

# UNIVERSITY OF OREGON NON-INSTRUCTIONAL FACULTY TELEPHONE SURVEY

## METHODOLOGY AND RESULTS

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by Steven J. Stuart and Patricia A. Gwartney



OREGON SURVEY RESEARCH LABORATORY  
5245 UNIVERSITY OF OREGON  
EUGENE, OR 97403-5245  
TELEPHONE: 541-346-0824  
FACSIMILE: 541-346-5026  
EMAIL: OSRL@OREGON.UOREGON.EDU  
WWW: DARKWING.UOREGON.EDU/~OSRL

### INTRODUCTION

As part of a larger effort to bring UO faculty salaries to competitive parity with comparable institutions, University of Oregon (UO) contracted with the Oregon Survey Research Laboratory (OSRL) to research non-instructional faculty (NIF) members' opinions on the principles and criteria that might be used to raise compensation. Working closely with representatives of the Faculty Advisory Council, University Senate, and administration, OSRL planned, pretested, and implemented a telephone survey of 257 NIF in May 2000. This report summarizes the survey methodology and results. In it, we also compare this survey's results to key results of a parallel telephone survey conducted with instructional faculty a few weeks earlier.

### SURVEY METHODOLOGY

#### SURVEY INSTRUMENT

This survey's broad goals were to obtain valid and reliable information from NIF Officers of Administration (OAs) about their opinions on specific criteria and ideas that could be employed to raise NIF members' compensation. (Officers of Research were included only in the parallel mail questionnaire.) The University Senate Budget Committee and Faculty Advisory Council developed the criteria and ideas, and OSRL translated them into survey questions.

This telephone survey of a scientifically drawn, random sample of NIF was designed to complement a more detailed mail-out/mail-back questionnaire sent to all NIF members. It was also designed to complement parallel telephone and mail surveys of UO instructional faculty conducted earlier. The NIF telephone survey comprised 25 questions focused upon compensation issues, with a few job satisfaction and demographic questions for analysis purposes.

Specifically, this survey's questions addressed the following topics:

1. Overall job satisfaction at the University of Oregon;

2. The importance of five criteria that may be used to determine raises for NIF, specifically cost-of-living raises, merit raises, increases to reduce compression, increases to reduce other inequities, and minimum salary floors;
3. Ranking of the most important of the five compensation criteria above;
4. Opinions on seven compensation-related statements, specifically benefits, support services, professional development, redressing within-unit salary inequities, redressing cross-unit salary inequities, private industry salary standards, and raise criteria and processes;
5. Respondents' experiences at UO, including whether they feel that their efforts are appreciated both by UO overall and by their unit, whether they have ever received a negative or unfair review, whether they have experienced a hostile work environment, and if they would again choose a career in higher education.
6. Demographic and employment characteristics, including race/ethnicity, sex, year hired as an OA, structural position within UO (i.e., Vice President reports to and, if Academic Affairs, subdivision within Academic Affairs), unit or department, part- or full-time, seeking other employment, and expecting early retirement; and
7. Whether respondents also returned the mail questionnaire conducted simultaneously with this telephone survey.

In designing the survey instrument, OSRL consulted extensively with representatives of the Faculty Advisory Council, University Senate, and UO administration. The survey instrument was comprehensively pretested. After several rounds of revision and further pretesting, a research assistant programmed the instrument into OSRL's computer-aided telephone interviewing system (CATI) and it was computer pretested.

A facsimile of the survey instrument is provided in Section 2 of the survey documentation; it includes numerical and percentage frequency results to each question. All interviews were completely confidential; the CATI system automatically strips names and telephone numbers from the sample as the survey is completed. No individual's identity can be linked to the results, which are presented only in aggregate form. Human subjects approval was obtained from the UO Institutional Review Board, Committee for the Protection of Human Subjects.

## SAMPLE AND DATA COLLECTION

UO provided OSRL with a list of OAs who comprise non-instructional faculty (NIF), including names and telephone numbers. From this list, OSRL drew a random sample. The target sample size to obtain 95% confidence interval was 254, but OSRL actually completed 257 interviews.

Interviewer training was conducted on May 8, 2000; see Section 3 for summary interviewer instructions. Interviewing was conducted May 9<sup>th</sup> to May 19<sup>th</sup>, primarily from 9:00 AM until 5:00 PM, Monday through Friday, although calls on evenings and weekends could be made to complete specially scheduled interviews. Interviews averaged 8 minutes in length.

Altogether, OSRL interviewers made 1,389 telephone calls to complete the 257 interviews. The CASRO response rate was 81%, and the refusal rate was a little over 1%.<sup>1</sup> See Section 4 for the complete sample and response rate report. It shows that 325 persons were randomly chosen for the study, but 43 were never reached, despite up to 25 dial attempts were made to each valid office or home telephone number. Ultimately, 10 persons were never available or always too busy, 5 were no longer employed at UO, 2 were gone during the survey dates, 1 telephone number was wrong, and just 5 refused (1 final refusal, 3 initial refusals, 1 phone slam).

Survey sampling errors are calculated to assist data users in assessing how much confidence to place in a particular survey result. Larger random samples reduce sampling error. Results for survey questions with low variability also have less sampling error; for example, a variable with a 50/50 proportional split has wider confidence intervals than a variable with a 5/95 proportional split. For this study, the sampling error is  $\pm 5.0$  percentage points on a variable with a 50/50 proportional split (at the 95% confidence level). For a variable with a 90/10 proportional split, the sampling error is  $\pm 3.0$  percentage points.

## SURVEY RESULTS

This presentation of survey results is organized into six parts. Part 1 profiles respondents' characteristics to provide context. Part 2 examines NIF members' job satisfaction. Part 3 describes their employment experiences at UO. Part 4 presents respondents' opinions on compensation-related statements. Part 5 describes their views on criteria for raising salaries. Finally, Part 6 examines their opinions on the most important criteria for raising salaries.

Readers of this report may refer to the frequency results in Section 2 or, for more detail, to the 28 banner-style tables in Section 6. For instructions on how to read banner tables, see Section 5. In the banner tables, all survey questions are cross-tabulated with the following questions: job satisfaction, the 5 compensation criteria, the most important compensation criteria, year hired, full- or part-time, Vice President reports to, subdivision of Academic Affairs, sex, race, and if they returned the mail questionnaire. Banner table data include counts and percentages for each question overall, and counts and percentages for each cross-tabulation's row and column.

Answers to the open-ended question "why do you expect to retire early from UO" are provided in Section 7 but not discussed here. In addition, several interviewers recorded their comments at the survey's end and these are also provided.

### 1. PROFILE OF SURVEY RESPONDENTS

Before turning to the survey's substantive results, we profile the 257 NIF survey respondents and, where appropriate, compare them to the 260 respondents to the instructional faculty telephone survey, in order to contextualize their answers to the survey questions.

*Sex:* Forty-six percent of NIF respondents were male and 53% female, compared to 67% male and 33% female in the instructional faculty sample. Two persons in each survey refused to identify their sex.

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<sup>1</sup> CASRO = Council of American Survey Research Organizations. CASRO response rates, the most rigorous industry standard, are calculated in following manner. Completed interview / (Eligible sample + ((Eligible sample / (Eligible sample + Ineligible sample)) \* Sample with unknown status)). Source: Robert M. Groves, *Survey Errors and Survey Costs*, 1989.

*Race/Ethnicity:* The NIF sample's racial/ethnic composition is 88% white, 2% black/African American, 3% Latino/Hispanic American, 2% Asian/Pacific Islander, 2% American Indian, 2% mixed race, and 2% refused.<sup>2</sup> Instructional faculty's racial/ethnic composition was 80% white, 10% Asian/Pacific Islander, 6% "other," and 5% refused to answer. The greater representation of nonwhites in the instructional faculty survey was due to deliberate minority over-sampling.

*Year Began Working at UO:* Sixteen percent of NIF respondents began working at UO in 1999-2000, 33% in 1996-98, 20% in 1991-95, 14% in 1986-90, and 14% before 1986.

*Vice President Reports To:* In order to ascertain respondents' structural position within the university, they were asked which Vice President they report to. Forty-eight percent of NIF respondents report to the Provost/VP for Academic Affairs, 41% report to the Vice President for Administration, 9% report to the VP for Public Affairs & Development, and 2% did not know or refused to answer.

*Subdivision within Academic Affairs:* Since the Office of the Provost/VP for Academic Affairs is quite large and differentiated, we also asked respondents which subdivision they work in. Five percent report to the Senior Vice Provost for Academic Affairs, 5% to the Vice Provost for Research, 23% to Academic Deans and University Librarians, 8% to the Associate VP for Student Academic Affairs, and 6% to "other." The "other" category combines NIF members in three small units, i.e., the Vice Provost for International Affairs, Vice Provost for Resource Management, and University Computing.

*Unit, Department or College:* In order to protect respondents' confidentiality, we do not present respondents' home work unit in any cross-tabulated form. However, the largest categories represented in the sample were 14% Athletics, 9% campus libraries, 7% in research centers, institutes or services, 5% College of Education, 5% Housing, 5% Student Academic Affairs, 5% University Health Center or Counseling Center, 4% in university or college development activities, 4% Human Resources, 4% in University Computing, 2% in International Education and Exchange, and 2% in deans', vice provosts' or vice presidents' offices.

