

**Preamble for the Proposal to Reorganize
the UNM Faculty Senate**

March 27, 2012

“The following proposal is limited to a pilot project for a restructuring of the Faculty Senate. Since no revisions to the Faculty Constitution or the Senate By-Laws will be made during this two-year pilot, the responsibilities and authority of the University Faculty as outlined in Section 2 of the Faculty Constitution, and the transfer of those to the Faculty Senate as outlined in Section 6(a) of the Faculty Constitution, shall not be abridged.”

Hereinafter, this pilot period is referred to as a 2-year transition period.

Proposal for the Reorganization of the UNM Faculty Senate March 2012

Prologue

The University of New Mexico Faculty Senate Operations Committee created a Task Force in 2009 on Senate Organizational Structure to form a proposal for restructuring the Faculty Senate to be more responsive and flexible to the needs of the faculty, administration, and the University as a whole. The 2009 Task Force was led by Prof. Douglas Fields, then the President of the Faculty Senate. The conclusions of the Task Force resulted in a presentation that was provided to various faculty groups throughout the academic year 2010-2011. A special meeting of the Faculty Senate, called on May 9, 2011 by then Senate President Richard Wood, was held to discuss this sole topic – Senate Reorganization – with the faculty Senators. Several questions, issues, concerns, and hopes were expressed at that meeting. The hopes were consistent with the notion that since the University was undergoing a major realignment in shared governance, in response to a critique from the Higher Learning Commission within the university's accreditation agency, this would be an ideal time to consider changes in the structure of the Senate to align itself with proposed changes in the Administration and to affect a better posture for shared governance in the future. The Senate reorganization proposal provided here takes into account the comments by Senators at the special meeting, as well as suggestions from other groups since May, such as the Committee on Governance and the current Operations Committee. In addition, some materials added from historical archives at UNM and materials collected from other universities on their Faculty Senate structures have provided additional insight into some of the features of this plan.

A Need for Change

It continues to be increasingly difficult for the Faculty Senate (FS), the FS President, and the Operations Committee (OPS) to adequately meet all the legitimate needs and time demands of their respective roles. It is also increasingly difficult for the Faculty Senate to respond to new initiatives and weigh in proactively on strategic directives coming from the Administration, the Regents, and our wider organizational environment. If shared governance within the University is to work well, and if it is to lead UNM in the best strategic pursuit of its academic mission in the future, we believe we simply have to have a structure that both embodies democratic practice and is capable of responding in an efficient way where the structure is less centralized in the person of the FS President. The UNM Central Administration has indicated that they are open to suggestions for change to our shared governance model. This proposal represents an improved structure of the Faculty Senate, which will be integrated easily into the current model of governance by the administration.

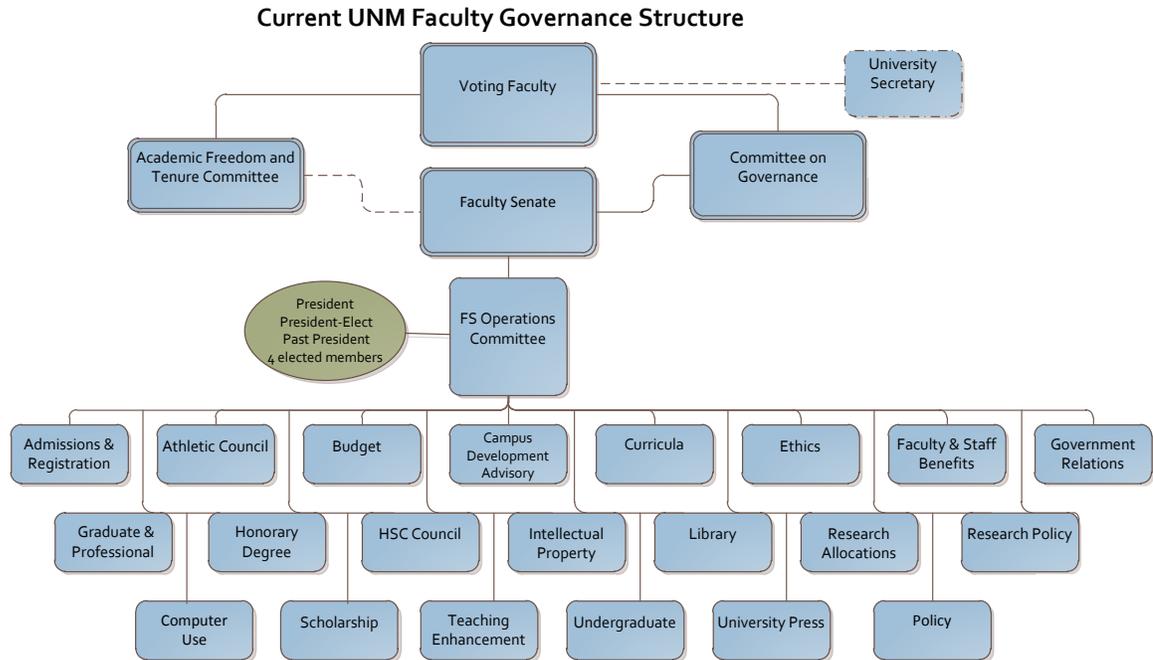
Due to the complexity of our university committee system, it makes sense to compartmentalize committees into councils of committees that deal with similar issues. This will in no way add to the number of people in the reporting chain as each council will be made up of the Heads of the Committees that comprise it. Each Council will decide among its members who will serve as the Council Chair. As you can see by comparing the two charts (current and proposed, below), it will be much easier for Senate leadership to assist committees in a timely and thoughtful way if the committees are grouped together and represented by this intermediary council structure.

