

NATIONAL CENTER

for the **Study of Collective Bargaining in
Higher Education and the Professions**

HUNTER

The City University of New York

45th Annual National Conference

**Facing New Realities
in Higher Education and
the Professions**

**April 15, 16, 17, 2018
In New York City
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April 16, 2018

I am delighted to welcome all of you to the 45th annual national conference of this highly valued CUNY institution, The National Center for the Study of Collective Bargaining in Higher Education and the Professions. The center, housed at Hunter College, is a respected national leader, bringing labor leaders, scholars and administration representatives together to deepen understanding and enhance the effectiveness of labor relations in higher education. That mission is central to the smooth functioning of our universities, and certainly CUNY. I offer my warm appreciation for your participation in this important event and your efforts to build the durable bridges that help us achieve our highest goal, serving our students effectively by focusing on the mutual aims behind our work.

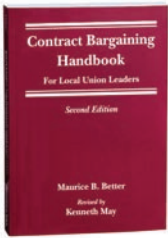
This is also the 51st anniversary of the enactment of New York State's landmark in labor relations, the Taylor Law. The framework created by the law, which led many other states to follow in our footsteps, affirmed the right of public employees to unionize and ensured that collective bargaining would be conducted in good faith. That is a fundamental value, and I appreciate very much that, despite the challenges we all face in public education today, we are able to work together in a positive environment, address our common interests and concerns and negotiate terms that strengthen our university. I very much hope that, in engaging in this process, we reinforce relationships with our unions. CUNY's National Center for the Study of Collective Bargaining in Higher Education and the Professions has deepened the important work required to deliver fair results for all parties and, in the end, unite us in meeting all of our objectives.

Your theme this year, "Facing New Realities in Higher Education and the Professions," reflects the difficult times we face in the world of public education, but offers the promise of charting new paths for achieving the successes that matter so much to all of us. The work of our universities, especially our great public universities, has never been more essential to helping our students fulfill their ambitions in the knowledge economy, but it has also grown more challenging to engage in the positive, robust debate, intellectual probing and community-building that are critical elements in the best academic experiences. I wish you the best in your deliberations and I look forward to the insights and solutions you offer, as you have at all of your annual gatherings.

Sincerely,



James B. Milliken



2017/328 pp. Softcover
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Summary of Contents

• Organizational Activities • Developing Bargaining Proposals • Bargaining Proposals and Priorities
• Presenting Financial Information in Bargaining • Presenting Pay and Fringe Benefit Comparisons
• Presenting Economic Data in Bargaining • The Law of Contract Bargaining • Bargaining Activities
• The Local Union Negotiator's Toolbox • Costing Out Contract Proposals • Bargaining Contract Language
• Bargaining Impasse and Third-Party Intervention • Strikes and the Strike Alternative Bargaining in the Government Sector • Employee-Management Cooperation • Appendices • Glossary • Index

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HUNTER

April 16, 2018

Welcome to Hunter College and the 45th annual national conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions.

The National Center has been a CUNY labor-management research center since 1972. Its traditional mission has been to examine collective bargaining and labor representation in higher education and the professions. Throughout its existence, the National Center has played a key role in the national dialogue over collective bargaining and labor relations.

The National Center continues to thrive and expand its programming and research. Last September, it organized a very successful conference celebrating the Taylor Law's 50th anniversary at Roosevelt House, Hunter College's public policy center. In December, it held a regional conference at California State University, Long Beach, the first such regional conference in three decades. We look forward to the National Center continuing to expand its activities to include collective bargaining among nurses and doctors, and those working at cultural institutions including musicians.

The theme for this year's annual conference is Facing New Realities in Higher Education and the Professions. It underscores the many challenges we face in higher education at a time of extraordinary change. Those new realities require principled dialogue and a collective reaffirmation of the value of affordable quality education in a democratic society.

This year's conference plenary will focus on the legacy of Dr. Martin Luther King. As an undergraduate at Morehouse he wrote an essay on the purpose of education in which he stated that the "function of education... is to teach one to think intensively and to think critically. But education which stops with efficiency may prove the greatest menace to society."

