

The Bullhorn

The Official Newsletter of the SUNY New Paltz Chapter of the UUP

Reflections on Unionism in a Time of Crisis

In the past two decades union membership has declined dramatically in the U.S. Only 7.5% of the workers in the private sector are union members. There are many reasons for this but union busting has been one, aided by the politicization of the National Labor Relations Board under the Bush administration. Currently, companies threatened with unionization have hired powerful law firms to fight union organizing efforts and other organizations, including the American Chamber of Commerce, are lobbying against the Employee Free Choice Act, which has the support of President Obama. Also, the effects of a declining union membership are evident in the Walmartization of the economy which has contributed to the ranks of the working poor and the growing inequality of income.

American workers and the middle class are taking it on the chin like never before and there are no bailouts for families in sight. Many feel that they are in a race to the bottom. The economic meltdown caused by the unfettered greed and irresponsibility of Wall Street has created a nightmare scenario for Americans desperately trying to hold on to the American dream of home ownership and a decent standard of living. A recent Census Bureau annual report on income, poverty and health insurance reveals that in 2008 median household income fell to \$50,303 from \$52,163 in 2007. In 1998, the median income was \$51,295, adjusted for inflation. This decline is unprecedented in U.S. history. Since the Census Bureau began following household income four decades ago there has never been a decade when median income has not risen. Unemployment at this writing stands at 10.2% and home foreclosures proliferate across the American landscape. Personal bankruptcies because of catastrophic illness continue to rise and more and more people have become homeless. On November 29, the NY Times reported that more families are receiving food stamps than ever before. Clearly, unions are needed now more than ever to raise the standard of living,

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Discretionary Salary Increases for Part-Time Faculty

Both teaching and professional part-time faculty are eligible to apply for discretionary salary increases (DSI). This year the amount of the award is \$400 for the first year, and \$100 per 3 credit course taught thereafter. The increase, applied to base salary, can make a significant difference over time.

We encourage all part-timers to apply for DSI. In the past nearly all part-time faculty who have applied have been awarded DSI. Consider it an investment: it does take time initially to put together a dossier, but in subsequent years you need only update it to reapply.

If you missed the workshop on DSI that the UUP Part-Time Concerns Committee offered recently, you may contact Yvonne Aspengren, with questions. In addition, the January 2009 Bullhorn featured a comprehensive article by UUP Delegate Maryann Fallek, "DSI for Part-Timers, Frequently Asked Questions", which begins on page 5. The information pertains to 2008, but is still quite helpful.

Information about DSI can be found in the memo at my.newpaltz.edu under the "Faculty/Staff Services" tab. In "Documents and Policies" go to "Promotions and Discretionary Salary Increases (faculty)." Under "Details", pages 6–7 outline the process and documentation required. (Note: as of this writing the information had not yet been updated for 2009)

What you need to know, taken from the my.newpaltz.edu memo:

Dossier: Total Size

DSI application files are limited to one small three ring binder (1½" to 2"). Conciseness is highly valued by reviewers. Materials should be secured (i.e., not loose sheets in a folder) to prevent loss or disorder and should be arranged in the sequence given below.

Required Materials

- 1) Curriculum Vitae
- 2) Personal statement of the basis for the request. This narrative should be relatively brief (1–3 pages, typically) and include such elements as (a) what may have prompted the course revision, teaching innovation, etc, (b) a description of the accomplishment, (c) goals that you hope to achieve and (d) discussion of the actual or anticipated success. (The supporting materials themselves are at the end of the dossier.)
- 3) List of courses taught for one year, ending with the Fall 2008 semester. Course enrollments and any special qualities of each course (writing intensive, part of the Freshman Year Initiative (FYI) or Freshman Interest Group (FIG) programs, evening or weekend courses, etc.) should be included.
- 4) Syllabi or course outlines for the courses listed in (3).
- 5) SEI's and observation reports by supervisor and/or other colleagues for courses listed in (3) (note: in the event that Fall 2007 SEI's are not yet available, they aren't required!).
- 6) Relevant and concise materials to support the basis of the request.

