

# THE BRIDGES

The Newsletter of the Stony Brook Health Sciences Chapter  
of United University Professions

October 1999

## Message from the President

John Marino  
Chapter President

As you all know by now, UUP and the State of New York have reached a tentative contract agreement. I would like to share with you some of my experiences as a member of the UUP negotiations team.

It all started in mid-August 1998 when we met with President Scheuerman and were given the charge to negotiate a new agreement. Surrounded by many seasoned veterans of past contracts, as a new team member my first inclination was to keep quiet and try to learn the nuances of contract negotiations. Quite frankly, I couldn't believe I was there! Here I was one of nineteen UUP'ers with the responsibility of getting a good contract for 22,000 members. I was determined to give it my best shot and figured I could use my own work experiences and the issues and problems that you brought to my attention over the previous two years.

In September, we took our show on the road and went to each chapter in the state to find out about important issues. Members simultaneously filled out surveys and spoke to their chapter leaders. We were done visiting by the end of October, and in November the team met with the negotiations committee. This committee consists of one representative from each chapter plus a part-timer. Their duty was to go through all the acquired suggestions and tell the team which ones were the most important. I must tell you, we had over 600 suggestions and ideas gathered from every campus. What we heard most from members across the state was this — they wanted money, better benefits and security for part-timers, money, a timely contract, and more money.

In January 1999, the team met for a week to prepare

our proposals to best achieve member's needs and wants. In February, we met with members of the state negotiations team and exchanged demands. That's right, the state wanted and needed things too! Negotiations is never a one-sided affair.

By March, negotiations were in full swing and continued almost weekly until we finally reached agreement on July 13, 1999 (I lost count after 30 meetings). On July 14<sup>th</sup>, the negotiations committee was assembled to review the MOU. It was their duty to decide whether this was a contract we could present to the entire membership or go back to the table. After careful review, the committee voted in favor of sending the package to the membership for their approval. Seeing the contract in its entirety was quite impressive, the team had gone over the package in as much detail as needed with the committee to make sure we achieved our goals.

We not only met our main objectives, but achieved some other significant gains for our members. We made UUP history by being the first union to reach an agreement with the state. In the end, I am very proud to have been a part of this agreement. I learned that as part of the team you are not an academic or professional, hospital, two or four-year college, ag and tech, or university center employee, but simply a UUP member trying to get the best contract possible for all our members. I also did not keep quiet, I found I had plenty to add and the other team members wanted to listen.

If you haven't already done so, please sign up for VOTE/COPE today to insure a better contract tomorrow!



## **LEGISLATIVELY SPEAKING**

The 1999-2000 legislative season will be a very busy one. During the statewide committee's two day retreat at Lake Placid, we started to formulate UUP's legislative plan for this upcoming year. The finalized legislative program will be published after it has been approved by the Statewide Executive Board. This plan contains multiple items which require the help of local chapter members. Our local legislative committee has met and is now beginning to implement a plan of action for this chapter.

### **Lobbying**

Our UUP lobbying program is made up of both district and Albany lobbying. Many of the members of the statewide committee are considered core lobbyists for the union; their roles as Albany lobbyists will continue. More emphasis will be placed on developing a full district lobbying program. District lobbying, or seeing the legislators in their home office, is as crucial as seeing them in Albany. Legislators want to see their constituents and hear their concerns. It is important that legislators hear UUP's message in their home district. Many people are not sure what to do when they see a legislator, so UUP has started a training program that will be held at multiple sites around the state. After training, these lobbyists will also be able to go to Albany to see legislators. Lobbying issues focus primarily on two topics — UUP legislative initiatives and the SUNY budget.

### **Coalition Building**

UUP cannot stand alone in its quest to deal with the SUNY budget. Over the past few years, UUP with the help of different factions from across the state, has formed a Coalition for Public Higher Education. This Coalition has as its main goal the betterment of all aspects of public higher education, but especially the budget process. UUP is always looking for new members of the Coalition. Most of the organizations from the Coalition are businesses that see the need and the value of public higher education. With the help of the Coalition, UUP will be able to make SUNY the leader in public higher education that it needs to become.