Current Faculty Senate Structure

The current structure of the UNM Faculty Senate (FS) is comprised of Senators elected from the entirety of the UNM campus, including the branch campuses. There are 73 Senators divided among the various academic units, with 8 at-large Senators included in this total. There is one executive committee, known as the Operations Committee (OPS) of the Faculty Senate. It is comprised of the FS President, the President-elect, the past-President and 4 members of the Senate, all elected annually by the Faculty Senate. The charge of this committee is to oversee the workings of the FS Committees, to set the agendas for the Faculty Senate Meetings, and to be a conduit between the administration and the FS Committees and Faculty Senate. The twenty-one (21) standing Committees of the Faculty Senate are:

- Admissions and Registration
- Athletic Council
- Budget
- Campus Development Advisory
- Computer Use
- Curricula
- Faculty Ethics and Advisory
- Faculty and Staff Benefits
- Governmental Relations
- Graduate and Professional
- Health Science Center Council
- Honorary Degree
- Intellectual Property (duties currently assigned to RPC)
- Library
- Policy
- Research Allocations
- Research Policy
- Scholarship
- Teaching Enhancement
- Undergraduate
- University Press

Currently, each of these committees has, in its charge, a definition of the voting members and administrative, staff, and student ex-officio (non-voting) members. The faculty membership usually is defined in such a way as to have representation on the committee by as diverse a group as possible. The schematic shown below gives the structure of the current Faculty Senate and its committees.



The number of committees reporting directly to the OPS committee and, hence the Senate President, is unwieldy. There is simply no current method to organize all the information coming from 21 committees in an effective and efficient manner. It places too high a burden on the Senate President to be able to deal with all the outputs from committees and, at the same time, deal with the many ad-hoc, unforeseen, and disparate duties that befall the Senate President as he/she also represents the overall faculty to the Administration and to the Regents. The large number of committees makes it difficult to organize the many tasks that are conducted by the committees. Additionally, the current structure makes it difficult for the general faculty, unit and department Chairs, academic Deans, and members of the university Administration to decide which Senate committees to go to with issues and concerns and for faculty to understand the responsibilities of each committee so they know for which committee to volunteer. The large number of committees serves to dilute the authority and power of each committee on their overall impact of the Senate and its decisions. The current large number of committees makes it impractical to offer compensation or release time to the chairs of large and time-consuming committees (e.g. Curriculum, Graduate, Undergraduate, Policy, Research Allocations, Teaching Enhancement, etc.). The “rigidity of charges” to the current committees makes it difficult to shift the charge when the external and internal trends would be a reasonable option, without resorting to the effort of getting the full Senate to approve such changes.

Implementation of the changes to charge, and the associated approval for such changes can be separated by months, or even a full academic year. Moreover, there is some rigidity in the membership of committees, where an appropriate distribution of faculty members is required on the committee. Sometimes vacancies on committees prevent membership to some faculty who would otherwise be effective and enthusiastic members of the committees except for the distribution requirements on those committees. Finally, the current structure does contain some inactive committees that should be reorganized, eliminated, or have charges transferred to other existing committees. Currently, two of our 21 committees rarely meet, one is comatose, and another meets traditionally one time per year. Hence, we could label our committees as being standing, sitting or sleeping.

Within the current structure of the Faculty Senate there are two existing Councils. One is the Athletic Council, which is essentially a committee named a "Council." It operates as a committee in the current structure, but could be reconstituted into a Council under the proposed plan by adding 3 Faculty Senators and adding some breadth to the current responsibilities; this could be easily addressed in a change to the charge of this committee. The second Council, the Health Science Center (HSC) Council, is a bona-fide Council in the definition of a Council. All of the HSCs 23 Senators are members of this Council. It was in a pilot mode in its first year of existence, and the organization and operation of this Council was so successful at the conclusion of the pilot year, that the Faculty Senate approved adding this Council to the committee structure at the April 26, 2011, faculty senate meeting.

The bottom line on the proposed reorganization of the Senate is that the work of the Senate should not rest upon the shoulders of a few members, that is on the Operations Committee and the Senate President and President-elect, but should be shared as much as possible by all. In the proposed reorganized structure we have the makings for a true paradigm of shared governance. On many of the proposed councils there will be ex-officio participation by members of the Administration, and by some staff members and a few students.

What would NOT Change

This proposal does not recommend changes in any of the following for the first two years of implementation (see page 12 for details on 2 year transition):

- The way that faculty committees are constituted
- The charge of existing Senate committees (except for the Athletic Council)
- The way that faculty are appointed or elected to the committee membership
- The election of the President of the Senate
- Any of the structure of the constitutionally provided committees, i.e., the Committee on Governance or the Academic Freedom and Tenure Committee
- The way that Faculty are elected as Senators
- The elections of Senate members to the Senate Operations Committee
- The charge of the Operations Committee

Proposed Structure of Senate

The basic premises on which rest the proposed new organizational structure are as follows:

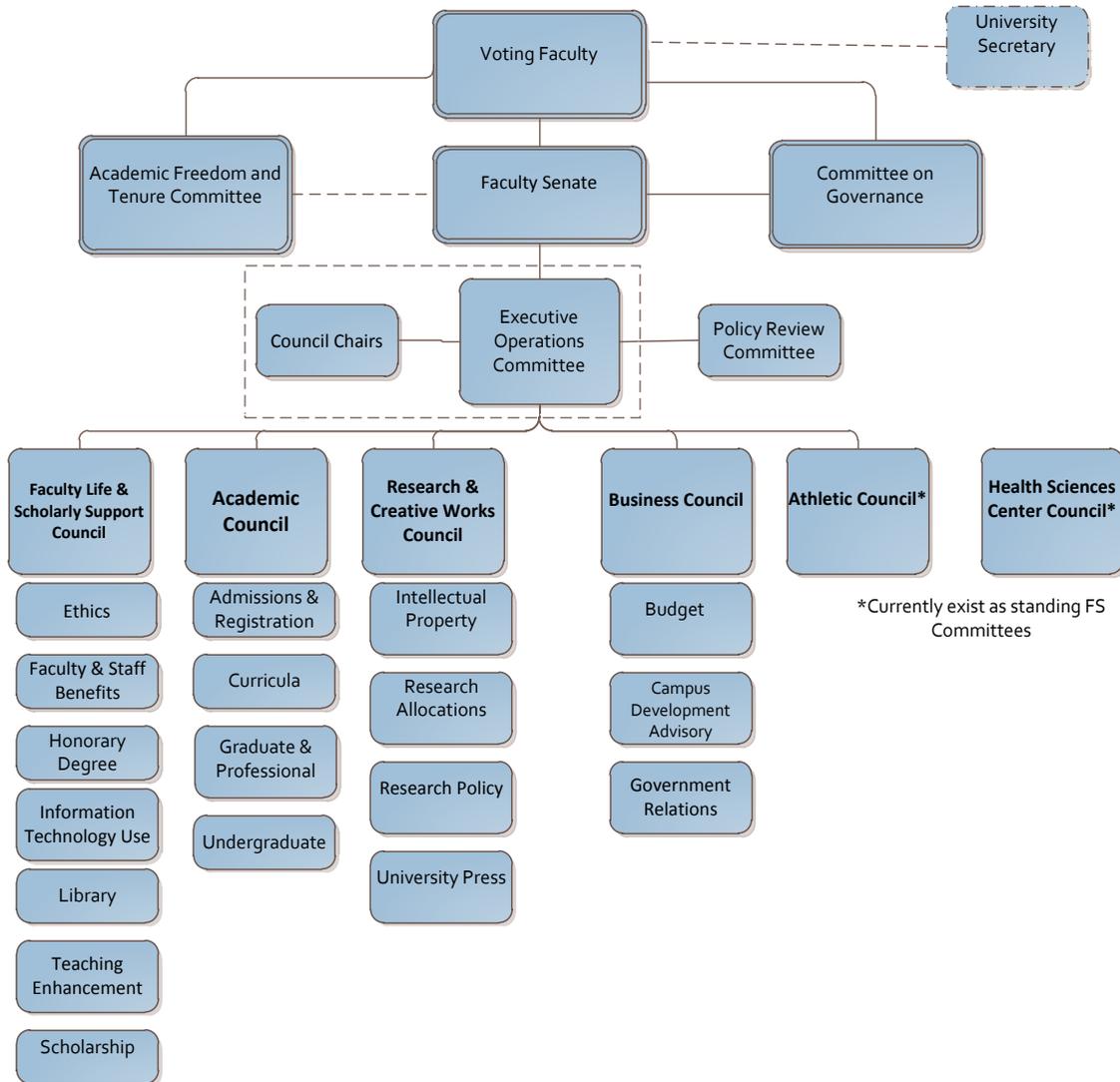
First, for purposes of efficiency and coordination of efforts among the various committees and Councils, there should be a direct and unambiguous relationship between the basic current Senate committee structure and the structure of the Councils reporting to the Operations Committee.

Second, any Senate structure must provide a seamless way about which we can go about reorganizing the work now distributed among a disparate, system-less array of standing, sitting, and sleeping committees.

Third, the new council structure will represent a group of bodies to study the current set of committees to see what committees should be kept, consolidated, restructured, or eliminated and will examine those areas in general to see what academic needs are NOT being taken care of either through committees or otherwise. A basic requirement of each council will be to review, on an annual basis, the efficiency of its constituent committee structure.

Finally, there is no way in which either the Senate as a whole or an Operations Committee can deal with all the matters over which 21 committees, larger numbers of administrators, and even larger numbers of individual faculty members are likely to send for Senate consideration. To paraphrase the words of UNM Faculty Senate President Steven Proust in 1976: We must have a mechanism for an effective system that steers, clears, and prepares business for full Senate debate and deliberations (see Appendix A on the initial attempt at the UNM Senate organization in 1976).

Proposed UNM Faculty Governance Structure



Faculty Senate

The proposed new structure of the Senate is shown above. The current Policy Committee and the group of Council Chairs will report directly to the Operations (OPS) Committee. The President-elect of the Senate will preside over the group of Council Chairs when they meet, generally on the order of twice per month for the purpose of coordination among themselves. The Council Chairs will meet with the Operations Committee once per month for the purpose of communicating issues of importance to the OPS Committee. Since the President-elect will

convene meetings of the Council Chairs, he/she will bring useful information to the Operations Committee on a weekly basis.

The Faculty Senate is the representative body that oversees the work of the Councils and gives final faculty approval to new policies and resolutions that represent the faculty body. Senators are elected from the various colleges with numbers of representatives determined by the relative proportion of faculty in the college. Many senators would be allowed to become members of any one of the proposed 6 Councils depending on their interest; each Council would have a maximum of 3 Senators per Council. These Senate representatives would be ex-officio on the Councils, but would then bring the knowledge of the Council that they represent to the Faculty Senate body.

Faculty Senate Councils

The Councils of the Faculty Senate are created paralleling the divisions of university life:

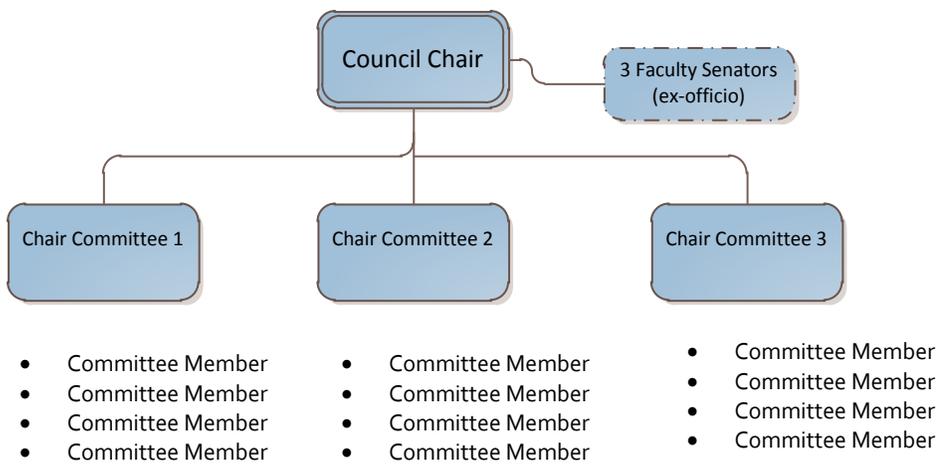
- Graduate Research & Creative Works Council
- Academic Council
- Business Council
- Faculty Life and Scholarly Support Council
- Health Sciences Center Council
- Athletic Council

