

VANGUARD

Official Newsletter of the Adjunct Faculty Association at Nassau Community College
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 Constitution/Bylaws.....Arthur Friedman
 Members: G. Scharfman, P. Pecorino
 Retirement.....Margaret Renner

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From the President's Desk



Stefan Krompfer

We at Nassau Community College shape lives and in so many cases, we save the lives of the young people who we work with each day. Because of the great importance of what we do, opinions and feelings run deep and strong

as to what is best for the students we currently connect with, and will connect with in the future. Over these past few years, opinions and feelings have generated a heated and passionate discourse that in too many instances has become ugly. Our ship is teetering. If we continue on the path we are on we will surely sink our own ship.

Dr. Kenneth Saunders has withdrawn from the presidential search. The process going forward is unclear. It is my hope that a new search is not needed and that a “permanent” president will be named shortly.

Now is the time for us to come together to right the ship we are on. The hull of our ship is strong. Our students recognize and appreciate that we, no matter our opinion regarding shared governance and the presidential search process, are a caring faculty comprised of classroom and non-classroom faculty members. We work hard to help students fulfill their educational and personal needs. We need to draw on this commonality and work together to solve the many problems that confront us. If we continue on the fractured path that we currently travel, we will surely drown and we will take our students with us.

We need to work collaboratively to accom-

plish the following and more:

- Improved Funding. The State and County must be moved to pay their fair share so that class size can be lowered to acceptable levels; full time lines are restored and adjunct positions are increased; equipment and materials will be restored to more than minimum levels ; TA positions and hours are restored and enhanced, and most importantly, increases in student tuition stopped and rolled back. **A STRONG COOPERATIVE EFFORT TO INFLUENCE OUR ELECTED OFFICIALS IS NEEDED TO ACCOMPLISH THIS.**
- Make shared governance work so that all who play a role in the process are satisfied with it.
- Rebuild and enhance the myriad of programs that are currently in place that serve our students’ educational and personal needs.
- Student Retention – continue the implementation of the programs that work, eliminate or revise the programs that are less than effective and create new programs that will work. **WE MUST LOOK AT THE BEST PRACTICES OF COLLEGES/UNIVERSITIES THAT ARE SUCCESSFUL AND IMPLEMENT THOSE BEST PRACTICES THAT ARE APPROPRIATE TO OUR ENVIRONMENT.**
- New degree programs, certificate programs, STEM programs and other educational opportunities must be created so that we can better serve the educational needs of our communities while increasing revenue to the college. Such revenue can be used to enhance our Liberal Arts curriculum.
- Create new school district outreach programs that

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will better prepare students for college level work.

- Develop meaningful partnerships with companies both small and large that will draw funding for our programs as well as developing a meaningful collaboration in program and course development.
- Support the wonderful work of those on campus who recruit students to our college.
- Find the funds to do more than make patchwork repairs on our college's infrastructure, particularly the heating and cooling systems.
- Build dormitories that will enable the college to attract students from other regions, states and countries.
- Develop a positive PR campaign that will re-establish the Nassau Community College brand.

Within the coming week we expect that the Middle States written report will be received by the college. It is my belief that this report will contain detailed information as to what we need to do to move our college forward. We must work collegially to make the changes necessary to retain our Middle States accreditation while providing a quality education to the students that we interact with on a daily basis.

All stakeholders must be ready and willing to make adjustments that will fly in the face of their current beliefs. If the turf wars we are fighting now continue, we will perish. If we stop the fighting, and make the sacrifices/concessions/compromises as needed, we will flourish.

Stefan Krompfer
President
Adjunct Faculty Association

Message from the Vice-President



Scott Stark

I was fortunate in my life to have known and worked for a man named Denis Kiely. Denis was my next door neighbor when I was growing up in Long Beach. He owned a summer camp that I had the good fortune of working at for a few summers. After my father, he was the most influential man in my life. He used to say, "If you're not part of the solution, then you are part of the problem." I know he didn't coin the phrase, but I will forever attribute it to him. I dedicate this column to his memory.

Just as NCC is at a crossroads today, so was the AFA just a year and two months ago. Fiscally we were in real trouble; our reserve fund was gone as result of the consequences of the strike of 2013. Membership (Jan. 1, 2015 796 AFA members) was at an all-time low - 1440 adjuncts had worked the semester prior to our election, therefore 696 adjuncts had chosen not to be members. The discourse between the various factions that comprised our union was acrimonious at best. Adjuncts were at each other's throats, you could cut the distain that the Board

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of Trustees and the Administration had for the AFA leadership with a knife. There were those on campus who were ready to move to dissolve our union via a petition to PERB.

