



# The Cortland Cause

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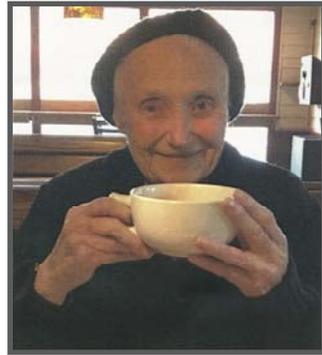
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## Remembering Flossy



She was born in 1928 in Little Rock, Arkansas. She was graduated from the Texas Women's University with a BS in 1950 and a Masters the following year. She earned a PhD from the University of Maryland in Exercise Physiology in 1966. She came to SUNY Cortland in 1971 as an associate professor and retired from her department in 1992.



**Jo Schaffer,**  
UUP Statewide  
COARM Chair

That is the short and formal history of Dr. Brush, but that is not the Flossy that we knew and admired.

Flossy was raised as a young lady of the "old" south who found her way into a national career and a long professional life in her chosen field of measured exercise physiology. She was a loved teacher who influenced many of her students and engaged those who participated in her many courses of measured activity. She had boxes of letters from them in respectful admiration of the role she played in their lives.

Flossy (yes, that is how she insisted on being called) went on to expand her service to colleagues and students by years of active participation as an elected delegate, representative and executive board member of not only the UUP local chapter but also on statewide committees. She was determined to make the mainly Arts and Science colleagues understand the academic values found in the Professional Studies areas. She would take on the most distinguished of our faculty in vibrant discussions about those values. She came to the defense of those, at a time of danger and potential retrenchment, in the dance areas to be considered as professionals here at Cortland and other SUNY campuses. She was the "southern lady", the steely magnolia, voice for her causes.

Outside her life at SUNY and UUP, she had developed a curriculum at U Maryland for adult fearful swimmers, or rather non-swimmers, that she continued here and at the YWCA long into her eighties. She was a dedicated teacher in all ways.

On a very personal note, Flossy was a good friend. We were introduced as hockey parents years ago -shivering long practices at the rink together. Our friendship developed through many years of UUP activities. My fondest memories of Flossy were the hours we spent together driving to UUP meetings from Cortland to Albany or Buffalo. She would regale me for those hours with stories of her "southern" childhood. I would pick her up, buckle us in and turn her on. The time passed so quickly.

Just as her time with us passed so quickly. She will be missed and she will be remembered.



From Left to Right: Jamie Dangler, Dianne Galutz, Jo Schaffer and Flossy Brush



**Mary Ware,**  
Retired Academic  
Education Dept.

## Memory of Flossy

The people here knew flossy in many ways--as colleague, swimming student, union member, fellow Presbyterian, neighbor, daughter, friend. We each hold our memories close to our hearts as we conjure up reminders of this kind, thoughtful, Southern woman who was part of our lives. I just want to share a few thoughts of my own, based on our closeness which developed in the mid-70s...some 40+ years ago.

She lived on Pleasant Street and Bobby [her son] was somewhere between 8-10 and Beth was maybe 6 or 7. Flossy was not yet recovered from having become a single parent, and I was reeling also, having been in a relationship for 7 years that had ended suddenly. I still can't remember the occasion

that brought us together initially but for some reason we encountered each other and talked a long time one evening. I mentioned a leaky faucet in my bathroom--I was adjusting to living alone after I had shared a house with someone who was very handy at fixing things. To my surprise, Flossy appeared the next day with a giant pipe wrench and fixed the faucet! This began a friendship that spanned some 40 years. At the beginning, we were both dealing with a radical change in our lives; it was very close. I am thankful for those years--they provide good memories that I revisit still. Eating many dinners at her house, and eating out. Laughing that something almost always got spilled. Going to riding lessons, swim practice, and hockey games and practices with her, and Bobby and Beth (then still Elizabeth). Attending parties at faculty colleagues' houses, and cookouts on DeRuyter lake. Taking WSI renewal course at Hamilton college. We were both so sore we could hardly walk! Camping and hiking in the Adirondacks, getting to know her brother when he visited, attending church at the Presbyterian Church...always sitting in the balcony in case someone, usually Bobby, would misbehave. Sharing lunch in her office in PER. Laughing, sharing advice, listening, talking, it was a healing time for me as Flossy shared herself and her family with me--a safe haven from loneliness we both felt from the recent changes in our lives.

She bought the house on Blue Creek Road, we both made other friends, but we continued to stay in touch--walking around DeRuyter lake in summers, Christmas parties, union events. But I will never forget the kindness when Flossy reached out to me. She fixed my faucet...and in a way, helped to fix my heart.

## The life of music

**Karla Alwes,**  
English



The author and Donna Anderson in  
matching coats and smiles

There was a time when nary an academic year passed that did not include at least one piano concert on either the stage of the Brown or the Dowd Auditorium. The venue was not important, but the pianist was. Donna Anderson, Professor Emerita, Music and Performing Arts Departments, organized one-piano and two-piano concerts, with her colleagues of similar passion and eloquence.

Her musical career began in New York City, where she worked as a counter server at the Walgreen's located in the Empire State Building. Following Walgreen's, Donna's tenure at SUNY Cortland included an honorary degree received from Purkyne University in Usti, Czech Republic. She and I traveled together twice to the Czech university because Donna had created and nurtured a professional and personal relationship between the university and SUNY Cortland, and the members of the Purkyne music department showed their gratitude through a mutual friendship that spanned more than 25 years.

One of Donna's most treasured memories is earning the privilege from his family to hold the copyright for the American composer Charles Griffis, who had become the eminent theme of her music and her life. The Smithsonian commissioned a book from Donna on the life of Griffis, and it stands today as a symbol and legacy of Donna's work and wisdom.

The woman who had a grand piano standing squarely in the middle of her home, also always had a cat nearby to listen approvingly to the music coming forth and watch the woman as her hands traveled up and down the keys, with her eyes typically closed to allow the sound to melt into the vision of her imagination.

Donna's partner Fay Rose, who shared Donna's love of music, cats, and life, left us several years ago; Donna herself has now gone too, but the life of the music, unlike the life of its creator, goes on. If we listen very closely, we can hear not only the music, but also the immortal words of the musician of excellence from North Dakota, who always allowed that she would do anything we and she wanted, "God willing and the creeks don't rise." She would want to be remembered thusly.

