

SUNY UPSTATE MEDICAL UNIVERSITY

Volume XIX, No. 1

March 2013



Carol Braund, **UUP Chapter President**

PRESIDENT UPDATE 2012 in Review

It is always interesting to 'look back' at what happened in the past year - because we can all be 'brilliant in hindsight'!

The first big change suggested by SUNY Central/ Chancellor Zimpher came and went - shared

Presidents at Potsdam/Canton, Cobleskill/Delhi, and Morrisville/SUNY IT. The savings projected, when balanced with the decreased satisfaction at the local level, were minimal. Then - a tuition increase. This was welcomed by administration, but not students or families. The stated goal to 'invest that increased money in faculty and programs' was subsequently modified by RAM (Resource Allocation Model), sharing a significant portion of this increased money with the 'university campuses' and moving it away from comprehensive colleges, technology colleges and health science centers. Now we have online classes and the SMART program, which would allow SUNY to develop a 3-year degree plan. Is our faculty going to be recognized for their contribution or simply be 'used' by the system?

SUNY Downstate/Brooklyn Hospital, one of our sister medical programs, continues to struggle. Downstate's financial troubles can be directly attributed to its SUNY sanctioned 2010 merger with the former Victory Memorial Hospital (now Bay Ridge) and 2011 acquisition of the Long Island College Hospital (LICH). When they were purchased, both hospitals were on the verge of bankruptcy to the tune of \$260 million in arrears to creditors. Nonetheless, SUNY went ahead with the merger. At the time, Downstate was operating in the black, but a series of 'poor financial decisions' has put it on a path toward insolvency. A recent audit puts SUNY Downstate in the company of several other Brooklyn hospitals that are barely able to survive. It has

been propped up by politicians and infusions of cash from state government because they are major employers and providers of health care to largely poor and vulnerable people in Brooklyn.

2012 saw the new administration at the Downstate hospital claiming poverty and a need to restructure Downstate Medical Center. Shifting jobs and programs to LICH, and the subsequent privatization of services, has an immediate impact on the community, the teaching hospital and on UUP members. Downstate is a teaching hospital - hundreds of minority doctors, nurses and other healthcare professionals are trained at Downstate each year. One in every three of these professionals continues his or her practice in Brooklyn, providing crucial health services for this area. As of late September, over 400 of our Downstate UUP colleagues have received notices of nonrenewal or termination.

2012 saw the first retrenchment process of staff at Upstate Medical University completed. There were fourteen UUP employees involved - the monitor techs that were charged with watching the cardiac monitors for patients on telemetry. The discussion began in 2011 to eliminate the monitor techs and add this responsibility to the RNs working on the floors where telemetry was available. This may have been one of the first examples of 'workload creep' for the RNs at Upstate. Some of these UUP members were tenured, long time employees and all are greatly missed.

The governor's 2013-14 Executive Budget calls for a \$28 million reduction in the state subsidy for SUNY's three public hospitals. What this will do to Downstate's long-term survival is the subject of much speculation? Will Downstate emerge as a private facility, partnering with other Brooklyn hospitals to provide services? This budget proposal is \$29.8 million less than the 2012-13

2 • Volume XIX, No. 1

EVENTS & ANNOUNCEMENTS



In September, UUP members from Cortland, ESF and Upstate participated in the Labor Day Parade at the New York State Fair. Upstate participants included Carol Braund, Mike and Nancy Lyon, Dave Peckham and Allen Silverstone.

General Membership Meeting

There will be a General UUP Membership Meeting on Wednesday, March 13th at 12:00pm at the Syracuse Chapter UUP Office in Madison Towers, 60 Presidential Plaza, Suite 203. At this meeting, members will be updated on current e concerns and events, and review and vote on the proposed chapter budget for next year. Lunch will be provided.

If you plan to attend, please RSVP to Peggy at *syracuse@uupinfo.org* or 422-5028.

Spring COARM Meeting

The next COARM meeting will be held on May 9th, 2013 at the Steak and Sundae Restaurant, 1830 Teall Avenue. Invitations will go out in April. Any questions about this meeting can be directed to Pat Strempel at *Pat28@aol.com*.

PRESIDENT UPDATE

state level of budgeted hospital support. This proposed budget would mean a \$9.3 million cut for Upstate. It needs to be very clear to all our UUP members at Upstate Medical University that, if they succeed in privatizing services at the state-operated Downstate Medical Center, it is only the beginning and we could be next on the list.

Upstate Medical University continues to be the largest employer in Onondaga County. We employ 9000+ people and are a major economic engine for Central New York. UUP is the largest of the three unions at Upstate, representing 3169 individuals - 1159 academics and 2010 professionals. We serve many who are uninsured or underinsured, including traumatically injured

Continued from page 1

patients whose survival depends on their access to specialty care and the skills of our highly trained physicians. Our additional institutional role is that of educating the future generations of healthcare providers - nurses, physical therapists, respiratory therapists, and physicians.

We invite you to join us as we visit our elected officials, either in Albany or at their home offices in our districts. These opportunities to share your individual experiences as a student or staff member at Upstate provides a real message about what Upstate contributes to our community. Become an advocate for support that will strengthen Upstate Medical University and continue our contributions to the community.

March 2013 Volume XIX, No. 1 • 3

VOTE/COPE was Difference on Election Day 2012

VOTE/COPE, NYSUT's nonpartisan political action fund, played a key role in the outcome of the 2012 elections for state Legislature, according to leaders of NYSUT and UUP.

NYSUT, UUP's statewide affiliate, spent about \$4.5 million in last year's election, an investment that paid off—about 90 percent of the candidates NYSUT endorsed won election. "NYSUT has emerged as a force to be reckoned with," said NYSUT Executive Vice President Andy Pallotta.

John Costello, NYSUT assistant to the executive vice president, said NYSUT's campaign was about respect. "We had to respond to what's been happening to our members, including UUP," he said. "The whole idea is to make lawmakers much more respectful toward us and to work toward restoring the cuts made to public higher ed and preK-12 over the last five years." SUNY has lost nearly \$700 million in state support since 2007 as a result of budget cuts.

Pallotta said the election results sent a strong message to lawmakers that the interests of working families and organized labor cannot be ignored. "Winning as many races as we did advances the cause of education," Pallotta said.

UUP President Phil Smith commended the achievements of VOTE/COPE and the UUP members who gave to the political action fund. More than \$200,000 in contributions was collected from UUPers during 2012, through payroll deduction, retiree contributions, and expense voucher donations. "Our members knew this was a crucial election," Smith said. "We had to have an impact to make sure our voices are heard at the Capitol when pressing for additional funds for the University. Our members responded with their wallets, helping to achieve a positive outcome at the polls."

