

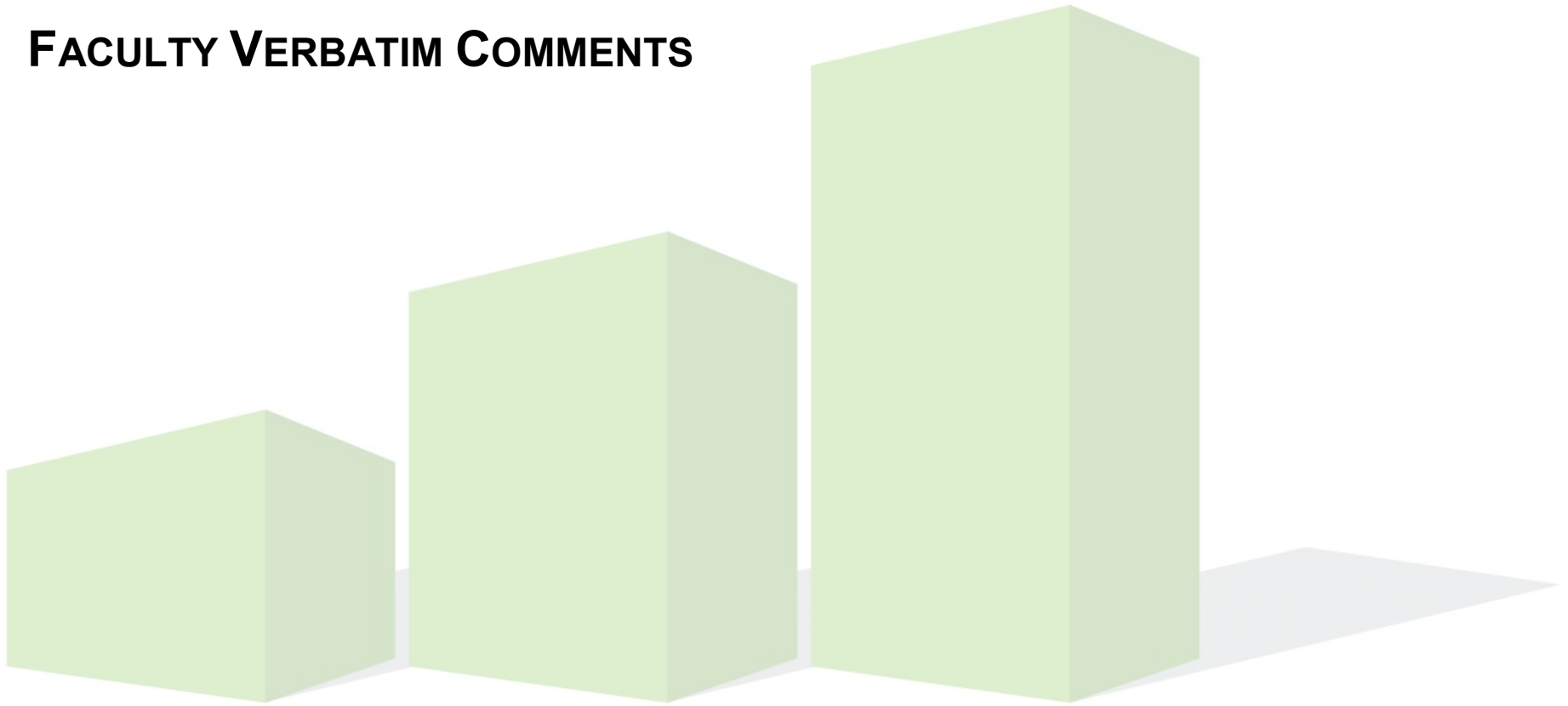
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& POLLING  
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***Appendix I:  
Faculty Verbatim Comments***

***University of New Mexico  
Follow-Up Survey – Shared Governance and  
Communications Issues  
May 2011***

## FACULTY VERBATIM COMMENTS



As part of the UNM Follow-Up Survey on Shared Governance and Communications Issues, faculty members were given the opportunity to provide constructive feedback/suggestions that they feel will help the University move forward on shared governance matters. This section of the survey allowed for the collection of verbatim comments from faculty.

The pages that follow include all of the verbatim comments submitted by UNM faculty members who completed this section of the survey. A small proportion of the comments have been edited for three specific reasons: 1) revealing the identity of the author; 2) to delete inappropriate language; and 3) to delete unsubstantiated personal attacks on named individuals.

The comments have been segmented under major categories, such as “communication”, “shared governance”, “faculty voice and recognition”, etc. to assist the reader with understanding the major context of the comments. Furthermore, any suggestions made by faculty members have been **highlighted and are in bold-type so that the reader is able to identify the suggestions**. Also, there is a column on the right-hand side of the page titled “Improvement?”. Any comments in which faculty members mentioned that there has been an improvement over a specified time period are coded as “Yes” and those comments in which faculty members detailed that no improvement has occurred are coded as “no”. Any comments where there was no mention of improvement are blank in this column.

## Administrative Structure

	Improvement?
<p>Although UNM has made progress regarding research since the VP for Research joined the university, I believe there is much more work needed to move this institution forward. We have many VPs whose duties I don't even know as a faculty member. It seems many of these positions were created when President Schmidly began his position at UNM. I was in shock to see so many VPs running this institution. How are these VPs evaluated? As faculty, we are now required to provide a work load. I am curious to find out what Central Administration's load is. How is that evaluated?</p>	Yes
<p>Communication between the faculty and Central Administration has improved in appearance, but it isn't yet clear whether it has improved in substance, nor whether improved communication has significantly influenced administrative decisions. Communication between the faculty and the Regents is negligible, which represents no change from the past. Regents need to represent taxpayer interests, but they also need some understanding of what a university does and how it functions. The majority of recent Regents lack that understanding. Thus, the resulting disconnect between the faculty and Regents is no surprise. <b>There needs to be some mechanism in state law, or at least in governor appointment practice, that ensures that a reasonable fraction of the Regents have some experience in higher education</b> -- simply holding a B.S. degree or having children who've attended a state university isn't sufficient. At least some of the Regents should hold an advanced degree, have teaching experience, have academic administration experience or some combination thereof. <b>The President needs to delegate more authority to the Provost</b> and hire a Provost who knows how to exercise that authority. The authority should extend across the academic budget, and the Provost's power in making academic budgeting decisions should be as great or greater than the "business" administrators who've been making the decision for the last decade or so.</p>	Yes
<p>I appreciate the effort with the survey; however, I firmly believe that without removing the business/government model from academics, this kind of effort will always be pointless. The Board of Regents, Provost and other high-level administrative positions are purely political and will always result in business agendas and not academic agendas.</p>	
<p>I believe the system, especially in the branch campuses, is extremely flawed, leaving the great majority of decision making up to main campus.</p>	
<p>I write this on Friday, March 25, before the next Regents' meeting on the budget scheduled for Monday. The UNM President is still committed to a corporate model that is top heavy and fundamentally incompatible with both shared governance and the academic mission of the university. I've been a faculty member here for many years and I believe that enrollments depend on demographics and the economy; we do not need a vice president for enrollments. Diversity should be promoted by the deans who have the best view of how and where to make the faculty more like the student body; we do not need a vice president for diversity and inclusion. Nor do we need the associate vice presidents and staffs who perpetuate these unnecessary, expensive bureaucracies and others like them. Why does the athletic director have a seat at the President's executive council? Why is athletics not mandated to be self-funding? Why do we have a ski team when none of the team members are from New Mexico?</p>	

## Administrative Structure *(continued)*

	Improvement?
<p>It remains the case that wholesale changes in the Central Administration at UNM are needed. <b>True academicians/leaders need to be brought in at the President and Provost positions, and the number of vice presidents and associate vice presidents needs to be cut drastically.</b> The day that David Harris finally leaves will be a great day for UNM, hopefully signaling a change -- namely, that merit and the good of the institution, rather than political patronage, are the determining factors in administrative hires. Similarly, <b>the Board of Regents needs to be depoliticized. This Board should consist of members that have a respect for, and some type of experience with, higher education.</b> I have been at UNM for many years, and during that time, the Board has always been populated with car dealers, insurance salesman and others who have been appointed apparently due to their support for particular political parties or candidates. Take a look at the constitution of this Board back in the 1960s and 1970s, and you'll see that it is possible to construct a more eminent Board of Regents at UNM. This would be a great step forward for the institution.</p>	
<p>Once Gov. Richardson forced the resignation of existing Regents and packed the Board of Regents with his political cronies, what had been a rational system of checks and balances between the politically staggered Regent appointees, Central Administration and faculty/students broke down. The Richardson-packed Board of Regents began to govern the University based on an overtly political agenda, packing Central Administration with a number of political cronies who knew little about the university or its mission, but instead sought personal aggrandizement and made managerial decisions that played to the political connections that got them their jobs. Although President Caldera is gone, David Harris and other political cronies are still operating behind the scenes, and the university is still suffering the effects of that abuse of political power and the bloated Central Administration that accompanied it. What had been a bottom-up route to Central Administration had become a political channel, bringing in people who knew little about the fundamental mission and day-to-day operations of a university. Though perhaps not as disastrous for the university as what happened at the State Investment Council, the impact on UNM was still onerous. The Richardson Regents should be rotating out in the next few years, and hopefully future politicians will have learned a lesson and be obliged to appoint Regents who serve less parochial political agendas. That is likely to happen in the coming years, and the Board of Regents will again become a political oversight body that collectively represents the long-term political interests of the state. But until that occurs, Regents who came onto the Board when the very spirit of bipartisan political oversight had been violated by forced resignations probably cannot instill confidence in their integrity, particularly in light of the political abuses of power that were so evident in much of their decision making. The best way to right the day-to-day management of the university by Central Administration would be to <b>pare some of the politically-appointed Central Administrators who had little or no educational experience when they were forced upon the university by the Richardson-packed Regents.</b> It is not so much their bloated salaries (particularly in light of the traditional low wages of administrators, faculty and staff at UNM when compared with peer institutions) that are a problem, but their lack of expertise and candor about university management and budgeting processes that has become so evident in recent years. Even those administrators who have now developed some on-the-job expertise and have acquired some allegiance to the university are suspect due to past decision making and lack of candor about their qualifications. <b>One measure might be to pare the positions that were created for administrators who had not worked in higher education immediately before they were installed at UNM.</b></p>	

## Administrative Structure *(continued)*

	Improvement?
Personnel hiring practices are an example of an area in which faculty perspectives and impact of hiring procedures (for staff as well as faculty) are considered only AFTER they cause difficulty. Hiring people to work on a grant, for example, may become bogged down in a series of HR requirements. I don't think this is intentional - I think it just reflects a lack of awareness that business, HR and other "non-academic" processes affect our ability to carry out the academic missions of the university.	
<b>Removal of the Regent system</b> would be a good first step!	
The administration at this university is top-heavy. <b>Provide the faculty with the resources to perform many of the tasks currently allotted to administration.</b>	
The administration at UNM is set up so that the Provost, who should be one of very few people directly under the University President, is just one of many department heads. For example, the CFO should report to the Provost. At every other university I have worked at, the University President is like the chairman of the board of a corporation and the Provost is like the chief executive officer. We have too many vice presidents, and the Provost position here is too weak. In addition, we have yet to have the full accounting of funds requested by the faculty two years ago, when millions of dollars were shifted from Academic Affairs. On the other hand, the move for the university to cover the second round of increased employee contributions to the ERB was quite welcome.	
The Board of Regents, administration and faculty are separate entities of an organization whose purpose is the formal education of students at the post-secondary level upward. Somewhere along the way, a decision was made that the overall operation of the University should be run on a corporate structure -- a governing board, operations department and a production department, with power over all decisions eventually coming from one of two entities, the Board of Regents and the upper-level President and vice presidents of the University. This is exactly backward since the sole purpose of a University is education. Instead, we have a corporate structure running a business where that goal, education, can be and is supplanted by external influences to the detriment of all. Until someone has the guts to <b>get the politics out of the Board and give the faculty a full voting member on that Board</b> , the University will not fulfill its goals or obligations to the public which fund it or to the students enrolled in it. It is really simple: The University isn't a political arena and it really isn't a business, it's an institution of higher learning.	
The VPs and other administrators need to be cut to 1/10th current levels so that administration can be carried out by those who best understand the university, the faculty.	