Mirroring the recent plight of the AFA is present day NCC. The college's reserve fund is at dangerously low levels. As a cost cutting measure, class size has been increased to the point where the quality of the education we offer is being threatened. The discourse on campus has become harsh and acrimonious involving academic issues and the presidential search. Moreover, the Middle States visiting committee's preliminary report at least infers that our certification is in question.

Just a year and two months later, the AFA's ship has been righted and has become a shining light on and off campus. Our reserve fund was replenished, the discourse among adjunct members is collegial and productive, we have established a positive working relationship with the administration and the BOT, and most importantly, the threat of decertification is a distant memory.

How was this accomplished? First, there was a strategic plan that consisted of goals and objectives that needed to be accomplished – (see President Krompiewski's column on the previous page). Secondly, strategies were formulated and implemented that enabled the AFA to achieve those goals and objectives. Finally, and most importantly, a coalition of leaders emerged, many of whom were once adversaries. They worked collegially to solve the problems that existed. It was a beautiful thing being a part of this effort, watching us grow in confidence with one another, as we moved to where we are today: a respected, fiscally solid professional organization that works each day to make our college better than it was the day before.

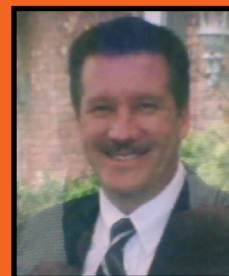
As my friend and mentor Denis Kiely used to say, "If you're not part of the solution, then you are part of the problem." We all must at least make a sincere effort to come together and become part of the solution. Being part of the solution means that we listen to each other, seek win-win solutions that work to make everyone happy and, when needed, compromise to create solutions that we all can live with.

Scott Stark
Vice President
Adjunct Faculty Association



The Inside Scoop

This month, we conclude our three part series highlighting our members. The common thread among these individuals is found in the great contributions that they have made in their respective fields. These highly accomplished individuals bring their expertise and experiences, from their fields, to their classrooms and offices on campus. The highlighted adjunct faculty members are not the exception to our ranks but rather the standard. What makes our adjunct faculty unique is that they are not transient workers but instead have long tenures here at NCC.



Richard D. Erben

Underlying this longevity is the commitment that they bring to their students year after year. As I navigate our campus, I often witness adjuncts, in the halls, meeting with students in an effort to assist them in whatever way they can. For many years, the work that these individuals do was not recognized in any manner. Yet, since the inception of NCC, the contributions and hard work of the adjunct faculty has always been recognized by the most important group of all, our students.

Last week, a colleague stopped me on campus and told me that a year ago he was convinced that the AFA was not going to survive. He went on to say that the transformation of our union has been miraculous. My thoughts on this matter are quite different. Even in the darkest hours of our union, I had faith that our membership would never let the AFA die. This union founded by John Meehan has a long and rich history. It has a history of both trials and triumphs. No matter how seemingly impossible the challenges appeared, the AFA has always emerged stronger than before.

The power of our union is found in the resolve of our members. Today, we realize that true power is not found in the wild wielding of a sword but rather in developing an Association with great stature that seldom needs to draw that sword.

Richard D. Erben
Chief Information Officer
Adjunct Faculty Association

AFA Member Spotlights

Feature Writer Christine Kallinger-Allen

Nassau Community College Adjuncts: Who We Are

Each semester, you will find us working in classrooms and offices throughout Nassau Community College. We are part time workers who make a full time effort to educate and assist all those who have chosen our college community as “the place” to achieve their personal and career goals. We teach, counsel, re-mediate, and provide support services to the 22,000+ students who walk through our doors each day. Our ranks include doctors, nurses, scientists, fire fighters, law enforcement officers, actors, actresses, mathematicians, judges, lawyers, historians, government officials, interior designers, fashion designers, marketers, entrepreneurs, researchers, social workers, former professional athletes, writers, poets, C.P.A.s, artists, counselors and musicians. Most, if not all, holding advanced degrees.

In short, all NCC’s classroom and non-classroom adjuncts work individually and collegially, helping our students realize the educational and career goals they seek to achieve each day.

