MINUTES OF THE C-FACULTY SENATORS COUNCIL MEETING OF SEPTEMBER 13, 2016

The New York University Continuing Contract Faculty Senators Council (C-FSC) met at 9:00 AM on Thursday, September 13, 2016 in the Global Center for Academic & Spiritual Life at 238 Thompson Street, 5th Floor Colloquium Room.

In attendance were Senators Burt, Carl, Elcott, Ferguson, Gold-Von Simson, Halpin, Herman, Howard-Spink, Jahangiri, Killilea, Kim, Mooney, Morton, Paiz, Sacks, Slater, Steeves, Stehlik, Stewart, White, Ying, and Youngerman; Alternate Senators Bianco, Cittadino (for Joachim), Fitterman, Knight, Lee, Renzi, Sahin (for Borowiec), and Smith.

APPROVAL OF THE AGENDA

Upon a motion duly made and seconded, the meeting agenda was approved unanimously.

APPROVAL OF THE MINUTES OF THE MEETING HELD MAY 12, 2016

Upon a motion duly made and seconded, the minutes of the May 12, 2016 meeting were approved unanimously.

REPORT FROM THE CHAIRPERSON: FRED CARL

See attached Document A: C-FSC Chair Update

Committee Assignments

Chairperson Carl noted the Committee assignments, included in the binder of meeting materials, and encouraged Committees to meet and select their Chair.

Discussion/Questions on Chair’s Report

A Senator inquired on the status of the Chief Diversity Officer search. Carl reported the first meeting of the Search Committee, co-chaired by Provost Fleming and Tracey Gardner, is on Sept. 22 and noted the search firm is Isaacson Miller, the same search firm that was involved in the President and Provost searches.

Retreat

See Document E: C-FSC Retreat Results

The C-FSC hosted a retreat in May 2016 and plans to host one annually to summarize the activities of the year. A summary of the retreat is included in the binder of meeting materials.
Committee Agendas

Carl reported the Governance Committee is charged with proposing a standing C-FSC Communications Committee. The Governance Committee will also further develop the rules of the C-FSC.

The Educational Policies & Faculty/Student Relations Committee will examine the effectiveness of teaching evaluations. This was also discussed with the T-FSC.

An Ad Hoc Committee will be established to investigate models for full-time faculty organization that move beyond the binary (tenure/continuing contract) model that currently exists at NYU. Council members interested in serving on this Committee should contact Karyn Ridder.

At the June 15, 2016 Board of Trustees (BOT) meeting, the BOT approved an amendment to the University Bylaws increasing the size of the University Senate from 127 seats to 137 seats. The size of the C-FSC increased by 2 seats, with one seat each going to FAS and the Dental School. The C-FSC agreed that the new FAS seat would go to Liberal Studies. The Liberal Studies representatives are: Heidi White as Senator and Robert Fitterman as Alternate Senator.

Provost to attend Council Meeting

Carl reported Provost Fleming will attend the December C-FSC meeting.

Abolish the Box

The University addressed the Abolish the Box campaign and Carl reported the decision regarding the campaign, discussed at the Senate Executive Committee meeting, and made public in August. The decision is to continue to use the common application, but include the following additional language:

NYU is committed to treating applicants with a criminal or disciplinary history fairly and with dignity and respect. In keeping with this outlook, NYU will ignore any answers you provided to the earlier questions on the Common Application regarding your criminal and disciplinary history because we believe them to be too broad.

Instead, we would ask that you provide answers to the two, more focused questions below, which we think are more relevant to the issues of campus safety.

NYU is committed to reducing barriers to a second chance through education, and answering “yes” to either of these questions is NOT an automatic bar to admission to NYU. So, we therefore strongly urge you to complete this application. NYU will review the information you provide using our “two-step” approach:

Within the last seven years after the age of 14, have you ever been convicted at trial, or pled guilty to, a criminal offense involving violence, physical force or the threat of physical force, a sexual offense, possession of a weapon, kidnapping, arson or any offense which caused physical harm to another person? You should answer “no” if your conviction has been sealed, expunged, or overturned or if you were arrested but not convicted.

Have you ever been found guilty of a disciplinary violation at your previous high school, college or university for any act involving violence, physical force or the threat of physical force, a sexual offense, possession of a weapon, kidnapping, arson or any offense which caused physical harm to another person?

If you answer yes to either or both of these questions, please provide NYU’s special admissions committee a written explanation about what happened, including details regarding the charges of which you were convicted or found guilty and the punishment you received, including fines, community
service, jail, prison, suspension, expulsion etc. The committee is particularly interested in learning more about the process of change you have undergone after these events and what you may have learned from these experiences.

Request for Notification of Accomplishments

Carl asked Senators that have recently produced any books, articles, curations, or other productions to please notify Karyn so they can be added to the accomplishments of the C-FSC.

The report was accepted into the minutes.

COMMITTEE REPORTS

See attached Document B: Committee Reports

Discussion/Questions on the following submitted reports:

Faculty Benefits & Housing: Vincent Renzi

Senators discussed the current housing options for continuing contract faculty. The Committee reported it discussed ideas such as financial support for home purchases, finding affordable options close to campus, and also increased transparency and explanation on the current procedure.

A Senator stated housing is a tool for recruitment. She suggested the possibility of offering short-term housing, as long as a continuing contract faculty member’s first contract, which would be particularly important to those moving to New York City for the first time. She raised the example of international faculty members being unable to get housing without credit histories.

A Senator suggested producing a survey regarding housing. It was mentioned the Work-Life Committee is creating a survey, however it will not address university housing as a benefit for faculty. A Senator suggested coordinating on any surveys to ensure there are not duplicates.

A Senator suggested the University offer a new healthcare option for faculty over 65. Instead of offering all healthcare plans, the University could offer a supplement package to those on Medicare.

Senators asked for current data on the breakdown of faculty by continuing contract faculty (C-Faculty) and tenured/tenure track faculty (T-Faculty), including C-Faculty by years of service, gender, and School. A Senator suggested this information be posted on the C-FSC website. This will be added to the Communications Committee’s agenda.

A Senator reported the change in percentage of NYU continuing contract faculty from 2006 to 2015: in 2006, C-Faculty represented 34.9% of faculty and without the School of Medicine 37.2% of faculty. In 2015, C-Faculty represented 50.3% of faculty and without the School of Medicine 42.2% of faculty.

Ad Hoc Committee on Tuition Remission and Portable Tuition Benefits: Vincent Renzi

A Senator reported on changes in the past to tuition remission, including the removal of tuition remission for current faculty, which affected a number of faculty members enrolled in programs, with the exception of Division of Libraries faculty, who still receive the benefit. He supported advocating for part-time graduate programs to be covered under tuition remission.

Senators stated the concerns expressed by faculty over a possible change in the 90% tuition remission for dependents attending NYU. The Committee reported more dependents are enrolled at other universities than at NYU. Faculty have expressed interest in a more generous portable tuition benefit. NYU’s peer and target
schools typically have more generous portable benefits. One issue the Committee discovered is that with the portable tuition benefit the receiving school uses that benefit to decrease scholarship aid.

Senator Renzi noted there is no policy statement on the reasoning behind the tuition benefit and recommends a mission statement that details its use in faculty retention, faculty professional development, and educational opportunity for staff members.

The Committee has started to develop some models, such as decreasing the 90% tuition remission for NYU to offer a more generous portable benefit.

Another possibility is providing assistance through 529 plans, which is a model used in the for-profit sector.

A survey will be produced to gather information on preferences.

Renzi responded to questions regarding the benefit for administrators. He stated the Administrative Management Council (AMC) members with salaries below $50,000/year receive a better tuition benefit than those over $50,000/year. The Committee discussed the issue of administrators turning down promotions with higher salaries if it causes a loss in the benefit.

It was noted the benefit is more of a benefit for administrators than faculty since administrators use the tuition remission to attend NYU programs.