## Communication

	Improvement?
I do not think conditions have changed much in the last year or so. Far too often, I learn what the President or Regents are deciding from the <i>Albuquerque Journal</i> , not from any campus communication -- and being in a supervisory position, I feel even more entitled to be informed than when I was an ordinary faculty member.	No
Dr. Roth was a breath of fresh air! Communication clouds were clearing under his direction.	Yes
I am at a branch, and I feel that communication with the branches has lessened in the last two years, partly because of the economic crisis in education, so I feel disconnected from UNM-Albuquerque and frustrated by the lack of communication. Nevertheless, I think shared governance has improved at the main campus. At our campus, we're doing fairly well internally.	Yes/No
Access to the UNM administration, deans, VPs and the Provost is limited to highly controlled settings. One-on-one meetings are almost never permitted. This is part of an "us-vs.-them" culture that we have at UNM. Faculty often feel that the administration has very different priorities and does not care to even communicate what those priorities are. As an example, I have never heard a good answer from any administrator to why UNM has created the Rio Rancho campus and how that benefits the mission of the University as a whole.	
I teach at a branch campus of UNM. We have one representative on the UNM Faculty Senate and one representative on the Curriculum Committee, so we do hear of some of the goings-on at main campus from them. We can read the weekly Monday morning message from the President in our e-mail. But most of us are not aware of most of what goes on with the main campus administration or Board of Regents and their relationships with main campus faculty. We receive no funds from the main campus as far as I know and have no influence on the main campus budget. (Our local community members assume we are supported financially by the main campus. It would be nice if we were! We are struggling financially. <b>If we could even borrow one of their grant writers occasionally, it would help.</b> We have none.) We can and do receive information on courses and advisement from academic staff at the main campus, but in many other ways are on our own. This has been true for many years.	
I'm relatively new to UNM but am on a Faculty committee. So, I don't have access to enough information or familiarity with the University to answer all the questions. Also, not having direct interaction with Central Administration, I have no idea about how they treat faculty input. I get information through filtered sources as they try to paraphrase (or obfuscate??) communications.	
The communication from administration to faculty is top down. Faculty has no current role in shared governance. The administration would do well to communicate with us as partners in the educational mission. Dr. Roth, during his time as Interim President, established positive progress in that direction. Dr. Schmidly does not communicate with faculty. There is no atmosphere of exchange. All communication with faculty is one way. Administration tells faculty what to do with no interest in faculty input. A great step forward would be the establishment of two-way communication between equal parties. I have worked in business for many years. This is one of the worst working conditions I have experienced.	

## Communication *(continued)*

	Improvement?
<p>This university suffers dramatically because of an UNNECESSARY failure to communicate. I believe it would be relatively easy to improve the brand of this university, its impact as a flagship institution, our research enterprise and, most significantly, the quality of our students by actually implementing -- as opposed to pretending to implement -- legitimate bi-directional communication. The lack of coherence across this university stems, I assert, from the inability of the Regents, administration, faculty and students to actually believe that we are all *one university*, and that all aspects of the university and its service to the state depend upon acting and operating as *one university*. That cannot happen until the "us-against-them" mentality held by virtually all of the major entities is obviated.</p>	

## Faculty Voice and Recognition

	Improvement?
The last question on the first screen and the first question on the second screen were confusing. When the survey asks whether "Communication between the faculty and the Board of Regents is carried out in good faith" that is a two-way relationship. Those two questions really need to be revised and split into two questions each. I believe that the faculty acts in good faith, but the Board of Regents acts in bad faith toward the faculty. I believe that there has been no progress toward transparency, and that on the contrary there have been reprisals from the Regents, such as asking the faculty to fill out the 1975 workload report.	No
There continues to exist an atmosphere where administration is, at best, condescending.	No
I have seen some positive changes in the last year, toward a more collaborative decision-making process. We should be patient with the process as UNM grows into best practices in stronger communication and shared governance. I appreciate the President's efforts and that of his team. It has been a difficult year for everyone, and we need to strengthen understanding all-around. Nonetheless, without meaning to sound overly critical, I voice some concerns on the prolonged, often painful and somewhat ineffective process utilized by the cost-containment committees. Departments that were targeted for cuts often did not have a voice until the very end of the process, and then were told that there really wasn't time to review their comments or in-depth responses. It was difficult to discern how to provide helpful information, since meetings were closed and confidential. Consequently, the PSAT reports were somewhat lacking in depth, balance, clarity and accuracy. In the end, a request for input was posted on the President's website, but we have heard that this input was sometimes unwelcome or resented. As a whole, this compromised trust in the process, which should be of a VERY high level of integrity. Although well-meaning in an attempt to bring in broader input, some lack of judgment, patience and compassion created unnecessary frustration and stress. <b>There should be more quality, in-depth communication and a process for fact-checking built into the process.</b> The answer to the question: "Have we been heard?" was never clear.	Yes
As a part-time instructor, I feel that there is very little interest in my views or work conditions on the part of the regular faculty, the departments, the administration, the President or the Board of Regents. I feel that all I am is a small part of a pool of interchangeable cheap labor providers who (along with graduate students) perform a very large fraction of the heavy lifting portion of the teaching load in exchange for meager pay and little-to-no benefits.	
Both faculty and administrators need to LISTEN to each other. Faculty and administrators should have one common goal -- "the students' success."	
Chairs have been removed without prior consultation with the affected departments. Administrators are appointed without an advertised job description or advertisement for applications. If information is requested from a dean, the requestor is labeled a malcontent and naysayer. Many ideas are good, but the faculty is not allowed to participate in their formulation nor consulted prior to their implementation. When information is asked for and given, it is delayed, giving the impression that it might not have been available prior to the decision-making process. In some cases, outright lies have been told to faculty participants.	

## Faculty Voice and Recognition *(continued)*

	Improvement?
Communication as a whole within this university is abysmal. The climate is such that conflicting thoughts and opinions between supposedly intelligent adults cannot be rationally discussed. Groups who voice any unpopular opinion are attacked or simply ignored. This results in many faculty and staff members who feel like no one will listen to them. Eventually they just stop trying to get anyone to listen.	
Do adjunct faculty have a voice in governance?	
Faculty needs <b>a FACULTY MEMBER on the Board of Regents</b> . Central Administration needs to really LISTEN to the faculty -- we are, after all, the most important aspect of keeping the University going, next to the students themselves!	
<b>Faculty should have a vote on the Board of Regents.</b>	
I am an adjunct instructor with no involvement in the governance of the university, except at the departmental level. At that level, I feel that I am listened to respectfully and my suggestions on departmental matters are taken into consideration in forming consensus about departmental policies and procedures.	
I don't think that our feedback will change anything at this university.	
In the last six to 10 months, the rush to collect data and defend programs and spending for those programs has been exhausting, especially when added to already overstretched commitments to more students as a result of fewer staff. While the President's office and the budget office have responded to that effort, the Provost remains silent in response to faculty concerns. Such silence is simply unacceptable -- especially considering the Provost's important role in representing faculty (and in some cases defending faculty and academic programs against budget-driven decisions) within the ranks of Central Administration. Our current organizational structure and the lack of faculty representation from the Provost's office means that faculty have extremely limited access to the Board of Regents and to the Central Administration.	
My major area of concern is the fact that, as an adjunct faculty member, our voices and/or concerns are never addressed or given any consideration by either the dean of instruction or the campus director. Frankly, it is the adjunct faculty (most of whom are businesspeople, taxpayers or engaged in some form of community endeavors) who could be an excellent vehicle to develop a working relationship between the campus and the community. However, our voices, recommendations or concerns are NEVER taken into consideration, whether it be on the main campus or one of the branches. Shamefully, a vibrant resource that has never been exploited or even cultivated.	
My view is colored by the quality of my dean, who is autocratic and manages in a top-down format. This dean is supported by the Provost, who is not at all interested in the faculty and their views.	
The administration goes through the motions of empowering departments and other units to find ways of meeting budget cuts. When departmental strategies are submitted in good faith, they are often rejected, leaving the impression that the administration has made up its mind how best to implement the cuts in budget and is approving only plans that meet with the administration's preconceived notions. The act of consultation thus feels more symbolic than substantive.	

## Faculty Voice and Recognition *(continued)*

	Improvement?
<p>The environment on this campus is poisonous. The relationship between faculty, administrators and Regents, if one exists, is not constructive. An even greater problem is that a whole class of faculty that keep this university functioning as a Research I institution are wholly ignored in all communications about governance.</p>	
<p><b>UNM seems to need a faculty union</b>, which is not likely what the readers of this survey's results want to hear. The Faculty Senate is effective at communicating information to faculty from and about the administration and Regents, but seems ineffective at communicating faculty concerns to the administration and Regents. The upward communication seems ineffective both because some past faculty leaders have been impolitic in addressing administration representatives and because the administration and Regents seem less than eager to listen and respond to faculty concerns. Several issues that are of significant concern to faculty -- such as the athletics budget and pay equity between faculty members -- seem to have received very little, if any, substantial attention from the administration and Regents.</p>	
<p>Where is the representation from adjunct professors in the branch campuses? Where are our concerns addressed?</p>	
<p>While the administration and the Regents have certain mechanisms in place to solicit faculty input, it seems that neither group takes faculty recommendations seriously. They also pay little heed to the input of staff (who are generally reluctant to comment for fear of reprisal), nor to the student government bodies. It is a sad state of affairs all around.</p>	

## General Observations

	Improvement?
<p>I have been an extremely loyal and productive, tenure-track and tenured professor at UNM for many years. I engaged in all things professorial with great vigor and dedication (teaching, research and service), asking little or nothing from UNM, including salary, as I have brought in millions of dollars in research and training dollars over the years. The first number of years at UNM were good, where our higher administrators were truly caring, rather humble, responsive leaders who were academics first and happy and excited to serve in the Land of Enchantment. The Regents were also fair and responsible people who provided oversight and did not have polarized opinions, heavy-handed methods or try to live out their own power needs with their roles as Regents. Mel Eaves was the most negative and the worst at this, but Jamie Koch has unwittingly also had a very pernicious influence on UNM with his support and appointment of the three worst presidents ever and ousting the VP for business to "appoint," with no search, David Harris. Mr. Harris has been a disaster in our university setting. The leadership of those mentioned has destroyed morale through the ranks from faculty to students. Universities are supposed to have positive, inspiring and hopeful leaders. We have not in recent years. The last eight years have been awful and they are not getting any better. The higher administration is almost to a person bloated and rotten to the core of their souls. They are all carpetbaggers who do not know UNM or New Mexico, care about our mission nor are invested in academics, research or service beyond their own self interests. None of them have worked their way up in the UNM system. None of them would know how to act in a rural, New Mexican culture or community. They have staff for that. The administration should be ousted wholesale, the Regents completely re-constituted and all of Bill Richardson's influence on the university purged. <b>Nine years ago, we were doing fine with fewer than 10 VPs, associate VPs and vice VPs. The clock and higher administrative structure should be rolled back nine years to fewer than 10 and the higher administration filled with servant leaders who understand students, faculty and staff and really care about our mission and our state and region.</b> We were a great regionally responsive university at one time --I think the best in the country. Now, we are an inappropriately aspiring, one-cheeked, wanna-be national and international, corporate-model school. We have deans and VP staff who refuse to meet with individual faculty, period, and do not listen or have the ability to understand and empathize beyond the categories and content of their own thoughts, concerns and aspirations. How sad and disgusting is the trajectory that the Regents and higher administration have taken? You might say that this faculty member is disenchanting in the Land of Enchantment.</p>	<p>No</p>