State Senate in Flux

As The Voice went to press, the winners of two state Senate races had yet to be named, and Republicans and a group of independent Democrats were set to assume leadership of the chamber. Smith said the unions' goal was not to flip the Senate majority from Republican to Democrat, but to ensure that whatever majority emerges is proeducation and pro-labor. He also noted that the political situation in the upper house is going to be more tentative, where any special elections before 2014 have the potential to alter the balance of power.

No Time To Rest

Pallotta said the collective strength of participating members is what makes VOTE/COPE tick. "The power of an organization that's able

to spend \$4.5 million on behalf of its 600,000 members is something you don't get on your own," he said. "Each dollar adds up to a great, big war chest to fight for our members, our students and public education."

Smith hopes the unions' political and legislative successes in 2012 will encourage more UUP members to donate to

VOTE/COPE. "We can't afford to rest on our laurels," he said. "We have to keep supporting candidates who support us, and keep the political momentum going in future elections."

Members wishing to make a donation to VOTE/COPE can contact their chapter for information or fill out the coupon below.

Donald Feldstein, **The Voice** Jan/Feb 2013 Issue: http://uupinfo.org/voice/feb/1213/0113Voice4Web.pdf

Support the Political Action Fund of UUP and NYSUT

Give to VOTE/COPE

VOTE/COPE is the nonpartisan political action fund of UUP and its affiliate, NYSUT. It coordinates the voluntary contributions of members and makes contributions to UUP/NYSUT-endorsed candidates and to UUP/NYSUT-supported general campaign committees.

Dues money is not used for political action.

Contributions to VOTE/COPE are not tax deductible.

Return this coupon to:

VOTE/COPE United University Professions P.O. Box 15143 Albany, NY 12212-5143

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4 • Volume XIX, No. 1 March 2013

EVENTS & ANNOUNCEMENTS

Message from UUP President Phil Smith

Campuses to Lose Funding Under SUNY's New Plan

UUP is opposed to SUNY's latest funding formula—the Resource Allocation Model (RAM)—that would leave 20 of the 29 state-operated campuses with significantly less state money than in years past.

When we connect all the dots—the unprecedented cuts in jobs and health care services at SUNY Downstate, the new funding formula, and years of deep cuts in state funding for SUNY—a picture begins to form. And that picture, simply put, changes SUNY from a premiere 64-campus system to a neo-private enclave of four flagship university centers.

UUP will not stand by and let this happen. Far too many students and New York families need SUNY to achieve their dreams of a public higher education. Anything less is unacceptable.

We need your help in convincing SUNY that this formula flies in the face of the University's long-standing mission of delivering accessible, affordable, quality public higher education to all New Yorkers. We need you to talk with lawmakers in your districts, to join us in Albany during our upcoming Advocacy Days, and to send letters from the UUP website. We need you to urge the governor and Legislature to properly fund the University and to ensure that SUNY doesn't institute this ill-conceived funding formula (see "Call to action" below).

The Devil's in the Details

According to SUNY figures released Dec. 5, 2012, under the new funding plan the University's comprehensive colleges would initially lose more than \$7 million; the technical colleges would lose nearly \$3 million; and Downstate Medical Center and the College of Environmental Science and Forestry together would lose close to \$10 million. The \$20 million taken from these campuses would be diverted to the university centers at Binghamton, Buffalo and Stony Brook.

In short, SUNY's new RAM formula ties the amount of funds appropriated to each campus to graduate student enrollment. However, only 19 percent of the degrees granted by SUNY in 2008-2009 were graduate degrees, and only 29 percent of SUNY's academic programs are graduate offerings. It makes no sense to tie funding to programs that account for less than half of SUNY's degrees and students.

And as allocations increasingly become dependent on enrollment, those institutions that get more state funds would continue to get more, while those that lose initially would continue to lose. The result would mean many colleges would have a difficult time attracting students as programs and services are cut, class sizes go up, faculty positions go unfilled, and enrollments shift to the well-funded university centers.

Lower enrollments and fewer state dollars at the comprehensive and technology colleges would also have a severe economic impact on communities, especially in areas where SUNY is the major employer. For every dollar invested in SUNY, an average of \$5 is returned to the local economy. That number jumps in many areas. For example, SUNY Delhi's total economic impact on Delaware County was \$45.1 million in 2009-2010; SUNY Plattsburgh's Small Business Development Center alone has an economic impact of more than \$26.8 million on the region; and SUNY Cortland employees better the local economy by

\$67.2 million, 27 percent of the college's overall impact.

SUNY asserts that there will be "transition funds" to aid campuses most affected by the RAM funding formula. We say this transition funding is exactly what it sounds like: a stopgap.

Make no mistake: RAM will result in a long-term funding decrease for SUNY's comprehensive colleges, technology colleges, and health science centers.

SUNY's projections back that up. When transition funds run out:

- The technology colleges would experience an initial combined decrease of 4.3 percent. Six of the eight campuses—or 75 percent—would see deep cuts, with the largest single decrease at an astounding 27 percent.
- The comprehensive colleges would face an initial combined decrease of 4 percent. Ten of the 13 campuses—or 77 percent—would see cuts; the largest single decrease would be 22 percent.
- Downstate Medical Center, Optometry, ESF and UAlbany would also experience cuts in state funding.

Call to Action

We are calling on our members, their families and friends, and other pro-public education advocates to send a clear message to lawmakers. We need you to urge them to:

- Ensure that SUNY System Administration distributes its state funds in a manner consistent with its mission, as outlined in New York State Education Law. SUNY's new funding allocation plan will alter the nature of SUNY as a system; all but three university centers would face significant cuts or see no increase in state funding allocations.
- Open up SUNY's new funding plan to public review and scrutiny.
 The very nature of the University system and its ability to fulfill its public mission are at stake.
- Oppose the use of undergraduate tuition to subsidize graduate studies. This runs counter to the commitment made to undergraduate students when the Legislature adopted a rational plan to increase tuition over the next few years. The tuition plan was accepted with the understanding that there would be "maintenance of effort" in terms of state funding for the campuses. SUNY's new RAM formula would reduce funding for most SUNY campuses, countering the understanding that their funding would remain stable as tuition rises.

Go to the UUP website at www.uupinfo.org to sign up for UUP Advocacy Days and to send letters to lawmakers.