A Senator noted the increase in NYU’s competitiveness has changed the benefit for faculty members since many will now have to rely on the portable tuition benefit. She noted at institutions such as Yale University, this issue was addressed by offering an equitable amount of portable to another institution.

A Senator noted the current NYU tuition benefit does not include living expenses, which can total close to public university out-of-state costs.

A Senator suggested the Communications Committee analyze ways to share the breakdown of tuition remission use.

Committee Negotiating with the Adjunct Union: Ben Stewart

Senator Stewart reported the adjuncts’ contract ended at the end of the summer and they are in the process of negotiating a new contract.

A Senator inquired on the mid-semester extension date and asked if that might be extended to the end of the semester if they cannot make an agreement.

Stewart responded he believes it would get extended but cannot state definitively.

No Discussion/Questions on the following submitted reports:
Faculty Committee on the Global Network
Senate Ad Hoc Committee on Work-Life Issues

Reports at Meeting:

Finance Policy and Planning: Susan Stehlik

In response to questions on annual merit increase (AMI), Senator Stehlik reported the AMI was 2.5% last year and is allocated by the School Deans. Senator expressed concern over how the pool is allocated and the lack of transparency on the process. Senator noted the disparities between schools and departments on how AMI is distributed.
A Senator suggested data collection on how AMI is distributed in terms of different departments, levels of faculty, and demographic factors.

A Senator noted the issues related to compression and the challenges to those at a lower salary level.

A Senator commented on the process, noting justification letters are needed if a faculty member is given less than 1% or more than 5% AMI. She noted for those faculty at a lower salary, the Dean might devise a multi-year plan of 4% increases until they reach the market rate.

**NEW BUSINESS**

**Faculty members not represented in governance**

Senators noted certain groups of faculty, including research scientists and post-docs, are not represented in University governance. It was suggested the issue be added to the agenda of the Governance Committee.

**Surveys**

A Senator suggested to all Committees, in addition to using surveys to gather data, a well-chosen focus group can be an important tool in gathering specific qualitative data.

**COMMUNICATIONS COMMITTEE**

The Governance Committee will develop a proposal for a Standing Communications Committee and will present at the next Council meeting.

**ADJOURNMENT**

The meeting adjourned at 11:00 AM.
C-FSC—Chair’s Report
Chairperson Fred Carl
Report as of September 7, 2016

1. Welcome

On behalf of the Steering Committee and the C-FSC I would like to welcome everyone back for the 2016-2017 Academic Year, especially new Senators and Alternate Senators.

Please see the accompanying document which lists the AY 2016-2017 committee membership, including C-FSC, Senate, University, and Provostial committees and task forces. Also please find the dates of the AY 2016-2017 C-FSC meetings.

For new members: all Senators and Alternate Senators are encouraged to attend C-FSC meetings and to participate fully in all discussions, as well as raising issues for discussion. Our Rules state that only Senators, or Alternates who are representing absent Senators at a meeting, may vote.

2. Steering Committee Elections

As you all will read in the Minutes of the May 12, 2016 C-FSC meeting, this year’s current Steering Committee is:

Joe Boroweic (Tandon)
Fred Carl (Tisch)—Chair
John Halpin (FAS)
Mary Killilea (FAS)—Vice-Chair
Larry Slater (Nursing)
Susan Stehlik (Stern)
Patrick Ying (Med)

3. C-FSC Retreat

On May 25, 2016 we held our second retreat. Please see the attached Summary of the discussions and agreed-upon actionable items.

Key among the actionable items were:

- Proposing that the Governance Committee establish a permanent standing Communications Committee;

- Proposing that the Educational Policies/Student Relations Committee undertake research and develop narratives (possibly
with the T-FSC) that question the effectiveness of student evaluations as the primary measure of teaching effectiveness;

- Establishing an Ad Hoc committee to investigate models for full-time faculty organization that move beyond the binary (tenure/continuing contract) model that currently exists at NYU;

- Proposing that the Benefits Committee explore alternative models of benefits allocation, i.e., faculty housing/assistance plans that look beyond the Square, etc., as well as understanding the serious issues of compression that exist among some continuing contract faculty, i.e., are some post-docs receiving higher compensation than some continuing contract faculty who have longer-term status?

Other issues that committees may wish to take up include:

- Obtaining data on retention of continuing contract faculty;

- Requesting clarification regarding minimal guidelines regarding leaves from University HR.

4. June 15, 2016 Board of Trustees Meeting

At its June 15, 2016 meeting the Board of Trustees approved an amendment to the University Bylaws increasing the size of the University Senate from 127 members to 137 members. The new seats were allocated: 3 new seats for the Deans Council, 2 new seats for the C-FSC, 2 new seats for the T-FSC, 2 new seats for the Student Senators Council, and 1 new seat for the Administrative Management Council. Following a determination of voting members of each School, FAS received an additional seat (restoring the seat dedicated to Liberal Studies) and the Dental School received an additional seat.

5. Chief Diversity Officer Search Committee

I have accepted an invitation from the President’s Office to serve on the search committee for the new position of Chief Diversity Officer. It is expected that the committee will be active during the Fall Semester and thru February 2017.

6. Invitation to Katie Fleming to Attend C-FSC Meeting

We have extended an invitation to the new Provost, Katie Fleming, to attend a C-FSC meeting; she will be joining us at our December 6, 2016 meeting.

7. ISAW Policy
Also attached to this document, please find the response from the Provost to the C-FSC and T-FSC Recommendations to the ISAW Policy, submitted last Spring.

8. Senate Executive Committee Summer Meeting

On July 27, 2016 the Senate Executive Committee was informed that NYU planned to announce that the admissions office will ignore the BOX asking whether the applicant had a criminal and/or disciplinary history, and will instead ask questions focusing only on narrower history of violent crime. This was announced in a number of publications around August 1-2, 2016.

9. Committee Chair Elections

All C-FSC Committees are encouraged to elect a chair or co-chairs as soon as possible. If time permits, committees can possibly meet briefly after the first C-FSC meeting on September 13th to elect chairs. Please inform Karyn Ridder of all election results as soon as possible.

Our Personnel Policies and Contract Issues committee has received the policy guidelines regarding continuing contract faculty from NYU Shanghai.

10. Further Steering Committee Business

The Steering Committee has agreed to schedule separate meetings with the executive committees of the T-FSC, the Student Senate Council, the AMC and the Deans Council to explore points of common interest.

We will also be scheduling meetings, as time permits, with Deans and continuing faculty of the various schools and programs, and will invite C-FSC members of those schools to join the discussions.

11. Request for Notification of Accomplishments

If anyone has produced any work (productions, books, articles) or curated anything, please notify Karyn so that we can add that to the accomplishments of the C-FSC.

12. Fall C-FSC Social

Please join us for a Fall Social on Thursday, September 15th, 4pm-6pm, at the Torch Club.

Thank you!
Committee on Faculty Benefits and Housing

The committee met on May 17, 2016, jointly with its T-FSC counterpart and together with Vice President for Human Resources Sabrina Ellis, Director of Global Benefits Trish Halley, and a representative from Willis Towers Watson, the University’s consulting actuarial firm, to hear a presentation regarding expected increases in health care premiums for calendar year 2017. The committee subsequently endorsed the recommendation for premium increases of 9.5% and 4.9%, respectively, for the point-of-service and high-deductible health care plans.

The committee met on July 28, 2016, jointly with its T-FSC counterpart and together with Robert Berne, Executive Vice President for Health, for a briefing about plans for the faculty housing component of the 181 Mercer Street building. Approximately 30 faculty apartments are planned. Schools were given an opportunity to claim apartments by subventing capital construction costs from their own budgets; and three schools (law, medicine, business) expressed interest in doing so. While these schools will then have exclusive use of these units for their own faculty, the result will be to return an equal number of existing apartments to use by other divisions. It is also hoped that this arrangement will allow the 181-participating schools to cover their capital contributions through fund-raising.

