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WE'RE BACK! The semester has been jammed for us, but Wavelengths is back! We'd like to invite YOU to contribute stories, and let us know about things you'd like us to dis-cuss: academic concerns, professional concerns, con-contingent concerns, etc.

Newsletter editorial staff, this issue:
Kyle Anderson, Ryan Baker,
Lisa Cuccia, Martha Livingston;
additional contributions by
Elliana Martinez, Carol Quirke.
Webmaster: Zhihong Shi.

RALLY FOR PUBLIC HIGHER EDUCATION!

Dear UUP-Old Westbury members,

Join us in a lunch-hour rally to urge SUNY Chancellor Johnson to call for full SUNY funding!

Since 2008, New York State’s support for SUNY has been flat: tuition and fees have gone up 148%, and the State’s appropriation has gone up exactly 3%. That’s right: putting more and more of the burden on our students; increasing enrollment while not increasing funding; we are operating in a constant crisis mode, with a budget shortfall. We need full SUNY funding now!

UUPers and supporters at numerous SUNY campuses will be holding a rally on December 9th; let’s turn out and make our voices heard for full, fair funding for SUNY now!

And Join Us For More UUP-Old Westbury Members-Only Fun Activities!

Thursday, December 5th
OUR SECOND UUP HAPPY HOUR
at Market Bistro at 5:45 pm
Bring your membership card and the first round’s on us!

Thursday & Friday, December 5th-6th
RALLY SIGN-MAKING AT THE UUP OFFICE
from 11:00 am - 2:00 pm
Bring the ideas, we’ll supply the posterboard and markers.

Thursday, December 12th
GENERAL MEETING AND HOLIDAY PARTY
STUDENT UNION MPR
12:00 pm - 1:00 pm
Lunch will be served
REPORT FROM CHAPTER PRESIDENT:
UUP-Old Westbury in Action!
by Martha Livingston

Dear UUP-Old Westbury members,

I’m delighted to report that in Fall, 2019, your UUP-Old Westbury chapter:

• Participated in the September 7th New York City Labor Day parade (see photo below, left);
• Joined the New York City Climate Strike on September 20th (see photo below, right);
• Held a half-day Executive Board retreat on September 27th at which we explored priorities for action on our campus, developing a 5-year vision and a one-year plan to grow member involvement;
• Finalized our revised Chapter Bylaws, sent them to the membership for discussion, and are currently holding a mail ballot;
• Held a General Meeting on October 29th. VP for Professionals Eliliana Martinez, VP for Academics Carol Quirke, and Chapter Delegates Kyle Anderson, Ryan Baker and Peter Ikeler presented a report-back from the October 24-26 UUP statewide Delegate Assembly, held in Rye, New York; Delegate and Bylaws Revision Committee member Frank Sanacory presented a report on the updated Bylaws;
• Conducted our Fall semester Labor-Management meeting with President Butts, Provost O’Sullivan, HR Director Kimmins and HR staffer Lillian Colella (see report on page 3); and
• Held two meetings with our ever-expanding roster of Department Reps. (see complete list on page 12); and worked with individual UUPers and departments to help make our Old Westbury work lives happier, safer, and more rewarding.

Photo (left): UUPers at New York City Labor Day Parade
Photo (right): UUPers at the NYC Climate Strike (L-R): Statewide Membership Development officer Tom Hoey; UUP-Downstate Chapter President Rowena Blackman-Stroud; Statewide UUP President Fred Kowal; and UUP-Old Westbury Chapter President Martha Livingston
REPORT ON CURRENT ISSUES BEING ADDRESSED BY UUP-OLD WESTBURY CHAPTER