## From the editor: Thinking out loud about unionism

Since my first note, in which I shared my musings about student and mentee expectations for their future workplaces and working conditions, I've started my mission to find out. Conversations have been fruitful, and very rewarding. As encouragement for you to join in, here are some examples I'd like to share:

Working closely with a small group of student staff, I have many opportunities to ask how they feel about our work together, and for suggestions to improve their experience and our service. They often have reasonable ideas, and we attempt to incorporate or implement what works. As a result of seeing their ideas come to life in this collaborative process, there is a strong foundation of trust between us. This trust is what compelled me to expand our conversation to their rights as workers in future roles.

To generalize their response, while they hoped for comfortable income and reasonable management, they hadn't thought about their role in crafting those conditions. They hadn't thought about reconciling their professional roles with their workplace protections, or if they would be union members. I didn't either when I was still a student, I reassured them, but I also wish I had.

I had a similar conversation with a graduate assistant who expects to begin her professional career in a right-to-work state. That is, she shared with me many months ago where she would be relocating, and I had a private thought about workers' rights. Realizing my own strong feelings might be helpful if shared, I asked if she had considered how that could impact her work and professional community. Without being confronted with the question before, she didn't have a confident thought about it, but was emphatic that she would like to talk about this aspect of her professional work with instructors and mentors in the field.

Bringing this confrontational practice back to my role as editor, some of you have received a surprising (but friendly!) direct invitation to write in. To better prepare you for my aggressive tactics, be advised that if you find yourself chatting with me, my last words will be, "please write!" See you at our chapter's winter gathering!



**Amy Russell,**  
ASAP

## Rising Stars

Look who our Chapter delegates saw as guest speaker at the 2018 Fall Delegate Assembly in Buffalo, NY: SUNY Cortland Alumni, Michael Braun. Mike is a former UUP intern and graduated magna cum laude from Cortland with a degree in political science in 2017. He is currently pursuing his master's in public administration at UAlbany's Rockefeller College of Public Affairs and Policy.

Prior to being elected as 2018-2019 SUNY Student Assembly president, Braun served as its chief financial officer. While President of Cortland SGA, Mike met with the Chapter Executive Board and coordinated student participation at union events. He began his service as parliamentarian and later was elected president during his senior year. Braun received the Chancellor's Award for Student Excellence, the Outstanding Senior Award, the Outstanding Achievement in Public Administration and Public Policy Award, the Outstanding Student Leader Award, the Junior Portfolio Award, and the Greek Chapter Leadership Award.

Mike is also a member of the national political science honor society, Pi Sigma Alpha. Prior to his internship at UUP, Braun was an intern with the North America's Building Trades Union in Washington, DC. Please join me in congratulating Mike and in wishing him continued success in his endeavors in the cause of Unionism.

**Joe Westbrook,**  
President  
Facilities PDC





**Joe Westbrook,**  
**President**  
Facilities PDC

## Extra! Extra! Chapter elections are on the Way

While the national and local political elections are still fresh on our minds, this article is aimed at informing you about the Chapter election cycle which begins in January 2019. Becoming a Chapter delegate or officer amplifies your ability to discuss and shape Cortland Chapter agenda and initiatives. Election credentials also qualify you to participate in statewide delegate assemblies and to elect state wide officials. UUP members include an immense variety of academic and professional disciplines, so our Chapter should represent a microcosm of all of our diversity. Diversified representation and perspective are critical to deliberative balance during discussion and decision making. I ask and encourage you to give careful thought to being nominated to run for Chapter Delegate or Officer at Cortland. We are united in wanting favorable terms and conditions of employment. A commitment to attend a monthly meeting or two and getting involved by pitching in on a common cause are most of the requirements for serving as a delegate.

Chapter elections take place every two years. UUP members elect Chapter Leadership and Delegates through a mail based nomination and election process. Early 2019 begins the next election cycle for the Cortland Chapter.

Positions at the chapter level include President, Vice President for Academics, Vice President for Professionals, Officer for Contingents, Secretary, Treasurer and an Officer for Retirees. This encompasses our key chapter officer corps. Officers generally represent the members of their constituency. The President presides over meetings and as the administrative officer of the chapter. A full description of duties is included in our Chapter By-Laws. Tenure as an Officer is a great way to get out of your work silo and to practice leadership skills.

Chapter delegates are also elected during this time. Delegates support not only chapter activities but also represent the chapter in statewide business. A seated delegate is able to deliberate and vote in statewide matters. Statewide officers and executive board members are selected from seated delegates during statewide Delegate Assemblies. The allotment formula for the number of delegates per chapter is 1 delegate per 75 members, as outlined in UUP's constitution. Cortland has typically seated 13 delegates: 8 academic delegates and 5 professional delegates.

The following is the tentative timeline that I received from the Statewide Secretary-Treasurer's Office, based on a recent meeting of the Constitutional Governance Committee.

Issue the list of members certified to participate: 1 January 2019;

Nomination forms mailed to certified member: week of 17 January 2019;

Nomination forms must be returned and received by 13 February. Nominations will be reviewed and posted to the website shortly thereafter;

Ballots are mailed to the certified members around 7 March 2019. The ballots will be sent from MK Elections, a third party arbiter of the process. The envelope may or may not include the UUP logo. Do not throw away your ballot;

Ballots are due about a month after ballots are mailed, on or around 10 April 2019. Be sure to post your ballot 5-7 working day before the deadline;

Certified results from MK Elections are posted with the assistance and oversight of the Constitutional Governance Committee;

Two year terms for Chapter Officers and Delegates begin 1 June 2019.

Our Chapter business is critical providing voice to our members in securing fair working conditions Please take that step toward having active and competitive Chapter election. Without your presence and participation our new contract may not be fully implemented. You can lead our Chapter forward to a more successful future. We only fail when we do not try.

## Odds and Ends

We have a new contract – and now it's the time for excuses. People are already talking about how the campus couldn't do one thing or another because of the "union contract."<sup>1</sup>

In our last agreement, we gave up two years of salary increases, not to mention the ridiculous give-back under the Deficit Reduction Program. Did management praise our sacrifice, or tell us all the great things they did with that money? I certainly don't recall that.

