

28 April 2010

TO: Tenure related faculty, non-tenure track instructional faculty, non tenure track research faculty, and officers of administration

FROM: The Senate Executive Committee

RE: UNIONIZATION SURVEY RESULTS: DATA FROM OFFICERS OF ADMINISTRATION ONLY

Dear Colleagues:

Here are the results of the recent survey on unionization conducted by the Senate Executive Committee. Four UO employee groups were surveyed: tenure related faculty, non-tenure track instructional faculty, non-tenure track research faculty, and officers of administration excluding senior administrators. UO employee lists were supplied by the UO General Counsel's office and paid for from private funds.

We heard back from 46% (1053/2307) of those who received the email to participate in the survey. We received responses from 56% of the tenure related faculty (380/677), 30% of the non-tenure track instructional faculty (100/336), 33% of the non-tenure track research faculty (110/335) and 48% of the officers of administration (458/959). Of those that started the survey, 96% (1009/1053) completed it.

Several caveats about the survey:

1) The survey was sent out to all members of each of the 4 groups. It was thus not a scientific, random sample survey, but an electronic "straw poll".

2) Although all members of each group were asked to participate, we do not know the reasons why some chose to respond and some didn't. It is possible that the data are skewed by those who had strong feelings either in favor of or against a union.

3) Although the survey limited responses to one per IP address, it was possible to game the survey by submitting multiple responses from different computers. However, we trust the honesty and good will of our colleagues.

4) ~10% of the emails sent out requesting participation in the survey were returned as "undeliverable". These are not included in the total number for each group. We also know that some emails were delivered but filtered out as spam. It is unclear whether these were read.

We have chosen not to analyze the survey data. Instead, we present only the raw data including anonymous comments and a breakdown of the data by groups. These data are provided solely for informational purposes to facilitate the discussion regarding unionization.

If you have any questions about the survey, please feel free to contact Nathan Tublitz at <u>tublitz@uoneuro.uoregon.edu</u>

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UNIVERSITY SENATE UNIONIZATION SURVEY

My primary position at the University is as a:				
		Response Percent	Response Count	
Tenure Related Faculty (TRF: i.e., Full Professor, Associate Professor; Assistant Professor; tenured Senior Instructor)		0.0%	0	
Non-Tenure-Track Instructional Faculty (NTTIF; i.e., Senior Instructor; Instructor; Adjunct)		0.0%	0	
Non-Tenure Track Research Faculty (NTTRF; i.e., Senior Research Associate; Research Associate; Senior Research Assistant; Research Assistant)		0.0%	0	
Officer of Administration (OA; i.e., librarian; administrator)		100.0%	458	
	Please feel free	to comment	23	
	answere	ed question	458	
	skippe	ed question	0	

Please feel free to comment			
1	I am an OA, but I also adjunct at the pleasure of my overlords.	Apr 15, 2010 5:55 PM	
2	I do not support a Union to represent us.	Apr 15, 2010 5:55 PM	
3	I am also a full professor while serving as dean of a unit.	Apr 15, 2010 5:57 PM	
4	I also have the rank of Full Professor	Apr 15, 2010 5:59 PM	
5	librarian	Apr 15, 2010 6:01 PM	
6	Asst, Director, Office of Gift Planning	Apr 15, 2010 6:12 PM	
7	Librarians will likely be reclassed as NTTF in the future.	Apr 15, 2010 6:34 PM	
8	My official title is Software Applications Engineer	Apr 15, 2010 6:37 PM	
9	I was previously classified staff (unionized), but have been an OA for 10 years.	Apr 15, 2010 6:38 PM	
10	Software Engineer	Apr 15, 2010 6:38 PM	
11	"primary position" is a very fuzzy concept	Apr 15, 2010 6:47 PM	
12	I also teach in the program I direct.	Apr 15, 2010 7:14 PM	
13	also previously NTTIF	Apr 15, 2010 7:34 PM	
14	Temp	Apr 15, 2010 8:06 PM	
15	Dealing with SEIU is a nightmare; all I need is another union(s) to deal with	Apr 15, 2010 8:29 PM	