Respectfully submitted,

Vincent Renzi
Report of Representative to the Faculty Committee on the Global Network

The committee held its final meeting of 2015–2016 on May 12th. The major agenda item was to finalize the year’s annual report. The report is now available on the committee’s website—


Respectfully submitted,

Vincent Renzi
Report of Representatives to the Ad Hoc Committee on Tuition Remission and Portable Tuition Benefits

The committee met over the summer on May 24th, June 28th, July 26th, and August 23rd. A number of items were discussed—
—Review of data on utilization of tuition benefits.
—Plans for a survey of eligible faculty and staff about their past, current, and potential use of tuition benefits.
—Development of a rationale for tuition benefits, to encompass both faculty recruiting and retention goals as well as promotion of employee educational opportunity and achievement.
—Modeling of increases in portable tuition benefits and potential matching of 529 plan contributions for dependents.

Senators and alternates are encouraged to pass to the council’s representatives on the committee any thoughts or recommendation they or their constituents may have on these issues.

Respectfully submitted,

Vincent Renzi
Report of Representatives to the Senate Ad Hoc Committee on Work-Life Issues

(1) The committee met on May 11th with Sharon Weinberg, former Vice Provost for Faculty Affairs, and on May 12th with Christine Gould, from the Benefits Office.

(2) The survey designed by the committee is being reviewed by the University administration and its distribution is planned for fall 2016.

Senators and alternates are encouraged to pass to the council’s representatives on the committee any thoughts or recommendation they or their constituents may have on these issues.

Respectfully submitted,

Vincent Renzi
Report of the Committee Negotiating with the Adjunct Union
C-FSC Member: Benjamin Stewart

The committee has met twice so far with the Union (on July 29th and August 25th). Negotiations are currently in the preliminary phase for the Adjunct Union’s expiring contract. We have however, extended the adjuncts’ contract, which was set to expire at the end of August, until the end of October.
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C-FSC, University and Senate Committee
Membership

C-FSC
Admin/Technology
Antonius Oktaviano Wiriadjaja (NYUSH)
Jung Kim (Med)
Vicky Steeves (Libraries)
Jamie Skye Bianco (Steinhardt)

Diversity, Equity and Inclusion
David Elcott (Wagner)
Andy Williams (Law)
Peggy Morton (Silver Social Work)
Ethan Youngerman (FAS)
Marco Williams (Tisch)—on leave of absence Fall 2016 Semester
Jamie Skye Bianco (Steinhardt)

Educational Policies/Student Relations
Spiros Frangos (Med)
Brian Mooney (SPS)
Debi Smith (SPS)
Neal Herman (Dentistry)
Ben Stewart (FAS)

Faculty Benefits and Housing
Marion Casey (FAS)
Vince Renzi (FAS)
Michael Ferguson (Dentistry)
Joe Borowiec (Tandon)
Nancy Fefferman (Med)

Faculty Grievance
Andy Williams (Law)
Brian Mooney (SPS)
Ethan Youngerman (FAS)
Lucretia DePaola-Ce (Dentistry)
Marion Casey (FAS)
Mary Killilea (FAS)
Vicky Steeves (Libraries)
Nancy Fefferman (Med)
Robert Fitteman (FAS)

Finance and Policy Planning
Susan Stehlik (Stern)
Tommy Lee (Tandon)
Jon Ritter (FAS)
Leila Jahangiri (Dentistry)
Jamie Skye Bianco (Steinhardt)

Governance
Ezra Sacks (Tisch)
David Elcott (Wagner)
Mary Killilea (FAS)
Larry Slater (Rory Meyers Nursing)
Patrick Ying (Med)

Global Network University
John Burt (NYUAD)
Joshua M. Paiz (NYUSH)
Joe Foudy (Stern)
Mary Killilea (FAS)
Vince Renzi (FAS)
Sam Howard-Spink (Steinhardt)

Personnel Policies and Contract Issues
John Halpin (FAS)
Lu Zhang (NYUSH)
Heidi White (FAS/Liberal Studies)
Brian Mooney (SPS)
(We leave this spot open to be filled either by senator/alternate from involved school or by another member to help)

As per Retreat—we will need to staff a new Communications Committee—but later, once the Governance Committee proposes it and Council approves

Senate Committees

Academic Affairs
Peggy Morton (Silver Social Work)
Ezra Sacks (Tisch)
Ben Stewart (FAS)

Financial Affairs
Susan Stehlik (Stern)
Jon Ritter (FAS)
Tommy Lee (Tandon)
Leila Jahangiri (Dentistry)
Jamie Skye Bianco (Steinhardt)
SCOG
Larry Slater (Rory Meyers Nursing)
Brian Mooney (SPS)
Vince Renzi (FAS)
John Gersham (Wagner)

Public Affairs
Marion Casey (FAS)
Michael Ferguson (Dentistry)
Vicky Steeves (Libraries)

Judicial Board
Andy Williams (Law)
Peggy Morton (Silver Social Work)
Nancy Fefferman (Med)
Ethan Youngerman (FAS)
Lucretia DePaola-Ce (Dentistry)
Susan Stehlik (Stern)

University and Provostial Committees
Affordability Steering Committee
Susan Stehlik (Stern)

Equity, Diversity and Inclusion Task Force
Jamie Skye Bianco (Steinhardt)
Tommy Lee (Tandon)
Fred Carl (Tisch)

Graduate Program Committee
Iskender Sahin (Tandon)

Faculty Advisory Committee on Academic Priorities
Susan Stehlik (Stern)

Faculty Committee on NYU’s Global Network
Vince Renzi (FAS)

Faculty Committee on the Future of Technology-Enhanced Education at NYU
Mary Killilea (FAS)

National Technology Accelerator
Joe Borowiec (Tandon)
Undergraduate Academic Affairs Committee  
   Ethan Youngerman (FAS)

Undergraduate Program Committee  
   John Halpin (FAS)

Senate Ad-hoc Committee on Work-Life Issues  
   Tommy Lee (Tandon)  
   Diane Mirabito (Silver Social Work)

Superblock Stewardship Advisory Committee  
   Ezra Sacks (Tisch)  
   Neal Herman (Dentistry)  
   [Open Spot]

Senate Ad Hoc Committee on Sexual Misconduct  
   Gabrielle Gold-von Simpson (Med)  
   Susan Stehlik (Stern)  
   Andy Williams (Law)

Distinguished Teaching Award Selection Committee  
   David Elcott (Wagner)

Chief Diversity Officer Search Committee  
   Fred Carl (Tisch)
<table>
<thead>
<tr>
<th>Strategic Communication</th>
<th>Leveraging our role in Governance</th>
<th>Funding, PI and Research</th>
<th>Compensation and Benefits</th>
<th>Wild Card: Reappointment, Evaluations, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussed together</td>
<td>not discussed as a separate agenda item</td>
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<td></td>
</tr>
<tr>
<td>• Educate our constituents and leadership</td>
<td>• Committee commitment: be there, be on time, participate</td>
<td>• Collect nuanced data related to salary and work e.g. commuting, housing, research/professional development and funding, family composition, and intersection with gender, age, years of service, and/or title.</td>
<td>• Request minimal guidelines from University HR regarding leaves, which are currently broadly defined</td>
<td></td>
</tr>
<tr>
<td>• Conduct a PR campaign to promote what the C-FSC does</td>
<td>• Seek ex-officio seats at the school level</td>
<td>• Explore alternative models of benefits allocations, i.e. pool of money to be used at individual ‘s discretion based on family status and need</td>
<td>• Have evaluation procedures and criteria clarified according to actual job description and effectiveness (e.g. administrative/teaching roles)</td>
<td></td>
</tr>
<tr>
<td>• Engage our constituents: newsletter; hotline</td>
<td>• Establish our voice in curriculum changes</td>
<td>• Forming the ad hoc committee to gather data on (1) best practices and (2) alternatives to the current model of tenured and non-tenured (e.g. teaching tenure)</td>
<td>• obtaining data on the retention of CC faculty.</td>
<td></td>
</tr>
<tr>
<td>• Have a FAQ type document of the bylaws written in concise, accessible language</td>
<td>• Select committee members for strengths to supplement what committees need</td>
<td>• Observe alternative models of benefits allocations, i.e. pool of money to be used at individual ‘s discretion based on family status and need</td>
<td></td>
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<tr>
<td>• Distribute appropriate data (stats, metrics) to VIPs.</td>
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</table>

The table discussions created too many actionable items to be effectively ranked into most important, second most important, etc. using the proposed colored stickers method, but we did reach some agreement in the areas mentioned below.

