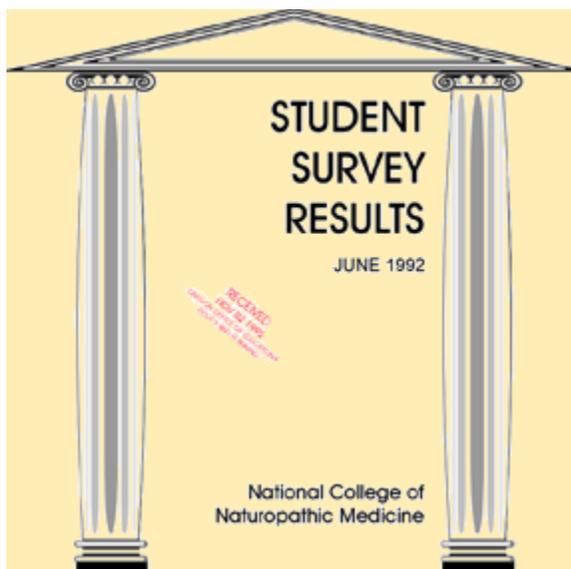


NCNM Student Survey Results

The following is a NCNM student survey report produced in June of 1992 shortly after a company by the name of Sorenson had revealed their findings and recommendations to National college. ANMA received the report from the Oregon Office of Educational Policy and Planning as part of a Freedom of Information request. This report was produced by a substantial percentage of the National College student body shortly after National College of Naturopathic Medicine was accredited by the Council on Naturopathic Medical Education. It's obvious to this reader that NCNM should not have been accredited.



PAGE 2 Survey Participants

79 Students.....Total Students Who Responded

Age Groups

Age range of students who responded are as follows:

25 Students (31.7%).....are 21-30 years old.

34 Students (43.0%).....are 31-40 years old.

19 Students (24.1%).....are 41-50 years old.

0 Students (0%).....are 50+ yeas old.

1 Student (1.3%).....did not provide this data.

Age Groups

Education, Employment, Family Status

66 Students (83.5%).....attended more than two colleges prior to NCNM.

43 Students (65.2%).....have owned a business or are presently self-employed.

24 Students (30.4%).....have earned more than \$1000 per week or \$50,000 per year.

39 Students (49.4%).....have been employed as a health professional.

41 Students (51.9%).....have held a management position.

22 Students (27.9%).....are parents.

Education, Employment, and Family Status

General Rating of NCNM

When asked what their general rating of the overall functioning of NCNM was:

- 4 Students (5.1%).....Good, I have no complaints.
 23 Students (29.1%).....Average, there are some minor concerns.
 26 Students (32.9%).....Problematic, there are many concerns.
 24 Students (30.4%).....Serious, in need of major reorganization.

OTHER COMMENTS REGARDING GENERAL RATING:

1. NCNM is a combination of the highest philosophy and excellent training - and disorganization, poverty mentality, institutional shame. and personal agendas getting in the way.
2. Some aspects are great. There are some concerns about the ability of the administration to act for the "betterment" of the program and profession.
3. Management. PR, financial control/management is not consistent with stable long-term growth and development.
4. (1) I was disturbed to hear that the Clinic Director told the OANP that there were no problems - is she that out of touch? (2) I was even more disturbed to hear that other faculty and staff remained silent. Is she that powerful?
5. Needs are ignored. Too much theft on campus with a seemingly caring administration who won't address it. Very dysfunctional, and depressing. Great potential, if only right leadership was in place. Replace President. VP of Finance, rude Staff, stagnant or unqualified Board members and Director of Admissions. Replace Medical Director of PNC. Investigate reported abuses in clinic.
6. Many good areas. Business and psych education need improvement.
7. Need management and administrators with more spine and ability to say no including to students who complain about how bad the school is. There are parts that are good. average and problematic and serious. One of the worse parts of this school for a large number of students is the negative group of conservative students who complain about everything and are afraid that the administration is out to get them.
8. Financial picture.

General Rating of NCNM

9. Administration, Financial management, the President, Clinic management. (student checked off serious, in need of major reorganization).

10. There is something pathological. Major change is needed - Not much "function" to speak of
11. Actually above average. although some problems (cause: lack of money?).
12. Major management incompetence; pervasive negative faculty influence.
13. Financial concern is my main concern.
14. We need serious funding to help relocate and professionalize and organize. Too many jobs - too few people. We are the future doctors GPs.
15. (Average indicated on survey, but student noted:) leaning toward problematic. Some of the administration people are very defensive all the time and don't seem to be there to address student concerns - more self-involved.
16. Why is this a negative energy-draining atmosphere? Why do students leave here and don't want to give anything back to the college? These are major concerns and need to be addressed.
17. Clinic functioning: increased patient load which we say we want, couldn't be effectively handled in the current system. Needs reorganizing.
18. This place is better than average. but of course there are problems.
19. I feel direction is lacking.
20. The school will fall without MAJOR FUNDING!.
21. There seems to be lack of enthusiasm to get things done - wanting someone else to do it.
22. I wish we had more seasoned instructors and don't feel we need such a large administrative staff and that is so costly.
23. Need to have a policy on cheating - lots of it going on - yet those students do not get punished in any way or form.
24. As with all schools!
25. I feel that there is some incompetence in some of the administrative positions that is dangerous and needs to be dealt with.
26. Are you blind? Look around! Everything is f---ed up!

PAGE 5

27. Need more "teacher" training for some doctors. ie. just being an ND doesn't mean you have skills enough to teach!
28. Especially the library.
29. Need new president who is full-time. Education generally good. Need fund raising - grant applications and support for research.

30. student checked off serious and added) from the Board down.

31. Instructors need better evaluation investigation by administration. We deserve high quality instruction.

32. Impotent Limp but there.

33. NCNM is the most dysfunctional institution I have experienced. What is especially scary is the degree to which people can be easily "bought". (money isn't the only thing bartered). People are dishonest in order to cover their own butt or that of their colleagues. MASSIVE DENIAL has led to necrosis and it needs to be excised before "healing" can occur. We need a "shake-down" BIG TIME, before it is TOO LATE.

Student Concerns

When asked what their major areas of concern are:

- 61 Students (77.2%)... ..Financial Development.
- 50 Students (63.3%)... ..Clinic Experience.
- 47 Students (59.5%)... ..Financial Management
- 44 Students (55.7%)... ..Staff Selection Process.
- 44 Students (55.7%)... ..Physical Plant.
- 41 Students (51.9%)... ..Student Services.
- 40 Students (50.6%)... ..Institutional Longevity
- 35 Students (44.3%)... ..Student Admissions Process.
- 32 Students (40.5%)... ..Academic Standards.
- 30 Students (38.0%)... ..Policy & Rules Administration
- 25 Students (31.7%)... ..Professional Conduct of Staff.
- 23 Students (29.1%)... ..Student Recruitment.

Student Concerns

PAGE 6

OTHER CONCERNS STUDENTS LISTED:

1. Theft on campus. especially books from the library.
2. Gross mismanagement in all areas.
3. The prevailing attitude from some administrators. Board members, staff, and students is "if you don't like it, kiss my ass". Total lack of respect for human feelings, very inconsiderate. This must and will end or the school and the profession will destroy itself.
4. Non-academic standards - need for.
5. PUBLIC HEALTH/Service Oriented Clinic practice!!!
6. Lesbian women appear to have their own power club in the school. The school is partial towards lesbians.
7. There are many and they all appear to be major for basic functioning and survival.

8. All of the above and also the spiritual bias toward the occult, new age, witchcraft eastern religion and a bias against Jesus Christ and the gospel.

9. When everything is mismanaged by a group of social misfits, without experience, training, or integrity; then every area is of concern.

10. Feelings that due to being tuition based, academic and non-academic standards fall which might in the long run effect us all.

11. I would like to see funds coming from sources other than just student enrollment.

12. I feel that main problem with NCNM is that we try to learn too much in classes - need a residency program - need to learn in practice.

13. Everything.

14. All of the above.

15. The campus is not clean.

16. Lecture/tests, lecture/tests, lecture/tests is not the most efficient way to learn for me.

17. All of the above and more.

18. Denial will prevent us from finding solutions to the PRESENT PROBLEMS and we don't have Competent, Honest leadership to give us direction. We need more role models like Irene Catania, who have the integrity, honesty, devotion, and COURAGE to continue pursuing solutions to this MESS.

19. Rough priorities above, but above all adapt and follow mainstream standards of ethics, policy, and practice throughout/across all functions - reject weirdness as policy.

20. Patient recruitment, fund raising for the college, clinic and naturopathic campaign

21. Faculty selection process.

22. Well it's funky but other things are of greater concern presently (professional conduct of staff) insofar as bias and discrimination. also becoming sexually involved with students] often ultimately resulting in bias or discrimination.

23. Library needs help.

24. NCNM graduates lack self-confidence and role models that inspire success. This is a result of teaching too much detail to satisfy boards, while crushing individual's spirits.

25. With a Director of Admissions who is admittedly anti-Christian.

When asked how they felt about communicating their concerns, the following responses were included as well as individual comments.

20 Students (25.3%)... I feel safe expressing my views.

0 Students (0%)..... I don't feel there are any significant concerns to communicate.

10 Students (12.7%)... I feel others won't accept me if I voice my concerns.

24 Students (30.4%)... I fear retaliation if I my my concerns known.

17 Students (21.5%)... I don't know how to address my concerns.

32 Students (40.5%)... I don't have the time or energy to pursue my concerns.

5 Students (6.3%)..... I feel adequate in seeking appropriate redress.

26 Students (32.9%)... My communications have not been responded to adequately.

Communicating Concerns

COMMENTS/OTHER:

1. Can't say anything negative about President. I think they feel that their jobs will be threatened.

2. Those who are good am overworked and stretched to areas they ought not cover. Others should be replaced by more skilled workers.