### **Legislative Initiatives**

UUP's legislative program over the past few years has been very successful in getting some of our key items passed. Last year, UUP lobbied for increases in full-time faculty lines. This year's budget contained money set aside just for that purpose. The specific program has not yet been established, but should contain many of the same items that appeared in the past. As you well remember, hospital flexibility legislation was one of the key issues that UUP lobbied for, and because of that effort, the bill was passed.

### **VOTE/COPE**

As a member of NYSUT, VOTE/COPE is an integral part of our legislative program. With the work of our members, UUP has significantly increased contributions to VOTE/COPE during the last year. UUP is now the union local with the most contributions to VOTE/COPE, yet we are still very short of our statewide goal. If you are not aware, these voluntary contributions translate into power which helps influence the legislature. VOTE/COPE also translates into voter power, something our elected officials understand very well. One may not like the idea that we need money to get our message across, but we live in a political environment and we work in a very political environment. Our response must be political in nature, which will give us the influence we need to affect our existence within our working environment. UUP is requesting each employee to voluntarily contribute \$1 per pay check. You ask how can \$1 make a difference? You'd be surprised how \$1 from every employee



translates into power and influence. If you already contribute, kindly consider increasing your contribution. When you decide to contribute, please come to the union office and sign up.

### **Getting the Vote Out**

Being a political entity also involves being a good citizen by voting in all elections. This also means trying to get our members and students registered to vote. In the last election NYSUT was able to help all their endorsed candidates get elected in part by using phone banks and volunteering in various local campaigns. This is the finest form of citizenship - expressing your voice by your vote. Remember, at this time next year we will be in the midst of political campaigns for the entire state legislature as well as a U.S. Senate seat. NYSUT will be an active part of that process; join us in any way that you can.

### **The Budget**

We all remember the past few years around budget time. It is a time of anxiety and worry — will we be adequately funded? Our lobbyists do all they can do to educate legislators about the budget's impact on SUNY. Their efforts are not enough; we need our members and their families to help. This can be accomplished by a letter writing campaign. We have had many of these over the past few years with great success. We anticipate that this will be needed again this year because budget deficits are being predicted. Writing to your legislator is your right as a citizen. If your legislators do not hear from you, they think there is no problem.

The volunteers on the legislation committee will ask for your help. Please don't walk away. Take the time to let your legislators know how you feel. The local legislation committee is committed to helping our members and to helping SUNY become

the shining star that it can be. Yet we cannot do it alone — we need your help. We do not ask for a large commitment, only what you can contribute. If you want more information, please stop by the union office. Remember we live in a political environment, and while you may not see yourself as political, once you become involved, you will appreciate the process and be viewed with respect by legislators. It will give you new insights into how our lives are affected by politics and the political process.

Members of our chapter legislation committee are: Donald Pisani, Chair, Charles Hines, Tina Manning, Michael Silverberg, Kathy Southerton, and Doris Weisman. Please see any member for information.

**Donald J. Pisani**  
**Chair, Legislation Committee**

### **2nd Annual UUP Golf Tournament**

Once again Glenn Valentine and company put together another great UUP golf tournament on Friday, June 18<sup>th</sup>. The Second Annual UUP Golf Tournament went extremely well, especially with the perfect weather. This was so unlike our first annual tournament when we all needed heavy rain gear. An enjoyable day started off with breakfast and a full round of golf at the Cherry Creek Golf Course in Riverhead. After the round of golf, we enjoyed a spectacular dinner and cocktail hour. The day ended with numerous prizes raffled off which many of us were lucky enough to win. This was a fun event for all who participated and we hope to see all of you back next year for the Third Annual UUP Golf Tournament.

