



THE CORTLAND CAUSE

Volume 36, Issue 2
November–December
2010

Special points of interest:
—Welcome Darryl Wood
—Middle States Perspective

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PLAN TO ATTEND!

**UUP ANNUAL
HOLIDAY
MEMBERSHIP
GATHERING**

FRIDAY, DEC. 10
4-7 p.m.
Corey Union
Function Room

Featuring
another Hischak
musical spoof at
5:30 p.m.
SUNY WARS
*The Empire Strikes
Back*
(see page 6)

GOVERNOR’S BUDGET AX HITS SUNY AGAIN

- \$23 million mid-year cut to SUNY
- Cortland’s Share — \$543,000

See page 2

UUP CHAPTER ELECTIONS COMING IN SPRING 2011

- Call for Nominations in January
- Members urged to run for office

See page 2

STATEWIDE NEGOTIATIONS SURVEY

Available to UUP Members until
December 15

- Go to www.uupinfo.org
- Click on “UUP Negotiations Survey”
- Password sent to UUP members via letter from President Phil Smith

Hard copies of the survey available upon request —
If you have questions or need a hard copy,
contact the Chapter Office, uup@cutland.edu,
Tel. Ext. 5991

PLEASE PARTICIPATE—YOUR UNION IS YOU!



MID-YEAR BUDGET CUT TO SUNY

—Jamie Dangler

we'll be organizing visits to our local legislators and calling upon you

We encourage you to consider running for UUP office

Last month we learned that Governor Paterson took another \$23.5 million from SUNY. This latest mid-year cut brings SUNY's share of the Governor's state workforce savings to \$56.5 million - 20% of the total. This latest cut adds to the \$562 million already taken from SUNY in previous budget reductions. Though many other state agencies have been hit hard by the budget axe, we're left again to wonder why SUNY is being targeted for such a high proportion of the cuts.

Cortland's share of the \$23.5 million mid-year cut to SUNY was \$543,000. At a recent Labor-Management meeting President Bitterbaum confirmed the importance of Cortland's reserve funds in helping the campus get through continued reductions in state support. Unfortunately, we've learned that the Governor may impose even more cuts to SUNY within this budget period.

If we get another cut during this budget cycle, it may be difficult for our campus to continue with current searches to fill vacant positions. This would have dire consequences as many full-time positions are not being filled, many offices are understaffed, and delivery of our basic curriculum has been compromised in many academic areas. A significant portion of our reserve fund is generated by imposing very high overhead charges on department IFR accounts. These overhead charges have been increased steadily over the past two years and the campus now depends on this money to operate. But, this is a zero-sum game. Departments that

have IFR accounts now have much less in their budgets for basic supplies and operating needs.

UUP President Phil Smith has asked us to mobilize members to communicate with legislators about the consequences of these draconian budget cuts on our campuses and to press for a rational tuition policy that allows reasonable tuition increases across the SUNY system.

Maintaining the quality of public higher education as well as affordability and access to SUNY institutions for New York State residents remain key goals. These are goals the public continues to affirm. Anyone who doubts this should look at our application/acceptance figures. Cortland received 12,000 freshman applications for the Fall, 2010 and accepted 1100. We received 3,000 transfer applications and accepted 550 transfers. We're not alone in seeing increasing demand for a SUNY education.

As the mid-year budget situation unfolds, we'll be organizing visits to our local legislators and calling upon you to communicate through letters, faxes, and phone calls. Please stay tuned and help us advocate to SAVE SUNY and to press for changes in tax policies as well as cost-saving measures that trim waste and not the heart and soul of our state's workforce and economy. ■

CALL FOR NOMINATIONS — CHAPTER ELECTIONS

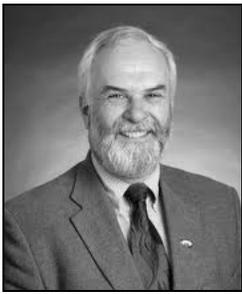
In accordance with UUP policy, the Cortland Chapter will hold its biennial chapter elections during Spring Semester 2011. Officers to be elected this spring include the following: Chapter President; Vice-President for Professionals; Vice-President for Academics; Secretary; Treasurer; Part-Time Concerns Representative; Academic and Professional Board members at-large; and academic and professional delegates to the statewide Delegate Assembly.