	Please feel free to comment			
16	BTW, the University is not neutral about the union, at least with respect to OAs and NTTIF. According to Russ Tomlin, the OA status was set up explicitly to enable the university to easily "part company" with an OA - "like NTTIF's". Any information disseminated by the Administration is necessarily biased, no matter how hard they try to be neutral.	Apr 16, 2010 4:37 PM		
17	Associate Professor / librarian	Apr 17, 2010 11:33 PM		
18	I'm a supervisory employee	Apr 20, 2010 12:37 AM		
19	I'm a Research Assistant and am considered an OA. Systems administrator, assisting with research and intruction. Don't know how to correctly answer this.	Apr 22, 2010 2:52 AM		
20	both OA and NTTF	Apr 22, 2010 4:02 PM		
21	Based upon the information that I have. This change will serve faculty but does not really have anything to offer OAs except the payment of dues.	Apr 22, 2010 4:22 PM		
22	I was NTTF Senior Instructor 15 years here	Apr 23, 2010 9:18 PM		
23	part time career counselor	Apr 26, 2010 7:53 PM		

1			
		Response Percent	Response Count
wish to be represented by a union.		15.2%	68
do not wish to be represented by a union.		52.6%	235
have no opinion.		3.6%	16
don't have sufficient information to answer this question.		28.6%	128
	Please feel free	to comment	49
	answere	ed question	447
	skippe	ed question	11

	Please feel free to comment			
1	Only by a union reflecting my group, not all groups.	Apr 15, 2010 4:45 PM		
2	i will change my answer when the union fires someone for incompetence	Apr 15, 2010 5:55 PM		
3	I feel strongly about this.	Apr 15, 2010 5:56 PM		
4	I am professional enough to negotiate my own contract, am free to find other employment if I am not able to come to an acceptable contract. I do not want to recieve equal pay if I do superior work compared to my peers. Unions are great if people have no options, or are mediocre.	Apr 15, 2010 6:01 PM		
5	Unions are extortionists	Apr 15, 2010 6:03 PM		
6	it's a very bad idea	Apr 15, 2010 6:04 PM		
7	I like having direct contact with those who make decisions on my behalf. I don't like the idea of a middle-man.	Apr 15, 2010 6:06 PM		
8	I have been represented by a union in the past and am vehemently opposed to them at this time.	Apr 15, 2010 6:10 PM		
9	Although an librarian I manage other professional librarians and remain unclear whether I would be included in a union or not.	Apr 15, 2010 6:12 PM		
10	At this point I would not like to be represented by a union, but would like more information from BOTH sides.	Apr 15, 2010 6:26 PM		
11	I don't feel that the union will represent my position effectively. Especially witha wall-to-wall union.	Apr 15, 2010 6:28 PM		
12	I see the diaparity within the current classified union of technical personnel versus office personnel. How far will the OA's get as compared to the faculty? Trying to lump us together may not be fair to either group. I cannot say that we get a great deal within the present system, but I really do not want to be railroaded by a campus-run union. Is there a union that exists that we can join that will offer the oversight and direction that the national SEIU provides to the campus.	Apr 15, 2010 6:33 PM		