**Charles Mazzaresse, Delegate for Professionals**  
**Frank Petrone**



# On Diversity, Affirmative Action, and Equal Opportunity

## WHAT THE MEDIA REPORTS

The subject matter of my article is a recurring theme in the media these days. These are just some of the articles about diversity in the news during the month of August:

From *Newsday*, Reno on Sunday, "Woman CEO. What Took So Long?" Reno voiced the opinion that even though a female CEO was recently appointed in the Hewlett-Packard Co., he asserted "that as far as women are concerned, the rest of the corporate world is still being dragged kicking and screaming into the 21<sup>st</sup> Century."

Again in the business section, an article on the subject of minorities in the workforce caught my eye with this simple assertion of fact, "Study: Promotion Path Still Rough for Minorities." There are many other sources of statistical data on that subject matter to support this latest study. The study "finds nonwhites face more rigorous requirements, longer proving period," and according to Harvard professor, David Thomas, "The standards of admissions to the executive suite are actually higher for minority managers."

## EEO/AA AT STONY BROOK AS WE APPROACH THE MILLENNIUM

It is so disheartening and discouraging to find that we still have equal opportunity and affirmative action resistance among the so-called "enlightened" higher education community across this country, and yes, at Stony Brook. The intentional and unintentional discriminatory outcomes resulting from hiring practices have created a predominantly white staff which does not reflect the cultural diversity of the general population.

Our own President Kenny has made some significant and quantifiable gains in the area of increasing our faculty and staff diversity to correct and address what was an embarrassing and intolerable situation of unacceptably low diversity among the academic and professional staff. President Kenny has allocated substantial resources to the Office of Diversity, which

is staffed with dedicated EEO/AA experts, who have made a difference in increasing diversity this past year. However, sadly, many of our administrators and managers on this campus are not completely committed to the mission of increasing diversity.

There are many instances of contrived "business decisions" to circumvent true equal opportunity outreach and avoidance of affirmative appointments based on transparent and weak arguments. Subtle racism and discriminatory practices are still the order of the day in a few divisions. For the same old reasons, it is simply easier and more comfortable not to hire people of color, even if they meet the minimum qualifications.

It seems that applicants of color are not the "Best" candidate and we all agree that we only hire the "Best" person for the job. The "Best" candidate is typically one with whom the manager feels they can "Best" relate. Mostly white males make the decisions at the highest levels, and they simply do not want to "deal" with people who do not look or act or think as they do. There are many managers who selectively ignore our public funding, public mission, public accountability and do what they want in direct conflict with public policies and regulations.

An anti-EEO/AA manager can simply flood the Human Resource "record" with reams of paper justifying their reasons for exclusionary job requirements, and/or reasons for illogical specific education and/or experience criteria for qualifications. The anti-EEO/AA manager carefully and deliberately customizes position descriptions for internal or external candidates, including a justification for maximum salary for certain candidates, depending on "special circumstances" for the person they have selected to appoint. Among the legal profession, this creation of a paper logjam is known as the great "paper chase."

Many of our colleagues feel that there now exists an unspoken license to let managers create the jobs and internal titles they wish. They are totally unrestricted in the development of the contrived qualifications



criteria required for a candidate to apply, (many times targeting a specific individual). Sometimes they are able to justify the salaries they will pay the selected candidate, which can be over the hiring rate for "special circumstances," which is supposedly subject to Class and Comp review. In the past they were able to use waivers of recruitment which reached an abusive level in 1997 and 1998. Now however, they can still appoint a candidate by having what I affectionately call the "sham" search committee.

How many times have you seen a job posting that defies logic? For example, the most abused and flagrant customized positions are in the staff assistant, associates, assistant to, assistant or associate administrative position, etc. How about the administrative support position that requires the MINIMUM of a bachelor degree plus some specific experience for a specified period of time at an SL-2 level, for a salary range of \$25,000 to \$32,000?

The next time this position is vacant they change the qualifications to say all of the above but now the minimum qualifications have been changed to include "or in lieu of education" a high school diploma with extra years of experience. This is all well and good and seems inclusive for more people, and can probably be justified for certain specialized skill sets. I have promoted several employees to professional positions who did not have college credentials, because the higher level of education was superfluous to the specialized skills and experience required to perform a quasi-technical/administrative job.