Nomination forms will be mailed on January 5, 2011, to individual members at your home addresses. Nomination forms will be due to the UUP central office by February 2, 2011. Nomination lists will be posted on the UUP website and sent to chapter presidents on February 3, 2011. Soon thereafter a special issue of *The Cortland Cause* will be published with brief candidate statements. Ballots will be mailed to members between February 23-25, 2011, and will be due to UUP headquarters by March 23, 2011.

We encourage you to consider running for UUP office—we always need "new blood" as well as experienced board members, so do not be shy about putting your name forward. Contact the Chapter President or another board member with any questions or for more information about the specific duties of the positions for which elections will be held. ■

WELCOME DARRYL WOOD

Our New NYSUT Labor Relations Specialist



With this issue of *The Cortland Cause*, it is our pleasure to welcome Darryl Wood as our new NYSUT Labor Relations

Specialist (LRS). Darryl takes over the LRS role from Dennis Selzner, who retired in September. As LRS, Darryl will work not only with our chapter but also with UUP members on the Oneonta, Delhi, and Binghamton campuses.

Darryl's rich and longstanding history with UUP and SUNY make him an ideal "fit" for his new LRS responsibilities. A graduate of SUNY Binghamton (with master's degrees in both History and Business Administration), Wood worked there from 1978 until accepting his new position. He served as Binghamton UUP Chapter President for over eight years and, prior to that, was Binghamton's Vice President for Professionals. While UUP Binghamton President, Wood was lauded by his colleagues for moving labor-management relationships in very

positive directions and for improving transparency through his efforts to keep members informed on both local and statewide issues.

In addition to his seminal work on the Binghamton campus, Darryl has served on the UUP statewide Grievance Committee, the Women's Rights and Concerns Committee, the Veteran's Affairs Committee, the Professional Issues Committee, the Statewide Executive Board, and three contract Negotiations Teams. He has completed extensive LRS training through NYSUT and spent much of the past year working with other Labor Relations Specialists on campuses across the SUNY system. Darryl thus brings to his LRS role a broad perspective and experience with UUP issues and member concerns at all levels.

We are delighted to have Darryl as our new LRS and we look forward very much to deepening our relationship with him as time goes on. ■

Darryl's rich and long-standing history with UUP and SUNY make him an ideal "fit"

SIGN A UUP MEMBERSHIP CARD TO HAVE A VOTE!

With preparation for contract negotiations underway and chapter elections coming in the spring, it's important to note that you must be a signed-up UUP member to participate in the union's information-gathering phase for negotiations and have a voice in electing chapter leaders.

You are not a member of the union until the UUP Administrative Office receives your signed membership application. All Professional Services Negotiating Unit members pay an agency fee equal to union dues, even if they do not join the union.

Signing a membership card will not change the union deduction from your paycheck, but it will entitle you to do the following:

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

Alan G. Hovesi New York State Comptroller		JOHN DOE		10/1/2005 - 10/1/2005		Current		3,456.78		1,234.56	
Address: 123 Main St Albany, NY 12212		Pay Start Date: 02/15/2005		Retirement System: TIAA CREF		Net Pay		1,234.56			
Department ID: 1004		Pay Rate: 78,910.11									
Earnings		Deductions		TAX DATA		Federal		State		NY	
Basic Pay	3,456.78	UUP	45.67	Federal	123.45	State	56.78	NY	98.76		
UUP Agency Fee	45.67	UUP	45.67	State	56.78	NY	98.76				
UUP Agency Fee	45.67	UUP	45.67	NY	98.76						
BEFORE TAX DEDUCTIONS		Current		UUP		UUP		UUP		UUP	
3,456.78		45.67		45.67		45.67		45.67		45.67	
3,411.11		45.67		45.67		45.67		45.67		45.67	
3,365.44		45.67		45.67		45.67		45.67		45.67	
3,319.77		45.67		45.67		45.67		45.67		45.67	
3,274.10		45.67		45.67		45.67		45.67		45.67	
3,228.43		45.67		45.67		45.67		45.67		45.67	
3,182.76		45.67		45.67		45.67		45.67		45.67	
3,137.09		45.67		45.67		45.67		45.67		45.67	
3,091.42		45.67		45.67		45.67		45.67		45.67	
3,045.75		45.67		45.67		45.67		45.67		45.67	
2,999.08		45.67		45.67		45.67		45.67		45.67	
2,953.41		45.67		45.67		45.67		45.67		45.67	
2,907.74		45.67		45.67		45.67		45.67		45.67	
2,862.07		45.67		45.67		45.67		45.67		45.67	
2,816.40		45.67		45.67		45.67		45.67		45.67	
2,770.73		45.67		45.67		45.67		45.67		45.67	
2,725.06		45.67		45.67		45.67		45.67		45.67	
2,679.39		45.67		45.67		45.67		45.67		45.67	
2,633.72		45.67		45.67		45.67		45.67		45.67	
2,588.05		45.67		45.67		45.67		45.67		45.67	
2,542.38		45.67		45.67		45.67		45.67		45.67	
2,496.71		45.67		45.67		45.67		45.67		45.67	
2,451.04		45.67		45.67		45.67		45.67		45.67	
2,405.37		45.67		45.67		45.67		45.67		45.67	
2,359.70		45.67		45.67		45.67		45.67		45.67	
2,314.03		45.67		45.67		45.67		45.67		45.67	
2,268.36		45.67		45.67		45.67		45.67		45.67	
2,222.69		45.67		45.67		45.67		45.67		45.67	
2,177.02		45.67		45.67		45.67		45.67		45.67	
2,131.35		45.67		45.67		45.67		45.67		45.67	
2,085.68		45.67		45.67		45.67		45.67		45.67	
2,040.01		45.67		45.67		45.67		45.67		45.67	
1,994.34		45.67		45.67		45.67		45.67		45.67	
1,948.67		45.67		45.67		45.67		45.67		45.67	
1,903.00		45.67		45.67		45.67		45.67		45.67	
1,857.33		45.67		45.67		45.67		45.67		45.67	
1,811.66		45.67		45.67		45.67		45.67		45.67	
1,766.00		45.67		45.67		45.67		45.67		45.67	
1,720.33		45.67		45.67		45.67		45.67		45.67	
1,674.66		45.67		45.67		45.67		45.67		45.67	
1,629.00		45.67		45.67		45.67		45.67		45.67	
1,583.33		45.67		45.67		45.67		45.67		45.67	
1,537.66		45.67		45.67		45.67		45.67		45.67	
1,492.00		45.67		45.67		45.67		45.67		45.67	
1,446.33		45.67		45.67		45.67		45.67		45.67	
1,400.66		45.67		45.67		45.67		45.67		45.67	
1,355.00		45.67		45.67		45.67		45.67		45.67	
1,309.33		45.67		45.67		45.67		45.67		45.67	
1,263.66		45.67		45.67		45.67		45.67		45.67	
1,218.00		45.67		45.67		45.67		45.67		45.67	
1,172.33		45.67		45.67		45.67		45.67		45.67	
1,126.66		45.67		45.67		45.67		45.67		45.67	
1,081.00		45.67		45.67		45.67		45.67		45.67	
1,035.33		45.67		45.67		45.67		45.67		45.67	
989.66		45.67		45.67		45.67		45.67		45.67	
944.00		45.67		45.67		45.67		45.67		45.67	
898.33		45.67		45.67		45.67		45.67		45.67	
852.66		45.67		45.67		45.67		45.67		45.67	
807.00		45.67		45.67		45.67		45.67		45.67	
761.33		45.67		45.67		45.67		45.67		45.67	
715.66		45.67		45.67		45.67		45.67		45.67	
670.00		45.67		45.67		45.67		45.67		45.67	
624.33		45.67		45.67		45.67		45.67		45.67	
578.66		45.67		45.67		45.67		45.67		45.67	
533.00		45.67		45.67		45.67		45.67		45.67	
487.33		45.67		45.67		45.67		45.67		45.67	
441.66		45.67		45.67		45.67		45.67		45.67	
396.00		45.67		45.67		45.67		45.67		45.67	
350.33		45.67		45.67		45.67		45.67		45.67	
304.66		45.67		45.67		45.67		45.67		45.67	
259.00		45.67		45.67		45.67		45.67		45.67	
213.33		45.67		45.67		45.67		45.67		45.67	
167.66		45.67		45.67		45.67		45.67		45.67	
122.00		45.67		45.67		45.67		45.67		45.67	
76.33		45.67		45.67		45.67		45.67		45.67	
30.66		45.67		45.67		45.67		45.67		45.67	
-15.00		45.67		45.67		45.67		45.67		45.67	
-69.33		45.67		45.67		45.67		45.67		45.67	
-123.66		45.67		45.67		45.67		45.67		45.67	
-178.00		45.67		45.67		45.67		45.67		45.67	
-232.33		45.67		45.67		45.67		45.67		45.67	
-286.66		45.67		45.67		45.67		45.67		45.67	
-341.00		45.67		45.67		45.67		45.67		45.67	
-395.33		45.67		45.67		45.67		45.67		45.67	
-449.66		45.67		45.67		45.67		45.67		45.67	
-504.00		45.67		45.67		45.67		45.67		45.67	
-558.33		45.67		45.67		45.67		45.67		45.67	
-612.66		45.67		45.67		45.67		45.67		45.67	
-667.00		45.67		45.67		45.67		45.67		45.67	
-721.33		45.67		45.67		45.67		45.67		45.67	
-775.66		45.67		45.67		45.67		45.67		45.67	
-830.00		45.67		45.67		45.67		45.67		45.67	
-884.33		45.67		45.67		45.67		45.67		45.67	
-938.66		45.67		45.67		45.67		45.67		45.67	
-993.00		45.67		45.67		45.67		45.67		45.67	
-1,047.33		45.67		45.67		45.67		45.67		45.67	
-1,101.66		45.67		45.67		45.67		45.67		45.67	
-1,156.00		45.67		45.67		45.67		45.67		45.67	
-1,210.33		45.67		45.67		45.67		45.67		45.67	
-1,264.66		45.67		45.67		45.67		45.67		45.67	
-1,319.00		45.67		45.67		45.67		45.67		45.67	
-1,373.33		45.67		45.67		45.67		45.67		45.67	
-1,427.66		45.67		45.67		45.67		45.67		45.67	
-1,482.00		45.67		45.67		45.67		45.67		45.67	
-1,536.33		45.67		45.67		45.67		45.67		45.67	
-1,590.66		45.67		45.67		45.67		45.67		45.67	
-1,645.00		45.67		45.67		45.67		45.67		45.67	
-1,699.33		45.67		45.67		45.67		45.67		45.67	
-1,753.66		45.67		45.67		45.67		45.67		45.67	
-1,808.00		45.67		45.67		45.67		45.67		45.67	
-1,862.33		45.67		45.67</							