*Seeking Other Employment:* Fifteen percent of NIF respondents are currently seeking other employment. An additional 20% expect to do so within the next three years.

*Expect to Retire Early:* Twenty-three percent of NIF respondents expect to retire early from UO.

## 2. NON-INSTRUCTIONAL FACULTY MEMBERS' JOB SATISFACTION

OSRL interviewers first asked respondents "How satisfied are you with your job at the University of Oregon overall?" NIF members' job satisfaction is generally very high, with 95% either "very satisfied" or "somewhat satisfied" with their UO jobs (see Figure 1). A plurality, 58%, was "very satisfied," and only two respondents (less than 1%) were "not at all satisfied."

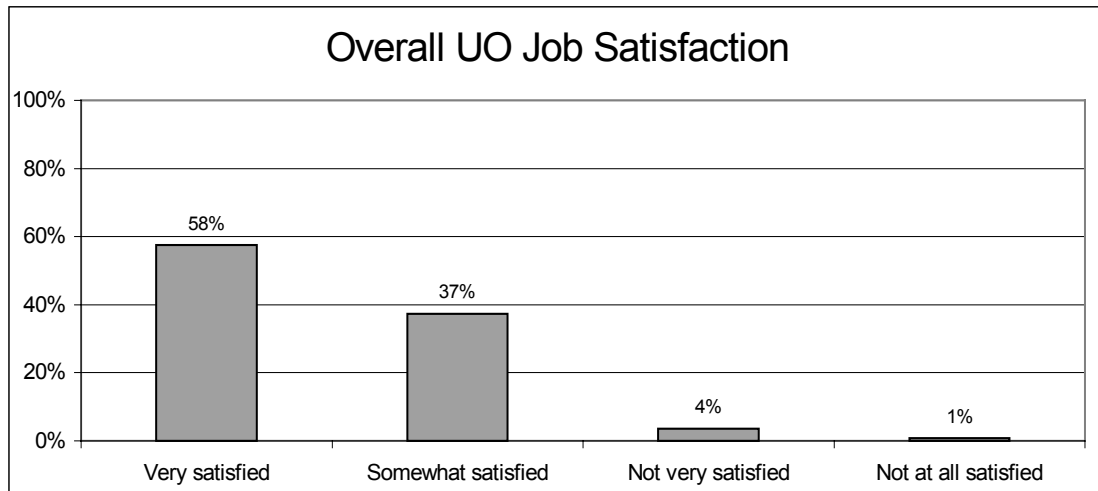
Although NIF job satisfaction is generally very high, it varies considerably by respondents' position in UO (see Figure 2). For example, 66% of respondents who report to the Vice President

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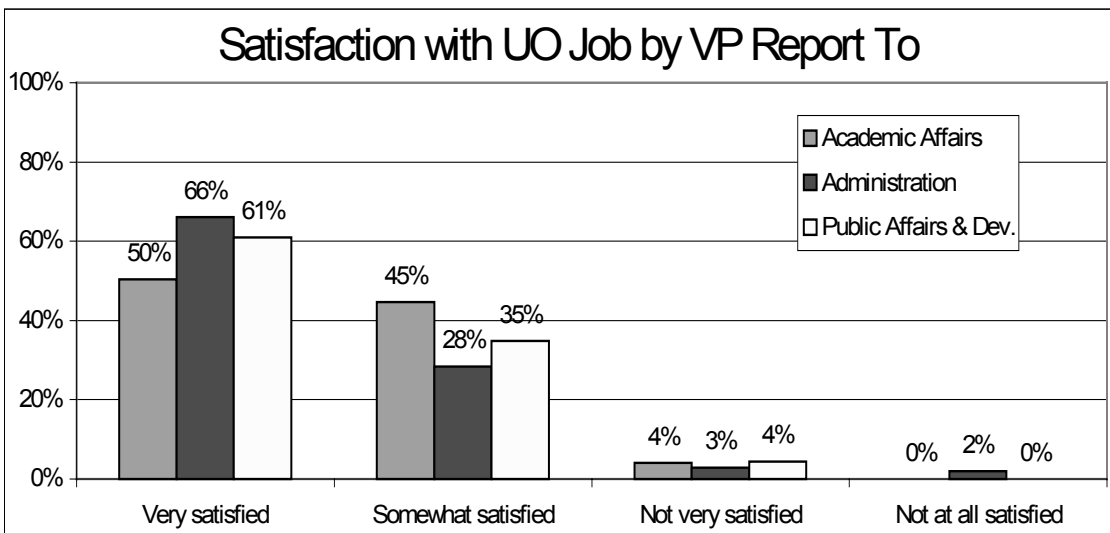
<sup>2</sup> For analysis, we combined the 26 Black, Latino, Asian, American Indian, and mixed race respondents into a single category to ensure that no individual could be identified in the cross-tabulations of survey results.

for Administration were “very satisfied” with their jobs, while just 50% of those who report to the Provost/VP for Academic Affairs were “very satisfied” with their jobs.

**Figure 1**



**Figure 2**

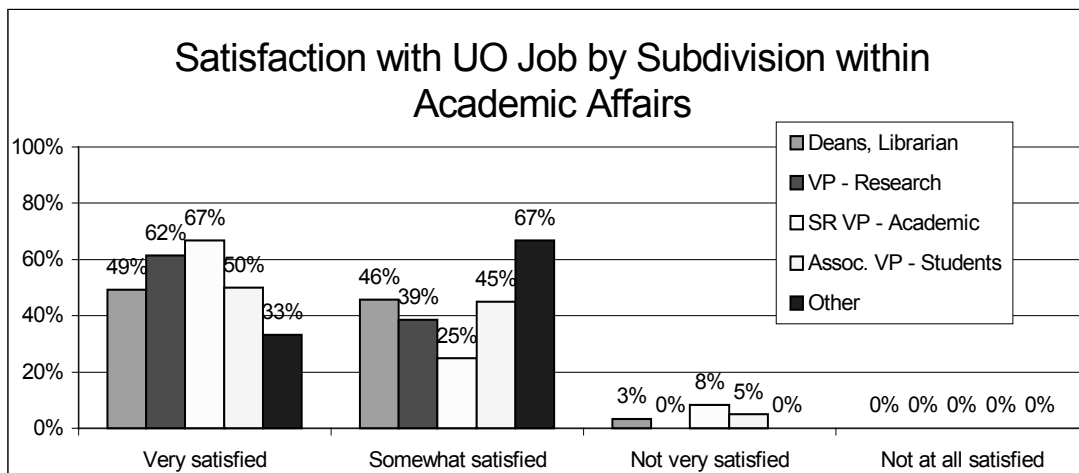


Within the broad Academic Affairs category, respondents reporting to the Senior Vice Provost for Academic Affairs had the highest incidence of “very satisfied” with their jobs, at 67% (see Figure 3). NIF in the “other” category had the lowest percentage of “very satisfied” (33%). Those reporting to the Senior Vice Provost for Academic Affairs most often said “not very satisfied” at 8%, but numbers are small.

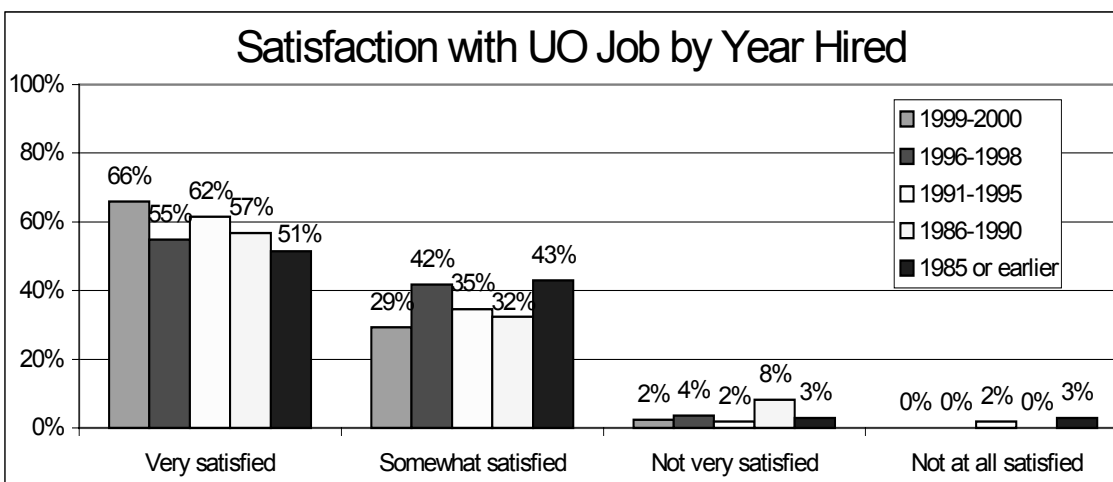
New NIF employees report greater job satisfaction than those who have been at UO longer. Figure 4 shows a downward trend in the percent “very satisfied” from hiring in the present year,

1999-00 (66%), to hiring in 1985 or earlier (51%), with a slight variation for those hired in 1996-98. Those hired before 1986 most often said “not at all satisfied,” but the numbers are small.