The practice of inventing or creating jobs that, many times, consists of work performed by other state UUP employees, is routinely a function of the funding source. Research Foundation money creates many lucrative positions which may have previously been UUP positions, but paid less when the position was state funded. We have UUP work being performed by people on MC and Research Foundation lines. This has significantly contributed to the adverse impact on diversity in many areas, especially in the Health Sciences Center and west campus.

## WHAT CAN UUP DO TO ASSURE FAIR EEO/AA PROMOTIONS AND HIRING?

UUP has a long history of actively influencing the correction of adverse impacts on its members, especially women and minorities. In 1987, as an outcome of Arthur Young's comprehensive SUNY management consultant report, there was a subsequent redefinition of all UUP professional titles and ranks. The MACC Classification and Compensation methodology was implemented to reclassify all employees on staff at the time, and to assign certain criteria based on specific job duties to determine the appropriate reclassification level.

A joint labor/management committee was formed on every campus to work with Human Resources. I served on one of these committees with management to review jobs that were in the family of professional administrative support staff positions. We were charged with the responsibility of meeting with every employee to review and reclassify their jobs into the appropriate title and salary rank, which was commensurate with their actual job duties, as defined in their performance programs. That is precisely why it is so important for your performance program to reflect your real and actual job duties.

Perhaps it is time for UUP to call for an independent joint labor/management consultant to review the various professional positions filled and determine if the devolving of EEO/Affirmative Action recruitment has been either beneficial to the goals of achieving diversity or has been fair to our members. Perhaps a questionnaire or survey from the professional membership, which requests specific examples of suspicious recruitment postings or appointments that are not fair promotional opportunities, could be forwarded to UUP for their investigation. Perhaps UUP can formulate a special task force committee to be a "watchdog" of SUNY hiring and promotion practices.

*What do you think?*

**Lucille Protosow**

**Delegate for Professionals, Grievance Rep**

**How many times  
have you seen a  
job posting that  
defies logic?**



# To Your Health: Starting Regular Exercise in the Fall

Last spring we talked about getting started in regular exercise. Spring was just around the corner. And you might have been thinking about becoming a regular exerciser. After all, spring is a good time to start, nice weather coming, and so on. You had your reasons lined up: exercise is good for your health, for your level of fitness, for helping you to lose weight, for improving your figure (whether you're overweight or not). And perhaps most important of all, you had heard from those who do it that the best thing about it is that you just feel better and feel better about yourself.

And you may have well been successful, but, perhaps you weren't. You had trouble finding the time/making the time. You couldn't find a sport or activity that you really liked. You started out too fast. It got too hot, too soon, and since you weren't really into it yet, working out became a real chore. So what to do, now that fall is upon us?

Well, one thing is to say "why bother?" Winter will soon be here, and then it will be too cold, and I might as well wait until next spring, and the holidays are coming up and you know how busy we get, and so on and so forth. But, you know what? Fall is a good time to start. (Actually any time is a good time to start, once you have made up your mind to start.) How do I know that for sure? Because it was back in October, 1980 when I started on the road to becoming a regular exerciser myself. And, I've been doing it ever since.

Don't let the prospect of cold and occasionally bad weather coming put you off. First of all, you can of course work out indoors. You can join a gym, or you can get started on the walking path on Level 2 in our very own HSC. You can work out at home with videos, with the wide variety of exercise shows

available on TV, and, if you get into it, one or more home machines. (But don't spend money on any equipment until you are sure that you are into it — *that's are into, not "going to be" into it.* There are to many expensive clothes hangers around.)

Secondly, if you dress right you can work out outside through much of the fall and the winter, except when there is snow or ice on the ground (not safe underfoot), or it's really cold (not fun). I like working out in the cold weather, properly dressed with several layers of clothing in breathable, non-sweat holding (that is, no cotton or wool) fabrics. Cool, dry, and crisp is often more conducive to exercising regularly than is hot and muggy. I myself combine indoor weight-training and, properly dressed, outdoor fast walking and occasional bike riding throughout the winter.