## General Observations *(continued)*

	Improvement?
<p>I've been at UNM for many years as a faculty member. UNM has gone very far astray under the current administration and Board of Regents. We have wasted money, increasing enormously the number of VPs with few positive results to show for it: Enrollment Management is not managing our enrollment; Diversity and Equity has done nothing to enable departments to do what they desperately want to do -- hire diverse faculty. The football coach is given a bonus that exceeds the salary of most of the faculty in my department for winning half of his games -- 50% is a failing grade in my courses. The upper administration touts its desire for effective communication, but this is a farce. Communication is a two-way process, not a weekly e-mailed message. Middle administration -- dean level -- in the College of Arts &amp; Sciences has no vision, no direction, no tactical or strategic plan for the future of SCHOLARSHIP and EDUCATION. Faculty in A&amp;S are hunkered down, protecting their own sanity, trying to provide their students with the best possible education they can with few resources. In the face of the pathetic ideas for budget cuts offered by the administration, my department has removed most of our office phones. This at a time when the Board of Regents was only last year concerned about reports that faculty are not available to students. The Board of Regents is supremely out of touch with the reality of UNM. Faculty morale is the lowest I have seen in my 25 years here. I used to believe that UNM was on the rise as a Research I university, building on an already strong faculty and striving to become a leader in conducting research. No longer. I now worry that our ability to provide an excellent education to New Mexico's students is sliding into mediocrity or worse.</p>	No
<p>No vote of confidence for the administration remains at UNM; <b>search for new president should begin during early 2012.</b></p>	No
<p>Nothing will change at UNM until: 1) A respected Board of Regents is appointed with members who will serve to benefit the University and will respect the faculty and the University's mission. The current Board of Regents comprises political hacks from the Richardson administration who do not understand their role and who have picked a University President, despite the protest of the faculty, who is destroying this institution. This awful President is selfish, greedy and is not worthy of being an elementary school principal. He appointed a dysfunctional Provost and he has accepted political hacks being inserted into the University structure who do not have the capability or the resume to occupy those positions. 2) A respected new President is chosen with support from the faculty. 3) A respected new Provost is chosen with support from the faculty and the backing of the President. What a shame. When I came to UNM as a young assistant professor there was so much promise and so much hope for the flagship university of the state of New Mexico. Bill Richardson's Regents, who picked Schmidly despite the fact that the faculty voted him overwhelmingly unacceptable, has turned us into the Walmart of flagship universities. What a shame for the citizens of this state and for the dedicated faculty who were told by the Board of Regents that we were not "real New Mexicans." What a pity. What a shame!</p>	No

## General Observations *(continued)*

	Improvement?
The Board of Regents interferes way too much in university matters. The President is not a good leader and is unapproachable in terms of general faculty. While we have good faculty leaders, the President and the Board of Regents should be talking and available to general faculty concerns. No one seems to care about academic excellence and academic matters. Money of all sorts is available to the sports programs, but not for academics. Our university had a good academic reputation and is now backsliding. The Provost is not a good academic leader and is largely ineffectual. Faculty have no opportunity to evaluate her or the President. She does not seem to care about faculty excellence nor academics and forces the deans to spend way too much time trying to get her to do the right thing. The fact that she was not willing to cut her office budget when general faculty have no telephones in their offices and have had to cut graduate teaching assistants is indicative of this. I have not seen anything but rhetoric about increased communication and believe the situation is as dire as it was when we voted no confidence in the President and some members of the Board of Regents. While the budget situation is dire, real leadership would be providing a vision and not a revision. Many full and distinguished professors are retiring, leaving this university with a lack of distinction.	No
The climate for shared governance on this campus has not improved. Faculty are not informed of important University actions concerning our academic mission. At times, I find out for the first time about policy changes in the local newspaper. The academic mission does not seem like a priority for Central Administration, which remains a bloated and inefficient sector of this university. Regents continue to publicly insult faculty. Budget cutbacks to already low salaries and increased workloads make for days of 1,000 cuts. It is difficult to be here.	No
The faculty voice of "no confidence" in the President and the Board of Regents is more acute now than it was six months ago. <b>The President still needs to produce accurate financial accounting and reduce the number of executive vice presidents and reinvest in the academic mission of the university.</b> Probably no progress will be made until the current President, Davis Harris and Provost step down or move on.	No
The gap between administration and faculty continues to grow. The University must fix this if it is to focus on the important issues such as finances and academics; otherwise, we will continue to experience a decline in reputation. One suggestion (for anyone who might read these things): It would be in the best interest of the University to hire administrators such as Provost and deans who have a real commitment to bettering the condition and reputation of the University. We are not well served by professional administrators who are hired and six months after their start date they start looking for their next administrative post at another institution. How can these professional administrators possibly make good decisions when they start their jobs with a "short-timer" attitude? Finally, do something to fix morale in the University. This is true of faculty, staff and administrators. Start listening to and acting upon people's concerns. For example, for three years now, a faculty member who is my cohort makes twice as much money as I do and does less work. Why? Fix these horrific displays of inequality right now.	No
There is a real lack of trust between the Central Administration and the faculty that has only gotten worse in the years I have been here. I've never experienced anything like it in any of the other institutions of higher education with which I've been associated.	No
Things are not any better. The Provost is being pushed out, and it is clear neither the President nor the Regents want a strong Provost. The Dean of A&S is also looking to leave and is manifestly unpopular with her chairs and her faculty. The President cannot control the Regents, who continue to micromanage and rant, especially via their Audit Committee.	No

## General Observations *(continued)*

	Improvement?
<p>If there has been a change in the last six months, the Central Administration has gained trust and credibility and the Regents have not. It is not at all clear they regard their role as setting broad policy for the leadership, but instead show that they don't trust the leadership to manage the university and insert themselves in operational matters routinely. I have no confidence they would protect the university from political interference from Santa Fe. There may be many reasons why this relationship between the Board and the leadership exists. It needs to be addressed in some open way and steps defined to make this relationship less contentious and more productive. There appears to be an information flow and time-to-respond issue so open meetings become about arguing over information that should have been clarified before. This makes the open meetings more of a political circus, drawing the media and fostering the belief that the Regents are more critics of the way things are done rather than sharpening the focus on change for the future.</p>	Yes
<p>One of the Regents, Jamie Koch, has repeatedly abused his authority as an individual Regent to demand that the administration, departments and faculty produce reports on various facts and indicators, more or less at his whim. Much of this is make-work, for example, collection of faculty workload data which we have not systematically collected because most faculty members in most departments so far exceed the requirements that it is pointless. Perhaps he has not made this sort of individual demand in the past six months, but his having done it in the past, in combination with his frequently hostile and scornful statements to the press regarding the university he helps to govern, make it difficult for faculty to have any confidence in a Board on which he serves. Perhaps the new leadership of the Board of Regents will rein in these kinds of personal excesses and power trips. As for the administration, they are clearly making an effort to consult more with the faculty and to finally put the academic mission of the university first. I am pleased with the general direction of the FY12 budget proposal, even if it ends up not protecting employees from the 1.75% swap. Personally, I question whether students should be made to pay a higher tuition rate to protect staff and faculty from the de facto income tax increase imposed selectively on us by the state. In other regards, the priorities in the new budget are at least in the right order now. However, this is ultimately too little, too late, and after the execrable performance of this team over the last few years, I think it is impossible for them to regain faculty and student confidence. They violated our trust, ignored the entire purpose of the university, strutted, blustered, retaliated and only now have they come around. Even then, the President has the poor judgment to call the UNM the "Walmart" of universities in an interview with the Albuquerque Journal. I understand that he intended to convey that we are still a good value, but is he really so clueless that he does not understand the other implications of that statement, with respect to quality and the way employees are treated? I was frankly relieved when Dr. Roth was at the helm, because even as a newcomer to main campus, he seemed to be able to set the right tone and say things that actually made sense in view of facts. I think we need a change at the top, and in the Provost's office.</p>	Yes
<p>There has been some positive change in the past year. This needs to continue.</p>	Yes
<p>There have been some improvements in administrative responsiveness in the last 12 months, but there is a long way to go. There is much more that needs improvement regarding the Regents. Perhaps the latest additions will improve relationships.</p>	Yes
<p>Things are better, no question, but have a ways to go with respect to administration-faculty relations. The Regents are still hopeless, haven't a clue as to what a university is all about.</p>	Yes

## General Observations *(continued)*

	Improvement?
<p>As a new faculty member, I am unfamiliar with many of the matters that this survey addresses. <b>Some kind of orientation session on faculty governance might be useful for those of us that are new to academia.</b></p>	
<p>At my branch campus, we have an executive director who is unable or unwilling to communicate with faculty in a positive and cooperative manner, although she constantly uses words like "collegial," "transparency," etc. (These words are now merely joked about by faculty.) Requests for information that we need to perform our jobs and our committee work are routinely ignored, and any eventual response (after repeated requests and motions in meetings) is hostile. She has proven herself to be unable to take positive action that is informed by the faculty or even other members of the administration, and she has made life difficult for anyone who disagrees with her (openly or in private meetings with her). Those who are not tenured are reminded of the fact that their contracts don't necessarily have to be renewed; those on the tenure track are told that tenure will not necessarily be granted. It is an open secret that she cannot work peaceably and productively with people of Caucasian origins, especially men. This is something that is openly joked about in meetings now (we have to laugh because it seems there is nothing that can be done about it), and she has been overheard more than once airing her negative opinions about white men in general. Any attempts at faculty governance are useless here at this point. Many of us spend many hours on committee work and try to make progress for our student body, who desperately need an updated curriculum and more faculty members to teach it. Yet we spent two academic years with many open positions on campus -- perhaps the administration in Albuquerque is pleased that the budget is kept in check, but the students pay the price in the long run. We have a community that needs but often doesn't receive an adequate, let alone a good, education. We have a great deal of potential on this campus that remains unrealized because we can't seem to get "leadership" worthy of the name. The faculty on this campus have a reputation of being difficult to work with, and it must be stated that this is somewhat true -- a group of strong-willed people has been given an undeserved amount of influence over the years. However, there is also a growing number of dedicated people who are more interested in bettering the lives of the students, in working with the community and in looking forward, than they are in fighting campus turf wars and peddling influence. Given an executive director who would rather do his or her utmost to improve the educational opportunities of the students rather than take part in petty squabbles and take every opportunity to blame anyone and everyone for the lack of progress (it was appalling to hear Interim President Roth say in a meeting with faculty that we don't have a good budget process because our staff here don't know their jobs, when everyone knows that the executive director does not communicate adequately with the business manager), we could achieve much, much more than we have been doing.</p>	

## General Observations *(continued)*

	Improvement?
<p>Central Administration could benefit from a better understanding of the academic mission and national and international standards of the work of professors. Faculty could benefit from an understanding of institutional constraints. There are too many VPs and associate VPs, and they are paid too much. Faculty are sometimes unaware of what it takes to run a large organization such as UNM. Administrators are often ignorant of the intellectual and academic world. In other words, <b>we need more direct interaction to build better trust and understanding.</b> Most importantly, there are some major issues that are and will be affecting higher education, such as the erosion of the public university. We need to be very conscious and concerned about this as we work on behalf of the integrity of this institution and the delivery of higher education to this state. We also <b>need to continue to invest in top quality (and often higher-priced) faculty</b> if we want to improve the quality of our institution -- no matter what the Albuquerque Journal says. The Board of Regents really needs an education on higher education. They are the biggest threat to the quality of higher education in the state of New Mexico. It is embarrassing how ignorant they seem to be of what it means to be a Research I university -- really embarrassing and very troubling. Someone please educate them!!</p>	
<p>Every page of this survey included a "Clear Answers" button. Can one of those be installed on the Central Administration and on the Board of Regents?</p>	
<p>I am in a supervisory position and have faced repeated demands from the administration for justification of our program, our faculty and our place in the educational mission of the University. The atmosphere gets worse and worse as the budget crisis puts strains on everyone. The Central Administration appears to live in a world of its own as it shows little concern for faculty and students. No one in the Central Administration shows concern for the quality of degree programs as class sizes soar and meaningful personal contact between faculty and students contracts. Demanding efficiency is a poor substitute for offering academic leadership.</p>	
<p>I am sorry but the atmosphere at UNM is very unhealthy. If you are a minority, all you could hope for is to continue to have your job and that is it.</p>	
<p>I believe that faculty have too much fear than is necessary for any employment. This fear, from experience, may be related to the discriminatory actions and differential treatment received from department chairs, deans and associate deans. Once UNM administration does not permit maltreatment and takes all complaints filed seriously, then UNM as a whole (administration and faculty governance) will function more effectively with the goal of students and academics in mind.</p>	
<p>I think it's important that faculty understand their roles and responsibilities to students, the community, the university, the state and the country to be effective instructors for the next generation of our workforce. Tenure should also be looked at in terms of constructive feedback for ineffective faculty. <b>A faculty member who is tenured and does not adapt or is not open to new methods of teaching should be let go or placed in an area within the university where they can be effective. The university should also reflect its student population in terms of having a diverse faculty.</b></p>	
<p>In some settings, it appears that administrative behavior involves intimidation and retaliation. In a research institution such as UNM, campus-wide management practices at all levels should reflect common knowledge of what supports effective, positive management and human relationships. My perception is that this isn't the case.</p>	