Hunter College is proud to be the home of the National Center, which helps us fulfill the Hunter motto: *Mihi Cura Futuri* – the care of the future is mine. It gives me great pleasure to acknowledge the people who work tirelessly throughout the year to make this conference- and all the work done at the Center- possible. Thanks again go to Executive Director Bill Herbert and Administrator Michelle Savarese, whose dedication to the National Center is unparalleled; to the administrators and labor representatives who serve on the National Center's Board of Advisors and who are so very generous with their time and knowledge; and to the co-editors of the National Center's Journal of Collective Bargaining in the Academy, who, along with the journal contributors, provide fresh research and analysis regarding contemporary collective bargaining issues in higher education.

Thank you for attending this year's conference.

Sincerely,



Jennifer J. Raab, President
Hunter College, City University of New York



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The **American Federation of Teachers** salutes the **National Center for the Study of Collective Bargaining in Higher Education and the Professions**

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April 16, 2018

Welcome to the 45th annual labor-management conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions, Hunter College, CUNY.

This year's conference theme is *Facing New Realities in Higher Education and the Professions*. The theme is reflective of the serious challenges we face today, and the need to recommit ourselves to defending higher education and democratic values. Times like these require us to recognize our shared values, to act with integrity and purpose, to educate and inform, and to seek to resolve differences through collective bargaining and other effective means.

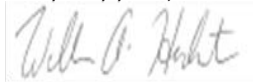
The agenda for this multi-disciplinary conference is broad. The keynote presentation by Dean David Weil will focus on the economic forces leading to precarious employment. The conference plenary will examine the legacy of Dr. Martin Luther King, Jr. on the 50th anniversary of his assassination in Memphis. Other subjects to be examined include effective advocacy on behalf of higher education, negotiations concerning adjunct faculty, collective bargaining about librarians and other professionals, methods for resolving disputes, wage discrimination, salary compression, academic freedom, accreditation, responding to the *Janus* case, and collective bargaining and labor relations at overseas campuses.

The National Center has been a CUNY labor-management research center since 1972. Our Board of Advisors includes higher education administrators and faculty representatives. As part of our research mission, we publish the *Journal of Collective Bargaining in the Academy*, co-edited by Jeffrey Cross, Eastern Illinois University, and Gary Rhoades, University of Arizona, and a monthly electronic newsletter.

Our annual conference would not be possible without the firm support of Hunter College President Jennifer J. Raab and the CUNY community. We thank TIAA for underwriting the conference with a grant and sponsorships by AFT, SEIU and BlueCross BlueShield. We also thank the law firms, unions, and companies that have placed advertisements in the program. Finally, we must acknowledge the extraordinary planning and work by our Administrator Michelle Savarese and the assistance received from Hunter College and CUNY Graduate Center staff.

Thank you for your participation in the 2018 conference.

Very truly yours,



William A. Herbert
Executive Director

**Congratulations to the
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45TH ANNUAL NATIONAL CONFERENCE

Facing New Realities in Higher Education and the Professions

April 15, 16, 17, 2018

CUNY Graduate Center New York City

Major support is provided by TIAA, with additional funding from AFT,
BlueCross BlueShield, and SEIU

Sunday, April 15, 2018	
CUNY Graduate Center, 365 Fifth Avenue, New York, NY 10016 (Entrance on Fifth Avenue between 34th and 35th Street)	
9:30 am–12:30 pm Room C197	Advisory Board Meeting (members only)
12:45–1:15 pm Concourse Lobby	Reception
1:00–1:10 pm	Welcoming Remarks: Debbie Bell, Executive Director, PSC, CUNY and Pamela Silverblatt, Vice Chancellor, Labor Relations, CUNY Announcement: Journal of Collective Bargaining in the Academy Jeffrey Cross, Associate Vice President for Academic Affairs, Eastern Illinois University, JCBA Co-editor, and Gary Rhoades, Professor and Director, Center for the Study of Higher Education, University of Arizona, JCBA Co-editor
1:30–3:30 pm Proshansky Auditorium	Workshop Training on Effective Lobbying for Higher Education Barbara Berreski, Government & Legal Affairs Director, NJ Association of State Colleges and Universities Ken Mash, President, APSCUF, Panelist and Moderator
1:30–3:30 pm Room C197	Workshop Training on Bargaining Over Health Insurance in Higher Education Larry Singer, Senior Vice President, Segal Consulting Joel Solomon, Senior Policy Analyst, NEA Earl Redding, Esq., Roemer Wallens Gold & Mineaux LLP Debbie Bell, Executive Director, PSC, CUNY, Moderator

