



United
Academics AAUP • AFT
UNIVERSITY OF OREGON

Faculty Compensation

An Open Letter to Our UO Faculty Colleagues

Faculty,

It is no secret that salaries for faculty at the UO are well below those of our peers at comparator institutions. This is true for faculty of ALL ranks, including instructor, and across almost every department on campus.

We have heard many promises to address this problem from the administration over the years. In 2000, the University Senate and President Frohnmayer agreed to the White Paper plan that would have faculty salaries at 95% parity with our comparator institutions in five years. In the last decade, however, we have fallen even further behind our peers, so far behind that there is real concern we may lose our AAU ranking because of our dismal salaries.

During the summer of 2010, many faculty members were relieved to hear rumors that we would receive 4% raises at the beginning of the school year. The administration dashed those hopes when Provost Bean informed us that there were going to be no raises this year and none for the foreseeable future. This follows a 2009 promise from Provost Bean that President Lariviere would make faculty raises “job #1” after the *last* legislative session.

We believe that the time has come for the faculty to have a genuine voice in discussions about our compensation. We only have a genuine voice when the administration is legally required to sit and bargain with us over our compensation. We only have a genuine voice when the administration can be held accountable in a written, legally-binding contract.

We were right to give the administration an opportunity to bring our salaries in line with our peers, but it has squandered that chance. It would be foolish of us now to continue to idly wait and hope that at some distant point in the future the administration will decide to live up to its promises. We must take action now.

Your Colleagues,

The United Academics Organizing Committee

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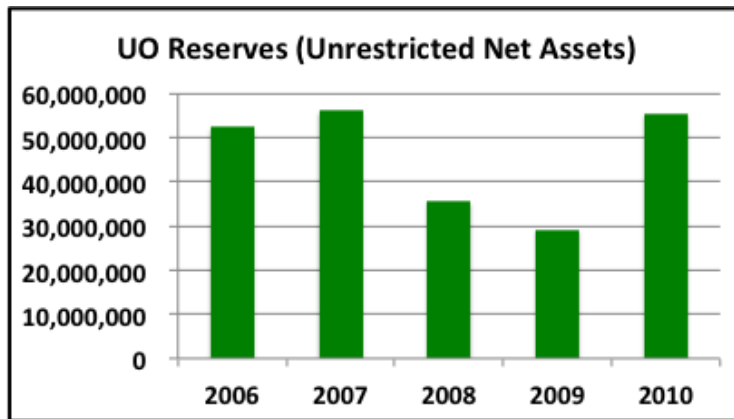
The University of Oregon Has Millions in Reserve and Reserves Are Growing

On February 17, 2011, Howard Bunsis, an accounting professor at Eastern Michigan University and Treasurer of the American Association of University Professors, gave a presentation to the faculty at the UO.¹ The following is a brief summation of his key points.

Despite what you may have heard, the University of Oregon is in a strong financial condition, but the administration has not chosen to spend this money on the core academic mission of the university. An analysis of the University of Oregon's audited financial statements reveals that the university has strong reserves, revenues greater than expenses, and positive cash flows.

As the chart below demonstrates, UO had over \$50 million of completely unrestricted reserves at the end of fiscal 2010; these reserves nearly doubled in 2010.

(Source: OUS Audited Financial Statements, 2006 to 2010)



Revenues have increased each of the last five years, in spite of the recent decline in the state appropriation. The excess of revenues over expenses (called the change in net assets) is positive each year, and 2010 was the best year among the last five. Cash flows were strong and positive each year.