3. Lots of promises - little action.

4. Not sure a thorough response will follow comments.

5. The idea the NCNM celebrates diversity is a mockery.

6. Some students are very arrogant about their drug use and nobody speaks up because of fear and knowing the administration won't enforce drug policy or approach addicted students.

7. Nothing will happen to correct the problem.

8. I feel my communications will not get me anywhere.

9. There is definitely no safe way to express concerns and everyone in the administration thinks there's nothing wrong.

10. I never thought it would be such a battle and I'm not talking academics.

11. I feel there is no one here to listen to concerns.

PAGE 8

12. Where is the "proper forum" to speak one's concerns? There doesn't seem to be one. Not the President. Not the Dean, Not the Board; Who? When? and Where?

13. Management has utterly no respect for any student.

14. Again, everyone wants to help but are so overwhelmed with the work they already have.

15. I don't have much energy left to express my impressions/concerns. Workload is so high - I'd like to contribute, but...

16. Barbara "No, it cannot be done" Sterling needs to get the big picture.

17. Some of the people we have to complain about give us our grades.

18. When and Where can we say what we want/need - doors aren't open.

19. I do not feel there are adequate administrative channels for communication, nor administrative experience in communication.

20. There are no valid avenues to express concern.

21. Because threats and abuse follow requests for change.

22. (Student checked they feared retaliation if they made their concerns known and added:) I have felt this and I have seen this against others - it's getting to be like that

23. Tori and Rich great. Jared unresponsive and totally inadequate. I am concerned that Core Group and the rep to AANP doesn't represent all student views but their own to the OANP and to the AANP and that.

24. Besides not much has happened when others voice their concerns.

25. The 1st Amendment has been suspended here at NCNM for those who do not adhere to lesbian and related agendas.

26. People are very Fearful and Defensive about hearing the TRUTH. I have experienced harassment, betrayal of confidentiality, and have been Slanderosly =d Libelously attacked as a result of communicating the TRUTH!

Satisfaction Ratings

Students were asked to rate their overall satisfaction with the following:

Satisfaction Rating	0-20%	21-40%	41-60%	61-80%	81-100%
Faculty	3.8% 3	8.9% 7	13.9% 11	46.8% 37	21.5% 17
Clinic Management	16.5% 13	20.3% 16	22.8% 18	27.9% 22	6.3% 5
Administration	27.9% 22	16.5% 13	20.3% 16	26.6% 21	2.5% 2
Board Of Trustees	25.3% 20	24.1% 19	15.2% 12	11.4% 9	1.3% 1
President	44.3% 35	12.7% 10	11.4% 9	15.2% 12	3.8% 3
Leadership	27.9% 22	30.4% 24	11.4% 9	15.2% 12	1.3% 1

The number under each percentage corresponds to the number of actual students.

COMMENTS:

1. What is Bill Tribe doing here? Just editing the paper, control of the press and freedom of speech?

PAGE 9

2. (In reference to the Board of Trustees:) They're not even VISIBLE!!

3. (In reference to rating leadership 2140%:) - only if a few good people in Core Group included.

4. (In reference to rating leadership 61-80%) - it's certainly not the president. (re: Board of Trustees 41-60%) I'm not sure what they do.

5. (In reference to rating Board of Trustees 41-60%) - This is no one in particular but reflects concern for \$ picture which has been a chronic situation.

Question: "Are you satisfied with the President/Board's response to the Sorenson findings?"

6 Students (7.6%) Responded YES.

53 Students (67.1%) Responded NO.

20 Students (25.3%) No Response.

COMMENTS:

1. What is the point of spending all this money for expert advice and still ignoring it and pretending that everything is ok. It's almost like the Board/President hired Sorenson to pacify the community.

2. I am satisfied with the findings. I'm not sure I know what the President/Board is doing with it. Probably filed it (the report) somewhere and relegated it to oblivion.

3. Seems like some efforts are being made and that more needs to be done.

4. I'm not that well informed on this, so it's hard to comment.

5. They hired a professional, then ignored him.

6. We need a President with an outward expanding vision for the school, not one who eliminates electives to save \$35,000 or tries to suddenly cap the loan ceiling for students who have already committed themselves to getting this education and can't complete it at a lower level of financing. We need someone young and vigorous who can promote the profession and school and raise grant money for the school to move forward.

7. Why was a larger scale search for Student Services Dean not done? It seems like a cop-out to go with someone in-house. Why is President Miller still here? Where is our development team-fund raising plan? Where is the leadership this school needs??

8. This seems like a loaded question.

PAGE 10

9. Miller and the Board have no intention of following Sorenson's advice. Miller controls/manipulates the Board just like a spoiled brat manipulates weak, ineffective parents.

10. I haven't seen any proof of Sorenson's findings being acknowledged.

11. I don't see them trying hard enough to move away from being a tuition based school.

12. Without the experience of being an administrator I'm not sure, but I feel resolutions could be initiated in a shorter time span than I have heard is happening.

13. In a business environment. it would not take months to develop a "Development" position and fill it. Nor would a company Sit on it's hands waiting for a president to resign in order to move into a new era.

14. I'm ashamed of the presidents and boards response, we paid thousands of dollars to a very competent and credible mediator, and then ignore and water down his recommendations.

15. There is work in progress to implement those things that are possible now and in the future.

16. Don't know enough of the results to truly comment.

17. I have a vague idea of what Sorenson found - I'm not aware the President/Board acted upon anything.

18. I don't recall what his response was.

19. As I understand it to date Sorenson was a step in the right direction.

20. This school's management/Board's PR skills, management plans, growth and development, etc. etc. etc. are 30 years behind the times. We need some PROFESSIONAL management, PR people, that are knowledgeable and AGGRESSIVE or we are going to be in Deep Trouble Again soon This school is STAGNANT. It needs fresh blood - Now!

21. His comments have been largely ignored!

22. Don't know their response.

23. I missed the response. Sorenson's reported comment that the financial health is not improving and now is no longer being given the urgent attention it deserves concerns me.

24. Haven't noticed any response. Need to hire director of development- slow to move on this concern will hire less than adequate person.

25. What was the response? Both move way too slow for health and development of the school.

26. Why pay money for the Report when you don't act on the finding in a positive manner?!?

27. I have concerns re: the lack of fund raising and the serious delay in hiring a fund raising professional. I have concerns re: the extension of the current president's tenure and the delay in beginning a well-executed search for a very good professional administrator who will truly help to move this institution forward. I have concerns about the way Mr. Tribe conducts his part of college affairs and question his qualifications for the position he holds and the work he does.

28. Wasn't aware there was a response. When you never see things change you begin to lose interest in the process. Not that I'm apathetic, but with the myriad of other things I need to be doing in school, issues like this do not capture my interest enough for me to keep on top of them.

29. Their response is to ignore Sorenson because he advised them to do precisely the opposite of what they have been doing. Miller's agenda is self-serving only. The Board follows Miller. No one initiates the needed overhaul.

30. No comments at this time.

31. What were the findings? What's happening?

32. I wish they would look at the problems and act on them.

33. Has anyone read his report?

34. Board didn't take any of his suggestions, no comment on his finding.

35. We need to make the next step not fall back on amateurish processes- the way a new Dean of Student Services was found is an example of how not to do things!

36. I haven't seen anything become of it. Except the President got some kind of extension to his contract which was totally against Sorenson.

37. None are likely.

PAGE 11

38. I could not see any results done.

39. I think more could be done in the way of getting money to reduce tuition.

40. I hear that the non-academic standards is still in the works - what was the response to Sorenson's findings?

41. Don't give up yet - keep going.

42. What response? I'm disappointed at the level of stagnation and apathy demonstrated by the Board and the President. Who is in charge and why?

43. I never heard what the response was! Nobody tells the majority of the students.

44. President is incompetent.

45. Findings are made, life goes on as usual. No change.

46. I understood he said we need a new president.

47. Don't know.

48. It is as if his report was rejected. I believe it was rejected since it was critical of Dr. Miller and he did not want it to coincide with his retirement from NCNM

49. Both the Board and the President have been unresponsive, as well as unfocused, unrealistic, and dangerously out of touch with the society we live in. At best they have been poor stewards of not only the physical plant necessary to house and perpetuate the profession, but also poor stewards of an endangered healing art

50. I feel we don't have enough contact with the Board or the President.

51. I don't know what the response has been but I definitely agree with the suggestions made, especially with the suggestion that we make money fast. There's no need for the school or the clinic to run in the red or to break even.

52. W. Sorenson presented the cold, hard, raw truth. This school, clinic, and board are like a terminally ill patient in denial. Often, much can be done if addressed early, however, the pattern has been denial until crisis A.K.A. D.U.C. as in avoid.

53. NEGLIGENT III THEIR RESPONSIBILITIES would best describe their response. They moved at a snails pace in finding a new Dean of Student Services and then they didn't even bother to interview other candidates, but took the easy way out. The students have suffered a great deal and have been done a great disservice. After they took the time to meet with Sorenson and provide documentation supporting their concerns, his recommendations have been virtually IGNORED. Our tune and concerns are not given the same RESPECT the president and board feel they deserve. They continued to whine and blame us for interfering with them getting any work done. However their past success record doesn't support that blame is due to anyone but themselves. The present BOARD, as "lead" by Jim Miller is an IMPOTENT GROUP (with few exceptions) that have failed to recognize their responsibilities, liabilities, and that we are the reason this school EXISTS!! It is our collars that keep it ALIVE.