I have felt a sense of pride as I see many of my colleagues step forward to serve the campus. The final product will be a helpful guide to lead the campus in the coming years roll



**MIDDLE STATES
ACCREDITATION
AT SUNY CORTLAND:
ONE FACULTY MEMBER'S
PERSPECTIVE**

—Lynn Anderson
Recreation, Parks and Leisure Studies

I have the privilege of co-chairing the Middle States reaccreditation process at SUNY Cortland with Dr. Virginia Levine, Executive Assistant to the President. I can hear many of you snickering now, “*Privilege? What is she thinking?*”

I have to admit, it is a daunting process. And it has taken effort and time that I could focus elsewhere. But in the process thus far, what I have learned about SUNY Cortland as a campus community is enriching my typical faculty activities. I have gained a deeper appreciation for our institution. I have had the privilege of interacting with faculty, staff and students from other departments and offices, dialoguing about our college in a reflective and meaningful way. Our dialogue has been structured by the research questions we have set out to answer as we study who we are and why we do what we do as an academic community.

I have felt a sense of pride as I see many of my colleagues step forward to serve the campus, participate in the reflective self-study, and get excited about exploring how we are doing in relation to not only the external Middle States Standards, but also to the campus priorities we have established. How well do we embrace and enact our mission, our vision and our values? We aspire to academic excellence. How are we doing as a faculty as we seek excellence in teaching, scholarship and service? How effective is our curriculum? How about our students? Do they experience academic excellence and transformational learning experiences? How does our campus support well-being? How well do we maximize our resources to achieve our priorities? These questions are intriguing, and in the process of answering them for our self-study, we are also showing evidence of how we meet the Middle States standards. We will identify our strengths and make recommendations for change, based on data from many sources.

