

Analysis of the University of Louisiana-Lafayette Financial Situation

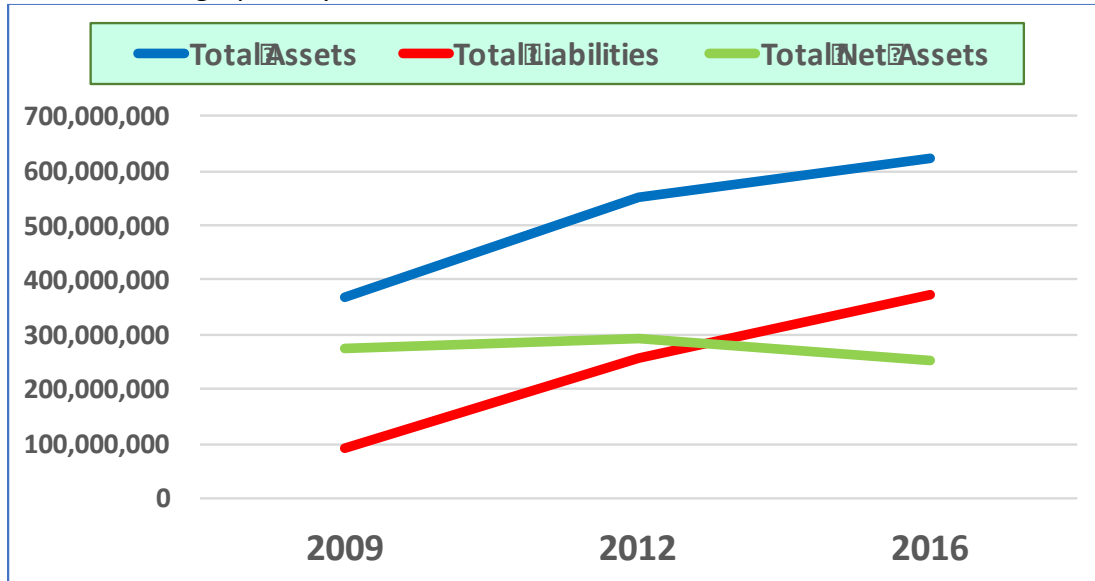
Howard Bunsis, February 2017

Balance Sheet Over Time

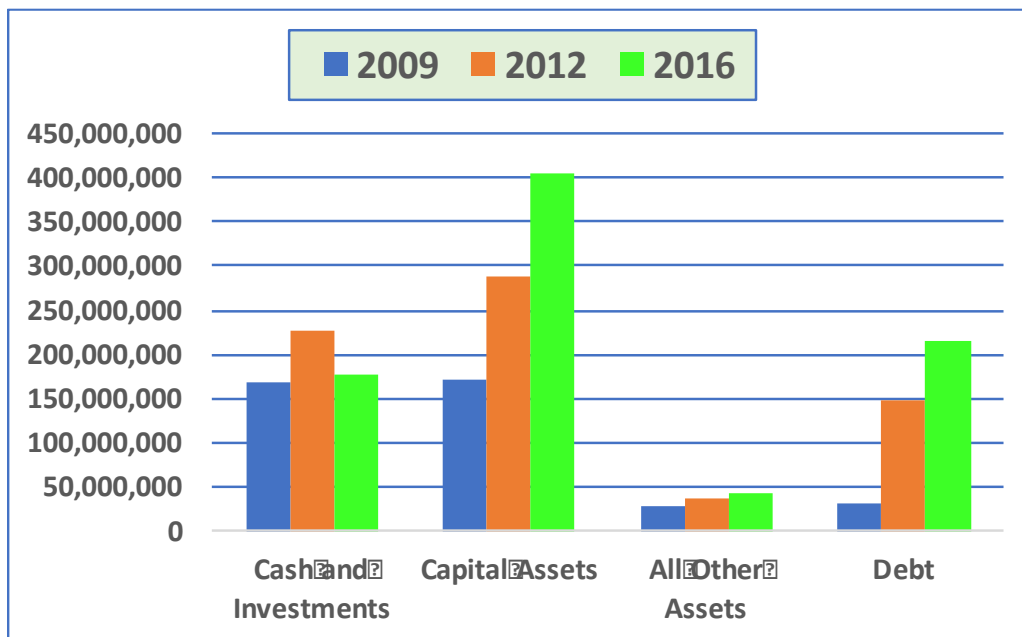
(Source: University of Louisiana System Audited Financial Statements, adjusted for pensions)

	2009	2012	2016
Total Assets	368,042,401	551,240,365	624,934,390
Total Liabilities	93,149,367	257,935,676	371,716,267
Total Net Assets	274,893,034	293,304,689	253,218,123

Balance sheet graphically:



- Large increase in capital assets and debt
- Decline in net assets (and reserves)
- The assets above do not include the \$154 million dollars of investments in the UL Lafayette Foundation
- Graph of asset breakdown and debt is below:



UL Lafayette Debt (any academic facilities?)