What are the steps to getting started? Once again, self-assessment —where am I in relation to exercise? want are my needs? what are my wants?— is first. Then goal-setting: what do I want to achieve? for whom? (it's got to be for yourself, otherwise it won't happen), and why? And focussing first on what is the hardest part for most people: the regular (not the exercise). As I have said in this column before: *make your first objective setting up and getting on a regular schedule*, and use ordinary walking to do it. Once you have found the time, made the time, there will be plenty of time to focus on the exercise itself. And by the time you are ready to do that, you will have solved the principal problem of regular exercise: becoming regular.

**Steven Jonas, MD, MPH, MS**  
**Academic Grievance Chair**

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## **Victory through Our Team Effort**

## **Contributions are Outstanding Power for Everyone**

Congratulations to our negotiating team, for their difficult but fruitful efforts in consummating our new contract. Our president, Bill Scheurman, stated in his ad-

dress to our chapter on August 27<sup>th</sup> that the authorization to pay for our contract has been approved by the legislature and now requires the governor's signature. Your VOTE/COPE political action dollars will be there to support legislators in this process.

If you are not a VOTE/COPE member yet, we need you on the team. If you are already a member, consider increasing your contribution. Please stop by the UUP office to do so, and receive a surprise gift. As the numbers grow, VOTE/COPE power grows. Thank you for your continued support.

**Doris R. Weisman, NP, MS**  
**Chair and Downstate Regional Coordinator**  
**Kathy A. Southerton, CNS, Vice-Chair**



# Overload?

How often does one hear discussion about improving quality of care, increasing admissions while decreasing length of stay, streamlining professional tasks, or improving outcomes? With the outside pressures stemming from managed care and the internal administrative demand of doing more and more with fewer and fewer personnel, the problem of delivering quality health care takes center stage.

Staff often no longer take regular lunch hours and many professionals work well beyond a 37 1/2 hour work week in order to meet their professional obligations. This creates physical and psychological stress and does not necessarily assure that high standards of performance are met. Staff morale can erode as a result of not being able to meet professional standards.

However, UUP members can be in the best position to advocate for themselves professionally if they are informed and knowledgeable about certain contractual issues. Examples include performance programs and evaluations, and the right to and use of compensatory time as prescribed in Appendix A-29 to our contract and by the Fair Labor Standards Act (FLSA). Union officers are available to assist you with these issues. It is not unprofessional to seek clarification of the contract, but rather an important and necessary component of working in our complex health care environment.

**Judith Schwartz-Silverberg, C.S.W.**  
Delegate for Professionals

## Involving New Delegates in our Chapter

This chapter is extremely fortunate in having many new academic and professional delegates who were elected in our last election. Congratulations to all our newly active members! We look forward to your commitment and service in the coming years. An orientation for new delegates was held in Albany on Thursday, June 17th.



Carol Gizzi listens at an informative session on union involvement



Marijean Buhse concentrates on a speaker at the new delegates orientation (Photos by Tim Raab)

**TO BE A MEMBER OF UUP YOU MUST SUBMIT A SIGNED MEMBERSHIP CARD. IF YOU HAVE ANY QUESTIONS ABOUT YOUR MEMBERSHIP STATUS, PLEASE CALL THE OFFICE AT 444-1505.**



## Highlights of Direct Compensation in 1999-2003 Tentative Contract

### **\$500 Lump Sum**

A \$500 lump-sum payment will be made for employees on the payroll Oct. 1, 1999 who have worked at least one semester or five months between Sept. 1, 1998, and Aug. 31, 1999. This payment will be pro-rated for part-time employees.

- \* Full-timers on leave at partial pay will receive the full \$500.
- \* Employees on authorized leave without pay will receive the lump-sum payment if they return to the payroll before Dec. 31, 2000.

The proration for part-timers is:

Part-time Professionals and Academics who do not teach courses and who earn:

- \* Up to \$9,104 will receive \$100
- \* \$9,105 to 13,657 will receive \$200
- \* \$13,658 to 18,210 will receive \$400
- \* \$18,211 or higher will receive \$500

Part-time Academics who, in either the Fall 1999 or the Spring 2000 semester, teach:

- \* 1 course will receive \$50
- \* 2 courses will receive \$100
- \* 3 courses will receive \$200
- \* More than 3 courses will receive \$250

Part-time Academics who teach in both the Fall 1999 and Spring 2000 semesters will receive the appropriate payment in both semesters.