The self-study process is inclusive and participatory. As co-chairs, Ginny and I would like to invite

you to become involved, share your expertise, experience rich dialogue, and have a voice in the future of our institution. We invite you to join any of the five Middle States subcommittees. The five subcommittees are:

- 1) Mission, vision, values and planning;
- 2) Academic excellence;
- 3) Transformational education;
- 4) Well-being; and,
- 5) Maximizing resources.

It is a privilege to monitor ourselves through the accreditation process and show evidence that we are an institution of learning that prides itself on “helping students grow as engaged citizens with a strong social conscience.”

Some thoughts from colleagues on the Middle States Steering Committee:

“By participating on the Middle States Steering Committee and on its Transformational Education Subcommittee, I’m able to identify additional connections between other initiatives (such as the *Bringing Theory to Practice* study) and more fully appreciate the extent to which SUNY Cortland is dedicated to our students’ holistic and life-changing education.”

—John Suarez, Institute for Civic Engagement

“What I have enjoyed about Middle States involvement is connecting with different folks from different places on campus, each with something to contribute to a common goal.”

—Vicki Wilkins, Recreation, Parks and Leisure Studies

“Participation in the accreditation process allows us to explore what’s best about SUNY Cortland.”

—John Shirley, Career Services

“As a relatively new employee, participation in Middle States is giving me the opportunity to learn more about the campus and how things work. My participation has been very worthwhile so far.”

—Jennifer Janes, The Cortland Fund

“It is rewarding to be interacting with colleagues across campus on a common task. The final product will be a helpful guide to lead the campus in the coming years.”

—Joy Hendrick, Kinesiology



**MIDDLE STATES COMMISSION
ON HIGHER EDUCATION**

Want to learn more about the Middle States Commission on Higher Education and its accreditation process?

See online — www.msche.org



GETTING OUT THE VOTE

Many thanks to those Cortland UUP members who participated in various efforts to get people out to vote in the recent November elections. Photos of some who participated in NYSUT phone banking efforts are pictured here. "I'd like to thank our members for setting aside time from their busy schedules to work the phone banks," said UUP President Phil Smith. "Every vote counts...The future of SUNY may well depend upon it [the election results]."



Pictured, clockwise from top right: Henry Steck (Political Science); Janet Steck (Art Emerita); Mel King (Psychology); Mecke Nagel (Philosophy); Jo Schaffer (Art Emerita) David Ritchie (Library); Marc Dearstyne (EOP); and Paul Luyben (Psychology).

—Photos courtesy of Brian Tappen, Upstate Medical University



Thanks also to Richard Kendrick for spear-heading the campus's "Rock the Vote" campaign to get out the student vote!

Part-time academics are encouraged to express their gratitude for this award

DSI AWARDED TO PART-TIME ACADEMICS



—Anne Wiegard
English

All part-time academic employees who were on the payroll as of Spring 2010 are receiving a DSI award for 2010, prorated according to their work obligation at a rate of \$10 per course credit hour taught or its equivalent. This raise will be added to the base salary for as long as the individual remains in his or her position. According to the Agreement between the State of NY and UUP, distribution of this award will be retroactive to July 1, 2010, for employees with a calendar year obligation, or to September 1, 2010, for employees with an academic year obligation. The Administration expect the awards on our campus to be distributed in the November 24th paycheck. DSI awards are completely within the discretion of the President of the College, and part-time academics are encouraged to express their gratitude for this unprecedented award. Any part-time academic employee who did not receive a letter from President Bitterbaum to this effect should contact the Chapter Office to inquire (753-5991, e-mail uup@cortland.edu).

GET INVOLVED WITH UUP —
BECOME A DEPARTMENT REPRESENTATIVE

—John Shedd
History



...there are
still many
depart-
ments for
which we
need
representa-
tives

During the past year, as Chapter Membership Officer, I have been working with other Executive Board members to improve communication across the campus by re-establishing a Department/Unit Representative system. So far, we've recruited about 20 people to help in this effort, but as you can see from the list in the next column, there are still many departments/units for which we need representatives. Won't you please consider volunteering? This is a great way to learn more about UUP and get involved at the grass-roots level.