(Source: OUS Audited Financial Statements, 2006 to 2010)

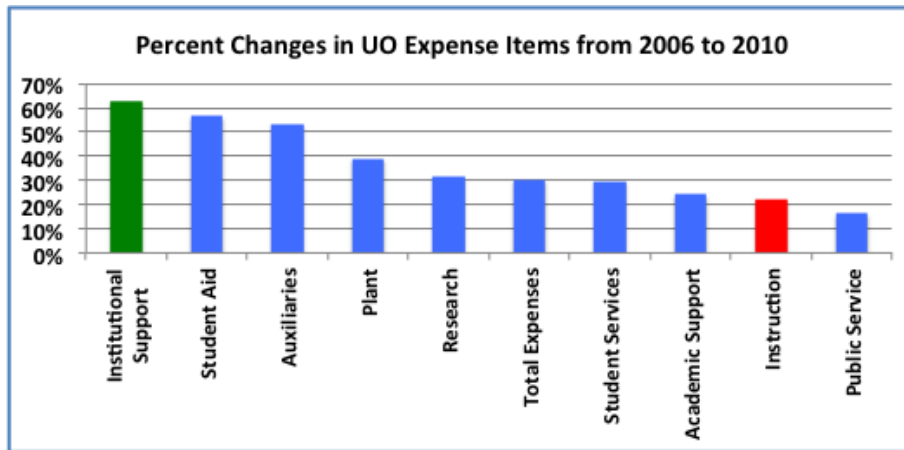
	2006	2007	2008	2009	2010
Total Revenues	\$503,920,000	\$554,735,000	\$554,341,000	\$612,467,000	\$752,950,000
Total Expenses	\$494,915,000	\$513,743,000	\$553,694,000	\$610,933,000	\$644,718,000
Change in Net Assets	\$9,005,000	\$40,992,000	\$647,000	\$1,534,000	\$108,232,000
As % of total revenue	1.8%	7.4%	0.1%	0.3%	14.4%
Total Operational Cash Flows	\$24,192,000	\$16,191,000	\$1,270,000	\$15,408,000	\$41,116,000

¹ The full Bunsis presentation can be viewed at <http://unitedacademics.wordpress.com/category/videos/>

Misplaced Priorities: Administration Grows Much Faster than Instruction

Over the last 5 years, institutional support – upper level administrative cost – has gone up 63% while instructional expenditures have only increased by 22%. University of Oregon’s leadership is putting a disproportionate amount of resources into administration, rather than focusing on classrooms.

(Source: OUS Audited Financial Statements, 2006 to 2010)



In examining the number of employees, the chart below demonstrates that the number of administrators has increased more than twice as fast as the number of faculty.

(Source: University of Oregon Institutional Research)

	2005	2006	2007	2008	2009	% Change 2005 to 2009
Faculty (includes adjunct, visiting)	1,666	1,641	1,714	1,735	1,786	7.2%
Administration	969	1,025	1,079	1,132	1,161	19.8%
Classified	1,365	1,372	1,435	1,483	1,512	10.8%
GTFs	1,338	1,286	1,267	1,315	1,340	.01%
Student	2,693	2,466	2,696	2,837	2,922	8.5%
Total	8,031	7,790	8,191	8,502	8,721	8.6%

Finally, the growth in student headcount (HC) has not been met with an increase in faculty. This has led to larger classes and an increase in the student-faculty ratio.

(Source: University of Oregon Institutional Research)

The UO needs to reorder its priorities away from administration and into the classroom.

	2005	2006	2007	2008	2009	% Change 2005 to 2009
Student HC	20,394	20,388	20,376	21,507	22,386	10%
Faculty HC	1,248	1,212	1,255	1,224	1,227	-2%
Student/Faculty Ratio	16.34	16.82	16.24	17.57	18.24	9%

UO Salaries v. Peer Salaries by Department

The following tables are based on data gleaned from the University's Office of Institutional Research. The salaries are from the Fall 2008 AAU Data Exchange (AAUDE) Faculty Salary Survey. The following departments were selected to be a diverse, yet representative, sampling of the salary situation across campus. More information about UO salaries and more departmental comparisons can be found at <http://ir.uoregon.edu/salaries>.