## General Observations *(continued)*

	Improvement?
Instruction is the reason for the University. There needs to be better communication between the levels of administration and faculty. The focus of the budget should be on faculty, not athletics and stadiums.	
Keep state politics out of the university.	
My constructive suggestion would be to <b>get rid of all the current administrators and start over.</b>	
Need to enhance, enforce, educate, disseminate more on issues like transparency, ethics, competence, efficiency, effectiveness, knowledge, know-how vs. know-who, professionalism, all of which will lead us to TRUST each other. Have to walk our talk, there cannot be exceptions for higher ranking officials.	
Recently a graduate student came up to me and said he had been talking with one of the administrative assistants and they wondered about the effectiveness of having everyone -- teachers, staff, GAs, students -- just walk off campus and leave, whether that might bring the problems to focus. I reminded him that our economic situation is nationwide, but that also the faculty did try numerous ways of getting the attention of Central Office and the President and Regents -- numerous times! -- to no avail. We are numbed out. Our current crop of leaders "follow the rules" (review the definitions) and then point to that effort as their successful attempt in solving huge problems at this university. They do not listen. They are not supportive of our need to teach, research and fully participate as professors in our academic institute. They have been publicly insulting to us. The attempts to grow sports while neglecting academic needs infuriate me. I am tired of the graffiti outside our office walls, overworked staff and work study students, exhausted and ill faculty, lack of cleaning personnel and the lack of financial support when the Pit and baseball are considered over research and curricula needs. I am saddened to see our institution that Gordon, Garcia and other like-minded leaders supported so strongly deteriorate into a business market. I love UNM, but not under these leaders.	
The axis of governance, as I see it as a faculty member in the College of Arts & Sciences, is completely ineffectual. Our dean rarely makes decisions, and when she does they are usually the wrong decisions; the Provost is completely ineffective, is currently traveling a great deal (which I think may be a violation of her duties) and is a micromanager of the deans; the President is a decent person but is made completely ineffective by the overbearing activities of the Regents; and the Regents have so far overstepped their responsibilities in faculty governance that they are more interested in their own political motives (by tearing down the university for their own gain) than in building a strong university. They must all go.	
The big issues are the fact that the President has ignored faculty concerns and that he has hired a significant number of overpaid cronies for positions that are critical -- such as diversity. These over-paid cronies do nothing to move UNM forward on any front -- they are simply part of the President's fiefdom. We are in a weird "banana republic" scenario.	

## General Observations *(continued)*

	Improvement?
<p>The Board of Regents are still micromanaging at an inappropriate level in matters of the University operations. They demonstrate clear disrespect for the UNM Central Administration by publicly disregarding or challenging their advice and expertise in public forums. They also regularly demonstrate their own lack of knowledge about the basic principles and value of an academic research institution and do not appear to engage in continuous learning to assist them in making appropriate governing decisions. The deans are still not treated as valued administrators with in-depth knowledge regarding their operations and faculty priorities. Central Administration still engages in using the budget process as a tool for "running" the academic units.</p>	
<p>The Board of Regents bears all responsibility for creating the current climate of mutual distrust and dislike between UNM faculty and administrators by hiring executives who have little or no respect for the faculty and staff. It is repugnant for those same Regents to slough off that responsibility on the President and other administrators when things go badly. If all of them would just quit, the university might stand a chance for recovery. Since none of them are willing to make that sort of sacrifice for the institution they serve, it seems as if UNM's downward spiral from flagship to dinghy will continue.</p>	
<p>The business model on which the administration operates is inappropriate for a non profit making institution. Administrative decisions about how to spend money on dorms and sports stadiums and coaches, along with the hiring of unqualified people for administrative positions, have contributed to a distrustful working climate and, in my opinion, have permanently harmed the university and its reputation. My department has lost many outstanding faculty in the past year and a half and they have not been replaced. The future for those who remain is bleak. We have had a huge problem recruiting doctoral students this year because our applicants realize that there are few faculty available to work with them. We are keeping afloat by hiring temporary lecturers and adjuncts and teaching online classes. This makeshift approach to instruction offers our undergraduates a second-rate education that is on par with CNM, but not equal to our peer institutions. I have taught at UNM for many years and find the present situation extremely demoralizing. Schmidly, his vice presidents and the Richardson-appointed cronies on the Board of Regents enabled and supported Schmidly in making decisions that hurt UNM's faculty, staff and students. I believe that most of the faculty believe nothing will change until Schmidly leaves and the Board of Regents is entirely reconstituted.</p>	
<p>The Central Administration and some Regents have no credibility whatsoever. Unless there is a personnel change in that group of people who are considered a bunch of crooks by most faculty members, there won't be an atmosphere of trust and, therefore, UNM will suffer. Some of these individuals are downright incompetent, in addition to being offenders of ethical and moral standards.</p>	
<p>The faculty is often put in the position of hiring new faculty. This leads often to hiring with personal preference, not with regard to the actual qualifications that would be most beneficial to the student. A lesser-qualified applicant can then be hired because he is less threatening to his colleagues. Doesn't this lower the general standard of the University?</p>	

## General Observations *(continued)*

	Improvement?
<p>The former governor of New Mexico appointed Mr. Koch, one of his campaign leaders, to the Board of Regents about eight years ago. Since that time, this man has dominated the agenda of the university and appointed a President whom he intimidates into acting his way or essentially agreeing with his emphasis upon athletics. This man has ruined the university. From the corrupt governor on down, the university Regents and President have made decisions that are not based upon any real understanding of the nature of research university. The President has appointed people for strictly political and gender reasons to overcome his previous history of discriminatory remarks and behavior. No Regent or Central Administrator has ever been to a class or taken an interest in the classroom. They have made us the Walmart of higher education. We are in danger of being put on HLC probation. I think we should be.</p>	
<p>The lack of decision making in the Office of the Provost is debilitating. The instability of the current situation is destructive to general morale and morale in the administrative offices. The new members of the Board of Regents seem excellent and intent on helping UNM succeed. Some of the existing BoR members continue their old ways but with less negative effect. The lack of action resulting from the excellent work done by the three cost containment/budget task forces is demoralizing and adds to the existing cynicism. For instance, the suggestion that came from all three groups that the VP for Student Affairs, VP for Inclusion and Equity and VP for Enrollment portfolios be combined for greater effectiveness (one-stop "shopping" for students) and to be more cost effective is ignored at best and scoffed at by the Provost in particular. There has been no complete communication loop about this, i.e. why/what/when/whom?</p>	
<p>The only constructive action at this point (after faculty voted no confidence in the President, David Harris and Jamie Koch two years ago) is to start afresh with new leadership in Scholes Hall and in the deanship of Arts and Sciences. There is no trust left for the Central Administration, and Schmidly keeps making media blunders. It is still clear to faculty that sports outweighs academic matters -- this is shown by the fact that I&amp;G money still goes to support athletics. This is outrageous. Central Administration doesn't seem to understand that it is bloated with VPs, no matter how many times the Regents tell them to cut there. The VPs haven't done much of anything to help faculty, particularly the VP for equity and inclusion -- that is just a token position with no money and no power and doesn't help us get minority faculty at all. It is a disgrace how broken the system is and how Schmidly has taken money from the academic mission. We have more faculty retiring and no tenure-line replacements. We rely increasingly on part-time instruction. This is outrageous for a flagship, Research I institution. I think Schmidly and Regents and VPs have done what I never thought was possible, effected the almost complete destruction of the academic mission of the university and the morale of the faculty who are, let's be honest, the heart of the university.</p>	

## General Observations (*continued*)

	Improvement?
<p>The people with decision-making power at UNM -- the President, the Provost, the Board of Regents -- regularly ignore the input of the faculty. UNM is a \$2 billion-a-year enterprise, so the state's politicians have traditionally viewed the institution as a means for rewarding allies and friends with plum administrative appointments. No one with power at UNM seems to view faculty recruitment, development or retention as a priority. Faculty are regularly expected to teach increasing numbers of students with diminishing amounts of resources. The state government regularly and arbitrarily decides to harvest the paychecks of faculty and staff in order to shore up the state's finances. This survey asks for constructive feedback that will help the University move forward on shared governance matters. The faculty members I know are committed to serving UNM students and the NM community. We need administrators and a Board of Regents who are willing to stand up for the teaching and research missions of UNM. Instead, our administrators either rake in gigantic salaries and do little, or they rake in gigantic salaries and look to move on to greener pastures (see, for example, the Provost). Regents seem more concerned with the athletic program than with student success. I see little cause for optimism.</p>	
<p>The President and Board of Regents do what they want. They look at dissent as "there will always be a few bad apples in the barrel."</p>	
<p>The President of this University and the Regents are an abomination to academic quality and fairness. The virtual "pornographic" hiring of so many incompetent vice presidents, associate VPs, deputy VPs and all the other impotent, upper-level administrators at UNM is simply an embarrassment. The way in which coaches and their assistants are paid here is also academically obscene. The academic work of the faculty is consistently ignored in favor of "institutional nepotism," ... faculty morale is at an all-time low and will only get worse because of the lack of concern for their efforts ... \$3 million to redo a baseball park, etc.??? UNM was a fine institution when I joined the faculty many years ago... over the past five years or so it has decayed into a mediocre and nepotistic little club where the President, Regents and their cronies "talk their way through" external critique but actually do nothing to change their cushy jobs ... so sad ...</p>	
<p>The Regents continue to micromanage, while the university "leadership" declines to lead. Meanwhile, the faculty "leadership" consists of people whose opinions and judgments are frequently suspect and out of touch with the productive faculty. We desperately need a real Provost and forward-thinking deans.</p>	
<p>The Regents do a poor job overall. They waffle between micromanagement and a complete lack of support for important aspects of the University. For the most part, they are ill equipped in terms of prior experience to do the job they are asked to do, they do not understand or respect the culture of the University, and they try to impose their own culture with poor results. Unless Regents are chosen for their experience and proven quality of leadership in an academic setting, this relationship will never work.</p>	
<p>The University of New Mexico promotes a culture of extreme mediocrity at every level of administration, starting from the top. It makes no effort to reward hard work and academic success, while at the same time does everything to protect those who have mediocre or bad performances. The best example is that of the football coach, who was rehired after a SECOND 1-11 season. That tells us all that the university administration does not care at all about results. Why should anyone put in any effort at all at this university?</p>	