Download NYSUT's new MAC app and send letters to lawmakers from your smartphone.

Call your legislators and urge them to make SUNY treat campuses fairly.

UUP 2013 Political Action Calendar*

As of January 2013

UUP events in italics • NYSUT Events in BOLD

JANUARY	
Tues. 8 th	"Preserve Access and Keep SUNY Public" Rally
Wed. 9 th	State of the State
Tues. 15 th	Session Begins
Mon. 21st	Martin Luther King Day
Tues. 22 nd	Executive Budget Due
FEBRUARY	
Tues 5 th	EOP/EOC Advocacy Day
Thurs 7 th - Fri. 8 th	In-District Lobby Day
Mon. 18 th	Presidents' Day
Mon. 18 th - Fri. 22 nd	Legislature Out of Session
Sun. 24 th - Tues. 26 th	UUP Winter DA
Tues. 26 th	UUP Training Day
MARCH	
Mon. 4 th - Tues. 5 th	C100
Mon. 11th - Tues. 12th	HELD/HE Action Day
Mon. 25 th	Passover Begins
Fri. 29 th	Good Friday
Mon. 25 th - Fri. 29 th	Legislature Out of Session
Sun. 31 st	Easter Sunday
APRIL	
Mon. 1st	NYS Budget Due
Tues. 2 nd	Passover Ends
Mon. 1st - Fri. 5th	Legislature Out of Session
Thurs. 11 th - Fri. 12 th	NYSUT RA
Thurs. 18 th - Fri. 19 th	In-District Lobby Day
MAY	
Fri. 3 rd - Sat. 4 th	Spring DA
Thurs. 16 th - Fri. 17 th	NYSUT District Lobby Days
JUNE	
Thurs. 6th - Fri. 7 th	In-District Lobby Day

^{*}Please note that all dates are subject to change & session days are approximate.



Annual Community Campus UUP Meeting & Picnic WEDNESDAY, SEPTEMBER 12, 2012



March 2013 Volume XIX, No. 1 • 7

Annual Community Campus UUP Meeting & Picnic WEDNESDAY, SEPTEMBER 12, 2012



8 • Volume XIX, No. 1 March 2013

VICE PRESIDENT FOR PROFESSIONALS REPORT

Carl Pettengill, VP and Grievance Officer for Professionals



Helpful Reminders on How to Avoid Disciplinary Interrogations

Part of my responsibility as Vice President for Professionals and Grievance Officer is to attend Disciplinary Interrogations to help represent local Upstate UUP members who are being interrogated for possible disciplin-

ary action. I would like to take this opportunity to remind members of some actions that could land you in such a proceeding.

Privacy of Protected Information

Recently, we've had a rash of Disciplinary Interrogations concerning privacy issues. Upstate takes a very firm stance on this matter and breaking this rule could lead to the termination of your employment. All hospital staff members are required to take the annual compliance course that discusses privacy and, therefore, everyone knows the rules. It is NEVER appropriate to look at any patient's medical record unless it is part of your normal work duties. Looking at this information because you want to know what room someone is in or because you are concerned for their well-being because they are a friend, work associate, neighbor or family member is also not allowed. Never bring home patient records from the hospital. When you pass off records to someone who is allowed to view the material, the information and the patient's privacy must always be safeguarded. These are some main

issues that we have dealt with lately, but there are many more examples that I could give related to this category. The 2013 Annual Compliance mandatory education course is now available online for your completion, which will provide you with further in-depth details.

Proper Medical Record Documentation

If you are in charge of documenting procedures or patient information, always make sure it is done properly and follows guidelines. Recently, we have dealt with several issues in this category, including getting info out of the chart instead of having a face-to-face interview with the patient (when it is required). We have also addressed not properly signing off on records, not following procedures for medication ordering, and not following medical procedure time out policies.

Proper Timekeeping

Another issue that keeps coming up is the proper documentation of hours worked. If you are an hourly non-exempt employee, it is a federal requirement that you document your actual start and stop times on your timesheet. This is used for computation of overtime.

If you have any questions or ever find yourself in trouble with an issue, please contact me directly or call the Chapter Office at 422-5028.

Your Gifts From Unions

Rosemarie Bundy, Ret. UUP Member (bundyr3@verizon.net)

Honchos in industry keep trying to prevent unions from organizing in their shops. ALEC (American Legislative Exchange Council) keeps drafting RTW (Right-to-Work) laws for passage in state legislatures, enabling union-busting. Wisconsin's governor, Scott Walker, is at the head of this list with Koch brothers' backing.

Boards of Directors keep finding loopholes to divert (a.k.a. plundering) contractual pension funds to supplement the retirement packages of their highest paid executives. Witness the golden parachute of Verizon's Ivan Seidenberg; it was \$130 million. Wonder where all that money came from?

In demonizing unions our citizenry has conveniently forgotten all that unions have given us. Every benefit was paid for with the lives and struggles of

long dead unionists. Where would we be today without the 40 hr. work week? At the turn of the century the work week was 56 hours long; 10 hr.days, 6hrs on Saturday. Now we have a humane work week with a week-end secured for you by someone's life.

Children worked alongside adults. Child labor laws were brought to us by dead children. Workers were maimed, injured, lost hands, arms and died of preventable diseases like silicosis and black lung. OSHA(Occupational Safety and Health Act), union supported, tries to deal with those terrible plagues, unsuccessfully at times. Remember 2010, the 29 deaths in a mine in West Virginia from OSHA violations yet Don Blankenship, CEO, goes free while keeping his money.

We could go on and on: pensions, healthcare, training, education, disability protections, dental insurance, vision insurance, and, most importantly, due process. These programs have become part of our culture, giving us a sane, protective work environment while still allowing productivity and innovation. To destroy unions and all that they have fought for would drive us back to the dark ages. Are there problems? Of course. But to destroy the unions would make the metaphor real; throwing out the baby with the bath water.

Previously submitted to the Syracuse Post-Standard OpEd Department April 20, 2012

March 2013 Volume XIX, No. 1 • 9

Is it possible that this is occurring at Upstate? I wonder? Just something to think about... Faculty Fallout

Benjamin Ginsberg

During my nearly five decades in academia, the character of the university has changed, and not entirely for the better. As recently as the 1970s, America's universities were heavily influenced, if not completely driven, by faculty ideas and concerns. Today, institutions of higher education are mainly controlled by administrators and staffers who make the rules and increasingly set the priorities of academic life.