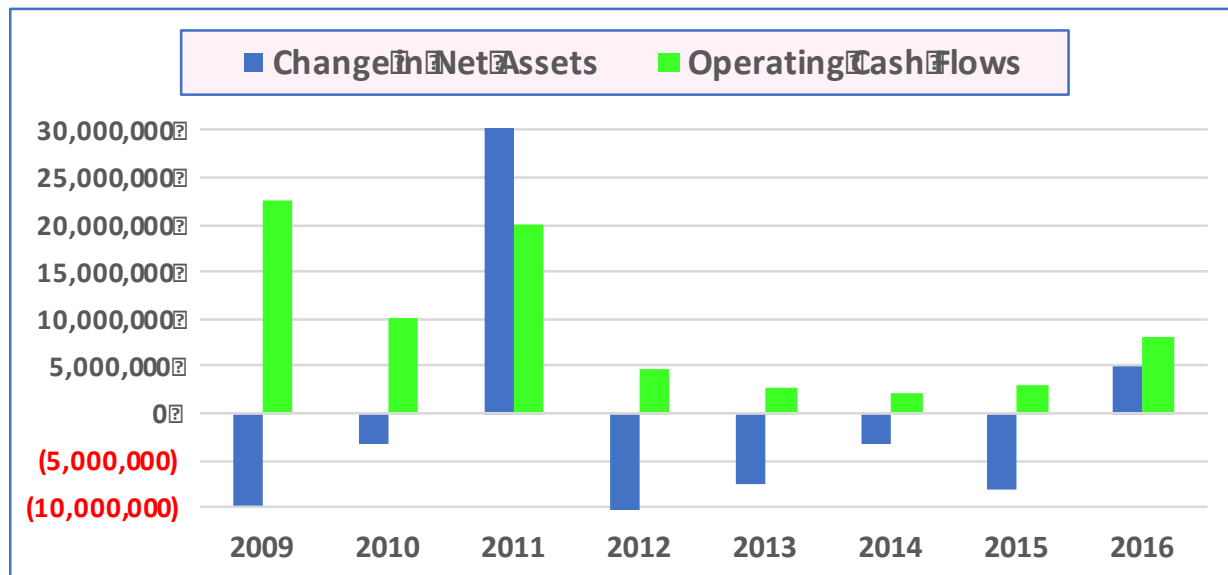
Debt:	Issue Date	Remaining Debt Principal
Cajundome Convention Center Project	4/26/2007	\$9,790,000
Ragin' Cajun Facilities Inc., Student Housing	4/14/2009	\$11,880,000
Ragin' Cajun Facilities Inc., Student Union	11/15/2010	\$20,070,000
Ragin' Cajun Facilities Inc., Housing and Parking project	12/1/2010	\$95,630,000
Ragin' Cajun Facilities Inc., Refunding Bonds	11/30/2012	\$14,145,000
Lewis Street Parking Garage Project	11/21/2013	\$24,710,000
Athletic Facilities Project	11/26/2013	\$23,140,000
Ragin' Cajun Facilities Inc., Cajundome Project	8/18/2015	\$18,500,000
Total Debt of UL Lafayette		\$217,865,000

Total Revenues and Expenses

	2009	2010	2011	2012	2013	2014	2015	2016
Total Revenues	228,401,592	237,494,486	277,080,925	233,531,798	250,824,479	259,467,154	268,049,950	301,232,137
Total Expenses	238,122,102	240,799,478	239,381,119	249,965,092	258,267,463	262,853,057	276,056,655	296,304,622
Change in Net Assets	(9,720,510)	(3,304,992)	37,699,806	(16,433,294)	(7,442,984)	(3,385,903)	(8,006,705)	4,927,515
Net Asset Ratio	-4.3%	-1.4%	13.6%	-7.0%	-3.0%	-1.3%	-3.0%	1.6%

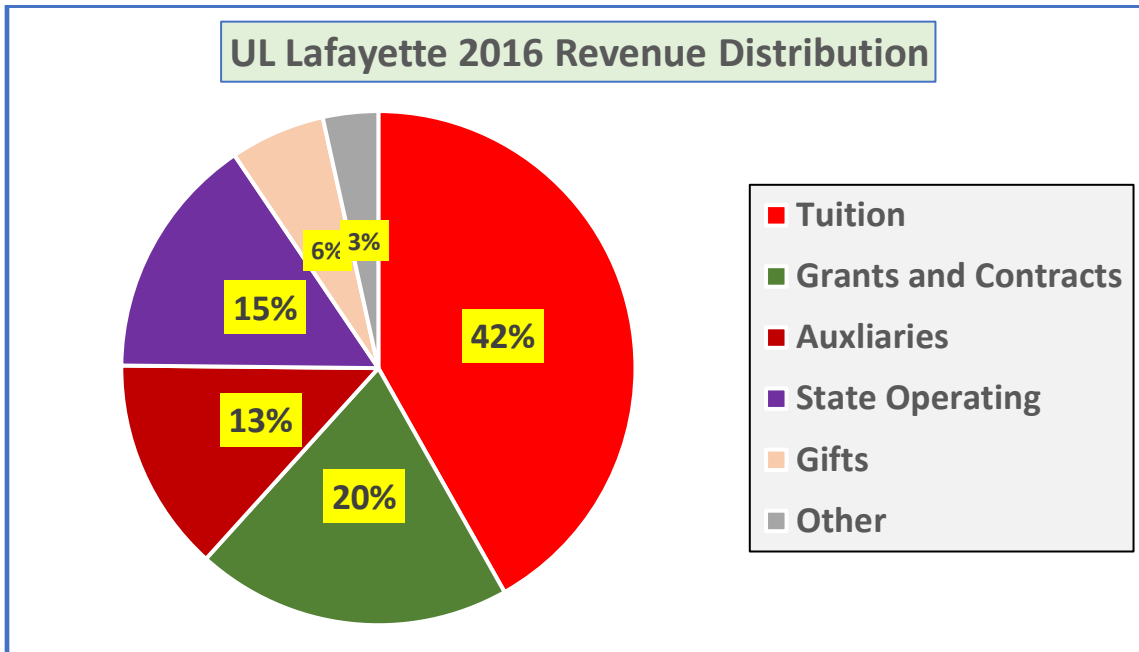
Cash Flow Data – positive cash flows are being generated

	2009	2010	2011	2012	2013	2014	2015	2016
CFO	(90,649,437)	(94,837,181)	(83,836,028)	(88,464,002)	(79,795,705)	(71,466,292)	(63,769,133)	(57,966,814)
CFNCF	113,868,009	105,883,396	105,410,410	95,040,019	89,534,733	81,800,477	76,215,222	75,857,557
Interest payments	(762,396)	(863,139)	(1,529,070)	(1,938,186)	(7,007,893)	(8,098,419)	(9,413,580)	(9,764,625)
Operating Cash Flows	22,456,176	10,183,076	20,045,312	4,637,831	2,731,135	2,235,766	3,032,509	8,126,118
Total Revenues	228,401,592	237,494,486	277,080,925	233,531,798	250,824,479	259,467,154	268,049,950	301,232,137
Cash Flow Ratio	9.8%	4.3%	7.2%	2.0%	1.1%	0.9%	1.1%	2.7%