During the first two years of this reorganization, each Council will be comprised of the existing set of Senate committees that best fit within that Council (see graphic, page 6). The leadership of the Councils will be comprised of the Chairs of the current Senate committees and a maximum of 3 faculty Senators. The Senators who are elected by the Senate for the Council assignments will serve a 2-year term on these Councils, coincident with their Senate terms. The overall Council Chair will be elected from among the group of Faculty Senate committee chairs that make up that Council, or from the membership on the committees that make up that Council. The authority of each Council Chair will be that authority granted to them by the Chairs of the Council's committees. Such authority, collectively, will not exceed the authorities granted in the charges of each committee that constitutes the Council. Generally speaking, it shall be the responsibility of the Council Chairs to report the results of their work to the Operations Committee on a regular basis.

There shall also be, in non-voting positions on each Council, members of the Administration, Staff, and Students where appropriate as determined by the current charge of each committee. In this way the Council structure will facilitate dialog between UNM Central administration and faculty governance structures. Each Council's leadership initially (for a period of 2 years; see Transition Philosophy, page 14) will have standing Faculty Senate Committees assigned to it, but they are charged with the design of each committee's charge, membership, and duration of existence after the initial two-year transition period.

The figure shown below reveals how a typical Council is organized. The Chairs of the committees within the Councils will be responsible for conducting the charges of their committees and in coordinating these activities among the committees within the Council. The committee chairs will meet before the start of the academic year to elect a Council Chair. The Council Chair can be any of the committee Chairs or any member of the committees within the Council. The term of the Council Chair will be for 2 years, with one additional 2-year appointment possible.

Typical Council



Membership on Faculty Senate Councils

After the first two years of the new organizational structure, during each Council’s first meeting of the academic year, committees of the council are formed (or continued), and faculty in attendance are placed into these committees according to their interest and the committees’ needs. The intent is that this self-organization, driven by interest (rather than first-come, first served), will put more dedicated and knowledgeable faculty into committee service. Committees will then elect their chairs, who would serve on the Council as voting members. The Councils would generally meet monthly, unless a more aggressive schedule is deemed appropriate by the members of that Council.

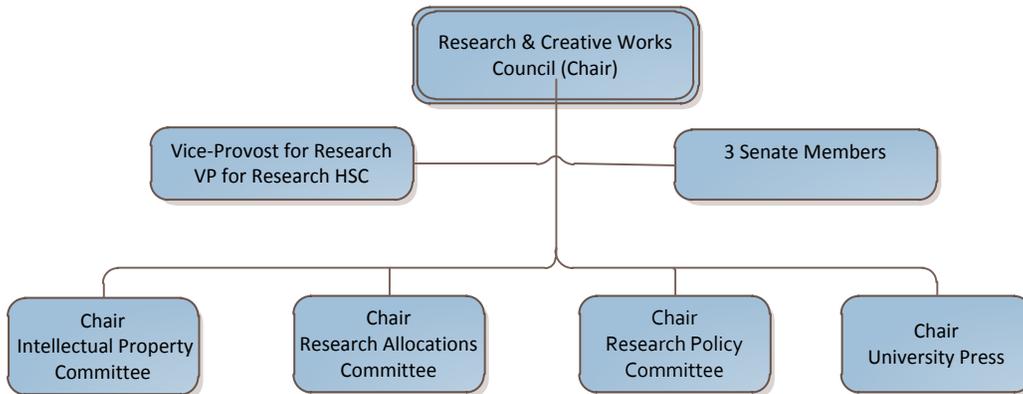
Operations Committee

The Operations Committee of the Faculty Senate will be composed of the President of the Faculty Senate (who chairs the committee), the past-President, the President-elect, and four members of the Senate, elected annually by that body; this follows the current bylaws of the Senate. The charge of the Operations Committee is specified in the Faculty Handbook, policy

A60, Section I, paragraph B. (2). These duties will remain in effect during the transition period of the reorganization.

Research and Creative Works Council

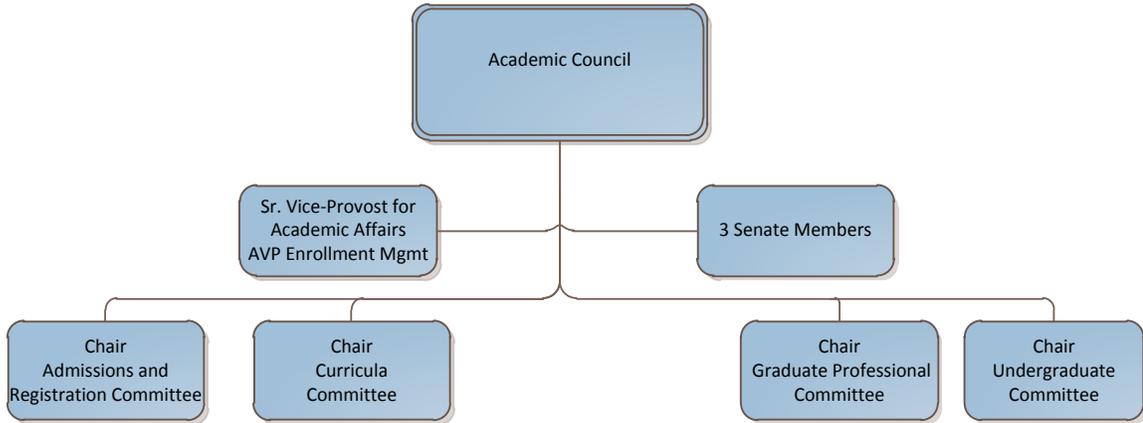
The Research and Creative Works Council is charged with oversight of the research endeavor of the university including both “big-science” and smaller, unfunded or underfunded creative works. Members of the council are: the Chair (elected to a two-year term by a vote of the Chairs of the committees in the Council), three members of the Faculty Senate (elected by that body for 2-year terms), and the chairs of any committees of the Council (both standing and ad-hoc committees of the Council, appointed by the Council Chair). Non-voting members of the Council are: the Vice-Provost for Research, the 3 faculty Senators, and the HSC Vice-Provost for Research. The configuration of the initial Research and Creative Works Council shall consist of the current Senate committees of: Intellectual Property (which is currently an inactive committee), Research Allocations, Research Policy and the University Press.