**Figure 3**



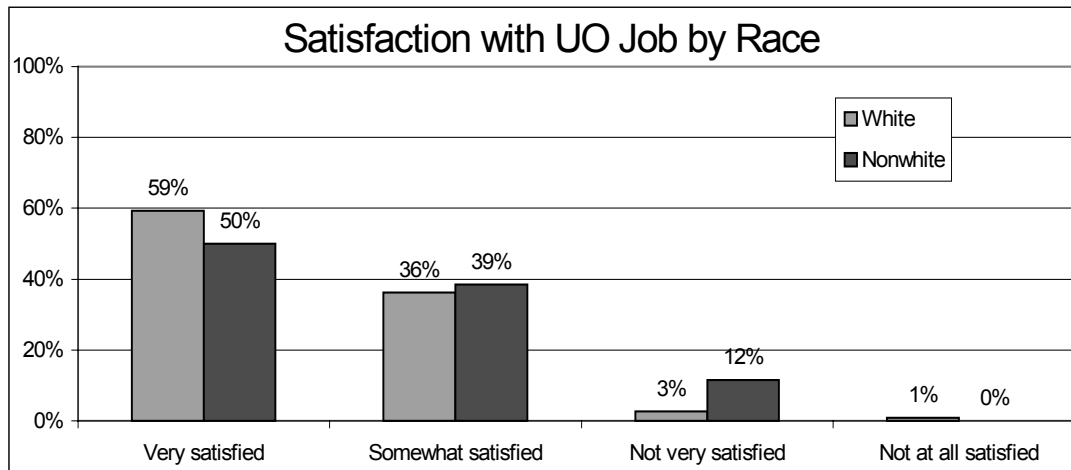
**Figure 4**



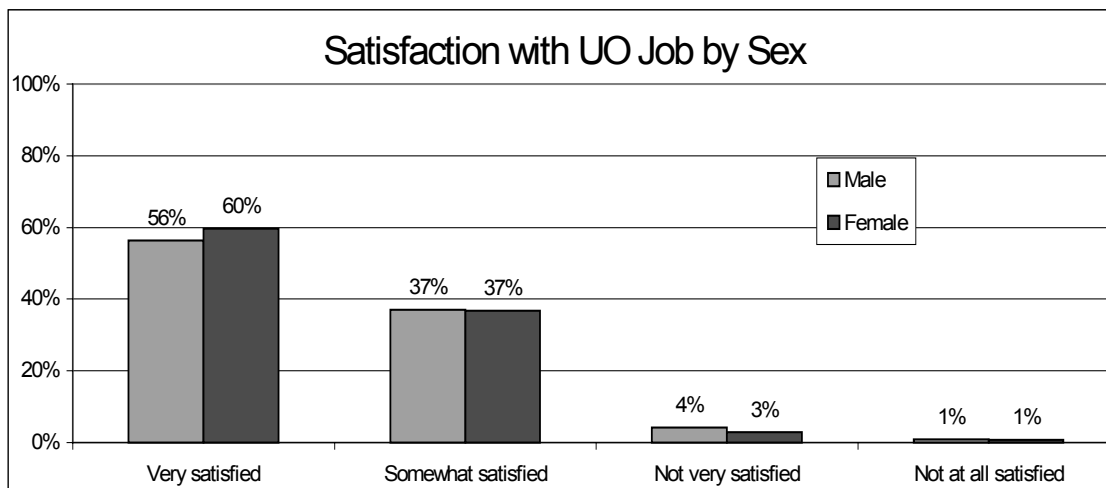
More white than nonwhite NIF members were “very satisfied” with their UO jobs, at 59% vs. 50% (see Figure 5). Concomitantly, more nonwhites than whites were dissatisfied - 12% vs. 4% “not very satisfied” and “not at all satisfied” combined.

Finally, Figure 6 shows that women NIF members had a slightly higher incidence of being “very satisfied” than men, at 60% compared to 56%, though both were relatively close in all four answer categories.

**Figure 5**



**Figure 6**



### 3. EXPERIENCES AT UO

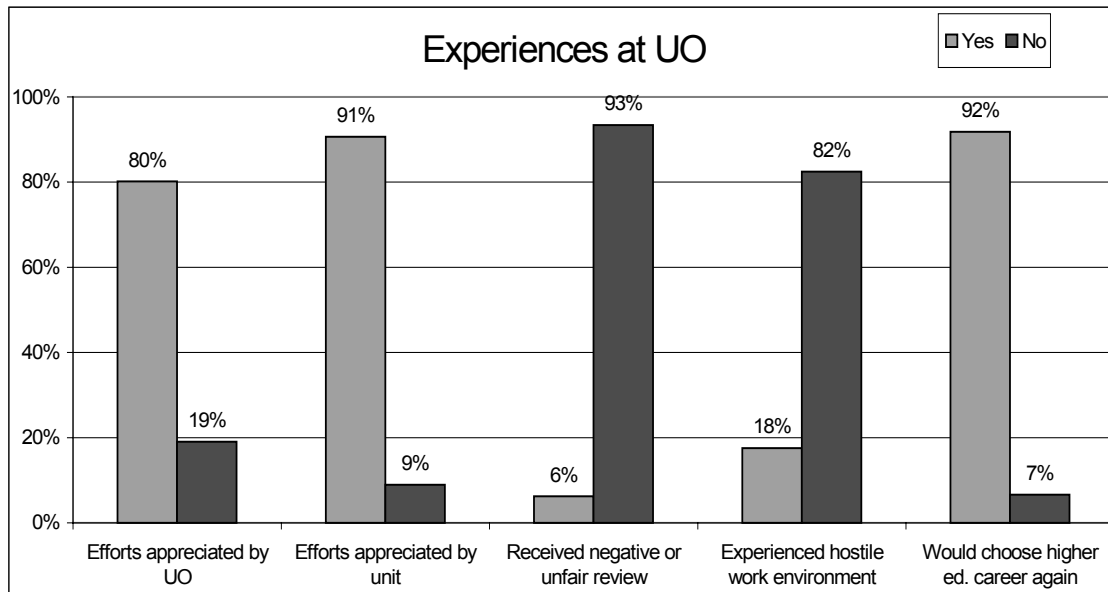
OSRL interviewers asked respondents about their experiences at UO. Five questions probed these experiences, asking for simple yes/no answers. Answers are generally assuring, with 80-90% of respondents reporting positive experiences (see Figure 7).

Starting with the most positive, 93% of NIF members reported never having received a negative or unfair review. Ninety-two percent would again choose a career in higher education. Ninety-one percent believe their unit appreciates and acknowledges their efforts, and 81% believe UO as a whole appreciates and acknowledges their efforts.

On the other hand, 18% of NIF members reported experiencing a hostile work environment at UO at some point in time based upon a personal characteristic, such as race, ethnicity, gender,

sexual orientation, religion or nationality. Among nonwhites, 39% reported experiencing a hostile work environment, compared to 16% of whites. Among women, 21% reported the same compared to 13% of men. Slightly greater percentages of NIF in Academic Affairs reported experiencing a hostile work environment at some point in their UO career more than those under other Vice Presidents at 20%, compared to 16-17%, particularly those employed in Student Academic Affairs, 35%, and in the VP for Research office, 23%. In addition, NIF hired since 1996 reported a hostile work environment somewhat more, at 20-22%, compared to 11-15% of those hired 1986-95. Nonwhites and women also reported negative or unfair reviews more frequently (see p. 57 of the banner tables).

**Figure 7**



#### 4. OPINIONS OF SEVEN COMPENSATION-RELATED STATEMENTS

The core of the survey concerned respondents’ opinions on faculty compensation. Interviewers read seven compensation-related statements and, for each one, asked whether respondents strongly agreed, somewhat agreed, somewhat disagreed, or strongly disagreed with each. In this analysis, we focus upon the “strongly agreed” answers (see Figure 8).

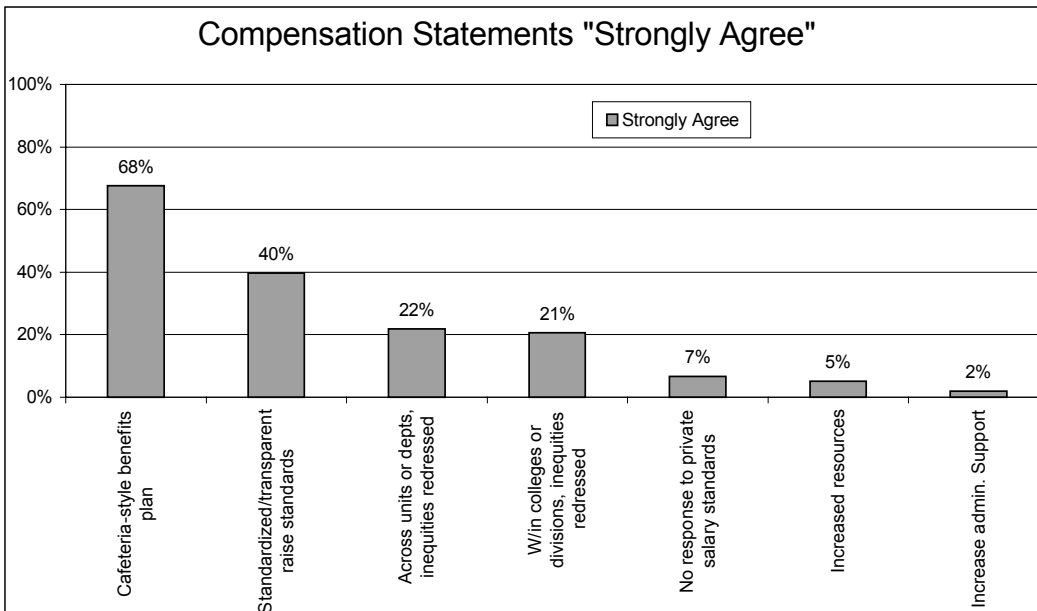
A majority of NIF respondents strongly agreed with only one of the seven compensation statements. The seven statements, ranked by order of respondents who strongly agreed, are shown below.