Process Advocate. Management (and, need I say, most others on campus) would like to encourage new-faculty hiring that will increase the diversity of our faculty; we need to look more like our students. SUNY has a “PRODIGY” grant to help campuses achieve more faculty diversity, and Old Westbury would like to take advantage of this funding. This became a serious UUP issue because of the implementation method management wanted to impose on us: a “process advocate” from outside the department doing the search, who would “monitor” the department’s search procedures to ensure that departments were doing all possible to attract candidates from underrepresented minority populations. While there are many issues here, from UUP’s perspective, the concerns were primarily: (1) workload creep: who is going to be required to participate in candidate searches outside their own department? Are these faculty going to be released from other obligations? Or paid extra service? Are junior faculty, who are concerned that they need to be seen as collegial and don’t feel they can say no to an admin. request, going to be coerced into this role? And (2), are UUP members, in effect, going to be asked to spy on other UUP members and report back to management? UUP met with management on several occasions. The result? We feel that we have made substantial progress. Management withdrew from trying to install process advocates immediately in searches currently being conducted. Management stated that NO nontenured faculty would be asked to be process advocates, that this role would be offered only to “tenured, senior” faculty. What is more, management suggested that even members from within a department conducting a search could perform the role of process advocate. So – while the issue is by no means completely resolved – we feel that our advocacy has resulted in substantial progress for our academic members.

Attendance Issues. Over the summer, chapter leadership became aware that supervisors of our professional members were issuing warnings, and placing letters in professional members’ files. We learned that admin had held meetings with these supervisors, and were asking them to base these warnings and letters on a “national average” of sick days – regardless of whether the member had perfectly legitimate reasons to be absent. Some supervisors felt that they were being required to place these letters in files. We surveyed several departments, bringing our issues to management. Management said that they would correct mistaken impressions on the part of managers, and would be sure to remove letters from members’ files. Unfortunately, not everyone “got the (updated) memo,” and individual situations are still being brought to our attention several months after we had hoped the issue was resolved. If you have experienced this problem, please report it to the Chapter office so that we can have a more complete picture of the situation, and take action as needed.

Family and Medical Leave. Old Westbury’s management, from President Butts on down, continues to be far less flexible, we believe, than they need to be in accommodating our members who give birth to or adopt a child, or need extended time to care for sick family members. We have raised the issue on numerous occasions, and we’re frustrated by management’s perception that they are doing all that they can. If you have any such situation that you would like us to be aware of, please contact the Chapter office.

Environmental concerns. Our offices, classrooms and other campus spaces often seem to be too hot or too cold, or to have other sometimes serious environmental issues such as leaky roofs, mold, or vermin. We’re working to make our campus a safer environment for all; if you’d like to work with us on a UUP campus environmental concerns committee, let us know.
UUP Addresses Upcoming Raises to Correct Salary Compression/Inversion

by Eliliana Martinez and Kyle Anderson

As many of you know, our new contract includes provisions to deal with Salary Compression, which is when new hires come in making close to the same amount as employees who have been on campus for years, and Salary Inversion, which is when new hires come in actually making more than their colleagues with seniority. The recently-negotiated 2016-2022 contract includes money to be paid out by December 31, 2019 that is equivalent to 1% of the total payroll of employees in the UUP bargaining unit. Half of this money goes towards Discretionary Salary Increases (DSI), which we dealt with in-depth in our last issue of Wavelengths. The other half of this money, equal to 0.5% of the total UUP payroll, is earmarked for Salary Compression/Inversion.

Campuses must distribute this money across the board fairly, and no department can be excluded from this distribution, which will likely take place at or around the same time the DSI is paid, in December, 2019. The amount of this distribution will be based on negotiations between SUNY, UUP, and the Governor’s Office, and will likely be based on years of service and degree of salary compression within department. Regional trainings have been given by the state to each of the campuses, and campuses must follow the guidelines given to them. When Salary Compression/Inversion increases are distributed, UUP will publicize the figures, as we have always done with DSI increases. Members with questions about their specific situations are welcome to contact UUP after the distribution has been made. For more detailed information about the Compression/Inversion process, schedule, and increases, President Fred Kowal has provided us with a detailed two-page description (see pp. 8-9).
At the UUP Delegate Assembly held in Rye, New York, on October 24-26, 2019, UUP’s Vice President for Academics, Jamie Dangler, discussed issues of concern for academics, many of which equally affect professional members.