Academic Council

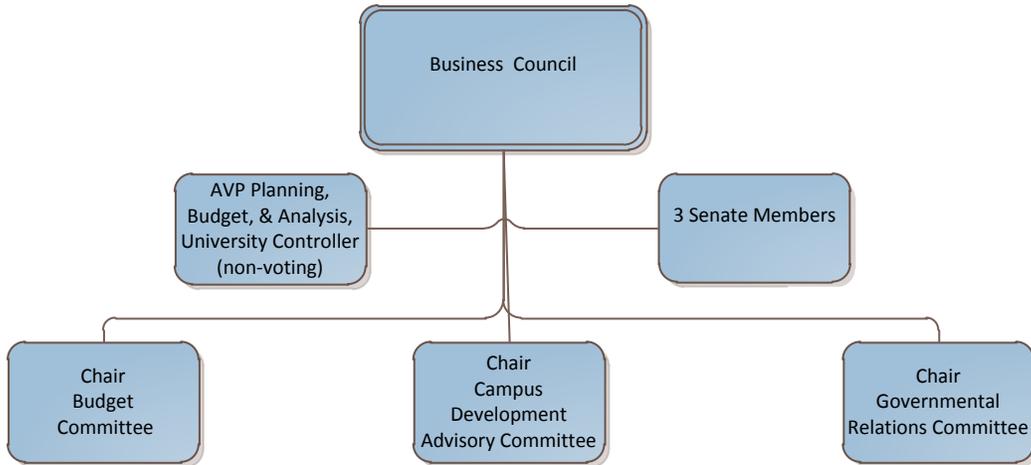
The Academic Council is charged with oversight of the teaching and curricula of the university including the undergraduate, graduate, and professional levels. Members of the council are: the Chair (elected to a two-year term by a vote of the committee chairs within the Council), three members of the Faculty Senate (elected by that body for two-year terms), and the chairs of any committees of the Council (both standing and ad-hoc committees of the Council, appointed by the Council Chair). Non-voting members of the Council are: the Vice-Provost for Academic Affairs, the 3 faculty Senators, and the VP for Enrollment Management. The configuration of the

initial Academic Council shall consist of the current Senate committees of: Admissions and Registration, Curricula, Undergraduate, and Graduate/Professional.



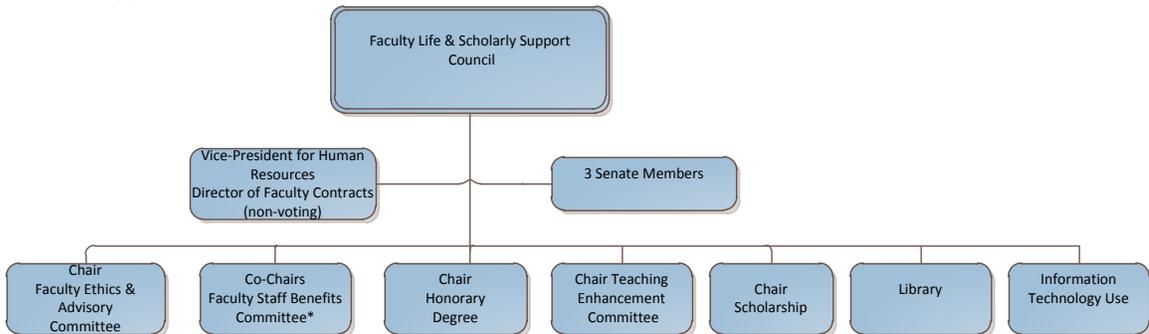
The Business Council

The Business Council is charged with oversight of the business aspects of the university including the budget, government relations, campus planning, capital projects, etc. Members of the council are: the Chair (elected to a two-year term by a vote of the committee chairs of that Council), three members of the Faculty Senate (elected by that body for two-year terms), and the chairs of any committees of the Council (both standing and ad-hoc committees of the Council, appointed by the Council Chair). Non-voting members of the Council are: the Associate Vice-President for Planning, Budget, and Analysis, the 3 faculty Senators, and the University Controller. The configuration of the initial Business Council shall consist of the current Senate committees of: Budget, Campus Development Advisory, and Government Relations.



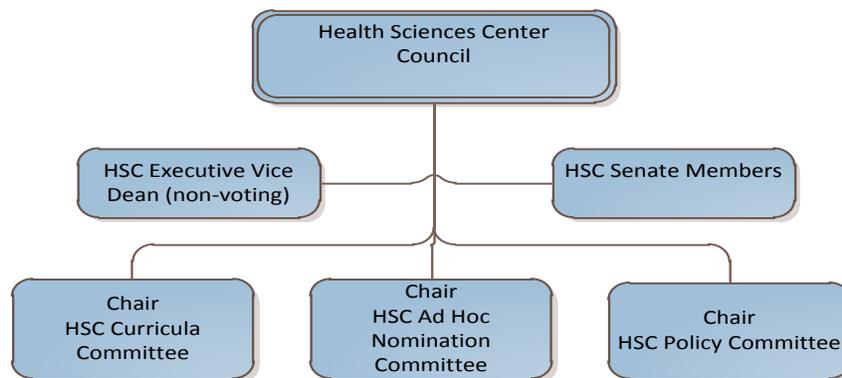
Faculty Life & Scholarly Support Council

The Faculty Life Council is charged with oversight of faculty benefits, faculty responsibilities, faculty ethics, as well as the Faculty/Staff Club. Voting members of the council are: the Chair (elected to a two-year term by a vote of the committee chairs within that Council), three members of the Faculty Senate (elected by that body for two-year terms), and the chairs of any committees of the Council (both standing and ad-hoc committees of the Council, appointed by the Council Chair). Non-voting members of the Council are: the Vice-President for Human Resources, the 3 faculty Senators, and the Director of Faculty Contracts. The configuration of the initial Faculty Life Council shall consist of the current Senate committees of: Scholarship, Honorary Degree, Faculty Ethics and Advisory, Teaching Enhancement, Library, Information Technology Use, and Faculty/Staff Benefits.