<p>1:30–5:30 pm Room C198 Break: 3:30–3:45 pm</p>	<p>Workshop Training on Unionization and Collective Bargaining for Administrators Nicholas DiGiovanni, Morgan, Brown & Joy, LLP Margaret Winters, Wayne State University Karen Stubaus, VP, Academic Affairs & Administration, Rutgers University</p>
<p>1:30–5:30 pm Room C201-202 Break: 3:30–3:45 pm</p>	<p>Workshop Training on Organizing and Negotiating for Academic Labor Deborah Williams, NEA Faculty Association President and Lead Negotiator, Johnson County Community College Mickey Gallagher, Massachusetts Teachers Association Scott Phillipson, President SEIU, Local 200 J. Philippe Abraham, First Vice President, NYSUT, Moderator</p>
<p>1:30–5:30 pm Room C204-205 Break: 3:30–3:45 pm</p>	<p>Workshop Training on Financial Data Analysis in Higher Education Howard Bunsis, Professor, Accounting, Eastern Michigan University Bradley Wells, California State University Associate Vice Chancellor for Business & Finance Frederick Floss, Professor and Chair, Department of Economics and Finance, SUNY Buffalo State and Fiscal Policy Institute Senior Fellow, Moderator</p>
<p>3:30–3:45 pm</p>	<p>Break</p>
<p>3:45–5:30 pm Room C197</p>	<p>Workshop Training on Preparing, Presenting, and Defending at Arbitration Joe Ambash, Fisher & Phillips LLP Bonnie Weinstock, Arbitrator and Mediator Maureen Seidel, Labor Relations Specialist, NYSUT</p>
<p>5:30–7:00 pm</p>	<p>Reception</p>

Monday, April 16, 2018

CUNY Graduate Center, Concourse Level, 365 Fifth Avenue, New York, NY 10016
(Entrance on Fifth Avenue between 34th and 35th Street)

8:30–9:00 am	Continental Breakfast
9:15–9:30 am Proshansky Auditorium	<p>Welcome</p> <p>Jennifer Raab, President, Hunter College, CUNY Katherine M. Conway, Chair, University Faculty Senate, CUNY Rene Castro, Assistant Vice Chancellor, Employee and Labor Relations, California State University System Malini Cadambi Daniel, Director for Higher Education, SEIU William A. Herbert, Executive Director, National Center for the Study of Collective Bargaining in Higher Education and the Professions, Hunter College, CUNY</p>
9:30–11:15 am Proshansky Auditorium	<p>Plenary: Dr. Martin Luther King, Jr.—His Legacy for Our Times</p> <p>William P. Jones, History Professor, University of Minnesota Jeanne Theoharis, Distinguished Professor, Political Science, Brooklyn College, CUNY Derryn Moten, Professor and Acting Chair, History and Political Science, Alabama State University Ronald Mason, Jr., President, University of the District of Columbia, Moderator</p>
11:15–11:30 am	Break
	CONCURRENT SESSIONS
11:30 am–1:00 pm Proshansky Auditorium	<p>Labor Management Alliances in Support of Higher Education Funding</p> <p>Becca Kenna-Schenk, Director of Government Relations, Western Washington University Herb Simon, Regent, University of Washington Kelly Evans, Director, College Promise Coalition, funded by the Gates Foundation Bill Lyne, President, United Faculty of Western Washington University, Panelist and Moderator</p>
11:30 am–1:00 pm Room C197	<p>Can an Ombuds Help Resolve Conflicts & Improve Labor-Management Relationships?</p> <p>Julie Schwartz Weber, Montgomery College Ombuds Harold N. Zarin, AAUP Chapter President, Montgomery College Jacia Smith, Deputy Director of Operations, City of Baltimore Jason Rivera, Vice Chancellor for Student Academic Success, Rutgers University-Camden Sarah Miller Espinosa, CO-OP, Labor Arbitrator, Mediator, and Montgomery College Founding Ombuds, Moderator</p>

