

# BRIDGES

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The Newsletter of the Stony Brook HSC Chapter of United University Professions



## Message from the President

# Managed Care Concept - How Will It Affect You?

by Ed Alleyne

This concept has been around for a long time, but with the more recent reduction in health care dollars, hospitals are forced to look at alternate ways to deliver health care. The most commonly recognized Managed Care Programs are: (1) Health Maintenance Organizations (HMO's) and (2) Preferred Provider Organizations (PPO's).

Under the New York Prospective Hospital Reimbursement Methodology (NYPHRM), HMO's are permitted to negotiate hospital inpatient rates below levels paid by Blue Cross and Medicaid. In 1991 the New York State legislature approved legislation requiring counties to submit managed care plans to the New York State Department of Social Services indicating how they would meet targets for enrolling Medicaid beneficiaries in managed care. HMO activity in the state is currently focusing on the expansion of existing HMO's into additional geographic areas.

PPO's in New York State have been limited due primarily to the state's hospital reimbursement methodology which curtails the ability of PPO's to negotiate discounted rates with hospitals. However, a new approach to PPO is beginning to emerge in New York State, known as the Physician-Hospital Organization (PHO)

which joins physicians and the hospitals where they provide inpatient care in a cooperative venture which can offer a package of health care services to employers and/or insurance companies.

There is currently a plethora of health care proposals for reform. The political sector is proposing what health care reform should be, and the health care providers, physicians and other health care workers are proposing their version - whichever version wins the battle, it will affect us the consumers in one way or another.

The "airways" are cluttered with proposals and counter-proposals. On the one hand are the proponents of managed competition and on the other single payer provider. (This basic comparison is a draft prepared for the NYS health care campaign, by Susan Dooha, National Support Network and Mark Hanney, ACT UP/NY).

The basic concept of managed competition is a multi-tiered system of "managed care"; all health coverage is provided for through either:

- A health insurance "purchasing cooperative" of employers who serve as the sponsors, who contract with an approved network of providers;
- An approved private "health plan";
- A government "sponsor" plan selected by a state/locality;
- Medicaid and/or Medicare

It is believed that this system is fragmented, and fosters incomplete coverage, including private insurance, Medicaid, Medicare and self-insurance.

In contrast, the single-payer system fosters a unitary system of consumer-controlled care; all health coverage is provided through a state plan approved by the national government. The thousand

continued on page 2

## A call to (legislative) arms

by Dan Fischer, Chair, Legislative Committee

The call to legislative action is heard often. Whether it is lobbying for our pension, the governor's budget, keeping the Veterans Home as a vital part of the university mission or the future status of our hospital, there are more dragons to slay than there are knights to fight. Some battles are fought over and over.

We need people who are willing to join the cause on a long term basis. That's not to say we'll expect every last ounce of extra time you have. Just come to our meetings and volunteer when you can.

So far this year we've gone to the statewide legislative breakfast and to lobby day in Albany. This was an excellent way to get acquainted with our legislators and see our system in action. We have worked jointly with the west campus chap-

continued on page 2

## Inside

**Health & Safety Survey.....4**

**Health & Benefits.....6**

**TIAA update.....7**

# Letter from Lucille Protosow

*UUP Co-Chair, Grievance; Delegate*

Dear Fellow UUPers:

I'd like to share a recent development that occurred at the Long Island State Veterans Home which does not directly impact the faculty and staff of the Health Sciences Center or University Hospital.

In early January 1993, the Governor's proposed budget was not yet public, but had been circulated to various state officials as is common practice. At that time it was made known to the professional staff of the Long Island State Veterans Home that our budgetary funding source was moved from a miscellaneous appropriations, administered by SUNY Stony Brook to the Department of Health, Institutional Management Division.

That my friends, is how 55 university appointed, UUP non-teaching health professionals found out what was to be their employment future for fiscal year 1993/94!!!

My colleagues and I were shocked, distressed and finally angry at the disregard for our employment and clinical practice status, in a transition of this facility from SUNY to DOH.