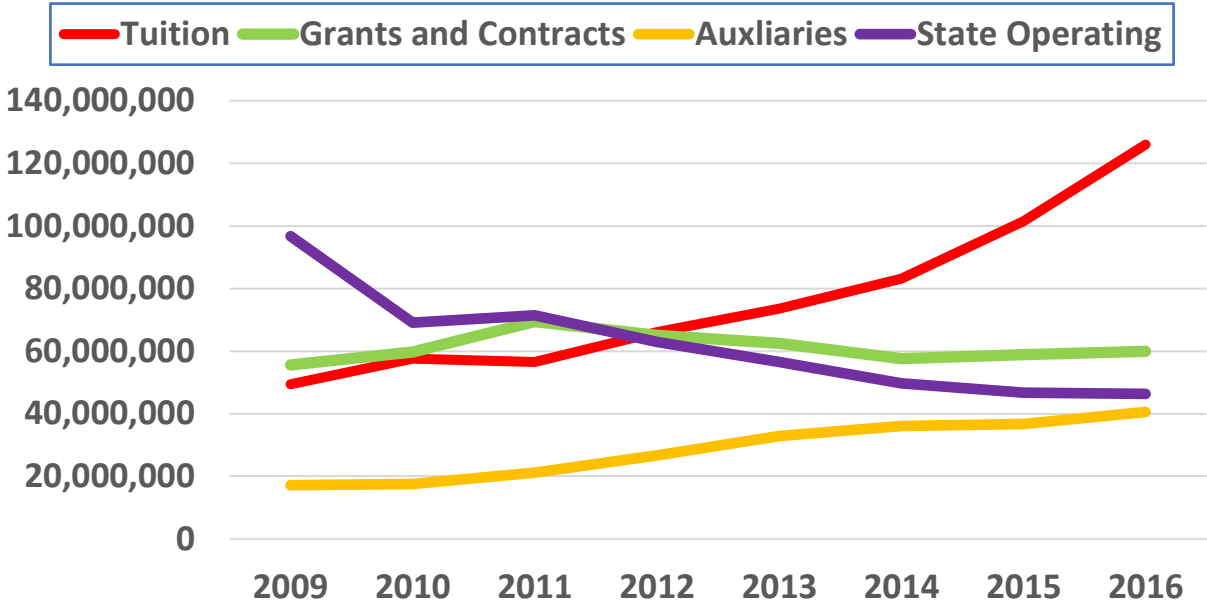
- Why are cash flows positive and the change in net assets negative in some years? The change in net assets includes non-cash items such as depreciation expense and paper gains and losses on investments. **Note how cash flows are positive each year.**
- CFO = cash from tuition and auxiliaries less payments to employees and vendors. It is negative for all public universities, and it does not include the state appropriation
- CFNCF = cash flows from non-capital financing, and is mostly the state appropriation
- Operating Cash Flows = cash flows from operations + State Appropriation

Revenues: Where is the money coming from?

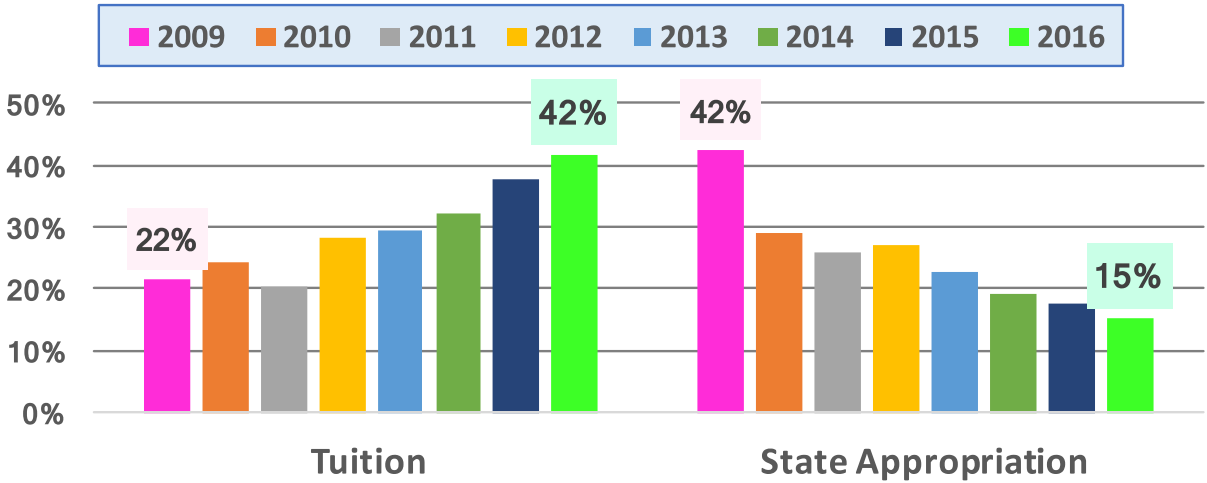


	Dollars	% of Total
Tuition	126,010,237	42%
Grants and Contracts	59,846,016	20%
Auxliaries	40,553,649	13%
State Operating	46,329,707	15%
Gifts	18,006,189	6%
Other	10,486,339	3%
TOTAL	301,232,137	100%

UL Lafayette Main Revenue Sources Over Time



ULL Tuition vs. State Appropriation: % of Total Revenues



UL Lafayette Enrollment

Before we dig in to enrollment, there are some data issues to note:

Data discrepancies and transparency issues:

- For enrollment, the official enrollment from the University of Louisiana System does not match what is reported by the ULL Office of Institutional Research (<http://getdata.louisiana.edu>)
 - For Fall 2015: 17,508 per the ULL vs. 17,837 per the System
 - For Fall 2014: 17,195 per the ULL vs. 17,514 per the System
- Fall 2016 enrollment from the Fast Facts on the ULL website does not match the Fall 2016 enrollment by the ULL Office of Institutional Research (17,614 per fast facts, 17,519 per Office of Institutional Research)
- The common data set is a submission to the federal government that has information on enrollment, degrees, financial aid, number of faculty and class size. This 40-page document is available for almost every university on their website, but this is not available anywhere on the ULL website
- Since 2012, the ULL administration has not submitted salary and benefit data for the AAUP Salary Survey
- The full professor salary data submitted to IPEDS for 2015 contains an obvious error, as we will see below

Source for enrollment: Higher Education State Fact Book, Louisiana Board of Regents

	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Headcount	16,362	16,375	16,787	16,896	16,840	16,936	17,514	17,837	??
Number Change		13	412	109	(56)	96	578	323	
Percentage Change		0.1%	2.5%	0.6%	-0.3%	0.6%	3.4%	1.8%	