Now, when we are receiving the compensation we deserve, we hear pleas of hardship. Don't forget, UUP is the chief voice in advocating for increased funding to our colleges, not only for our members' pay and benefits, but also to fulfill the need for affordable and high-quality education for our students.

For the most part, administrations have grown content to let UUP make the case – even complaining that the union hasn't done enough. Some claim they are in a crisis of cataclysmic proportions – but one that somehow precludes them from picking up a phone to call Albany. The leadership at other campuses have been willing to lend their voices to ours. Can we do the same at Cortland?

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Did your lump-sum payment appear on your October 31 paycheck? On your pay stub, it should appear as a separate line item under "Earnings." The amount is \$600, pro-rated for part-time employees.

Bear in mind that this value is based on a few snapshot days taken out of the calendar in 2017 – June 30 and October 17 for full-timers, and April 30 for part-timers. If you were not employed on those days, or were working a different number of hours, you might not receive the full amount.

If you do see major discrepancies, please contact Payroll to resolve them.

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Late last month, the administration provided another week for submitting DSA applications. My hope is that more of our members were able to apply and get some of the contractual money they deserve.

I know that different departments may have different ways of adjudicating these matters, and that these come from a genuine desire to make sure meritorious achievement is awarded. Nonetheless, if your department is requesting additional documentation beyond the two-page memo specified by Human Resources, this might be driving compensation away from your department toward others. (It also could act as a serious disincentive for part-time employees to apply, if this practice continues in future rounds.)

As per the college, applications should be judged on the applicant's actual duties rather than an across-the-board standard applied to all. If scholarship, service, or advising is not expected of an individual, this should not be a requirement for receiving DSA. If you think you have been judged by criteria outside your duties, please let me know.

Finally, the process uses money from the contract, but the process is determined by the campus. One of our members mentioned to me that higher-level administrators need time to review all the applications they receive. This may be part of our campus process – but it's also a choice our administration has made. They – or a future administration – could always choose to handle it differently.

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Did you see the articles on academic workload in this newsletter? I wish Cortland were immune to this problem, but it is not the case.

I'm hearing reports from different areas about tenure-track faculty who are assigned uncompensated administrative loads, on top of the requirements for continuing appointment and promotion.

In some cases, it may be that the faculty member signs on for such duties due to passion or personal interest. Nonetheless, I also believe that some may be doing so out of a fear that their continuing appointment will be denied if these duties are not taken on.

If you're a chair and have someone who meets this description in your area, it might be worthwhile to check in with any faculty member in such a position. I'd also like to hear from any faculty who are in this position and want to explore their options. Please write [danharms@earthlink.net](mailto:danharms@earthlink.net).



**Dan Harms,**  
Chapter VP for  
Academics  
Library

<sup>1</sup> Just so we're all clear, money that comes out of hard-won negotiations is "presidential" when the campus wants to distribute DSA – but contractual obligations signed onto by the state are blamed on the union.

Jaclyn Pittsley,  
English



## Reaching Out in Solidarity

Address delivered at the 7<sup>th</sup> Annual Part Time Service Award Ceremony on October 23, 2018

My name is Jaclyn Pittsley, and I am a lecturer in the English Department, where I have taught for nearly fourteen years. I am also the elected Officer for Contingents for SUNY Cortland's chapter of United University Professions, a position in which I have also served for several terms. I am also formerly a CSEA employee who worked for Cortland County and, although now a temporary employee and no longer a CSEA member, I have continued to work for Cortland County's Cortland Works Career Center for fifteen years. And not so many years ago, I was a student at SUNY Cortland. I stand here today before you to honor the work and service of our part-time academic and professional brothers and sisters, to sing their praises together, in solidarity. For we must remember that it is only together that we can be the union.

UUP's fight song *Solidarity Forever* asks us, "What force on earth is weaker than the feeble strength of one?" We here at Cortland come from different backgrounds and have different interests. We are here seeking to achieve our personal best and figure out how and in what way we can make our own contribution to the betterment of society. We may feel that our purposes are divergent, our issues unrelated, and our needs individual. But, this is absolutely untrue. We cannot think of ourselves as only individuals, each one alone.

Because we are not.

According to Webster's unabridged dictionary, *solidarity* means a unity or agreement of feeling or action, especially among individuals with a common interest; mutual support within a group. Everyone here at Cortland is unified in his or her pursuit of knowledge, here to triumph through education. All who work here are working here for the benefit of the young people on campus, the students. Our commitment to them is our driving force, and it is the pleasure in our lives.

Yes, I say together because, as UUP's fight song reminds us, "Without our brain and muscle not a single wheel could turn," and it is only when we actively remind ourselves that we are all here working for the same reason that we can remember that we are responsible to each other as well. We need to build relationships and rely upon each other. Professors cannot teach without the staff that enriches our teaching abilities through library research, technological advancement, safety maintenance, and clerical support. Students cannot learn well without the committed faculty and the custodians and maintenance staff who act in loco parentis to make sure their environment is clean, safe, and appealing. Drivers require passengers, safety officers need individuals to protect and serve, chefs need epicures, counselors need those who seek counsel, and so on.

Our work is shared, and so too must be our quest for equity, parity, and unity. Our work underwrites the college and the students, and they support us. Therefore, we need to commit to reducing inequities on our campus. We need to stand with the 391 part time academics and professionals on this campus working just as hard but earning less. We need to retain positions for all of our well-qualified workers with competitive pay and benefits packages, so that they can be available for our students whom they are there to support. We need to re-commit, across all departments in all three schools of learning, to creating full-time lectureships for long serving part time faculty to acknowledge their scholarly toil. We need to maintain our tenure –track lines and support their scholarly work. We need to support the staff in their continued quest for manageable, compensated work load and schedules, and we must support their permanent appointment. We must stand with clerical and serving staff who cannot work without clear expectations, unified systems of evaluation, and competitive compensation. We must fight for our academic freedom. We must work with our administrators in a positive and open environment. Then, and only then, can we achieve our purpose, and our pleasure.

What we must stand united against is any attempt to pit us against each other in competition, in any form.