A recent study showed that between 1997 and 2007, the number of administrative and support personnel per hundred students increased dramatically at most schools-103 percent at Williams College; 111 percent at Johns Hopkins; 325 percent at Wake Forest University; and 351 percent at Yeshiva University, to cite some noteworthy examples.

The ongoing transfer of power from professors to administrators, who often lack academic credentials, has implications for curricular and research agendas. On the surface, faculty members and administrators seem to share a general understanding of the university and its place in society. If asked to characterize the "mission" of the university, both groups usually agree with the idea that the university is an institution that produces and disseminates knowledge through its teaching, research, and public outreach efforts. This similarity, however, is deceptive. To faculty members, scholarship and teaching are the lifeblood of academic life, and the university is an instrument necessary to achieve those ends. But to administrators, the faculty's research and teaching activities are, first and foremost, means of generating revenues, not ends in themselves.

These differing orientations give administrators and professors divergent views of teaching and research activities. Administrators have what might be called a demand-side view of the curriculum. They believe that a college curriculum should be heavily influenced, if not completely governed, by the interests and preferences of potential customers-the students, parents, and others who pay the bills. The faculty, on the other hand, views teaching as an end more than a

means, leading them to take what might be called a supply-side view of the curriculum. Professors are more concerned with teaching topics they consider important than with placating students and other campus constituencies. With regard to research, academics tend to take the view that ideas and discoveries should be broadly disseminated through peer-reviewed publications and presentations at professional meetings. Some professors, to be sure, are interested in the possibility of profiting from their discoveries. But most professors are more concerned with the process of discovery and the professional recognition that comes from developing new ideas in the laboratory, and they see any pecuniary gain to themselves as incidental to their main goals.

University administrators, on the other hand, view faculty research mainly as a source of revenue for the institution. They are not particularly entranced by its intellectual merits, except when commissioning puff pieces for the alumni magazine. In recent years, through the introduction of technology transfer offices, administrators have taken charge of knowledge dissemination. To administrators, scientific discoveries are primarily sources of hundreds of millions of dollars in potential overhead fees and licensing fees. What is the ultimate purpose of these administrative efforts? Administrators say their goal is to financially strengthen their institutions so they may better pursue their teaching and research missions. If, however, we focus on what administrators do, rather than what they say, a different picture emerges. What administrators do with a good many tuition and research dollars is reward themselves and expand their own ranks. At most schools, even mid-level administrators are now paid more than all but the most senior professors in the professional schools, and considerably more than professors in the arts and sciences. And new deans are cropping up everywhere.

Benjamin Ginsberg is the David Bernstein Professor of Political Science, founding director of the Washington Center for the Study of American Government, and chair of the Center for Advanced Governmental Studies at Johns Hopkins University.

Source: http://www.the-scientist.com/?articles.view/articleNo/30938/title/Faculty-Fallout/

The Real "Right-To-Work"

Rosemarie Bundy, Ret. UUP Member (bundyr3@verizon.net)

The title of an article on this topic in a national magazine was: "The RTW-----for Less".

That's what RTW really boils down to. Indiana's Republican governor and legislature just passed a RTW law; 2/1/12. It was pushed by political operatives and the ultra-conservative, corporate-friendly, lobbying group, the Chamber of Commerce. Read between the lines, fellow citizens. These are union-busting techniques at their most blatant.

What does RTW really give us; 'a race to the bottom'. The corporate lobby's idea of economic growth.....have workers in every RTW state compete for the lowest wages and the slimmest of benefits.

The corporate lobby calls this an 'act of freedom'. Workers retain the right to choose not to pay dues to an existing union. But if a corporation is already unionized, by law, the union must offer non-dues-paying members the same benefits and services as the dues-paying members.

They are known as 'free-riders', sucking up services for which their fellow workers are paying dearly.

What does it look like to you? Do they really think every American is asleep or dumb?

This is long-term union busting. The method: starve the union for funds so they cannot do research, subsidize communication to members, hold fair elections, and negotiate for the best deal.

Aha! But the lobby says it draws industry and jobs. If one thinks this is true, examine a decade of RTW in Oklahoma. No gain, only loss of jobs. Then keep an eye on what's happening in Indiana.

The last bit of icing on this cake; our super-rich, right-wing, smileys, The Koch brothers, underwrote this campaign. Does that tell us something?

Previously submitted to the Syracuse Post-Standard OpEd Department 2/17/12

UUP CHAPTER ELECTION 2013

Name of Candidate	Position
Africa, Benjamin F.	Professional Delegate
Alteri, Barbara M.	Professional Delegate
Benware, Debra J.	Treasurer & Professonal Delegate
Braund, Carol V.	Professional Delegate
Bundy, Rosemarie P.	Academic Delegate
Ciravolo, Joseph R.	Professional Delegate
Daloia, Ronald J.	Secretary & Professional Delegate
Demoski, Roberta	Professional Delegate
Dougherty, Michelle M.	Professional Delegate
Fiumano, Kathleen M.	Professional Delegate
Fluck Jr., Robert R.	Academic Delegate
Freeman, Joyce M.	Professional Delegate
Grassl, Steven M.	Academic Delegate
Hahn, Peter J.	Academic Delegate
Ivey, Horace S.	Academic Delegate
Kane, Peter B.	Academic Delegate
Kaufman, Lydia	Professional Delegate
Leadley, Dawn E.	Professional Delegate
Lyon, Michael J.	President and Delegate
Mahoney, Margaret	Professional Delegate
Massulik, Colin G.	Secretary & Professional Delegate
Meyer, Hans R.	Professional Delegate
Moore, Kimberly L.	Professional Delegate
Newell, Linda T.	Academic Delegate
Nichols Jr., Robin R.I.	Professional Delegate
Nicolucci, Michael P.	Professional Delegate
Oreilly, Shawn P.	Professional Delegate
Peckham, David J.	Academic Delegate
Pede, Michael R.	Officer for Contingents & Professional Delegate
Pembrook, Maria	Professional Delegate
Pettengill, Carl M.	Vice President for Professionals and Delegate
Scholl, David Michael	Professional Delegate
Shue, Frances	Academic Delegate
Silverstone, Allen E.	Academic Delegate
Smith, Phillip H.	Academic Delegate
Stasior, Paul R.	Professional Delegate
Steer, Linda M.	Professional Delegate
Strempel, Patricia D.	Committee on Active Retiree Membership
Threatte, Gregory A.	Academic Delegate
Toper, Martin A.	Professional Delegate
Veenstra, Richard D.	Vice President for Academics and Delegate