## General Observations *(continued)*

	Improvement?
<p>The UNM Provost has way too much power. The power has shifted from the President to her after the no-confidence vote. When the Provost is weak, she empowers the deans through her weakness and they then rule by fiat. When she is strong, she makes bad decisions because she cannot be a specialist in everything or she makes no decisions and problems are shifted or go unsolved and worsen. Bodies to which the faculty might appeal decisions are administrative (often with UNM staff) and do not look to faculty -- below them -- for approval, but upwards to the administrative ranks to which they aspire. Central Administration does not ensure that UNM colleges and schools have a set of minimum standards that are included in written RTP documents (which do not exist across the board) or faculty bylaws (which do not exist across the board). The roles of staff, faculty and administration are NOT well clarified in an operational way. UNM administration AND governance are horribly broken and, in reality, MOST staff and upper-level academic administration like it that way because they are able to hold tremendous power. Ordinary, hard-working UNM faculty have no clout whatsoever with the Provost's office, are never listened to and have no real avenues of appeal from decisions at that level, deans' and directors' or chairs' level. Appeals avenues are all in house and work to delay and defray conflict but never resolve it.</p>	
<p>There are so many "unforced errors" followed by stubborn resistance to change on the part of Central Administration. When will the nightmare end?</p>	
<p>There exists much distrust between faculty and administration. This exists especially with faculty issues and the Regents and President. Faculty are not valued in decision making. I was at a meeting when a Regent told the faculty to shut up and sit in their chairs. I would guess that most faculty are dissatisfied with money spent on our HEAVY administrative structure -- too many VPs. And even more upset with the amount of money spent on athletics, and now this new baseball field. We have not had a raise in four years, we are belittled and we work an extremely heavy load. Now we are going to be asked to do even more with less. All this while VPs and athletics receive their padded salaries and deferred retirement benefits. It is an absolutely dismal situation. If I hadn't already put in many years here I would be looking for a new job. In fact, all new faculty in our program have only stayed a short while because they can easily find a better, more positive situation at most other universities.</p>	
<p>There has been no participatory strategic planning or evidence-based budget/program prioritization at our branch campus for two years now. Important decisions on hiring, budget allocation, etc. have been delayed or deflected. I think significant information has been provided to Central Administration on this matter, and it appears serious. <b>I recommend UNM Central Administration assign a trusted, experienced and unbiased academic expert, with particular community college experience, to investigate facts and conditions on this campus.</b></p>	

## General Observations *(continued)*

	Improvement?
<p>This updated survey is difficult to answer for several reasons. While faculty have been heavily involved in decision making on the budget up to this point, until the final decisions are made it is impossible to say how much voice we have really had. The comment this week that student fees would be raised to cover losses in athletics is incredible considering the feelings of both students and faculty in this matter. The comments of our President that we are the Walmart of research institutions is another example of the thinking at the top. Importantly, there also is an ongoing investigation that faculty initiated into how the new internal audit person was selected -- three Regents sat on the committee, and the candidate selected came from the Legislative Finance Committee (hence a Democratic friend of those Democratic Regents). No findings have been announced on this, and faculty have made every effort to handle this issue in such a way that most faculty are unaware of the questions raised. But this situation suggests that Regents still have not learned their proper position in the university structure. This year has been special in that the faculty president is a really good leader who has made every effort to work with the administration and they have responded to this. However, this survey really should be conducted after the final budget decisions are made. Problems with the leadership of the Provost continue, and the months during which Paul Roth was acting President have also had an impact on the climate that are still in process. The current scandal at KNME is another issue which raises questions. Are these problems solved? What is going on at Gallup is another area where we see terrific problems with the governance structure of the university -- none of this could or was covered by questions asked in this survey. Finally, I urge you to not release the departments from which these results come. Many people were very, very upset that small groups like that of university college were, in fact, identified and therefore could be open to problems. As a person involved in faculty issues, I was approached about this by several staff and faculty.</p>	
<p>To begin with, given that Governor Martinez rescinded the resolution that was passed and signed by former Governor Richardson regarding Regent appointments, I think it is time to take action to get the New Mexico Constitution changed.</p>	
<p>To date, the idea of shared governance as a major aspect of UNM has been risible. The business model, as opposed to the idea of a true academic mission, rules the day. UNM should be unaccredited as constituted, although this will obviously not take place. It's a truly sad situation, platitudes of inclusion and true interest in development of students' futures are constantly heard, but the actual picture of the university in the students' and faculty opinion is that of a sports-driven alumni club.</p>	
<p>Trust is broken; I doubt it can be restored. Token gestures have been made (for example protecting faculty from the 1.75% ERB pay cut) but it is too little, too late. The current administration has damaged this institution by squandering money on coaches and vice presidents and has done a very poor job of communicating with the Regents or the Legislature about what it is that faculty at a flagship university do. If I were not old, I would move.</p>	

## General Observations *(continued)*

	Improvement?
<p>UNM remains in a state of crisis. Faculty members do not trust the Regents, the President, vice presidents and many of the deans. Things have improved very little, if at all. Faculty feels that upper administration is not transparent, and they are regarded by most faculty as, quite simply, incompetent. The Provost is missing in action, especially in recent months, and it was never clear what influence she had; she has made very little attempt to understand this institution or the faculty. I can't assess the President's overall competence, but he has failed terribly in making good hires (the VPs, the Provost, the deans). For instance, years ago, the Provost selection committee's recommendations were completely ignored by the President as he chose someone who was near the bottom of the committee's list. Other VPs are a mystery for most faculty. We *hear* about "great accomplishments" but see little evidence. I have been tenured for many years. I was hopeful that President Schmidly would make some much-needed changes here; frankly, the faculty needed a little push to move in new directions. But he and his administration have failed utterly. The fault lies in part with the Regents, who undermined trust between faculty and administration. We need a new President who will clean house. This is a far more severe assessment than I usually make, but the crisis here is indeed severe.</p>	
<p><b>Walk-around management</b> is virtually unknown to the current President, Provost and dean of arts and sciences. It would really help if they tried to know what individual faculty are facing and thinking. They might even find allies.</p>	
<p>We have incompetent Provost, who is the source of multiple problems.</p>	
<p>When the administration (i.e. Provost) requests reports, such as the recent flagging study, at some point those writing the reports should be notified of the results.</p>	
<p>While the policies and procedures are in place, the individuals charged with following through are not doing so. Nearly everyone at every level is pausing in place, looking over their collective shoulders, waiting to see who above them will change their mind about this or about that or simply strike out in some new direction, even if that direction is counter to an initiative that may have begun a matter of weeks or months before. This is organizational chaos, and it stems from very poor administrators at the college, Provost and, especially, Presidential levels. All one has to do is read the papers that report regularly on contradictory decisions and directions and, occasionally, editorialize, asking in effect, "How can this be?" Indeed. How can this be? After many years at UNM, I have had enough.</p>	
<p>Worst Central Administration ever in my many years at UNM. Academics have been made secondary to athletics and business. Research administration (contracts and grants) is incompetent. Faculty and staff morale are at their lowest ever. The administration is bloated and corrupt (especially if the charges about Pit renovation contracts are true). The Regents must be better chosen, but clearly the governor chooses to continue to ignore the faculty, its expertise and loyalty to UNM by denying us any real voice in choosing Regents, having our own Regent, or in selecting the President of the University.</p>	
<p>As a part-time contract employee, I have no real connection to or experience with the survey questions.</p>	
<p>I am a part time faculty member and try to keep as far away as possible from administrative actions.</p>	
<p>I am a part-time instructor and have just begun teaching at UNM, so I really don't have a lot of information about these areas.</p>	
<p>I am an adjunct faculty member with no involvement in and no reliable knowledge of the matters inquired into by this survey.</p>	
<p>I am new a faculty member here.</p>	

## General Observations (*continued*)

	Improvement?
I am part time and have consciously chosen not to be involved in shared governance.	
I am sorry that most all of my answers were "don't know." I am a part-time adjunct instructor at a branch campus. I drive here once a week and teach. The department secretary takes care of any needs or problems I have. That is the extent of my interaction with the university. I have no knowledge of the deans, Central Administration or the Regents.	

<h2>Mission</h2>	
	Improvement?
I feel that the President may have attempted to listen to the concerns of faculty; however, the Board of Regents still seems to harbor exceedingly high levels of animosity toward the faculty. The Board of Regents does not seem to care that the mission of higher education institutions is and should be focused on quality research and teaching and that the two are NOT mutually exclusive. Quality research programs will attract better teachers and more knowledgeable professors who utilize the knowledge gained from their research in the classroom. Without an increased emphasis on research, the university will descend into the realm of a community college, not an institution meant to develop knowledge and educate proactive, innovate leaders for our state.	Yes
While the administration has made some changes and is moving in the right direction, there is still a LONG way to go. I appreciate that the upper administration is willing to take a pay cut to pay for our retirement increase, but I wish that they were more focused on UNM as an educational institution as opposed to a business. My students have a hard time even getting in to meet with the President, much less the Board of Regents, and I feel that the upper administration, the President included, is often more concerned with revenue instead of issues like faculty and student retention and staying true to our academic mission. Without our students, there would be no university, and all our myriad of vice presidents (of which there are far, far too many) need to keep that in mind. They serve the students; it's not the other way around.	Yes
Academics should take precedence over athletics in every way.	
<b>Stay focused on the mission of the University</b> ; it has been lost the past couple of years!	
The Board of Regents has an overly narrow, corporatist ideal for the University and it has acted unethically on numerous occasions (selective leaks to the press, using audit power for retribution ...) to the great detriment of the University. It would be nice to see the Board focus on one goal: Fostering academic excellence.	
These are difficult times for all. UNM is a great institution but its constituencies need to be unified towards the common goal of maintaining a level of excellence in teaching, research and service to the community.	
UNM lacks forward-thinking leadership. UNM does not have a compelling five-, 10- or 15-year plan. UNM has not developed strategic initiatives that capitalize on faculty and regional strengths. The President and Provost lack a compelling vision and have failed to lead by fostering a vision for UNM. The Regents need to spend more time on campus to actually see/experience campus activities. The Regents need to see UNM as a Research I institution and to convince the Legislature and the people of NM to invest in research and education.	
While budgetary concerns are, of course, essential to deal with at a university, the disconnects between administration (both Central and the Regents) and faculty at UNM, as well as the occasional lack of a faculty voice in governance, seems increasingly to be due to a prioritization of economics over educational standards (even when couched in terms of educational outcomes, such as "productivity reports") on the part of the administration, an attitude which is short-sighted at best and willfully undermining quality education at worst.	

## Resource Allocation

	Improvement?
<p>Some things seem to have changed in tone since the last survey; however, there is still much tone deafness going on in the Central Administration and more specifically the Regents. The Regents and the Legislature consistently hamstringing this university. After this budget summit in March, which was the most detailed and informative ever and which consulted a wide variety of constituents, the mantra is still to cut more from the academic mission. As soon as \$3 million were requested for the baseball field, the Regents jumped right on that and approved it. Those same \$3 million would have gone a long way to protect the academic mission. (And why can't the Permanent Fund be tapped, if it is the rainy day fund of NM, for education; its billions would not be hurt by \$5 million for the university.) So, the question is: Can the leopard change its spots? No matter how many surveys and powwows, the outcome is always the same: Vilify the hard-working faculty and staff of the university and fund and promote the interests of athletics, no matter how embarrassing the headlines or the record. It is also insulting to read about new Regent General Hosmer and his grandstanding on the mechanisms, budgets and running of a complex organization like UNM. What struck me as interesting is that Mr. Hosmer was a general, and military operations are entirely funded by our tax dollars. I wonder how many bake sales he has ever had to hold for fighter jets. So his statements, however well intentioned, come off as patriarchal and patronizing since he would not have had to work in conditions where his operations were only 18% funded by the government, while that same government thinks it has the right to tell him what to do 100% of the time. This example is just the latest among many that really have at their root the anti-intellectualism that pervades this country.</p>	Yes
<p><b>Address the low salary issues for faculty</b>, especially the inequality between colleges and departments. The fact that faculty cannot be retained and there is a constant need to conduct searches is a drain on resources, funding, time and energy. If faculty could be retained, the time spent hiring and training would not be lost. Faculty are not appreciated for the time they devote to UNM. The only way to keep up financially is to leave UNM.</p>	
<p>Dick Howell, dean of the College of Education, is in my opinion exemplary in this area of shared governance and creating a positive climate in the college at a very bad budgetary time. The difference between Dick and the top echelon administrators is striking. I would not recognize our gaggle of VPs if I passed them in the hallway. <b>Numbers of associate VPs and VPs (and their salaries) should be greatly reduced.</b> The present imbalance between administrators' salaries and faculty salaries is simply unjust.</p>	