Optional Materials

- 1) Sample assignments, examinations, student work that support the request.
- 2) Evidence of outside-the-classroom teaching activities such as independent study projects, student club activities, etc, if used as the basis for a request. (These types of activities are voluntary and not expected, but can be the basis for a request).

Payment Date

Funds are typically allocated in November or December and will be retroactive to the beginning of the Fall semester. For part-time faculty, the award for the first year is a set sum (\$400 for 2009). In subsequent years, an amount equal to

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Discretionary Salary Increases for 2009

The following list reflects the DSI awards made for the calendar year 2009. This contractually negotiated benefit sets aside 1% of the total UUP bargaining unit payroll for distribution as permanent increases to salary, in the amounts noted on the list below.

Adams, Michael	\$1,500
Aldana, Ligia	\$1,500
Aponte, Carlos	\$750
Appelbaum, David	\$1,500
Arnold, Merle	\$1,000
Aspengren, Yvonne	\$1,000
Azari Rad, Hamid	\$1,500
Backhaus, Kristin	\$1,500
Baker, Kathleen	\$750
Balaban, Mark	\$1,000
Barna, Mary	\$500
Barry, Brett	\$400
Baumler, Donna	\$400
Bennett, James	\$1,500
Bernstein, Lee	\$1,000
Bloom, Nancy	\$750
Bonilla, Antonio	\$1,000
Books, Susan	\$1,500
Bose, Sunita	\$1,000
Bower, Wendy	\$1,000
Boyle, Mary	\$1,500
Bray, Gregory	\$1,500
Brockner, Helen	\$750
Brown, William	\$500
Brown, Peter	\$1,000
Brownstein, Lewis	\$1,500
Bruley, Robert	\$500
Bryant, Karl	\$1,500
Buckman, Gary	\$1,000
Burke, Kathryn	\$750
Bynum, Gregory	\$1,000
Calderon, Rafael	\$1,000
Caldwell, Barbara	\$1,000
Capozzi, Robert	\$500
Caracci, Corinna	\$1,000
Cardillo, Rimer	\$1,000

Cardona, Niza	\$1,000
Carr, Larry	\$1,500
Carso, Kerry	\$1,500
Cartwright, Natalie	\$1,500
Caskey, Kevin	\$1,000
Cavallaro, David	\$1,250
Celariste, Rita	\$1,000
Celotto, Anna	\$275
Chaffee, Donna	\$1,000
Chauvet, Paul	\$1,000
Chiarito, Julie	\$569
Chien, Suwan	\$400
Chorzempa, Barbara	\$1,500
Chowdhury, Shafiul	\$1,500
Circe, Shana	\$1,000
Citera, Maryalice	\$1,000
Clark, William	\$500
Clark, Theodore	\$1,500
Clark, David	\$1,500
Cogswell, John	\$500
Cohen-La Valle, Robin	\$1,000
Connolly, Joan	\$500
Corti, Carrie	\$750
Cowan, Carole	\$1,500
Crane, Jeffrey	\$400
D'Agostino, Joseph	\$750
Dalgic, Orkunt	\$1,500
Daly, Christine	\$1,000
Dangerfield, Raymond	\$500
Deen, Marystella	\$1,500
Deiudicibus, Joann	\$750
Delape, Christine	\$1,888
Demunck, Victor	\$1,500
Demuth, Peter	\$500
DePaolo, Reena	\$750
Deschamps, Francois	\$1,500
Dewar, Tim	\$1,500
Dhar, Preeti	\$1,000
Diamond, Joseph	\$1,000
Dillon, Robert	\$1,500
Dominici, Diego	\$1,000
Dooley, Colleen	\$750