Immediately thereafter (having been formally and officially appraised of the intent to transfer the operation of Long Island State Veterans Home from SUNY to DOH, by the HSC V.P.) I and my fellow UUP staff formed an action committee and called upon the resources of Central UUP leadership and our field rep, Dawn Hopkins, to oppose this transfer. **They were there to direct and assist us in our strategy plans and went into action immediately on our behalf.**

What does that mean? It called for aggressive, organized and determined political action and education of the "public" and the community of what this transition would probably mean to the veteran community and to the health care professionals in the long run.

Lest you think we are concerned solely about saving our jobs, and other self serving interests, think again.

The politicians promoted and supported a university based long term health care facility and the public was **promised** by legislated statute a progressive, university based, skilled nursing facility with a medical education mission which would deliver superior care, train medical professionals and study gerontology. That just doesn't happen in other state run nursing homes. Sure they too can and do have "affiliations" with teaching institutions, but that's not the same as BEING a university department commit-

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## Managed Care Concept

(continued from page 1)

of different types of coverage through private insurance, self-insurance, Medicaid and Medicare would be eliminated.

No doubt there will be much posturing about these and other systems of health care reform in the months and even years to come, and whatever the outcome, it probably will not meet the needs of everyone. We as health care providers and ultimate consumers must seek to be informed, and as professionals will be looked upon to help provide the answers to the health care puzzle. "Be an educated consumer". ◆

ted to just employing more than the standard practices of care and enjoying the best academic and clinical advancements in the care of the elderly. We have a two fold mission that would be compromised in this transition from SUNY to DOH.

These health professionals have the credentials and the experience in long term care to be employable at salaries commensurate with their levels of achievements in their respective clinical fields. They don't "need" to work at the Long Island State Veterans Home. They were **invited** to join the staff to "write-the-book" on gerontological care. The Department of Health would endeavor to replace UUP vacancies, through attrition, with the existing civil service levels of employees found in their other existing facilities or the diminishing mental health systems.

Remember, previous long term care experience is not a prerequisite for classified appointments.

Hopefully, when this letter appears in print, the Long Island State Veterans Home professional staff will have successfully campaigned to save the "dream" of those of us who thought we were going to be in a unique university based health facility on the cutting edge of long term care.

Our advice to you, our colleagues, is to be aware of the condescending attitudes of super-power state officials who "know what's best" for the public and the public workers. They take for granted that we will go along with just about anything as long as our jobs are safe. Well, they're wrong. We **are** the public too.

Keep LISVH with SUNY **and** appropriate the necessary funds to provide superior care and education to the veterans and future health care professionals. ◆

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**Editors Note:** Since this letter was written, the ill-advised plan to remove the Long Island Veterans Home from the auspices of SUNY was dropped. Certainly, the dedication and hard work by the action committee at the local level and in Albany through the support of UUP Central paid off. It was possible to convey the strong opposition to the plan and I'm pleased to report that one big victory was won!

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## A call to (legislative) arms

(continued from page 1)

ter of UUP in visiting our legislators here on Long Island. Soon we'll be embarking on a letter writing campaign and we also hope to co-sponsor a legislative breakfast/luncheon here on campus.

The major focus of our present legislative season has been the governor's budget. While it gives the appearance of giving SUNY a modest increase, it actually is a cut. The increase does not even cover the contractual raises. This would be the 14th cut in 10 years! The message we want to get out to you (and to our elected representatives) is that these budgetary cuts end up as a de-facto undermining of the entire SUNY system. One has to ask, do we really want the SUNY system? If we do, then it is time to seriously invest in SUNY. Dollars invested in SUNY are well spent. A strong SUNY yields a strong, vibrant growing state economy.

If you wish to be a part of the legislative committee or would like to volunteer to help on a legislative project, please call the UUP office (4-1505) and leave your name and number. ◆

# Winter Delegate Assembly

by Colleen Kenefick, Chapter Secretary

One of the largest delegations ever from this chapter attended the winter delegate assembly in Albany January 29-30 at the Desmond Americana. Seventeen delegates took on a very full agenda during the busy sessions. All SUNY campuses were represented with 246 delegates present for caucus nominations in preparation for statewide elections at the spring delegate assembly. Statewide president, vice-president for academics, executive board and secretary offices will come up for election in May.