Enrollment Changes Compared to rest of Louisiana Publics – ULL is growing much faster

	Fall 2008	Fall 2012	Fall 2015
All of Louisiana	210,613	224,887	215,170
ULL	16,362	16,840	17,837
LA without ULL	194,251	208,047	197,333
Percentage Changes	Fall 2008 to Fall 2012	Fall 2012 to Fall 2015	Fall 2008 to Fall 2015
All of Louisiana	6.8%	-4.3%	2.2%
ULL	2.9%	5.9%	9.0%
LA without ULL	7.1%	-5.1%	1.6%

Geographic Composition of Enrollment

Fall 2015	All LA Publics	ULL
% from Louisiana	88.7%	87.1%
% from Out of State	8.2%	9.4%
% International	3.1%	3.5%

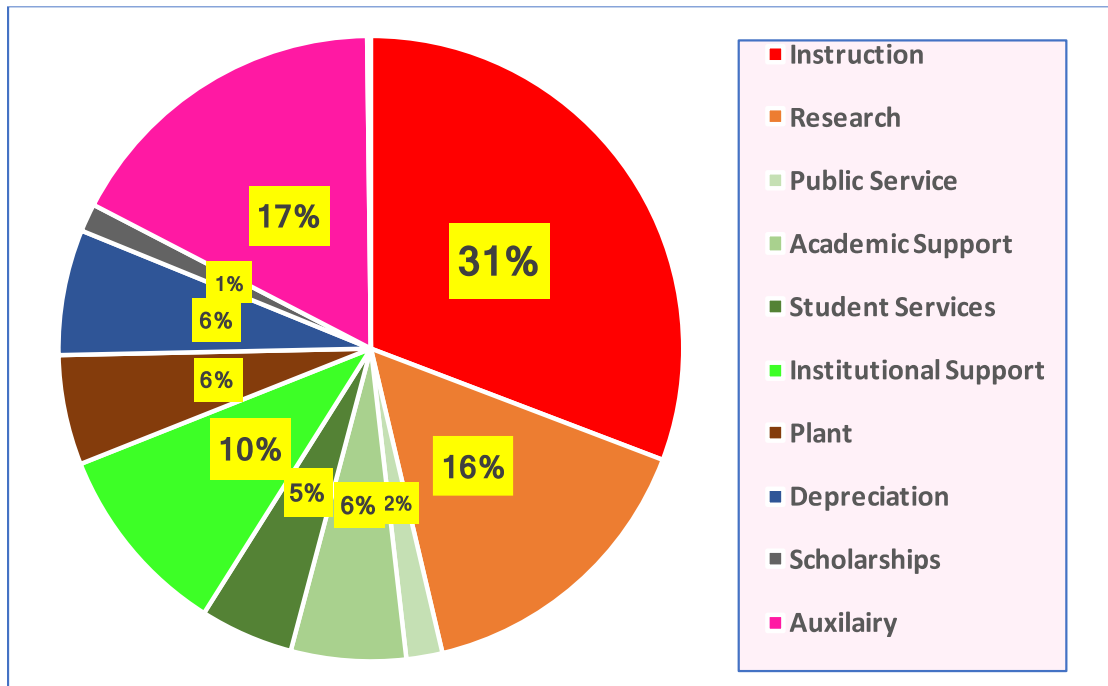
Racial Composition of Enrollment (Source: Chronicle of Higher Education)

Institution	% African American	% Hispanic	Combined
Southern U, Baton Rouge	92.1%	0.8%	92.9%
Grambling	90.8%	0.9%	91.7%
Southern U Shreveport	88.6%	0.3%	88.9%
Delgado CC	45.0%	8.8%	53.8%
Bossier Parish CC	41.4%	6.4%	47.8%
Baton Rouge CC	42.2%	3.1%	45.3%
Delta CC	37.1%	4.3%	41.4%
South LA CC	34.8%	3.1%	37.9%
NSU	26.5%	4.6%	31.1%
Loyola U NO	15.1%	12.5%	27.6%
LSU Shreveport	22.8%	3.7%	26.5%
UL Monroe	22.7%	2.1%	24.8%
UNO	14.9%	9.1%	24.0%
UL Lafayette	19.6%	3.2%	22.8%
Nichols State	19.7%	3.1%	22.8%
Southeastern LA	14.8%	6.2%	21.0%
McNeese State	17.3%	2.6%	19.9%
LSU	11.3%	5.3%	16.6%
LA Tech	12.8%	1.1%	13.9%
Tulane	8.2%	5.6%	13.8%

UL Lafayette Expense Analysis

2016 Expense Distribution per Audited Financial Statements:

	Dollars	% of Total
Instruction	89,496,080	30.8%
Research	45,146,494	15.5%
Public Service	5,404,450	1.9%
Academic Support	17,293,498	5.9%
Student Services	14,050,604	4.8%
Institutional Support	29,127,279	10.0%
Plant	16,525,381	5.7%
Depreciation	18,857,099	6.5%
Scholarships	4,223,334	1.5%
Auxiliary	49,983,675	17.2%
Other Operating Expenses	561,594	0.2%
Total Operating Expenses	290,669,488	100.0%



Institutional support is upper-level administration

Academic support = deans + libraries

Student services and public service are both mainly administrative functions

Auxiliary = housing, dining, student union, bookstore, parking and athletics

Instruction and Research compared to other UL System Institutions

2016	Instruction	Research	Combined
Southeastern	41.0%	0.8%	41.8%
Northwestern	37.8%	0.2%	38.0%
Nichols State	33.0%	1.3%	34.3%
McNeese State	31.7%	2.6%	34.3%
UL Monroe	31.2%	3.9%	35.0%
UL Lafayette	30.8%	15.5%	46.3%
UNO	30.3%	7.6%	37.9%
LA Tech	28.7%	11.7%	40.4%
Grambling	23.0%	1.2%	24.2%
UL System Average	32.1%	3.7%	35.7%
ULL Rank (of 9)	7	1	1
LSU	30.7%	16.9%	47.5%
SUSLA	17.5%	1.4%	18.8%