	Please feel free to comment				
13	I primarily think there are salary equity issues that could be helped, but fear losing the power of the larger classified bargaining unit when it comes to health care, which we currently sort of ride the tails of, if my understanding is correct.	Apr 15, 2010 6:44 PM			
14	I'm open to union representation, but before voting in that direction, I would like to understand the process more, along with resulting ramifications, pro/cons, et al.	Apr 15, 2010 6:50 PM			
15	Under the guise of "rights", unions have destroyed our countries workforce by demanding us to be greedy at the expence of others. This is the reason that all of our manufacturing jobs have gone overseas and (one of the reasons) that education is way too expensive.	Apr 15, 2010 7:03 PM			
16	I feel strongly that I do not wish to be represented by a union. I believe unions are important and have a vitla role in modern democratic society. But for OAs here at UO, I do not see how it will help - none of the structrual financing of the UO, that are the root causes of OA issues - can possibly be addressed by a union. In fact, introdcuing a union will only be a distraction and will creat an even more acrimonious environment.	Apr 15, 2010 7:08 PM			
17	I think OA's should have their own union, but not with faculty. OA's and faculty have very little in common.	Apr 15, 2010 8:27 PM			
18	But I supervise 6 staff	Apr 15, 2010 8:35 PM			
19	I'm not interested in adding another layer of bueracracy to an institution filled with it.	Apr 15, 2010 9:37 PM			
20	But lean toward not wanting a union for OA's.	Apr 15, 2010 10:11 PM			
21	I have very good program directors who have gone to great length to find good comparables for my unusual position and ensure a good salary base. It's in my best interests not to tie their hands. I don't think a union would represent my position as well.	Apr 16, 2010 6:06 AM			
22	Strongly do NOT want to be unionized.	Apr 16, 2010 3:46 PM			
23	But only if all OAs are included. Current Oregon law would exclude any OA with supervisory duties. The only OA's which should be excluded are cabinet members who serve at the discretion of the President/Provost. This law needs to be repealed/ammended, before any meaningful unionization of OA's can be implemented.	Apr 16, 2010 4:39 PM			
24	I feel very strongly that this is not the direction to move in. Unionization will not protect people from losing their jobs. Unionization will not guaranttee better pay. Instead, unionization will serve as another "lock in" device, repressing creativity, innovation, and higher aspirations. A union will serve as a disincentive to future hires of exactly the kind of faculty and administrators that are needed to keep the institution vibrant and thriving.	Apr 16, 2010 7:45 PM			
25	Having a one-size-fits-all union approach will drive the UO into mediocrity, with no hope of recovery.	Apr 16, 2010 11:46 PM			
26	Would like to learn more about the pros/cons, particularly as they would apply to OA's on campus.	Apr 17, 2010 12:21 AM			
27	As a librarian, I am also concerned about current moves towards losing my status as professor	Apr 17, 2010 11:34 PM			
28	Our staff do not work a traditional academic schedul and our main competitors for employees are local school districts, we need to be able to compete with salaries and schedules.	Apr 19, 2010 1:09 AM			
29	Unlikely to support a union	Apr 19, 2010 1:24 AM			
30	If a union truly represented me, that would be great. But SEIU appears to represent the expansion of SEIU. Not interested in that cause.	Apr 19, 2010 3:14 PM			
31	I am VERY concerned about the union dues we will be required to pay. I do not have - nor do many folks have - the \$60+ indicated in earlier messages. And I won't support the union efforts if that is the cost as I don't see it paying off for me later in pay negotiations.	Apr 19, 2010 3:26 PM			
32	have no opinion yet	Apr 19, 2010 10:33 PM			

	Please feel free to comment			
33	I do not, in any way, feel taken advantage of by the administration. More unionization on campus would create even more us-vs-them mentality and red tape. It is a bad idea.	Apr 20, 2010 6:18 PM		
34	I am not eligible because I'm in an administrative supervisory role	Apr 22, 2010 12:28 AM		
35	My understanding is that any position who supervises other OA's would not be eligible	Apr 22, 2010 12:29 AM		
36	I wish very much to be represented by a union	Apr 22, 2010 12:30 AM		
37	My experience with tenure track faculty is they will keep their interests as priority, including to the detriment of non-tenure track. I've seen it.	Apr 22, 2010 2:54 AM		
38	I do not want a union at all!	Apr 22, 2010 4:13 AM		
39	If we're guaranteed to not lose benefits (i.e. our 4 weeks of vacation, a salary increase to offset union dues, etc), then I will consider it. If there are no guarantees, then I do NOT support unionization.	Apr 22, 2010 3:15 PM		
40	Currently, the pay and benefits for non-union administrative staff are better than their SEIU represented counterparts. And no expensive union dues are necessary.	Apr 22, 2010 3:27 PM		
41	I don't know what the benefits or detriments are to union representation.	Apr 22, 2010 4:32 PM		
42	Whether or not I wish to be represented by a union depends on how the union will work.	Apr 22, 2010 4:41 PM		
43	Unionized faculty get paid more and have some actual negotiation about their contraqct	Apr 22, 2010 5:29 PM		
44	I'm not in favor of unionization, however I have been part of unions in the past and if one was established I would participate. My professional growth and opportunties have been stronger when in a non-union environment.	Apr 22, 2010 7:20 PM		
45	I would need a great deal more information, such as what has been the impact of unionization of administrators on other campuses. What are the benefits and what are the potential downsides?	Apr 22, 2010 8:15 PM		
46	my OA position is managerial, and thus, I am not eligible	Apr 23, 2010 8:15 PM		
47	Is unnecessary	Apr 24, 2010 4:27 AM		
48	I think a Union would be a complete DISASTER. This is ridiculous. It feels like communism. In 2010, how can we be forced to join something and pay dues to something that we want no part of???	Apr 28, 2010 7:51 PM		
49	I believe this would be a huge detriment to the university and the affected employees.	Apr 28, 2010 7:58 PM		