It was agreed that a standing committee for Communication be proposed. With 7 first priority green stickers and 4 second priority blue stickers awarded, exploring alternative models of benefits garnered a lot of interest. Forming the ad hoc committee was a priority of some rank for the most people.
MEMORANDUM

TO: Thomas Carew, Deans Council Chair
   Fred Carl, C-FSC Chair
   Michael Hengerer, SSC Chair
   Raymond Lutzky, AMC Chair-Elect
   Allen Mincer, T-FSC Chair
   Ryan Thomas, SSC Chair-Elect
   David Vintinner, AMC Chair

FROM: Terrance J. Nolan, General Counsel and Secretary
       Pietrina Scaraglino, Deputy General Counsel and Associate Secretary
       Jessica Graham, Director, Office of the Secretary

RE: University Bylaws Amendment to University Senate Seats

DATE: June 24, 2016

At its meeting on June 15, 2016, the NYU Board of Trustees approved an amendment to the University Bylaws that increases the size of the Senate from 127 members to 137 members as follows: 3 additional seats for the Deans Council, 2 additional seats for the Tenured/Tenure Track Faculty Senators Council (T-FSC), 2 additional seats for the Full-Time Continuing Contract Faculty Senators Council (C-FSC), 2 additional seats for the Student Senators Council (SSC), and 1 additional seat for the Administrative Management Council (AMC).

Tenured/Tenure Track Faculty Senators Council

The two additional seats for the T-FSC are apportioned using the same procedure and voting faculty numbers as in the Spring. After allocating 6 seats to the School of Medicine and 1 seat to the Division of Libraries, the remaining 31 seats are allocated among the remaining colleges, schools, and portal campuses by method of equal proportions with the proviso that each college, school, and portal campus is entitled to at least one elected Senator. Accordingly, the 2 additional T-FSC seats are allocated to the Faculty of Arts and Science (from 10 seats to 11 seats) and Stern (from 2 seats to 3 seats). The Faculty of Arts and Science and Stern are also each entitled to one additional Alternate Senator seat.

1. Faculty of Arts and Science: Because the list of elected Senators for the 2016-2017 term provided by the Faculty of Arts and Science already includes 11 elected Senators and their Alternates, no additional Senate seats are eligible to be filled by the Faculty of Arts and Science.

2. Stern: Because the list of elected Senators for the 2016-2017 term provided by Stern already includes three elected Senators and their Alternates, no additional Senate seats are eligible to be filled for Stern.
**Full-Time Continuing Contract Faculty Senators Council**

The two additional seats for the C-FSC are apportioned using the same procedure and voting faculty numbers as in the Spring. After allocating 1 seat to the Division of Libraries, the remaining 28 seats are allocated among the remaining colleges, schools, and portal campuses by method of equal proportions with the proviso that each college, school, and portal campus is entitled to at least 1 elected Senator and none will have more than 6 elected Senators. Accordingly, the two additional C-FSC seats are allocated to the College of Dentistry (from two seats to three seats) and the Faculty of Arts and Science (from four seats to five seats). The College of Dentistry and the Faculty of Arts and Science are also each entitled to one additional Alternate Senator seat.

1. **College of Dentistry:** The one additional Senate seat for the College of Dentistry is to be filled pursuant to a process determined by the C-FSC. Because the list of elected Senators for the 2016-2017 term provided by the College of Dentistry includes two Alternate Senators elected this Spring and Neal G. Herman’s current term as Alternate Senator does not end until 2017, please confirm whether Neal G. Herman will continue to serve as an Alternate Senator in the third seat available.

2. **Faculty of Arts and Science:** Because the list of elected Senators for the 2016-2017 term provided by the Faculty of Arts and Science already includes five elected Senators and their Alternates, no additional Senate seats are eligible to be filled by the Faculty of Arts and Science.

**Deans Council**

The Deans Council consists of the 21 deans and portal campus vice chancellors who are now also members of the Senate.

**Student Senators Council**

The two additional SSC seats are to be filled pursuant to a process determined by the SSC. Please note that the Bylaws state the following: “There will be twenty-three regular student Senators, elected as follows: two from each of the Steinhardt School of Culture, Education, and Human Development and the Tisch School of the Arts; and one from each of the other colleges and schools and each of the Abu Dhabi and Shanghai portal campuses, except that for this purpose the School of Medicine and the Post-Graduate Medical School will be considered one school. There will be in addition not more than fourteen student Senators appointed at large by the Executive Committee of the Senate in accordance with the rules of procedure adopted by the Senate.”

**Administrative Management Council**

The one additional AMC seat is to be filled pursuant to a process determined by the AMC.

cc: Rich Baum, Chief of Staff to the President
Robert Berne, EVP for Health
Dean Charles Bertolami, College of Dentistry
Peter Gonzalez, Assistant Provost for Academic Appointments
Andrew Hamilton, President
Dean Peter Blair Henry, Stern School of Business
David McLaughlin, Provost
Carol Morrow, Senior Associate Provost and Chief of Staff to the Provost
Karyn Ridder, Manager, Faculty Governance
Memorandum To: Allen Mincer, Chair, T-FSC  
            Fred Carl, Chair, C-FSC

From: David W. McLaughlin, Provost

Subject: Policy for the Review, Reappointment, and Promotion of Full-Time Continuing Contract Faculty in the Institute for the Study of the Ancient World (ISAW)

I write in response to the May 6 memo transmitting the recommendations of the T-FSC and the May 18 memo transmitting the recommendations of the C-FSC with respect to the ISAW policy document that I transmitted for Council comments in December 2015.

As is my practice, I carefully reviewed each recommendation in consideration of the extended, collaborative, and iterative process that culminated in the ISAW document and in consultation with Roger Bagnall, the Director of ISAW. Importantly, I reviewed the Council recommendations with reference to the University Guidelines for Full-Time Continuing Contract Faculty Appointments. These Guidelines provide general principles while leaving academic units the flexibility to develop policies that are consistent with their culture, history, and organization.

In consultation with Professor Bagnall, I determined that the FSC recommendations have for the most part been helpful in clarifying language in the ISAW document, and we appreciate the work that has gone into composing them. The document was amended to incorporate these recommendations. In accordance with the Principles of Joint Shared Governance, I summarize below Dr. Bagnall’s comments about FSC recommendations that were not adopted.

Dr. Bagnall advises me that the revised document was approved by the ISAW faculty polled by email this month, permitting this policy to be finalized by the end of this academic year; nine of ten faculty approved the document, the tenth being unreachable at this time.

I am attaching a redlined and clean copy of the document showing changes made in response to FSC recommendations. I now consider the iterative process to be complete. The ISAW Policy is effective September 1, 2016.

Response to T- FSC Recommendations

Recommendation 6.1: The suggestion that a non-renewed faculty member be considered for other possible positions is not relevant at ISAW given its size. It is not the case that someone not renewed because of a change in ISAW’s needs could then be appointed to another position at ISAW.