### **3% Annual Salary Increases**

There will be a 3 percent increase in base pay in each of the years 2000, 2001, 2002, and 2003, resulting in a total increase in base salary of 12.55 percent by the end of the Agreement.

- \* Effective on the first day of the pay period closest to Jan. 1 for calendar- and college-year employees and March 1 for academic-year employees. (Academic-year employees on 21 pay periods will receive the increases on 1/13/00, 1/10/01, 1/8/02, and 1/7/03.)
- \* Employees must be on the payroll the preceding Dec. 31.
- \* Employees who work the Fall semester but leave the payroll before Dec 31 and employees who worked for one semester or five months during the previous calendar year will receive the increase if they return to the payroll in an equivalent position within a year of Jan. 1.
- \* Employees who worked one semester or five months between 1/1/99 and 12/31/99 will receive the increase if they return to the payroll by 12/31/00.

### **Discretionary Increases**

There will be discretionary increases (DSI) in each of the years 2000, 2001, 2002, and 2003. One percent of the payroll as of June 30 of each year must be distributed to employees in the bargaining unit. These increases will be paid by December of each year and will be retroactive to July 1 for calendar- and college-year employees or Sept. 1 for academic-year employees.

### **On-Call Pay Increase**

The requirement that an employee be involved in direct patient care to be eligible for recall and on-call pay is removed. Any hospital title may be added to the list of eligible titles in Appendix A-16 by mutual agreement between SUNY and UUP. On-call pay is raised from \$2.25/hour to \$3.50/hour.

### **Geographic Location Stipend**

The location stipend is increased from \$428 to \$500 for 2000, \$600 for 2001, \$700 for 2002, and \$1,200 for 2003. This stipend is paid in January of each year to full-time employees on the payroll the preceding Dec. 31 whose work site is in New York City, Suffolk, Nassau, Rockland, or Westchester counties.



## Other Forms of Compensation in 1999-2003 Tentative Contract

### Additional Vacation Day

One vacation day will be added to full-timers' accruals on January 2<sup>nd</sup> of each year. This is in addition to the vacation days that are accrued each month, which are unchanged.

### Sick Leave Exchange Program

Full time employees who have at least 15 days of accrued sick leave may choose to accrue 3 fewer days per calendar year in exchange for a \$300 per calendar year reduction in health insurance premiums. The current Empire Plan premium for an individual is \$257, for family coverage \$1,063. Most HMO premiums are higher. This program will be effective April 1, 2000 with the first year reduction of \$225 in exchange for 2.25 sick leave days. Employees must elect for this option each year.

### Child and Elder Care Program

This program deposits \$200 per year into the employee's pre-tax dependent care account. The dependent care accounts allow employees to put money in pre-tax to pay for eligible dependent and elder care.

### Medical Flexible Spending Account

Section 125 of the Internal Revenue Code authorizes flexible spending accounts. These accounts allow you to pay out of pre-tax income your family's medical care costs not covered by your health and dental insurance. In other words, because monies spent through flexible spending accounts are not part of your taxable income, the amount of taxes and Social Security you pay is reduced.

*Example:* Family of four with an annual SUNY salary of \$48,000. One child needs braces that cost \$4,000 and insurance covers half the amount, or \$2,000, leaving you to pay the remaining \$2,000. Then let's say you have a medical condition and need to seek a physician's care every month for a co-pay from you of \$8 for each visit. So, that's another \$96 annually. Then all four of you plan to have your teeth cleaned and examined once during the year. Four \$90 visits total \$360 of which you pay \$72 out of pocket. You're up to \$2,168 now in unreimbursed medical expenses that you know you will incur during the year. The new flex plan allows you to put \$2,168 of your pre-tax dollars into your flex account in bi-weekly installments. At the end of the year, you pay Federal, State, and Social Security taxes on \$45,832 not on \$48,000. Using an average tax rate, you wind up holding onto about \$700 of your hard-earned money that would otherwise go out the window at tax time.