- “UO’s cafeteria-style benefits plan is an important part of my overall compensation package.” 68% strongly agreed.
- “The criteria and process of raises needs greater standardization and transparency.” 40% strongly agreed.
- “Across units or departments, salary inequities should be redressed before merit is considered.” 22% strongly agreed.



- “Within colleges or administrative divisions, cross-department salary inequities should be redressed before merit is considered.” 21% strongly agreed.
- “UO should not try to respond to private industry salary standards for positions that compete with external market forces.” 7% strongly agreed.
- “It is more important to me to have increased resources for professional development than to increase salaries.” 5% strongly agreed.
- “It is more important to me to increase administrative support services such as facilities, clerical, and technological support than to increase salaries.” 2% strongly agreed.

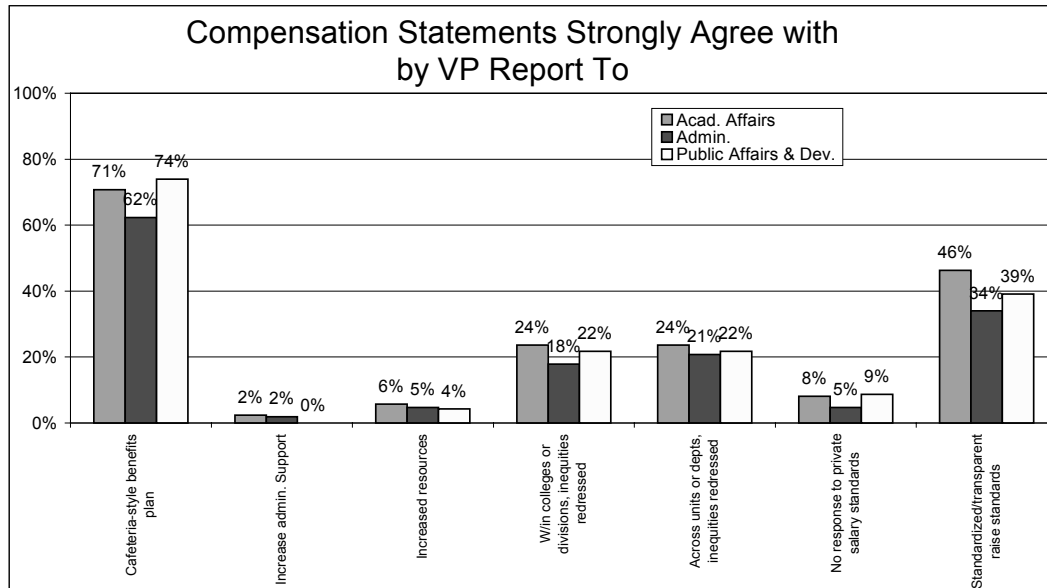
**Figure 8**



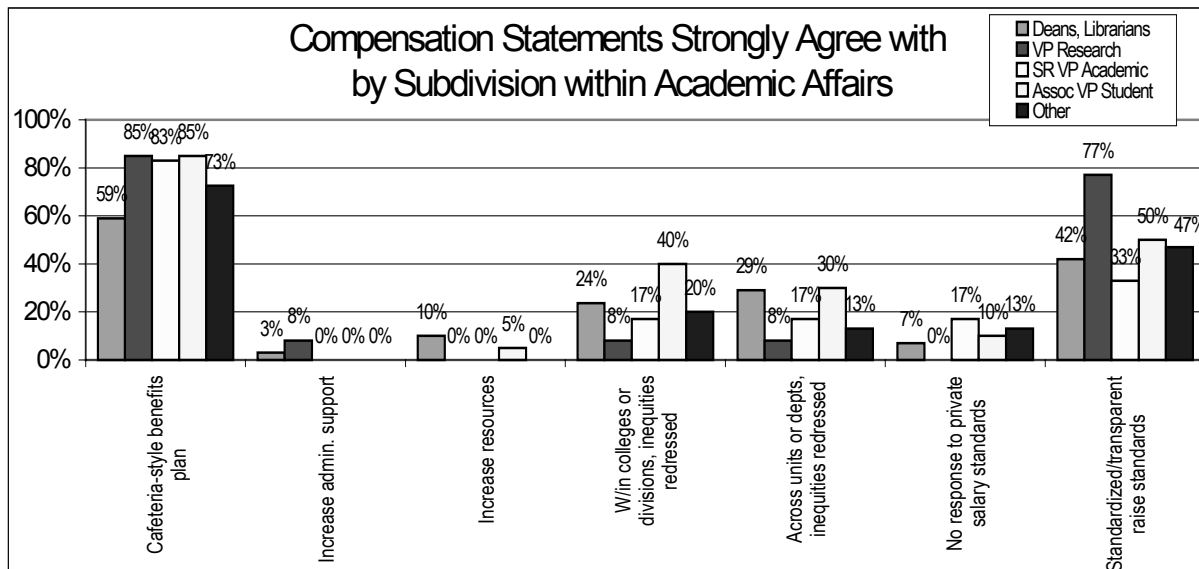
The results for the compensation statements varied slightly by NIF members’ positions in the university, i.e., the Vice Presidents they report to (see Figure 9). For example, 74% of those reporting to the VP for Public Affairs & Development strongly agreed with the statement about cafeteria-style benefit plans, compared to 62% of those reporting to the VP for Administration (still a majority, but smaller). Perhaps more interesting is that NIF reporting to the VP for Administration had lower percentages strongly agreeing than those reporting to the Provost/VP for Academic Affairs on *every* statement.

Among Academic Affairs subdivisions, NIF members’ opinions on the seven compensation statements varied somewhat (see Figure 10). Those reporting to Academic Deans and the University Librarian less frequently strongly agreed with the statement concerning benefits’ importance, at 59% compared to 73-85% of the others. Those reporting to the VP for Student Academic Affairs put greater weight on redressing within-college or -division inequities, at 40%, compared to 9-24% of others. And those reporting to the VP for Research gave disproportionate support to standardizing the criteria and processes for receiving raises, at 77% compared to 33-50% of others.

**Figure 9**



**Figure 10**



NIF women strongly agreed with five of the seven compensation statements more than men. Figure 11 shows the largest sex differences for cafeteria-style benefits and improving the standardization and transparency of the criteria and processes for raises. Fully 78% of NIF women strongly agreed that UO’s benefits plan is an important part of their compensation, compared to 56% of NIF men. In addition, 48% of NIF women strongly agreed that the criteria and process by which NIF receive raises needs improvement, compared to 30% of men.