March 2013 Volume XIX, No. 1 • 11

UUP CHAPTER ELECTION 2013

Candidate Statement

Name of Candidate: Richard Veenstra, PhD, Professor, Department of Pharmacology

Position Sought: Vice President for Academics



I recall when I was first asked to consider being an Academic Delegate for the SUNY Upstate Medical University Chapter in the mid-1990s, how little I knew at the time about the Union that represents us in our contract negotiations with New York State, how our state-wide and local United University Profession (UUP) chapter officers are chosen, and what my contractual rights are as a New York State employee and UUP member. I learned that, as an Academic Delegate, my primary responsibility was to attend the triennial Delegate Assemblies, learn about the political dealings in Albany, and vote for our State-wide UUP Officers and Executive Board members than represent our interests in Albany on a daily basis. The Delegate Assembly is the legislative branch of the UUP where the Union's positions (resolutions) on current topics are debated and adopted by vote, where the governing UUP Constitution is amended and adopted, where the UUP State-wide Leaders are elected, and where those leaders report directly back to you on the status of the Union and of higher education, health care, and research in New York State. I have learned through experience that I have a voice in Albany and Syracuse.

It was requested and I have decided to run for the Office of Academic Vice President of the SUNY Upstate Medical University Chapter of UUP to be your voice at the monthly Chapter Board meetings, to bring your concerns to the local Chapter meetings and State Delegate Assembly, and to encourage you to learn what I have learned by becoming an Academic Delegate of the UUP. I have attended and participated in numerous UUP activities over the decades, including Syracuse and Albany Legislative Advocacy days, being the Chapter Academic representative to the contract negotiations team, and to help keeping I-481 clean via the Adopt-A-Highway program. I ask for your vote to be the Academic Vice President and a Delegate of the UUP Upstate Medical University Chapter. I promise to be your voice for academic concerns and to ensure that the Upstate Medical University Chapter academic delegation is fully represented at each Delegate Assembly and at all times at home in Syracuse.

Candidate Statement

Name of Candidate: Colin G. Massulik Position Sought: Chapter Secretary



Like many of our active members, I started out with just one responsibility back in 2007. Since then I have been actively involved with UUP, attending nearly every local Officer and Executive Board meeting, Statewide Delegate Assembly and Leadership Development Workshop.

In the past five years, my responsibilities have grown from being the chapter webmaster to being Chairman of the Website Committee, serving as a Delegate to UUP Statewide as well as a member of the Statewide Elections and Credentials Committee. For the Upstate Chapter, I serve you as a member of the Executive Board helping to make decisions on how to best utilize your union dues.

The position of Chapter Secretary is one that requires leadership. My leadership style is the "lead by example" kind. One example demonstrating my ability is that as our Webmaster, the website www.uupinfosyr.org was voted as the "Best Chapter Website" in 2012 and we have repeatedly been the recipients of UUP Journalism Awards over the past five years.

UUP has helped me grow in many ways, one of which is formal education. My union experiences aided me while in graduate school where I received two degrees from the School of Information Studies at Syracuse University: a Certificate of Advanced Study in Information Systems (2010) and a Master of Science in Telecommunications and Network Management (2011). While taking classes I was also working with the Elections and Credentials Committee and so I chose my projects based on my interests. One was developing an online voting system for union elections and another was researching and revising electronic voting policy on the national and local levels.

While in graduate school, Project Management was a topic that I took to quickly. I was selected as the project manager for nearly every class project. After graduating I chose to obtain my Certified Associate Project Management (CAPM), which shows that I understand the fundamentals and intricacies of managing projects of any kind. This kind of skill will prove to be invaluable asset as an officer in UUP.

I am proud to have been part of the Upstate community for the past decade. My job takes me all over our Campus and the Hospital; I have enjoyed meeting so many of our members this way. Working as an Apple Desktop Support Technician in the Information Management & Technology Department means that I get to sit down face-to-face with many of you. I truly love my job and I make customer satisfaction my number one goal. Those that know me know that I take pleasure in serving you.

Thank you for your time. My name is Colin G. Massulik and I ask for your vote in this election as your next Upstate Chapter Secretary.

Thank You

Thank you. No other beginning would say it better. The men and women of the Upstate Chapter United University Professions Executive Board are volunteers that represent over 3000 members at the Downtown and Community Campuses. Each person listed below has given many hours to be your voice at Upstate University. Our board is made up of active and retired members of the Upstate community.

This will be United University Professions' 40th year as the nation's largest higher education union representing more than 37,000 members on 29 campuses, plus System Administration. Members of the Upstate Medical University Chapter of UUP are continuing to work for equitable contracts, protecting Upstate's University Hospital from privatization, and advocating for a sensible and realistic SUNY budget. The volunteers of this chapter have always acted in the best interests of our members.

That dedication has enabled UUP to become the powerful voice at Upstate University and the Syracuse Community.

As the United University Professions begins its 40th year there will be new challenges to face including the need to strengthen the quality of

SUNY and work to fight any future budget cuts. The members of the Upstate Executive Board will be available for you. Perhaps, more than we know, UUP will need to call upon our Upstate Chapter members to safeguard our Upstate Medical University. This Upstate University Executive Board will continue to work in your best interests and meet the challenges that will be ahead.

I present the members of the Upstate University Executive Board and share with you the many hours they have selflessly volunteered to represent you. Each mark on the chart indicates the time each as dedicated to our members needs at our local meetings. At the "DA" they are representing you at the statewide meetings.

I thank each member for their service to Upstate Medical University and United University Professions.

Robin R. I. Nichols, Jr., MS

Retiree Associate Chapter Secretary

Exec Bd Member	06/08/11	07/13/11	08/10/11	09/14/11	Fall DA	10/12/11	11/09/11	12/14/11	01/11/12	Wint DA	02/08/12	03/14/12	04/11/12	Spr DA	05/09/12	06/13/12	07/11/12	08/08/12	09/12/12	Fall DA	10/10/12	11/14/12	12/11
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Carol Braund	X	X	X	X	X		X	X	Х	X	Х	Х	Х	Х	X	X	X	X	X	Х	X	X	Х
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April Smith												Х											
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Legal & financial plans available to NYSUT members!

NYSUT members can get quality legal and financial assistance for themselves and their families by purchasing the Member Benefits Trust-endorsed Legal Service Plan or Member Benefits Corporation-endorsed Financial Counseling Program.

Legal assistance when you need it!