Recommendation 7.1: ISAW does not use closed ballot and never has done so. The culture at ISAW is one of open discussion, in which all faculty members set out their views freely.
Policy for the Review, Reappointment, and Promotion of Full-time Continuing Contract Faculty
in the Institute for the Study of the Ancient World

This Policy Document is being implemented by the Institute for the Study of the Ancient World to supplement NYU policies applicable to full-time continuing contract faculty. If any part of this Policy Document is inconsistent with NYU policies, then the NYU policies then in effect will control. As with all NYU and ISAW policies, this Policy Document is subject to change, and the policies in effect at the time of an action will apply to that action.

This document goes into effect [date of approval]. The Appendix to this Policy details the process and procedures by which faculty currently on appointment at ISAW will be assigned titles and rank.

I. Responsibilities of Full-Time Continuing Contract Faculty:

Full-Time Continuing Contract Faculty (FT-CF) at ISAW currently hold the title of Clinical Assistant Professor, and may in future hold the titles of Clinical Associate Professor, and Clinical (Full) Professor. As the responsibilities of ISAW faculty are both diverse and flexible in order to meet the ongoing and changing needs of the program, the following categories of responsibilities of ISAW faculty are neither discrete nor mutually exclusive:

A. Teaching

The standard teaching load for all FT-CF is six courses per year. This may be reduced depending on other assigned duties or responsibilities. With the approval of the Director of ISAW ("Director") administrative and professional duties and other professional activities that serve the university or ISAW may, if comparable in time demands to one or more courses, substitute for such courses.

Clinical faculty are also expected to:

- Develop, create, and teach new courses and develop new curricula, where appropriate;
- Engage in program review and revision, accreditation compliance, and assessment of curricula;
- Advise and mentor students;
- Serve, when asked, on graduate dissertation committees and, when appropriate, supervise independent studies.

B. Service and Administration
Service and administration also are key components of faculty performance, and all faculty are expected to contribute in these areas. To this end, ISAW faculty must be familiar and comply with all relevant NYU, ISAW, and program policies.

For faculty whose responsibilities are primarily administrative, greater weight will be given to performance in this area in both reappointment and promotion reviews.

Faculty may:

- Provide administrative service to the program (e.g., by serving on program committees, advising student activities, managing scholarly publications, etc.);
- Serve on University committees;
- Provide outreach to the community at large as a representative of the program;
- Render service to local, state, national, and international professional organizations.

C. Professional Activity

ISAW FT-CF are generally practitioners and/or experts in their fields, and it is expected that they will demonstrate continuing intellectual and scholarly engagement in their fields or continuing practice, as appropriate to the area of the appointment. In support of professional, scholarly, and creative work, each faculty member draws upon an individual Research Account (currently at $5000 p.a.).

ISAW faculty may demonstrate this engagement and practice as follows:

- Produce scholarship and research, or applied scholarship and research, related to a specific discipline or practice;
- Produce scholarship and research, or applied scholarship and research, related to the pedagogy of their field or profession;
- Engage in professional development in their field by attending conferences, joining professional associations, giving lectures or performances at other institutions, serving on the advisory boards of journals;
- Apply for and be awarded grants (serving as P.I. per university sponsored research guidelines and subject to university approval);
- Engage actively in practice in the field.

D. Annual Activity Reports

ISAW FT-CF will submit an Annual Activity Form, usually in May of each academic year, to report on their teaching, service, and professional development. This report will be used in the annual merit review.
II. Appointment of Clinical Faculty

A. Criteria

Clinical faculty are experienced teachers, practitioners, and/or scholars in their area of specialization. In all cases, possession of the appropriate terminal degree and excellence in teaching is required. Depending on the discipline, clinical faculty members may not be required to hold a doctorate. In certain fields demonstrated excellence and peer recognition may stand as sufficient professional credentials, as specified in the letter of appointment.

Initial appointment (and reappointment) shall be based on an evaluation of the candidate’s contribution to the excellence of the program, including its educational programs, and his or her qualifications with respect to the university’s commitment to appoint and retain the best faculty in all disciplines.

B. Titles

The definitions below are intended as a framework for initial appointments of faculty.

1. **Clinical Assistant Professor of (varies)**

Faculty initially appointed at this rank have three years of superior teaching experience (which may have been as a graduate student and need not have been full-time) and demonstrated or potential expertise and accomplishment in their discipline or area of practice.

2. **Clinical Associate Professor of (varies)**

Faculty initially appointed or promoted at this rank normally possess a minimum of six years of demonstrated sustained excellence in relevant teaching and curriculum innovation, service and administrative roles, and professional activity. In addition, they may have produced relevant professional scholarly or creative work or performance at a nationally or internationally recognized level.

3. **Clinical (Full) Professor of (varies)**

Faculty initially appointed or promoted to this rank possess a minimum of twelve years of demonstrated excellence in relevant teaching and teaching innovation, service and administrative roles, and professional activity. In addition to the achievements expected of Clinical Associate Professors, they will have attained and will document national or international peer recognition through publication, grant awards, professional organizational service, or media exposure.

C. Terms of Appointments

Clinical faculty may be appointed as follows:

Specific terms are:
• One-year appointments: These are appointments made by the Director and used primarily to address temporary programmatic needs (e.g., a leave or resignation). There is no expectation of renewal, though they may be renewed on an annual basis at the discretion of the Director. [N.B. If a faculty member receives three continuous one-year appointments, a formal review, as defined below in Section III, shall take place in the third year as a condition for reappointment, which may if appropriate be for a three-year term. Reappointment is conditional upon continued programmatic need and available funding.]

• Three-year appointments: These are the norm for clinical assistant professors. Faculty are reviewed for reappointment during the penultimate year of a contract. Subsequent appointments are for three years. (With respect to promotion and apart from reappointment, Clinical Assistant professorial faculty have the option to request review for promotion in the last year of the second three-year contract, or at any time thereafter.)

• Five-year appointments: Normally, five-year contracts are awarded only upon promotion to Clinical Associate Professor and Clinical (Full) Professor. Reviews for reappointment are in the penultimate year of the contract. Subsequent appointments are for five years. Reviews for promotion from Clinical Associate Professor to Clinical (Full) Professor may take place at any time after the requirements set out in section II.B.3 have been met.

Note: There is no limit to the number of consecutive reappointments that faculty may receive.

III. Review and Reappointment of Clinical Faculty

This section sets out the process and criteria for performance reviews. A positive review establishes that a faculty member is eligible for reappointment: reappointment is subject to the academic and curricular needs of the program and the University. Even in those cases in which a candidate satisfies the appropriate standards of achievement, the decision to reappoint or promote may be impacted by curricular and structural changes and improvements in academic programs. In this case, the basis for non-reappointment will be clearly stated in the notice given to the faculty member. Appointments automatically terminate at the close of the period of time stipulated in the contract, unless there is an official notice of renewal.

Faculty reviews are an essential component of professional development for all faculty members and the following guidelines and reappointment criteria are designed to enable faculty to gain valuable feedback, enhance their skills and experience, and contribute to the success of ISAW.

A. The Review Committee

A separate committee is appointed for the review of each Clinical faculty member in ISAW. The committee, which is appointed by the Director, consists of three members and is chaired by a member of the ISAW faculty. Other members may come from appropriate departments or schools at NYU. No faculty member may serve on the committee in the year in which his or her contract expires.
For review for reappointment of Clinical (Full) Professors, the committee shall be comprised of faculty who hold the rank of Clinical (Full) Professor or (Full) Professor.

The committee will review each candidate’s portfolio and other relevant documentation as is made available. The committee will prepare a written review for the full faculty that summarizes and evaluates the evidence of accomplishment, notes areas that require improvement, and makes a recommendation regarding reappointment. All members of the committee should read the review before it is submitted to the Director. The review should represent a collective judgment of the committee, or, in the case of a divided opinion, a majority of the committee. If there is a division of opinion, the dissenting opinion should be appended to the majority review. In order for a successful review, the candidate must demonstrate excellence in the area of teaching, and, in addition, either service or professional activity, or both, in line with the purpose of the appointment. A majority vote of the review committee shall be required for a recommendation to reappoint.