Continued on page 7

We should work to redress salary inequity and salary compression equitably across the college. We must support the continued increase in continuing and permanent appointment positions, not at the expense of full-time contingent positions for our committed, qualified part-time members, but in concert with our continued support for them. Full-time lectureships are not a relic, a “hereditary obligation” that should be quietly endured and quickly retired. William Faulkner, that great American writer, wrote of a town whose folk described a character this way, allowing that she “held herself a little too high for what she really was.” It would break my heart and the hearts of those who have worked so hard to build a community that includes contingent faculty, to build a bridge toward equity and solidarity, should we join this bandwagon of divisiveness. Instead, let us support each other, whatever our position, by re-filling Full-Time lecturer lines alongside Continuing and Permanent Appointment lines. Together, we must “vanquish them, horse and foot, as she had vanquished their fathers before.” For, as the UUP fight song teaches us, it is a fight, but we can only “gain our freedom when we learn, that the union makes us strong.”

You are the union. I am the union. We are the union. Be union strong. Encourage others to sign their membership card. Take extra cards back to your work area with you. Please, encourage others to sign a new membership card. Ask them to confirm that, yes, they are the union, and they stand union strong. We are able to stand together, and we must, so men like Mark Janus know that he cannot defeat UUP. Let the haters excoriate unions and shout down their benefits. Let them obscure their evil in the name of profit; it will remind us, brothers and sisters, why our union was formed in the first place: to stand in the way of injustice, in whatever form it takes, wherever it takes place, and against whomever it takes place. Explain to your brothers and sisters that our strength lies not in dividing and competing, but in joining and standing and fighting, and singing together.

UUP’s fight song ends, in part, with the notion that “In our hands is placed a power [...] greater than the might of armies.” It’s imperative that we actively remind ourselves of this power. We cannot be marginalized if we demand participation in and from our community, whether we are seeking to earn, and/or to impart, education. In fighting, and winning, the fight for ourselves, we win the fight for our students: securing their right to grow into clever, thinking, reflective, civic-minded, well-rounded adults.

Thank you.



D. James Forshee - 10 Years



Maria DeRado - 10 Years



Gail Hefferon - 15 Years



**Jamie Dangler,**  
UUP Vice  
President for  
Academics



**Tom Tucker,**  
UUP Vice  
President for  
Professionals

## Let's work together against workload creep

The specific duties and responsibilities that constitute the workload of UUP members vary considerably. For professionals, those duties and responsibilities are specified in performance programs. For academics, those duties and responsibilities are outlined in appointment letters and grounded in department/unit/program norms.

As we attempt to confront administrative changes that can increase the workload of academics and professionals, the SUNY Board of Trustees' definition of *Professional Obligation* is our reference point. The campus administration can be confronted by UUP if the specific content of a member, department or unit's full professional obligation is exceeded.

Here's how it works.

According to the SUNY Board of Trustees Policies, "The professional obligation of an employee consistent with the employee's academic rank or professional title, shall include teaching, research, University service and other duties and responsibilities required of the employee during the term of the employee's professional obligation" (Article XI, Title H, Sec. 2).

The specific content of the employee's professional obligation is set at the time of hire. It can be changed by management at any time. But if there is an increase in one area of the professional obligation, there must be a concomitant and equivalent decrease in another area. The bottom line is that the full professional obligation should not be exceeded. Here are steps we can take to combat workload creep:

### 1. Extra work and volunteer work should not become part of regular workload

At times, management will request that individuals take on extra work that exceeds their full professional obligation. Such additional work is considered voluntary because it is beyond the employee's full professional obligation. It should be clearly identified as either **extra service** (with the appropriate paperwork completed prior to the commencement of the assignment) or as **voluntary**. If the work is voluntary, it's crucial to document in writing that the assignment is being done on a voluntary basis, so it does not become part of the employee's base load. Documentation can take the form of emails; letters to and from department chairs, deans, or supervisors; or it can be recorded in an academic's activity/annual report or a professional's performance program. It should be noted that you do not consider the additional work to be part of your professional obligation once the task has been completed in the agreed upon time. The parameters of time and effort needed to complete the assignment should be discussed and agreed on prior to its commencement. This should be done in a consultative, collegial, and collaborative interaction with a supervisor, chair, dean, or other appropriate administrator.

Working together as colleagues is the best protection against the continued expansion of what becomes expected as part of the professional obligation of a department, unit, or member. It's important to have department-level/unit-level discussions about workload issues to try and get everyone on the same page. If some employees are willing to take on more work without appropriate compensation or reduction of other duties, the expansion becomes the new norm and it is more difficult to effectively challenge work overloads.

### 2. Document your workload and workload increases

It's very important to keep a log of work done in areas of your professional obligation that are subject to workload creep. For example, are you and your colleagues being asked to do more in specific arenas of your department/unit's work? Are there new projects or tasks that "must be done" without a corresponding increase in staff or resources? Use written correspondence to document the additional assigned work and note workload increases in your annual report, identifying the extra work in relation to your workload in previous years. Professionals should have the additional work documented in their performance programs. If the supervisor will not include it in the performance program, the employee should write a response to the performance program that includes the additional work. This is especially important if the additional work can be the basis for requesting a contractual salary increase or promotion under Appendix A-28 of the New York state-UUP contract.

### 3. Ask your UUP chapter officers for assistance

If a member comes to their UUP leaders with a workload problem, the first course of action is to review the specific content of that person's professional obligation. If there has been an increase, chapter officers, in consultation with their UUP labor relations specialist, will advise and support the member according to the specific circumstances.

This could involve seeking adjustments in a professional's performance program, working with an academic to address a workload increase at the department level or above, or exploring possibilities for extra service compensation. The chapter also can help with responses to professionals' performance programs and other documentation issues for academics and professionals. If UUP officers are contacted by a group of members because of a workload issue that affects the entire group, e.g., an academic department or professional unit, a group meeting can be held to explore the problem and decide the appropriate course of action.

When increases in workload at the individual or department/unit level are not successfully resolved through informal efforts to adjust the components of the professional obligation, UUP may consider filing an Improper Practice with New York State's Public Employment Relations Board (PERB)—but only after UUP's careful assessment of the facts of any individual or group-level case and exhaustion of all possible efforts to resolve the problem informally. There is a four-month statute of limitations on filing a PERB charge, so workload problems should be brought to the chapter for review as soon as possible.