**Figure 11**

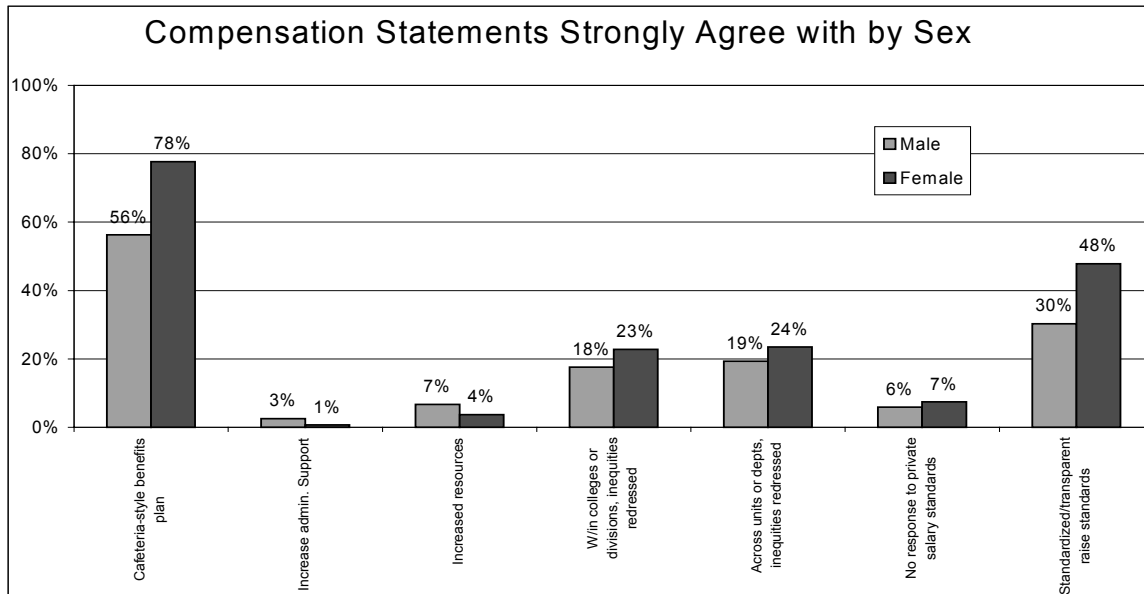
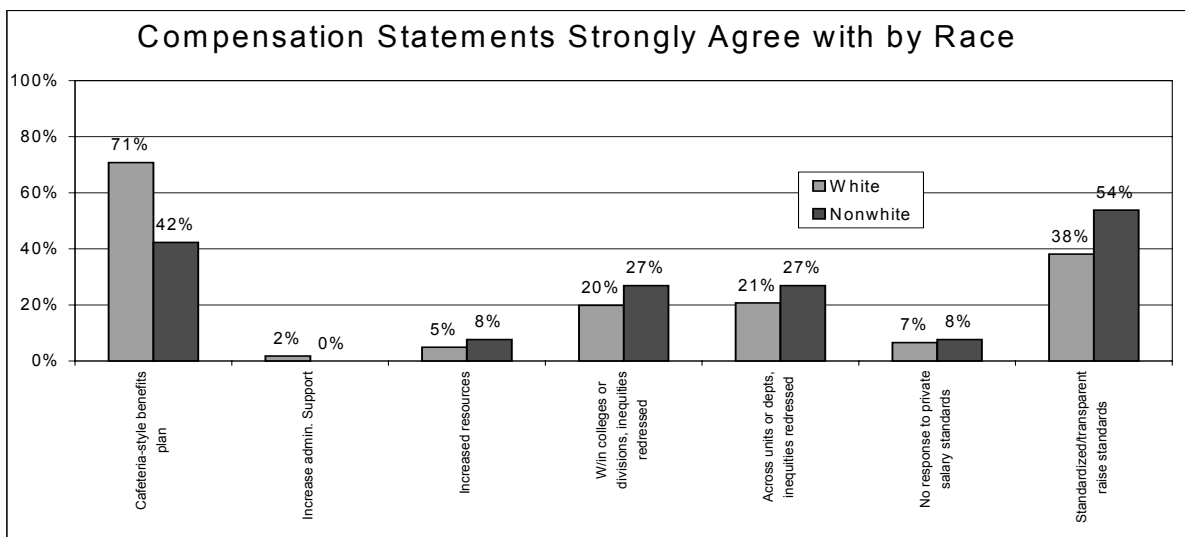


Figure 12 shows race contrasts in NIF members’ opinions of the compensation-related statements, some of which are quite similar to women’s. Whites more strongly agreed that UO’s cafeteria-style benefits plan is important to them, at 71% compared to nonwhites’ 42%. Among nonwhites, 54% strongly agreed with the need to standardize and make transparent the raise process, compared to 38% of whites. Nonwhites also were somewhat more likely than whites to agree with the statements about redressing inequities before merit raises are considered. Twenty-seven percent strongly agreed with redressing salary inequities within units, and 27% strongly agreed with redressing salary inequities across colleges or divisions, compared to just 21% and 20% of whites, respectively.

**Figure 12**

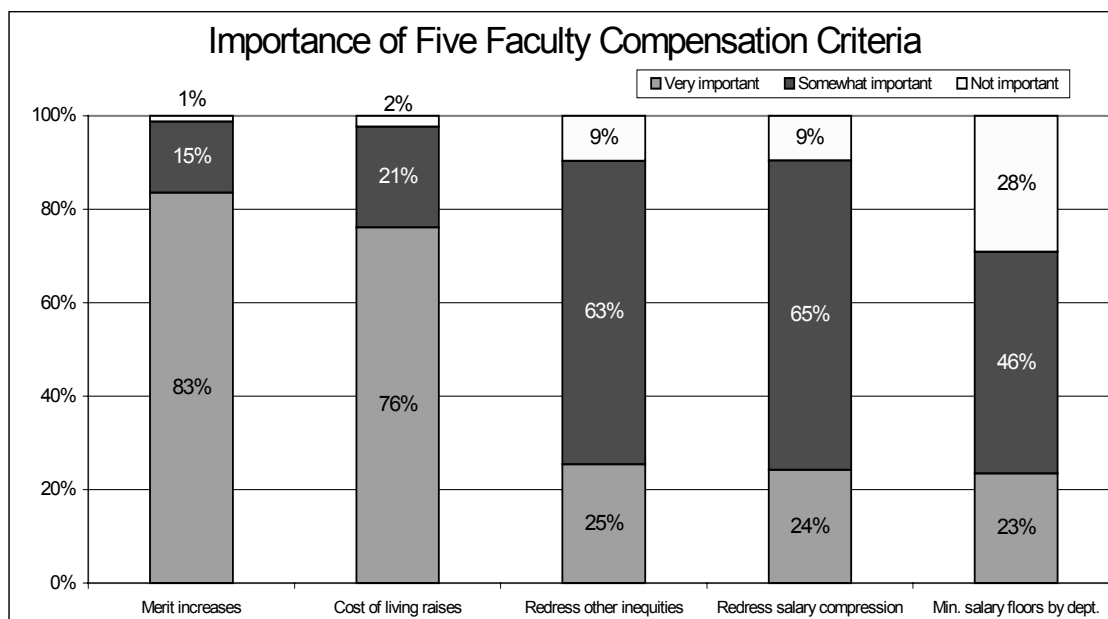


## 5. IMPORTANCE OF FIVE COMPENSATION CRITERIA FOR DETERMINING RAISES

Respondents were asked to judge five compensation criteria for raises. Specifically, interviewers read: “In the future, the following five criteria will potentially be used to determine raises for U of O faculty whose work is satisfactory. For each one, please tell me if you think it should be very important, somewhat important, or not important.” NIF results are very similar to instructional faculty survey results.

Two criteria for determining raises stand out (see Figure 13). Merit increases based on faculty excellence in performing their duties was rated “very important” by 83% (compared to 73% of instructional faculty). Across-the-board cost-of living raises that are linked to Oregon’s actual cost-of living increases was rated “very important” by 76% of respondents (compared to 77% of instructional faculty). The remaining three criteria were rated “very important” by fewer than half the respondents, again similar to instructional faculty. Just 25% said preferential increases to redress other inequities were “very important” (compared to 44% of instructional faculty). Only 24% said preferential increases to redress salary compression were “very important” (45% instructional faculty). Only 23% saw creating salary floors by rank and department as “very important” (33% instructional faculty).

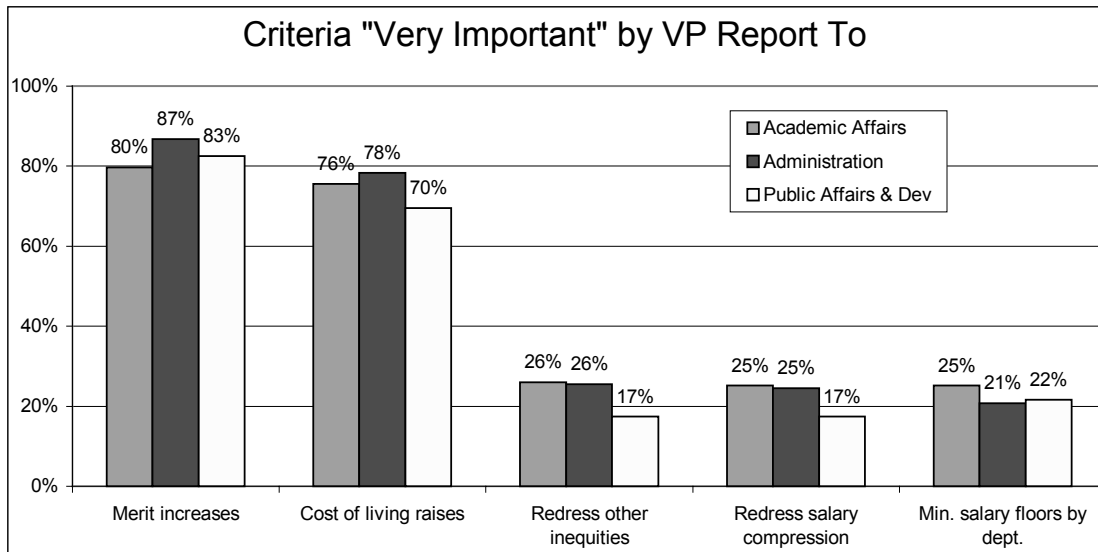
**Figure 13**



As with the compensation-related statements, NIF members’ compensation criteria ratings varied somewhat by both position in UO and demographic characteristics. To illustrate the differences, we focus on the percentage of each group that chose “very important.”

Only minor differences emerge when examining respondents’ opinions by their UO position, i.e. the Vice Presidents they report to (see Figure 14). First, slightly more NIF reporting to the VP for Administration said that cost-of-living and merit raises were “very important,” at 78% and 87% respectively. Also, NIF reporting to the Provost/VP for Academic Affairs were slightly more likely to support minimum salary floors, at 25%, compared to 21% and 22% for the other VPs.