1. The June 2018 U.S. Supreme Court Janus v. AFSCME decision abolished public unions’ ability to collect the equivalent of union dues in fees from non-members. Statewide, and at Old Westbury, UUP has retained nearly all full-time members. Part-time, contingent membership has dropped to 59%, however, at the state level. What can UUP do locally and statewide to remain a strong advocate for contingent members and retain their membership?

2. SUNY Online is a new initiative to develop massive, online programs that scale up quickly to 1,000 students, with a projection to 3,000 students per program in a few years. (You may be seeing their ads on social media, where SUNY is advertising heavily: https://www.suny.edu/online/#exploreDegrees). SUNY has invested heavily in this initiative, providing students online “personal coaches,” or “personal concierges,” and enhancing statewide IT resources. However, SUNY has provided no local resources or funding for this initiative, which it believes can capture thousands of students hoping to complete a degree. In one instance, a campus outsourced the program provision to a private company. Though Old Westbury currently has no programs slated for SUNY Online, Ed Bever (School of Professional Studies) and Chandra Shehigian (Informational Technology) are participating in a statewide UUP group aimed at identifying and articulating members’ concerns or issues with SUNY Online.

3. Course evaluations are a new concern for UUP. Increasingly, studies document the racial and gender bias of course evaluations. As they have gone online, many colleges are experiencing extremely low response rates, limiting the evaluations’ validity. And in some instances college administrations use evaluations in punitive ways. UUP has joined a lawsuit along with an Empire State College faculty member around a denial of tenure case related to course evaluations.

4. UUP is supporting Austerity University, a two-day conference on March 6-7, 2020, to be held at SUNY New Paltz that will examine the state and federal divestment from public colleges and universities. New Paltz is home to the group Radical University Professionals (RUP), a second co-sponsor of the conference. Additionally, RUP is sponsoring a December action for more public funding for New York State higher education.
The Fall Delegate Assembly (DA) convened in Rye, New York in October, bringing together UUP leaders from all SUNY campuses from across the state. The plenary session began on Friday with a rousing rendition of “Solidarity Forever,” and the sight of hundreds of delegates from across the state singing with their fists raised high was enough to inspire old and new attendees alike.

Then, President Kowal took to the stage to address the assembled delegates. In his speech, he laid out goals for our union for the next six years that he termed “Vision ’25.” This vision included six main points that most everybody present could get behind. First, Kowal called for a change to “Make SUNY Public Again,” by decreasing the percentage of tuition shouldered by students from the current rate of approximately 60% down to 25% by 2025. This ambitious goal is achievable, according to Kowal, by closing the “TAP Gap” (the difference between the students’ grants and the funding campuses are given to support those grants; see UUP one-page overview on page 10) and freezing tuition at its current rate. Second, Kowal asked for doubling the students and staff in the Educational Opportunity Program (EOP), which has so far been the most successful initiative by SUNY to lift students into the middle class. Third, he demanded that 25% of all new faculty and staff positions should be filled by African Americans, Native Americans, and Latinx people by 2025. This is in line with recent efforts by SUNY to promote diverse hiring, funded by the PRODIGY grant. Fourth, Kowal demanded funding for SUNY’s three major hospitals and capping medical school tuition at $25,000. These hospitals, including the Stony Brook Health Sciences Center on Long Island, often provide the only option for tertiary care in their communities. Fifth, Kowal called for a SUNY “Green New Deal,” including a proposal to build micro-grids to power SUNY campuses, and a cap-and-trade system for carbon emissions that would allow net energy producers—and large, green campuses like SUNY Old Westbury would likely be one—to trade their surplus to net energy consumers and make some extra revenue in the process.