Institutional Support compared to other UL System Institutions

Institutional Support 2016	% of Total Expenses
Grambling	14.8%
UNO	10.7%
UL Lafayette	10.0%
McNeese State	9.8%
Northwestern	9.5%
UL Monroe	9.4%
Nichols State	9.1%
Southeastern	8.3%
LA Tech	7.7%
UL System Average	9.9%
ULL Rank (of 9)	3
LSU	3.5%
SUSLA	32.0%

- UL Lafayette is in towards the bottom on instructional spending, tops in research spending, and towards the top in administrative spending
- SUSLA spends almost three times as much on administration as instruction

UL Lafayette Expenses over time (per audited statements)

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Instruction	67,083,156	67,809,920	63,391,524	64,593,739	66,455,381	62,130,306	69,451,315	75,055,188	89,496,080
Research	49,140,482	50,522,118	49,078,767	49,995,636	46,334,306	51,802,623	42,717,574	42,161,029	45,146,494
Public Service	3,120,319	3,141,394	4,432,060	5,197,679	4,975,278	4,851,375	3,989,158	3,545,817	5,404,450
Academic Support	14,389,827	14,696,052	15,295,645	12,043,490	17,671,228	14,766,478	17,198,880	17,829,141	17,293,498
Student Services	14,534,830	15,347,697	15,857,889	16,384,324	17,555,906	18,058,795	18,015,755	20,083,318	14,050,604
Institutional Support	25,846,761	27,997,573	25,544,340	27,012,518	24,586,887	24,705,335	29,468,739	30,646,549	29,127,279
Plant	18,589,377	17,352,821	19,868,127	19,536,950	16,206,233	17,919,824	18,054,452	18,156,376	16,525,381
Depreciation	11,076,646	9,930,133	10,255,594	10,899,846	12,490,886	14,117,502	14,318,263	15,999,531	18,857,099
Scholarships	3,856,547	3,575,367	10,564,247	4,069,417	7,066,361	5,295,935	2,022,833	1,307,931	4,223,334
Auxiliary	24,506,193	25,993,043	25,507,903	27,924,849	34,190,787	37,857,072	40,455,243	45,502,685	49,983,675
Other Operating Expenses	1,091,506	854,628	123,625	177,804	399,274	276,502	248,540	821,875	561,594
Total Operating Expenses	233,235,644	237,220,746	239,919,721	237,836,252	247,932,527	251,781,747	255,940,752	271,109,440	290,669,488

Auxiliaries are not self-supporting

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Auxiliary Revenues	17,712,925	17,150,849	17,630,674	21,062,369	26,786,115	32,855,992	36,049,298	36,756,463	40,553,649
Auxiliary Expenses	24,506,193	25,993,043	25,507,903	27,924,849	34,190,787	37,857,072	40,455,243	45,502,685	49,983,675
Surplus (Deficit)	(6,793,268)	(8,842,194)	(7,877,229)	(6,862,480)	(7,404,672)	(5,001,080)	(4,405,945)	(8,746,222)	(9,430,026)

Individual Expenses as a percent of total expenses:

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Instruction	28.8%	28.6%	26.4%	27.2%	26.8%	24.7%	27.1%	27.7%	30.8%
Research	21.1%	21.3%	20.5%	21.0%	18.7%	20.6%	16.7%	15.6%	15.5%
Public Service	1.3%	1.3%	1.8%	2.2%	2.0%	1.9%	1.6%	1.3%	1.9%
Academic Support	6.2%	6.2%	6.4%	5.1%	7.1%	5.9%	6.7%	6.6%	5.9%
Student Services	6.2%	6.5%	6.6%	6.9%	7.1%	7.2%	7.0%	7.4%	4.8%
Institutional Support	11.1%	11.8%	10.6%	11.4%	9.9%	9.8%	11.5%	11.3%	10.0%
Plant	8.0%	7.3%	8.3%	8.2%	6.5%	7.1%	7.1%	6.7%	5.7%
Depreciation	4.7%	4.2%	4.3%	4.6%	5.0%	5.6%	5.6%	5.9%	6.5%
Scholarships	1.7%	1.5%	4.4%	1.7%	2.9%	2.1%	0.8%	0.5%	1.5%
Auxiliary	10.5%	11.0%	10.6%	11.7%	13.8%	15.0%	15.8%	16.8%	17.2%
Other Operating Expenses	0.5%	0.4%	0.1%	0.1%	0.2%	0.1%	0.1%	0.3%	0.2%
Total Operating Expenses	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The increase in instruction for 2015 and 2016 is quite large; we will need IPEDS data (not out yet for 2015 and 2016) to examine the components of instruction.

Below is the 2014 (latest year available) for the IPEDS breakdown of instruction:

IPEDS = Integrated Postsecondary Education Data System of the U.S. Dept. of Education

	2010	2011	2012	2013	2014
Salaries and Wages	56,186,951	57,507,162	60,520,043	59,582,220	62,968,439
Fringe Benefits	1,370,758	1,053,274	1,314,629	1,339,491	1,550,469
Plant	6,325,562	6,165,034	5,037,323	5,045,662	5,494,548
Depreciation	3,265,149	3,439,530	3,882,495	3,975,047	4,357,507
Interest	0	0	0	0	0
Other	5,833,815	6,033,303	4,620,709	2,031,498	4,932,407
Total Instruction per IPEDS	72,982,235	74,198,303	75,375,199	71,973,918	79,303,370
Salaries + Benefits + Other	63,391,524	64,593,739	66,455,381	62,953,209	69,451,315
Instruction per Audited Statements	63,391,524	64,593,739	66,455,381	62,130,306	69,451,315

- The increase in 2014 instruction is partly driven by an increase in other (consultants?)
- Salaries + benefits + other in IPEDS is what is reported in the audited financial statements. Plant, depreciation, and interest have separate expenses in the audited statements. This is standard
- The benefits are very, very low when compared to salary. In 2014, the benefit rate (fringes as a % of salaries) is only 2.5%, which is not possible.
- We need to ask the administration:
 - Why is the benefit rate so low?
 - Breakdown of the salaries and wages amounts
 - For the 2015 and 2016 IPEDS data for instruction (in the finance field)
 - Breakdown of the “other” category

Comparing 2007 to 2014 (most recent year available on IPEDS), spending on instruction and research salaries and benefits is declining, versus an increase in salaries and benefits for institutional support (upper-level administration):