54. I fear the stressed out administrative agenda is not communicating with the students and the communities needs. ie. Providing an "outgoing" public health support/education service (specifically, Let's go for a teaching clinic (satellite) downtown, Let's not spend time talking about hair color/length.

55. I feel the President (with all due respect, if it is due) is keeping the school from moving in any kind of direction. He's made the Board of Trustees useless. He doesn't pay attention to any kind of direction. He's made the Board of Trustees useless. He doesn't pay attention to anything anyone says. His head is in a cloud, We need some innovative planning and action, particularly pertaining to gaining funds. There are lots of good people - knowledgeable and creative and effectual people who could get funds generated, but all good suggestions and help offered has been refused. He just says "oh, we're doing okay". He doesn't want to be here anyway - get him out! Then maybe at least the Board can start thinking for itself instead of being dictated.

Question "How Would You Describe The Atmosphere On Campus?"

RESPONSES:

1. One of distrust, animosity, dissatisfaction
2. Becoming apathetic.
3. Tense, suffocating; there's a lot of pain and hurt around and somebody needs to start doing something. Incredible denial!!
4. Good people who are well-intentioned and canny but overworked and not getting needs met. Lacks warmth. Too much work and doing and not enough enjoyment and being. The theft is a big drag.
5. Judgmental, elitist, anti-male, incompetent with a dash of canny and good intentions.
6. Antagonistic, recriminatory, self-indulged. Students are spoiled. Faculty is unsupported. Administration is hiding.
7. 1) Some who don't want to rock the boat. 2) Some see and feel great need for change at the school and they are constantly told "this is not the place or time to express your concerns."
8. Relaxed, unconventional, free-spirited yet, stressful!
9. Busy but generally pleasant.
10. Fine.
11. Polarized between a minority of "straight" students and a variety of social fringe groups who support each other and control power among clinic, staff, and students.
12. I feel there is an underlying feeling of fear from the administration and some of this has been communicated to the students. There is also underlying tension between some people and groups on campus.
13. Superficially good; deeper, sense of confinement and uncertainty. A lot of grumbling through the halls.
14. Fragmented, sometimes hostile, apathetic.
15. From the students perspective I sense an attitude of helplessness. We see and discuss many inadequacies and also discuss the lack of response to our problems.
16. There are severe feelings of inequity among many students, justified by the blatant harassment of students not within the "click" that runs the school.
17. Tense, groups that are protesting want to change things. Need a strong administration.

18. Divisive. I feel students attack other students simply because they don't agree with some aspect of the student as a person, instead of their point of view. It is ignorant and prejudice for a group who claims to want to address patients as a whole person to act out their biases against those who are somehow different (religion, sexual orientation...) than themselves. Seems hypocritical to me.

19. Supportive, encouraging, friendly, open.

20. High expectations with low tolerance or understanding for overworked individuals. Generally there appears to be the fear of - will I make a good competent Dr. and will I be accepted when I get out? Will I have a job in the real world?

21. Very busy, very trendy/removed; friendly; potentially volatile at times when certain issues within NCNM come up or those that threaten the profession (victimization) hurried. Friendly when people have time to be friendly. Often trying to make sure you're not missing something.

22. Tense. overall, all the time. Stresses about money, school, paying back loans, future issues of being an MD. Claustrophobic/confined.

23. Usually relaxed. I wish something would be done about the continuous phenol cloud hanging over the school. I can't even spend time in the courtyard anymore.

24. I'm pleased with teachers and less satisfied relative to financial concerns. The student body is cohesive, goal oriented, and moving forward and making contributions.

25. Maturity and professionalism are sorely lacking by students on this campus Yes, people have their stuff but we must fool; at why we are here - to become Naturopathic Physicians.

PAGE 13

26. Disorganized, secretive, protective.

27. Volatile. capricious.

28. Negative, draining. All work; and no play. Imbalanced.

29. I discover more and more division and alienation as time goes on.

30. Stressed-people are stressed, but mostly supportive. A warm supportive atmosphere despite stress.

31. No community sense. Archaic in all ways.

32. Unprofessional.

33. Tense, fatigued, eager to learn and grow; this is like being in a dysfunctional family; having grown up in one, I'm viewing this as an excellent opportunity to learn how to cope better. I feel most of the tension in this school is in direct proportion to the overloaded curriculum.

34. Tense at times, resigned at others, often denial. Ebbs and flows of difficulties. Bias and discrimination exists in the treatment of certain students and groups of students. This is

extremely unprofessional and unconscionable in a professional graduate college like a medical school.

35. Alright if you remain removed. If not there are too many people with emotional problems pushing their views on other people.

36. Tense, anxious, often not friendly, rushed Perhaps this is a reflection of how I m feeling, but I think it's safe to say there are many more like me.

37. Opposites do not attract! Too few mainstream students among a hostile majority of assorted perverted social classed (You should at least warn us before we embark).

38. Stressful. No real bonding between students.

39. Friendly community spirit in general. Some hostility and fear too.

40. Mixed. I feel this is a great place (mostly because of the profession) and other times I hate being here because of all the crap (politics, poverty consciousness, "we can't attitude", etc.).

41. Everyone for himself. Fear of politics. Dirty.

42. Cramped, too many people in too small of a space. Minority consciousness = you're the problem!

43. The lack of strong leadership is harmful.

44. Horrible, strained.

45. Nervous, tension. worried about finances, nobody to go to. The president has never even addressed the school. WHO IS HE! Extremely poor leadership in the president. We look to some other Doctors.

46. Low morale, disunity, disharmony, political.

47. People are so caught up in themselves they forget the big picture which is we are all here together. Some don't pick up after themselves - rooms are dirty/halls messy/painting never completed.

48. It's been just fine, but too much concern with complaining about everything.

49. Little sense of community here- everyone on a different trip.

50. Morale is high just now.

51. I think most people are doing their best and really care. I have seen improvement over the last 3 years but the top leadership Dr. Miller, Jared are inadequate and non-responsive to students.

52. A mixture - caring. stressed. anxious, hostile at times, confused, a lot of negative energy, but students supporting each other also, faculty being understanding but wanting quality work at the same time, students disrespecting faculty and each other, a laxness in thoughtfulness and punctuality.

53. Petty politics prevail. (Especially in clinic with Dr. Barrett).

54. Subversive - sick - Dysfunctional, incestuous family. Students feel they must "kiss ass" to be safe.

55. It is SUPPRESSIVE. SUFFOCATING. and FOUL. Honest, sincere inquiry is discouraged, attacked, and penalized. There is an air of DECEPTION hovering all around. Most administrators, Directors and some students present an IMAGE of themselves that is contrary to who they really are. People here are HIDING, they are AFRAID of being CAUGHT at what they do best, perpetrating FRAUD and DECEIVING the Naive. DISRESPECT towards students abounds. The president sets the tone and the rest of the administration and Board fall right in line. Please don't let this continue. It will undermine ALL THAT IS GOOD at this school.

PAGE 14

56. I enjoy NCNM very much Sometimes I believe issues aren't well listened to/addressed because many people are already overworked. I also often hear "well, it's much better than is used to be". I believe this is true. However, we need to continue to move forward and improve. Each year brings a wealth of new ideas and energy. These should be utilized and welcomed. Sometimes I sense complacency I understand everyone can't be 100% all the time. Again. I feel it's important to encourage rather than discourage new energy and ideas.

57. Co-dependent.

58. Tense.

59. Tense. Frustrated.

60. Too stressed to be able to deal clearly with issues that came up, but fairly supportive and very friendly' - (when not a lot of tests).

61. Out of control, similar to a dysfunctional family, warring.

62. Stressed at times, supportive, canny; when stress hasn't become primary.

63. Congenial. I enjoy coming to school.

64. Tense, stressed out. For the most part, receptive.

65. Hurried.

66. Tenseful - People are ready to throw their stuff on you. The lack of professionalism among students to teachers should be addressed. In the O. B. electives, one instructor kept making negative comments about not making any money in O. B. I know many N.D.'s who have done well doing O.B. Their secret: do not give anything away and do it on your own.

67. Deceptive, cliky to the point of rude, disrespectful, and pathological. Board members, Administrators, staff, and students who deny the problems that threaten the existence of NCNM, how sad. Students who disagree with the status quo (and make problems known because they care about NCNM, the profession, and students that are ostracized) and are told that they are abusers, troublemakers. There is a definite cult attitude at school that if you make waves, or don't

see it "our way its "your issue" or your "self-generated crisis". That's extremely offensive and unprofessional. We're not stupid and you better wake up to reality folks.

68. Friendly, hectic, full of unreasonable expectations and swarming with illusions. Administration has wonderful, kind, helpful people, but I'm sensing they are not adequate for job. Too many administrators maybe, because of the inadequacies. Instead of adding new positions, hire more effectual people and Cut the tuition. #1 priority - raise funds while cutting the tuition.

69. Wonderful vision, kindness, openness, and dedication. Mixed with petty bickering, unprofessional attitudes, ineffectual leadership, laxity about punctuality, scheduling, and commitments. I think Drs. Hudson and Barrett are excellent, but I also think the clinic is very inefficient, from the standpoint of being a business. Doctors have to know how to manage their clients! The clinic is the place to learn.

70. Lackadaisical, apathetic, non-enthusiastic.

71. I don't enjoy coming to this school. I feel tension every time I walk near the building. I feel like I'm being judged for being myself, being who I really am rather than who the clinic personnel want me to be.

