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Faculty Governance, Volume 1, Issue 3

UNM Faculty Senate

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Shared Governance at a Crossroads Faculty Participation Critical

The Committee on Governance (CoG), in cooperation with President David Schmidly, has called a general faculty meeting to be held on November 4 at 3 pm in Woodward Hall.

The University is at a crossroads. Shared governance issues have been raised in the recent [HLC accreditation report](#) and have also been at the core of the dialogue among faculty, administrators, and regents in the last several years. At the same time, we face serious new financial and budgetary challenges.

In keeping with its mandate under the UNM Constitution, the Committee on Governance (CoG) develops the agenda for the meeting. We hope to provide a format for discussion of these crucial issues. As a follow-up to the General Faculty meeting last February, we are asking for brief reports on the status of the [audit](#) and on the [motion about organizational changes](#). Following these we will move quickly to discuss the current issues about decision-making and budgetary concerns. We have invited faculty members to provide the committee with draft motions which reflect concerns with these two items: moving forward with shared governance and the budgetary landscape.

CoG members have vetted and consolidated the resolutions to be considered at the meeting. In using this procedure, we are not trying to curtail your democratic voice, but rather to facilitate an efficient and constructive meeting. If time allows, new motions from the floor can also be introduced, but only after pre-submitted resolutions have been considered. Please note that only resolutions concerning the budgetary issues and the HLC shared governance topics can be considered at this meeting. We urge all faculty members to attend this important meeting and to participate in this timely conversation.



A quorum of 178 members is required to conduct business at the meeting.

**General Faculty Meeting
Wednesday, November 4, 2009
Woodward Hall
3:00 p.m.**

MEETING AGENDA, PAGE 7

What are the central issues? Why are we holding a meeting?

Eleni Bastea

1. Update on the Resolutions of the General Faculty meeting, Feb. 25, 2009. This will include brief reports on the status of the [audit](#) and on the [motion about organizational changes](#). (More on page 3.)

2. Shared Governance. Last year many of us came together determined to improve UNM by holding the administration accountable and by reaffirming the principles of shared governance. The Higher Learning Commission (HLC) accreditation [report](#) also noted the need for measurable “progress in shared governance and communication” by January 2011. There has been on-going dialogue among the administration, faculty leaders, and the Regents. It is imperative

now that all faculty members are updated on the current state-of-affairs and, more importantly, help chart our future course. The University Faculty has broad powers assigned to it by the Board of Regents and the Faculty Constitution. (See UNM Faculty Handbook, [Article 1, Sec. 2](#).) It is our responsibility to strengthen Faculty Governance as defined in the Faculty Constitution. And for that, we need your participation.

3. Financial and budgetary challenges. UNM is obligated to safeguard first and foremost its core missions of teaching, research, patient care, and community service. Faculty and staff representatives should be actively involved in the decision-

making bodies that address the challenges presented by the current economic climate. Broad-based involvement of faculty and staff and timely and transparent communication of major developments would help strengthen the sense of shared ownership and engagement. Please bring your ideas on those fronts, too.

Draft resolutions will be open to amendment by majority vote. If time allows, new motions from the floor can also be introduced. Please note that only resolutions concerning the budgetary issues and the HLC shared governance topics can be considered at this meeting

Background Materials for the Meeting

Ursula Shepherd

So that our dialogue can be as fruitful as possible, and so that reports don't need to be lengthy, we are providing links to a number of documents. These will form the basis for much of our discussion. These include:

- [Faculty Governance Newsletter \(September edition\) reporting on the status of the audit](#)
- [Motions from the February 25, 2009 general faculty meeting](#)
- [President Schmidly's Response to February 25, 2009 Faculty Recommendations \(also on page 3\)](#)
- [Accreditation report from the HLC](#)
- [Responsibilities of the Board of Regents \(RPM 1.1\)](#)
- [The Faculty Constitution's charge for the faculty](#)

We invite you to read as much of this as possible before the meeting.

Committee on Governance

Charge and Membership

Ursula Shepherd, Chair Committee on Governance and Associate Professor, University Honors
Sever Bordeianu, Vice Chair Committee on Governance and Professor, University Libraries
Eleni Bastéa, Professor, Architecture and Planning
Sul Kassiech, Distinguished Professor, Anderson School of Management
Tim Lowrey, Professor and Regents' Lecturer, Biology

A committee of five voting members of the general faculty shall be nominated and elected by mail ballot for overlapping three-year terms. Duties of this committee are to prepare, in conjunction with the Secretary of the University, the agenda of general faculty meetings; to oversee elections, including referenda; to recommend adjustments, improvements and refinements in the faculty organizational structure; to represent the general faculty to the Senate; and to call meetings of the general faculty when necessary. The Committee shall annually elect a chair.