	2007	2014
Instruction & Research Sal + Ben / Total Expenses	39.4%	37.6%
Instruction & Research Sal + Ben / Total Sal + Benefits	62.6%	50.6%
Instruction & Research Salaries / Total Salaries	63.3%	56.5%
Institutional Support Sal + Ben / Total Sal + Benefits	9.3%	12.1%

Faculty Salaries and Number of Faculty

Year	Full	Associate	Assistant	Instructor
2008	\$100,190	\$72,415	\$58,801	\$42,535
2009	\$106,257	\$76,125	\$61,364	\$43,605
2010	\$104,000	\$75,200	\$61,200	\$44,000
2011	\$103,085	\$74,625	\$59,995	\$44,825
2012	\$101,414	\$74,509	\$59,591	\$44,736
2013	\$98,631	\$73,161	\$60,399	\$40,977
2014	\$99,594	\$75,303	\$61,164	\$45,560
2015	\$78,435	\$71,469	\$65,700	\$61,713
2008 to 2014 Changes	-0.6%	4.0%	4.0%	7.1%
Inflation	12.8%	12.8%	12.8%	12.8%
Net Change	-13.4%	-8.8%	-8.8%	-5.7%

- Data issues:
 - The UL Lafayette stopped submitting data to the AAUP Salary Survey in 2012
 - The 2015 IPEDS salary – submitted by the UL Lafayette administration – is clearly off for full professors, and likely off for instructors. There is no way the average full professor salary dropped by over \$20,000 in one year. As we will see below, the number of full professors hardly changed, so it was not due to some huge reduction in the number of people
 - Given the above issues, a salary change was computed for 2008 to 2014. Inflation is per the Bureau of Labor Statistics, Southern region, and is the change in CPI-U from 2008 to 2014
 - Due to these data issues, a comparison of salaries of peer institutions is not feasible
 - The AAUP Chapter should insist that these data discrepancies and omissions be remedied.
- Regardless of the data issues, the changes in the salaries have likely been very small, with all groups losing purchasing power over this time period

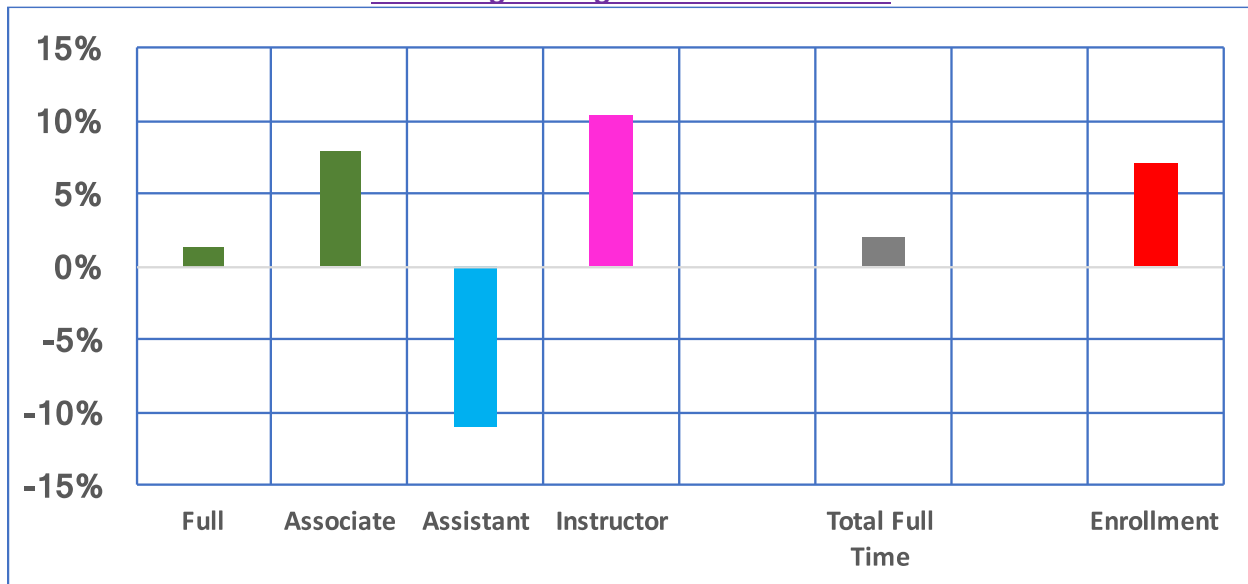
Below is the number of faculty by rank, per IPEDS:

Year	Full	Associate	Assistant	Instructor	Total
2008	144	126	155	164	589
2009	143	126	162	168	599
2010	142	136	165	157	600
2011	142	141	158	155	596
2012	142	132	148	162	584
2013	151	123	145	183	602
2014	141	128	145	191	605
2015	146	136	138	181	601

Changes in Number of Faculty:

Changes 2008 to 2015	Full	Associate	Assistant	Instructor	Total Full Time Instructors	Enrollment
Number of People	2	10	-17	17	12	1,169
Percentage	1.4%	7.9%	-11.0%	10.4%	2.0%	7.2%

Percentage Changes from 2008 to 2015



- From 2008 to 2015, enrollment increased by 1,169 students, or 7.2%. How did the UL Lafayette administration meet this increase in enrollment?
 - By hiring fewer assistant professor
 - By hiring more instructors, which will see are non-tenured
 - There was also a 3% increase in part time faculty
 - Tenure/Tenure track declined 3%, vs. a 13% increase in non-tenure track

Number of Full Time Non-Instructional Staff per IPEDS (new categories started in 2013):

	2013	2014	2015
Computer Engineering	327	315	245
Office and Admin Support	248	224	231
Management	90	102	187
Service	135	137	127
Community, Legal, Sports, Media	98	100	96
Librarians and Other Academic Affairs	125	131	91
Maintenance	101	74	78
Healthcare	24	25	37
Business and Finance Ops	63	68	35
Transportation	9	24	25
Sales	0	0	8
Public Service	0	0	0
Research	0	0	0
Full Time Non-Instructional Total	1,220	1,200	1,160