#### 4. Hold a chapter workload workshop to explore problems and consider solutions

If there are pervasive workload issues at a chapter, the UUP labor relations specialist assigned to the chapter can conduct a workload workshop to review the basics and provide members with the tools they need to address their individual circumstances and work with the chapter to develop strategies to confront collective workload problems.

#### 5. Reject the "guilt trip defense" of workload creep

While our commitment to our students, patients, colleagues, professional standards, and the quality of our work engenders a spirit of help and cooperation, we should be mindful that "helping out" should not lead to permanent increases in our workload, and uncompensated work that will jeopardize our health, professional well-being, and the quality of our service to our students and our campuses.

#### Bottom Line

If a UUP professional's workload is increased, there must be a concomitant and equivalent adjustment of the performance program to specify how new duties will be offset by a decrease in existing duties.

If a UUP academic's workload is increased by adding new required duties, there must be changes in the other areas of the professional obligation. For example, if course load is increased, there must be a substantive decrease in another area. If class sizes increase substantially or if new administrative duties are required of an academic department, it's possible for UUP to engage in "impact bargaining" with the campus administration to seek adjustments or additional compensation.

Workload creep is often experienced individually but is part of a collective problem. Working collectively, with the assistance of your UUP chapter, is key to addressing workload issues.

## IT'S YOUR NEWSLETTER!

We welcome articles and letters submitted by members of the SUNY Cortland Community.

Please share your thoughts with us— we want to hear from you! Opinions expressed in *The Cortland Cause* are those of the individuals and are neither endorsed by nor represent the views of UUP.

Please note: The Cortland Cause will generally not print anonymous submissions.

We reserve the right to edit submissions for grammar, space limitations, accuracy, etc.

Send contributions to the Chapter Office, [uup@cutland.edu](mailto:uup@cutland.edu) and to the editor, Amy Russell, [Amy.Russell@cutland.edu](mailto:Amy.Russell@cutland.edu)

# How Professionals Can Fight Workload Creep!

## HELPFUL HINTS

- 1** Understand the basic principles that apply to your professional obligation.
- 2** Discuss your job duties with your supervisor as your Performance Program is being developed.
- 3** Make sure you have a current Performance Program that accurately reflects your professional obligation.
- 4** Be sure you are able to perform all of the duties in your Performance Program. Ask for training, if needed.
- 5** Consult with the chapter leadership if you have questions.
- 6** Document workload increases:
  - Keep a log of work done in areas that are subject to workload creep.
  - Document that you have taken on additional workload for specific reasons/projects—and note that you do not consider it to be part of your professional obligation going forward.
  - Make sure your Performance Program is modified to reflect workload increases, identifying extra work in relation to previous years.
- 7** A change in duties and responsibilities may warrant a promotion, salary increase, reduction in other duties, extra service pay or compensatory time.
- 8** Consider requesting a salary increase or promotion when you feel it is warranted, especially if your Performance Program shows an increase in duties and responsibilities.
- 9** If additional duties are added to your Performance Program, ask for others to be removed or for a salary increase.
- 10** If you are denied a salary increase or promotion, you can appeal the denial to the College Review Panel.

**Participate in Workload/Performance Program workshops run by your labor relations specialist.**

**Access the LEAD Program via the UUP website to learn more about workload and other topics.**

**Check out UUP's *Guide for Professionals* for tips on how to use your Performance Program to help keep workload in check. An updated guide will soon be available at [www.uupinfo.org](http://www.uupinfo.org)**



FOR FURTHER INFORMATION, CONTACT YOUR CHAPTER OFFICERS OR VICE PRESIDENT FOR PROFESSIONALS TOM TUCKER AT 1.800.342.4206 OR TTUCKER@UUPMAIL.ORG

# How Academics Can Fight Workload Creep!

## HELPFUL HINTS

# 1

Understand the basic principles that apply to academics' professional obligation. If one part of your obligation is increased, another should be decreased. Your total obligation should remain the same.

# 2

Bring workload issues to your UUP chapter officers to discuss possible remedies.

# 3

Document workload increases:

- Keep a log of work done in areas subject to workload creep. Ask your chapter president or VPA for a log sheet.
- Document that you have taken on additional workload for specific reasons/projects—and note that you do not consider it to be part of your professional obligation going forward.
- Note workload increases in your annual report, identifying extra work in relation to previous years.

# 4

Take steps to ensure that extra responsibilities and volunteer work do not become part of normal workload expectations.

- Document in writing that volunteer work is being done on a voluntary basis and for a specific period of time or to accomplish a specific one-time task (through emails, letters to department chairs, deans or other administrators).
- Have department-level/unit-level discussions about workload issues to try and get everyone on the same page.

# 5

If you are asked to take on extra responsibilities, you can ask for compensation (extra service pay, reduction of duties in a subsequent semester for taking on extra duties now).

# 6

Academic-year appointees are not under obligation during the summer. Check with chapter officers on the exact start and end date of the academic-year professional obligation on your campus. Work with your chapter officers to develop practical suggestions to handle summer work that may be beyond the class preparation and research activities normally done during summer months.

# 7

Workload creep is often experienced individually but is part of a collective problem. Work collectively, with the assistance of your UUP chapter, to address workload issues.



FOR FURTHER INFORMATION, CONTACT YOUR CHAPTER OFFICERS  
OR VICE PRESIDENT FOR ACADEMICS JAMIE DANGLER AT  
1.800.342.4206 OR JDANGLER@UUPMAIL.ORG



**Benjamin Wilson,**  
Economics

## How Are We Going to Pay for It?

This question ruins so much of our politics. One aspect of this question that is particularly problematic is that the heart of this inquiry is a fictional narrative. It is a story many of you are probably at least vaguely familiar with, and it often goes something like this. In a far-away land a long time ago a community conducted all their business through barter. Tom had chickens he could trade with Lisa for milk and Rachel traded haircuts for fish with Patrick. However, from time to time trades could not take place, because Rachel did not have what Susan wanted or vice versa. Thus, in spontaneous agreement this ingenious group of truckers and barterers agreed to use some object, maybe fishhooks or pieces of shiny metal to facilitate their exchanges and solve their economic problem. Presto! We have money that emerges from the market to reduce transactions costs, and the free enterprise system is off to the races. Sound familiar? It probably does as some version is in just about every Introductory Economics textbook. The problem with this story is that it is fiction and has no anthropological or historical evidence.

