

*Rutgers AAUP*

*Emeriti*

# Reporter

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## THE CHAIRPERSON'S CORNER

Richard Quaintance

Ex-Chair & Professor Emeritus, English

One of the most absorbing jobs for an Emeriti Assembly Chairperson is liaison with current AAUP-AFT leadership through meetings (now frequent) of its steering committee for all Rutgers campuses. As these 30-odd smart folks discuss & tackle such problems as their salary freeze and swelling class size, they're well-informed, articulate, steadily determined to do the best job they can for their students and our university. Those who recall Rudy Bell's leadership decades back will welcome the news he continues to attend and speak up on its current issues.

I do sincerely regret that my teaching at Olli-RU, and preparations to move to a smaller Metuchen home, have hindered me from lining up the rich sequence of keen speakers which our group enjoyed under Shanti Tangri's chairmanship. The good news, though, is our Executive Committee's managing to secure Shanti's agreement to return as Vice-Chair to schedule speakers during (equally well-seasoned) Don Borchardt's return to Chairmanship. Hats off and best wishes to them both while Isabel and Ben continue their faithful contributions as our Treasurer and Secretary. We're headed for a lively New Year.

Dick Q.

## HEALTH CARE REFORM

"The Economics of Health Care Reform." A presentation by Dr. Jeffrey Rubin, Professor, Department of Economics, Rutgers University at the Rutgers Council of AAUP Chapters, AAUP-AFT, 11 Stone Street, New Brunswick, New Jersey 08901-1113, on May 23, 2011.

In attendance were Ben Beede, Pat Mayer, Hiroshi Obayashi, Henry J. Frank, Richard Quaintance, Jeff Rubin, Don Borchardt, Elfriede G. Schlesinger, David Antebi, and John Leggett. Following are notes of that presentation taken by Benjamin Beede, Secretary of the Emeriti Assembly.

Dr. Rubin began with a discussion of the reasons for recent congressional bills and current proposals for further changes.

There are three major issues: cost, access, and quality.

Much of the input into the bill that became law came from economists. The question arises about how economics can help us deal with problems.

The extremes are all-governmental or entirely private health care. The United States has been somewhere in the middle. The new law enlarged the governmental role, but the system is still short of a single payer.

The key goal of the legislation has been to increase access through insurance. The assumption was that the insurance industry will give more coverage. There is a question about the impact of 40,000,000 formerly uninsured people on the system.

Health care currently is 17.5% of the Gross Domestic Product. Managed care reduced the share in the late 1980s and early 1990s. After that plateau, costs again rose. The United States has the highest share of medical costs by far of any country.

There does not seem to be a right answer to the question of how large a share medical expenses should have of the Gross Domestic Product. Some argue that too much is spent, and others assert that wealthier countries will spend larger amounts on health.

There is no budget gap for Medicare and Medicaid. The critical factor is rising costs.

Our system rewards physicians. In other countries, the providers, hospitals, and insurance companies are losers because of governmental limits on costs.

The Ryan plan would establish cost levels in advance.

Dr. Rubin predicted that arguments over Medicare levels will weaken when a higher percentage of the population is under Medicare.

There has undoubtedly been a huge expansion of federal power over health matters. There is a much greater level of eligibility. The federal government will pay for most new Medicaid recipients, who are largely elderly or children.

The Ryan bill proposes block grants for states and implies gradually moving the burden of Medicaid to the states.

President Obama recognized the political realities and reassured the 80-85% of people who already have health insurance. There is a growing role for government, but the basic system continues.

Dr. Rubin examined the present law, which involves a mandate for insurance. He noted that the significance of the Massachusetts "care connector" system that involves exchanges. The new legislation encourages a similar approach for individuals and small businesses.

Insurance companies now have to take everyone. They are also not allowed too much variation in premiums, "adverse selection", for sicker people. Premiums keep rising, and if the trend goes too far, the market collapses. Hence, there is a mandate for accepting everyone.

The imposition of penalties for people who fail to purchase insurance is a major issue, partly dealt with through subsidies for people who cannot afford insurance. The general mandate for insurance is needed to spread risk sufficiently. This is similar to disability insurance through Social Security.

Preventive care is mandated. There are questions about co-payments, which at some point discourage unnecessary care.

Some states do cost-benefit analyses. This will be a major issue for the medical exchanges.

The government helped by establishing model supplementary policies.

The Ryan plan provides vouchers, that is, premium support, for people who are less than fifty-five years old. There is an increased age for eligibility. The cost is now about \$8,000,000, and it will go up with inflation. Vouchers will not catch up. Individuals will have to pay more.