For an annual fee, the Legal Service Plan -provided by Feldman, Kramer & Monaco, P.C. -offers legal expertise on a variety of personal legal matters such as dealing with a speeding ticket or handling estate planning.

With the base plan, you'll get access to unlimited, toll-free legal advice from plan attorneys. In addition, when you enroll in the plan, you'll receive two, free, hour-long

consultations with a plan attorney.

The plan also provides for one Simple Will or update at no charge each year, along with a Durable Power of Attorney, Living Will and Health Care Proxy – important documents to have in place before the need for them arises.

NYSUT members can purchase the Legal Service Plan at the special cost of \$85 per year or \$55 per year for retirees; an Elder Law Rider and/or Business Protection Rider are available for an additional fee.

Participating locals can also take advantage of further savings through payroll or pension deduction.

**Please note that if you belong to a local association that provides a group legal service plan through the local or its Benefit Fund, remember to take advantage of the plan's benefits.

Financial expertise customized for your situation

The Financial Counseling Program – provided by Stacey Braun Associates, Inc. – offers unbiased, objective advice customized to your specific financial situation.

Through the program, you'll learn how to properly invest your assets to build a college savings or retirement fund; what to look for when purchasing or financing a home; and tips for getting your credit under control.



In-person consultations are available at least once

per calendar year at each NYSUT Regional Office as well as at Stacey Braun's New York City office. The program also includes access to Stacey Braun's password-protected website and a 24hour email helpdesk for basic financial questions.

NYSUT members can purchase the Financial Counseling Program for an annual fee of \$260. A 403(b) Limited Plan is also available for an annual fee of \$185.

Participating locals can also take advantage of further savings through payroll or pension deduction.

Learn more about either of these endorsed programs by contacting Member Benefits at **800-626-8101** or visiting *memberbenefits.nysut.org*.

For information about contractual endorsement arrangements with providers of endorsed programs, please contact NYSUT Member Benefits. Agency fee payers to NYSUT are eligible to participate in NYSUT Member Benefits-endorsed programs.



14 • Volume XIX, No. 1 March 2013 Upstate Medical University UUP Chapter's 24th Annual Clambake
SUNDAY, SEPTEMBER 9, 2012

All photos by Jeff



Upstate Medical University UUP Chapter's 24th Annual Clambake



Human Nature Across the Ages

Rosemarie Bundy, Ret. UUP Member (bundyr3@verizon.net)

When I retired I made a promise to myself that without the onus of the work environment, it was time to make myself 'literate-plus'; to answer the question what really makes a 'classic' classic; why do they endure? So the procession began: Jonathan Swift, George Eliot, Trollope, Thomas Hardy, all the Bronte's, Austen, and the later Dickens, etc. Surprise, surprise!! They were wordy but fabulously insightful.

During this trek, the BBC produced a film for Masterpiece Theater of "Little Dorrit" and it sparked the impetus to read the original text. This was one of Dickens' later books, written in 1857. For clarification, we must remember that he wrote these novels as serials that were published in segments over an extended period of time. He would take one or two characters a chapter, drop them in the next chapter, pick up another chapter with a different character, etc. Many chapters later you would read of the denouement of one particular character. Mr. Merdle, the great banker/financier, a replica of a hedge fund manager of today, is being disposed of by suicide. As I am reading Dickens' description of Mr. Merdle's influence, I kept repeating to myself: Bernie Madoff, Bernie Madoff, Bernie Madoff.

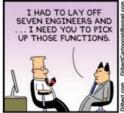
Note well, this was written 150 years ago! Upon showing it to my dentist he reacted by laughing and saying, "Did you really think that human nature had changed?" Apropos for today's financial climate. No?

Congratulations, Thomas Antonini, Physician Assistant of the Year!



On Saturday, October 20, 2012, UUP member, Thomas Antonini, a physician assistant in Cardiac Surgery at Upstate, was honored at the New York State Society of Physician Assistants (NYSSPA) Gala Dinner, receiving the designation of 2012 Physician Assistant of the Year. The NYSSPA 2012 award selection committee reviewed nominations on the basis of inspiration, service and integrity, and felt that Thomas stood out as a shining example of the best of New

York State. In addition to the award, Thomas also received a complimentary registration to the NYSSPA conference and two tickets to the gala dinner. Congratulations, Thomas – we are lucky to have you as part of the Upstate and UUP family!







Legislative Lingo

ACCEPTING A HAND DOWN The action by one house of the legislature on a bill that has been passed in the other house on a bill that is not introduced in both houses

THE CONFERENCE The members of one party in each house, e.g. the Assembly Democratic Conference

FORM 99 A form an Assembly member completes which requires the committee considering his/her bill to vote on it. There is no similar form in the Senate since the sponsor has no power to require a vote

HOLD HARMLESS The act of providing at least the same level of funds from the prior fiscal year, even though a decrease in funds may be warranted

LEGISLATIVE DAY A day, usually Tuesday, when neither house is in session but legislators are attending committee and constituent meetings

LOB Legislative Office Building

LULU The lump sum bonus payment legislators receive for extra responsibilities such as leadership posts and chairmanships

MARGINAL A legislator, usually a freshman, who won by a smallmargin in the previous election and is considered vulnerable, needing support from the leadership by getting extra publicity and campaign support

MESSAGE OF NECESSITY A communication from the Governor suspending the three day waiting period for a bill before it can be voted on

MY PRINCIPAL A reference to the leader of the branch of government that a staff person works for, i.e., the Governor, Assembly Speaker, etc.

POCKET APPROVAL An automatic approval caused by the Governor's failure to take action on a bill within 30 days of receiving it during the period that the Legislature has formally adjourned session

POCKET VETO An automatic veto caused by the Governor's failure to sign a bill within ten days of receiving it

RANKING MEMBER The head of the minority party on each committee

SAME-AS A bill introduced separately in each house, with the identical language

SECOND FLOOR The Governor's Office

STARRING A BILL Action taken by a Legislative Leader to prevent action on a bill

TAKING A WALK Convenient absence of a legislator during the vote on a bill he/she doesn't want to be recorded on

THE WELL The 1^{st} Floor of the LOB where UUP holds its Legislative Luncheon

THIRD READING Calendar status of a bill that signifies that the bill can be voted on

UNI-BILL A bill sponsored in both houses with Senate and Assembly numbers printed on the same bill

SUNY Bureaucrats Undermine Rational Tuition Agreement

Ted P. Schmidt

Individual campuses were supposed to keep the money generated by new SUNY tuition hikes—but SUNY central is changing the rules.