<p>11:30 am–1:00 pm Room C198</p>	<p>The Politics and Impact of Accreditation Judith Eaton, President, Council for Higher Education Accreditation Alyssa Picard, Director of the Higher Education Department, AFT Robert Shireman, Senior Fellow, Century Foundation John D. Vander Weg, Associate Provost and Associate Vice President, (on leave), Wayne State University Kevin Dougherty, Professor of Higher Education and Education Policy, Department of Education Policy & Social Analysis; Affiliated Faculty, Higher & Postsecondary Education Program; and Senior Research Associate, Community College Research Center, Teachers College, Columbia University, Moderator</p>
<p>11:30 am–1:00 pm Room C201-02</p>	<p>Research Panel: Wage Discrimination at Universities and Professional Schools Kenneth Thomicroft, Professor of Law & Employment Relations, Gustavson School of Business, University of Victoria Laurel Smith-Doerr, Director and Professor of Sociology, Institute for Social Science Research, University of Massachusetts Rodrigo Dominguez-Villegas, University of Massachusetts Ruth Milkman, Distinguished Professor, Sociology, CUNY Graduate Center, Moderator</p>
<p>11:30 am–1:00 pm Room C204</p>	<p>Adjunct Faculty: Recently Negotiated First Contracts at Private Institutions Robin J. Sowards, Organizing, Collective Bargaining, Research & Benefits Department, United Steelworkers Renée T. Cavalovitch, Vice President and General Counsel, Robert Morris University Maida Rosenstein, President, UAW Local 2110 Joseph McConnell, Morgan, Brown, & Joy Eve Weinbaum, University of Massachusetts, Amherst, Moderator</p>
<p>11:30 am–1:00 pm Room C205</p>	<p>Financialization of Higher Education: Interest Swaps and Their Consequences Aman Banerji, Policy Manager, Roosevelt Network Ademali Sengal, Senior, Columbia University Adam Guerino, Director, Municipal Finance Research, Global Fixed Income, TIAA William Jarvis, Managing Director, Market Strategy and Delivery Executive U.S. Trust, Bank of America Private Wealth Management Jacob Apkarian, Assistant Professor, York College, CUNY, Moderator</p>

<p>11:30 am–1:00 pm Room 9206-07</p>	<p>Research Panel: Examining the Employment Profile of Institutions Under the Mission-Driven Classification System and the Impact of Collective Bargaining</p> <p>Stephen G. Katsinas, Professor, Higher Education Administration, University of Alabama</p> <p>Nathaniel J. Bray, University of Alabama</p> <p>Louis Shedd, Director of Institutional Research and Effectiveness, Shelton State Community College</p> <p>Pamela Silverblatt, Vice Chancellor, Labor Relations, City University of New York, Moderator</p>
<p>1:00–2:00 pm Concourse Lobby</p>	<p>Lunch: Food Service</p>
<p>2:15–2:30 pm Proshansky Auditorium</p>	<p>Luncheon Greetings:</p> <p>Christina R. Cutlip, Senior Managing Director, Institutional Relationships, TIAA</p>
<p>2:30–3:30 pm Proshansky Auditorium</p>	<p>Keynote Presentation:</p> <p>Introduction: Harold Holzer, Jonathan F. Fanton Director Roosevelt House Public Policy Institute at Hunter College</p> <p>Speaker: David Weil, Dean, Heller School of Public Policy and Management, Brandeis University</p>
<p>3:30–3:45 pm</p>	<p>Break</p>
<p>CONCURRENT SESSIONS</p>	
<p>3:45–5:15 pm Proshansky Auditorium</p>	<p>Academic Freedom in Trying Times (CLE)*</p> <p>Risa Lieberwitz, Professor of Labor and Employment Law, Cornell ILR, and AAUP General Counsel</p> <p>Frederick P. Schaffer, Chair, NYC Campaign Finance Board, and Adjunct Professor, CUNY School of Law</p> <p>Donna E. Young, Albany Law School</p> <p>Lynn Pasquerella, President, Association of American Colleges and Universities, Moderator</p>
<p>3:45–5:15 pm Room C197</p>	<p>Employee Retirement Plans and Alleged Breaches of Fiduciary Obligations (CLE)*</p> <p>Mark E. Brossman, Schulte Roth & Zabel LLP</p> <p>Steve Kronheim, TIAA Associate General Counsel</p> <p>Allie Rivera, Director of Investment Consulting and Senior Consultant, Strategic Retirement Group</p> <p>Kathryn E. Diaz, General Counsel and Deputy Comptroller for Legal Affairs, Office of New York City Comptroller Scott M. Stringer, Moderator</p>