**Figure 14**



Within subdivisions of Academic Affairs, NIF members' opinions show distinct patterns (see Figure 15). NIF reporting to the Vice Provost for Research more frequently rated four of the five compensation criteria "very important" than any other subdivision (merit raises, COLA, redressing inequities, and redressing compression). NIF reporting to the Senior Vice Provost of Academic Affairs had the lowest incidence of "very important" on the same four compensation criteria. NIF reporting to Academic Deans and University Librarians, and to the Associate VP for Student Academic Affairs, held the middle ground on the same four compensation criteria, with similar incidences of "very important" responses. Little variation is observed in opinion on minimum salary floors.

**Figure 15**

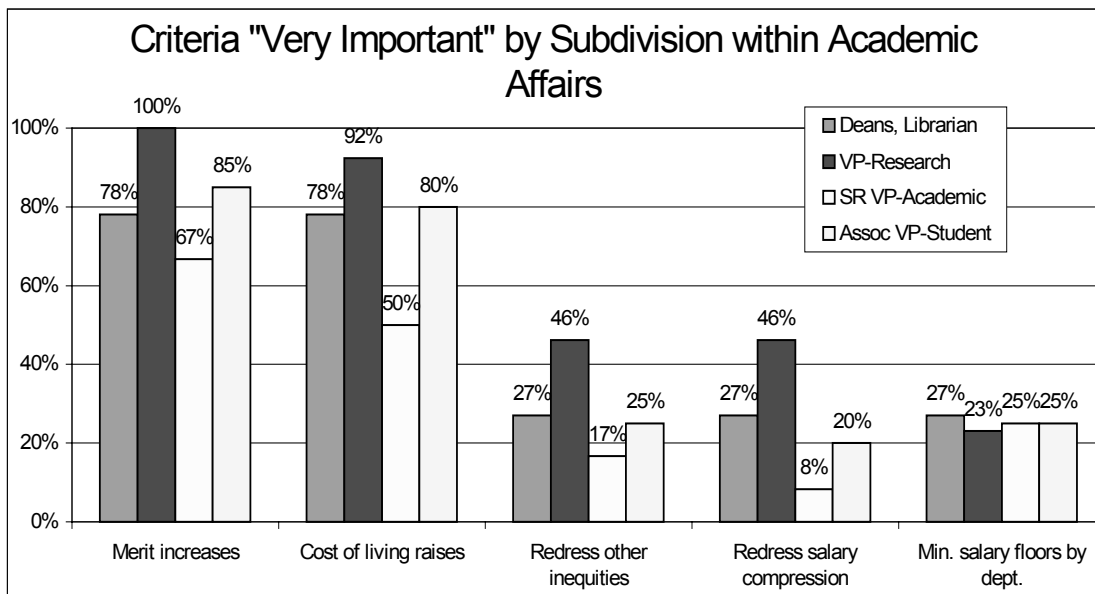
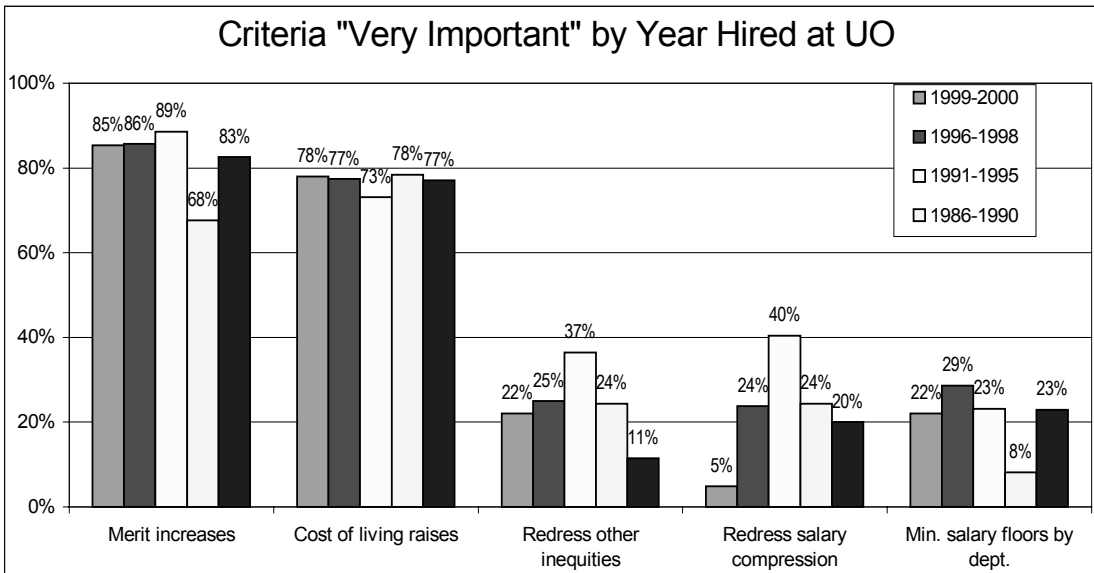


Figure 16 shows that the year NIF began working at UO also affected their perceptions of the importance of the five compensation criteria, with distinct difference between those hired 1986-90 and those hired 1991-95. NIF hired 1991-95 were most likely to rate merit raises (89%), redressing salary compression (40%), and redressing other inequities (37%) “very important.” They were the *least* likely to say cost of living raises were “very important” (73%). NIF hired 1986-90 and 1999-2000 were most likely to report COLA “very important” (78%). Minimum salary floors were most important to NIF who started work at UO 1996-98 (29%). The lowest incidence in this category belonged to NIF hired 1986-90 (8%).

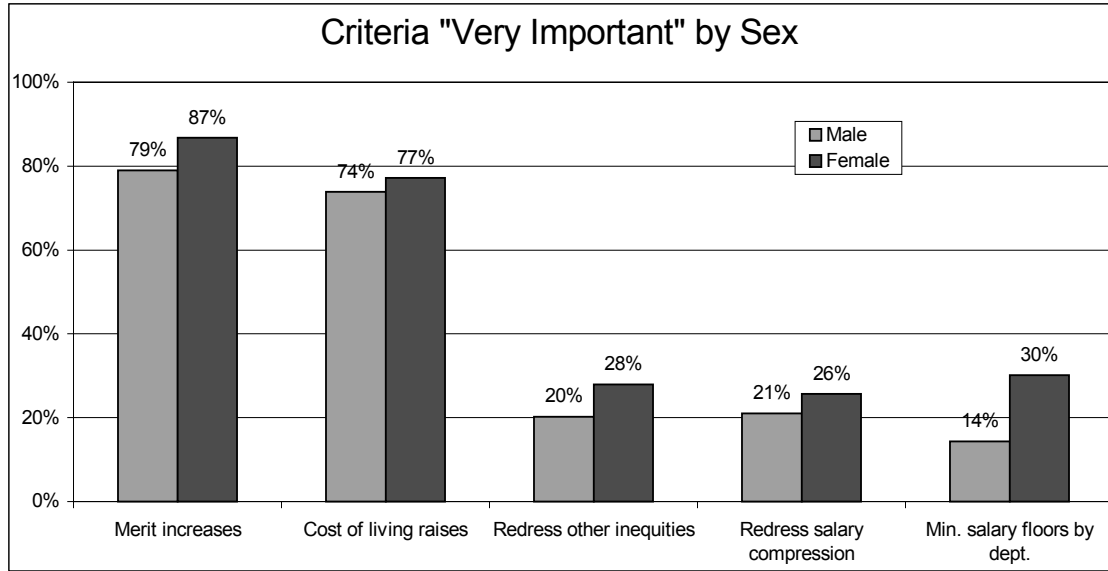
**Figure 16**



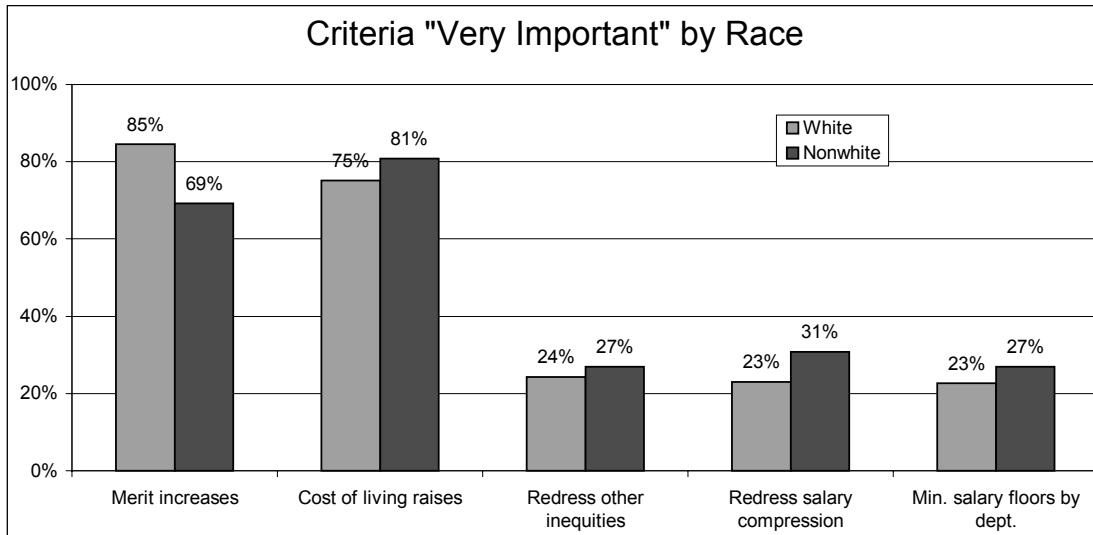
Sex differences in NIF ratings of the five compensation criteria are more pronounced than in the instructional faculty survey. Figure 17 shows that NIF women more frequently answered “very important” on every criterion than NIF men did, whereas instructional faculty women rated four of the five “very important” more often than men. For example, 77% of women rated COLA “very important” compared to 74% of men, and 87% rated merit raises “very important” compared to 79% of men. For redressing salary compression, 26% of women said “very important” compared to 21% of men. For redressing other inequities, the results were 28% of women and 20% of men. Finally, the largest gender gap was for creating minimum salary floors by department, where 30% of women but only 14% of men responded “very important.”