Stefan Krompfer, AFA President
 Scott Stark, AFA Vice President



AFA Member Spotlight: Anthony J. DiLorenzo
 Department of Economics and Finance

Anthony DiLorenzo joined Nassau Community College in Fall 2015 and holds a Master of Science in Accounting, Master of Business Administration in Finance, and Bachelor of Science in Finance; all from St. John’s University, Jamaica, NY. As a seasoned finance executive, he brings extensive Finance and Accounting leadership experience in various industries into his classroom.

DiLorenzo boasts financial expertise in strategic and long term planning, and is also well versed in

orchestrating finance teams to go beyond the boundaries of traditional Financial Accounting, including: product profitability modeling, managing financial systems conversions, new sales financial pro forma deal projections, new product financial business plans, and embracing a shared services approach - utilizing one finance team to provide FP&A for two business units.

Before coming to NCC, DiLorenzo worked at various companies including Fiserv, New York Cruise Lines, and Citibank, serving in roles at all levels, from branch banking support through Vice President and CFO.

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AFA Member Spotlights

Feature Writer Christine Kallinger-Allen

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AFA Member Spotlight: Edward L. DeRosa Department of English

Dr. Edward DeRosa served the Department of English at Nassau Community College as a full-time and an adjunct for over twenty years, having earned his 20-year pin in 2015 and retiring from full-time service six years ago. In addition to NCC, DeRosa had an affiliation with Rutgers University's AAUP, first as a Recruit-

“During the Cold War, he went on to work as a W-1 Intelligence Technician for NASA focusing on International Aerospace Abstracts”

ment Fellow and then an Executive Board Member.

Prior to his academic career, DeRosa served our country in the Navy during the Vietnam War and earned a German Language Qualification from the West German Bundesmarine or Navy. During the Cold War, he went on to work as a W-1 Intelligence Technician for NASA focusing on *International Aerospace Abstracts*. DeRosa holds a PhD.

AFA Member Spotlight: John Capela Department of Accounting and Business Administration

John Capela of Accounting and Business Administration has been engaged in publishing various works. One of his most recent contributions to his field is the third edition of the *Dictionary of International Business Terms*, which was translated and published by Tsinghua University Press in May 2015. Here is the link to the book on Amazon: <http://www.amazon.com/x5DF4-x6717-x884C-x4E1A-x8BCD/>

[dp/7302342180/ref=asap_bc?ie=UTF8](http://www.amazon.com/x5DF4-x6717-x884C-x4E1A-x8BCD/dp/7302342180/ref=asap_bc?ie=UTF8).

In addition, John Wiley & Sons released the third edition of *Import/Export Kit Book* in October 2015. Here is the link to this book on Amazon: http://www.amazon.com/Export-Kit-Dummies-John-Capela/dp/1119079675/ref=asap_bc?ie=UTF8 In December 2015, Capela developed the Test Bank for International Management: *Managing Across Borders and Cultures*, ninth edition, authored by Helen Deresky, published by Prentice Hallok.

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AFA Member Spotlights

Feature Writer Christine Kallinger-Allen

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AFA Member Spotlight: Dr. Alan I. Hecht
Department of Allied Health Sciences

Dr. Alan I. Hecht, Adjunct Professor in the Department of Allied Health Sciences and AFA Departmental Representative, teaches Anatomy and Physiology and Medical Microbiology. He earned an MS in Basic Medical Sciences from New York University School of Medicine and his Doctor of Chiropractic (DC) degree from New York Chiropractic College.

Hecht has published nine books in the *Deadly*

Diseases and Epidemics series, published by Chelsea House (Infobase Learning) and three books in the *Understanding Drugs* series, also published by Chelsea House. In addition, he has written test banks and student interactive workbooks for Cengage Publishing.

Hecht has been teaching at Nassau Community College for 20 years and also serves as an Adjunct Professor at LIU/Post, Farmingdale State College and Hofstra University.

AFA Member Spotlight: Deborah O’Brien-Smith
Department of Reading and Basic Education

Professor O’Brien-Smith shared with us her recent successes. Two prestigious awards were bestowed on her, namely the NYS Chancellor’s Award for Excellence in Teaching and the LI ESL Teacher of

the Year Award.

In addition to her duties in the Reading and Basic Education department, O’Brien-Smith also devotes time to the community. She established a religious education program for deaf children in the community of Westbury, NY and volunteered as an instructor for fifteen years.