72. Disjointed, unprofessional, impoverished.

73. Disappointed, disheartened discouraged. fed-up, hopeless, sense of repression There's a real atmosphere of defensiveness when we ought to be joyfully working toward a common goal.

74. Dark - full of fear - of exams, of administration, of students who are completely misguided in their attempts to pursue legal action against administration and Board of Trustees. Full of hope at joining the best profession in the world. Fear of persecution by AMA and FDA.

PAGE 15

Students Commented on Each of the Following Areas: Student Services, Financial, Clinic, Academics, Admissions/Recruitment, Other.

Student Services

COMMENTS:

1. Lip service; let's "pretend" to serve students while really all that is happening is subtle coercion to follow passively rules and decrees from above.
2. We need to be able to use this service. I know we'll see next year the actions of Andrea
3. Will there be "stress relievers" available for students?
4. No counseling support or group support for needing student.

5. Nonexistent! Where there is no respect- only abuse of students, anything labeled as student services is a cruel hoax which does not remotely resemble even the attempt to serve.

6. Access to physical, mental, spiritual nourishment is scanty; this school should be bristling with opportunities to practice yoga, meditation, relaxation techniques, as well as avenues for obtaining counseling, advice, etc. School is way too focused on hard sciences, classroom lecturing, checkoffs in clinic, etc.

7. It seems an error to me to have hired a Dean of Student Services from within the college staff. I am very much against this, although I have no personal grievance against the individual hired. I believe it is not possible for that dean to be unbiased or unprejudiced to some degree due to her experience in the Academic office and previous interactions with students in other arenas.

8. OK. How about some counseling services available for those with conflict issues.

9. Non-existent.

10. I am concerned that Andrea Smith will not be an adequate advocate for students given her relationship to Dr. Zeff.

11. More counseling and support and TIME for activities.

12. Marginal.

13. Don't really feel as if these are developed at all. Have a hard time finding the appropriate person to talk to and get shifted around.

14. This office is now being held by someone whom at this time, in my opinion, has a very full schedule. If the opportunity arose to have the position filled with someone not quite so busy, the job could truly branch out to students and their needs.

15. Don't have any. Need to create a position that is just for student services.

16. Better now that Sally Rose is gone, I just hope that Andrea Smith does her best to avoid having "favorites" and strives to treat all students equally- all the time. It will take years for the school to heal from Sally Roses' inequities!!

17. Dean Smith is left doing most of her previous job while trying to recreate her new job. Her physical location deep within the academic area behind 2 assistants makes her symbolically unavailable. I have seen nothing even come from her new office yet.

18. School needs a counselor for such a stressful environment. As a whole we really end up supporting each other. That might not always be available in the "real" world.

19. What? Where? When?

20. We need an outspoken student advocate. We need someone who will stand up for us and not tip toe around. Make some waves. I have never seen so much talk and concern about everyone's feelings and needs at any institution or job place. This school lacks action. I am not happy with the choice of new Students Services Dean

21. Still feel like in a transition period.

22. We need a student advocate who has an open door and heart to the students. Someone the students can voice concerns to who won't take it personally or as an affront to the school. but will see a cry for help as an opportunity for improving the students and the school and the profession.
23. We don't have one. Andrea Smith always has worse problems than I do, so I land up consoling her rather than solving my problems.
24. Does not feel like a very active presence these days. Not enough contact with or visibility to students. Would like more to be happening to serve students than is currently happening. Please provide schedules for weeks 11 and 12 earlier. Would like to have daily aerobics and yoga in the gym.
25. We need a person who is really a student advocate before we can expect any student services. So far, I get the impression (and have heard too) that we are a bother to office staff.
26. Not bad, needed to have made a different choice for Dean of Student Services and still should, don't think there can be enough objectivity.
27. Andrea is a bad choice for Dean She is obviously not a student advocate and I think there's a major conflict of interest since she was Asst. Academic Dean. She has also made very inappropriate and totally uncalled for comments to students.
28. I probably wouldn't use student services. I think too many people are out there bitching already. That's part of the reason I don't like this place.
29. Mr. Sorenson recommended hiring a Dean of Student Services from OUTSIDE the College, to eliminate any possibility of bias or prior loyalties. It is apparent that Andrea Smith has many favorite people, and shuns others. She has no concept of what professional appearance or conduct is. No constructive student support coming from this office.
30. We DESERVE BETTER. It is an insult to the student body to hire Andrea Smith. We need someone who CAN BE a STUDENT ADVOCATE. who has NOT worked FOR the administration. How can the President, Academic Dean. and Board be so irresponsible as to not look any further. We are better off with NO Dean than someone who masquerades as an impartial party yet is obviously Biased in their view points and actions.
31. Mr. Sorenson recommended choosing a Dean of Student Services from Outside the school. One without close connections to the administration that they might be an advocate for the students to the administration
32. I feel somewhat dissatisfied. Seems unorganized. I don't feel comfortable with all the circumstances surrounding the position recently.
33. Like a void - very apparent. Even a more obvious presence - like the open door we used to have would be helpful.
34. Policies change as to what is offered to students without giving students forewarning. That is rude to say the least
35. New caterers, PLEASE!

36. This area is a little better, but still poor. Not that Andrea is not appropriate, we should have interviewed other people with more experience. Her closeness to the Dean means that she is biased.

37. Talked with Laurie Fleming re: school camera.

38. Food service needs improvement. Rewrite contract with caterer to improve food (ww bread if nothing else!) or find another. We need counselors/mentors. People available to go to and ask questions and discuss concerns on a casual basis. In the rush, "small" concerns get squashed.

39. Have gone from unfortunate to worse. Basically, there are none. We have someone who is Dean who has not been out of her office since Feb., has obvious personal biases, and obviously lacks the necessary skills, outlook and attitude to give the students what they require.

40. The loss of Sally Rose was an incalculable error. She was forced out-and Dr. Miller's handling of the situation with regard to informing the community of the truth of the matter was deplorable. We need a student advocate in the office of student services. Andrea Smith does a good job - but she has other work to do.

41 . Choose another Dean of Student Services who is experienced and not offensive. Dr. Miller in no way can justify his decision to hire Andrea Smith as Dean of Student Services. Now we have a Dean of Student Services who kisses students on the lips, even during student controversy, severe conflict of interest and favoritism. No credibility. It's lost. Considering the trauma and emotional stress that

PAGE 17

students felt about non-academic standards committee's attempt (As directed by Dr. Miller and who knows who else) to remove our constitutional rights, I find it absolutely deplorable that the committee to select anew Dean of Student Services did not even interview any outside candidates and certainly didn't advertise the position. obviously they don't want competent administrators at NCNM out of their own insecurity. Very lazy and poor job. We need a real student advocate.

42. Need legal services.

Financial

COMMENTS:

1. We need outside support and active recruitment of such- donations, etc. Most higher institutions do not run mainly on tuition from students. The recent student loan changes alarm me - tuition goes up every year, but new students that come in starting next year will not have access to PEP loans. They won't make it financially without working while attending school, which diminishes the benefit the student can derive from being here-using the library resources, practicing what they learn, etc.

2. Mr. Sorenson made clear recommendations for the hiring of a qualified development director to be hired ASAP. This was emphasized as a top priority, yet no action has been taken. We are paying Bill Tribe who has no qualification to solicit funds from alumni. So far, it doesn't appear much has been accomplished. JBC is putting us to shame.

3. Like more communication to student body as to the truth about NCNM's current financial situation

4. Sneaky. It's clear that the President, VP of Finance, and some elite students don't want equal access to education at NCNM. They only want higher level income students. Forget the disadvantaged and under represented people.

5. Pitiful. We need a full-time fund raising, grants, and scholarship person. Having the school nearly 100 percent tuition funded is inexcusable. If NCNM would treat students better, they'd have better alumni response.

6. The school is funded too much from student fees, too slow at responding to financial opportunities.

7. We need financial people doing financial work, not those trained in medicine, etc.

8. We've lost OCOM and Eclectic rent revenues, are we replacing this loss of income by increasing enrollment by adding classrooms and instructors? Why didn't we rent modules to OCOM? Why aren't we growing? Who's in charge here? What's happening to the business of the school from the president instead of some poetry? Let's run this school like the AANP, like the OANP - John Weeks, Konrad, we need help.

9. By becoming less self-centered, more service centered, research and support dollars will come, ie. 1) migrant health clinics, federal dollar financed 2) see model of PAAC (David Eisen).

10. We need a go-getter for a president. There is money out there and we need it! Also, financial dealings/budgets must be absolutely accessible to students.

11. More grant writing; more work should be done on obtaining financial aid.

12. We need someone from outside the school to suggest ways of raising funds.

13. I feel more avenues should be actively investigated and recruited for financial support.

14. Our tuition driven school is subject to an administration that makes student decisions based upon cash flow. Are we just buying our degrees?

15. I have not seen a financial report so I'm not sure I can comment a lot The only thing I know is that we pay a lot of dollars for education and we shouldn't feel staff isn't paid enough for services.

16. Needs serious help - More scholarships. Need to be more focused on student assistance other than pay and dueable loans. Maybe a few ideas from conventional medical school.

17. There seems to be gross financial mismanagement at NCNM. We still have such financial problems despite the fact that we've been around so long. One would think the school would have gotten their act together by now. I certainly would like to know what's happened to all our tuition money since instructors or physicians certainly don't get paid much. This also applies to the clinic. Being a non-profit organization doesn't mean we can't get out and raise dollars.