Health Sciences Council

The Health Sciences Council is charged with oversight of faculty issues that are unique to the Health Sciences Center and the School of Medicine. Voting members of the council are: the Chair (elected to a two-year term by a vote of the members of the Council), all members of the Faculty Senate from the Health Sciences Center, and the chairs of any committees of the Council (both standing and ad-hoc committees of the Council, appointed by the Council Chair). Non-voting members of the Council are: the Health Sciences Center Executive Vice Dean.



Athletic Council

The Athletic Council is charged with oversight of intercollegiate and intramural athletics. It currently has the title of a Council, but it presently operates as a committee. The proposed makeup of the Council would be as follows. Voting members of the council are: the Chair (elected to a two-year term by a vote of the members of the Council twelve faculty members (with a majority having tenure), and the chairs of any committees of the Council (both standing and ad-hoc committees of the Council, appointed by the Council Chair). The 12 faculty members shall all come from a minimum of four schools/colleges consistent with the current charge. Non-voting members of the Council are: the Vice President for Athletics, the Associate Director of Athletics, 3 Faculty Senators (elected by that body for two-year terms), and the faculty representative to the National Collegiate Athletic Association (NCAA).

Athletic Council

- Chair
- 3 faculty senators (ex-officio)
- 12 Faculty members (majority tenured)
- 3 undergraduate students
- 1 graduate student
- 1 alumni
- Vice President for Athletics (non-voting)
- Associate Director of Athletics (non-voting)
- Faculty representative to the NCAA (non-voting)

Policy Committee

The Policy Committee will report directly to the Operations Committee. The charge to this committee is essentially the same as it exists now:

- Review, as necessary, policies of the Regents' Handbook, Faculty Handbook, Constitution, University Business Policies and Procedures, and the Pathfinder;
- Consult and collaborate with administrators with respect to policies in documents other than in the Faculty Handbook;
- Communication of policies across the campuses after Faculty Senate approval, full faculty approval, or as per policy history; and
- Review policies developed by other standing committees.

The Policy Committee membership will be comprised of seven voting faculty (from at least three schools and colleges including the Health Sciences Center and none of whom are from the same department) and one non-voting member of the Faculty Senate. At the committee's request, an attorney from the University Counsel's office with primary responsibilities for policy issues shall attend committee meetings and provide legal advice to the Policy Committee; this member will be in an ex-officio status. The terms of office for the non-Senate members shall be for three years, set up on a staggered basis so that the terms of at least three members will expire each year. The non-Senate members can be appointed for a second three-year term. The term of office for the Senate member will be two-years, who will also be ex-officio. The chair is elected by the Committee and normally will serve a renewable two-year term. The Committee annually selects a Vice-Chair to serve in place of the chair in his/her absence. In addition to the Committee members, subcommittee membership will be augmented with other faculty, administrators, staff, and students as required for specific subcommittee tasks.

Faculty Senate Council Budgets

The Budgets of the Councils should reflect the importance of the mission to which they are associated, the number of committees which comprise the Council, and the scope of activities and responsibilities taken up by the committees within the Council. Each year the FS President-elect will negotiate with the University Provost for the Budget of the entire Senate and then, in turn, negotiate with each Council Chair the operating budget for each Council. The Budgets will take into account the size of the Council in terms of faculty participation, the amount of work assigned to the Council by the Executive Committee, and any special financial circumstances of a particular council. In general SACs or release time will be provided to each Council Chair, to the President, and to the President-elect. For the first year of this proposal the Senate President will request from the Provost the following amounts and support for the Council structure. Each Council Chair may elect to take a SAC (supplementary administrative compensation) or be released from one course. These monies would be added to the current Faculty Senate budget. Each year, the Senate President will negotiate with the Provost the budget for the following year based on experience gained in the previous year.

Council Chairs: \$30,000 for six chairs (to be distributed based on size of each Council)

Council Administrative Support: 2.0FTE (about 0.3FTE per Council)

President-elect: \$5,000 SAC and one-course release

President: \$10,000 SAC and two-course release (the current model)

Transition Philosophy – Going from Now to the Future

In order to provide for a smooth transition between our current Senate structure and the proposed Council structure, it is suggested that the Councils keep the current Senate committees that comprise their initial charge for a period of 2 academic years without changes. After one year, the Senate President shall conduct a review of the workings of the Council Structure and report to the Senate on any suggested corrections for the operation of the second year of this transition period. After the 2-year transition period, if the Councils are working effectively, then the changes proposed in the previous section, dealing with Council self-organization, could be implemented. For example, in the beginning the Council leadership will be comprised of the 3 elected Senate members and the Chairs of the current Senate committees. After working in the new structure for a period of 2 years, the make-up of the Council Leadership, the number and kind of existing committees, committee membership, and other details would become a matter to be dealt with by the Council itself. The President of the Faculty Senate shall commission a group of Senators, Council Chairs, members of various Council committees, and selected members of the Administration to write a report in the Fall 2014 to document the value of the Senate under the Council structure. Based on the findings of the report, the Senate shall vote in the fall of 2014 on whether to make the Senate Council structure permanent, or to revert back to the current committee structure.