AFA Member Spotlight: Alfred Rottino
Department of Biology

Alfred Rottino of Biology offered up a short blurb about himself. “As an adjunct, I come with a varied background: Director of Guidance, Assistant

Principal, Head of a Science Department.” Rottino boasts over 50 years of teaching at both the high school and college levels. He also has been involved in sports, being a high referee in football, soccer, lacrosse and basketball.

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AFA Member Spotlights

Feature Writer Christine Kallinger-Allen

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AFA Member Spotlight: Kerri Kiefer-Viverito
Department of Mathematics, Computer Science and
Information Technology

For Adjunct Assistant Professor of Mathematics Kerry Kiefer-Viverito, giving back to the community and keeping the memory of those who fell on 9/11 occupies her time outside the classroom. This young adjunct focuses on volunteer work for the FDNY Firefighter Michael Kiefer Fund along with her father.

She recently received the Town of Hempstead Making a Difference Award, and has shared with us the excerpt the town wrote about her. “Kerri Kiefer of Franklin Square is the recipient of the Town of Hempstead Make a Difference Awards for her contributions to others and the community. Kerri was the neighborhood babysitter and kindly cared for an elderly gentleman who was homebound, providing comfort and friendship during his later years. When her grandfather got cancer, Kerri was the devoted

“These successful events have raised over \$250,000 to help burn victims..”

caregiver until his passing. Strong ties to community service and concern for others is something that runs in the Kiefer family. On September 11, 2001, New York City firefighter Michael Kiefer, brother to Kerri, died trying to save others. Through her enormous strength and courage, Kerri is determined to keep her brother’s memory alive through the FDNY Michael Kiefer Fund. The fund was set up by the Kiefer family and is run by Kerri and her Dad. Through the years, the fund hosts an annual “Back in the Day with Mike” fundraiser held in October. This helps raise money for the New York Firefighters Burn Center Foundation and Fire Family Transport Foundation.

These successful events have raised over \$250,000 to help burn victims and provide the necessary transportation for injured firefighters and their families to and from any facility that is needed.”

AFA Member Spotlight: Robert Osborne
Department of Music

Bass-baritone Robert Osborne (Music Department) conceived, directed and sang his pastiche *Don*

Quixote in Music at the Hispanic Society of America’s Concert Series in New York City. The work featured staged dramatic music by Jules Massenet, Maurice Ravel, Jacques Ibert, and Erich Korngold as well as a baroque cantata by Jean-Baptiste Morin. *Don Quix-*

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SPECIAL FEATURE

AFA Member Spotlights

Feature Writer Christine Kallinger-Allen

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ote in Music was reprised this past summer in southern France at the Saint Amand de Vergt Music Festival and at the Prieuré le Mesnil Saint-Martin Festival. Indeed, this is just one of a vast array of Osborne’s musical works. Osborne, who holds a DMA from Yale, has been teaching Voice in the Music Department at NCC since 1997, and has numerous affiliations with

other institutions. His accomplishments range from worldwide stage performances, recordings, and television appearances, to publications and awards. To see the masterpieces of this artist, visit his website at www.RobertOsborne.net.



By Christine Kallinger-Allen
AFA Recording Secretary

AFA Grant Funds Help Provide Member Invaluable Experience

My career as a Physical Therapist Assistant came to an abrupt halt several years ago when a patient fell on me, injuring my back permanently. But as is often the case, one door closed as another opened, allowing me to become an Adjunct Professor at Nassau Community College in 2009. Since that time, I have had the privilege of teaching hundreds of students the skills necessary to become part of a rehabilitation team in a physical therapy environment. I am proud to say that today, our PTA graduates are better people and PT Assistants because of NCC’s incredible program and faculty.

Taking on a new career later in life was a choice I made and have never regretted. I enjoyed going back to school as an adult, even more than the first time around. I also discovered that

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through my work, my zest for learning had gotten stronger. I learned from books and journals, but also every day from my patients and my colleagues. I discovered that I am a lifelong learner.

Nothing could have prepared me for the learning experience of attending the 2016 American Physical Therapy Association (APTA) Conference in Anaheim, CA this past February. I was asked to go by a colleague in my department, who I respect very much for her passion for excellence and education, Ricki Bailstock.

Initially, I hesitated because of the cost, but was encouraged by her to apply for an AFA Grant. I did not even know I was eligible for this opportunity! But we *all* are, as long as you can justify your expenditure, prove your attendance, write a report up after, and stay within the budgetary guidelines. It was very easy and I am so grateful for having had this experience.