The full faculty reviews the report of the review committee and votes whether to recommend reappointment. The Director makes a final decision regarding reappointment. The Director will provide the faculty member with a written summary that includes suggestions for professional development and a recommendation regarding reappointment, and will meet with the candidate to discuss the committee’s evaluation, as well as his or her own assessment and continuing programmatic need for the reappointment.

**B. Process and Timeline**

The performance review will occur in the penultimate year of the contract. During the first week of the academic year in the penultimate year of an appointment, the faculty member receives notification that he or she is up for review. With prior approval by the Director, the contract ‘clock’ may be stopped for reasonable cause, e.g., medical, personal (as primary caregiver for child, spouse, parent, same-sex domestic partner), or by contractual stipulation. Each clinical faculty member scheduled for review is required to submit a portfolio, whose contents are detailed in Section III.C. below. The timeline is as follows:

- Submission of portfolio – by December 20;
- Review Committee recommendation to Faculty – on or around February 15;
- Faculty vote on Review Committee recommendation – on or around March 15;
- Director’s notification to candidate – on or around April 1.

**C. Materials**

In conducting its review, the review committee shall consider evidence of accomplishments in the areas of teaching, research, service, and professional activity, according to the terms of the candidate’s appointment.
The review committee will consider the following as well as such other materials that the candidate may supply or the committee may request:

- A statement of teaching philosophy, provided by the candidate;

- Student evaluations of teaching during the most recent appointment;

- Two peer observations of teaching;

- Supplementary teaching materials (such as syllabi, assignments, etc.), provided by the candidate;

- The current C.V., provided by the candidate;

- All previous review and promotion committee recommendations and all previous director’s decisions;

- Summary of professional, service, scholarly, and artistic activities and accomplishments during the appointment period, provided by the candidate;

- If appropriate, copies of publications and creative productions during the appointment period, provided by the candidate.

The committee may also request other materials and data from the candidate.

The committee’s written review should specifically indicate the strengths of the faculty member under consideration in relation to school and program criteria. Where there are weaknesses, the review committee may suggest courses of action to improve performance; these are conveyed to the faculty member in writing by the Director.

IV. Promotion of Clinical Faculty

The review processes and criteria for promotion are summarized below. In addition to the consideration of teaching, service activities, and professional, scholarly, and creative, work, recommendations regarding promotion also may be based on a prognosis of the clinical faculty member’s future achievements based on dependability, growth, potential, and versatility of the faculty member as he or she will contribute to the evolving mission of ISAW.

For promotion to Clinical Associate and Clinical (Full) Professor, external references will be solicited.

A. Review Committee: The Review Committee for promotion to Clinical Associate Professor shall consist of three faculty members appointed by the Director. For review for promotion to Clinical (Full) Professor, the committee shall be composed of two faculty who hold the rank of Clinical (Full) Professor or (Full) Professor, and one tenured member of the ISAW faculty at the rank of (Full) Professor, who shall serve as chair, all appointed by the Director.
B. Timeline:

- Preliminary notification by the candidate of application for promotion – on or around October 1;
- Submission of portfolio – on or around January 1;
- Review Committee recommendation to Faculty – on or around March 1;
- Faculty vote – on or around April 1;
- Director’s notification to candidate – on or around May 1.

C. Criteria for Promotion

1. Criteria for Promotion to Clinical Associate Professor

A clinical faculty member ordinarily should have spent at least six years at the rank of Clinical Assistant Professor (with up to three years counting from full-time employment at other colleges or universities) to be eligible for promotion to Clinical Associate Professor in ISAW. Promotion to the rank of Clinical Associate Professor requires sustained excellence in teaching and also recognizes the impact of service and administration, and scholarly, artistic, and professional activity. Expectations for excellence in professional activities, however, must take into account the teaching load and administrative/service duties of the faculty member. In rare instances, an initial appointment may be made at the rank of Associate Professor.

2. Criteria for Promotion to Clinical (Full) Professor

A clinical faculty member ordinarily should have spent at least twelve years as a full-time faculty member (with up to six years counting from full-time employment at other colleges or universities) and at least six as a Clinical Associate Professor at ISAW before applying for the rank of Clinical (full) Professor. Promotion requires sustained excellence in teaching, service and administration, scholarly, artistic, and professional activity, and peer recognition in the applicable field. Expectations for excellence in professional activities, however, must take into account the teaching load and administrative/service duties of the faculty member. In rare instances, an initial appointment may be made at the rank of Clinical (Full) Professor.

D. Materials

In conducting its review for promotion, the review committee shall consider evidence of accomplishments in the areas of teaching, scholarly research, artistic activity, service, and professional activity, in accordance with the terms of the candidate’s appointment. For faculty whose responsibilities are primarily administrative, greater weight will be given to performance in this area in promotion review.
The review committee will consider the following as well as such other materials that the candidate may supply or the committee request:

- A statement of teaching philosophy;
- Student evaluations of teaching during the most recent appointment;
- Two peer observations of teaching;
- Supplementary teaching materials (such as syllabi, assignments, etc.);
- The current C.V.;
- All previous review and promotion committee recommendations and all previous dean’s recommendations;
- Summary of professional, service, scholarly, and artistic activities and accomplishments during the appointment period, provided by the candidate;
- Copies of publications and creative productions during the appointment period, provided by the candidate.

External references will be solicited to assist in the evaluation of the candidate’s scholarship, creative work, or professional achievement, as appropriate to the appointment. Candidates will propose a list of three referees, one of whom will be selected by the Director, who will select two additional referees (not nominated by the faculty member), if necessary in consultation with faculty in the candidate’s area of expertise.

The committee may also request other materials and data from the candidate.

The committee’s written review should indicate specifically the strengths of the faculty member under consideration in relation to school and program criteria, and will recommend that the candidate be promoted or not promoted. A majority vote will be required to constitute a recommendation for promotion. If there is a division of opinion, the dissenting opinion should be appended to the majority review.

V. Process for Grievance for Reappointment/Promotion and for Discipline

ISAW follows the grievance and appeal process for grievances and the process for discipline as set forth in the NYU Guidelines For Full Time Continuing Contract Faculty Appointments, revised and posted as of July 1, 2016, found here [http://www.nyu.edu/content/dam/nyu/provost/documents/facultyHandbook/6.24.16CCFGuidelinesforweb.pdf]. The Guidelines require that the grievance committee include at least one senior full-time continuing contract faculty member who shall participate in hearing and evaluating only those grievances that are filed by clinical faculty members. At ISAW, the Grievance Committee, which shall be appointed by the Vice Director with the approval of the faculty, shall be constituted of at least three full-time Senior Faculty members. In the case of a grievance by a Clinical Assistant Professor, at least one of the members shall be an Associate
Professor or (Full) Professor. In the case of a grievance by a Clinical Associate Professor, the Grievance Committee shall consist of three tenured faculty. At such time as the number of clinical faculty at ISAW permits, at least one member of each grievance committee shall come from the clinical faculty.
Recommendation 7.3: The prohibition on repeated balloting is not relevant, since ISAW does not take such votes, and has never even considered doing so.

The response to Recommendations 7.1 and 7.3 are the same for Recommendations 8.1 and 8.2, and Recommendations 10.1 and 10.2.

Recommendation 9.2: This suggestion is unnecessary, because provision is made for membership of (Full) Professors who are not Clinical on the Review Committee for promotion.

Responses to C-FSC Recommendations

Recommendation 1: The distinction between T and C faculty appointments is defined in the University Bylaws and Guidelines, and is not required to be repeated. More to the point, it is impossible with a single C-Faculty member to construct an abstract definition of the role of such faculty for ISAW.