Anthropology

	UO Average Salary	AAU-Publics Average Salary ²	AAU Peers Average Salary ³	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU Peers
Assistant Professor	\$56,500	\$61,800	\$62,900	-9%	-11%
Associate Professor	\$63,100	\$73,700	\$76,200	-17%	-21%
Professor	\$91,300	\$114,700	\$108,900	-26%	-19%

Architecture and Interior Arch

	UO Average Salary	AAU-Publics Average Salary	AAU Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU Peers
Assistant Professor	\$54,400	\$62,400	\$67,300	-15%	-24%
Associate Professor	\$61,700	\$79,700	\$79,200	-29%	-28%
Professor	\$84,900	\$108,200	\$119,500	-27%	-41%

² The AAU Public Institutions are: Georgia Institute of Technology, Indiana University, Iowa State University, Michigan State University, Ohio State University, Pennsylvania State University, Purdue University, Rutgers, SUNY-Stony Brook, Texas A&M University, SUNY-Buffalo, University of Arizona, UC-Davis, UC-Berkeley, UC-Irvine, UCLA, UC-San Diego, UC-Santa Barbara, University of Colorado, University of Florida, University of Illinois-Urbana Champaign, University of Iowa, University of Kansas, University of Maryland, University of Michigan, University of Minnesota, University of Missouri, University of Nebraska, University of North Carolina, University of Oregon, University of Pittsburgh, University of Texas-Austin, University of Virginia, University of Washington, University of Wisconsin-Madison

³ The UO's AAU Peer Institutions are: University of Michigan, University of Virginia, University of Washington, University of Colorado, University of North Carolina, University of Iowa, Indiana University, UC-Santa Barbara

Chemistry

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$65,300	\$71,700	\$71,400	-10%	-9%
Associate Professor	\$72,800	\$86,200	\$82,200	-18%	-13%
Professor	\$104,000	\$133,100	\$116,900	-28%	-12%

Computer and Information Science

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$93,000	\$89,700	\$86,100	+4%	+8%
Associate Professor	\$97,300	\$102,500	\$102,300	-5%	-5%
Professor	\$110,100	\$137,300	\$130,700	-25%	-19%

Economics

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$82,900	\$100,400	\$100,600	-21%	-21%
Associate Professor	\$93,600	\$119,600	\$105,800	-28%	-13%
Professor	\$125,600	\$168,600	\$158,700	-34%	-26%

English

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$56,000	\$59,700	\$61,800	-10%	-10%
Associate Professor	\$66,300	\$74,400	\$75,000	-12%	-13%
Professor	\$85,700	\$110,200	\$113,200	-29%	-32%

Geography

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$55,800	\$64,900	\$68,300	-16%	-22%
Associate Professor	\$61,200	\$77,800	\$77,600	-27%	-27%
Professor	\$101,700	\$116,200	\$121,700	-14%	-20%

Geological Science

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$60,600	\$67,400	\$69,500	-11%	-15%
Associate Professor	\$72,600	\$79,200	\$77,700	-9%	-7%
Professor	\$88,300	\$115,900	\$113,600	-31%	-28%

Journalism and Communication

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$60,900	\$65,300	\$67,900	-7%	-11%
Associate Professor	\$65,000	\$78,400	\$79,300	-20%	-22%
Professor	\$98,600	\$109,300	\$110,100	-11%	-12%

Linguistics

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$55,400	\$63,400	\$67,200	-14%	-21%
Associate Professor	\$72,900	\$75,900	\$76,500	-4%	-5%
Professor	\$78,300	\$112,700	\$103,500	-44%	-32%

Mathematics

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$62,600	\$69,700	\$65,600	-11%	-5%
Associate Professor	\$72,000	\$78,600	\$83,600	-9%	-16%
Professor	\$86,500	\$116,100	\$117,200	-34%	-35%

Music

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$49,500	\$57,700	\$59,200	-17%	-20%
Associate Professor	\$59,000	\$70,500	\$73,500	-19%	-25%
Professor	\$74,200	\$97,900	\$101,100	-32%	-36%