Unfortunately this fiction has very real economic, social and political consequences. A principle lesson from this economic fairy tale is that money comes from the market. Thus, the big bad state must take money from hard working truckers and barterers to pay for things. Or in technical terms, taxes finance government spending. This, however, is not the case for several countries in the modern world. Countries like the United States are the sole issuer of their currency, we call this sovereign issue. This design feature of modern money yields tremendous policy space, because spending precedes taxing. We cannot run out of something we issue, and it is the role of taxes and legal tender laws to generate demand for the dollar, an otherwise worthless piece of paper that we allow to rule our lives. Taxes do not finance U.S. government spending. Taxes generate demand for the currency. A very different political discussion that transforms the deficit into a measure of net private wealth.

So what all this means is that we can dream much bigger, and we are beginning to see this as a Universal Basic Income and Jobs Guarantee programs are becoming more mainstream policy ideas. John Maynard Keynes argued that if we can accomplish it; we can afford it. Given a greater understanding of modern money, our policy discourse can move away from the affordability Robin Hood fiction and towards a serious conversation about what we want to accomplish. To learn more about how, please join me and the Modern Money Network for a *Jobs Guarantee Now! Teach-in for Economic Rights* to be hosted across campuses and communities on January 25, 2019. We will discuss the basics of modern money and explain how a Jobs Guarantee might look here in Cortland. We no longer need to live in Nottingham! Let's discuss an economy of pre-distribution, rather than continue to be mired in the redistributive fiction of neoliberalism's disciplining cry: how are you going to pay for it? More soon...



## The Cortland-Area UUP Retiree Fall Get-Together Taken Hostage!

On Friday, November 9<sup>th</sup>, 2018, more than 35 Cortland-area retirees and friends were taken hostage at the Sherman House in Homer NY! It all started with greetings and socializing, then some brief updates on UUP issues and upcoming events by Cortland's Officer for Retirees Dianne Galutz, Regional COARM rep Loraine Tyler, UUP Retiree Member Services Coordinator Walter Apple, local UUP President Joe Westbrook, and local Legislative Coordinator Dave Ritchie.



**Dianne Galutz,**  
Officer for  
Retirees

Dr. Charles Yaple stormed the room dressed in authentic Daniel Boone-style clothing including powder horn, cartridge box, and musket handed down from his ancestors. He then proceeded to take all those "Tories" hostage! He spoke about his new nonfiction book, *Jacob's Land: Revolutionary War Soldiers, Schemers, Scoundrels and the Settling of New York's Frontier* (2017). The book chronicles life on New York's frontier before, during, and after the American Revolution. He weaves together the stories of three individuals: Joseph Brant, the more or less leader of the Iroquois Confederacy during the war, Simeon DeWitt, George Washington's surveyor general for the young State of New York, and Dr. Yaple's own ancestor Jacob Yaple. He told the story, using his family as a proxy, of what it was like to live in America before, during, and after the Revolutionary War. And how much those people prized the land, and what that says to us today about the value of the land. He wanted the story to not be one sided... What was it like for Native Americans? For the British? And for the fledgling State of New York? In his own words, Dr. Yaple said, "I want people to understand, who live in our part of the state, the heritage that they've got, the price that was paid, and the good fortune that we've had that enables the lifestyles that we enjoy today. That's maybe one of my ending messages."

Dr. Yaple is Professor Emeritus of Recreation, Parks and Leisure Studies at SUNY Cortland, and Director of the Coalition for Education in the Outdoors. His first book, *Foxy Brown: A story of an Adirondack Outlaw, Hermit and Guide as He Might Have Told It*, was published in 2011.



Dr. Charles Yaple, Professor Emeritus of Recreation, Parks and Leisure Studies

Photo by Dawn Van Hall



**Robert Spitzer,**  
Political Science

## The Merit of Merit

In the last issue of the Cortland Cause, our union vice president for academics and membership development officer both wrote columns about the current discretionary salary increase process that was activated shortly after our new contract was ratified in September. Both offered arguments against not only the current discretionary salary increase process, but the idea of pay raises based on merit. I would like to examine these arguments.

To be sure, UUP has generally opposed the idea of merit pay increases (currently called Discretionary Salary Awards—formerly Discretionary Salary Increases—formerly merit pay increases, which is the term I will use here). This general opposition dates back at least to the 1980s. I can understand and respect this position, although I believed then, and believe more strongly now, that pay increases based on merit as it is defined by our profession are a constructive and beneficial way to increase faculty pay and incentivize meritorious professional activities, in conjunction with across-the-board pay increases that have always been part of the pay structure.

Merit-based increases affect three UUP constituencies: full-time faculty, part-time faculty, and professionals. While the invitation to apply for merit money in the current round was extended to our part-time colleagues, in the recent past that money was distributed to them across the board, and I think there are good reasons for doing so for adjuncts. And I offer no opinion about merit-based pay increases for professionals. I write here only about merit pay for full-time faculty.

Our Academics VP, Dan Harms, addressed several objections to the merit process. He pointed out correctly that Albany was not requiring campuses to distribute the money on a merit basis, so why not do it some other way here? But the relevant question is, why deviate from the past practice of distributing this money on a merit basis after following this procedure for decades? Yes, the time frame had to be compressed, but it is already clear that it was a feasible timeline.

Dan argued more generally that the merit process “can be harmful to employee morale and unit cohesion,” and that “those doing the most work may have the least time to craft an application.” More specifically, he objected to the compressed timeline for self-nominations—a necessity given the requirement that the process be completed before the end of the year. The application process was, he says, reduced from seven months to 15 days; for supervisors, four weeks were shrunk to one; for upper level administrators, the time frame “remained largely unchanged.” Harms then cited a recent poll of members reporting that 52% (N=101) of respondents that, in Dan’s words, “felt that you could not make the shortened deadline.” This, he said, was “astounding.”