### UUP Benefit Trust Fund Tuition Scholarship Program

The UUP Benefit Trust Fund will create a scholarship program (pending IRS approval) to be available by Spring semester 2000. Dependents must have UUP Benefit Trust Fund eligibility.

Scholarship criteria:

- \* \$500 award per semester
- \* Eligible dependent children
- \* UUP Benefit Trust Fund eligibility
- \* Must carry at least 12 undergraduate credits
- \* Each semester the child must maintain a "C" average
- \* Maximum award is for 8 semesters
- \* Must attend a state operated SUNY campus



## Building Skills at Cornell Leadership Institute

From August 1<sup>st</sup> through 6<sup>th</sup>, I attended the Third Annual NYSUT/Cornell Industrial Labor Relations Leadership Institute at Cornell University in Ithaca, New York. The 52 participants came from all over New York State, with classes scheduled daily from 8:30-5:00.

On Monday the program concentrated on NYSUT leaders as change agents. We listened to the keynote speaker, had small group discussions and addressed unionism in the past and present. Tuesday's primary topic was NYSUT leaders as labor movement activists. Among the areas we covered were leadership and change, current issues in education, the legal rights of your members, and your union and the bigger picture. Wednesday brought NYSUT leaders as organizers and a discussion of the nature of organizations and the involvement of people in organizations. Thursday was a very busy day with much material covered focusing on NYSUT leaders as practitioners. Topical sessions on leadership development covered local political action, new members, educational issues, local organizational development, managing communications, and community coalition building. All of Friday's activities centered on NYSUT leaders as motivators.

After a program overview on Monday, we listened to keynote speaker Loretta Johnson, AFT Vice-President and President of the Baltimore Teachers Union for the last 30 years. She emphasized that AFT is involved with the United Way, Red Cross, Boy Scouts, Girl Scouts, and Special Olympics, etc. One of her main points was that a union is a civil and human right, but is also something that makes the members one. She made a great analogy by using her hand as an example. It is very hard when you stand with a fist (representing the union) to knock that down. She also brought up the issue that many members are content to let their leaders make choices for them. She said when her members sign their membership cards, she tells them, "When you sign your membership card and hand it in, and you don't come to meetings, I will do what I want. When you sign your membership card, and come to meetings, I'll do what you want."

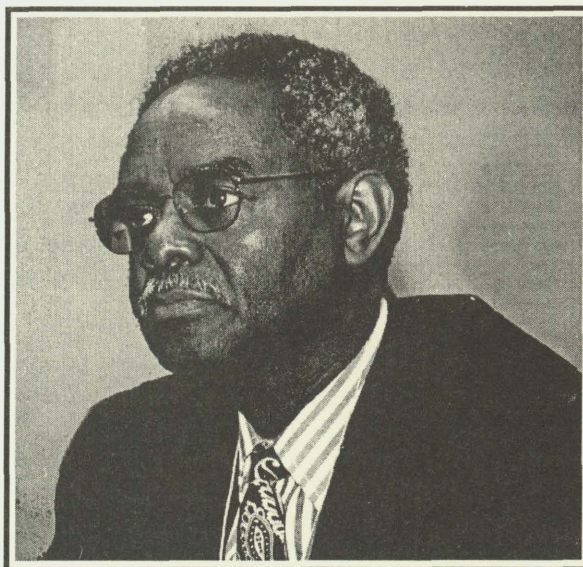
If you show leadership, no matter what your job is, people will follow. She said a leader has to do three things: listen, be ready for change, and provide leadership through training and development. She stated, "When a person

asks, 'What has the union done for me lately?' ask them, 'What have you done for the union today?'" She also stated that NYSUT is a strong political force throughout the state.

One class that I found particularly interesting was on the nature of organizations, where you have a set of guiding principles which encompass your needs, problems, core activities, values, and key stakeholders. With those principles in mind, you must have a mission statement and the vision statement would be the results from that mission statement for the organization. We broke up into small groups to work on these tasks.