President Schmidly's Response to Faculty Recommendations

Please also see President Schmidly's Analysis and Conclusions for each recommendation.

RECOMMENDATION #1

The executive structure of UNM should return to a focus on academic programs. Thus, there should be two Executive Vice Presidents – The Executive Vice President for Academic Affairs and the Executive Vice President for Health Sciences. Those offices should report to the UNM President. The Office of Facilities and Finance should report to those two Executive Vice Presidents.

PRESIDENT'S RESPONSE

Given the immediate, and potentially long term, financial situation being faced by the state and by the University, now is not the time to make any major changes to UNM's organizational structure. The Executive Vice President for Health Sciences and the Provost and Executive Vice President for Academic Affairs already have authority over allocation of academic resources, subject to approval by the President and Regents. Other organizational decisions have been placed on the back burner for this same reason, such as filling the now-vacant position of VP for Rio Rancho and Branch Operations. The prudent course of action is to wait until after the 2010 legislative session to learn what, if any, permanent changes UNM will be required to make. Any recommended changes to the University's organizational structure will require Regent approval, and they must be consistent with and supportive of the President's duties as outlined in Regent's Policy 3.1.

RECOMMENDATION #2

Currently only the faculty and Deans are regularly evaluated by both those they serve and their supervisors. That culture of "360 degree" evaluation should extend through the upper ad-

ministration and the Board of Regents.

PRESIDENT'S RESPONSE

"360 degree" evaluation of those administrators reporting directly to the President has been expanded to include input from the Faculty Senate and Staff Council leadership. Existing University business and Faculty policies protect the privacy interests of both those evaluated and their evaluators. Extending the "360 degree" evaluation model to the Board of Regents and its members is beyond the purview of the President of the University.

RECOMMENDATION #3

The center of authority for policy development, implementation, and budget design needs to rest with the Deans and Department Chairs.

PRESIDENT'S RESPONSE

Recommendations about academic policy development, implementation, and budget design will include the Provost, Deans, and Department Chairs, as well as consultative engagement with appropriate committees of the Faculty Senate. UNM policy clearly acknowledges that the Board of Regents' powers include fiduciary responsibility for the university, and that the final authority over the budget rests with the Regents.

RECOMMENDATION #4

The Executive Vice President for Academic Affairs or a main campus faculty delegate and the Executive Vice President for the Health Sciences Center or an HSC faculty delegate should be voting members of the BOR Facilities and Finance Committee.

PRESIDENT'S RESPONSE

Consistent with the Faculty's recommendation, the President of the Board of Regents has appointed members to

the Finance and Facilities Committee that include academic officers. As the Faculty recommendation recognizes, an amendment to Regents' Policy would be required to make such academic officers standing members of the Committee.

RECOMMENDATION #5

All searches for tenure-track faculty, Deans, Associate Vice Presidents and above should be national while encouraging applications from qualified members of the UNM community. (This would not apply to temporary positions, such as Chairs in some departments that are filled on a rotational basis from within the UNM community.)

PRESIDENT'S RESPONSE

Tenure-track Faculty and Deans are presently recruited and hired through a competitive national search process pursuant to the UNM Office of Equal Opportunity Faculty Hiring Guidelines. With regard to recruitment and hiring for administrative positions, the President will support review of applicable Regents' (Regents' Policy 3.3) and University business (UBP 3210) policies.

RECOMMENDATION #6

UNM should establish an annual report of Faculty Retention and Loss that will clearly present numbers and types of faculty gained and lost by each Department. Reasons for losses should be included as well as the details of vacant positions waiting to be filled in each Department.

PRESIDENT'S RESPONSE

This recommendation is accepted with the proviso that the University and its Faculty must recognize limitations on what information may be included in the report's "reasons for losses."