UNIVERSITY SENATE UNIONIZATION SURVEY

Should a union be established,				
		Response Percent	Response Count	
I support the organization of a single, "wall-to-wall" collective bargaining unit that includes all the following employee groups: tenured related faculty, non-tenure-track instructional faculty, non-tenure- track research faculty, and officers of administration.		20.2%	89	
I do not support the organization of a single, "wall- to-wall" collective bargaining unit that includes all the following employee groups: tenured related faculty, non- tenure-track instructional faculty, non-tenure-track research faculty, and officers of administration.		44.2%	195	
I have no opinion on this issue.		4.5%	20	
I don't have sufficient information to answer this question.		31.1%	137	
	Please feel free	to comment	45	
	answere	ed question	441	
	skippe	ed question	17	

Please feel free to comment			
1	do not construe this response as an indication that I support a union	Apr 15, 2010 3:41 PM	
2	If you seperate out the OAs, then we will be thrown to the dogs so to speak, with no negotiating power whatsoever. It would be a disservice to the administrative support we provide.	Apr 15, 2010 5:59 PM	
3	But it is imperative that one of the librarians be on the organizing committee to provide our concerns.	Apr 15, 2010 5:59 PM	
4	I don't support a collective bargaining unit, period.	Apr 15, 2010 6:02 PM	
5	OAs, tenured track and non-tenured track have very different identities	Apr 15, 2010 6:03 PM	
6	I don't support the union concept at all	Apr 15, 2010 6:04 PM	

	Please feel free to comment				
7	I've chosen "not enough info" because my preference here would depend heavily on implementation. While tenure-related, NTTIF, NTTRF, and OAs share many general concerns, the terms of employment and criteria for success vary widely between (and even within) these groups.	Apr 15, 2010 6:05 PM			
8	If it is wall-to-wall, priority will be given to faculty	Apr 15, 2010 6:07 PM			
9	My job position would most certainly NOT have the same goals as a faculty member, and to group them would be an insult.	Apr 15, 2010 6:10 PM			
10	my gut feeling is to not have a wall-to-wall bargaining unit, but I need more information to make a true decision	Apr 15, 2010 6:10 PM			
11	The groups seems disparate to me.	Apr 15, 2010 6:14 PM			
12	One of my main concerns is the time involved with maintaining a union for either the wall to wall idea or the individual bargaining units. As Mr. Tublitz mentioned in his email, we are very occupied with our day to day work and adding yet another layer may just push some of us to the breaking point. I question how effective individual bargaining units will be with the University; the divide and conquer mentality is already alive within the OUS administration.	Apr 15, 2010 6:33 PM			
13	Different needs require different representation. As we saw with the last agreement, requiring furlows for the UO when we didn't require them. Though the collective bargaining power of a large group can be good too as it was with threatened benefits / time off a few years ago.	Apr 15, 2010 6:34 PM			
14	I believe it would be difficult to address the very different needs of these groups in one contract, but believe there is power in numbers and think that this potential for greater bargaining power supersedes the problem of the different needs. Furthermore, I think conjoining these groups would serve to foster a greater sense of collegiality as far as how we all depend upon each other; I think separate bargaining units could easily lead to an us-versus-them mentality in bargaining (e.g., OAs worrying about ORs getting "more" and that leaving "less" for them) that would be detrimental to the university as a whole.				
15	There is already too much "Us" vs. "Them" created between faculty and staff because of unionization. We don't need more. Splitting us into ever smaller warring units will help nothing.	Apr 15, 2010 7:03 PM			
16	OA's and faculty have very little in common.	Apr 15, 2010 8:27 PM			
17	I do NOT support any efforts to unionize	Apr 15, 2010 8:29 PM			
18	I do not support a union in any format	Apr 15, 2010 8:32 PM			
19	I think OA's should have tenure and sabbaticals restored and hope the union will take up this issue.	Apr 15, 2010 9:34 PM			
20	OA and faculty work in completely different environments. I'm perfectly happy advocating for myself. These groups should be separated.	Apr 15, 2010 9:37 PM			
21	The OAs have suffered for years being lumped in with faculty personnel policies. It allows administration to pick and choose as to which policy they wished to apply to us and when. Although there is a policy commitee, it has been over two years with no discernable outcome.	Apr 15, 2010 9:39 PM			
22	Faculty and OA schedules and job expectations are too different to lump into a single unit.	Apr 15, 2010 10:11 PM			
23	I do not want to be represented by the union at all, but if it comes to that then it should be broken down by groups.	Apr 15, 2010 10:30 PM			
24	OAs and faculty have little if anything in common.	Apr 16, 2010 4:39 PM			
25	Given the information I do have I don't support a single unit, but I may be misinformed.	Apr 16, 2010 10:39 PM			
26	There is no way that this diverse group of employees can be adequately repsented by a single contract and bargaining representative.	Apr 16, 2010 11:46 PM			
27	do not mix faculty with OAs	Apr 19, 2010 3:14 PM			
28	neutrality? I think not.	Apr 21, 2010 4:23 PM			