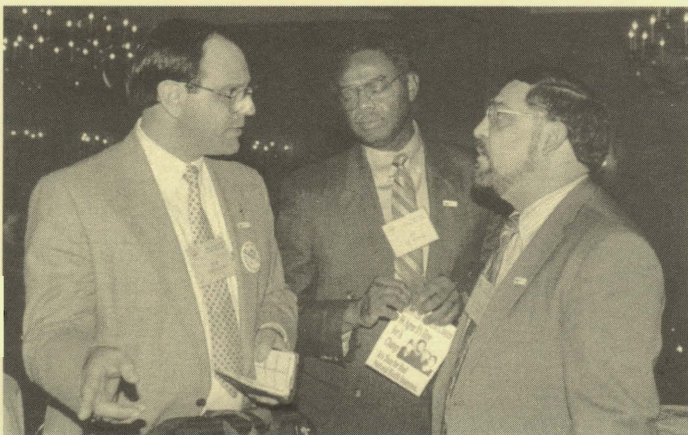
Those attending from this chapter were: Ed Alleyne, Howell Archard, Leslie Burnett, James Connolly, Ed Drummond, Daniel Fischer, Margaret Fischer, Everton Forde, Joan Goland, Ed Hines, Julitta Jo, Colleen Kenefick, Joe Melendez, Donald Pisani, Judith Schwartz-Silverberg, Michael Silverberg and Eugenie Weber.

The body adopted a special order of business and observed a moment of silence in honor of Supreme Court Justice Thurgood Marshall. A constitutional amendment was adopted to require all chapters to phase into a two-year election cycle by 1995 that will conform to the statewide affiliate convention election process.

UUP supported the guarantee of civil rights to gay and lesbian citizens and that UUP give particular attention to its attitudes and behaviors towards its gay and lesbian members. Also adopted without dissent is a UUP Policy Statement on Sexual Harassment.

**Top:** Members of the Stony Brook HSC at the 1993 Winter Delegate Assembly in Albany.

**Bottom:** Tom Corigliano, Ed Drummond and Donald Pisani discussing President Clinton's proposed health care changes.



Delegates supported the principle of seniority for part-time employees. The Negotiations Committee shall be asked to give the seniority principle a top priority demand for future contracts. A resolution was passed encouraging members to investigate and consider actively supporting the good work of the New York State Coalition for Social and Economic Justice.

Delegates expressed thanks to Governor Cuomo and the New York Power Authority for their decision to cancel the contract with Hydro-Quebec. This contract would have required the state to purchase hydro-electric power from the James Bay II project, a project widely condemned for its negative environmental impact.

The Joint Labor Management Committee on Health Benefits will continue to assess all aspects of service provided by APM with special attention given to client satisfaction. Also supported was the concept of chapter release time for chapter officers. UUP was urged to negotiate with NYSUT and AFT to obtain funding that would provide one-half release time for a local chapter officer. ♦

## Support for Part-Time Issues

by Donald Pisani, Vice President for Professionals

The 1993 Winter DA held in Albany on January 29-30, saw two resolutions brought to the floor, with the endorsement of the state wide Executive Board, that addressed part-time concerns. These resolutions are part of a continuing process that the state wide Part-Time Concerns Committee has undertaken in order for the union to take a stand on pertinent issues related to part-time employment. These resolutions, for the first time, address two major concerns: representation during contract negotiations and seniority for part-time employees.

Until now there has not been a designated part-time concerns employee on the Negotiations Team (the body responsible for negotiating our contract with the GOER). It has now been made policy by delegate assembly action that the President of UUP include a part-time member as part of the Negotiations Team. This member will be able to bring to the negotiations table union wide part-time concerns which need to be addressed.