In August 2011, Governor Andrew Cuomo signed legislation to support SUNY's so-called rational tuition policy. Rather than unpredictably raise tuition to support ongoing state budget cuts, the legislation provided SUNY colleges and universities with tuition increases of \$300 per year for five straight years. This plan was considered "rational" because it allowed both institutions and students to plan their future financial needs with some degree of certainty. One important aspect of the plan, which helped create unified support, was the so-called "hold harmless" clause. That is, in exchange for the agreement to increase tuition, the state agreed not to cut its allocation to SUNY, as they had so often done in the past. Alfred State President John Anderson expressed this agreement clear and succinctly:

"Students across the SUNY system are in agreement with the Chancellor's plan as well, *provided that the increase is used at their respective campuses*, and not to help refill the state's empty coffers as was done in the past."

The italics are mine.

As Anderson made very clear, students supported the increased tuition at their respective campuses because they were led to believe that the tuition would remain on their campuses, while their state allocations would not be cut—"hold harmless." The state has held up its side of the bargain, but SUNY bureaucrats have not.

SUNY is no stranger to budget cuts. When I began my career at Buffalo State College in 1990, the state provided 60 percent of our total funding. Over the past 20 years, that support has fallen to less than 30 percent at Buffalo State and the other comprehensive colleges. While a similar trend has happened at the university centers, they still receive over 40 percent of their budget from the state. Of course, as state support has declined over the years, tuition was raised to offset the loss of funds.

In the late 1990s, as state support continued to decline, SUNY decided that it needed to develop a model to allocate the dwindling state funds. During the development of their model, dubbed BAP and/or RAM (budget allocation model/resource allocation model), I was given the task of evaluating the implications of the new model for Buffalo State. A sophisticated statistical model was developed to estimate allocations based upon costs of instruction. Now, as we all know in academia, it's more expensive to run research institutions like UB because PhD programs are expensive—small classes with high-paid professors. Even with this in mind, early iterations of the model projected allocations for the research centers (UB, Stony Brook, Albany, and Binghamton) that were less than what they were currently receiving. Since the centers dominate SUNY, the model was tweaked until the projected outcome was close enough to the current actual distribution to be acceptable. RAM included several components, the main two of which were costs of instruction and research (mainly measured as the dollar value of grants received by institutions). If the tuition component couldn't be tweaked to generate the right outcome, then the research component could.

During its early years, once the right outcome was generated, the RAM/BAP model functioned fairly well—meaning no one really complained about the outcome, and it also created a *raison d'etre* for SUNY bureaucrats. While the model marked a radical change for SUNY, there was an additional, more important, change that came along with it—institutions would now be allowed to keep their own tuition. Prior to this, all funds were sent to SUNY central, then reallocated in some fashion back the colleges and universities. The new model would provide more transparency.

In theory, the RAM model was supposed to create a more competitive environment among SUNY institutions: Better institutions would attract more students and therefore more funds. In practice, it drove administrators at many institutions (including our own) to strive for quantity over quality (though, to prevent this, there was a cap on annual enrollment growth). At Buffalo State, enrollment targets were set at the maximum allowable so as to generate as much money as possible, and, by hook or by crook, we met those targets. Unfortunately, too much of that money went to feeding a growing bureaucracy.

Fast-forward to the 2008 economic crisis: SUNY institutions experience two years of across-the-board cuts, and RAM gets put on the back burner. In 2011, students have agree to the five-year rational tuition increase, because they are led to believe that those funds will be retained at their respective campuses ("hold harmless"), and most institutions state they intend to use the funds to bolster academics. In fact, Buffalo State's new president made this very commitment in his fall State of the College Address. However, while the state would maintain its promise of "hold harmless," little did he know that SUNY bureaucrats would reinterpret its meaning.

There are a lot of bureaucrats at SUNY central, and they've now gone four years with little to do. Idle hands are the devil's play things. Time to resurrect the dead! A working group, appropriately titled the resource allocation team or RAT, began to work on a new allocation model. Like politicians dueling over the fiscal cliff, the RATs periodically leak information about possible outcomes. The early iterations of the model generate reduced allocations at the colleges and increased allocations for the university centers. For example, Buffalo State is projected to lose \$2.7 million, and UB is projected to gain \$4.5 million.

Of course, the RATs claim this was all done in the name of objective modeling, but there is no such animal. Models are tweaked until the desired outcome is generated. In the case of Buffalo State, the tuition component of the model generated a reduction of about \$700,000, and the remaining \$2 million cut was generated by the research component of the "model." Buffalo State receives a lot of state grants, and SUNY bureaucrats decided that state grants should be less valuable than federal grants. Voila!

Is this just sour grapes? Look, I have no problem with SUNY (or the state) allocating more funding to the university centers than the col-

Security Tips: Emerging Trends and Threats for 2013

During 2012, cyber security incidents included theft of public and private intellectual property, hacktivism, ransomware, malware targeting mobile devices, and a surge of other malware, Black Hole Rootkit and Zero Access Trojan. What will we see in 2013? Below is a brief round up, listed in no particular order, of several threats and trends we can expect during the next 12 months.

Mobile Devices in the Enterprise

As the use of mobile devices grew in 2012, so too has the volume of attacks targeted to them. Every new smart phone, tablet or other mobile device provides another opportunity for a potential cyber attack. Many enterprises have incorporated these devices into their networks. In some cases, organizations are allowing employees to "Bring Your Own Device" (BYOD). This increases the cyber security risks for an organization particularly if it does not have control over the employee's personal mobile device. Risks include access to corporate email and files, as well as the ability for the mobile device apps to download malware, such as keyloggers or programs that eavesdrop on phone calls and text messages.

New capabilities, such as NFC (Near Field Communication), will be on the rise in 2013 and will increase the opportunities for cyber criminals to exploit weaknesses. NFC allows for smartphones to communicate with each other by simply touching another smart phone, or being in close proximity to another smart phone with NFC capabilities or an NFC device. This technology is being used for credit card purchases and advertisements in airports and magazines, and will most likely be incorporated into other uses in 2013. Risks with using NFC include eavesdropping—through which the cyber criminal can intercept data transmission, such as credit card numbers—and transferring viruses or other malware from one NFC-enabled device to another.

Ransomware

Ransomware is a type of malware that is used for extortion. The attacker distributes malware that will take over a system by encrypting the contents or locking the system; the attacker then demands money from the victim in exchange for releasing the data and/or unlocking the system. Once payment is delivered, the attacker may or may not provide the data or access to the system. Even if access is restored, the integrity of the data is still in question. This type of malware and delivery mechanism will become more sophisticated in 2013.

