

We, the faculty of UMDNJ, wish to return to the collegial partnership of equals that was envisioned by the founders of AAUP early in UMDNJ's history, in order to facilitate the attainment of our institutional goals and to restore our severely tarnished reputation.

We are particularly concerned that the Administration has chosen to unilaterally violate the contractually protected terms and conditions of faculty employment, e.g. by the mid-contract reduction of some faculty salaries. We are concerned that this will aggravate the already serious downward spiral characterized by inability to recruit and maintain the most distinguished individuals into our faculty. The support by the administration of the imposition of arbitrary and inappropriate "ethical standards" has worsened an already toxic relationship between faculty and administration. To help ameliorate at least part of the complex and unfortunate state of affairs, we propose that faculty participation in the decision-making process must be formalized **at all levels within UMDNJ, including** full-time faculty seats on the Board of Trustees, and we urge the Administration to initiate and support this important change.

We, the faculty, call upon the President and Board of Trustees of UMDNJ to join us in rebuilding a stronger, innovative and dynamic UMDNJ based on a sharing of ideals and decisions, and the speedy implementation of real reform.