The second resolution that was passed by the delegate assembly was the recognition of the principle of seniority for part-time employees. The impact of this resolution serves as a means to begin to look at the issues surrounding part-time employment and how to address inequities that have existed for many years. It will take time for changes to be accomplished, but this is a step in the right direction. It is important for full time employees to recognize that any gains earned by this resolution to part-timers also benefits them, for it makes the union as a whole much stronger.

As the part-time concerns representative for this chapter I am very aware of the issues that are of primary concern to part-time employees. But I still need your help. Please bring to the chapter office your concerns no matter how trivial they may seem to you. If we are not aware of your problems we will not be able to address them in a proper and timely manner. ♦

# Results of the Health and Safety Survey

**The 1992** survey differed from previous surveys in that it was “free form” — we did not give you a list of problems but simply asked you to describe your five most serious concerns. Perhaps that explains why we received twice as many replies as in previous years — out of nearly 2,000 members of the bargaining unit, 268 sent in replies.

When all the replies were in, we reviewed them and listed all the different problems that were reported. We then grouped them into five main categories which we labelled as hazards, nuisances, air quality, personal safety and public safety. The complete listing of these groups is shown below.

It is clear that the air quality in the Health Science Center bothers more people more of the time than any other

problem. Three of the eleven highest scores were from this category, including the highest of all—*fresh air ventilation*—with a score of almost 700, and number three—*smoking enforcement*. The other major category was that of *personal safety*, not only as a general concern but most especially with respect to *security in the parking lots*. And no one who works in the Health Sciences Center will be surprised to find that *elevators* are a significant concern.

We asked the directors of physical plant and public safety for the Health Sciences Center to comment on these results.

Mr. Al Ingle, Assistant Vice-President for Facilities Operation, replied that air quality “must be of highest priority for Facilities Operations’ action.” He adds that “the E. Campus Physical Plant in

concert with Environmental Health and Safety must proceed to take appropriate action to ensure that adequate environmental conditions exist.”

Mr. Joseph C. Oddo, director of the E. Campus Precinct of the department of Public Safety, responded with a lengthy, detailed analysis of the numerical data. He summarized by saying that “Public Safety share the concerns” of the survey respondents, and that Public Safety “have been very active in their role to enhance security and safety concerns and will continue to do so until we have achieved our committed goals”.

The words are encouraging but we cannot fail to note that the same problems have been perceived since any of us can remember — it will take more than words to create a sense of progress. ♦

## How we analyzed the results...

We wanted to present the results in a way that reflected the emphasis given by the respondents in the replies we received. That means we had to give more weight to complaints that were given higher priorities. In order to do that we calculated a combined score for each complaint as follows:

(Number of complaints of priority 1) X 10 plus  
(Number of complaints of priority 2) X 7 plus  
(Number of complaints of priority 3) X 4 plus  
(Number of complaints of priority 4) X 2 plus  
(Number of complaints of priority 5) X 1  
= combined score

The numbers we obtained ranged from 10 to 700; we plotted all of these on a bar chart and looked at the pattern. In order to highlight which issues caused the most concern, we decided to keep separate all of those with a score greater than 90 — a total of eleven specific complaints. The rest were added together in their groups (other hazards, other nuisances etc) and then, to enable a fair comparison, we took the average score per complaint within each of those groups. The accompanying chart shows all of these numbers plotted in rank order.

## Categories of Complaints we found in the surveys...

### Hazards:

Asbestos  
Crowding Hallways  
Escalators  
Fire Safety  
Infection Control  
Ionizing Radiation  
Lab Safety  
Occupational Injury  
Slippery Floors  
Traffic Safety  
VDT Ergonomics  
Drinking Water  
Windows

### Air Quality:

Temp. Control  
Fresh Air Ventilation  
Smells  
Power Plant Emissions  
Smoking Enforcement

### Nuisances:

Birds  
Building Exterior  
Elevators  
Housekeeping  
Intoxicated Employees  
Leaks  
Signage