There is one issue that remains as a matter of determination during the 2-year transition phase. It has been suggested that the six Council chairs become voting members of the Operations Committee instead of being advisory to that committee. While this seems to be a useful change to the proposed scenario since it would give the Council Chairs more voice in the operation of the Senate, the current Senate bylaws require that all members of OPS are elected by that body and shall also be Senators at the time of their election. Since many of the members and chairs of the Senate committees are not senators, it is likely that Council Chairs will not be Senators. The bylaws may need to be changed to allow for the Senate to “appoint” the Council Chairs as voting members of the Operations Committee, or to allow for a directly election of the Council Chairs by campus voting faculty. It is suggested that this model be studied during the 2-year transition period, and if the Senate feels that this new structure will be more effective, then the Operations Committee should engage the Committee on Governance to ask for faculty permission to alter the bylaws in determining how to elect the Council Chairs to become voting members of the Operations Committee.

Following approval of this draft proposal by the Faculty Senate, Special Rules of Order, as provided in Roberts Rules of Order, Section 2, paragraphs 1 through 9, shall be developed to guide the actual implementation of this reorganization. These Rules shall be reviewed by the representative of the Committee on Governance, a member of the Senate Policy Committee, and the Senate Parliamentarian to determine whether there are issues that require a vote of the full faculty. These rules shall then be reviewed by the Senate Operations Committee and by the Senate as per Roberts Rules.

Executive Summary

The current structure of the UNM Faculty Senate is not optimized for flexibility and responsiveness. It is proposed to create integration structures (Councils), led by the Chairs of the existing Senate committees. These Councils would have broad authority and budgets within their domains to create and define committee structures and to make operational decisions in collaboration with the Faculty Senate and central Administration representatives. Policies formed by Councils (or committees of the Councils) would be taken to the Faculty Senate for adoption or rejection. The charge of each Council for the first two years will be the charge of the committees that comprise it. After that point, the councils can choose to self-organize subject to the approval of the full Senate. Although improved responsiveness and increased flexibility are important goals of this proposal, the overarching goal is to get Senators directly involved in the work of Faculty Senate and to become active participants in shared governance. In addition, this proposed Council structure will provide training to Council chairs in the area of academic administration and enable these individuals the ability to move into more permanent positions within academic administration should they choose to do so later in their careers.

Appendix A: Historical Precedent at UNM for Senate Restructuring

Prior to 1976, instead of a representative body, all Voting Faculty comprised the governing body with the Faculty Policy Committee and about 30 other committees performing the work of the body. The Faculty Policy Committee had been in place for over 20 years when it was abolished on July 1, 1976 and the operational functions it performed were delegated to the Faculty Senate as we know it today. At that time an ad-hoc Executive Committee on the Structure of the new Senate was formed “with the idea that it make recommendations within four weeks as to a permanent structure for the Committee.” (Oct 6 memo from the first Faculty President Prouse to the Senate).

Faculty President Prouse came up with a preliminary organizational chart that looks surprisingly similar to what we are proposing now. The chart follows on page 17. He wrote in a memo in 1976 to the members of the faculty senate:

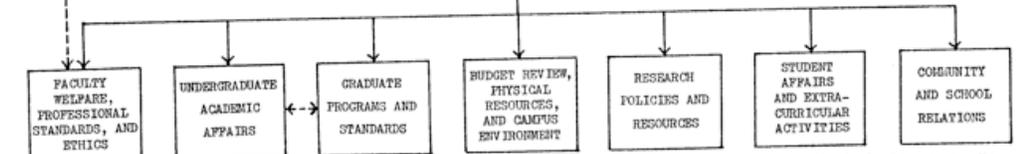
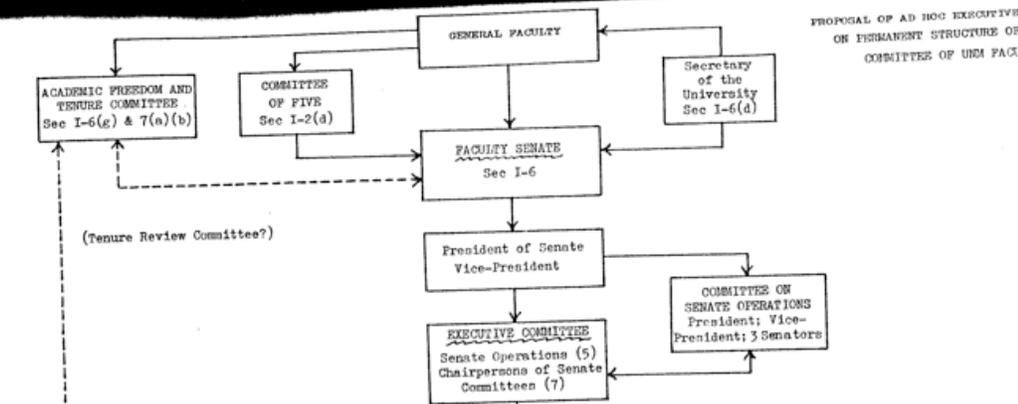
As you will see by examining the revised organizational chart that is now submitted to you as a representation of the committee’s basic proposal, the most central element in the structure of the proposed permanent Executive Committee is that the elected chairpersons of seven basic Senate Committees organized to deal with broad and fundamental areas of faculty responsibility and concern shall become members of the Executive committee.

Further, he wrote:

There is no way in which either the Senate as a whole or an Executive committee can deal directly and de novo with all of the matters which some three dozen committees or committee-like bodies, larger numbers of administrators, and even larger numbers of individual faculty members are likely to send for Senate consideration; there must be some effective system for steering, clearing, and preparing business for full Senate debate and determination.

As can be seen in the proposed structure of 1976 the Committee of Five is our Committee on Governance, the AF&T committee is the same as we have now, and the University Secretary is still a major feature in the Faculty Governance structure. In addition, many of our existing committees were in place in 1976. It appears, in reviewing the minutes of 1976 and 1977 that the Senate did not approve the structure shown in the chart below, but simply provided for an Executive Operations committee to deal with all of the standing committees of the new Senate.