18. Have talked Dr. Miller and gave him name and number of person in senator Hatfield's office re: dollars. Have talked with Pam Salkield and gave her name and number of person in senator Hatfield's office, re: dollars.
19. Tuition based is a concern. Cutting back student loans now available is a concern.
20. We deserve more financial support. NDs are a blessing to the suffering, pitifully ill US population, there must be money out there desperately seeking us - so let's get to a place where we are spiritually ready to receive it.
21. Someone should be doing fund raising so the school is something other than just tuition-driven. JBC is raking it in from all sides - where are we?
22. Administration makes (costs) too much money for what we need from them.
23. Long-term \$ development for school, for buildings, for decreasing cost of education The future of the profession is earned on the backs of the student, need to change this.
24. Is there any money to keep the school going?
25. Need to raise more money.
26. Current practice: "don't put off until tomorrow what can be put off until next term...next year...forever! Not amusing! Not helpful! Not responsible! Not progressive!
27. I don't even know where to begin here. I just know I'm spending huge amounts of money and receiving a mediocre education
28. With regard to finances, I am concerned with marketing of the school and clinic. We do not have to operate in the red.
29. Development!!! (Needs to happen, needed to happen long, long ago!!)
30. Major weakness, totally unprofessional, subversive.
31. I am very concerned about funding for college. We need a well qualified director of development for pursuit of funding. We also need more effort in research to pursue funding.
32. President is not being aggressive in soliciting funds for growth and development of the facility/profession.
33. It's time to drop our minority and poverty consciousness.
34. Don't let this school go under!
35. Decrease tuition.
36. Stop bilking the students and start fund raising!
37. Jim Eddy is an invaluable asset. Bad student debt is going to be our downfall. Core Group is not the group to be setting up scholarships.

38. Let's hire someone willing to write proposals for school financing. Politics aside, we need to get more people out there who will benefit the profession and help future financing.

39. I feel the school should pay a PR person to recruit sponsors for this school - to bring in scholarships, grants, etc...

40. Even when weaknesses are specifically pointed out, the administration staff ignore common sense. Ask them how many dollars are uncollected for 1991-92 tuition. Ask why they don't bill until year end. Are they really worth the dollars they cost NCNM?

41. I feel since the finances of this school are based on the student tuition there needs to be a professional person actively looking for big FUNDING. It's out there (money). We need to go get it. There are many in the school who have great ideas or have ways and means of getting money that have been pushed aside for who knows why.

42. This is a big problem, a vicious cycle is created here: The students fork out a pile of money for this education and see no indication of what their money buys. The building is an old sad sack. The teachers talk about what little they are paid and the benefits of teaching here are decreasing each year. The students feel like their money is not being used wisely and as a result they don't want to donate money to the school once they are alumni. The cycle needs to be broken somewhere.

43. Obvious!

PAGE 19

44. We need grant program and outside funding. Floyd Hoyt has offered to help in this regard and was ignored. What a shame, not to tap the positive resources offered by our gifted student body.

45. Not very well informed on this, so hard to comment. The school seems very dependent on tuition.

46. When is the Board going to wake-up? Our Director of Finance is paid a salary that is way out of line. (check the history of this position). She has a record of making poor financial decisions, poor plant management decisions, and lacks the necessary education, experience, and ethics. It is evident that she has no respect for students and is remiss in her job responsibilities. The building code, violations could have resulted in TRAGEDY. When the data is out, it is sure to SHAME this institution. Ask to see who's been bidding on jobs and take a closer look at the audit, the clues are there. We've been lied to about Financial Development; somehow they managed to postpone any action for yet another year. They tried to fake us out with TRIBE, even he was telling us he was the Dir. of Development. When that didn't go over well, they changed the story.

47. Barbara has a way of changing the game rules midstream in dealing with students. The change is always against the students without recourse. In short, she is unfair.

48. I feel PR for the school is Mickey Mouse. I have no doubt we could be getting funding that could aid in reducing the tuition and find plant improvements and supply acquisitions.

Clinic

COMMENTS:

1. Too many personality conflicts. Professionalism should be canted through to relationships amongst doctors and students.
2. Needs improvement as far as primaries and secondaries using patients as "guinea pigs. and not really accomplishing anything significant.
3. Poorly run as a business, needs advertisement - effectively. Needs better financial management and efficiency of desk operations (a computer would help - one book for appointments for all to use is a bottleneck - very inefficient). Students need more patient experience - one to two per shift is inadequate. We need a five year program, clinic notebook, and time line.
4. Favoritism and an atmosphere of caution pervade clinic. Staff/supervisors who spoke with Mr. Sorenson said they don't feel qualified. This results in a defensive approach toward students. Overall a lack of collegial relations with students.
5. More formatted orientation with regard to paper-work would greatly enhance our clinical education.
6. Will there be enough patients to make my clinic experience worthwhile? Will I be the subject of harassment and abuse because of my beliefs, gender or heritage? Disorganized, only a few competent and fair attending physicians. The previous and current chief residents have been very abusive and unfair to some students. They must go. Give students equal chance at residency positions. Obviously, they want weak residents who will not seek to make things better and be fair to students.
7. Continues to be embarrassingly dirty.
8. Organization - we could do more to have patients flowing in and out. The clinic doctors are excellent. Hydro shifts should be made in advance of when they are now (change in terms is chaotic).
9. I question some of the attitudes of the clinic faculty. Excellent clinic desk.
10. The clinic needs to organize and communicate among doctors, externs, and staff; tasks, goals, and priorities must be made clear and feedback/improvement mechanisms must be in place. Patients must not be made to wait and receive absolutely professional care. The clinic needs to make peace with being a profitable enterprise with the right focus it could provide higher quality service, triple its revenue and support this school. Think big folks!
11. Haven't had enough time there to say for certain - but I hear a lot of stories, seems it is poorly organized. I believe Mark Percival, ND, DC who says if we ran the clinic differently, we could support the student tuition by clinic income alone. As a patient, something is definitely missing.
12. Need for opportunities for "on hands" experience.
13. Mismanaged. Need to see some new and exciting blood in the management of PNC. How about having externs to be neatly groomed (both hair and beards)?

14. The clinic is run fairly well considering what is available. There are students admitted that should not be in clinic; need to not only know academic, but to be psychologically/mentally/emotionally/spiritually ready.
15. I keep hearing from upper class people that the clinic does not have enough patients, but staff says that is not so. We need more community outreach programs.
16. Disorganized, poorly maintained, never on time, definite health risk for students.
17. Major sore spot with me. The physical appearance is depressing and embarrassing. Clinic conference is a horrible place to work in and I feel that clinic rooms make a bad impression, especially the lack of cleanliness. Not enough patients; supervision and time with patients feels rushed. Not much positive feedback, support, or warmth.
18. We need moral leadership in the clinic, not people who use their position there to seduce students or people who unfairly prevent some selective students from getting the hours or check-offs they need.
19. Strength: staff. Weakness: High number of patients that don't return and don't recommend clinic.
20. We are improving our clinic all the time. This is nice to see. With larger and larger classes coming in though, I am concerned about not having enough patients to go around. The clinic is going through some growing pains now - as long as I see change, and I do, I am happy.
21. An Active Preceptorship program! so less stress on students. We shouldn't have to look for preceptorships. That's what we pay all that money for clinic preceptor hours!
22. Can naturopathic physicians ever gain credibility and respectability when staff don't even smell good - do they ever bathe? They cater to freaks and put most people off.
23. The clinic is not being promoted enough - different classes of people should be brought in, which would mean more experience for the students. The clinic should be kept cleaner. It can be embarrassing to have patients see certain rooms.
24. Stricter control of who goes in, out, etc.- crime watch relaxed atmosphere great to work in but too lenient might lead to undesirable behavior (theft).
25. My one comment regarding clinic is the staff's "that's not my station" attitude. I have more than once witnessed patients standing and waiting because no one was willing to get up and find out what was going on.
26. Increased advertising.
27. 1) Number of patients. 2) Need inpatient facility.
28. Seems very disorganized, not enough instructors, too much time waiting for instructors.
29. OSHA is cracking down hard and I hope we stay a step ahead. I feel like I'm not exposed to enough pathology.

30. Should be a profit center - individual supervision is inadequate.

31. Great director and that's all.

32. More professional, mature behavior on part of some supervising doctors - less emotional/personality inter conflict leading to better management/supervision skills for doctors in clinic.

33. All too peripheral to ever be taken seriously.

34. Is there going to be enough patients to make my clinical experience worthwhile.

35. More supervision in clinic.

36. Watch this space!

37. Need more patients and venues for students to work in. NARA is a start, but we desperately need others. Too many students per teacher ratio makes for GENERIC DOCTORS - not excellent ones.

38. I have a hard time to apply what I studied in classroom. It seems that I have a new education at the clinic. I feel that the curriculum should be reorganized in such a way that clinic experience should be applications of classroom learning.

39. While my clinic experiences are valuable, I feel creativity is stymied and a rather formulaic approach is taken towards treatment. Doctors need to spend more time with students exploring possibilities. supporting and encouraging, teaching (doctor equals teacher). Often clinic feels like more than a mad rush to obtain checks on a sheet of paper.

PAGE 21

40. Eliminate bias and favoritism which has existed in 2 to 3 administrators or staff. Do more to get patients in. Make sure students can easily reach the check-off goals with plenty of patients. More skill labs haven't had one in two quarters (and few before that) and need several per quarter for checkoffs.

41. Need more recruitment of patients. Need more help in leadership - Dr. Hudson is great but spread too thinly. Need help in getting preceptors.

42. The clinic could significantly increase its income if it were run efficiently and if the clinic chief were a holistic MD or DO so that insurance can be billed - divide the clinic into departments for better training and education- (eg) GYN DEPT, SURGERY DEPT, MEDICINE DEPT.