Medicare may require more spending by individuals or more spending by government from general revenues. It

is often said that Medicare will face "bankruptcy" at some point. There will be money available, but there will be a shortfall rather than bankruptcy. About ten years ago the cap on Medicare contributions was dropped.

Dr. Rubin noted the appearance of "accountable care organizations," which are somewhat like HMOs. These organizations are multi-specialty groups, which may be connected to hospitals.

The Ryan bill was passed by the House of Representatives, but the Senate is unlikely to approve it. Even if both houses pass it, President Obama will veto it.

**AN INTERVIEW WITH SHERRIE A. TROMP**  
**Associate Director of the University Center for**  
**Organizational Development and Leadership at**  
**Rutgers, The State University**  
**By Isabel Wolock, Treasurer,**  
**AAUP-AFT Emeriti Assembly**

***Please tell me a about your current position.***

I am the Associate Director of the University Center for Organizational Development and Leadership.

***How long have you been working at the Center?***

Since its inception in 1993.

***Can you tell us about the work of the Center and the kinds of things that it does.***

The Center for Organizational Development and Leadership (ODL) provides consulting, program development and research services for executive leaders and academic departments at Rutgers in the core areas of leadership development, planning and assessment. We assist leaders and departments in achieving their goals by supporting and by building the internal capacity for assessment, strategic planning, and continuous improvement. Through our core programs, individuals – and organizations – can develop the expertise necessary to address immediate and long-term issues and maintain organizational excellence over-time.

We also contribute to the advancement of leadership and organizational development within higher education nationally and internationally, and provide advice and consultation to others interested in starting similar programs. An informal study conducted by the University of California-Berkeley ranked ODL as one of the leading programs of its kind in the country and a national leader in assessment. ODL regularly responds

to requests for information from institutions around the country and internationally.

In connection with my work at the Center I have been the author or co-author of several publications. I am primary author (with Brent Ruben) of Strategic Planning in Higher Education: A Guide for Leaders (NACUBO, 2004, 2010), co-author (along with B.D. Ruben and K.M. Immordino) of Applying Business Insight and Strategy within the Academy: An Idea Whose Time has Come, published in the Business of Higher Education in 2009, and co-author of a book chapter entitled LEADER.edu Using Interactive Scenario-Based Simulations for Leadership Development (along with B.D. Ruben, K.M. Immordino, and B. Agnew) published in the Handbook of Research on Improving Learning and Motivation through Educational Games: Multidisciplinary Approaches in 2010.

***How many people staff the Center? With which departments/units or programs of the University do you work most closely?***

We have three staff and one faculty member (Brent D. Ruben who is Executive Director of the Center).

We work with both academic and administrative departments on all three campuses. While our primary programs are in strategic planning and organizational assessment, we are involved in a wide variety of projects throughout Rutgers. Some recent initiatives include working with the RWJ Medical School Strategic Planning Committee, supporting the Mission Assessment and Alignment Program (MAAP) – a new initiative designed to identify and assess the ways in which various units contribute to the undergraduate educational experience at Rutgers, and in department chairs leadership development.

***How did you get involved in the Center?***

The Center was established in 1993 as the Rutgers Quality and Communication Improvement Program following the report of a faculty and staff committee report on administrative efficiency which recommended establishing a university program for continuous improvement. Dr. Ruben was asked to head the Center based on his research and I was asked to join the group based on my work with administrative staff over the years in my previous roles as Associate Director of Undergraduate Admissions and University Data Administrator.

***What do you find most satisfying about your Center position?***

The ability to work with faculty and staff across the three campuses on issues important to them is fun and

gratifying and always provides an opportunity to learn and grow personally.

***What type of prior training/education did you have?***

No specific organizational development training, but my masters in cultural anthropology has added greatly to my ability to do this kind of work.

***One of your projects has been trying to strengthen the university's continuing relationships with retired faculty and staff. Can you explain how the Center became involved in the retiree project?***

A strategic planning effort was initiated at the 2010 10<sup>th</sup> Anniversary of the Retired Faculty Association. At this event, focus groups explored the perceptions of faculty retirees as to retiree services known to exist at Rutgers, the need for coordinated and improved services, and recommendations for mutually-beneficial lifelong connections. It was also proposed that a strategic plan be developed to clarify current practices and policies, to identify areas where enhancements would be beneficial, and to put forth recommendations to address identified needs and opportunities. The Office of the Executive Vice President for Academic Affairs requested the Rutgers Center for Organizational Development and Leadership (ODL) coordinate the planning effort.