## Mission (continued)

	Improvement?
Faculty preferences have been ignored in many matters (that I am aware of) where they have been consulted. The upper administration numbers have exploded while regular tenured faculty numbers are dormant. There is NO channel, effective power, nor reward for participation by one half (head count) of the faculty -- the part-time faculty -- who teach one-quarter to one-half (depending on whether you count graduate student teachers) of the undergraduate courses in the university. The salary saved by using part-time faculty has apparently been wasted on huge administrative salaries for wildly increasing numbers of administrators. One result of this resource allocation is that tenured and tenure-track faculty are expected to cover all the university's faculty service responsibilities without approximately one-third of the people-power traditionally present. Another result is ever-increasing pressure on tenured and tenure-track faculty to bring in research monies to feed the university budgets -- which incidentally, also contributes to the overuse of part-time faculty. These issues are (mistakenly, in my opinion) defined as "off-limits" to the areas of faculty concern, despite the fact that department-level faculty have to manage the effects. And these effects are most clearly suffered by the students and the teaching mission of the university.	
I find the emphasis on athletics repulsive.	
I have found out that although I work for the largest University in New Mexico, my personal health benefits are the worst they have ever been.	
If you will continue to use tuition for athletics, you will kill research at the University. <b>Return at least a significant part of tuition to the colleges which generate it!</b> Don't waste it on idiotic coaches who anyway cannot deliver any reasonable result but cost huge amounts of money!	
It does not appear the academic mission or needs of academic programs are a huge consideration of this university or its leadership. Instead, at times it feels as if programs are being "set up" by the administration to fail. Greater faculty voice, including voice of more junior faculty (without reprisal), is needed for this university to continue forward and be the type of institution it hopes to be. Additionally, <b>there should be similar resources for faculty across university colleges</b> , including exploring equity of teaching loads, research support and time (including pre-tenure research sabbaticals, not available in all areas), etc. This would provide tremendous assistance to our younger colleagues as they prepare their dossiers for P&T.	
It is not OK that we have academic buildings that need repair and we are supposed to accept a new baseball stadium. If the stadium money cannot be used for non-athletic purposes, send it back. It is not OK that we have so many administrators making high salaries when tuition is being increased and many departments are staffed by part-time faculty, graduate assistants and work studies. Many part-timers would love to work full-time and have benefits, but can't because there isn't enough money. If one person can run both the university and the hospital, why do we need to pay two? Let's pick one of them, hire a couple of assistants and use the rest of the administrative salary elsewhere ... like to pay faculty!	

## Mission (continued)

	Improvement?
It is time for the Board of Regents and the university administration to start making decisions based on sound data and clear educational and academic goals rather than political and personal agendas. To keep all university personnel essentially under pay cuts for three years in a row, while an all-time loser football coach is given an incredible low achievement standard to get a bonus that nobody else in the university could even dream of, suggests that the Board of Regents' priorities are not in the educational institution and that their commitment to education is nil.	
<b>Need to develop standardized pay grade and benefit package for all faculty.</b>	
<b>Please cut back funding to all sports. Let them be self-supporting or make them intramural-level activities.</b>	
The administrative workforce should be reduced at least by 50% (rather 70%) to make money available for hiring faculty. We need professors, not administrators, to provide students with excellence. Universities are about teaching, not about supporting administration. Universities are not about money, they are about education; aren't we forgetting this fact?	
The decision to spend \$3 million on a new baseball stadium for the UNM baseball team at a time of severe financial stress speaks volumes (all of it negative) about the extent to which either the Board of Regents or the current University President really cares about the academic mission of the University of New Mexico. The Regents and the President seem to be in a continual race to see which can inflict the most damage on the reputation of this once proud University. They are both winning.	
The leadership of the College of Arts and Sciences, the Provost, the President and the Regents are all ineffective in working to meet the mission of UNM during these fiscally challenging times. Despite pressure to eliminate positions from the bloated upper administration, there has been no evidence of a concerted effort to respond appropriately. The Provost requested self-study documents from many units and then had the temerity to conclude, in her own such document, that there was no room for cost reductions. The dean of A&S is not thinking creatively about how to maintain the essential elements of the college through this crisis. Rather, she is moving to prune essential pieces that can only harm the capability of UNM to excel in teaching and research.	
The past year has shown a series of inconsistent and frequently conflicting or unclear demands on academic departments to find savings often based on data that the Central Administration has assembled from inaccurate reports and a misreading of the actual instructional situation. A simple illustration: Cross-listed courses are often treated as so many individual different courses, so that enrollment figures are falsely reported as lower than they really are and faculty/student ratio calculations are distorted. A fair amount of this kind of poor data collection and interpretation is probably due to the fact that lower-level administrative ranks have been depleted to near non-functional levels in offices across the campus while the number of senior administrators has grown exponentially.	
The president's appointment of 28 vice presidents at UNM has bloated the budget and wasted valuable finances on unnecessary administration. Buying out coaches' contracts has wasted several million dollars of UNM funds that could have been used to minimize shortfalls.	

## **Mission (continued)**

	<b>Improvement?</b>
<p>There seems to be no support for directors of branch colleges whatsoever. President, vice presidents and provosts have no positive impact in the way colleges are run at UNMA and branch campuses and it would be a cost-saving step if they were removed from their offices for budget purposes as the salaries of administration at UNMA are excessive. With the cost of living expenses going up by the month, faculty and staff have not had a raise for three years. They need to look deeper to make cuts but not make students pay for it. STOP adding buildings as the cost to build and fill them and to keep them running is expensive.</p>	
<p>This university seems to be running on a business model that is not sensitive to educational and research needs or goals. Major decisions are made without faculty input. We cannot recruit out-of-state graduate students because we offer no stipends or student financial support. Faculty are expected to teach full loads even when receiving funding to do research. So, they cannot write more grants to bring in more money. Nothing seems to make sense -- for example, removing funding for instructors to teach "activities" courses when these are courses that bring in a large proportion of student credit hours and tuition. So we save a few bucks and lose thousands. Decisions such as this are made by someone above without understanding of the consequences -- so we lose money and funding for the grad students who were being supported to teach these classes. There are many, many other examples.</p>	

## Shared Governance

	Improvement?
I'm sorry, I'm so discouraged about the lack of progress on the faculty's goal of shared governance that I can't think of any constructive suggestions to offer. I try my best to keep a positive attitude toward 1) my teaching, 2) my department's agenda and 3) my work on one of the Faculty Senate committees, but this is very difficult.	No
In the past six months, the Central Administration has done little outside of paying perfunctory lip service to incorporating more faculty into the shared governance schema. A few additional committees have been created, the Board of Regents may publicly acknowledge that faculty input is important, but overall nothing has changed. It's the same carpetbaggers running this fine institution into the ground.	No
Little has changed since the previous survey. When Paul Roth was interim president, there were some positive interactions with the faculty, but he was only interim. I think the announcement by the Central Administration that they will try to ameliorate the 1.75% additional ERB contribution was suspiciously timed to be just before this survey. We don't know if it will really happen. I think the Central Administration made a terrible decision to open the fancy new Pit the day before a bond election. The bond issue was defeated by a small number of votes -- I think that reaction to The Pit cost votes that cost us funds for essential academic facilities.	No
Nothing much has changed over the past two years with regard to shared governance -- with one exception. Dr. Schmidly's illness was a tragic occurrence, but the interim appointment of Dr. Roth was an excellent choice. He did a lot to restore hope that someday UNM could again operate effectively as an academic institution.	No
One of the clearest examples of the lack and utter dismissal of faculty opinion, voice and governance was apparent in the outright disregard by the Regents of the faculty's vote of no confidence for the President and some of the Regents. Not only were matters not taken to remove these individuals, but no repercussions resulted from the clearly strong dissatisfaction of the faculty for its administration. Since then, no genuine efforts have been made by either the President or the Regents to remedy the situation. Instead, we maintain administrators, such as the President, whose comments about the correlation between UNM and Walmart speaks clearly about his impressions of our institutions; and furthermore, our Provost's choice to search for a position elsewhere should signal to us her desire to be elsewhere.	No
The Regents and the Central Administration need to demonstrate that they are willing and eager to use faculty input as the basis of decisions and initiatives. Unfortunately, the situation hasn't changed from recent years when Regents and Central Administration claimed that they "listen" to faculty, solicit input from faculty, etc. However, it is apparent that faculty input doesn't actually contribute to the decisions taken.	No
UNM has a long way to go in terms of understanding what shared leadership of the university is and the role that faculty should be allowed to perform. We have received lip service over the past year -- no positive actions in my opinion.	No

## Shared Governance *(continued)*

	Improvement?
<p>Although there have been efforts by the Central Administration and Board of Regents to improve communication with faculty, some important issues still have not been solved in terms of making faculty more involved in decision making. Communication does not mean shared decision making. There are extremely important issues that faculty would like to see addressed and be part of decision making for, such as a reduction in the number of vice president positions and reduction in at least some of their salaries. The Central Administration and Regents have not shown evidence of changing this. This is an issue that faculty feels strongly about, but which Central Administration and Regents have not demonstrated any interest in fixing. Until this is solved, I do not see a clear/complete improvement in faculty being part of the decision-making process.</p>	Yes
<p>Communication and collaborative decision making between faculty and Central Administration have improved substantially over the past year. However, there are a number of areas that still require attention, specifically the tendency to try and influence decisions through use of back channels, rumors, leaking confidential information to the press, etc. This is as much a weakness of the faculty as it is of Central Administration. It is also certainly true of several members of the Board of Regents. The Board of Regents remains highly problematic, and I see no signs to indicate there has or will be a change. The Board clearly has a fiduciary responsibility to the citizens of the state, including faculty and students. However, this does not mean that they should micromanage all elements of the budget and the university. Indeed, members would greatly benefit from reading AGB publications and from a general orientation to what constitutes a functional board and responsible, ethical board membership.</p>	Yes
<p>The climate at the University has improved somewhat. The period when President Schmidly was on medical leave was good. I can only comment on the dean of my college. I feel he is neither competent nor trustworthy. He governs by cabal and considers only his own interests in all he does. As a part-time faculty member, I have very little input into the governance of the university.</p>	Yes
<p>There is still a sense of distrust among faculty in regards to Central Administration priorities and goals. The academic mission of the university does not appear to be the top priority. Money for faculty and academic facilities seem to fall after athletics and administration. There have been advances made in the area of shared governance, but we should all look at the relationships that were formed between the faculty and Dr. Paul Roth while Dr. Schmidly was on medical leave. That period seemed to be marked by renewed cooperation and extremely good communication between faculty and the Central Administration.</p>	Yes
<p>There is too little faculty participation in Faculty Senate shared governance activities. The same core of faculty members are relied on to do much of the work of the Senate. I don't believe there are adequate incentives within the P&amp;T policies to encourage broader participation. The increasing workload because of budget cuts makes this even more problematic. I believe the Central Administration has made great efforts during the past year to improve communication with the Faculty Senate and to solicit input from academic units; however, I don't think communication is trickling down from the Faculty Senate to the rank and file faculty members yet. During the coming year, the Senate should emphasize finding ways to better communicate with the rank and file, now that the Central Administration is beginning to better communicate with faculty leadership.</p>	Yes