So let me share what it is like to attend a conference with over 11,000 other like-minded professionals in an environment where learning, exploration, and exposure to some of the greatest minds in Rehabilitation Science are all available to you! I took three classes a day, attended exhibitor's halls where I tried out new equipment, learned about state-of-the-art technology not yet released to the public for gait training people with full paralysis, and learned from my peers through poster presentations based on research projects that explored topics from the "Effects of Balance Programs on Avoidance Behavior Due to Fear of Falling in Older Adults" to "Standardization of Stroke Outcome Measures Across the Continuum of Care in Multiple Healthcare Environments". And that was just day one!

Through my courses, I know that I will be equipped to teach the most current information on documentation principles, including, "How to Use Mobile Devices to Document Objective Change in Function", a class my students will truly benefit from. In another class, I learned about how Duke University and the University Hospital developed a safe patient handling initiative which helped to reduce the number of inpatient falls by having PTs, PTAs, and Nursing working together. The principles outlined in this case study alone will be very beneficial to share in AHS 151 where our students learn about safe patient handling and mobility.

I could go on and on about each class I took and how much it helped me. The enthusiasm shared by meeting other therapists from around the country, and feeling united by the same passion has reignited my own desire to be the best I can be. I am grateful to the AFA Union for recognizing that the Adjuncts are entitled to grants which can positively influence their ability to excel at their profession.

Of course you don't have to attend a conference to take advantage of all the knowledge and current information available in your field. You can certainly find webinars, podcasts, and inter-

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net articles right on your computer, explore other forms of continuing education, and network with local professionals. However, every once in a while, it is a thrill to “step outside the box” and do something new to satisfy your own educational appetite. Thank you AFA, for allowing me to have this invaluable experience.

Respectfully submitted,

Bonnie Fachler, BS, PTA
Adjunct Assistant Professor
Physical Therapist Assistant Program
Nassau Community College

Call for Committee Volunteers

Dear AFA Members,

I am sending out a call for volunteers to serve on four committees we’re looking to fill. The committees are the Public Relations Committee, the Fundraising Committee, the Professional Advancement Committee and the Contract Committee. The Public Relations Committee will be charged with creating and publicizing events to build mutually beneficial relationships between the AFA and the college, as well as the community we serve. The Fundraising Committee will be soliciting funds to add to the scholarships and grants we award to students and members. The Professional Advancement Committee will seek grants from public and private sources to fund educationally related projects initiated by the AFA on and off campus. The Contract Committee will be responsible for soliciting and generating suggestions for our next contract negotiation. I know it seems like we just finished negotiations, but our current contract expires in September 2018. We want as much input as we can get before we sit down to negotiate.

If you’d like to serve on one of these committees, please send me an email indicating which committee(s) you’re interested in. Please include a brief statement on what you will bring to the committee. It isn’t necessary to have experience in that field, just a desire to assist the AFA.

Very sincerely yours,
Scott Stark
Vice President
Adjunct Faculty Association

On March 9th, AFA Vice President Scott Stark emailed the following statement as a follow-up to a question received at the General Membership Meeting.

“Dear Members,

A question arose at our General Membership Meeting on Saturday March 5th that I would like to address. The question as to why we have not made any public comments regarding the presidential search was brought up. I would like you to know that the AFA did make a significant contribution to the presidential search process. Our President, Stefan Krompfer, was a member of the search committee. He was required to sign a confidentiality agreement as part of his involvement in the committee. Therefore, he has not spoken about anything that happened as it relates to that process.

With that said, I must comment. In all of his dealings with individuals and groups both on and off campus, Stefan’s guiding principle is found in keeping our membership’s best interest as his priority. Having witnessed his actions again and again over the past year, we can all safely be assured that he brought those same

principles to the search process as he served as our representative.

It is common knowledge that the search committee submitted the names of their chosen finalists and the Board of Trustees has acted. One of the finalists, Dr. Gena Glickman, withdrew her candidacy. One of the reasons she stated was the dysfunction of the campus community. It is not a big leap in rational thought to believe that many great candidates had no desire to get involved in said dysfunction and didn’t even apply.

Just as the current AFA leadership has taken our Association to new heights over the past year and two months, it is time for all of us to pull together with the new president whomever he or she may be, so that our current and future student population can reach the educational and personal heights that they are capable of reaching while at NCC.