Social Media

Use of social media sites has grown beyond just sharing personal information, such as vacation photos and messaging. These sites are being increasingly used for advertising, purchasing and gaming. For 2013, attackers will look to exploit this volume and variety of data being shared to credentials or other Personally Identifiable Information (PII), such as social security numbers.

Hactivism

Attacks carried out as cyber protests for politically or socially motivated purposes, or "just because they can" have increased, and are expected to continue in 2013. Common strategies used by hactivist groups include denial of service attacks and web-based attacks, such as SQL

Injections. Once a system is compromised, the attacker will harvest data, such as user credentials, to gain access to additional data, emails, credentials, credit card data and other sensitive information.

Advanced Persistent Threat

Advanced Persistent Threat (APT) refers to a long-term pattern of targeted hacking attacks using subversive and stealthy means to gain continual, persistent exfiltration of data. The entry point for these type of espionage activities is often the unsuspecting end-user or weak perimeter security. Whether focused on exploiting vulnerable networks or unsuspecting end-users, APT will remain a consistent threat to networks in 2013.

Spear Phishing Attacks

Spear phishing is a deceptive communication, such as e-mail, text or tweet, targeting a specific individual, seeking to obtain unauthorized access to personal or sensitive data. Spear phishing attempts are not typically initiated by "random hackers" but are more likely to be conducted by perpetrators seeking financial gain, trade secrets or sensitive information. Spear phishing is often the nexus to cyber espionage/APT and will continue to increase this year.

What Can You Do?

By using sound cyber security practices, users and organizations can strengthen readiness and response to help defend against the myriad of challenges and mitigate potential impacts of incidents:

- Enable encryption and password features on your smart phones and other mobile devices.
- Use strong passwords that combine upper and lower case letters, numbers, and special characters, and do not share them with anyone. Use a separate password for every account. In particular, do not use the same password for your work account on any other system.
- Disable wireless, Bluetooth, and NFC when not in use.
- Properly configure and patch operating systems, browsers, and other software programs. This should be done not only on workstations and servers, but mobile devices as well.
- Use and regularly update firewalls, anti-virus, and anti-spyware programs.
- Do not use your work email address as a "User Name" on nonwork related sites or systems.
- Be cautious regarding all communications; think before you click.
 Use common sense when communicating with users you DO and
 DO NOT know. Do not open email or related attachments from
 un-trusted sources.
- Don't reveal too much information about yourself online.
 Depending on the information you reveal, you could become the target of identity or property theft.
- Be careful with whom you communicate or provide information on social media sites. Those 'friends' or games might be looking to steal your information.
- Allow access to systems and data only to those who need it and protect those access credentials.

EVENTS & ANNOUNCEMENTS

Negotiations update: Jan. 23

UUP Negotiators Proceed to Resolve Contract Details

Last week was an intense one for UUP's negotiators.

At meetings with officials from the governor's office, important steps were taken to address critical monetary items. Later in the week, UUP's Negotiations Team met to assess the current status of all contract items and to analyze their impact on all segments of the UUP membership.

Additional discussions with state officials are scheduled over the next few weeks and efforts to resolve contract details will proceed.

As this work continues, UUP will determine the appropriate time to convene the Negotiations Committee for review of a tentative agreement. Members will be informed when a committee meeting date is set. The Negotiations Committee—which consists of one member from each chapter, plus a part-time professional and part-time academic—must approve a tentative agreement before it can be presented to the membership for a ratification vote.

While this round of contract talks has taken some time (the first meeting with the state was in August 2011), UUP's negotiations process has unfolded in the same way it occurred in previous contract negotiations. Some previous contracts have taken longer to settle, so the timeframe experienced in this round is not unique.

As in past negotiations, the Negotiations Committee will be convened once a formal tentative agreement is reached. Until that time, only the Negotiations Team has knowledge of contract details, since complete confidentiality is critical to maintaining good-faith bargaining with the state and avoiding uninformed speculation and assertions in the press that could be harmful to UUP's bargaining position.

The diversity of UUP's bargaining unit with regard to salary, job security and part-time/full-time status presents significant challenges, and UUP remains committed to doing everything possible to obtain a contract that is fair and equitable for all.

Security Tips

Continued from page 18

- If the device is used for work purposes, do not share that device with friends or family.
- Follow your organization's cyber security policies and report violations and issues immediately.

For More Information:

- Symantec: http://www.symantec.com/connect/blogs/top-5-securitypredictions-2013-symantec-0
- Security Predictions 2013-2014 Emerging Trends in IT and Security: http://www.sans.edu/research/security-laboratory/article/2140
- Georgia Tech -- Emerging Cyber Threats Report: http://www.gtcybersecuritysummit.com/pdf/2013ThreatsReport.pdf
- Blackhole Rootkit Zero Access Trojan: http://www.mcafee.com/us/downloads/free-tools/rootkitremover.aspx

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The information provided in the Monthly Security Tips Newsletters is intended to increase the security awareness of an organization's end users and to help them behave in a more secure manner within their work environment. While some of the tips may relate to maintaining a home computer, the increased awareness is intended to help improve the organization's overall cyber security posture. This is especially critical if employees access their work network from their home computer. Organizations have permission and are encouraged to brand and redistribute this newsletter in whole for educational, non-commercial purposes.

Brought to you by:



SUNY Bureaucrats Undermine Rational Tuition Agreement

Continued from page 17

leges. On average, the state allocation covers about 45 percent of the university centers' budgets, while the colleges receive about 30 percent of their budgets from the state. Even though they are more expensive to run, the centers probably do generate a greater economic impact than the colleges, so a greater subsidy is warranted. However, under the rational tuition policy increase, students were led to believe that their dollars would be used to bolster academics at the institutions they attend, just as president Anderson stated. I think it's a crime that SUNY bureaucrats—not politicians—decided to reallocate state dollars in the middle of this five-year tuition increase.

At Buffalo State, many of our students come from low-income households, and we are proud to provide access to higher education for a very diverse population of students. These students will be paying higher tuition each year for the next five years and they will be harmed to the tune of \$2.7 million in cuts by SUNY's decision—not the state's—to reallocate state resources. Chancellor Zimpher, this is not the definition of "hold harmless." Governor Cuomo, is this what the state intended with its rational tuition policy? I'm no lawyer, but it seems to me that students at the colleges that are losing state funding have an actionable grievance.

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