PROPOSAL OF AD HOC EXECUTIVE COMMITTEE
ON PERMANENT STRUCTURE OF EXECUTIVE
COMMITTEE OF UNM FACULTY SENATE



- *Retirement and Insurance Committee (Faculty Advisory Committee)
- +FPC-suggested Faculty Ethics Committee (Work load formulae questions) (Questions on "own-graduate" faculty appointment) (Travel funding and sabbatical leaves) (Faculty Club)
- *Admissions & Registration Committee
- *Curricula Committee
- *General Honors Council
- +Scholarships, Prizes, and Student Loans (Task Force on Junior College) (Task Force on Program Development)
- *Graduate Committee (Honorary Degree Committee)
- (Committee on Graduate Professional Education: "Adams Committee")
- (Graduate Faculty Evaluations and Planning Subcommittee)
- *Campus Planning Committee (Budget review function from FPC)
- *Research Policy Committee
- *Committee on Human Subjects
- *Research Allocations Committee
- *Computer Use Committee (Advisory Committee on Student Characteristic Research) (Institute for Applied Research Services) (Questions on patent policy) (Grants and contract research)
- *Student Standards Committee
- *Athletic Council
- *Intramural and Recreation Board
- *New Mexico Union Board
- *Student Publications Board
- *Student Radio Board
- *National and International Affairs Committee (Committee on Confidentiality of Student Records) (Student grievance policy)
- *Continuing Education Committee
- *Speakers Committee
- +High School Relations (Alumni relations)
- "Priorities for Minorities": entire question of multicultural education?
- Pending "Revised Statement on Missions and Goals"?
- Questions raised on review of administrators?
- Support of legislative efforts and liaison?

* Present standing committees
+ Suggested division of Committee on Subscriptions, Prizes, Loans, and

*Cultural Program Committee (?)
*Library Committee (?)
*University Press Committee (?)
(Radiological Safety Committee?)
(Representative Board of Directors)

Appendix B: Summary of other University Senate Structures

A survey of the structures of faculty senates of twenty universities showed a vast array of organizational outlines. The schools reviewed were those with student body populations ranging from 13,000 at the University of Northern Colorado to the State University of New York, which serves 465,000 students over a combined total of 64 campuses. The majority of schools contain roughly the same number of students as UNM, though only a few have a Senate structure like we are proposing here. The table, below, shows the statistics on the twenty (20) schools studied.

Faculty Senate Committees and campus population (2011)

UNIVERSITY	COMMITTEES	STUDENTS
Iowa State University*	17	26,000
Ohio State University	20	55,000
State University of New York	11	465,000
University of AZ	14	40,000
University of CA Berkeley	31	25,000
University of CO Boulder*	14	29,000
University of Illinois-Urbana	19	80,000
University of Kansas	6	29,000
University of Michigan	19	60,000
University of Minnesota*	11	52,000
University of Nebraska	14	22,000
University of Northern CO	6	13,000
University of Oklahoma	6	31,000
University of Oregon	5	22,000
University of Tennessee	13	31,000
University of TX El Paso*	18	20,000
University of Toledo	9	23,000
University of Utah	10	28,000
University of Virginia	11	60,000
University of Washington	5	45,000

*Faculty Senates with Council-like organizational structures

At one institution, the University of Colorado, the President of the Faculty Senate is also the President of the University; the Chair of the Faculty Council, the intermediary layer of responsibility between the faculty committees and the Faculty President, is the Vice President of the Senate. Of the twenty (20) schools surveyed, only the University of California at Berkeley has more committees than UNM, at 31.

The University of New Mexico serves far fewer students than universities with the same number of committees and presumably number of faculty. Universities that have a roughly equal number of committees to UNM serve many more students than does UNM. The UNM faculty senate is the same as the University Senate at The Ohio State University which has 20 committees while OSU has 55,000 students. The University of Michigan has 19 committees on its faculty senate, but they serve 60,000 students. The faculty senate at the University of Illinois consists of 19 committees as well, but Illinois serves 80,000 students.

Two schools whose faculty senates contain 18 committees each follow the kind of structure we propose at UNM, i.e., a Council-like structure. The faculty senate at the University of Texas at El Paso has an Executive Council composed of 8 people who meet with Senate President John Wiebe and update him on the activities of the committees. At Iowa State University, the 17 faculty senate committees report to Faculty President Steve Freeman through 7 councils. The council chairs meet with the faculty senate executive board (the Iowa State structure is included here for comparison to the one proposed at UNM).

Some schools that have a smaller number of committees within their senate structure don't particularly need an intermediate layer of committee management. These include The University of Utah, which has 28,000 students and 10 senate committees, the University of Toledo, which serves 23,000 students and has 9 senate committees, the University of Northern Colorado, which serves 13,000 and has 6 senate committees, the University of Washington, which has 45,000 students and only 5 senate committees, the University of Oklahoma, which has 31,000 students and only 6 senate committees, and the University of Oregon which has 22,000 students and 5 senate committees.

The University of Minnesota has 52,000 students. Its Faculty Senate is one of 5 Senates on campus and even it has a Faculty Consultative Committee (FCC) which oversees its 11 committees. These committees report to the Faculty Senate through the FCC. Interestingly, the president of the University serves as the chair of the Faculty Senate and presides over its meetings, much like the process at the University of Colorado.

In looking at the size of the committees on the faculty senates studied, we see that all of the eleven committees at SUNY contain around 12 members. This is much smaller than a typical committee at UNM. Most of the eighteen committees at UTEP have around 11 members. In most cases there is a wide range of committee membership. The smallest committee at the University of TN, for instance, the Committee on Benefits and Professional Development, has 10 members and the largest committee, the Undergraduate Council, contains 49 members! UNM averages about 12-13 faculty per Senate committee.

Iowa State University Faculty Senate

FACULTY SENATE STRUCTURE