Dorney, Judith	\$1,000	Hart, Erick	\$1,000
Dowley, Kathleen	\$1,500	Haselton, Aaron	\$1,500
Dubois, Jacqueline	\$750	Hauptman, Laurence	\$1,500
Duhaney, Devon	\$1,500	Havranek, Gwen	\$750
Dull, Laura	\$1,500	Heath, Foster	\$1,500
Dunefsky, Alan	\$750	Hellmann, Norbert	\$400
Eberhardt, Lewis	\$500	Herrmann, George	\$375
Emerson-Hoss, Katherine	\$400	Hewett, Heather	\$1,500
Engel-Dimauro, Salvatore	\$1,500	Higgins, Andrew	\$1,000
Evans, Andrew	\$1,500	Highley, Tonda	\$1,000
Fairbrother, Peter	\$500	Hill, Melanie	\$1,500
Fakler, Mary	\$1,000	Hines, Aaron	\$500
Farbaniec, David	\$750	Ho, Hon	\$1,500
Feliciano, Wilma	\$1,000	Hoff, Shaun	\$1,000
Fenkl, Heinz	\$1,500	Hofstetter, Elaine	\$1,500
Ferguson, Megan	\$1,500	Holland, Mary	\$1,000
Festa, Thomas	\$1,000	Hollister, Joan	\$1,500
Fialkow, Lawrence	\$1,500	Holmes, Tabitha	\$1,500
Fitzpatrick, Patricia	\$1,000	Hurley, Kristen	\$1,000
Fossett, James	\$1,500	Isabelle, Aaron	\$1,500
Freel, Penny	\$1,000	Johnson, Michelle	\$1,000
French, Katherine	\$1,500	Johnson, Nancy	\$1,500
Galperin, Anne	\$1,500	Jones, Lisa	\$1,000
Gannon, Brendan	\$750	Junge, Marvin	\$1,500
Geher, Kathleen	\$1,000	Kahl, Mary	\$1,500
Geher, Glenn	\$1,500	Kalhor, Hassan	\$1,000
Gill, Ann	\$1,000	Kassel, Paul	\$1,000
Girma, Paul	\$1,000	Kassop, Nancy	\$1,500
Giufre, Matthew	\$1,000	Kastner, Mary	\$1,000
Goding, Anne	\$1,000	Kaufman, Peter	\$1,500
Gonzalez, Anita	\$1,000	Kavathas, Haralambos	\$1,000
Gonzalez, Julio	\$1,500	Kelder, Richard	\$500
Good, Howard	\$1,000	Kempton, Daniel	\$1,500
Goodell, Kathy	\$1,500	Kitsakos, Stephen	\$1,500
Gorrick, Anne	\$1,000	Kniffen, Laura	\$497
Gould, Deborah	\$750	Koczanski, Michael	\$500
Greenow, Linda	\$1,500	Konowitz, Ellen	\$1,500
Grossi, Giordana	\$1,500	Lauferturk, Stella	\$1,500
Gullickson, Eric	\$1,000	Lee, Jae	\$1,500
Gwenwald, Morgan	\$1,500	Lefkowitz, Joel	\$1,500
Hach, Peggy	\$400	Leinberger, Rena	\$1,500
Halasz, Judith	\$1,500	Lempka, Wayne	\$750
Halpern, James	\$1,500	Lendvay, Linda	\$500
Hammond, Jan	\$1,500	Lesperance, Jeffrey	\$500
Hancock, Robert	\$1,000	Lettis, Harriet	\$1,000
Hanley, Edward	\$500	Lewis, Susan	\$1,500