Recommendation 3: At present C-faculty at ISAW are not eligible for sabbaticals.

Recommendation 4: Processes for revising and adopting this policy are the same as for all other faculty business and are outlined in ISAW’s Bylaws; because of the small size of ISAW’s faculty all members participate directly in such discussions in a full faculty meeting.

Recommendation 6: This Recommendation misinterprets University Guidelines: the justification for one-year appointments for C-Faculty is submitted by the Dean to the Provost.

Recommendation 7: See remarks on T-FSC Recommendation 6.1 above.

Recommendation 8: The recommendation to elect faculty to serve on the Review Committee is contrary to ISAW’s standing practice for the appointment of committees, as set out in its Bylaws, and is not practicable in a very small faculty unit.

Recommendations 9, 15A: See remarks on T-FSC Recommendation 7.1 above.

Recommendation 10B: The existing text and context adequately communicate the role of the Review Committee and then the Faculty.

Recommendation 16: Only an affirmative vote by the faculty, followed by the Director’s decision, suffices for promotion. The review committee’s positive vote is not necessarily followed by promotion.

Attachments:
Policy for the Review, Reappointment, and Promotion of Full-Time Continuing Contract Faculty in the Institute for the Study of the Ancient World (redlined version and clean final version)

Copy to: Roger Bagnall, Director, ISAW
Alexander Jones, Interim Director, ISAW (as of September 1, 2016)
Carol Morrow, Vice Provost
Peter Gonzalez, Assistant Provost, Faculty Appointments
Karyn Ridder, Manager of Faculty Governance
Policy for the Review, Reappointment, and Promotion of Full-time Continuing Contract Faculty in the Institute for the Study of the Ancient World

This Policy Document is being implemented by the Institute for the Study of the Ancient World to supplement NYU policies applicable to full-time continuing contract faculty. If any part of this Policy Document is inconsistent with NYU policies, then the NYU policies then in effect will control. As with all NYU and ISAW policies, this Policy Document is subject to change, and the policies in effect at the time of an action will apply to that action.

This document goes into effect [date of approval]. The Appendix to this Policy details the process and procedures by which faculty currently on appointment at ISAW will be assigned titles and rank.

I. Responsibilities of Full-Time Continuing Contract Faculty:

Full-Time Continuing Contract Faculty (FT-CF) at ISAW currently hold the title of Clinical Assistant Professor, and may in future hold the titles of Clinical Associate Professor, and Clinical (Full) Professor. As the responsibilities of ISAW faculty are both diverse and flexible in order to meet the ongoing and changing needs of the program, the following categories of responsibilities of ISAW faculty are neither discrete nor mutually exclusive:

A. Teaching

The standard teaching load for all FT-CF is six courses per year. This may be reduced depending on other assigned duties or responsibilities. With the approval of the Director of ISAW ("Director") administrative and professional duties and other professional activities that serve the university or ISAW may, if comparable in time demands to one or more courses, substitute for such courses.

Clinical faculty are also expected to:

• Develop, create, and teach new courses and develop new curricula, where appropriate;
• Engage in program review and revision, accreditation compliance, and assessment of curricula;
• Advise and mentor students;
• Serve, when asked, on graduate dissertation committees and, when appropriate, supervise independent studies.

B. Service and Administration
Service and administration also are key components of faculty performance, and all faculty are expected to contribute in these areas. To this end, ISAW faculty must be familiar and comply with all relevant NYU, ISAW, and program policies.

For faculty whose responsibilities are primarily administrative, greater weight will be given to performance in this area in both reappointment and promotion reviews.

Faculty may:

- Provide administrative service to the program (e.g., by serving on program committees, advising student activities, managing scholarly publications, etc.);
- Serve on University committees;
- Provide outreach to the community at large as a representative of the program;
- Render service to local, state, national, and international professional organizations.

C. Professional Activity

ISAW FT-CF are generally practitioners and/or experts in their fields, and it is expected that they will demonstrate continuing intellectual and scholarly engagement in their fields or continuing practice, as appropriate to the area of the appointment. In support of professional, scholarly, and creative work, each faculty member draws upon an individual Research Account (currently at $5000, p.a.).

ISAW faculty may demonstrate this engagement and practice as follows:

- Produce scholarship and research, or applied scholarship and research, related to a specific discipline or practice;
- Produce scholarship and research, or applied scholarship and research, related to the pedagogy of their field or profession;
- Engage in professional development in their field by attending conferences, joining professional associations, giving lectures or performances at other institutions, serving on the advisory boards of journals;
- Apply for and be awarded grants (serving as P.I. per university sponsored research guidelines and subject to university approval);
- Engage actively in practice in the field.

D. Annual Activity Reports

ISAW FT-CF will submit an Annual Activity Form, usually in May of each academic year, to report on their teaching, service, and professional development. This report will be used in the annual merit review.
II. Appointment of Clinical Faculty

A. Criteria

Clinical faculty are experienced teachers, practitioners, and/or scholars in their area of specialization. In all cases, possession of the appropriate terminal degree and excellence in teaching is required. Depending on the discipline, clinical faculty members may not be required to hold a doctorate. In certain fields demonstrated excellence and peer recognition may stand as sufficient professional credentials, as specified in the letter of appointment.

Initial appointment (and reappointment) shall be based on an evaluation of the candidate’s contribution to the excellence of the program, including its educational programs, and his or her qualifications with respect to, the university’s commitment to appoint and retain the best faculty in all disciplines.

B. Titles

The definitions below are intended as a framework for initial appointments of faculty.

1. Clinical Assistant Professor of (varies)

Faculty initially appointed at this rank have three years of superior teaching experience (which may have been as a graduate student and need not have been full-time) and demonstrated or potential expertise and accomplishment in their discipline or area of practice.

2. Clinical Associate Professor of (varies)

Faculty initially appointed or promoted at this rank normally possess a minimum of six years of demonstrated sustained excellence in relevant teaching and curriculum innovation, service and administrative roles, and professional activity. In addition, they may have produced relevant professional scholarly or creative work or performance at a nationally or internationally recognized level.

3. Clinical (Full) Professor of (varies)

Faculty initially appointed or promoted to this rank possess a minimum of twelve years of demonstrated excellence in relevant teaching and teaching innovation, service and administrative roles, and professional activity. In addition to the achievements expected of Clinical Associate Professors, they will have attained and will document national or international peer recognition through publication, grant awards, professional organizational service, or media exposure.

C. Terms of Appointments

Clinical faculty may be appointed as follows:

Specific terms are:
• One-year appointments: These are appointments made by the Director and used primarily to address temporary programmatic needs (e.g., a leave or resignation). There is no expectation of renewal, though they may be renewed on an annual basis at the discretion of the Director. [N.B. If a faculty member receives three continuous one-year appointments, a formal review, as defined below in Section III, shall take place in the third year as a condition for reappointment, which may if appropriate be for a three-year term. Reappointment is conditional upon continued programmatic need and available funding.]

• Three-year appointments: These are the norm for clinical assistant professors. Faculty are reviewed for reappointment during the penultimate year of a contract. Subsequent appointments are for three years. (With respect to promotion and apart from reappointment, Clinical Assistant professorial faculty have the option to request review for promotion in the last year of the second three-year contract, or at any time thereafter.)

• Five-year appointments: Normally, five-year contracts are awarded only upon promotion to Clinical Associate Professor and Clinical (Full) Professor. Reviews for reappointment are in the penultimate year of the contract. Subsequent appointments are for five years. Reviews for promotion from Clinical Associate Professor to Clinical (Full) Professor may take place at any time after the requirements set out in section II.B.3 have been met.

Note: There is no limit to the number of consecutive reappointments that faculty may receive.