Involvement of people in organizations was also interesting as the instructors showed by using linear GANTT charts. Activities are the headers and the steps to accomplishing them would be headers for a story/project board. By using this method of planning, organizational structure is simplified and the work more likely to be done on time. Exercises determined our personal leadership styles to be predominantly people or task-oriented. I found the class schedule to be grueling but very interesting, helpful, and beneficial. Overall, I found the instructors, the institute, and the coordinators to be excellent.

**Tina Manning**  
Secretary



Ed Drummond listens intently at the orientation for new chapter leaders in Albany on June 15th and 16th



# You Can Take Control of Your Spending and Keep out of Debt

Summer's over. You may be checking your bills and your bank account, ruing the fact that perhaps you overspent on your vacation. This is not a fact that anyone likes to admit, but facing it can actually give you financial freedom. How? By making sure your spending habits reflect your values and your goals. If you do, you may have what you need to cover next year's vacation—if that is *really* a priority for you.

Here's where financial planning helps out. You can develop a "lifetime spending plan" to refocus how you use your money. Such a plan reflects your life's values; meets changing needs; and helps you track money, make spending decisions and avoid debt.

Step one in creating your lifetime spending plan is figuring out where your money goes—to the last penny—by tracking every purchase you make, large and small, every day. Knowing where your money goes is the *only* way to control it.

Step two is to apply the "rules" approach: Save 10% to 15% of your income before you start spending it; go into debt only for a mortgage or education; use cash or debit cards instead of credit cards; set an annual dollar amount for spending on gifts for birthdays, holidays, etc. Such rules can help you (and your family) be disciplined about spending.

Thirdly, decide how you will pay for your purchases. Pay as you go for day-to-day expenses (do not charge your takeout dinner from the pizza parlor) and some big-ticket items, such as appliances and vacations; reserve borrowing for big-ticket items that grow in value such as a home or an education, and for items you can pay off in 12 months (such as a car); use pre-funding (i.e., saving) for big-ticket items that will depreciate in value and to take advantage of compounded earnings to make items less expensive for you.

Finally, examine how you make spending decisions and how they affect your long-term goals or your personal values. With a lifetime spending plan, your spending is focused on your highest priorities, and you adjust your lifestyle to accommodate your valued

goals. Are you affected by the "Gotta Have It" syndrome? Challenge yourself as to whether these expenditures truly make you happy or help you meet your goals.

Most people need help from a professional financial counselor to get their spending plan in place. For help with this and other financial planning issues, NYSUT is offering the Financial Counseling Program brought to you by Ernst & Young LLP. For more information on this NYSUT benefit, contact NYSUT Member Benefits at 1-800-626-8101.





## Employee Holiday Schedule

*Mark the following dates on your calendar. They are the holidays observed by UUP members at the State University of New York at Stony Brook.*

Columbus Day	Monday, October 11th
Election Day	Tuesday, November 2nd
Veterans' Day	Thursday, November 11th
Thanksgiving Day	Thursday, November 25th
Day after Thanksgiving	Friday, November 26th (in lieu of Lincoln's Birthday)
Christmas Day	Saturday, December 25th
New Year's Day '00	Saturday, January 1st
Martin L. King Day	Monday, January 17th
Washington's B'day	Monday, February 21st
Memorial Day	Monday, May 29th
Independence Day	Tuesday, July 4th
Labor Day	Monday, September 4th
Columbus Day	Monday, October 9th
Election Day	Tuesday, November 7th

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### OFFICERS

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The opinions expressed in the Newsletter are those of the authors, the editor, or the Stony Brook HSC Chapter of UUP and are not necessarily the opinions of the United University Professions.

The UUP Newsletter welcomes articles and letters submitted by members of the Stony Brook community. Remember, this is *your* newsletter. Share your thoughts with us, we want to hear from you. Persons who have material they wish to submit should contact: Colleen Kenefick at 444-3995 or 444-1505.