Li, Keqin	\$1,500	Murray, Terry	\$1,500
Lin, Jun	\$1,000	Nack, Garry	\$750
Liu, Shuguang	\$1,500	Nash, Alison	\$1,000
Lloyd, Gweneth	\$1,000	Nelson, Kimberly	\$500
Locke, Bruce	\$1,000	Noel, Andrea	\$1,500
Lovett, Sarah	\$1,500	Nystrom, Stephanie	\$400
Lowe, Danielle	\$400	Nystrom, Kenneth	\$1,000
Lukaszewski, Kimberly	\$1,500	Obach, Brian	\$1,500
Lundergan, Edward	\$1,500	O'Brien, Brendan	\$500
Ma, William	\$400	Olsen, Thomas	\$1,500
Macaluso, Stephen	\$1,500	Osowski, Anne	\$1,000
Majak, Julieta	\$1,000	Otis, Michael	\$1,500
Malloy, Michael	\$1,000	Ozler, Serife	\$1,000
Mann, Christopher	\$500	Palen, James	\$1,000
Mano, Joan	\$1,000	Parameswaran, Gowri	\$1,000
Maryanova, Sofya	\$400	Parisi-Phillips, Jill	\$1,500
Mather, Elton	\$1,500	Pasti, Sara	\$1,000
Matsubara, Yuko	\$400	Paton, Fiona	\$1,000
Mattson, Rachel	\$1,000	Perdreau, Cornelia	\$500
Maxwell, Maureen	\$1,000	Perisse, Joan	\$400
Maynard, Douglas	\$1,500	Pham, Hanh	\$1,000
McCoy, Katherine	\$1,000	Phillips, Lisa	\$400
McGlenn, Lawrence	\$1,500	Pollard, Jeffrey	\$500
McLaurin, Jan	\$1,000	Porras, Luz	\$1,000
McNitt, Francis	\$1,000	Purcell, Jessica	\$1,000
Mejias, Alicia	\$500	Puthoff, Emily	\$1,500
Mentore, Gissel	\$1,000	Quinlan, Todd	\$500
Merritt, Amanda	\$500	Ransome, Raymond	\$500
Meyer, Thomas	\$1,500	Raskin, Jonathan	\$1,500
Miiller, Susan	\$400	Ravishankar, Krishnamurthi	\$1,000
Miller, Robert	\$1,000	Rayburn, John	\$1,500
Mimlitsch-Gray, Myra	\$1,500	Reinking, Jeffrey	\$1,000
Miraldi, Robert	\$1,000	Reuben, Rachel	\$1,250
Moffett, Josephine	\$1,000	Rigolino, Rachel	\$1,500
Montecalvo, Wayne	\$400	Rinschler, Dana	\$1,000
Moore, Sarah	\$750	Roberson, Timothy	\$750
Morris, Bernadette	\$1,000	Robinson, Stuart	\$1,000
Morrison, Heather	\$1,000	Rooney, Mercedes	\$1,500
Morrow, Maureen	\$1,000	Roper, Louis	\$1,500
Moss, Kenneth	\$400	Roschelle, Anne	\$1,500
Mott, Lucien	\$500	Roth Tucci, Marcia	\$1,000
Moysey, Robert	\$1,000	Rounds, Carlton	\$500
Mozayeni, Simin	\$1,500	Roztock, Narcyz	\$1,500
Muffs, Michael	\$1,500	Rudnitski, Rose	\$2,500
Mulready, Cyrus	\$1,000	Ruffini, Frank	\$500
Mumper, Joel	\$1,000	Rust, Jonathan	\$1,000

