



**UUP STRATEGIC
and TACTICAL PLAN:
A FRAMEWORK FOR THE FUTURE**

United University Professions
2011-2015

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UUP 2010-2015 STRATEGIC and TACTICAL PLAN

PREAMBLE

United University Professions (UUP) was established in 1973 as the collective bargaining agent representing the faculty and non-teaching staff of the State University of New York (SUNY). For 38 years the union has effectively served its now 34,000-plus members. While planning has always been part of the union's organizational practices, circumstances have rarely provided the opportunity for long-range strategic planning. In February 2009, President Phil Smith charged a volunteer group of chapter presidents to serve as a task force and develop a comprehensive plan.

The unprecedented technological advances, as well as demographic shifts of the early part of the 21st century, have impacted organizations at every level. The task force took into account these important factors, along with the following critical developments that also affect UUP:

- Unionized workforces continue to decline
- Negative perception of unions is at an all-time statistical high
- Union membership is considerably older than at any other period
- Worldwide movement to part-time, temporary employment
- Privatization efforts at SUNY and other government agencies
- Fifty percent of SUNY full-time teaching/research faculty eligible to retire by 2020

While these challenges are daunting, UUP is a mature, respected organization with an outstanding track record. This internal document will provide UUP statewide leadership with broad strategic and tactical initiative recommendations to increase the union's organizational and operational effectiveness, while rebuilding the member foundation.

MISSION

The purpose of this organization shall be to improve the terms and conditions of employment of those UUP represents; to promote mutual assistance and cooperation among the members of this organization; to advance education in a democracy and democracy in education; to promote the principle of unity and collective bargaining in higher education; and to defend the civil, professional, and human rights of those the union represents.

VISION

UUP will continue to be recognized as a leading higher education union as the organization creates significant opportunities for new member engagement and activism. UUP will provide the foundational structure for faculty and professional staff to fulfill the academic mission of SUNY. UUP will become an integral part of the campus culture for all members.

VALUES

UUP is committed to equal protection, professional development, and quality of life for the membership; celebrating diversity, individuality, and achievement; and ensuring organizational full transparency, open participation, and long-term sustainability.

The UUP 2011-2015 Strategic and Tactical Plan points toward three broad and interrelated directions as the union transitions to serve our members for the next 40 years:

- Increase funding and support to the chapter level to enhance membership engagement; develop future activists and leaders; and further protect all current positions represented by UUP
- Expand and refine the communication mode and message to connect and engage with new members
- Enhance the union's statewide organizational structure to increase its effectiveness in serving the membership

Direction I: Strengthening the Chapters

We recognize that the foundation of membership development is located at the chapter level and, therefore, the funding and support must match the challenges of developing a new generation of unionists.

To meet this commitment, United University Professions will:

1. Increase statewide support for each chapter, including annual grants for membership development.
2. Provide release time for all chapter presidents to ensure that the high expectations for these positions can be accomplished.
3. Create a detailed leadership succession process, including a statewide program with curriculum, the identification of emerging leaders, an orientation program, a handbook, and other pertinent materials.
4. Negotiate greater protections for contingent employees, as well as develop a system of advancement for this important cohort.
5. Utilize data collection at the chapter level to enhance exclusivity of members' work.

Direction II: Refining the Communication

We recognize that in this Information Age, where a significant percentage of UUP members have less than 10 years of service, it is imperative to define and express information to embody the image and mission of the union for our members and the public.

To meet this commitment, United University Professions will:

1. Negotiate with the state to have all members' email, campus, and home addresses provided to UUP on an ongoing basis.
2. Establish focus groups of young members to determine most effective communication modes and messages.
3. Develop a consistent branding of UUP, which is simplified, proactive, and targets specific audiences.
4. Create a comprehensive information base of union benefits and protections which can be accessed and distributed on demand.
5. Expand the communication network to allow for two-way messaging and cross-member exchanges.

Direction III: Enhancing the Organization

As our membership changes, we recognize that UUP needs a state-wide organization that is even more effective in serving the membership.

To meet this commitment, United University Professions will:

1. Vacate the part-time statewide Membership Development Officer position and create a full-time Chapter Services Officer, with the primary responsibility to assist chapter leadership.
2. Reduce Delegate Assemblies from three to two per year, and reinvest the savings into chapter development.
3. Increase data collection and research staffing, and form a committee for archiving materials.
4. Establish a welcoming committee to enhance social interactions at all union events.
5. Fully define all officer roles and responsibilities, including expanding the secretary's duties to serve as central office manager for day-to-day operations.
6. Change the statewide voting cycle to three-year terms, with all officer and Executive Board seats being elected at the same election.

CONCLUSION

The UUP 2011-2015 Strategic and Tactical Plan provides a framework for statewide leadership to guide the union in a more defined fashion for the next five years and beyond. Implicit in the plan is a fundamental paradigm shift in the nexus of membership development, from the statewide organization to the chapter level. The increased emphasis on training and development will allow the union to become a greater part of the social and cultural fabric at the 32 campuses. The engagement of newer members will encourage even more social joiners and contributors. This special attention to newer member involvement is the cornerstone of UUP's long-term continued success.

A critical first step will be to establish a Constitutional Changes Task Force to determine which recommendations will require amendments. The overall implementation of the plan will enhance the union's ability to rapidly adapt and adjust to ever-increasing challenges and demands. The added efficiency, persistent democratic and transparent processes, and focused communication will welcome the numerous newer members and meet their particular needs. Above all, the plan will provide a model for leadership succession at all levels, so that UUP is well-equipped with a trained and committed pool of candidates for future positions.

This plan is a recommended guide to assist the union leadership with the important organizational development that extends beyond terms and conditions of the contract. The leadership will continue to provide the vision; the membership will continue to provide the energy; and the plan will provide the framework for a vibrant future.



United University Professions

The union that makes SUNY work

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