*In solidarity,
Scott Stark
Vice President
Adjunct Faculty Association
Nassau Community College”*

On March 18th, AFA Chief Information Officer Richard Erben emailed the following updates:

“Dear Colleagues,

- *In addition to our Facebook page, I have recently added a twitter feed to our website. Please follow us at @NCCAFATODAY.*

- *The AFA fundraiser for the NEST has enabled us to make a \$ 7,200.00 donation to the food pantry. Please see our website at <http://myafaonline.org> for a picture of the presentation. Additionally, the event was picked up by Campus News, a newspaper covering the Northeast region of the United States.*

- *Our membership continues to grow as we are attaining new records each day. We currently have 1,219 AFA members.*

- *The Calendar Committee sent our a recent reminder that evening classes must be extended 5 minutes on the following dates: May 4,5,9,10.*

- *The next AFA Executive Board meeting will take place on April 9, 2016 at 8:30am in C 2077.*

*Richard D. Erben
Chief Information Officer*

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*Adjunct Faculty Association at NCC
<http://myafaonline.org>*



On March 10th, AFA Vice President Scott Stark emailed the following concerning submissions to MSellany:

*“Dear AFA members,
 I wanted to draw your attention to an email sent out to all members of the campus community regarding the Women’s Faculty Association of NCC. Adjunct Faculty are certainly faculty members and their input is welcome for the Spring 2016 edition of MSellany. I followed up with Professor Huntington and she was not only open to the idea of Adjunct faculty submitting their academic accomplishments, she was encouraging about their inclusion. Please see her email copied below.*

*Sincerely,
 Scott Stark
 Vice President
 Adjunct Faculty Association*

Attention: ALL Female Faculty, Staff Members, and Administra-

*tors
 The Women’s Faculty Association of NCC would like to highlight your academic accomplishments in the upcoming spring 2016 edition of its on-line newsletter, MSellany. Therefore, please send a description (100 words or less) of recent honors, awards, achievements, publications, conference presentations, or research grants to Heather.Huntington@ncc.edu (MAT/CSC/ITE) for inclusion in the spring issue.*

The deadline for submissions is Friday April 8, 2016. Although you need not be a member of the WFA to publish in the newsletter, we would love to have you join us! See the attachment for a membership application.”



On Monday March 21st, AFA President Stefan Kromprier emailed the following statement concerning the recent Middle States report:

“The critical Middle States report is a sobering consequence of the six year, systematic failure of collaborative problem solving on

campus. Our immediate and main concern is the welfare and state of mind of our students. We offer the following points that you MIGHT make to your students to diminish/eliminate their fears that their futures are in jeopardy as a result of the Middle States Preliminary Report:

- This report in and of itself is not a loss of accreditation. Invariably, NCC will be put on accreditation warning status whereby we will be given 24 months to address and correct the problems noted by Middle States. NCC remains an accredited institution until the Commission indicates otherwise.*

- The ultimate goal of a Middle States assessment is to improve the educational environment in the colleges and universities that it accredits. The purpose of a Middle States Assessment is to identify issues that need to be rectified so the college or university can take steps to fix them.*

- During the last Middle States Assessment, two areas of “Not In Compliance” were found and both were “fixed”. There is no reason to believe that the seven areas identified in this report won’t be corrected in a timely*

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manner.

- *At no place in the preliminary report did the Middle States Assessment Committee state that the education students were getting was inferior.*

- *The value of our courses, our credits, our degrees and our certificate programs will not be affected by this report. There will be no impediment to transfer students or those going into the work force upon leaving NCC.*

- *The clearest and most important message in the Middle States Preliminary Report is the overwhelming affirmation of our faculty by virtually all NCC students who were interviewed. These students reported that their instructors cared and that the education they are receiving is at the highest levels.*

- *The report alluded to in Newsday and on CBS TV News that this is a preliminary report and it spoke in general terms. The permanent report will identify the specific problems that need to be remedied.*

- *Sensationalism sells newspapers.*

As Benjamin Franklin once said, "We must hang together or we will surely hang

separately". We must all work to address and rectify the standards that we fell short of satisfying. Every constituency on campus must focus on addressing and correcting the 7 standards that we failed to satisfy and make it their top priority. The administration and faculty must work collaboratively to address and rectify the standards where the college fell short.

Sincerely,

Stefan Krompier

President

Adjunct Faculty Association"