These five policy planks combined provide an inspiring vision for SUNY going forward. Kowal laid out a progressive agenda that would advance SUNY into the future, and emphasize the system’s role in lifting students into the middle class. This is a vision we can get behind, and all members of the union can feel proud to play their part in making it happen.
Workload Creep: or, Management Giveth, but Management Do Not Taketh Away

by Ryan Baker, Desktop Engineer, IT Services

“Bill is leaving the college next week, you’ll need to pick up some of his duties once he’s gone.” Sadly, this sentence seems to echo all too familiarly for many UUP members, and heralds the onset of the very real and present danger of workload creep. Workload creep, defined as tasks that are not listed in your Performance Program being added to your normal workload without the corresponding removal of pre-existing tasks to make room for the new duties, is a serious infringement on your rights as a union member. Given that the duties listed in your Performance Program are supposed to encompass 100% of your professional obligation, adding supernumerary tasks to your workload would cause your professional obligation to exceed 100%, making completing all of your tasks in one workday essentially impossible. This causes workers to work longer hours, skip meal breaks, or push themselves harder to meet these obligations. As the process continues unabated, workers are being pushed harder and harder with no accompanying increase in compensation, essentially doing more and more each day for less and less. Left unchecked, workload creep threatens the long-term physical and mental health of UUP members and places a thumb on the scale of our work-life balance, increasing the likelihood of worker frustration, anxiety, burnout and depression. Sadly, this runaway chain reaction is negatively impacting the lives of too many UUP members.

An old adage states that “today’s compromise is tomorrow’s expectation.” As such, if you accept the extra work being assigned to you, that additional workload will be expected of you tomorrow. Over time, this additional workload can eventually be considered “past practice”, at which point, it is expected to be a part of your daily work output. Therefore, when asked to take on tasks that are not a part of your Performance Program, you need to discuss with your manager what tasks are being removed from your Performance Program to make room in your workday for your new duties, or what additional monetary compensation may be available.

It is important to note that workload creep can come about not just as a result of management putting pressure on subordinates, but also as the result of enthusiastic workers’ “can-do” spirit and well-meaning good intentions. Workload creep is a collective problem that needs to be monitored, documented and addressed cooperatively at all levels to protect everyone’s work experience and well-being. If any UUP members have questions or concerns about workload creep, our Department Reps are always available either to provide answers or to reach out to other UUP representatives on your behalf. UUP’s Vice Presidents for both Professionals and Academics have written two “Fast Facts” handouts about how to address workload creep (see links below).

UUP has produced an outstanding list of suggestions for addressing workload creep that can be found online at:
Message from UUP President Fred Kowal: 2019 Salary Compression Analysis and Distribution

The 2016-2022 NYS/UUP contract includes a historic agreement to establish four annual salary pools, each one-half percent (0.5%) of total basic annual salaries at each campus, for distribution to eligible UUP-represented employees to address salary compression and inversion.

For the first time, the State has acknowledged that salary compression exists system-wide and has dedicated resources to begin to address it. While we anticipate that the extent of identified salary compression and inversion will significantly exceed the resources available to remediate it in the 0.5% compression pools, this represents a critical step in addressing a problem that plagues not just SUNY but higher education nationally.

Generally, salary compression exists when the salaries of more experienced employees have not increased sufficiently relative to the salaries of colleagues hired later. Inversion occurs when new hires are recruited with salaries higher than those of more senior colleagues. The extent of salary compression and inversion will be measured by multiple regression analysis, a statistical technique that can measure the relationship between salary and several factors that potentially impact it.

The 2016-2022 contract established a joint NYS/SUNY/UUP executive-level committee to develop the guidelines and methodology for analyzing salary compression and inversion. The 2019 guidelines are now complete. These guidelines provide the campuses with detailed instructions on how to complete the analyses and how to distribute the 0.5% pool to address compression identified in the analyses.

First, the guidelines identify the employee data necessary to complete the analyses. Much of this data is contained in existing payroll records. Some isn’t. Campuses are responsible for reviewing the accuracy of data in existing records and for gathering and inputting data not currently in those records.

Generally, data for each employee includes such things as basic annual salary (excluding stipends, differentials, also receives, and prior DSI), state budget title, campus title for professionals, years of service in title, academic discipline, professional functional area, and a benchmark market salary for the employee’s discipline or functional area. The guidelines contain additional detail about the data used for different types of academic and professional appointments and obligations.

Once data collection is complete, campuses must run regression analyses to identify the extent of compression and inversion among full-time and part-time academic and professional staff. These regression analyses are designed to analyze the different variables that may influence salary and isolate the extent to which the salaries of more experienced employees may be compressed or inverted relative to the salaries of less experienced employees in their academic disciplines or professional functional areas. Detailed instructions and hands-on training on how to conduct these regression analyses have been provided to the campus personnel running the analyses.