Race/ethnicity also produced pronounced differences in NIF ratings of the five compensation criteria (see Figure 18). Eighty-five percent of white NIF rated merit raises “very important” compared to 69% of nonwhite NIF, a gap of 16%. Nonwhite NIF were more likely to say “very important” on the other four compensation criteria, though by smaller margins. For COLA, the difference is 6% (81% vs. 75%). For redressing inequities, nonwhites had a 3% higher incidence of saying “very important” to redress “other inequities” (27% vs. 24%) and an 8% gap when talking about redressing “salary compression” (31% vs. 23%). The gap between white and nonwhite respondents when rating “creating minimum salary floors by department” was also minimal, at 4% (27% vs. 23%).

**Figure 17**



**Figure 18**



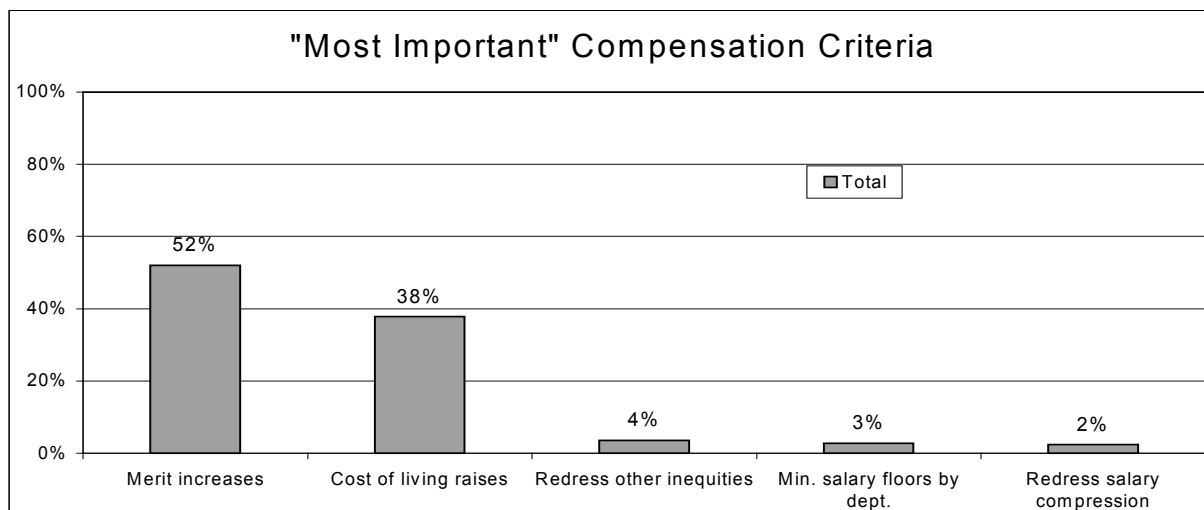
## 6. “MOST IMPORTANT” FACULTY COMPENSATION CRITERIA

Finally, interviewers asked NIF respondents to consider the compensation criteria they rated “very important” and rank them “most important.” This task was distinct from respondents’ previous interview tasks, for it required them to choose a single compensation criteria from a challenging list. The task is analytically valuable because it produces a clear picture of the criterion most important to various NIF subgroups. Many respondents experienced this task as difficult, but only 4 respondents could not answer. (The 57 respondents who rated only one, or no, compensation criteria “very important” were skipped past this question – 22% of all.)

To get the needed information, interviewers read respondents the following script: “In the previous five questions, you said that \_\_\_\_\_ were “very important.” Which *one* do you think is most important?” Interviewers probed from a list that OSRL’s CATI system was programmed to automatically generate from the five previous answers the respondent had called “very important.”

Figure 19 shows that NIF picked “merit increases” as the single-most important compensation criterion with 37% (52% excluding those skipped past this question). NIF’s second most important compensation criterion was “cost of living increases,” at 30% (38% excluding those skipped past). These were followed by “preferential increases to redress other inequities,” at 4%, “creating minimum salary floors by rank and department,” at 3%, and “preferential increases to redress salary compression,” at 2%. These NIF results contrast with those from the instructional faculty survey, where a plurality, 37%, rated “cost of living increases” most important, with “merit increases” a close second at 33%. These were followed by “preferential increases to redress other inequities,” at 11%, “creating minimum salary floors by rank and department,” at 3% (identical to NIF), and “preferential increases to redress salary compression,” at 13%.

**Figure 19**

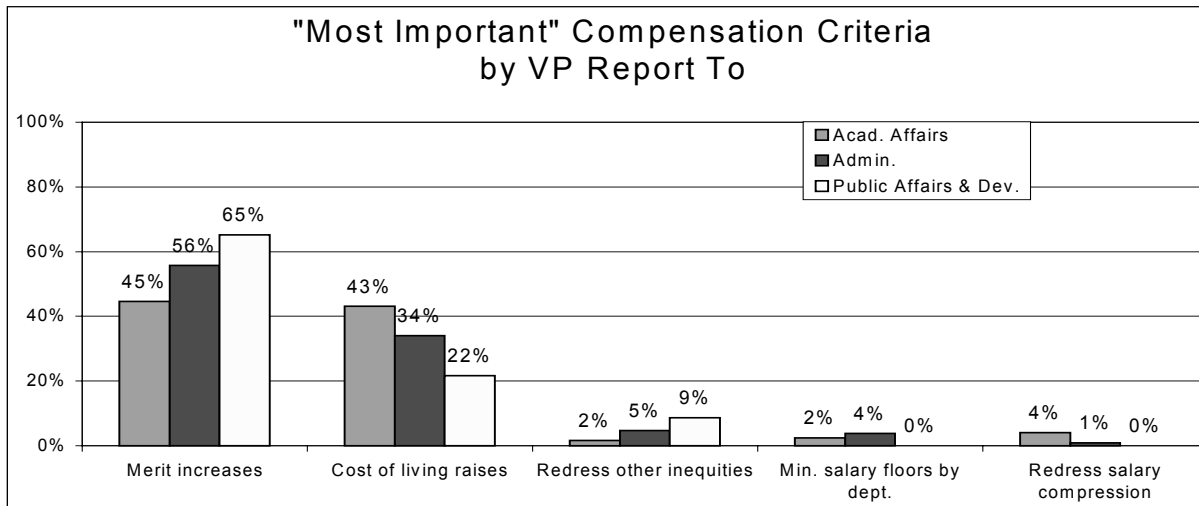


In examining the most important criterion results by Vice Presidents NIF report to, it appears that the ranking task magnifies the differences seen in the preceding importance-rating task (see Figure 20). All three subgroups rated “merit raises” as most important. However, those reporting to the VP for Public Affairs & Development were much more likely than others to rate “merit



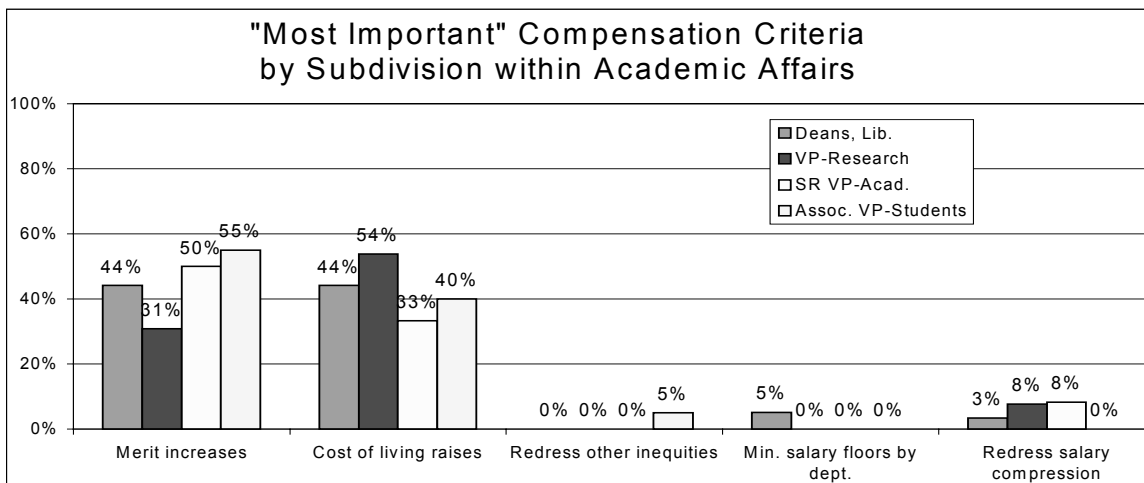
raises” the highest, at 68%, vs. 56% for those reporting to the VP for Administration and 46% for those reporting to the Provost/VP for Academic Affairs. The reverse order is apparent for COLA. NIF reporting to the Provost/VP for Academic Affairs were almost twice as likely as those reporting to the VP for Public Affairs & Development to rank COLA highest, at 44% vs. 23%. The other three criteria did not score highly with any subgroup, though 9% of NIF reporting to the VP for Public Affairs & Development ranked “redressing other inequities” highest.