Well, not quite. The actual survey question asked was this: “Will you have sufficient time to complete a Discretionary Salary Award application by September 21?” Harms has read too much into the results of this question. It asked whether time was “sufficient” or “insufficient,” which is not the same as saying that people “could not make” the deadline. Applicants may have felt rushed by the brief time period, although nearly half of respondents (48%) responded that the time was “sufficient.”\* But that does not mean that the 52% decided not to apply because they could not complete the task in 15 days. After all, the previous spring faculty prepared their annual reports, in which they report most of the same information as that which is called for in a merit self-nomination. So they need not have started from scratch. The other relevant point is that the applicant pool will probably be lower in this round (as was true under the previous contract) because the increase is a one-time payment, not money added to one’s base salary. The financial incentive is less, and some faculty undoubtedly calculated that the amount of money involved, once taxes were subtracted, wasn’t worth the bother. But that is the fault of contract negotiators who could not win a salary base increase for this round of merit (future increases will be on base). In fact, for any interested or motivated faculty member, 15 days was enough time to muster a two page self-nomination.

Continued on page 15

The concern that the shortened timeline was unfairly borne mostly by faculty and in favor of administrators is mitigated by the simple fact that upper-level administrators have large numbers of applications to review. As a chair, the maximum number of applications I might evaluate would be eight. For the Dean, that number would be more than ten times that number spanning 19 departments; for the Provost, roughly double that. Obviously, they need more time.

Both Harms and Membership Development Officer Anne Wiegand argued in various ways that the merit system was somehow “unfair” or “arbitrary” or “divisive” or “rigged”; that (as Wiegand argued) some of the best work done on campus is “invisible” and “cannot be documented,” and that the mere act of applying for merit is “unseemly,” partly because we are “fighting over scraps”—i.e. the increases may involve small dollar amounts.\*\*

So many objections, so little evidence.

The central objection here is that the work faculty do is somehow beyond measurement, or that attempts to measure it are even a sham, yielding a system that is no better, I suppose, than shooting darts or rolling dice. While stipulating that there is no such thing as a perfect process, the fact is we judge merit all the time. It is integral to what we do. We judge the merit of our students’ academic performance (imperfect though our testing instruments may be). We review applications for various merit-based student awards and honors. As reviewers for journals and book publishers, we judge the merit of articles and books. We engage in a career-long personnel process that is predicated on the principle of merit, extending to our work in the classroom, as scholars, advisors, and in service activities. From the initial hiring decision to that of promotion to full professor, personnel decisions are organized and predicated on merit-based judgments. The personnel system may be imperfect, but if there’s a better one, I’m all ears.

The merit pay process has relatively specific, well defined, articulated, consistent criteria divided into the same six categories that have been used for at least 30 years. They are derived from the SUNY Board of Trustees Policies, and nominees can meaningfully and specifically respond to them. The merit review procedure is clear and transparent. The utility of self-nomination is simple: no one knows the performance record of a nominee better than the nominee. In all, the process is reasonably fair, and certainly the antithesis of arbitrary. And I can conceive of no work-related activity, of any kind, that “cannot be documented.” In fact, here is the chance to make “invisible” activities visible. While others have raised questions about the impact of the merit pay system on morale, when arced across the last four decades, adding in my nearly 40 years of admittedly anecdotal observation, the adverse effect on morale is, I believe, vanishingly small to none. On the other hand, its impact on those who apply and receive merit pay (as nearly all applicants do) is surely positive.

Virtue may be its own reward, but even virtuous people have to pay bills and save for retirement. Additions to one’s salary based on above-the-norm accomplishments are a virtue, not a vice.

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\*On the question of time sufficiency to perform work tasks, I wonder how respondents would have answered, say, this hypothetical question: “Did you have sufficient time to deliver the content of the courses you recently taught?” Might not responses also split 50-50?

\*\* The smaller amounts of merit money disbursed on our campus stems from a decision made by Cortland administrators many years ago to distribute merit money more widely and therefore with less money per award, as opposed to other campuses where larger amounts are given to fewer applicants. I believe our campus’s decision here was the right one.

## Name Change? – Action Required

Jo Schaffer,  
UUP Statewide  
COARM Chair

If you have had a name change for any reason, please make sure you have filed a new beneficiary card with UUP under your official name. You can also send your new name change to [uup@cortland.edu](mailto:uup@cortland.edu).

Also, if you are MEDICARE ELIGIBLE you should have received your new MEDICARE CARD in the mail. Please make a copy, with the new numbers, and put it somewhere safe. Best bet is to put it in the UUP Publication

"Organizing Your Vital Records". Copies are available for download from the UUP website: [www.uupinfo.org](http://www.uupinfo.org)

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**UUP Cortland Chapter  
cordially invites you to our annual**

## **HOLIDAY MEMBERSHIP GATHERING**

**FRIDAY, December 7, 2018**

**4:00 p.m. to 7:00 p.m. at the**

**Jacobus Lounge, Brockway Hall**

**Please R.S.V.P. by Thursday, November 29 to  
uup@cortland.edu or call (607) 753-5991**

***CELEBRATE THE CAREERS OF RETIRING COLLEAGUES***

**Bring a colleague to kick off the holiday season with good food and company!**

**Donation boxes will be available at this event for Food and Gifts to benefit the  
Salvation Army of Cortland County**



## Shopping & travel benefits designed for NYSUT members

NYSUT members and their loved ones have access to dozens of endorsed shopping, travel & personal programs available through NYSUT Member Benefits. And unlike with purchasing products available to the general public, there's no need to go it alone when Member Benefits has your back.

Member Benefits acts as your advocate for any program you participate in, and we'll do our best to quickly resolve any issues or concerns you may have. Whether you are participating in one of our shopping/entertainment/travel offerings; auto, homeowners or life insurance plans; or financial or legal services, NYSUT members have the **"Power of the Union"** behind them.

### The following is just a small sampling of the endorsed programs available to the NYSUT membership.

#### **Purchasing Power Member Shopping Program**

Are you looking to purchase a new laptop computer, washer/dryer or refrigerator? The Purchasing Power Member Shopping Program allows NYSUT members to purchase products such as these and many more while paying for them through the ease of payroll deduction or ACH withdrawals. NYSUT members save 20% on their first order with Purchasing Power.

#### **Abenity Discounts**

Seeking exclusive member discounts on tickets to the latest blockbuster movies or theater events, the hottest concerts & sporting events, or the coolest theme parks & attractions? NYSUT members have access to thousands of nationwide and local discounts with the Abenity Discounts program. Abenity also offers an app for iPhone or Android smartphones available at no charge.