The data collection and analysis guidelines must be followed to the greatest extent possible. However, it is impossible to anticipate every campus-specific variation which may require campus-specific deviations. The UUP bargaining unit contains many different types of academics and professionals at different campus types (technology sector and comprehensive colleges, university centers, hospitals, medical schools, and specialized institutions). When campus-specific deviations must be made, they must be consistent with the overall intent of the guidelines and the objective of remediating salary compression and inversion. They may not be made on a person-specific basis and they must be cleared with SUNY at the state level.
Once the regression analyses are complete, each campus must determine the distribution of their 2019 compression pool consistent with the guidelines. Management discretion to determine how the pool will be distributed is expressly limited. The compression pools must be used to address compression identified in the analyses. It is not appropriate to use the compression/inversion pool for any other purpose, including but not limited to merit, addressing perceived inequities not identified in the analysis, or providing for larger market-rate adjustments.

Campuses are strongly encouraged to provide proportional adjustments to everyone (whether academic or professional, full-time or part-time) who is identified in the regression analysis as compressed or inverted. Campuses have some limited discretion to make decisions as outlined below. However, these decisions may not be made on a person-specific basis.

Campuses may choose to:

- Remediate certain departments/functional areas more rapidly to address retention beyond that which is achieved by a proportional distribution (however no department may be excluded from remediation entirely);
- Establish a dollar threshold for full-time employees, pro-rated for part-time employees, of identified compression below which employees may not be remediated to better remediate highly compressed employees (if established, the threshold may not exceed $2,500 and must be uniformly applied campus-wide);
- Exclude certain types of less senior employees to better remediate longer-term employees (visiting academics with less than 4 years of service and some types of part-time employees with less than two years of service).
- Exclude any full-time employee serving in their final year of service, who has been non-renewed.

Except for those employees identified above, individual employees with identified compression or inversion may not be excluded from remediation.

Once these decisions are made, campuses must notify the campus community of the method of distribution being used, including any deviation from proportional distribution. If non-proportional distribution is used, the method and rationale for more rapidly remediating particular departments and/or functional areas must also be provided.

Employees who receive salary compression adjustments are not disqualified from consideration for Discretionary Salary Increases (DSI) from the 0.5% DSI pool. Receipt of DSI also does not disqualify employees from eligibility for compression adjustments.

On behalf of the UUP team that worked with the state over the past year to develop the methodology and guidelines for distribution of our first-ever contract provision to address salary compression and inversion, I express my gratitude for your patience and understanding about the time it took to reach this point. UUP’s goal has been to make sure the salary analysis at every campus is done as accurately as possible, given the variation in employee positions across our campuses and data limitations we encountered. The 2019 distribution of compression/inversion salary adjustments will be followed by analysis of the outcomes. UUP, SUNY, and the state can reconvene Executive Level discussions to review this year's process and make any needed improvements for 2020, 2021, and 2022.
OVERVIEW

The American Dream is upward mobility—all children, regardless of background, having a chance at economic success. As each generation enters the workforce, young people are unable to earn more than their parents—and the trend isn’t reversing.

Compared to their parents, students today increasingly cannot afford college, are burdened with debt, work at jobs with few if any benefits, and have no long-term security.

Financial aid such as the Tuition Assistance Program (TAP) is one step toward reversing the trend. But the TAP gap and the underfunding of SUNY threaten students’ access to education and their ability to graduate. Fully funding SUNY ensures that the state’s future workforce, taxpayers and citizens can contribute to the productivity, quality of life, and overall health of New York state.

MIND THE TAP GAP:
Underfunding SUNY and the Fading American Dream

Fast Facts:

1. The TAP gap—the difference between SUNY tuition and what TAP covers—is a loss of more than $70 million every year that SUNY’s 29 state-operated campuses must absorb while providing a quality education.

2. More than 40 percent of students receiving TAP attend SUNY. More than one-third of students at SUNY’s state-operated campuses receive TAP (plus the tuition gap/credit that SUNY campuses forego).