## Shared Governance *(continued)*

	Improvement?
<p>Though there has been a more positive rhetorical communication between faculty and administration (not as far as I can see with Regents) in the last year, I am not yet persuaded that faculty input is taken substantially into account in policy and decision making. Central Administration responses to concerns about whether faculty input is substantive and influential remain defensive, when those concerns are not simply ignored. On the faculty side, new leadership has prioritized constructive communication with administration; faculty governance structures (and individual faculty members) have attempted to respond to faculty leadership's call for engagement. It has, however, been frustrating to see a substantial disconnect between issues and solutions that emerge in those communicative spaces and in final policy as implemented by the Central Administration and sanctioned by the Regents.</p>	Yes
<p>While communications and shared governance between faculty and Central Administration have improved significantly in the last seven or eight months, there still seems to be little sense of shared governance between the faculty and Board of Regents or even the Central Administration and Board of Regents. Moreover, while mechanisms for sharing information between the Central Administration and the faculty have improved over the same time, we still see information being posted at the very last minute so that it is unavailable for study and debate prior to making decisions. This is in part a problem of the pitiful lack of centrally-collected data about student, graduate student and faculty achievements within departments and colleges and from the Provost's office. Most critically, while faculty and university administrators do participate in committee and board meetings of the Regents, it still seems that the Regents as a whole take, if not an adversarial relationship, a skeptical relationship to the faculty in particular and even to the Central Administrators, thereby giving the impression that the Regents, not the faculty and Central Administration, are setting the priorities for the university. The Provost's office needs to do a better job of collecting and disseminating critical information about the demographics and academic progress and placement rates of departments, faculty, graduate students and others as well. Basic point: We're getting better, but we still have a long way to go.</p>	Yes
<p>While shared governance has improved, every effort must be made to continue to build trust between the administration and the faculty. Faculty must be respected. Their role in the "core mission" is critical. The role of the Faculty Senate must be made clear to everyone. They must be partners with the administration, they must be partners in all major decisions made at the University.</p>	Yes
<p>There has been some improvement in communication and consultation between the administration and the faculty governance. But the crucial resource decisions continue to be made with little regard to faculty input or the academic mission. Moreover, such decisions have displayed an abject lack of leadership in terms of allocating resources fairly and protecting the academic mission. There was a brief, very encouraging period when the acting President was appointed at the end of October 2010, but after his term ended at the beginning of January 2011, it was basically back to business as usual. This last fact has dashed many hopes among faculty including faculty leaders, and risks negating the progress that had been made; hence the largely negative assessment reflected in my answers.</p>	Yes/No
<p>A few major issues continue to have a profoundly negative impact on faculty perceptions of communications with upper level administration. One primary, current issue is that despite significant budget cuts, the President refuses to consider eliminating several VP positions, even though the faculty support the elimination of these positions. My sense of faculty perceptions is that the faculty feel that the President says the kinds of things that make it seem as if he is interested in shared governance, but in reality -- in day to day actions -- he continues to take an inherently top-down approach to governance.</p>	

## Shared Governance *(continued)*

	Improvement?
A fundamental problem is that there is no screening of candidates for Regents' positions by those who actually know what a university is! Instead, we have car dealers, political ward heelers, etc., whose last experience with a university was their degree. The result: Politicos think the university should be run by political appointees; car dealers consider it should be run as a business, with a boss riding herd. Neither of these models work. And the result is that the Regents hired a man whose first bulletins to the faculty consisted of scores from the teams playing over the weekend! We are faculty: We care about teaching, learning, academic resources, improving the conditions our students study under. <b>The administration might try communicating about what matters, not how the volleyball team is doing.</b> Note that an open faculty forum voted no confidence in the President who was hired, before the hire was done; the Regents ignored and disregarded faculty input and they now reap the result, in terms of mass departures and retirements and low faculty morale. Lawyers get to vet candidates for judges; why not let the people who work at the universities have a say in evaluating on a professional basis the candidates for Regents?	
As a member of the faculty at a branch college, I am out of the loop for a lot of the survey, especially related to the Board of Regents. But related to shared governance on our campus, administrators, especially the director, pretty much run the show and solicit faculty opinion but often do not act upon it. The only area we do have the final say on is curriculum, but often budget matters determine whether or not our decisions can be carried out.	
As a part-time faculty member I have very little information about or involvement with decision making at the university.	
As a part-time instructor, I have no governance rights and am not consulted by regular faculty. In addition, we, as a group, are not consulted in any policy decisions.	
At this point there is no shared governance at my branch campus. Most curricular decisions in the past year have been overturned by the executive director. There is no communication coming out of the executive director's office.	
<b>Avoid making ad-hoc committees that substitute for the structured bodies of shared governance.</b>	
Faculty governance is largely a joke at UNM ... like a thermostat that is not connected to the heating/cooling system. A sham. Faculty spend time on Faculty Senate and FS committees, but their opinions/actions rarely make a difference. The worst aspect of this is the inordinate power of the Regents, who are typically clueless about academia and try to run the university like a corporation. The worst actor of all is Jamie Koch, who is anti-faculty. As a precondition to any progress in shared governance, Jamie Koch (and other existing Regents) has to go. Also, President Schmidly and most of the VPs.	
<b>Give faculty the LEADING role in selecting deans and Provost.</b>	
<b>Give the faculty real political power</b> so that it can effectively participate in university matters to the point of improving the working conditions at the university for students and faculty. Maximum wage for administration, especially for the president and his vice presidents. Minimum wage for staff and employed students.	
I am a part-time instructor, with an extensive background in higher education (many years at the four-year, undergraduate and graduate levels). Many of those years were spent in a unionized environment. The ONLY way that shared governance can be achieved is through collective bargaining ... period.	

## Shared Governance *(continued)*

	Improvement?
I do not understand why I seem to be able to weigh in on faculty shared governance when I am not considered "voting faculty" within my own department. This seems completely out of balance. I do not understand why I would be asked to vote on larger faculty issues when departmental issues, which have a great deal more impact on my quality of life and the curriculum I teach, I am not allowed to vote on.	
I doubt that the current administration can effectively engage in shared governance. Maybe a new president can change the climate in this regard.	
I have been a member of a faculty leadership group for a couple of years. In my term, the committee has never had any business. Our chair, Linda Ferrell, has been stymied in her efforts to revise the charge of the committee such that it will be something more than window dressing. As it stands, the committee cannot receive complaints directly. Instead, the Central Administration must vet the complaints first. In other words, the Central Administration has veto power on all complaints and business brought to the committee, and it would seem that the veto is all-encompassing. Recently, our chair asked Deputy Provost Richard Holder if UNM has an ethics hotline, a resource that is mandated in most university settings. Deputy Provost Holder did not want to give the chair this information. He insisted on knowing why we, the Faculty Ethics Committee, wanted this information. Further, he wanted our assurance that we wouldn't give out the number to anyone. Ironies abound here. A colleague of mine served on the same committee before my term began, and she told me that the committee never had any business while she was a member, either. Obviously, the Central Administration does not share governance with faculty if the Faculty Senate Ethics Committee does not have business unless the deputy provost has deemed it "safe." And no business is safe enough to turn over to us. It is certainly not the case that no ethics problems arise at UNM. They arise all the time, just as they would in any large group of people. However, at UNM, all such problems are managed by the Central Administration, the lawyers and the OEO. And they are routinely covered up.	
I have been at UNM for many years. For the entire time, I have been astonished at the level of turnover of upper level administrators in my department, my school and in the Central Administration. This has produced a leadership vacuum, and the university suffers as a consequence. President Schmidly failed to fire the football coach for egregious behavior, squandered precious institutional resources on the Rio Rancho campus, hired an incompetent Provost who herself was incapable of running something as simple as a successful search for dean of the School of Engineering, and hired his friends and relatives for high positions. On the positive side, we have had Faculty Senate President Wood fixing as much as he can, within the bounds of his limited power to influence Central Administration. Shared governance is not merely a matter of deciding who gets to have a say in important decisions, but at the moment it appears to be the key to effective leadership.	
I think the University (President Schmidly) made a very wonderful gesture in having the University pick up the "tab" assigned to state employees during the legislative session. However, the timing with respect to this survey is less than ideal. It reminds me of Middle Eastern regimes "buying off" potential dissidents.	
If important decisions like the hiring of vice presidents and funding athletics are made without faculty knowledge or consent, then the quality and number of formal procedures for communication between faculty, administration and Regents is almost irrelevant to how faculty feel their interests are being supported.	

## Shared Governance *(continued)*

	Improvement?
<p>It is unfortunate that this survey must be complete before the Regents make their final decision about the budget. There are unresolved issues concerning continued bloat of administrative positions, expenditures for non-academic units and funding the core mission of the institution. While the administration has heard faculty concerns, it isn't necessarily reflected in some of the budget choice made by the administration. Instead of talking about whether or not the 8.6% increase in tuition could be lowered by focusing on some of the various task forces' recommendations to streamline upper administration, all the focus has been on the 1.75% pension swap, and this is what will be cut in order to get tuition down to 6% or less. The cynical view is that this was the administration's intent -- have public attention diverted from the fact that the current budget still supports too many administrators and their offices, too many non-academic program, e.g. bonuses for a football coach if he wins half of his games, an unsustainable south golf course, etc. ... Granted the monies for these might come from pools of monies which are not I and G but the issue always is if there is money to cover these shortfalls, why not shortfalls in the academic units. So in my opinion, the entire budget process was a waste of time and the entire "shared governance" happy talk nothing more than that -- talk with no results. All of this is in the hands of the Regents, who seem to care very little about shared governance and more about controlling the budget priorities, which after all, is what determines the direction of the university, its curricula, etc. ... So much for shared governance.</p>	
<p>I've worked at multiple universities, and UNM is by far the worst when it comes to shared governance. There is a pretense of communication, but when important decisions are made, the faculty's views are entirely discounted.</p>	
<p>Many of the questions/responses on this survey dealt more with the UNM-Albuquerque campus than the branch campuses. I daresay that those of us working at a branch campus rarely have contact with or from the Provost, vice presidents, President and/or Board of Regents. I oftentimes feel as though we are a forgotten entity unless demographics (minority and/or Native American student numbers) from our campus are needed to secure funding for special projects. I also feel that actions regarding tenure/promotion/emeritus status have been "inflicted" upon our campus by certain individuals at UNM-Albuquerque who did not seem concerned about following established policies and procedures. Far too often, abuse of rank and intimidation have been allowed to exist, which prevent a good number of faculty and staff members from speaking out or getting involved in shared governance or playing a more active role on our campus.</p>	
<p>Many things about the current higher administration at UNM disappoint me, but I have been most disappointed (for quite a while) that the faculty ultimately play little role in selecting, from a group of finalists for UNM's Presidency, the actual successful finalist. It seems rather clear that the Board of Regents selects who *they* want. In addition, it would seem the Regents also play a strong role in influencing some of the most fundamental decisions that, at least in my opinion, UNM's President should make.</p>	
<p>Morale is at a low point at UNM, and one of the reasons is that the faculty has very little input into decisions that affect us all, especially in the budgetary realm. The administration, for the most part, seems indifferent to the concerns of faculty, and this needs to change.</p>	

## Shared Governance (*continued*)

	Improvement?
<p>My perception is that "shared governance" is an empty phrase at UNM. Faculty continue to have little substantive input on important concerns regarding academic programs, the proper functions of a research university and budgetary matters. Lip service is given to the idea by the Central Administration, but faculty views are rarely considered seriously or implemented. For example, the faculty universally believes that the number of higher administrative positions (and their high salaries) at UNM is bloated far beyond what is actually needed, but the number of VP, associate VP, assistant VP, etc . positions has not decreased. Somewhat surprisingly, the Board of Regents is now sensitive to that problem as well. Secondly, the vast majority of faculty believe that the athletics programs detract from (or at most, do not enhance) the real mission of the university, which is to educate students and conduct research/creative work. Yet these programs suck up money from the university's I&amp;G budget, from the student fees budget and directly from the state Legislature, as well as from the taxpayers of NM. One cannot blame the people of NM for being angry that UNM spends \$60 million to renovate a sports stadium, or more recently \$2 million for a new baseball field, while academic programs throughout the university are crashing because of lack of financial support. It does not matter that these funds for sports facilities come from bond issues. Investing huge amounts of money in sports while the university's ability to carry out its core missions is compromised strikes many as obscene. The Central Administration (and Board of Regents) are oblivious, however. Little wonder that a recent bond issue designed to provide relevant facilities to colleges and universities around the state failed. One could go on, but the main point here is that the current Central Administration (with only a few exceptions, such as the VP for research), despite votes of no confidence, is still inept and self-serving. And the cycle will continue; even if all the current administrators left, UNM's bureaucracy and the Board of Regents would insure that new administrators would mainly be hired the same way -- people from outside who are looking to stop here for a few years before moving on and therefore have no real commitment to UNM, or politically connected persons with no real expertise for their positions, or failed or tired scholars looking for a last few years on the administrative gravy train before retiring. <b>A really major overhaul of the administrative structure at UNM, and the way administrators are chosen, with much more faculty involvement, is needed.</b></p>	
<p>Polling the opinion of all faculty in shared governance matters may give a good impression and be effective in hard choices that are discussed.</p>	
<p>Regarding the series of questions about the faculty being "empowered" to define standards for tenure, make decisions about the curriculum, and so on -- I said I strongly agreed with these statements, but that is only because the faculty is SUPPOSED TO have those powers. In reality, the administration runs roughshod over the faculty in these areas. One obvious case in point is the creation of the campus in Rio Rancho, whose relationship to the educational mission of the main campus has never been clarified. Departments have no control over who is teaching out there or what they are offering. The only thing the Rio Rancho campus seems to be doing successfully is serving the economic interests of certain Regents' real estate investments.</p>	