Physics

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$65,500	\$75,500	\$76,900	-15%	-17%
Associate Professor	\$72,900	\$83,500	\$86,000	-15%	-18%
Professor	\$93,600	\$121,700	\$118,400	-30%	-26%

Romance Languages

	UO Average Salary	AAU-Publics Average Salary	AAU-Peers Average Salary	Difference for UO Faculty – AAU-Publics	Difference for UO Faculty – AAU-Peers
Assistant Professor	\$54,200	\$57,800	\$58,300	-7%	-8%
Associate Professor	\$63,200	\$70,600	\$71,200	-12%	-13%
Professor	\$84,900	\$105,300	\$105,800	-24%	-25%

Non-Tenure-Track Instructor Pay at UO

The rate of pay earned by instructors varies greatly across the UO campus and within departments. A comparison of the **average** 2008-9 NTT instructor wage in various departments at UO with the average non-tenure-track instructor wage at public universities within the American Association of Universities⁴ reveals that non-tenure-track instructors, like their tenure-track counterparts, lag significantly behind their comparators.

	UO Average Salary	AAU Public Average Salary	Percent Difference
Architecture and Allied Arts	\$48,900	\$52,000	-6%
Biology	\$57,000	\$46,600	+22%
College of Business	\$66,700	\$87,000	-23%
Computer and Information Science	\$52,900	\$65,500	-13%
Dance	\$39,500	\$60,100	-34%
East Asian Language and Literature	\$36,500	\$43,700	-16%
English	\$28,100	\$42,300	-34%
Environmental Studies	\$44,900	\$60,000	-25%
Journalism and Communication	\$52,800	\$50,500	+5%
Geological Sciences	\$39,300	\$63,900	-38%
German and Scandinavian	\$37,000	\$44,600	-17%
Music	\$38,900	\$43,500	-11%
Romance Languages	\$33,500	\$40,200	-17%
Sociology	\$28,800	\$34,400	-16%
Special Education	\$54,500	\$51,400	+5%
Theatre Arts	\$53,200	\$46,700	+14%

⁴ Data from: http://ir.uoregon.edu/sites/ir/files/Publics0708_by_Dept.pdf

Compression and Inversion

Collective Bargaining Approaches to Salary Inequities

The issue: Compression refers to the situation where a more senior faculty member is paid only slightly more than a newly appointed colleague. The extreme case of this is inversion, where the more experienced individual is actually paid less than the newcomer.⁵

The union solution: Faculty unions address the twin problems of compression and inversion by negotiating to have funds set aside to be used specifically to remedy these problems.

From the United Academics-Vermont contract: *“For FY 10, the parties agree that an amount of money equal to 1.0% of the total salary dollars payable as of February 15, 2009 to bargaining unit members supported by the General Fund and to those unit members in Extension, excluding those unit members who are not returning to the University for the next academic year, will be set aside to be distributed for market adjustments to tenured and tenure-track faculty, librarians, clinical faculty, lecturers and to those unit members in Extension. The market money provided herein may also be used for compression purposes.”*⁶

From the United Academics-Alaska contract: *“The University and United Academics are committed to the recruitment and retention of high quality faculty members. To this end, based on a market salary analysis conducted by the University and United Academics, in FY09 the University shall distribute up to five and forty-eight hundredths percent (5.48%), calculated on the total base payroll of unit members as of November 15, 2007, as a market increase to unit members whose salaries are under external market targets or need to be adjusted due to internal misalignments. The parties agree to use the 2008 Oklahoma State University (OSU) salary [survey] data in making FY09 market adjustments.*

*In FY10, the University shall distribute one percent (1%) of the base nine month United Academics salary pool to eligible unit members whose salaries are under their calculated market targets. No unit member shall receive more than \$15,000 total market increase over the term of this collective bargaining agreement.”*⁷

At Alaska, market adjustment raises are distributed through a joint Union and University Labor Committee, which analyzes faculty salaries and the data from the nation-wide Oklahoma State Faculty Salary Survey to determine proper distribution.