<p>3:45–5:15 pm Room C198</p>	<p>Book Session: Kim Tolley, ed., <i>Professors in the Gig Economy: Unionizing Adjunct Faculty in America</i> (Baltimore, MD: Johns Hopkins University Press, May 2018)</p> <p>Timothy Reese Cain, Associate Professor, University of Georgia's Institute of Higher Education</p> <p>Luke Elliott-Negri, doctoral student, CUNY Graduate Center</p> <p>Gregory M. Saltzman, Professor and Chair, Department of Economics and Management, Albion College, and contingent faculty member, Department of Health Management and Policy, University of Michigan</p> <p>Kim Tolley, Professor, School of Education and Psychology, Notre Dame de Namur University, Presenter and Moderator</p>
<p>3:45–5:15 pm Room C201-C202</p>	<p>Research Panel: Assigned Leaders in Unionized Environments—Strategies for Change in Academic Libraries</p> <p>Adriene Lim, Dean of Libraries and Philip H. Knight Chair, University of Oregon Libraries</p> <p>H. Austin Booth, Vice Provost of Libraries at the University of Buffalo</p> <p>John Schumacher, SUNY Library Association</p> <p>Todd A. Bruns, Associate Professor, Eastern Illinois University, Booth Library</p> <p>Carey B. Hatch, Interim Sr. Associate Provost for Academic Services, State University of New York, Moderator</p>
<p>3:45–5:15 pm Room C204</p>	<p>Bargaining for First Contracts at Siena College and the University of the District of Columbia</p> <p>Charles Seifert, Dean, Siena School of Business</p> <p>Mara Drogan, former Siena Visiting Assistant Professor and member of Faculty Negotiating Committee</p> <p>Ronald Mason, Jr., President, University of the District of Columbia</p> <p>David Rodich, Executive Director, SEIU Local 500</p> <p>Willie-Lloyd Reeves, Adjunct Professor, UDC</p> <p>Arlene King-Berry, University of District of Columbia, Moderator</p>
<p>3:45–5:15 pm Room C205</p>	<p>Overseas Campuses: Collective Bargaining, Labor Relations, and Tax Compliance</p> <p>James Castiglione, Associate Professor of Physics, Kean University</p> <p>Federation of Teachers President</p> <p>Jason Lane, Associate Vice Chancellor for Academic Programs and Planning, State University of New York</p> <p>Nimit Mehrotra, Global Support Services, Ernst & Young, LLP</p> <p>Andrew Ross, New York University, ex-president NYU-AAUP</p> <p>Malini Cadambi Daniel, Director for Higher Education, SEIU Moderator</p>
<p>3:45–5:15 pm Room 9206-07</p>	<p>Workshop Training: Straight Up Negotiations (SUN) by Federal Mediation and Conciliation Services</p> <p>Javier Ramirez, FMCS Director of Field Program and Innovation</p> <p>Conrad Bowling, FMCS Commissioner, Panelist and Moderator</p>

Tuesday, April 17, 2018

CUNY Graduate Center, Concourse Level,
365 Fifth Avenue, New York, NY 10016
(Entrance on Fifth Avenue between 34th and 35th Street)