## Shared Governance *(continued)*

	Improvement?
<p>The administration has tried to address the lack of shared governance by focusing on communication. But the problem is not one of lack of communication, it is one of lack of shared decision making. As a faculty member, of course I want to be informed of new decisions and developments. But, more importantly, I want to have a say (individually and through my representatives) in the decision-making process. Given the complete leadership breakdown at the top level, it is unclear who is really making all the crucial decisions regarding our university. Our condition bears an eerie resemblance to "The Wizard of Oz."</p>	
<p>The Central Administration needs a major change in leadership. The President, Provost, many vice presidents and some deans need to step down from their posts. There is a vacuum in leadership with an ailing President who the faculty have no confidence in, an incompetent Provost selected via a discredited search process and a number of highly paid but highly ineffectual vice presidential-level administrators. There is little trust in the Board of Regents who recently violated established University policies in the search and hire of the Director of Internal Audit. Furthermore, the internal audit process is being used by a few Regents to punish and terrorize staff and faculty. While most internal audit offices in universities across the country only use the internal audit process to monitor fiduciary concerns, the UNM Regents have introduced "Performance Audits" not involving fiduciary matters but rather intruding on academic concerns for which the auditors lack necessary expertise. The Regents are using the internal audit procedures to inhibit faculty in the shared governance process.</p>	
<p>The chairs of the governance committees are overworked. The members of the shared governance committees read thousands of documents pertaining to UNM governance and policy, and their workloads are not properly adjusted, which leads to burn out and does not project a healthy model for the students.</p>	
<p>The current president is a master of creating the illusion of faculty participation and influence, but it's largely a matter of "Potemkin Villages." Our Czar is still making all the decisions, defending his layer of vice presidents, diversion of funds to athletics and top-down style. If he had a sense of shame or decency, he'd have left after the vote of no confidence. This is the worst administration I've seen here in decades of teaching at UNM. The Regents share much of the blame for running a fake search for president, the outcome of which was determined in advance. Our peers in neighboring states are making advances while UNM falls back.</p>	
<p>The current university administration has lost credibility with the faculty and the university community. Over the past four years, the academic mission has been grossly neglected in favor of other, non-academic priorities. One cannot help but feel that there is a lack of respect and appreciation for all non-administrative constituencies, such as the faculty, staff and students. I do not believe that any actions coming from the current administration regarding faculty involvement in shared governance are anything but empty gestures. In my opinion, the current administration is not interested in the faculty voice in governance.</p>	

## Shared Governance *(continued)*

	Improvement?
<p>The definition of shared governance is flawed, given the push towards a "business model" in most universities. The current structure for shared governance -- the multitude of faculty committees that just keep pushing paper with few results is outdated. Yes, these activities are important. <b>The structure needs to be streamlined.</b> How long does it take to get one item through the current structure? It seems the set-up is designed more to keep faculty busy thinking they are sharing governance, but instead, it's just keeping them busy with paperwork. <b>Shared governance that included faculty rotating into administration for a period of time but always going back to their home department and returning to active faculty status would add a much-needed element to the idea of shared governance.</b> Perhaps we'd end up with a faculty that was more knowledgeable of administrative roles and administrators more familiar with faculty roles, and we'd forgo the current situation of faculty moving to administration simply for the monetary reward (with tenure) and everyone being out of touch.</p>	
<p>The entire annual budget of the Faculty Senate, the primary faculty organization existing to deal in shared governance with the Central Administration and the Board of Regents is only \$50,000, and most of this is not available to support committees, but rather goes to the increased stipends of previous Senate Presidents. The Central Administration probably spends several million dollars to work in shared governance. <b>This gross misbalance of support in the name of shared governance must be rectified if any meaningful changes can be instituted in a shared governance environment. I expect at least one order of magnitude increase in funding for the Faculty Senate would be needed. These funds would go to support "Extraordinary Service" in shared governance, perhaps impacting 12-15 or so faculty.</b> The vast majority of faculty, more than 100, would still continue in their efforts to provide a service component in their normal daily activities, and hence routine or "ordinary" service would remain uncompensated.</p>	
<p>The faculty comprise the backbone of the University. Thus, they should be the ultimate authority in determining University goals and priorities -- not the administration or the Board of Regents. Also, the faculty should have the power to remove administrative officers, and Regents, if they do not perform their duties in accordance with those (faculty-determined) University goals and priorities.</p>	
<p>The general atmosphere of relations between faculty and Central Administration seems less hostile than a year ago, but that seems to be less to do with substantive change in approach than simply fatigue and attrition. What lip service has been paid to the issues of real shared governance have proved transitory.</p>	
<p>The governance difficulties at UNM are a two-way street. The upper administration is not particularly sensitive to faculty input, but the faculty is largely disinterested and unmotivated to participate in any activities that do not personally affect them. The Faculty Senate is not representative of the faculty as a whole and is ineffective to the point of being an obstruction to real shared governance. There are adequate protocols in place; it is more a matter of the completely inept and inefficient execution of these protocols that creates the rift between administration and faculty.</p>	

## Shared Governance *(continued)*

	Improvement?
<p>The University has been divided into a class of professional administrators and a class of faculty (and staff) workers. The professional administrators continue to have little understanding of the daily issues and frustrations affecting faculty and have been impotent in their attempts to establish shared governance. A (financial and leadership) crisis is a tough time to inaugurate communications over budgets and plans. The Regents remain at war with the faculty, and the citizens of New Mexico continue to tolerate politicization of the position. The Regents' avoidance of dealing with the leadership crisis at UNM contrasts with their micromanagement of trivial issues and is seen by many as abdication of governance and responsibility. Shared governance can only be practiced with skills learned over time. Attempting to become proficient when the President and Provost have been missing in action for half a year or more is unrealistic. As with many of UNM's students, we as an institution are not going to graduate on time.</p>	
<p>There appears to have been significant friction and lack of communication between the Board of Regents (BOR)/Central Administration (CA) and the faculty. The main problem seems to stem from lack of communication and agreement on priorities -- e.g., academics vs. athletics is, at least, the most highly publicized. I believe the root causes are the lack of a cogent strategic plan that has been developed with involvement of appropriate stakeholders and the lack of an effective system that implements the strategy. There are too many goals and objectives in the current strategic plan which dilute the efforts, plus most of them are subjective, making it difficult to measure, analyze and report real progress. Without a good linkage between strategic elements -- such as vision, mission, goals, objectives, values and major initiatives --and the actual execution of the strategy, there will continue to be a considerable degree of ambiguity and disagreement on priorities and a lack of accountability. An essential element of the strategy development and implementation process is a useful organizational and individual evaluation system. It appears the university does not have an evaluation system that provides valuable feedback on university or individual performance, especially at the strategic, senior leadership level. While this organizational climate survey is a useful feedback tool, <b>the university should consider investing more time and effort in instituting a better evaluation system for the university and for senior university leadership</b> -- one that increases understanding of performance expectations and one that increases accountability for meeting those expectations. I believe that significant progress can be made in resolving some of the current shared governance issues, as well as many other issues, by having a more cooperative and interactive strategic planning and implementation process that involves the BOR, CA, faculty and other key stakeholders to a much higher degree than in the past.</p>	

## Shared Governance *(continued)*

	Improvement?
<p>These surveys are not an effective tool for measuring the lack of faculty or shared governance because they are not detailed enough. The assumption behind the survey questions is that the hierarchy preaches and practices timely disclosure. This assumption is not valid at all. With regard to faculty voice in any higher-level decision making, whether academic or administrative, all the survey questions are meaningless because the faculty opinions and recommendations are merely "advisory" to the administrators. The administrators are busy increasing their compensation and pensions, gathering a bloated staff and scratching one another's backs. They have no time to pay heed to faculty opinions or recommendations. Most of the deans (including the dean of graduate studies) hired by Central Administrators are essentially politically motivated or are bureaucratic favoritism run rampant. This practice has now actually percolated down to department chair level. All of administrators' decisions are justified under the rubric of "core academic mission;" the latest example being the suggestion of increasing the athletic fee of \$10 on all students. A wholesale removal of administrators is called for. The argument that deans do not stay in office longer than five years is laughable when we look at the business school or engineering school. <b>All the Regents, Central Administrators and deans should be subjected to explicit term-limits.</b></p>	
<p>This survey's definition of the scope of faculty governance (academic and curricular matters, faculty status) excludes substantive input regarding BUDGET and ADMINISTRATIVE HIRING above the deans' level. Faculty are largely excluded from input and responsibility for these crucial aspects of university behavior and priorities. Meaningful shared governance would include faculty directly, consistently and permanently in budgetary decisions and administrative hiring. UNM does not do this. UNM abhors this. What if the faculty had been seriously consulted in the hiring of the VP for the newly independent UNM Foundation when it went corporate several years ago? Would faculty have considered a personal friend of UNM's President, a friend who retired two years later, the optimum choice? Would faculty have agreed that a crucial function such as fundraising should be removed from university accountability? What if faculty had been seriously consulted in the lunatic proliferation of VP positions at bloated salaries? Faculty aren't bedazzled by corporate trappings. We could have saved the university from the 20-plus VP public relations FIASCO -- if anyone had asked us. These are budgetary and personnel issues that cry out for broad-based faculty involvement in true governance. True university governance is not symbolic. It requires direct inclusion of faculty in UNM's administrative, fiscal and programmatic decision making. We are not there yet, and the university is suffering as a result.</p>	
<p>Though I don't feel that the Central Administration fully embraces or practices the concept of shared governance, in this time of budget, it is difficult to determine how much dissatisfaction is due to lack of trust and incorporation of faculty input in major governance decisions and how much is simply due to discouraging lack of resources for the academic mission. Regardless, given the competition for limited resources between academics, athletics, faculty/staff benefits and support for the Central Administration, I have little confidence in the Central Administration's commitment to academics.</p>	
<p>UNM needs to come to terms with the demands made of part-time faculty and the lack of compensation for time spent. Participation in shared governance is a joke when 60% of your faculty are part time and are not compensated for time spent on such matters.</p>	

## Shared Governance *(continued)*

	Improvement?
<p>Why are you asking part-time, temporary faculty members about faculty participations in governance? We have no say and are mostly shunned by full-time faculty as well as paid nothing. There are no real part-time faculty advocates, and we are given absolutely no choices for what happens at this university. Please don't send out a survey to part-time faculty when we are such nonparticipants in the university as a whole. We have no rights, so why ask?</p>	
<p>The point when replacement of faculty positions was first taken to the dean level, then the Provost level, then quickly to the President's level marked a huge negative change in real faculty governance over academics and lessened greatly appropriate faculty input to budgetary, workload, institutional priority and other budgetary, policy and planning activities at the University of New Mexico. In addition, percentage and/or ratio budgetary cuts across the institutions work well when there are small cuts and the institution is well funded. At the budgetary point we are at now, UNM academic and other important initiatives and departments are being adversely impacted across the University. <b>It would be better for us to do less and do it better by narrowing the number of offerings and making sure that what we do offer, especially academically, is well funded.</b> Faculty morale has really dropped in the last few years and workload increases from lost faculty and funding are taking their toll on everyone because of these percentage-based cuts. As is always the case, some of our best and brightest faculty are already gone or job searching seriously and they have the reputations to move on even in difficult budgetary times nationally. This also will mean a lessening of the academic quality of UNM.</p>	