Saklad, Nancy	\$1,000	Sullivan, Edward	\$1,500
Salend, Spencer	\$1,500	Sullivan, Patricia	\$1,500
Salerno, Michael	\$1,000	Sumnick, Karen	\$750
Sarno, Katherine	\$400	Taitwatkins, Martha	\$1,000
Sarrantonio, Thomas	\$1,500	Thompson, Mary	\$400
Saunders, Kevin	\$1,000	Tikoo, Surinder	\$1,500
Sawyer, Mary	\$1,000	Timperio, Daniel	\$500
Saxe, Patrick	\$500	Trahan, Robert	\$750
Schmidt, Jan	\$1,500	Trapp, Emily	\$750
Schniedewind, Nancy	\$1,500	Tsai, Chihyang	\$1,500
Schulte, Scott	\$750	Tuck, Jessica	\$1,000
Schultheis, Carol	\$500	Tuttle, Ivelisse	\$1,000
Schultz, Laura	\$1,000	Uchmanowicz, Pauline	\$1,500
Schultz, Sally	\$1,500	Varga, Andrea	\$1,500
Schwartz, Jonathan	\$1,000	Vargas, Beth	\$500
Scott, Rendesia	\$500	Vargas, Michael	\$1,000
Scott-Childress, Reynolds	\$1,500	Vollmer, Frederick	\$1,000
Seaman, Matthew	\$500	Vora, Davina	\$1,500
Seligman, Susan	\$1,500	Wagner, Robert	\$750
Semenchuk, Danielle	\$1,000	Wagner, Erica	\$1,000
Sener, Tulin	\$1,500	Waldo, Jennifer	\$1,500
Senko, Corwin	\$1,500	Walker, Lucille	\$1,138
Seward, James	\$1,000	Wallace, Pamela	\$400
Sharp, John	\$1,500	Wallace, Brian	\$1,000
Shary, Rhonda	\$400	Waltermaurer, Eve	\$1,500
Shiftan, Anat	\$1,500	Ward, Carol	\$500
Shimada, Akira	\$1,000	Waugh, Robert	\$1,500
Shock, Vika	\$1,250	Wawrzonek, Jennifer	\$500
Sileo, Jane	\$1,500	Weatherly, Michael	\$750
Sillner, Bruce	\$1,250	Welsh, Liam	\$1,000
Sims, Shannon	\$350	Wendell, Rayna	\$750
Slotnick, Samuel	\$400	Wheat-Schmidt, Cheryl	\$1,000
Smaier, Megan	\$500	Whitaker, Chris	\$500
Smith, Robin	\$1,000	White, William	\$2,000
Smith, Michael	\$1,000	Whittaker, Catharine	\$1,500
Smith, Linda	\$1,000	Williams, Brian	\$1,000
Spangler, Lynn	\$1,500	Wilson, Beth	\$1,000
Speth, Lura	\$500	Winters, Jane	\$500
Spilman, Emily	\$1,000	Wolf, Reva	\$1,500
Springer, Edward	\$1,500	Wood, Frank	\$750
St John, Pamela	\$1,000	Wrench, Jason	\$1,500
Stevens, Mary	\$1,000	Wyman, Sarah	\$1,000
Stoneback, Harry	\$1,500	Yuan, Lijun	\$1,000
Strano, Kimberly	\$1,000	Zielinski, Dariann	\$500
Strauss, Diane	\$1,000	Zunoubi, Mohammad	\$1,500
Suckie, Camille	\$750	Zwickler, Annette	\$500

\$375,642

What's a Grievance? And what should I do if I have one?

Larry Fialkow, Chapter Grievance Chair

"Grievance" has two aspects, both formal and informal. A formal grievance procedure (**Article 7**) is available to resolve disputes "concerning the interpretation, application, or claimed violation" of a contract provision. For example, if you are a new employee and believe that you receive less pay than called for in your hiring agreement, and if this dispute cannot be solved informally, then this could lead to a formal grievance under Article 7. However, with respect to evaluation, reappointment, tenure, and discipline, the contract describes special appeals procedures that I will discuss below.

Beyond the formal grievance procedures, unit members approach UUP with a wide variety of concerns and complaints, such as denial of DSI or sabbatical leave, sudden changes in duties or hours, perceived unfairness in an academic's reappointment process, or personality conflicts with supervisors. Many of these issues (particularly those involving decisions under faculty governance or discretionary decisions) are not formally grievable. Nevertheless, in all of these cases UUP will attempt to ameliorate difficult situations for members through informal discussions with the Administration; a large part of the "grievance" effort by UUP falls into this "informal" category. In this article I will attempt to clarify both the formal and informal aspects of grievance.

What to do if you believe you have a grievance or are subject to a negative action by the administration. All formal grievance procedures entail strict deadlines. If you have received a negative evaluation, are in conflict with a supervisor, or believe you are being treated improperly, you should contact UUP immediately, via Richard Kelder, myself, or any of the chapter vice-presidents. Don't delay. At the same time, start to construct a written record and timeline for your case.