⁵ AAUP, *Academe*, March-April 2011

⁶ United Academics AFT/AAUP – Vermont CBA Article 18.2b

⁷ United Academics AFT/AAUP – Alaska CBA Article 15.4.4

Collective Bargaining Approaches to

Just as every university campus has its own unique culture, every campus has its own way of compensating faculty. The information in these tables is derived from the Collective Bargaining Agreements at six faculty unions across the country.

Union	United University Professions, AFT/NEA/AAUP	Rutgers Council of AAUP Chapters, AAUP/AFT	United Academics-AAUP/AFT
University	State University of New York	Rutgers University	University of Vermont
	Minimum Salaries @ 1.0 FTE – FY/CY	Minimum Salaries @ 1.0 FTE – FY/CY	Minimum Salaries @ 1.0 FTE – FY/CY
Professor	\$66,129	\$78,952	\$76,246
Associate Professor	\$53,314	\$62,617	\$61,488
Assistant Professor	\$45,101	\$51,825	\$51,650
Instructor/Lecturer	\$39,350	\$44,963	\$37,508
Across-the-board raises in 2010	4%	2.75%	3%
Promotion Increases	Yes	Raise equal to 10% increase in salary.	Yes, amount varies by rank.
Compression Adjustments	Not specified by contract language	Not specified by contract language	An amount equal to 1% of all faculty salaries shall be set aside to give “market” or “compression” raises, up to \$2400 for any one faculty member, determined by a formula created by the union based on comparator data.
Merit Pay	A fund is created equal to 1% of all salaries, with merit raises to be determined and distributed by the State University Trustees.	Faculty members are eligible for an “enhanced salary increase” of up to 16.5% of current salaries. The tenured faculty members in each department set criteria for enhanced salaries, form a committee to decide who qualifies for a merit increase, and make recommendations to the administration.	An amount equal to 1% of all faculty salaries shall be set aside for merit or performance raises. Department heads and college deans determine who receives performance raises based on published criteria.

Improving Faculty Compensation

On campuses where the faculty is unionized, the faculty and the administration work together to craft compensation strategies that fit their campus culture. Recruiting and retaining quality faculty is always a priority, so faculty unions bargain minimum, but not maximum salaries. They also build in mechanisms such as market and merit raises to prevent good faculty from leaving their campuses.

Union	Temple Association of University Professionals AAUP/AFT	AAUP-AFT Chapter at Wayne State University	United Academics-AAUP/AFT
University	Temple University	Wayne State University	University of Alaska
	Minimum Salaries @ 1.0 FTE – FY/CY	Minimum Salaries @ 1.0 FTE – FY/CY	Minimum Salaries @ 1.0 FTE – FY/CY
Professor	\$62,000	\$58,017	\$58,576
Associate Professor	\$52,000	\$47,138	\$53,251
Assistant Professor	\$44,500	\$42,063	\$47,926
Instructor/Lecturer	\$42,500	\$37,851	\$37,276
Across-the-board raises in 2010	2%	2%	3.4%
Promotion Increases	Yes	Yes	Raise equal to 10% increase in salary
Compression Adjustments	Not specified by contract language	Not specified by contract language	Amount equal to 1% of all faculty salaries shall be set aside to give “market” or “compression” raises, up to \$15,000 for any one faculty member. Raises are determined by a Labor-Management Committee based on the national Oklahoma State Faculty Survey.
Merit Pay	An amount equal to 1% of all faculty salaries shall be set aside for merit or performance raises. Based on published criteria, department heads and college deans make recommendations to the Provost who decides.	Yes, determined by the President	An amount equal to 1% of all faculty salaries shall be set aside for merit or performance raises. Deans make recommendations to provosts who make decisions.