3. In 1974, SUNY received $4,129 on average per student in revenue (combined tuition and state appropriations); in today’s dollars, that’s more than $21,000. This is roughly $7,000 less in revenue on average per student than the current combined tuition and state appropriations that SUNY campuses receive.

4. SUNY’s 2018-2019 tuition was $6,870; the maximum TAP was $5,165—covering only 75 percent of SUNY undergraduate tuition. The TAP gap (tuition loss to SUNY) was $1,705 per student receiving the maximum TAP award.

5. The TAP gap is equivalent to annual salaries for 800 to 1,000 new full-time faculty. These additional hires could increase advising, counseling, tutoring and course offerings to help students graduate—and graduate on time.

Underfunding SUNY is extremely short-sighted. But taxpayers will ultimately pay a bigger tax bill in the form of higher public assistance and health care costs. Employers have increasingly relied on higher education institutions to train and develop an ever-changing workforce. Now more than ever, fully funding SUNY is necessary to ensure that New York’s future workforce receives a solid education.
Thank You
TOM LILLY, PEL
&
FRANK SANACORY, Math/CIS
for their sterling work on the
Bylaws Revision Committee!

Congratulations
on your retirement to
PAT SMITH
our former UUP Secretary and longtime active member!

HOLD THE DATE!
FEB. 14, 2020:
“To Tenure and Beyond” workshop, cosponsored with ARPT and TLRC
### OLD WESTBURY UUP CHAPTER

**CAMPUS CENTER E204**  
Tuesday - Friday, 10:00 am - 4:00 pm  
Phone: (516) 333-5770 | E-mail: oldwestburyuup@uupmail.org

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<td>Martha Livingston</td>
<td><a href="mailto:mlivings@uupmail.org">mlivings@uupmail.org</a></td>
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<td>Mary Navarra</td>
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<td>Rafat Sada</td>
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<tr>
<td>Labor Relations Specialist</td>
<td>Lynda Larson</td>
<td><a href="mailto:llarson@nysutmail.org">llarson@nysutmail.org</a></td>
</tr>
<tr>
<td>UUP Professional Organizer</td>
<td>Afton Larsen</td>
<td><a href="mailto:alarsen@uupmail.org">alarsen@uupmail.org</a></td>
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**ACADEMIC**

- American Studies: Jermaine Archer
- Biology: Christos Noutsos
- School of Business: Alireza Ebrahim and Lingxiang Li
- Chemistry/Physics: Steve Samuel
- School of Education: Xavier Marechaux
- English: Jessica Williams
- First-Year Experience: Bonnie Eannone and Jim Shevlin
- History/Philosophy: Jingyi Song
- Library: Christa DeVirgilio
- Math/CIS: Nick Werner
- Modern Languages: Fernando Guerrero
- PEL: Kevin Ozgercin
- School of Professional Studies: Ed Bever
- Psychology: Lorenz Neuwirth and Ashlee Lien
- Public Health: Martha Livingston
- Sociology: Peter Ikeler
- Visual Arts: Fred Fleisher

**PROFESSIONALS**

- Academic Affairs: Yves Magloire
- Academic Advising Center: Yumi Nicholson
- Admissions/Enrollment Services: Phil D’Angelo
- Athletics: Jeff Labiento
- Budget/Finance: Jennifer Jimenez
- Bursar: Susan Anderson
- Counseling Center: Oren Shefet
- EOP: Eliliana Martinez and Ana Martinez
- Financial Aid: Sandra Alvarez
- Information Technology: Ryan Baker
- Institutional Advancement/Print Shop: Public Relations: Danielle Collins Groner
- OSSD: Stacey DeFelice
- Registrar: Gerardo Espinal
- Student Health: Ellen Feit

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*Know Your Department Reps!*

Old Westbury UUPers are always welcome to contact the Chapter office with any concerns. But almost every department now has a department representative, and that person may be a more convenient and immediate source of information for you. If your department is not listed, let’s figure out who’d like to be your Department Rep! Here is our proud list of UUP-Old Westbury Department Reps.