What happens first? Generally, Richard or I will meet with you to discuss the problem as soon as possible, since you may be facing an impending crisis. This meeting is confidential, with information shared only with Richard and Susan Jones, the UUP Labor Relations Specialist for our campus. During the meeting you can discuss any and all aspects of your difficulties on the job. This may be your first contact with someone who will listen to your problem with a supportive attitude. Following our discussion, it will be your decision as to whether or not to proceed to formal or informal grievance procedures. UUP will never push you into a grievance proceeding and you can terminate a grievance proceeding at any time for whatever reason. In some situations, such as a professional receiving an "unsatisfactory" rating from a supervisor in a reappointment process, there is a clear path to follow that is spelled out in the contract (see below). For cases that involve hostile workplace or illegal discrimination, you will generally be referred to the Affirmative Action office, which handles such complaints. In many other types of cases, the best way to solve the problem may emerge only gradually over a period of time, resulting from informal negotiations between Richard or Susan and the Administration.

Below are some examples of available appeals procedures.

A professional receives an "unsatisfactory" evaluation (Appendix A-28). The member has 10 working days to give notification of appeal to the College and to the Committee on Professional Evaluation. The Committee has members appointed by both UUP and by the Administration and will conduct an independent investigation concerning both the substance and the procedures of the evaluation. Although the Administration is not obligated to follow the Committee's recommendations, a positive recommendation from the Committee has in the past sometimes led to a

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The President's Corner

Improving Communication With Members

This semester members of the UUP Executive Committee met with academic departments to identify issues of concern to our members. This has been a very productive exchange and has opened up lines of communication which we will continue to build on next semester. This has also increased the number of department representatives across campus and will serve to improve the dissemination of information from the Executive Committee to academic departments and other units. Also, through our outreach activity we have increased our local membership by identifying faculty who had not signed a membership application. The Executive committee also opened up a meeting to all members and we will continue to do so in the future to gain a better understanding about the issues and concerns of our members.

Summary of Labor Management Issues / Topics Fall 2009

This semester UUP met four times with the Administration to discuss issues and concerns. These are the topics that were addressed: UUP requested the Administration's plans to address a possible mid-year cut to the SUNY budget and the possibility of retrenchment; plans to address the widening compensation gap between full-time and part-time faculty; the increase in teaching load for lecturers and the implication for academic quality; the supervision and monitoring of construction projects to ensure safety of students and employees; the proposed employment change in contract for professionals from 12 month to a 10 month position; health and safety issues on asbestos removal and work related activities; the increase in workload; H1N1 illness on campus; the lack of promotions for professionals, defined contractual obligations for lecturers; more compensation for adjuncts for extra duties; creation of a new professional evaluation form; bullying in the workplace; and reduction in funding for sabbaticals. ▀

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DSIs for Part-Time Faculty

the set sum divided by 12 is added to the per-credit base rate of the awardee.

The suggested deadline for submission of the application to your department chair is in early February for most departments. Be sure and ask your chair or supervisor about the deadline for this round of DSI applications.

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Reflections on Unionism in a Time of Crisis

support equality in the workplace, advocate for social justice, and counter the predatory urges of unregulated financial institutions. Closer to home, public higher education remains underfunded and tuition is on the rise in SUNY and across the nation. Community colleges are closing admissions because of over enrollment, and in California, qualified graduates of community colleges can't get into a four year institution because there is no room at the inn. Some CUNY community colleges have cancelled applications for the spring and students are taking courses 24/7. Many students are being forced to put their future on hold and the dreams of parents and children from all ethnic and racial backgrounds-especially those from the working and middle class-are and will be experiencing a dream deferred. For many higher education is the only hope to improve their social and economic situation, but unfortunately this is becoming an increasingly scarce and expensive option.

What is the role of a higher education union in such an economic and political climate? First of all, the academy has changed and it will continue to change; we have to recognize that we are not immune from the greater political and economic forces outside of the academy. In recent years SUNY faculty have felt the sting of the public's distrust and acrimony and have responded to calls for accountability, assessment, accreditation,

better teaching, and higher standards, etc. Nationwide we hear murmurs of post-tenure review and abolishment of tenure as a quaint and privileged practice. Some of our colleagues speak about the corporatization of higher education and the growing gulf between administrators and faculty in matters of shared governance, decision making, and curriculum development. Adjunct faculty continue to struggle for more compensation and better working conditions. Many of these issues have been addressed and some ameliorated through the efforts of United University Professions.