	Please feel free to comment	
29	Union is needed by the NTTF faculty	Apr 22, 2010 12:24 AM
30	comment above	Apr 22, 2010 12:28 AM
31	Tenure track and non-tenure track faculty groups might have different needs that would be best served by smaller collective argaining units; my concern is that these kinds of divisions could also create a less effective collective bargaining process.	Apr 22, 2010 12:54 AM
32	I would like to see tenured faculty excluded from this union, though I am open to persuasion otherwise. Of all the groups on campus, tenured faculty by far has the most persuasive and respected voice. It's the OA's who are under-represented.	Apr 22, 2010 4:29 AM
33	i don't agree with the "wall-to-wall" or nothing options	Apr 22, 2010 3:06 PM
34	The wall-to-wall argument is to increase the likelyhood of getting the union accepted by the Oregon labor board. As an OA, I do not want to be represented by a collective bargaining unit that only wants my job-slot to increase its chances of become a reality. I.e. the uniion officials want my position for power and money. They don't care about me as an individual, just as part of their argument/case for establishing a union.	Apr 22, 2010 3:15 PM
35	As opposed to what other option?	Apr 22, 2010 3:15 PM
36	I wouldn't say I know enough to be set on this, but my sense is that our issues would be very disparate.	Apr 22, 2010 3:23 PM
37	The needs and goals of these groups are vastly different and are almost impossible for a single union to represent.	Apr 22, 2010 3:27 PM
38	If a union is imminent then a larger consortium would be better	Apr 22, 2010 4:15 PM
39	I wonder whether these groups have enough in common to be included in a single collective bargaining unit (i.e. whether there is a sufficient "community of interest")	Apr 22, 2010 5:28 PM
40	Haven't been able to attend any presentations	Apr 22, 2010 5:29 PM
41	I would prefer not to unionize, however if a union was created I would participate.	Apr 22, 2010 7:20 PM
42	Although I would like a little more information on how such a union has worked/or not worked at other universities/colleges.	Apr 22, 2010 8:46 PM
43	I fear that separate units would set the stage for competiveness	Apr 23, 2010 8:15 PM
44	I am inclined to believe that a faculty dominated bargaining unit would NOT adequately represent OAs, but instead would use them as 'sacrificial lambs' to have their own faculty-demands met.	Apr 26, 2010 6:50 PM
45	Do not understand what "wall-to-wall" collective bargaining unit is.	Apr 28, 2010 8:27 PM

UNIVERSITY SENATE UNIONIZATION SURVEY

Should a union be established,				
		Response Percent	Response Count	
I support the establishment of a separate bargaining unit for my particular group.		23.8%	105	
I do not support the establishment of a separate bargaining unit for my particular group.		33.3%	147	
I have no opinion on this issue.		6.3%	28	
I don't have sufficient information to answer this question.		36.7%	162	
	Please feel free	to comment	37	
	answere	ed question	442	
	skippe	ed question	16	