43. Dysfunctional. Students are not treated equally. Tori Hudson is incompetent in her administration of clinic policy. She openly allows favoritism and bias and openly practices favoritism and bias by investing time money energy and privileges into her pet projects and PET STUDENTS. Any student who is in Tori Hudson's "clique" or "in-group. has special favors granted - it's very obvious. but Tori is under the illusion that people don't see her favoritism. At will or practicing and allowing bias and favoritism. Tori allows and condones harassment of people who don't agree with her lifestyle or values. She also spends a lot of time grooming her pet student to be a resident This "pet student" of hers is an angry dysfunctional person who will

be the ruin of the profession if placed in any position of power. EVERYONE knows who Tori is grooming and many many students faculty and staff are upset by it but no one speaks up because Tori has been successful in insulating herself and her "pet" beyond reproach. She has placed herself above accountability to Dr. Miller Dr. Zeff, or the Board. ANYONE beyond reproach is Dangerous.

44. INCOMPETENT management LACKS Professionalism and basic knowledge of acceptable business practices. The Clinic Directors Chief Resident and many students/staff COULD NOT function OUTSIDE THE PROTECTION of the Clinic Walls. They are a LIABILITY and have alienated many patients and outside professionals. We NEED a New Clinic Director who is mature, has a sense of FAIR Business Practice is respectful of professionals who do business with the Clinic does not show favoritism to some students, and has a sense of "professional boundaries". I feel Tori is an embarrassment to the school and is dangerous in her position. She doesn't recognize her clinical limitations. Serious cases are undertreated, people don't improve and never come back.

45. This "how do I get on Dr. Barrett's good side. has got to stop. This is a disgrace to the school and the profession. Additionally petty politics are prevalent in student assignments with Drs. Hudson, Cooper, Edmiston, Thom and Myers. However, Dr. Edmiston is in a class of her own in her prejudice against men.

46. Overall = professional.

Academics

COMMENTS:

1. The teaching is pretty standard/traditional; some good teachers some bad.
2. I feel we deserve better faculty with better qualifications and more organizational skills.
3. Intense demanding - but most of it is necessary. I'm going into fourth year and have learned something valuable/useful from each class. I have found it difficult to do third year academics and be a primary on the five-year program because of the time demands; homework for classes and research time for patients.
4. Curriculum too heavy some courses redundant: need qualified psych instructors, not burned-out old hippies. First-year is unnecessary torture.
5. We have some superb outstanding instructors- Bettenburg, Kruzel, Barrett, Stoddard. MacIntosh - good job!! I feel our psych department is exceedingly weak.
6. Stressful, have learned a lot most teachers are fair some are abusive and must be fired.
7. Needs reorganization from the top-down and bottom-up to better represent our naturopathic philosophy. In that light. the current program is a double-messaged hypocrisy.
8. Get rid of superfluous class time example: physio lab, naturopathic therapeutics I. etc.
9. We need to be clear about what needs to be taught and get good teachers to teach - not just doctors who are overworked and who are teaching to help out. Get teachers who are professional.

10. Excellent for the most part. We've got something great to build on - so Let's Do it!
11. Quality control is an issue. We cannot allow anymore fiascoes like Dr. Titrud to occur. This is no joke. We as doctors need to know anatomy and neuroscience. Dr. Zeff needs to raise his standards and we need to improve faculty evaluation procedures. Drs. MacIntosh, Colley and Kaminski should serve as examples for the kind of faculty we hire.
12. I feel encouraged that efforts are being made to improve the curriculum.
13. Look at maturity of students, psychological profile in addition to grades.
14. All teachers should have course objectives like Anna MacIntosh does.
15. A lot of time in class is wasted when students and instructors expound on their political beliefs and not course materials. Course materials should be integrated so that conflicts between instructors information would be kept to a minimum.
16. Most classes are good and faculty is great but when there are classes that are bad, nothing happens, even when students complain year after year, Jared is very inadequate in evaluating and responding to student complaints.
17. Many classes where teachers read notes. We could read it ourselves, so why be in class. Some classes are excellent. Let's make this an educational experience rather than a thinly disguised correspondence course!
18. Why are there still useless classes that we have to waste time and energy and money on?
19. Caters to the immature population recruited and dominates student body. Clinic management and general traditions of sentiment - not good medicine or professionalism.
20. Fewer hours spent sitting on my backside.
21. Improving - area, still moves too slow to keep up with health of school.
22. Faculty underpaid.
23. Have consistent grading systems. Hire instructors who are knowledgeable and pay them what they are worth (increase salary to have increased quality instructors).
24. I did not learn kinesiology in Medical Kinesiology. I did not learn massage in Body Work. A 1 credit embryology course has left me with little more than debates on the theory of evolution and yet I only get a three credit Micro course (plus Lab) end Histology - very inadequate. We have a strong academic program now. The changes being discussed make me afraid not only for the school but for the profession and our status within the US medical community.
25. It's not good to learn our doctoring from those who have just reamed themselves - much is being lost.
26. Question classes we cannot use first year Kinesiology, Body Work II, (Case: Stiles was a horrible experience).

27. Great except for Dr. Sherman in CPD.

28. I would really like to see some trimming down of the classes that are questionable to our needs. If in doubt, throw it out!

29. Enforce academic standards, generally too lenient.

30. Pure power play designed to spoon feed childish immature freaks recruited actively - not professional standards or quality.

31. More hands- on in academics with small group learning, possibly bring patients into classes for free treatments.

32. I am grateful for Dr. Zeff, a voice of sanity in a sometimes crazy, irrational academic world. Drs. McIntosh (Marz) in particular have displayed prejudicial and stubbornly irrational, even tyrannical behavior.

33. No complaints except for some first time teachers that lacked fairness, objectivity, and of course experience.

34. Jared Zeff is a dear man with a good heart who desires the best for the school. He is often too busy to deal with problems plus all the work associated with his job. He seems somewhat reluctant to change and Andrea Smith is intensely loyal to him and also seems hurt by opinions differing from the ones held by the administration. They are good people and the school needs their contributions but I don't think either of them are capable of the openness and clarity and non-defensive approach needed to

PAGE 23

settle disputes misunderstandings between students and the school bureaucracy. We need someone with counseling skills in dysfunctional families to help heal ours and let these good people do the jobs they were hired for.

35. I think the sequence of courses has improved a lot and some of the teachers are up to date and professional. I'd like to see much more time spent on application - such as take-home exams, projects and discussion - and much less on memorizing mountains of info that are soon forgotten. Some of the teaching is poor - very frustrating especially when I pay so much for it. Make CPD more real by bringing in patients.

36. Basically good, but no time relevant recourse or problem instructors. Many esoteric courses that are required should be electives.

37. Overall OK, but some teachers need to take evaluations seriously and do "little" things such as updating notes, reading current research, present more clinic cases, etc.

38. Certainly need to get our act together in hiring quality instructors who have good clinical skills and not just into academics.

39. Some instructors and classes are definitely terrific and others fall completely short of my expectations and are lesser compared to my undergraduate like research

40. This is improving, but at a snails pace. We tried for two years to get rid of "dead wood" or the faculty/staff. For whatever reason, the student's voices are not heard and their advice/request not acted upon. Finally, the faculty member is retiring this year - fortunate for the incoming class. There needs to be a better method of evaluating teachers and allowing them to move on if they don't cut the mustard. Students pay a lot for this education and should get top notch instructors.

41. There is little respect from the administration or support for the many competent and devoted faculty members we have. Faculty who are less qualified continue to teach without any direction to implement necessary changes that would upgrade the performance level. Faculty like Dr. Sherman have a wealth of Clinical experience to contribute while Dr. McIntosh teaches the Biochem and Physio Labs referring to all her patients: meanwhile she never practiced as a DOC. People are so easily deceived by FLUFF.

Admissions/Recruitment

COMMENTS:

1. Negative people who are interested in causing trouble and in their private agenda should be excluded.
2. I question Ann Hovland's judgement and qualifications for the job. Why are we accepting people who were rejected from other schools and people who abuse drugs?
3. Big problem here. The school has let in more than a few very unqualified students who are sick and immature emotionally and socially. PR is extremely weak. Interviews are disorganized and offensive questions asked. Let the regional coordinators continue to conduct interviews; just another quest for control.
4. We need an active admissions and recruitment person who has the good of the college and the advancement of the profession at heart rather than personal agendas.
5. Get tougher set deadlines around February and notify in March or April. If you want to graduate 50 in a class, accept 75 or 80 knowing some will drop.
6. I'm glad it seems to be getting tougher to get in.
7. Thumbs down MAN! - Community education. college recruitment, general knowledge that we're here is negligible - We need aggressive, knowledgeable PR people.
8. There are people in my class - adults - who have the emotional maturity of teenagers. How did these people get in here. Diversity is one thing, quality is another. Age is not a substitute for maturity. Prospective students need to be evaluated carefully and consistently to determine if they are suitable to become physicians. This is a gravely serious matter.
9. If a student is having academic problems after the third term, expel them instead having them getting power and threatening to sue the school. The instructors kowtow to students - this must change.
10. I think recruitment should be done at high schools and colleges on career day; not only does it bring students in but it spreads the word on Naturopathy.