A Voice in Salem:

What Union-backed Bills Have Accomplished for Public Employees in Oregon

Our union will enable us to have an effective voice on campus and in the statehouse. Currently, the state federation of the American Federation of Teachers, AFT-Oregon, represents all faculty at Western Oregon University and Eastern Oregon University, the part-time faculty at Portland State University, and the graduate employees at the UO and Oregon State University. Additionally, the full-time faculty members at Portland State University are represented by the American Association of University Professors. Through their unions, these faculty members are able to have a strong voice in Salem. Joining with them will amplify that voice so we can become more effective change agents, working to make higher education better for all Oregonians.

As budgets have become tighter in Salem and attacks on public employees have increased through the initiative process, unions have become particularly adept at forming coalitions to fight these attacks. AFT-Oregon, which represents over 5,000 higher education workers in the state of Oregon, has taken the lead in forming coalitions with SEIU, the Oregon Student Association, the Association of Oregon Faculties, the Oregon Community College Association, PSU-AAUP, and many other groups across Oregon that seek to defend higher education. When we have a union on this campus, we will add our voices to this coalition and take an active part in shaping the higher education system in Oregon.

The chart facing this page is a brief snapshot of legislation AFT-Oregon supported on behalf of higher education employees in the last three legislative sessions:

Bill	Explanation	Disposition of the bill
HB 2104 – OUS Optional Retirement Plan Conformity with PERS (2005)	This bill changes the Optional Retirement Plan (ORP) authorization statute to conform to changes enacted to the Public Employees Retirement System in 2003.	Signed by the Governor.
House Bill 3262A – PERS/OPSRP Service Credit for Part-Time Education Employees (2005)	Fixed a flaw in PERS Tier 3 to allow part-time faculty to receive a full year of credit for a year worked, rather than a half-year of credit.	Amended bill signed by the Governor.
Senate Bill 1000A – Anti-discrimination and Domestic Partner Benefits (2005)	Extended domestic partner benefits to all Oregonians regardless of sexual orientation, while prohibiting discrimination in the workplace.	Passed Senate; died in House committee.
HB2285 - PERS: Eliminates “Break-In-Service” (2007)	AFT-Oregon took a lead role, with other members of the PERS Coalition, in passing this law to eliminate the “break-in-service” provision in the 2003 PERS reforms. Under the 2003 reforms, many members faced losing their PERS Tier 1 or Tier 2 status for an employment break, whatever the reason, for six months (one year for academic employees). This bill restores the original program. If vested as Tier 1 or Tier 2, a member can leave the system for education leave or any other purpose, without suffering a break in PERS status.	Signed by the Governor
HB 2557 – Faculty and College Excellence Act (2009)	Allowed adjuncts who teach at multiple institutions to pool hours to gain access to more affordable health insurance benefits.	Signed by the Governor
HB 2009 - Modernizing Health Care (2009)	This bill established the Oregon Health Policy Board (OHPB) which will oversee the streamlining of effective delivery of health care and health insurance functions. The Oregon Educators Benefit Board (OEBB) and Public Employee Benefits Board (PEBB) move under the OHPB. This bill attempts to establish greater economies of scale in the purchase and provision of health insurance options for Oregonians.	Signed by the Governor

Bridge Funding

The issue: When research projects have a temporary gap in funding, Principal Investigators face losing quality research teams and research assistants risk losing their jobs. Bridge funding is used to provide PIs with resources to keep their lab team together until the new funding stream becomes available.

The union solution: Funds can be set aside to help PIs keep their lab together if they experience a gap between funding streams. These funds can also be used for direct funding of research faculty.

From the United Academics - Vermont contract: *In cases where external funding has been terminated, bridge funding for the compensation (salary and/or benefits) of the Research faculty member by the University of up to nine (9) months will be available for the Research faculty member who has served six (6) or more consecutive years at the University in a Research position and has, in the judgment of the dean, a history of satisfactory review.*⁸

⁸ United Academics AFT/AAUP – Vermont CBA Article 14.10c.ii

University of Oregon Performance Indicators

Each year, the university’s Office of Institutional Research publishes data about enrollment at UO, the amount of instructional FTE, instructional salaries, sources of revenue, and a whole host of interesting data. The most recent data is from fiscal year 2008 and can be found at: http://ir.uoregon.edu/sites/ir/files/University_Summary_PI08.pdf

On page 6 of this booklet, data compiled by Professor Howard Bunsis of the AAUP shows that the student-to-faculty ratio at the UO has grown by 9% over the last five years. The following table bolsters this information by showing that the rise in both the number of student credit hours taken and the total number of students on campus has far outstripped the rise in faculty FTE.