8:30–9:15 am	Continental Breakfast
	Concurrent Sessions
9:15–10:45 am Proshansky Auditorium	Responding to Janus: Collective Bargaining and Membership Engagement Gary Rhoades, Professor and Director, Center for the Study of Higher Education, University of Arizona Scott Launier, President, United Faculty of Florida, UCF Michael Klein, Interim Executive Director, William J. Hughes Center for Public Policy, Stockton University Ruben Garcia, Associate Dean for Faculty Development, and Research, William S. Boyd School of Law Professor, University of Nevada, Las Vegas Jamie Dangler, UUP Vice-President for Academics, Moderator
9:15–10:45 am Room C197	Temple University: Negotiating About Adjunct Faculty in a Newly Combined Unit Steve Newman, President, Temple Association of University Professionals Jennie Shanker, VP, Temple Association of University Professionals Sharon Boyle, Associate Vice President, Temple University Susan B. Smith, Deputy University Counsel, Temple University John Wirenius, Chairperson, New York State Public Employment Relations Board, Moderator
9:15–10:45 am Room C198	Research Panel: Creative Solutions for Resolving Salary Compression Brent Graves, AAUP Grievance Officer, Northern Michigan University Dale Kapla, Associate Provost, Northern Michigan University Mary Taber, Research and Policy Analyst, UUP Lauren Degley Feldman, Senior Labor and Employee Consultant, Harvard University Nicholas Anastasopoulos, Mirick, O'Connell, DeMallie & Lougee, LLP, Moderator

<p>9:15–10:45 am Room C201</p>	<p>The Year in Higher Education: An Administrators’ Discussion of Campus Conflicts Felicia McGinty, Vice Chancellor for Student Affairs, Rutgers University William Connellan, Assistant Provost, University of Florida David Forgues, Vice President, Human Resources, Diversity and Inclusion, CSU Fullerton Jeffrey Cross, Associate Vice President for Academic Affairs, Eastern Illinois University, Moderator</p>
<p>9:15–10:45 am Room C202</p>	<p>Beyond Collective Bargaining for Non-Academic Staff Sharon Picus, Assistant Vice President for Human Resources, Kutztown University Ray Dunkle, President, AFSCME-Kutztown University Frances Cortez Funk, Director of Health Promotion, Kutztown University Barbara Edmonds, Director of Field Operations, DC 37, Moderator</p>
<p>9:15–10:45 am Room C204</p>	<p>Bargaining for a First Contract for Graduate Student Employees at American University Anne McLeer, Director, Higher Education and Strategic Planning, SEIU Local 500 Stephan Lefebvre, PhD Candidate, Economics, American University Aras Coskuntuncel, PhD Candidate, Communications, American University Karen Stubaus, Vice President for Academic Affairs and Administration, Rutgers University Michael J. Eagen, Associate Provost for Academic Personnel, University of Massachusetts, Moderator</p>
<p>9:15–10:45 am Room C205</p>	<p>Research Panel: Faculty Unionization at Religiously-Affiliated Institutions Michele Nelson, Iona College Michael Moreland, Professor of Law and Religion, Villanova University School of Law Jacob A. Bennett, Doctoral Student, Department of Education, University of New Hampshire Saerom Park, Assistant General Counsel, Service Employees International Union Gerald J. Beyer, Associate Professor of Christian Ethics, Villanova University, Moderator</p>