11. Please be more selective. Potential problem students need to be identified before they get accepted instead of stupid documents like the Non-Academic Standards.
12. It is difficult to "see" past an individual who is smooth at interviews and not truly good naturopathic material.
13. A good committee is needed so that the screening procedure can be carried out effectively and the school needs rules and regulations before the student comes so they know what is expected ie. beards not allowed while here, etc. :
14. Poorly run department, well-intentioned and incompetent staff. Why do they accept people with 20 plus year old prerequisites.
15. I'd like to see tougher standards for admissions and emphasis on mature students. Require bachelors degree. Continue student visitor days.
16. I question Ann Hovland's abilities and judgments on many levels. I think the school would be better served by someone else in the Admissions office.
17. I have spoken with first year students and prospective students (who have had interviews) about their interviews here and am concerned about the seemingly irrelevant questions asked. I am not comfortable about our interviewers objectives. I get the feeling they are looking for students who will not "muddy the waters". Are the admissions staff defensive for some reason? They appear to be protective of their job and not wanting to admit intelligent, assertive, well-qualified people into the program, fearing that the potential student's background/expertise will outshine their own ability to do their job. I know of more than one student who offered their help free of charge to various staff to improve the way this school is run and these people are turned down. The administration would rather bumble along at their own pace. Why are so many people at this school afraid of change?
18. Look for homosexuals, witches, and other perverted members of society and you will find them, but you won't ever become legitimate or accepted by those who would wield power, influence, and dollars.
19. Stop satellite interviewing. Other med-schools have you travel to school for interview. Let it be the same. Send brochures to universities that have pre-paid reply/send info cards.
20. Have strong and high standards and select only those students who meet them.
21. There seems to be a larger than expected number of people admitted to NCNM that are emotionally unsuited to this profession (excessively aggressive/negative).
22. Please don't start looking more at GPA, instead of intentions.
23. I feel the person running this department is not qualified - her recent letter concerning "quality of candidates" was very discriminating.
24. Not informed enough of current process, although it sounds better than when I was interviewed.
25. Weed out emotional dysfunction better.

26. Designed to perpetuate domination by the weird, for the weird, to the exclusion of any rational standard, ethic, responsibility.

27. Why are students let in to this school who are not "doctor" material - physically emotionally, and mentally?

28. Better screening of incoming students. There are people that are not emotionally/physically competent. Call the references. Would this person make a good doctor?

29. My experience through Sally Rose was a third rate establishment with incompetent neurotically stressed administration who had too much overload to be human. I was forced by law to come here to get a license, otherwise, you wouldn't have got me. Things have improved some since then.

30. Concerns are ie. professional quality interviewing of students. In the past interviewing has apparently been rather slip-shot at times. Those individuals doing past interviewing often have had no background in academics or in the profession in particular. This is where non-academic standards must start!!

31. Ann Hovland seems very inadequate. She accomplishes much less and seems to require more help than seems necessary. I would suggest that all applicants be reviewed and a date for acceptance be established, ie. June 1 or April 15, like other medical schools.

32. Recruitment should be done from elite colleges and to improve the academic quality of our incoming students.

PAGE 25

33. Let's quit admitting people who have not met admission requirements. Tighten up admission standards so that special interest groups cannot try to justify another "non-academic standards policy" that will be used to expel people who don't agree with their lifestyle or political views.

34. I think we should be more concerned with promoting the school than recruiting people. With promoting the school comes more students plus more patients, more recognition and more acceptance.

35. Should be selective and rigorous.

36. It is insanity to have 2 mediocre, non-physicians (Ann Hovland & Robin Burke) basically choose future students. Experienced naturopaths should decide which students are best qualified and Ann and Robin should record their decisions and follow up with the paperwork.

37. The records in this office are in dire need of investigation, WE MUST STOP the pattern of discouraging and not accepting some of the more qualified and promising students. Does the school discourage those who may outshine the administration and faculty as the "most accomplished" are most discouraged. Meanwhile, blatant, obvious social misfits are accepted and permitted to progress through the program. What does that tell you? It is well-known that certain students are afforded special privileges while others are discriminated against and persecuted because they may not support the "alternative lifestyles" of some faculty and administrators. We CANNOT allow this prejudicial treatment to continue. It is too well-documented to deny. We are testing fate by ignoring this issue. When documented "liars" are given special privilege in the clinic and elected positions even when "they lose the election" this

sends a very bad message to the students. It says some people are "above the law" and if you're lesbian there are a whole different set of rules that apply!

Other

COMMENTS:

1. This school is not run by Dr. Miller. It is run by Tori Hudson and her special interest group. The status quo is her deciding who has to suffer and her student goons maintain the status quo with political harassment.
2. Change the clinic supervisors who are not or have not been successful practitioners out in the field.
3. I am concerned that if my comments differ from that of whoever is collating these results will censor my comments.
4. Many of our faculty are substandard - the persons chosen for teaching positions may be excellent physicians, but do not know how to communicate information effectively, yet despite course evaluations and input to the academic counsel, these people are re-hired again and again in order to save the time and effort needed to find adequate faculty . A good naturopath does not necessarily make a good teacher!!
5. For the sake of suffering humanity - inculcate the naturopathic ideals into our training. For Christ sake, just do it.
6. This property is fast becoming inadequate and we should start to look for something else fairly soon.
7. Clean the bathrooms - why should I even have to say this! Make graduates feel good about giving back to the school after they graduate.
8. All else. No need to say more. If anyone really cares to see the truth and take responsible action. It is apparent to even casual observers.
9. Board - needs to be responsible.
10. I seriously feel our President can't lead and run this college. I strongly advocate he not remain as President.
11. What is Core Groups goal with this survey? How is it going to be used. It appears like there is a specific agenda? I feel uncomfortable with this survey and how it might be used.
12. Have faculty mailboxes in administration office - so students won't steal other students assignments and copy them and possibly if they remember to return the original "stolen" assignment.
13. Shouldn't there be cooperation between PR for PNC and PR for NCNM? NCNM does a speakers bureau that PNC doesn't know about, yet PNC draws on our students as speakers? This doesn't make sense to me.

14. There is no excuse for not having the schedules up prior to the night before study week and finals. There seems to be enough people on staff to get things done, more organization perhaps.

15. (Comment pointing to all sections). Sorenson gave a start, but no one in power will follow his proposal because it is diametrically opposed to the power agenda of the current administration. Change the cause and you might affect other changes, otherwise not.

16. Our education is so geared to learning in the classroom - too much so - medicine is best learned hands-on in conjunction with classes. I feel we need a residency program. I hear students say we should have more classes - but I feel what we need is more experience with patients. Also, this school should be a place where we get a good foundation; not learn everything - I think there is a tendency for students to feel we should know everything. School is a start Our learning goes on as long as we practice.

17. Anything further would be redundant Even this is obvious or should be. Let's open our eyes and move if we are ever going to or admit that you are impotent or happy with things as they are.

18. Not enough stability - (staff, faculty, patients, curriculum, policies). However, the school is great at adaptation.

19. Give correct answers on graded exams to make them a better learning experience when handed back. Upgrade physical plant, especially in the clinic. Be more professional about cleanliness. Advisors for first and second year students. More support and feedback from faculty. Implement some changes from vision project before we all graduate! (reduce the stress). Develop more residencies.

20. Alumni relations - Bill Tribe is always hanging around the school halls, seldom wears a suit, looking like a belligerent NARC. I have attempted to talk to him and have been ignored or dismissed.

21. An overall revision of current stems and acceptance of the fact that there are many problems and if the school is to survive, it has to "grow with the times". Major efforts are needed in fund raising, public education, public relations. We are too small to be that divided.

22. I was especially appreciative of Biblical Principles of Healing being offered. Not only does it hark back to our roots, but it attempts to broaden our spectrum of helping our patients, as well as our own spiritual growth. Dr. Day should be continued at NCNM.

23. Sometimes school policy changes mid-year which is unfair to students. For example, the incomplete policy became much stricter at the end of Winter term with no warning when it was too late for students to adapt. I think that the curriculum changes too much from year to year, causing constant flux time for the students caught in between. Faculty seems to change a lot because a new instructor is hired and tried out and doesn't work and then another is tried and fired. A better selection process is needed - better standards.

24. Hudson's favoritism and Barrett's tantrums must stop. Zeff should be in charge of Clinical Education and have more time to be in contact with students. We have few role models at this school - promote professionalism.

25. Morale is extremely low. Students don't talk to each other. Administrators don't talk and are rarely seen. The school is filthy and cramped, no parking despite student pleas and car thefts. Time for house cleaning.

26. 1) Student recruitment non-existent. 2) There is no excuse for prejudice. The fact that someone is gay should not be held against them any more than the fact someone is straight. I see prejudice on both sides as well as discrimination. Can we put the good of the profession ahead of promoting sexual preference for a change.

27. The time is now! Are we doing everything we can to make ourselves known? Are we taking enough risks? Unless we start making some noise we will get squashed (or stay stuck where we are now). I want more reports about the efforts being made in the nation as a whole and state-by-state. I want to know that we are moving forward!

28. We need a new leader. We must get out of this old management (stone age) and get on with some new goals.

29. Raise admission standards and go out to colleges across the country. Give present students a \$250.00 credit for each new student they bring in who is accepted.

30. Let's present - to students and public - that naturopathic medicine is an answer to a health care crisis. There is national (US) money available for the treatment of drug addiction, AIDS, and many conditions that are prevalent in the low-income communities (especially urban)...LET'S get them! Let's get another clinic going!

PAGE 27

31. More time is needed for clinical and book study. Less time should be spent in lecture getting spoon fed. The curriculum is top-heavy. Lighten the load (hours) and intensify the quality of instruction.

32. Too many political mind games!!

33. Library needs full-time staff 8 am. to 9 p.m. and a protection system to prevent stealing. The nudes about eating should be enforced.