***What are you hoping to accomplish through the project?***

The goal was to develop a university-wide plan for strengthening and coordinating services for faculty and staff retirees that would foster lifelong connections with the retiree community. The draft report of the committee entitled "Strengthening Rutgers University Retired Faculty and Staff Programs is available on the University Center for Organizational Development and Leadership website homepage ([www.odl.rutgers.edu](http://www.odl.rutgers.edu)).

**BEAUTIFUL DAY BY THE POOL**

Isabel and Mel Wolock hosted another annual Pool Party on Thursday, August 11, 2011. It was a beautiful day, with sunshine and a gentle breeze, to spend in the pleasant landscape around the swimming pool at the Wolock's. Members of the AAUP-AFT staff and of the Emeriti Assembly and guests gathered for friendly socializing. And delicious food and drinks were enjoyed as well. Thanks to Isabel and Mel for their generosity and hospitality. They have made the event a memorable one each year.

## MEMORIAL

The Emeriti Assembly donated one hundred dollars to Arista Care, the Norwood Terrace Health Center, as a memorial for Audrey Borchardt who died on August 5, 2011. Audrey was the wife of Donald Borchardt, member of the Emeriti Assembly since it began in 1998. He has served terms as Chairperson, Vice Chairperson, and Editor of the Reporter.

**EDITOR:  
DONALD BORCHARDT**



**Below is a list of organizations and their contact information including web sites you may find useful:**

**Rutgers Council of AAUP Chapters, AAUP-AFT**

11 Stone Street  
New Brunswick, NJ 08901-1113  
Phone: 732-964-1000  
Fax: 732-964-1032  
E-mail: [aaup@rutgersaaup.org](mailto:aaup@rutgersaaup.org)  
[www.rutgersaaup.org](http://www.rutgersaaup.org)

**American Association of University Professors**

1133 Nineteenth Street, NW, Suite 200  
Washington, DC 20036  
Phone: 202-737-5900  
Fax: 202-737-5526  
E-mail: [aaup@aaup.org](mailto:aaup@aaup.org)  
[www.aaup.org](http://www.aaup.org)

**American Federation of Teachers, AFL-CIO**

555 New Jersey Avenue, NW  
Washington, DC 20001  
Phone: 202-879-4400  
[www.aft.org](http://www.aft.org)

**AFT's Web Page for Retirees:**

<http://www.aft.org/yourwork/retirees/>

**Rutgers University's Web Page on Retiree Services:**

<http://uhr.rutgers.edu/ben/RetireeServices.htm>

**AARP**

601 E Street NW  
Washington, DC 20049  
Phone: 1-888-OUR-AARP (1-888-687-2277)  
[www.aarp.org](http://www.aarp.org)

**AARP NJ**

Forrestal Village  
101 Rockingham Row  
Princeton, NJ 08540  
Phone: 1-866-542-8165 (toll-free)  
Fax: 609-987-4634  
E-mail: [njaarp@aarp.org](mailto:njaarp@aarp.org)  
Web site: <http://www.aarp.org/states/nj/>

**NJ Department of Treasury  
Division of Pension & Benefits**

Links for retirees:  
<http://www.state.nj.us/treasury/pensions/retiree-home.htm>

## MISSION AND MEMBERSHIP

The Mission of the Emeriti Assembly is to sustain and enhance the personal, intellectual and University interests of retired faculty. These interests will be met through meetings, special programs, a communications network, and work with other groups concerned with retiree issues. All retired faculty individuals, who are members of AAUP-AFT, are eligible for full membership. Non-voting, Associate Membership is available to retired faculty who are not AAUP-AFT members.

Membership extends from September through August. If you are not a paid member you may fill in the application form below. Your membership enables us to continue to publish the newsletter and make plans for the activities during the year. Membership in the Emeriti Assembly also entitles you to an associate membership in the Rutgers AAUP-AFT Chapters. Some Emeriti also continue AAUP National dues and membership.

Name _____ Telephone (    ) _____
Street Address _____
City _____ State _____
Zip Code _____ E-mail Address _____
<input type="checkbox"/> Enclosed is my check for \$10.00 payable to Rutgers AAUP Emeriti Assembly.
<input type="checkbox"/> NEW member 2011-12 <input type="checkbox"/> RENEWING membership 2011-12
Return to Rutgers AAUP-AFT, 11 Stone Street, New Brunswick, NJ 08901-1113