Please feel free to comment		
1	I'm not likely to attend a meeting to learn more about the union, but I would read information about the issues.	Apr 15, 2010 2:59 PM
2	with the option to not join the union if the bargaining group can't deliver a good deal	Apr 15, 2010 5:55 PM
3	I think that minimal complexity should be the goal and breaking up into units sounds like a bad idea despite the potential benefits	Apr 15, 2010 5:57 PM
4	I need more information on how it affects my group	Apr 15, 2010 5:57 PM
5	Ditto comment to 3	Apr 15, 2010 5:59 PM
6	Unionization would make me strongly consider leaving the University.	Apr 15, 2010 6:01 PM
7	I would like the unique needs and concerns of my particular group to have representation, but I don't know if a separate bargaining unit is necessary to accomplish this.	Apr 15, 2010 6:02 PM
8	I will NEVER support any union or unionization effort	Apr 15, 2010 6:03 PM
9	I don't support the union concept at all	Apr 15, 2010 6:04 PM
10	as with the question above, I've chosen "not enough info" because my preference here would depend heavily on implementation. While tenure-related, NTTIF, NTTRF, and OAs share many general concerns, the terms of employment and criteria for success vary widely between (and even within) these groups.	Apr 15, 2010 6:05 PM
11	I am not sure that even an overall Officer of Administration group would suffice to feel represented, especially for the mandatory cost of being included in a union.	Apr 15, 2010 6:10 PM
12	as above	Apr 15, 2010 6:10 PM
13	this doesn't mean that any employee group is neglected in the contract	Apr 15, 2010 6:10 PM

	Please feel free to comment		
14	If we must have one at all - which I am against!	Apr 15, 2010 6:14 PM	
15	I need to start taking more interest in thiswould appreciate more opportunities to get factual information	Apr 15, 2010 6:16 PM	
16	I will object in every way possible, and refuse to pay union dues. Ever.	Apr 15, 2010 6:26 PM	
17	I'm okay with is as long as I maintain my current benefits. If my benefits are dropped to the lowest common demoninator, then I am not okay with it. I.e. I don't want to lose what I currently have. If I do, I may consider employment elsewhere.	Apr 15, 2010 6:28 PM	
18	See previous re: different needs versus bargaining power. If the consensus or majority felt separate bargaining units was the best approach, I do support the establishment of a unit for my group, but believe a single larger group would probably be better, if differently difficult.	Apr 15, 2010 6:44 PM	
19	Can people opt out or is it a coercive agreement?	Apr 15, 2010 6:50 PM	
20	Same comment as last question.	Apr 15, 2010 7:03 PM	
21	I prefer this to the "wall-to-wall" option if I had to choose between the two.	Apr 15, 2010 8:16 PM	
22	I do NOT support any efforts to unionize	Apr 15, 2010 8:29 PM	
23	I do not support a union and would not belong	Apr 15, 2010 8:32 PM	
24	looks like the same question as number 3!	Apr 15, 2010 9:25 PM	
25	I do not want to be represented by the union at all, but if it comes to that then it should be broken down by groups.	Apr 15, 2010 10:30 PM	
26	See above	Apr 16, 2010 4:39 PM	
27	Unions can serve a positive puropose for unskilled labor positions. But the University and professionals should expect to compete on the open market.	Apr 16, 2010 11:46 PM	
28	While the groups are disparate, there are natural overlaps, but also natural divisions within the groups.	Apr 17, 2010 11:34 PM	
29	My work group has very different priorities and interests than other OAs	Apr 18, 2010 1:00 AM	
30	At this time. If SEIU wishes to show that they have my interest at heart, I am willing to revisit their proposal.	Apr 19, 2010 3:14 PM	
31	I find this survey to be biased and unfair.	Apr 21, 2010 2:11 PM	
32	comment above	Apr 22, 2010 12:28 AM	
33	I believe that a single collective bargaining unit will have more power than several small ones. Obviously, contract specifics for each group would differ on some topics and that would be dealt with in the process of negotiation with the administration.	Apr 22, 2010 12:30 AM	
34	If there were guarantees about not losing benefits (salary, vacation, sick time, etc.), then I would be more likely to support unionization of the Officers of Administration. But NO LOSS OF BENEFITS needs to be GUARANTEED.	Apr 22, 2010 3:15 PM	
35	My position would be exempt.	Apr 23, 2010 8:15 PM	
36	I do not want a union	Apr 26, 2010 8:01 PM	
37	As with other bargaining units, I don't believe that, for example, the teaching faculty would support the non-teaching faculty for issues that don't affect them.	Apr 28, 2010 5:03 PM	