34. My apologies for the angry and negative tone of the comments. However, the level of frustration I feel is sky-high We've known for years what the school and profession need, yet people have been so busy cutting out and -guarding turf, pushing personal agendas and using the school to work out their "stuff" that the nurturing and promotion of the profession has fallen right through the cracks. If we had raised a child the way we've raised the school and profession, we would have lost custody rights long ago. Can we stop our nonsense and engage in a little adult behavior for a change?

35. NCNM is consistently and methodically fuming out dissatisfied and non-contributing alumni. The prejudice and politics are especially shameful considering our alternative, holistic, naturopathic perspective. Too many lack professionalism; they are legends in their own minds.

36. School-year schedule is off - needs to end before summer solstice. This is important.

37. Look at all these and tell me what you think.

38. Most people live in a Twilight Zone. They don't question. They refuse to know. Those who have the awareness and desire to improve the school have the initiative beaten out of them by the President, Board, and administration. After years of being penalized, many people don't feel there is any HOPE that change can come from within the system. They MUST look elsewhere. If you, the reader, are in a position to help, we humbly ask for your assistance. We want to WITNESS the Triumph of NATUROPATHIC MEDICINE. It can't happen if NCNM continues on its Present Path. PROFESSIONAL CONDUCT - What does it mean when the administration, Board and President are not held up to the same code of conduct and accountability as the students? I thought I would find role models here. This is the WORST educational/ professional experience I've ever had! Jewell Young, Pat Stoddard, Helen, and Friedhelm stand out as being professional, honest and truly dedicated to providing a good service. I have had almost every other administrator/staff member LIE to me, insult. Or in some way cause suffering due to their direct negligence or incompetency. How much of a liability has Jim Miller been? How many people did he insult, embarrass or otherwise alienate? We need a new President - NOW!

39. More distance between administration and the students - I am not here to run a college. It's like the kids trying to raise the parents!

When Asked, "What Would You Like to See as the Future Of NCNM?"

RESPONSES:

1. Future - no more than 400 students, active in promoting Naturopathic Medicine in the Portland area; well-known so that patients come from all over the US to be treated here, upholding Naturopathic principles (not giving in to being assimilated into/copying allopathic medicine); promoting Naturopathic medicine in the medical community so that we will get referrals from MDs to the clinic for chronic diseases, etc. Let MDs, DOs, DCs, etc know what we're good at so they will think to refer patients to us who need our care. With more students, we will need a larger facility - larger classrooms, more time options for classes, larger bathroom facilities with adequate water pressure, a library security system. access to Medline, more computers with diet analysis and repertory programs.

2. Financial Development. Hard-headed administrators: [The Administration] should not be taking s_t from [any special interests]. The administrators are too passive and overworked. The students need therapy.

3. Financial stability - not relying on tuition and then ignoring students. 1) Need new Chairman of Board of Trustees; new President, younger, someone with balls and open ears; 2) new Dean of Student Services 3) Development Director - qualified for position 4) New admissions of office (Hovland out) 5) New more qualified and trustworthy finance officer (out with Sterling) 6) New objective clinic medical director and clinic academic director 7) Out with Tribe.

PAGE 28

4. Clinic expansion - computer system. More cooperation, networking, education with other medical professionals. Steps: public relations. public education. Continue the high quality education received at NCNM.

5. In-patient facility, better admissions process. Freedom of choice, beliefs. More tolerance of diversity, no more suppression. Sincere and balanced Board members, Administrators, Staff, and Students; Is this too much to ask?

6. Both the Board and the Administration and the Clinic need people who are in touch with the community we ostensibly seek to serve, people who feel good about themselves and the profession and who will raise funds. It's stupid, self-destructive, selfish, and immature to be hostile to the very people who could and would help this school and this profession. I'm tired of the shame, the arrogance, and the selfishness I see at NCNM. We have a gift and skills the world needs. We need people who are ready to act as if they believe that is true.

7. Fundraising.

8. Accurately and sharply plan your work and then work your plan. Get rid of those workers who are in the wrong job and replace with the kind we need. Set higher standards and expect higher results.

9. I've stated it all above. We need changes now!

10. Higher standards of professionalism all around, without the loss of our uniqueness. More money, physical plant improvements (or a new campus).

11. Write down a plan When someone is harassed, be sure to listen to both sides. The school needs a research facility. Get a grant writer. Have the present research department look into the costs of hiring PhDs, MS candidates, research facilities, etc.

12. Continue to minister to the spirit. I hope we do not foster elitist posture with money screen.

13. Certainly would like to see the existence of NCNM. I think the profession should get more involved in the management of NCNM, instead of leaving it in the hands of power-hungry people. We need to get rid of Jim Miller, Sterling, Tribe, Hovland; and bring in people who are interested in working and getting results and are goal oriented.

14. A growing, vibrant academically sound institution, in a "real" NATUROPATHIC SETTING. To get there it is necessary to look into the current situation, can't afford to be arrogant because over time there will be other institutions (I hope) competing, so can't afford to lose many students.

15. I would like to see a true openness to all points of view and expressions of concerns. I would like to see a code of ethics for the faculty with regard to sexual conduct with students at the school. I would like to see an independent Dean of Student Services or student advocate who created an open forum for voiced concerns of individuals and no attachments of shame for different points of view.

16. A new building on a more visible location. Need more financial security and continuity with staff.

17. I'd love to see a new campus. We have outgrown this one and besides - it's falling apart It just does not meet our needs. I don't want to see more money going into it.

18. 1) Major financing. 2) More research 3) A new school building.

19. Clean house now. Don't wait a moment longer. Stop telling yourselves students always complain, and get busy fixing the problems.

20. If we own land, let's develop little by little to increase student capacity, leading to more money. Promote more clinic satellite program, for example with Hispanic community.

21. Having the faith I do in the future of NATUROPATHY, I would like to see an Institution (including an appropriate facility) that was geared to handle the responsibility of the health of our community. I realize we've come a long way, but let's not stop now. The world would be looking to us (NDs) for their general health care. Let's be ready!

22. A new school. Take-out a loan and finance for an envisioned future. Drop the "it can't happen" attitude and just believe in our future and act on it.

23. Overall, I feel NCNM is a really good school, especially given the huge political and financial challenges we have had to deal with I feel we get a good education here.

24. A new school and new funding sources!!

25. If it can be changed immediately, I can't wait for it to disintegrate/self-destruct from its own devices.

26. Burn it at the stake.

PAGE 29

27. Common interests/goals and greater effort to achieve - no hidden political agendas which operate at cross purposes.

28. Dump Miller and anyone else who follows his lead or current clinic management.

29. Unity in letting each other know we are there to support you all and help each other to grow spiritually as well as intellectually.

30. Part-time efficient schooling so we can work. Volunteer administration and seasoned teachers. I believe this is possible.

31. Get business people on the Board. Replace Dr. Zeff with an experienced Academic Administrator. Give Andrea Smith assertiveness training. We need to move forward and not sideways - keep academics strong and improve our base in the sciences - micro, histology, etc.

32. Build parking lot - (paved) out by back field/track or find a larger building - make better use of gymnasium.

33. The members of the Board of Trustees need to resign - a new President needs to be brought on. The Board is ineffective and unwilling to challenge Dr. Miller.

34. Would like to see it survive, yet many doubts exist. Major revamping needed to make it a holistic, yet professional institution and community.

35. Continue in same direction.

36. Total overall... The antithesis of what is excellent. If too late now, abandon the sinking wreckage and form something representative of the best tradition of medicine without deliberate perversions of everything holy, under God.

37. Clean-up our acts!! Become a professional institution of higher reaming!!!

38. The Vision Project is a good start Move in direction of those goals.

39. Get money - lots of it - fast!

40. Build well-rounded healthy, enthusiastic people, don't just pump out NDs. More personal and extra-curricular interaction with NDs on a more intimate and human level.

41. Reorganize curriculum. More advertisement for the college and for the clinic.

42. 1) Balance the curriculum (ie. make more humane. nourishing) 2) search for the best teachers - we deserve them. 3) more doctors in clinic to support students.

43. I want to see the NATUROPATHIC MEDICAL profession become powerful and strong so that we can claim our rightful place in AMERICAN HEALTH CARE. The college's only job is to produce physicians of excellent caliber who are well-prepared to take an active place in the profession (and this includes political involvement, which must be a strong part of the college experience for our doctors). There can be no profession without everyone's involvement and active participation! There are so few doctors and so few schools. This college must be strong and produce strong, healthy, and balanced doctors to represent the profession!

44. To be more closely aligned with the mainstream of holistic health in both the ND, MD, and DO realm.

45. Stop letting Tori and her goons harass students who have XY chromosomes and XX's who don't fit into their "clique".

46. I would like to see NCNM in a much bigger building with a much larger number of students. This way the program could have multiple classes offered for more than one term and the program could be split up differently. Plus you wouldn't have to see the same people day after day.

47. Improve building. improve faculty, better management. Not so apathetic. Need more organized/more motivated leaders!

48. Denial is rampant here at NCNM, from Dr. Miller on down and unfortunately change will not occur until the school has more competition. In that sense, the new Phoenix school represents hope.

49. NCNM needs a new president, administration, Chairman of the Board, and some board members replaced with the sense of morality, ethics, responsibility and dedication to do the necessary housecleaning. It's time we asked ourselves, WHY are we protecting these administrators and President. Like a dysfunctional family, it is Shameful how the truth is covered up and lies are told to protect one another. It's time to say NO to the FRAUD that is being perpetrated upon NCNM and move forward. WE NEED SOME ONE WITH A COMMITMENT TO EXCELLENCE, not mediocrity at best!! Only then can we plan for our future.