The primary duties of a campus "UUP rep" is to serve as a liaison between the department/unit and UUP by doing the following:

- Respond to member questions by forwarding them to the appropriate UUP officer(s) on campus.
- Alert appropriate UUP officer(s) to any concerns department members may have. If unsure which UUP officer to direct a question to, contact the Chapter President, the Vice-President for Professionals, or the Vice-President for Academics for direction.
- Reach out to individuals in the department who have not joined UUP, reminding them of the benefits of doing so. A list of each department's non-members and membership cards will be provided periodically.
- Pass along to department members information learned from UUP communications.
- Attend at least one "Union Matters" chapter meeting or an Executive Board meeting each semester.
- Respond to specific requests to alert colleagues to urgent events or calls for action.

For more information, please contact me (john.shedd@cortland.edu, ext. 2035). I hope to hear from you!

DEPARTMENT/UNIT REPS FALL 2010

Academic Computing—Vicki Hess & MaryToti
ASAP—Maryangela Chandler & Jen Drake
Athletics—Julie Lenhart
Childhood/Early Childhood—Lin Lin
English—Matt Lessig
Facilities Planning, Design & Construction—
Joe Westbrook
Geography—Ibipo Johnston-Anumonwo &
David Miller
History—Brett Troyan & Judy VanBuskirk
Judicial Affairs—Michael Pitaro
Philosophy—Andy Fitz-Gibbon
Physical Education—Jeff Walkuski
Publications & Electronic Media—
Ingrid Jordak
Recreational Sports—Louise Mahar
Residence Life & Housing— Sarah Gingrich
Sport Management—Peter Han
University Police—Eamon O'Shea

UUP is proud to present

SUNY WARS

(Episode 29)

The Empire Strikes Back an intergalactic operetta

Music by Victor Herbert, Sigmund Romberg,
and Rudolf Friml

Book and lyrics by Tom and Mark Hischak
Musical direction by Donna Anderson

Friday, December 10, 5:30 p.m.
Corey Union — Function Room
during the UUP Annual Holiday
Membership Gathering

Don't miss
the annual
Holiday
Member-
ship
Gathering!

UUP Cortland Chapter Office
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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, B-18A Old Main,
 uup@cortland.edu

UUP CONTRACT NEGOTIATIONS *BE SURE YOUR VOICE IS HEARD!*

The *2007-2011 Agreement Between the State of New York and United University Professions* expires July 1, 2011. UUP's extensive preparations to negotiate the successor contract are now underway.

For negotiations updates and information please visit www.uupinfo.org — Click on “2010 Negotiations Information” on the right side of the homepage.

Avenues for member input during the Fall, 2010 semester include the following:

Member Suggestion Forms: Online and printable PDF versions available at www.uupinfo.org (Click on *2010 Negotiations Information*). Use these to provide detailed comments, explanations, and suggestions related to your employment issues, needs and experiences.

Negotiations Survey: Each UUP member will have the opportunity to complete a comprehensive on-line survey. The survey will be accessible from mid-November until December 15. Each UUP member will individually receive a letter from UUP President Phil Smith with instructions for accessing the survey. Hard copies of the survey are also available upon request—for questions or to request a hard copy, contact the UUP Cortland Chapter Office (e-mail uup@cortland.edu).

Negotiations Team Chapter Visits: Members of the Negotiating Team have been busy visiting every SUNY campus this fall. Cortland's campus visit took place on October 12.

Ad Hoc Advisory Committee Information-Gathering: Cortland's representatives to the Ad Hoc Advisory Committee (Jen Drake, professionals, and Ross Borden, academics) have held a series of Focus Group meetings on campus during November and will be preparing a report for presentation to the Negotiations Team and Negotiations Committee in early December.

Negotiations E-mail Address: You may communicate directly with UUP Chief Negotiator Jamie Dangler and Associate Chief Negotiator Mike Smiles any time by e-mailing contract@uupmail.org.

Please don't miss your opportunities to express your views and offer ideas, suggestions, and recommendations to UUP.

YOUR UNION IS YOU—MAKE SURE YOUR VOICE IS HEARD!



Above: Chief Negotiator Jamie Dangler shares information with members about avenues for input during a recent campus visit — *Photo by Brian Tappen, Upstate Medical University*