Resolutions

Proposed resolution on the roles of Regents, the Administration & Faculty

Whereas, decades of experience in American higher education nationwide have demonstrated that the “shared governance” model of university governance best supports the long-term academic mission of providing excellent education for students; advancing scholarly research, writing, and creative work; and serving the needs of the wider community; and

Whereas, shared governance supported and sustained the rise of the American university system as the premier system of higher education in the world; and

Whereas, shared governance means that, under the ultimate authority of the Regents, the Administration manages the daily affairs of the University, the Faculty holds substantial control over changes to the core academic enterprise, and the Administration and Faculty jointly shape the long-term mission of the University through regular consultation regarding strategic initiatives under their joint purview; and

Whereas, the Constitution of the State of New Mexico grants ultimate authority and responsibility for the University to the Board of Regents; and

Whereas, the Higher Learning Commission recently identified strengthening shared governance as a key challenge facing UNM and made reporting it a condition of the University’s long-term accreditation;

Therefore, be it resolved that the members of the Faculty of The University of New Mexico hereby endorse recent efforts by the Regents, Administration, and Faculty to strengthen shared governance, and call on all parties to redouble their efforts in this regard.

Be it further resolved that we, the Faculty of the University of New Mexico, hereby pledge our commitment to shared governance as part of our work for the University, and to working diligently in support of the University’s efforts to confront the looming budget shortfalls and other challenges while fully protecting the University’s core academic mission of teaching, research, and service.

Proposed resolution on the HLC accreditation report

Whereas the Higher Learning Commission, as a condition of its ongoing accreditation of the University of New Mexico, has specified the highest priorities facing The University of New Mexico as reaffirming the University’s commitment to shared governance and creating decision-making structures and processes that empower shared governance; and

Whereas, the Higher Learning Commission has asked that immediate steps be taken to address these priorities, and that UNM report on those steps and their outcomes by January 2011; and

Whereas, significant such steps have been taken and further steps are anticipated in the months ahead; and

Whereas, the University faces important decisions in the months ahead, both regarding the normal course of University governance and regarding planning for and implementing the extraordinary budget reductions in the current fiscal year and foreseen for the future fiscal year; and

Whereas, the very definition and spirit of shared governance requires that faculty be part of reporting back to the HLC regarding the steps taken and their outcome;

Proposed resolution on the HLC accreditation report

Continued

Therefore be it resolved that the Faculty of The University of New Mexico hereby request that the President-Elect of the Faculty Senate convene a Faculty Commission on Shared Governance to write a faculty report to the Higher Learning Commission by January 2011 assessing the steps taken to reinforce shared governance at the University, and their outcomes as of that time.

Be it further resolved that said Commission should include the President and President-Elect of the Faculty Senate; at least one other member of the Faculty Senate; two members of the Committee on Governance; and three other faculty members chosen for their understanding of and commitment to the mission of The University of New Mexico; and that the overall Commission reasonably reflect the diversity of disciplines and backgrounds represented within the UNM faculty.

Finally, be it further resolved that the general faculty members and member of the of the Faculty Senate of said Commission shall be nominated by the President-Elect of the Faculty Senate, subject to confirmation by the Faculty Senate; that the members of the Committee on Governance shall be chosen by a vote of that Committee; and that the Commission will cease to exist upon adoption of its final report to the Higher Learning Commission unless specifically re-authorized by the Faculty Senate.

Proposed resolution on UNM's Financial Situation

Whereas the University of New Mexico may well face serious funding shortfalls over the next several years; and

Whereas UNM's administrative costs have skyrocketed over the last 10 years; and

Whereas the full-time tenure track faculty is rapidly approaching retirement age, and

Whereas full time tenure track faculty provide a large share of the university's income;

Therefore, we strongly endorse several potential cost cutting measures that can help preserve the University's ability to pursue its academic mission in service to our students and to the State of New Mexico:

- 1. We support the University's proposed initiative to create a retirement incentive plan. This would allow UNM to save money through the retirement of senior faculty and the hiring of more junior, tenure-track faculty who will become UNM's future leaders in teaching and research efforts. This initiative will advance UNM's academic mission even amidst the current financial pressures, while at the same time furthering economic development in the State of New Mexico. Any such retirement incentive should be fully transparent, with savings dedicated to hiring new tenure track faculty.*
- 2. We urge consolidation of UNM's administrative functions so as to substantially reduce costs in this arena.*
- 3. We support the efforts of the University Presidents in New Mexico to eliminate the "tuition credit" and to in other ways protect the ability of New Mexico's institutions of higher learning to flexibly manage their finances.*
- 4. We advise that all of the above be implemented to address all foreseeable budget cuts without resorting to across-the-board salary reductions or furloughs, so as not to undermine the University's commitment to quality education or its substantial contribution to economic development in the State of New Mexico.*
- 5. Should budget exigencies nevertheless lead to such across-the-board salary reductions or furloughs, these should be implemented through a multiple-tiered system of cuts, whereby the lowest-paid UNM employees suffer the least reduction and the highest-paid UNM employees undergo larger cuts (as a percentage of compensation or number of days furloughed.)*

Robert's Rules Quick Reference

Richard Wood

Robert's Rules are complex because they foresee a vast variety of procedural situations, and must cover all of them. But my experience is that 90% of the time, a half dozen or so basic understandings can guide participants toward constructive, efficient meetings. Here are some quick tools for moving meeting forward and keeping it on track.