<p>9:15–10:45 am Room 9206-07</p>	<p>Dealing With Online Harassment in Collective Bargaining Environments Hank Reichman, First Vice-President and Chair, Committee A on Academic Freedom and Tenure, AAUP Kathy Sheffield, Director of Representation, California Faculty Association Sherry Wolf, Senior Organizer, Rutgers University AAUP-AFT Lili Palacios-Baldwin, Associate General Counsel, Tufts University Matthew M. Bodah, Interim Vice Provost for Academic Personnel & Budget, University of Rhode Island, Panelist and Moderator</p>
<p>10:45–11:00 am</p>	<p>Break</p>
	<p>Concurrent Sessions</p>
<p>11:00 am–12:30 pm Proshansky Auditorium</p>	<p>Legal Issues in Higher Education: Annual Review of Court and Administrative Developments (CLE)* Trisha Pande, Assistant General Counsel, SEIU Aaron Nisenson, Senior Counsel, AAUP Bridget M. Maricich, Seyfarth Shaw LLP Loretta Martinez, General Counsel and Vice Chancellor for Legal Affairs, CUNY, Moderator</p>
<p>11:00 am–12:30 pm Room C197</p>	<p>Tell Me What You Want: Collective Bargaining for Adjunct Faculty Kimberly Page, Adjunct Faculty, University of Rhode Island Zdenko Juskuv, Community College of Rhode Island Brenda Smith, Vice President of Human Resources Management and Labor Relations, Fashion Institute of Technology DeWayne Sheaffer, NEA National Council for Higher Education, President and National Center Board of Advisors, Moderator</p>
<p>11:00 am–12:30 pm Room C198</p>	<p>An Interest-Based Approach to Bargaining at Dutchess Community College Pamela Edington, DCC President Johanna Halsey, former DUE President Michael Hall, DUE Vice-President and Negotiation Team Chair Esther Couret, DCC Director of Human Resources Lynette Nyaggah, President, Community College Association/CTA/NEA, Moderator</p>
<p>11:00 am–12:30 pm Room C201</p>	<p>Trustees' Perspectives on Collective Bargaining Douglas Otto, Long Beach Community College Trustee AJ Sabath, Ramapo College Trustee and Partner at the Advocacy & Management Kathy Weiss, Nassau Community College Gary W. Reichard, Provost and Senior Vice President for Academic Affairs, College of Staten Island, Moderator</p>

<p>11:00 am–12:30 pm Room C202</p>	<p>Faculty Collective Bargaining in Australia: An Update Anthony Forsyth, Professor, Graduate School of Business & Law, RMIT University Stuart Andrews, Executive Director, Australian Higher Education Industrial Association John Howe, Co-Director, Centre for Employment and Labour Relations Law, Melbourne Law School Ashwini Sukhanar, Director of Global Campaigns, UNITE HERE, Moderator</p>
<p>11:00 am–12:30 pm Room C204</p>	<p>Is Unionization Just What the Doctor Ordered? Collective Bargaining for Doctors, Nurses, and Lawyers Thomas K. Doyle Esq., Bennett Hartman Morris and Kaplan, Portland, Oregon, Legal Counsel, Oregon Nurses Association Sara Slinn, Associate Professor, Osgoode Hall Law School, York University Lilliam Barrios-Paoli, Moderator</p>
<p>11:00 am–12:30 pm Room C205</p>	<p>Research Panel: An Inside Look at an Adjunct Faculty Unionization Campaign--The Case of Le Moyne College Clifford B. Donn, Department of Anthropology, Criminology and Sociology, Le Moyne College Brenda J. Kirby, Department of Psychology, Le Moyne College Daniel Julius, Senior VP and Provost, Commentator, New Jersey City University Maria Maisto, New Faculty Majority, Commentator Scott Jaschik, Editor, Inside Higher Ed, Moderator</p>
<p>12:30–1:30 pm</p>	<p>Lunch: Food Service</p>

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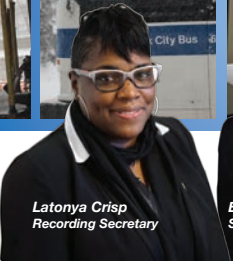
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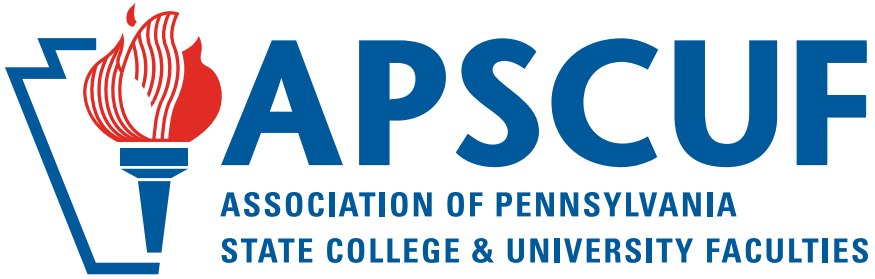
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