As mentioned before, unions are more important than ever and we are fortunate to have one. However, UUP and all unions must become stronger and play a greater role in restoring fairness and equality in the workplace, and create an educated workforce that will help rebuild our economy. UUP can do so only with our members support and participation. UUP isn't an abstraction; it's all of us working together to improve our working conditions, professional lives, and the education of our students. UUP has many goals to improve the lives of our members, but it also supports all working people in the U.S. and throughout the world who are struggling to improve their economic and political condition through unionization. UUP has always taken a stand against injustice and intolerance in all forms. Finally, through our collective efforts as teachers, scholars, researchers, professionals and as union members we must ensure that our citizens, our students, can realize their dream by receiving a first rate education at SUNY institutions and New Paltz. For this to happen we need to work together and advocate for more support for SUNY and our students. Without our efforts, the future may grow dimmer for all of us.

In peace and solidarity,

Richard Kelder, UUP President
SUNY New Paltz

A Member's Response to the State of the College **Ed Hanley**

Aspirations. Reputations. Climbs to excellence. Precious square footage. Glorious new buildings. Beautiful wave riding. World-class experience & credentials. "We will not be thwarted in our climb to higher quality and prominence."

Wow. What else can one say? The recent State of the College address certainly provides a spectacular vision of this institution's future. One possible future anyway. And the address certainly doesn't lack for optimism, so it should be positively inspirational. Yet for me, this is not the case. I found this vision more unsettling than inspiring. If it inspires anything, it's a sense of foreboding rather than confidence. Primarily because if one examines this vision closely, a flaw is revealed. Something's missing.

Where are all the people? I'm not talking about those with world class qualifications. They're obviously important to the vision. They'll surely be positioned front & center making critical contributions as we climb to excellence, ascend to new heights, emerge as powerful rivals, etc. No - it's everyone else that seems to be missing.

Those who merely teach, without acclaim from the world. Those who simply heat our buildings and clear away the snow in winter. Who just ensure the safety of our students by tirelessly patrolling the campus. Who have more than just occasional, fleeting encounters with devices made of porcelain. Who quietly and capably perform the tens of thousands of individual tasks, both simple and complex, that must be accomplished each day in order for this college to run. Who have watched those magnificent hawks soar through our local skies all their lives and thought that hawks simply lived in "nests."

Where are they? Those ordinary, average, rank & file people. They seem to be missing from this

vision of the college's future. Just as many of them are missing from the college's present due to budget decisions made earlier this year. Perhaps they are the "vagaries" referred to in this vision, just as they were in last spring's budget discussions. Discussions which, like this vision, focused on the college, the whole college, and nothing but the college. Or, more accurately, the college's marketable qualities. Its reputation. Its prestige. Its potential to rival other colleges. Its exclusivity.

By focusing only on the college's appearance rather than on its substance, it projects the illusion of strength while failing completely to acknowledge the source of that strength. After all, what is this thing we promote, honor, and call "the college?" I suggest that it is simply "people." All those who work here and all those who study here. Faculty, staff, and students; they alone give this college life. Without them, the college is nothing more than untended grounds, idle equipment, and empty buildings all in need of purpose. Without people, there is no college. People are the college.

By omitting people, the true source of the college's strength, this vision is merely an artfully contrived image of the college rather than a true reflection. How ironic that, in the very same address that discusses preparing students for their careers and lives, the human element is completely absent. Perhaps we are preparing our students better than we realize. Preparing them to live and work in a world where a person's only worth is measured against ever fluctuating standards set solely at an employer's whim. A world where people are inconsequential. Interchangeable. Replaceable. Disposable.

Whatever happened to teamwork? Well, we now know the answer to that question. Many members of the first rate team that made New Paltz that "hottest small state school in America" have been cut from our roster. Because it was best for the college, and the college had to be preserved at all costs. As for the team? They were expendable. And

what of loyalty? Clearly, we know we are expected to be loyal to the college. But what isn't clear, at least to some people, is that loyalty must work both ways if it is to work at all. That's certainly not the case here, and that's why this vision won't work.