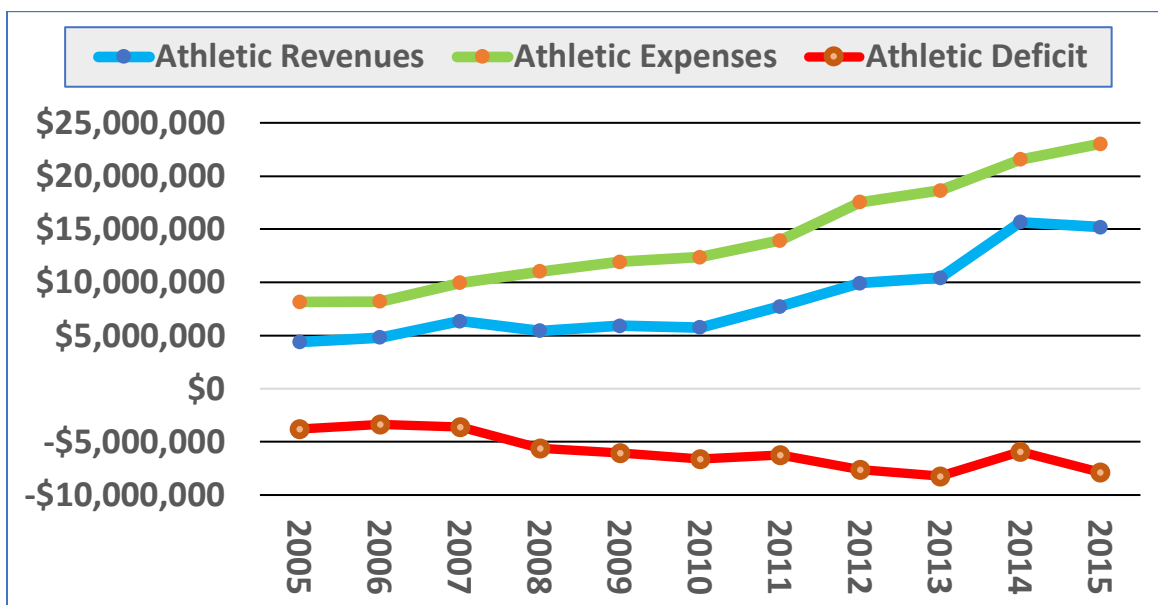
- It is hard to believe that the number of Management employees went from 102 to 187
- There is a pattern in the curiousness of IPEDS data submissions

Ragin Cajun Athletics

Per the USA Database (based on federal data submissions), ULL has not been self-supporting in athletics from 2005 to 2015, and relies on the core mission to subsidize athletics

Year	Athletic Revenues	Athletic Expenses	Athletic Deficit	% of Expenses Covered by Academics
2005	\$4,389,798	\$8,157,543	(\$3,767,745)	46%
2006	\$4,826,485	\$8,186,934	(\$3,360,449)	41%
2007	\$6,344,081	\$9,967,042	(\$3,622,961)	36%
2008	\$5,432,191	\$11,026,554	(\$5,594,363)	51%
2009	\$5,901,516	\$11,940,719	(\$6,039,203)	51%
2010	\$5,756,043	\$12,357,621	(\$6,601,578)	53%
2011	\$7,729,455	\$13,946,204	(\$6,216,749)	45%
2012	\$9,912,669	\$17,532,577	(\$7,619,908)	43%
2013	\$10,434,306	\$18,652,324	(\$8,218,018)	44%
2014	\$15,647,721	\$21,542,643	(\$5,894,922)	27%
2015	\$15,192,435	\$23,034,683	(\$7,842,248)	34%

- In 2015, the athletic deficit was \$7.8 million. This comes from the core mission
- In addition, for each of the 17,514 students, the deficit was \$448. Therefore, every student subsidizes athletics for \$448 in 2015
- Note that the expenses and deficit are growing each year, though the percentage of athletic expenses covered by athletics is declining



Athletic Revenue Breakdown

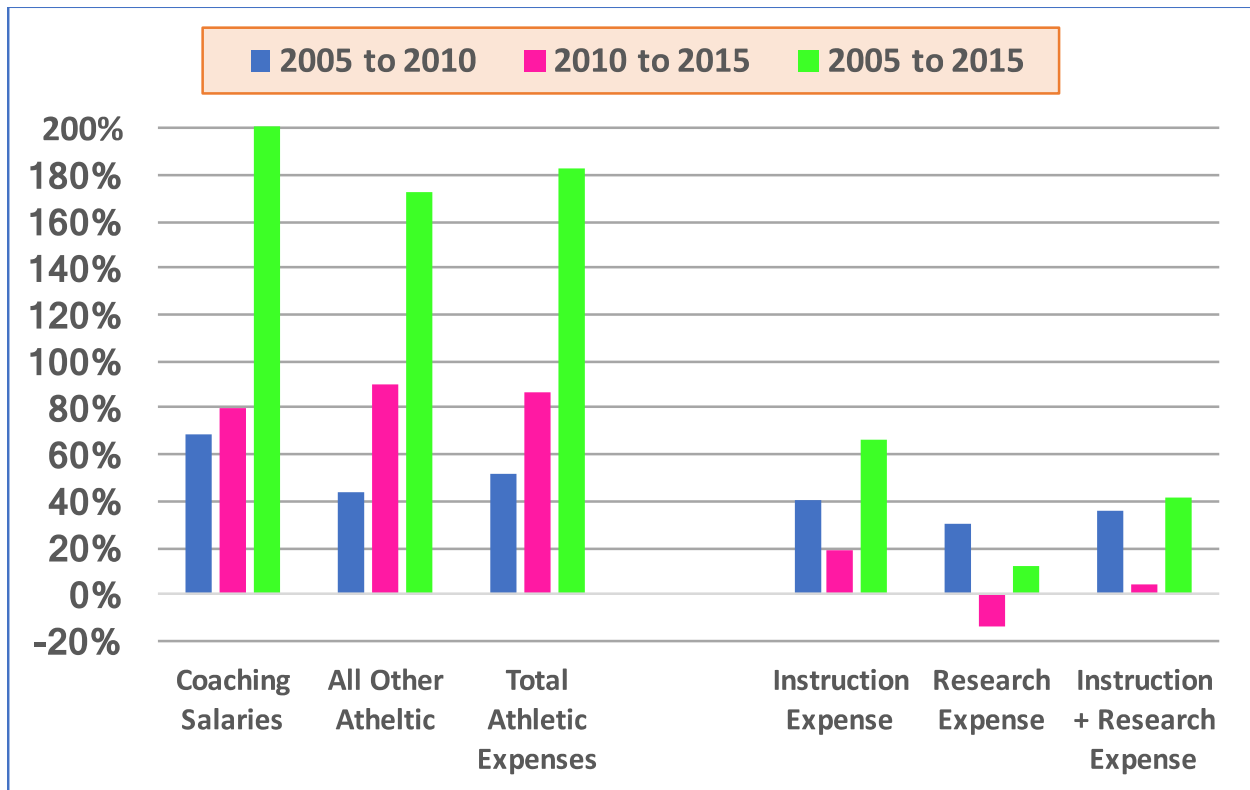
Year	TICKET SALES	CONTRIBUTIONS	RIGHTS and LICENSING	STUDENT FEES	SCHOOL FUNDS	OTHER	TOTAL "REVENUES"
2005	\$943,554	\$1,497,282	\$731,188	\$0	\$3,232,589	\$1,217,774	\$7,622,387
2006	\$980,312	\$1,170,417	\$1,463,090	\$454,269	\$3,192,721	\$1,212,666	\$8,473,475
2007	\$1,194,956	\$1,742,752	\$1,319,696	\$480,655	\$6,111,017	\$2,086,677	\$12,935,753
2008	\$1,331,730	\$961,285	\$1,041,976	\$0	\$6,066,824	\$2,097,200	\$11,499,015
2009	\$1,149,602	\$1,772,928	\$1,175,101	\$0	\$6,221,345	\$1,803,885	\$12,122,861
2010	\$1,486,071	\$1,065,291	\$1,246,070	\$0	\$6,524,027	\$1,958,611	\$12,280,070
2011	\$1,315,490	\$2,041,427	\$2,169,040	\$0	\$5,827,446	\$2,203,498	\$13,556,901
2012	\$2,398,080	\$3,924,625	\$1,646,024	\$0	\$7,528,228	\$1,943,940	\$17,440,897
2013	\$2,528,760	\$3,668,466	\$2,148,784	\$0	\$7,680,055	\$2,088,296	\$18,114,361
2014	\$3,529,934	\$6,638,074	\$3,519,785	\$0	\$5,649,393	\$1,959,928	\$21,297,114
2015	\$2,992,952	\$6,131,211	\$4,007,775	\$445,223	\$7,822,850	\$2,060,497	\$23,460,508