**Figure 20**



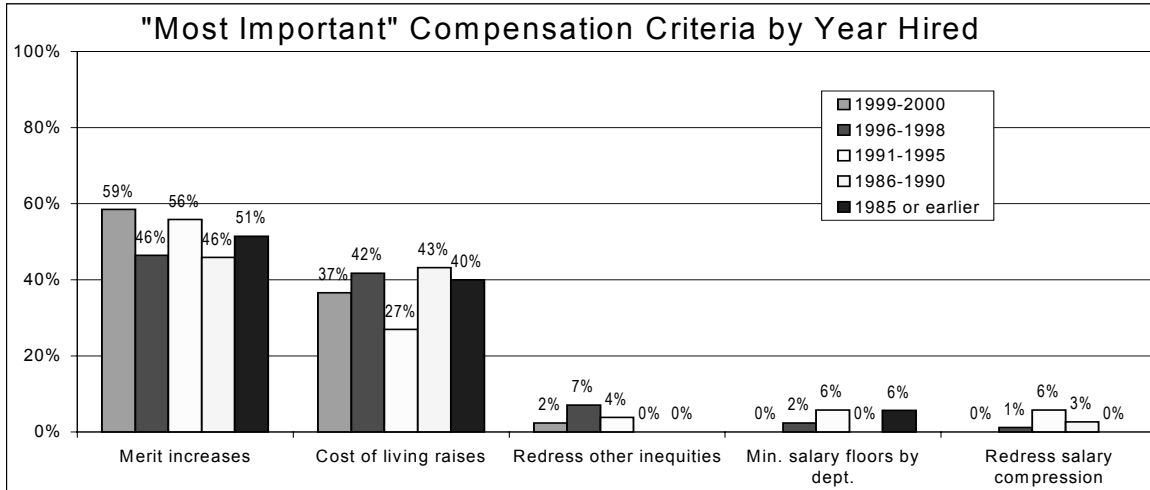
Within Academic Affairs, “merit raises” are the most important criterion overall (45%), followed closely by COLA (43%), but their order varies by subdivision. For example, Figure 21 shows that those reporting to the Vice Provost for Research are much more likely to choose COLA, at 54%, with merit at just 31%. The reverse is true for NIF reporting to the Senior Vice Provost for Academic Affairs and Associate Vice President for Student Academic Affairs, both subdivisions reporting merit much more important than COLA (50% to 33%, and 55% to 40%, respectively).

**Figure 21**



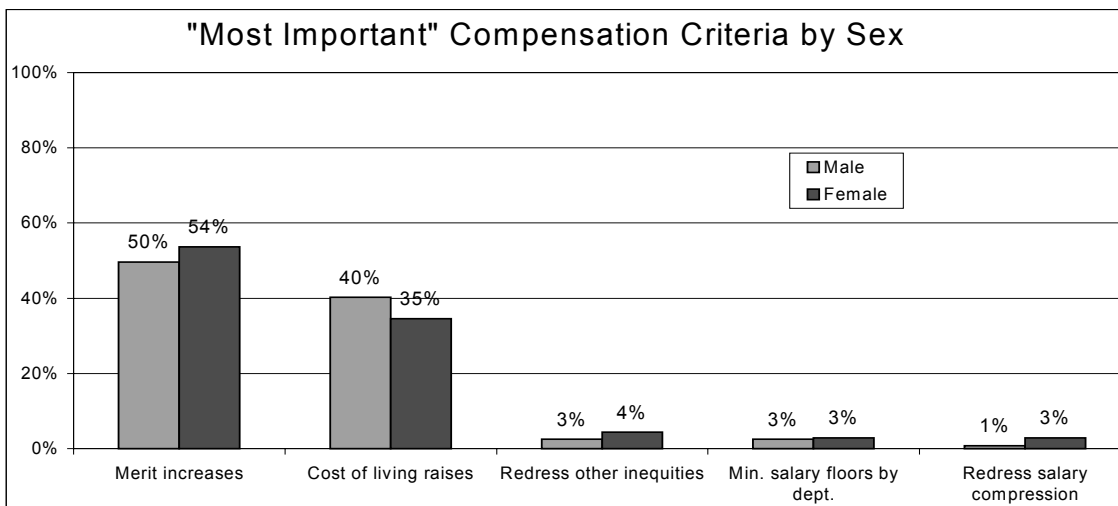
When NIF began working at UO also affected the compensation criteria they chose as “most important” (see Figure 22). All hiring cohorts chose “merit increases” over “cost of living raises,” but the gap between merit and COLA varied by hiring year. NIF hired 1996-98 and 1986-90 chose merit raises slightly more often than COLA, at 46% vs. 42% and 46% vs. 43%, respectively. NIF hired 1991-95 had the largest gap - 56% merit vs. 27% COLA. For NIF hired 1999-2000, 59% chose merit vs. 37% COLA. NIF hired before 1986 show smaller gap - 51% vs. 40%. None of the other three criteria garnered more than 7% of any hiring cohort, but those hired 1991-95 more frequently voiced minority opinions than those in other cohorts.

**Figure 22**



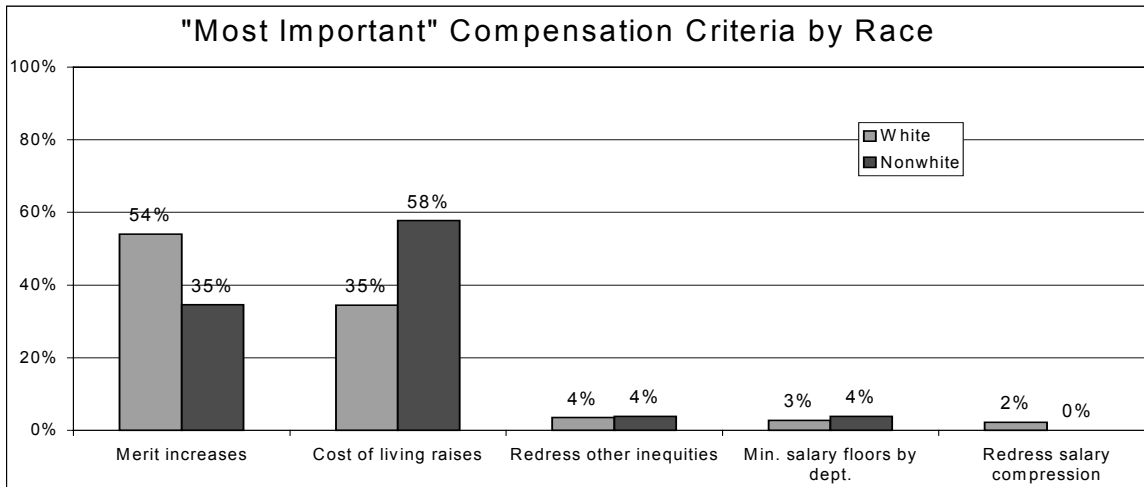
For sex differences, men and women both chose merit raises as “most important,” but women picked merit more frequently than men, at 54% vs. 50% respectively (see Figure 23). In contrast, men picked COLA as “most important” more frequently than women, at 40% vs. 35%. In addition, women more often than men picked “redressing salary compression,” “redressing other inequities,” and “creating minimum salary floors” as most important (3% vs. 1%, and 4% vs. 3%, and 3% vs. 2%, respectively).

**Figure 23**



Race differences were more pronounced than sex differences (see Figure 24). “Merit raises” were most important to a majority of nonwhites, 54%, but not to whites, 35%. This pattern reversed for COLA, which was most important to 58% of whites and only for 35% of nonwhites. Race did not differentiate between the other three criteria.

**Figure 24**



## CONCLUSIONS

The purpose of the Non-Instructional Faculty Survey was to assist elected faculty representatives on the Faculty Advisory Council and University Senate, as well as the UO administration, in their efforts to improve the salaries of OAs. To this end, a representative sample of non-instructional faculty was randomly selected and interviewed by telephone.

The survey results show that while most non-instructional faculty are satisfied with their jobs at the University of Oregon, they strongly support various compensation-related statements and criteria for increasing compensation and distributing raises. Two compensation criteria emerged as the most important mechanisms for improving salaries: “merit increases based on faculty excellence in performing their duties” and “across-the-board cost-of-living raises that are linked to Oregon’s actual cost-of-living increases.” These mechanisms, combined with a strong cafeteria-style benefits plan, seem to most fulfill non-instructional faculty members’ needs. However, support for these two criteria varies substantially by OAs’ demographic and employment characteristics, such as sex, race, year hired, and structural position within UO (i.e., the divisions and units in which they work). Thus, no matter how raises are implemented, everyone is unlikely to be fully satisfied.