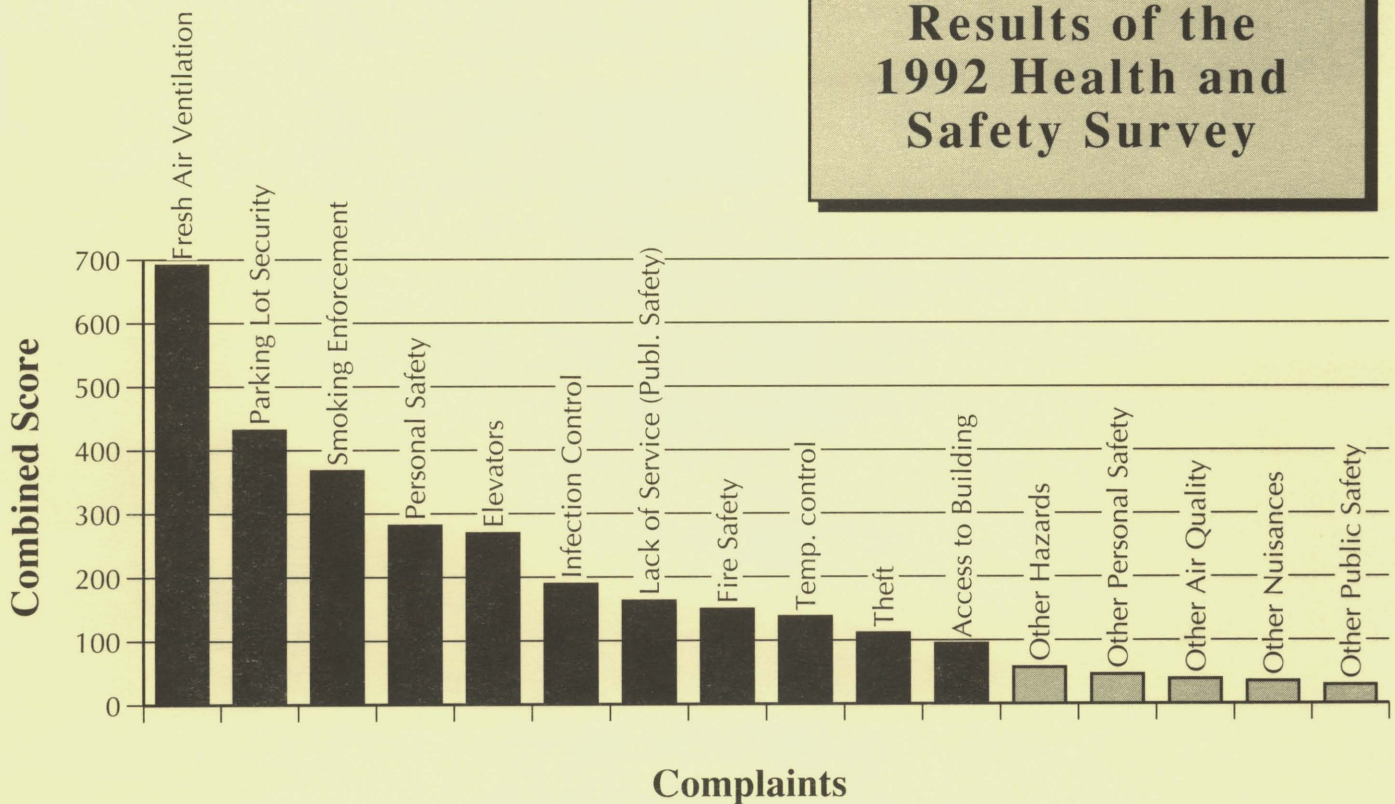
### Personal Safety:

Personal Safety  
Access to Building  
Theft  
Parking Lot Security  
Lighting

### Public Safety:

Unresponsive  
Lack of Presence  
Attitude  
Incompetence  
Lack of Service

## Results of the 1992 Health and Safety Survey



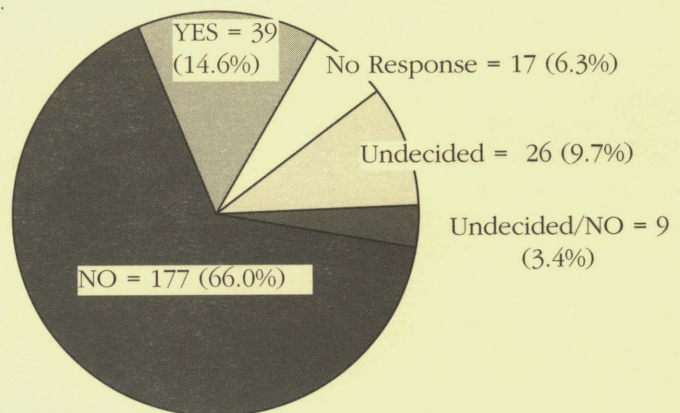
Legend:

- Combined Score for a single complaint
- Average combined score of a group of complaints

## Should Public Safety be Armed?

A portion of the survey focused on the issue of arming the campus Public Safety officers. The results are charted here and clearly show that the majority of respondents were against arming. Representatives of Public Safety have also assured our committee that we have a "safe campus".

Of the 268 people who responded to the survey, 251 answered this question. The percentages shown on the chart refer to the total number of surveys returned. Of those that answered this question, 71% voted "NO". Some said they were undecided but their comments were mostly negative — these were scored as "undecided/no".



The University Safety Council was charged with the responsibility of studying the issue of arming and reporting to President Marburger on the pros and cons of the issue. The HSC UUP Joint Labor/Management Health and Safety Committee has been in contact with the Safety Council several times, and in Sep-

tember we forwarded detailed copies of the survey results to them.

Given the recent publicity about the impending decision to be made by Dr. Marburger, Ed Alleyne, our Chapter President, is forwarding a letter to Dr. Marburger directly, along with the survey results.

## In Short...Health and Benefits

### *Health and Safety Committee Reorganizes*

by Marge Ort, Co-Chair Health and Safety Committee

The HSC UUP Joint Labor/Management Health and Safety Committee has reorganized in order to more effectively work on issues of concern to UUP membership by assigning responsibility for specific areas to different committee members. Please contact one of us if you need assistance with a problem or concern.

Michael Silverberg	Environmental Health and Safety Issues	4-2347
Marge Ort	Facilities Issues	4-1219
Ed O'Connell	Public Safety Issues	2-6410

The Management representatives of the Committee are Bob Weniger, Tricia Allen and Randy Glazer. Bob is addressing educational issues such as health and safety seminar topics which may be of interest to UUP members. Please contact him at 4-1460 if you have any suggestions. Tricia Allen is the Labor Relations Manager for University Hospital, and Randy Glazer is the Labor Relations Manager for the main campus office handling HSC employees. As such, Tricia and Randy act to help facilitate resolutions of any of the areas noted above.

### *Metropolitan's Provider Directory*

You should be aware that your Participating Provider Directory only identifies providers as of August 25, 1989. Providers are continually being added to or delisted from the program. Please be aware that your Participating Provider Directory is constantly changing and always ask your provider if he or she is a participant at the time service is being sought.

We have been updating the list with each issue of the Newsletter, and if you keep these additions and deletions you should have a complete up-to-date directory. Here are some additions that have occurred since the last Newsletter:

Kathleen Drosch	OB/GYN	Stony Brook	444-2733
Sung Kim	Nephrology	East Patchogue	654-8755
Robert W. Nadel	OB/GYN	Mineola	741-1155
Richard H. Rose	Gen. Surgery	Port Jefferson Sta.	474-3000
Ronee Skornik	OB/GYN	Stony Brook	444-2733

### *Deductibles and Co-Insurance*

The major medical deductible for employees represented by UUP who are enrolled in the Empire Plan is increased to \$188 per enrollee, \$188 per enrolled spouse and \$188 for enrolled dependent children (only 1 deductible for children, regardless of how

many children are covered). The maximum co-insurance (out-of-pocket expenses before the 100% reimbursement begins) for employees represented by UUP is increased to \$906.

### *Prescription drug costs are hard pill to swallow*

A U.S. Senate staff report confirms what UUP has been saying all along: Prescription drug costs are out of control.

The U.S. Bureau of Labor Statistics found that drug price inflation at the manufacturers level was about 5.4% in 1992, more than four times the rate of overall inflation.

