled: *The Higher Learning in America: A Memorandum on the Conduct of Universities by Business Men* (1918). In it, Veblen mounted a spirited defense of the disinterested pursuit of knowledge, and advocated for enhanced faculty representation, as ballasts against the unchecked power of university presidents and business-minded governing boards.



The reissue of this classic text (with annotations) by Johns Hopkins University Press is extraordinarily

timely, for faculty members in the United States are once again locked in a struggle against those who Veblen pejoratively called the "captains of erudition"—a deliberately provocative analog to the exploitative robber barons of the nineteenth century Gilded Age, such as Andrew Carnegie, Andrew Mellon, and J. D. Rockefeller (who all lent their names and fortunes to major research universities dedicated to "practical" learning for the benefit of industry and commerce).

Richard F. Teichgraeber, in his informative introduction to Veblen's witty and sometimes sarcastic tract, situates *The Higher Learning in America* in a long history of "professors' literature of protest." Veblen wrote against the decidedly downward flow of power from institutional presidents—who in the bedraggled American university of the early twentieth century chose their own deans (who selected department chairs), hired and fired faculty at will, and otherwise made promotions and demotions free of procedural constraints.

No doubt, such a low point in the history of American higher education may seem rather a shining beacon to some contemporary college and university presidents bent on wrenching governance from the professorate and domineering over academic professionals (including Lower Columbia College president Chris Bailey, Hartwick College president Margaret Drugovich, and former Pitzer College president Laura Skandera Trombley).

For similar offenses, the American Association of University Professors (AAUP) recently censured four American institutions of higher learning for violations of tenure, academic freedom, and shared governance. Unhappily, though, AAUP chairperson Hank Reichman admits that these censures represent only the "tip of a larger iceberg threatening our fundamental values" of non-profit higher education and the free exchange of ideas.