Athletic Expense Breakdown:

Year	Coaching / Staff	Scholarships	Facilities / Overhead	Other	Total Expenses
2005	\$2,673,003	\$2,214,200	\$158,581	\$3,111,759	\$8,157,543
2006	\$2,969,033	\$1,444,256	\$321,394	\$3,452,251	\$8,186,934
2007	\$3,187,021	\$2,099,007	\$432,124	\$4,248,890	\$9,967,042
2008	\$3,818,065	\$2,133,904	\$541,862	\$4,532,723	\$11,026,554
2009	\$4,169,239	\$2,336,452	\$522,690	\$4,912,338	\$11,940,719
2010	\$4,494,671	\$2,460,655	\$457,818	\$4,944,477	\$12,357,621
2011	\$5,017,419	\$2,531,170	\$619,156	\$5,778,459	\$13,946,204
2012	\$5,773,108	\$3,338,477	\$1,129,878	\$7,291,114	\$17,532,577
2013	\$6,459,237	\$3,925,773	\$613,395	\$7,653,919	\$18,652,324
2014	\$7,393,112	\$4,291,975	\$637,977	\$9,219,579	\$21,542,643
2015	\$8,063,251	\$4,602,647	\$1,825,773	\$8,543,012	\$23,034,683

Changes in Athletic Expenses vs. Change in Instruction and Research Expense

	2005 to 2010	2010 to 2015	2005 to 2015
Coaching Salaries	68%	79%	202%
All Other Athletic	43%	90%	173%
Total Athletic Expenses	51%	86%	182%
Instruction Expense	40%	18%	66%
Research Expense	30%	-14%	12%
Instruction + Research Expense	36%	4%	41%



Joining AAUP

Band #	Salary Range	Annual Amount	Monthly Amount
1	\$30,000 or Less	\$61	\$5.08
2	(\$30,001-\$40,000)	\$78	\$6.50
3	(\$40,001-\$50,000)	\$101	\$8.42
4	(\$50,001-\$60,000)	\$124	\$10.33
5	(\$60,001-\$70,000)	\$170	\$14.17
6	(\$70,001-\$80,000)	\$198	\$16.50
7	(\$80,001-\$100,000)	\$222	\$18.50
8	(\$100,001-\$120,000)	\$244	\$20.33
9	(More than \$120,000)	\$268	\$22.33

Member Benefits

- **Webinars** on topics such as strengthening faculty handbooks, good-faith bargaining, working with the media, and other topics of interest to advocacy and union AAUP chapters.
- **Toolkits** for action that give you the guidelines, sample documents, and other resources you need to advance the faculty voice on your campus. These toolkits will help you organize a stronger chapter, run issue-based campaigns, build a better website, win improvements for faculty collective bargaining agreements, and more.
- **One Faculty Campaign** materials, which equip chapters to advocate for faculty in contingent appointments.
- **Guidebooks** and other publications provide in-depth advice about Navigating Faculty Appointments, the Family and Medical Leave Act, and using Faculty Handbooks as Enforceable Contracts.
- **Publications:** *Academe*, the bimonthly magazine of the AAUP, which analyzes higher education issues from faculty members' perspectives. Feature articles examine tenure, affirmative action, contingent faculty appointments, intellectual property, and other timely academic issues. Investigative reports on violations of academic freedom and tenure are regularly covered.
- Members are also entitled to a [30 percent discount on the AAUP's Policy Documents and Reports](#) (widely known as the "**Redbook**" because of the color of its cover). The current edition, the eleventh, includes basic statements on academic freedom, tenure, and academic governance;

LOWER INSURANCE RATES

[Professional Liability Insurance](#)
[Customized Major Medical](#)
[Medicare Supplement Insurance](#)
[Group Term Life Insurance](#)
[Accident Insurance](#)

Lifetime Membership

Age 60-64: lifetime dues \$1,800
 Age 65-69: lifetime dues \$1,200
 Age 70 and older: lifetime dues \$800