Faculty FTE hasn’t kept up with student headcount or SCH

	1997-1998	2007-2008	Change '98-'08
Student Credit Hours	645,059	736,595	+14
Student Headcount⁹	17,207	20,376	+18%
Faculty FTE¹⁰	804.9	849	+5%

If the numbers of faculty FTE had kept pace with the growth in student numbers, there would be approximately 100 more full-time faculty at UO.

The unionized faculty members at Rutgers University were able to address a similar academic staffing problem on their campus by bargaining for 100 more tenure-track positions. In 2007, the faculty and the administration agreed to add \$12 million to the faculty salary base over a four-year period. This increase in funds was dedicated to the hiring of new faculty or moving current non-tenure-track faculty into tenure-track positions.

The data in the Performance Indicators also reveal that spending on faculty salaries has not kept pace with the general growth of the university.

Faculty salaries haven’t kept up with overall budget growth

	1997-1998	2007-2008	Change '98-'08
Operating Expenditures	\$84,008,829	\$142,885,459	+70%
Faculty Salary Expenditures¹¹	\$40,138,359	\$59,673,817	+49%

⁹ <http://ir.uoregon.edu/sites/ir/files/enr.pdf>

¹⁰ GTF FTE is not included in this analysis.

¹¹ GTF salaries are not included in this analysis.

Don't Moan, Organize!

We are not the first faculty faced with the problems of low salaries, compression and inversion, and increasing student-faculty ratios. When faced with issues similar to those with which we struggle, faculties across the country have elected to confront these problems with a unified voice through their unions.

Ten years ago, our colleagues at the **University of Vermont** faced a salary situation very similar to the one we face. They, too, were falling further behind their comparator institutions. They, too, faced the twin problems of compression and inversion. Moreover, they knew that letting these problems linger would further harm their ability to recruit and retain the best faculty for the students of the University of Vermont. They formed their own United Academics and resolved to make fixing these problems their highest priority. They knew it would take time, but by working with their administration to enhance across-the-board raises with merit increases and market adjustments, the faculty at Vermont has been able to close the gap with their comparators.

As mentioned on the previous page, the **Rutgers** faculty confronted the problem of increasing student-faculty ratios and the erosion of tenure lines by working with their administration to create a Faculty Development Fund with the goal of adding 100 new tenure-track lines. The faculty members of United Academics at the University of Alaska are tackling the problems of compression and inversion through a joint Labor-Management committee that uses reliable data to determine the best way to fairly increase salaries of those faculty members who have fallen behind their colleagues.

In **Wisconsin**, where public employees are under open attack, the faculties at UW-LaCrosse, UW-Stout, UW-River Falls, and UW-Stevens Point have voted to form unions in the last month. They realized that their union was the best vehicle for defending public education in Wisconsin and they determined not to sit passively while their collective bargaining rights were taken away.

At the UO, the comparatively poor compensation we receive, the rise in student-faculty ratios, and the increases in non-instructional expenditures are symptoms of a larger problem – providing quality research and instruction is fading as the university's top priority. Now, more than ever, it is imperative that we become the voice for quality education on our campus and in our legislature. By unionizing, we can require the administration to sit with us and work on solutions to our collective problems. We can also add our voices to the voices of unionized faculties across the state, amplifying the call for a re-dedication to public education in Oregon.

We cannot guarantee that a union can solve every challenge we face as a faculty, but we do know that waiting for someone else to take on these issues is no longer a viable option. We must organize ourselves.

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