1. Point of order: Can be asserted from floor without recognition by the presider; used to assure the meeting proceeds according to parliamentary rules and any procedural rules passed at the meeting itself.
2. Make a motion: Seeks to move the body to take a specific action (which is stated in reasonably precise terms in the motion). Can only be done when no other motion is under consideration.
3. Call the question: Seeks to close debate and move toward voting on the motion before the faculty. The effort to call the question must be approved by vote (may be a voice vote or show of cards). If approved, then the actual vote on the motion itself will occur.
4. Table the motion, or "lay the motion on the table": Seeks to defer consideration of a motion until later in the meeting, or until a future meeting.
5. Point of information: Seeks to ask the presider for a specific piece of procedural information.



Meeting Roles

Meeting Facilitators

Richard Wood, *Professor, Sociology and Faculty Senate President-Elect*
 Ursula Shepherd, *Associate Professor, University Honors and Chair, Committee on Governance*

Meeting Parliamentarian

Pamela Lutgen-Sandvick, *Assistant Professor, Communication and Journalism*

Meeting Timekeeper

Sever Bordeianu, *Professor, University Libraries*

Panel Members

Raymond Sanchez, *President, Board of Regents*
 David Schmidly, *President*
 Suzanne Ortega, *Provost*
 Ursula Shepherd

Audit Status Update

Doug Fields, *Professor, Physics and President of the Faculty Senate*



Ground Rules

- Under our constitution, only members of the "voting faculty" have the right to address the meeting (though voting faculty may delegate their slot to someone of their choosing, whether faculty or not).
- To allow broad participation, speakers are limited to speaking no more than twice to any agenda item, and further limited in how long they may speak.
- Designated timekeeper and parliamentarian will be present
- Votes on the final resolutions will be taken by a show of hands.
- If it is determined that secret ballots are necessary, electronic ballots will be sent to those faculty present at the meeting within 48 hours of the meeting.
- General faculty meetings are two hours or less. By vote of the assembly the meeting can be extended once for a half hour.
- The University faces serious challenges. For the good of this public institution through which we serve the people of New Mexico, we ask for frank dialogue, professional civility, and courage in meeting these challenges.



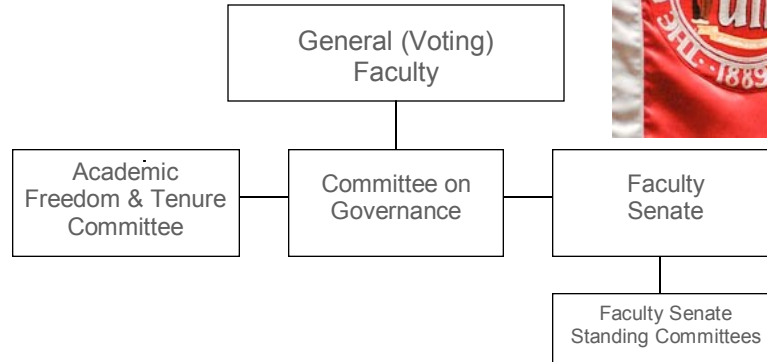
UNM | Faculty Governance



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General Faculty Meeting Agenda

November 4, 2009, 3:00 p.m.

Woodward Hall

AGENDA TOPICS	TIME (minutes)	PRESENTERS/PARTICIPANTS
1. Introduction	5	David Schmidly and Ursula Shepherd
2. Approval of Agenda	3	General Faculty
3. Reports on Resolutions		
a. Organizational Structure	8	David Schmidly
b. Audit Status	8	Doug Fields
4. Discussion of Agenda Item #3	15	General Faculty
5. President's Report on the Current Budget Climate	8	David Schmidly
6. Discussion of Agenda Item #5	10	General Faculty
7. Future of Shared Governance and Budget concerns in light of the HLC Report - Opening Statement	3	Richard Wood (Moderator)
8. Panel Discussion on Agenda Item #7	12	Raymond Sanchez, David Schmidly, Suzanne Ortega, and Ursula Shepherd
9. Discussion from the floor on Agenda Item #7	15	General Faculty
10. Consideration of Resolutions	33	General Faculty
11. Adjournment or move to continue for 30 minutes		General Faculty