The Senate committee is now looking for ways to control the cost of prescription drugs, claiming the drug manufacturers broke their promise to keep the increase at or below the inflation rate, which was 1.5% in 1992.

Skyrocketing drug prices have proven a hard pill for UUP to swallow. The UUP Benefit Trust Fund has been forced to up members' co-pay and to put an annual cap on family drug coverage. The cost to operate UUP's prescription drug program rose from \$2 million in 1985 to \$7.8 million in June 1992, while the cost of an average claim rose about 264%.

Despite these shocking statistics, Fund trustees won their battle to eliminate the \$10,000 annual cap on genetically engineered drugs (GEDs), and to overturn the 21-day maximum supply per prescription for prepackaged drugs such as birth control pills and hormone supplements. The 21-day limit remains in all categories except prepackaged prescriptions.

Although the \$10,000 annual cap was lifted for GEDs, all drugs covered by the prescription program fall under the \$40,000 per family annual maximum.

For further information on these changes, contact the Fund office at (800)522-7002 or (212)420-1309

### *Rx Co-Pay Increases*

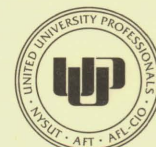
The prescription plan changes that went into effect on November 1, 1992 are summarized below:

- The co-pay increases to \$5 or 20%, whichever is greater, per prescription and for each refill;
- The quantities of medication available at a pharmacy are now limited to a 21-day supply for each prescription filled or refilled;
- Prescriptions placed through CFI, the mail order facility, require a \$10 co-pay per prescription and for each refill, up to a maximum of a 100-day supply.
- There is a \$40,000 annual maximum for all drugs. ♦

# Infrastructure ▶



## Invest in SUNY



# Library News

Two new books and one new video have been added to our chapter library collection. They are as follows:

**The Best of Nursing Humor** - compiled and edited by Colleen Kenefick and Amy Young, SUNY at Stony Brook, Stony Brook, New York. Presents the best pieces of creative, humorous writing to appear in the nursing and related literature over the last 20 years. Addresses the funny side of interrelationships and communication between nurses and their colleagues, physicians, patients, and patients' families.

**The Best of Medical Humor** - compiled and edited by Howard J. Bennett, M.D., Washington, D.C. In this age of increasingly sophisticated health care, it is important for physicians and medical students to be able to laugh at themselves. In this book, physicians poke fun at themselves, their patients, medical education, and the health care system.

**The Health Quarterly** - 57 minute video narrated by Roger Mudd who discusses three important health issues: (1) Dollars and

Doctors - an area of health care that has become very profitable for doctors who invest their money in private facilities that do MRI's and in turn refer their patients to these same facilities. Other joint ventures include Clinical Labs, Radiation Therapy and Surgical Centers. This practice is currently being investigated to determine if these procedures are being unnecessarily recommended because of the doctors' financial interest in the company. (2) Promises and Reality - Roger Mudd interviews Dr. Judy Feder, Director for Health Care Policy for the Clinton Transition Team. They discuss the main points of the Clinton Health Care Plan. (3) The AIDS Report - Statistics are indicating that there is a hidden risk for women and AIDS. One of seven people with AIDS is a woman and their childhood experiences could lead women to be at risk.

Books and videos in the UUP HSC collection can be borrowed by any member of the chapter. The Library is located in the Union office on Level 5 of the HSC, Room 572. ♦

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## NYS/UUP Joint Labor Management Committees Renew Award Programs for 1991-1995 Contract Period

**Professional and Librarian Study** leaves are once again available from the NYS/UUP Professional Development and Quality of Working Life Committee. The objective of these programs is to assist employees in developing their full professional potential and in preparing for advancement. The maximum award under these programs is \$5,000.

**The Term and Continuing Faculty** awards provide small grants (maximum \$750) to conduct research, to apply the results of scholarly work to the improvement of teaching, or to develop new skills which will increase effectiveness or stature as teachers, scholars, practitioners or researchers.