#### **Grand Circle Travel**

The Grand Circle Cruise Line & Grand Circle Travel program is committed to providing international travel, adventure and discovery opportunities that offer impactful and intercultural experiences. This program offers NYSUT members and their loved ones the opportunity to save \$100 per person on tours or receive a discounted rate on specific trips if acting as a group organizer.

#### **Cambridge Credit Counseling**

NYSUT members are eligible to receive free, no-obligation debt and student loan consultations with one of Cambridge's certified counselors. Cambridge also offers a unique web portal available at a reduced rate that can help explain the various options when paying down student debt, including student loan forgiveness programs, income-based repayment options and more.

# The Power of the Union

To learn more about Member Benefits-endorsed programs & services, visit [memberbenefits.nysut.org](http://memberbenefits.nysut.org) or call **800-626-8101**.



For information about contractual endorsement arrangements with providers of endorsed programs, please contact NYSUT Member Benefits.

Nov./Dec. 2018

# HIGHER EDUCATION

## MEMBER ORGANIZING INSTITUTE

*Paid fellowships to empower members to engage colleagues in conversations about UUP*

### WHO:

**UUP members are encouraged to enroll in NYSUT's Member Organizing Institute for Higher Education Activists.** Volunteers will be trained in member engagement, communications skills, use of advanced technology tools, leadership, and union and community issues.

### WHAT:

Attendees will learn how to open conversations with colleagues, mobilize supporters, and identify grassroots leaders—all while helping to build the movement to support public education and its employees and students.

All participants will be expected to:

- Commit to 18 or 12 (four-hour) shifts over the duration of the program
- Attend a two-day training sessions. *(Lodging and meals provided)*
- Accept observation and constructive feedback from and maintain regular communication with their assigned mentor throughout the program
- Be comfortable with the basic navigation of a smartphone
- Be on their feet walking for most of their shift, including in inclement weather and after dark. Driving between houses may be required as well.

**Fellows who complete the training and required work will receive an \$1,800 (18-shift option) or \$1,200 (12-shift option) stipend, plus reimbursement for travel.**

### WHEN & WHERE:

**Jan. 7-8, 2019, at NYSUT's Syracuse Regional Office**

### HOW:

**To apply, go to <https://tinyurl.com/NYSUTMOIHigherEd>**  
UUP Membership Development Officer Tom Hoey will contact you directly with more information once you apply.

## THE DEADLINE TO APPLY IS DEC. 15, 2018

**For more information, contact Yvette Gedeon at [ygedeon@uupmail.org](mailto:ygedeon@uupmail.org) or at (518) 640-6600**



UNITED UNIVERSITY PROFESSIONS | PRESIDENT FREDERICK E. KOWAL, Ph.D.  
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## Your Union Contract At Work!



# UUP Dependent Scholarship Program

**FAST  
FACTS**

A new UUP Benefit Trust Fund Scholarship Program is now available for undergraduate students starting with the Fall 2018 semester and running through the Spring 2022 semester. **Scholarships of \$500 per semester** are available for eligible dependents of active, UUP-represented SUNY employees.

### Eligibility and guidelines:

- Scholarships awards can be used for books, supplies, or room and board costs; it cannot be used to pay for tuition.
- A maximum of one \$500 scholarship per dependent child will be awarded each semester, even if both parents are UUP-represented employees.
- Eligible dependents, up to age 26, must be enrolled in a SUNY state-operated campus. Dependents who turn 26 anytime during the semester in which they are applying are no longer eligible.
- Each dependent child is eligible for a maximum of eight scholarships. Scholarship checks will be issued in the UUP-represented employee's name.
- Applications must be postmarked by 60 days after the end of the semester for which the dependent is applying.
- The scholarship form outlines specific criteria that UUP-represented employees and their dependents must meet to qualify for the scholarship.
  - There are two different forms based on a member's eligibility for the New York State Health Insurance Program. Non-NYSHIP-eligible employees will need to provide documentation verifying that they are the parent of the student.

**For more information, call the UUP  
Benefit Trust Fund at 800-887-3863.**

**For applications, go to  
<https://bit.ly/2FoRI2G> or  
scan the QR code at right.**



UNITED UNIVERSITY PROFESSIONS | PRESIDENT FREDERICK E. KOWAL, Ph.D.  
BENEFIT TRUST FUND: 800.887.3863 | FAX: 866.559.0516  
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**UUP CORTLAND CHAPTER — EXECUTIVE BOARD 2017-2019**

4-Digit phone numbers begin with 607-753-xxxx

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Advice #    123456789 Advice Date    09/10/2015	Pay Start Date    09/10/2015 Pay End Date    09/24/2015		Net Pay <b>1,234.56</b>		
Department ID    1234		Pay Rate    56,789.10			
EARNINGS		TAX DATA			
	Current	YTD	Federal	State	NYC    Yonkers
Regular Pay Salary Employee	3456.78	45,678.90	4	4	
Location Pay	56.78	678.90	2	0	
		Fed Withholding Medicare Social Security NY Withholding		Current 3,456.78 45,678.90 3,456.78 45,678.90	YTD 1,234.56 34,567.89 1,234.56 34,567.89
BEFORE TAX DEDUCTIONS		AFTER TAX DEDUCTIONS			
	Current	YTD	Current	YTD	
Regular Before Tax Health	456.78	1,234.56			
Supplemental Ret. Annually Prog.	678.90	5,678.90			
TIAA Retirement Before Tax	56.78	1,234.56			
			UUP Member 26P    34.56    456.78		

## UUP Membership Entitles You To:

- Vote on collective bargaining agreement
- Maintain UUP membership after retirement and be eligible for benefit programs
- Hold union office
- Upon separation of service, obtain Associate Membership with NYSUT and be eligible for benefit programs
- Attend union meetings
- Elect union leaders on your campus and choose your representatives at the state and national levels

Please contact your chapter officers for a membership application.



**Executive Board Meetings Schedule**  
Dec. 12

**Labor Management Meetings Schedule**  
Nov. 21 & Dec. 19

**Union Matters**  
Nov. 15  
**Holiday Gathering**  
Dec. 7