There is no way the college can continue to progress if its people continue to be left by the wayside. One cannot expect a commitment to "the college" from others without simultaneously making a commitment to them in return. That is unacceptable. There can be no vision of the college's future that excludes its people. That is impossible. Because the college and its people are one and the same; they are inseparable. And only a vision that properly reflects this will stand any chance whatsoever of coming to pass.

As we've all heard a thousand times, there is no "I" in team.

But there are several of them in "vision."

Whose vision is this anyway?

People deserve better. ▲

...continued from page 7:

What's a Grievance? And what should I do if I have one?

reappointment. Upon receiving an "unsatisfactory evaluation, a professional should contact UUP immediately; UUP will assist in the notification procedures and in preparing the appeal.

An academic receives a negative recommendation during a tenure or reappointment process at a level preceding the Provost's review. This is a non-contractual procedure instituted by Provost Lavalley. (At this writing I do not know whether this procedure remains in effect.) An academic who wishes to respond to a negative recommendation prior to the Provost's review can do so during a fixed time period announced by the Provost. During this period, it is

possible to write a written response to a negative recommendation and it may be possible to supply additional documentation in support of the academic's case.

Denial of tenure or permanence (Article 33).

If an academic member receives positive recommendations during the initial and intermediate stages of a tenure decision, but then receives a negative decision from the President, the member will be notified by the College that the member has 10 working days to initiate a Chancellor's review. A similar right to review is available to professionals with a history of satisfactory evaluations culminating in a negative decision for permanence. A Chancellor's review entails an appeal to a campus committee with both UUP and administrative appointees. The Committee's recommendation is sent to the Chancellor, who makes the final decision.

Disciplinary proceedings (Article 19).

Avoid these danger areas:

1) Do not be insubordinate. Insubordination, including failure to file required reports, can lead to Article 19 proceedings. Follow direct orders, then talk to UUP.

2) There are strict limits to the amount of time you can devote to outside employment and to the amount of compensation that you can receive for such employment. These limits apply irrespective of how much time (40, 50, 60 hours per week) you devote to your SUNY position, and they apply as well to self-employment as, say, a therapist or consultant. Always get permission for outside employment.

3) Similar restrictions apply to employment during sabbaticals. The College views a sabbatical leave with pay as a fellowship, and might not permit you to teach a course at the school you are visiting in order to recover your travel or living expenses. You must check with the Administration before accepting any extra employment during

a sabbatical leave. It is quite possible that such employment will not be permitted.

4) Be wary of social relationships with students. To be safe, all meetings with students should be on campus and in a public area, or in an office with the doors open.

5) Do not use college facilities or equipment for private purposes without permission. Get a personal account to make personal phone calls on your office phone.

Reappointment and promotion. The reappointment procedures for academic faculty are implemented by committees and subcommittees under Faculty Governance, and in general UUP has no formal input as to how these committees operate. Unfortunately, there is no way to prevent the criterion of "collegiality" from encompassing such areas as politics, belief, personality, even opinions about courses or programs. It is clearly in the interests of candidates to avoid alienating individuals who will be voting on their cases, so a certain amount of care is advisable in interpersonal relations with colleagues. For professionals, reappointment and promotion depend on evaluations by the supervisor, so care is needed to avoid alienating the supervisor; unfortunately, honest disagreements about programs or schedules can sometimes escalate to personal conflict that has a negative effect on reappointment. Be careful.

To grieve or not to grieve? Sometimes this is a very difficult question. If you do not have continuing appointment, even if you are being blatantly mistreated by a supervisor or by colleagues on a review subcommittee, it is a difficult decision to grieve the issue, even informally. This is because the supervisor or subcommittee will likely have another chance to evaluate you in the future, and retaliation can occur. But there are no negative consequences to talking confidentially to UUP, letting us know your difficulties, and discussing your options. ▲