**The Nuala McGann Drescher Affirmative Action Leave** program is intended to address matters of equal employment and affirmative action. Money allocated to this program shall be used to assist women, minorities, persons with disabilities and Vietnam era veterans who are preparing for continuing or permanent appointments.

Formal guidelines and applications for all of the award programs described above are available in the UUP office, Room 572, HSC Level 5, or you can call Sharon Hines in the union office for information at 4-1505. ♦

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## In Short

### **State Contributions to TIAA-CREF**

Did you receive your quarterly TIAA-CREF statement and wonder why the state contributions had ceased? Well it seems that the budget agreement reached by the Governor and the Legislature for fiscal year 1992-93 did not provide the full amount of money necessary to continue the current contribution rate. Thus, state contributions to TIAA-CREF for members of Tiers 2,3 and 4 stopped as of the January 13 paycheck and there were no further payments for the balance of the fiscal year.

The good news is that state contributions resumed with the start of the new fiscal year (April 1) and at the current contribution rate. The six missing payments will be re-paid as follows: 10% in Sept., 1993; 45% in Sept., 1994; and 45% in Sept., 1995.

### **New York State Budget Passed**

On Monday, April 5th, following a weekend of frenzied activity, the New York State Legislature concluded this year's budget

drama by adopting the \$59.9 billion budget package. Topping last year's budget with a "general fund" increase of 3.5% (for a total of \$32.08 billion) the negotiations were far less acrimonious than previous years. Legislators applauded themselves for reaching agreement only a few days past the April 1st deadline before heading off to a two week vacation.

The newly adopted budget allocates \$2,875,686,200 (all funds) for the State University state-operated campuses. That includes \$983,841,200 of general fund support with the remainder from special revenue funds (federal and other) and fiduciary funds. The All Funds allocation is 2.6% higher than last year's total. General fund support (that is, actual appropriations from State tax dollars) will increase by \$50,537,000 (5.4%) over last year.

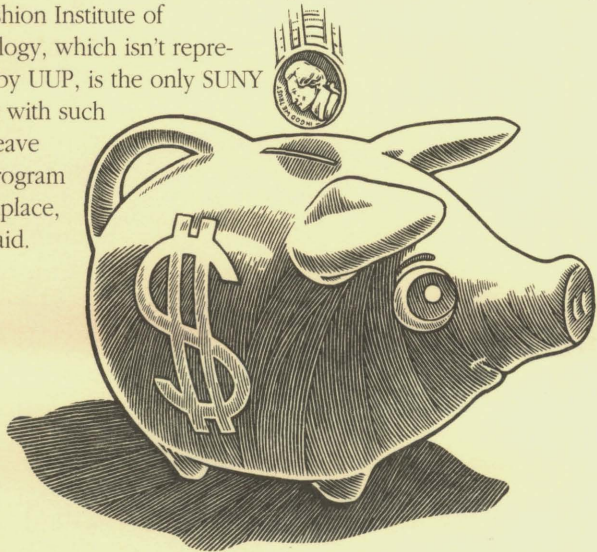
Although SUNY will see an increase of more than \$50 million, when negotiated pay raises and inflation are factored in, SUNY will end up cutting nearly \$12 million to balance its budget. ♦

## 'Sick bank' considered

UUP and GOER are currently discussing the feasibility and implementation of a sick leave bank program for 12-month employees.

The experimental plan, an outgrowth of ongoing negotiations between the union and GOER, would allow 12-month employees to donate a portion of their annual leave to the bank to be drawn upon by colleagues who have exhausted their sick leave.

Ten-month employees are not included in the plan since they don't accrue annual leave, according to UUP President John Reilly. The Fashion Institute of Technology, which isn't represented by UUP, is the only SUNY campus with such a sick-leave bank program now in place, Reilly said.



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

The UUP Newsletter welcomes articles and letters submitted by members of the Stony Brook community. Remember, this is *your* newsletter. Share your thoughts with us. We want to hear from you. Persons who have material they wish to submit should contact: Joan Goland, Dean's Office/School of Medicine, Zip 8430; Telephone: 4-2295.

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Health Sciences Center

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