III. Review and Reappointment of Clinical Faculty

This section sets out the process and criteria for performance reviews. A positive review establishes that a faculty member is eligible for reappointment: reappointment is subject to the academic and curricular needs of the program and the University. Even in those cases in which a candidate satisfies the appropriate standards of achievement, the decision to reappoint or promote may be impacted by curricular and structural changes and improvements in academic programs. In this case, the basis for non-reappointment will be clearly stated in the notice given to the faculty member. Appointments automatically terminate at the close of the period of time stipulated in the contract, unless there is an official notice of renewal.

Faculty reviews are an essential component of professional development for all faculty members and the following guidelines and reappointment criteria are designed to enable faculty to gain valuable feedback, enhance their skills and experience, and contribute to the success of ISAW.

A. The Review Committee

A separate committee is appointed for the review of each Clinical faculty member in ISAW. The committee, which is appointed by the Director, consists of three members and is chaired by a member of the ISAW faculty. Other members may come from appropriate departments or schools at NYU. No faculty member may serve on the committee in the year in which his or her contract expires.
For review for reappointment of Clinical (Full) Professors, the committee shall be comprised of faculty who hold the rank of Clinical (Full) Professor or (Full) Professor.

The committee will review each candidate’s portfolio and other relevant documentation as is made available. The committee will prepare a written review for the full faculty that summarizes and evaluates the evidence of accomplishment, notes areas that require improvement, and makes a recommendation regarding reappointment. All members of the committee should read the review before it is submitted to the Director. The review should represent a collective judgment of the committee, or, in the case of a divided opinion, a majority of the committee. If there is a division of opinion, the dissenting opinion should be appended to the majority review. In order for a successful review, the candidate must demonstrate excellence in the area of teaching, and, in addition, either service or professional activity, or both, in line with the purpose of the appointment. A majority vote of the review committee shall be required for a recommendation to reappoint.

The full faculty reviews the report of the review committee and votes whether to recommend reappointment. The Director makes a final decision regarding reappointment. The Director will provide the faculty member with a written summary that includes suggestions for professional development and a recommendation regarding reappointment, and will meet with the candidate to discuss the committee’s evaluation, as well as his or her own assessment and continuing programmatic need for the reappointment.

B. Process and Timeline

The performance review will occur in the penultimate year of the contract. During the first week of the academic year in the penultimate year of an appointment, the faculty member receives notification that he or she is up for review. With prior approval by the Director, the contract ‘clock’ may be stopped for reasonable cause, e.g., medical, personal (as primary caregiver for child, spouse, parent, same-sex domestic partner), or by contractual stipulation. Each clinical faculty member scheduled for review is required to submit a portfolio, whose contents are detailed in Section III.C. below. The timeline is as follows:

- Submission of portfolio – by December 20;
- Review Committee recommendation to Faculty – on or around February 15;
- Faculty vote on Review Committee recommendation – on or around March 15;
- Director’s notification to candidate – on or around April 1;

C. Materials

In conducting its review, the review committee shall consider evidence of accomplishments in the areas of teaching, research, service, and professional activity, according to the terms of the candidate’s appointment.
The review committee will consider the following as well as such other materials that the candidate may supply or the committee may request:

- A statement of teaching philosophy, provided by the candidate;
- Student evaluations of teaching during the most recent appointment;
- Two peer observations of teaching;
- Supplementary teaching materials (such as syllabi, assignments, etc.), provided by the candidate;
- The current C.V., provided by the candidate;
- All previous review and promotion committee recommendations and all previous director’s decisions;
- Summary of professional, service, scholarly, and artistic activities and accomplishments during the appointment period, provided by the candidate;
- If appropriate, copies of publications and creative productions during the appointment period, provided by the candidate.

The committee may also request other materials and data from the candidate.

The committee’s written review should specifically indicate the strengths of the faculty member under consideration in relation to school and program criteria. Where there are weaknesses, the review committee may suggest courses of action to improve performance; these are conveyed to the faculty member in writing by the Director.

IV. Promotion of Clinical Faculty

The review processes and criteria for promotion are summarized below. In addition to the consideration of teaching, service activities, and professional, scholarly, and creative, work, recommendations regarding promotion also may be based on a prognosis of the clinical faculty member’s future achievements based on dependability, growth, potential, and versatility of the faculty member as he or she will contribute to the evolving mission of ISAW.

For promotion to Clinical Associate and Clinical (Full) Professor, external references will be solicited.

A. Review Committee: The Review Committee for promotion to Clinical Associate Professor shall consist of three faculty members appointed by the Director. For review for promotion to Clinical (Full) Professor, the committee shall be composed of two faculty who hold the rank of Clinical (Full) Professor or (Full) Professor, and one tenured member of the ISAW faculty at the rank of (Full) Professor, who shall serve as chair, all appointed by the Director.
B. **Timeline:**
- Preliminary notification by the candidate of application for promotion – on or around October 1;
- Submission of portfolio – on or around January 1;
- Review Committee recommendation to Faculty – on or around March 1;
- Faculty vote – on or around April 1;
- Director’s notification to candidate – on or around May 1.

C. **Criteria for Promotion**

1. **Criteria for Promotion to Clinical Associate Professor**

A clinical faculty member ordinarily should have spent at least six years at the rank of Clinical Assistant Professor (with up to three years counting from full-time employment at other colleges or universities) to be eligible for promotion to Clinical Associate Professor in ISAW. Promotion to the rank of Clinical Associate Professor requires sustained excellence in teaching and also recognizes the impact of service and administration, and **scholarly, artistic, and professional activity.** Expectations for excellence in professional activities, however, must take **into account the teaching load and administrative/service duties of the faculty member.** In rare instances, an initial appointment may be made at the rank of Associate Professor.

2. **Criteria for Promotion to Clinical (Full) Professor**

A clinical faculty member ordinarily should have spent at least twelve years as a full-time faculty member (with up to six years counting from full-time employment at other colleges or universities) and at least six as a Clinical Associate Professor at ISAW before applying for the rank of Clinical (full) Professor. Promotion requires sustained excellence in teaching, service and administration, **scholarly, artistic, and professional activity, and** peer recognition in the applicable field. Expectations for excellence in professional activities, however, must take into account the teaching load and administrative/service duties of the faculty member. In rare instances, an initial appointment may be made at the rank of Clinical (Full) Professor.

D. **Materials**

In conducting its review for promotion, the review committee shall consider evidence of accomplishments in the areas of teaching, **scholarly research, artistic activity, service, and professional activity, in accordance with the terms of the candidate’s appointment.** For faculty whose responsibilities are primarily administrative, greater weight will be given to performance in this area in promotion review.
The review committee will consider the following as well as such other materials that the candidate may supply or the committee request:

- A statement of teaching philosophy;
- Student evaluations of teaching during the most recent appointment;
- Two peer observations of teaching;
- Supplementary teaching materials (such as syllabi, assignments, etc.);
- The current C.V.;
- All previous review and promotion committee recommendations and all previous dean’s recommendations;
- Summary of professional, service, scholarly, and artistic activities and accomplishments during the appointment period, provided by the candidate;
- Copies of publications and creative productions during the appointment period, provided by the candidate.

External references will be solicited to assist in the evaluation of the candidate’s scholarship, creative work, or professional achievement, as appropriate to the appointment. Candidates will propose a list of three referees, one of whom will be selected by the Director, who will select two additional referees (not nominated by the faculty member), if necessary in consultation with faculty in the candidate’s area of expertise.

The committee may also request other materials and data from the candidate.

The committee’s written review should indicate specifically the strengths of the faculty member under consideration in relation to school and program criteria, and will recommend that the candidate be promoted or not promoted. A majority vote will be required to constitute a recommendation for promotion. If there is a division of opinion, the dissenting opinion should be appended to the majority review.

**V. Process for Grievance for Reappointment/Promotion and for Discipline**

ISAW follows the grievance and appeal process for grievances and the process for discipline as set forth in the NYU Guidelines For Full Time Continuing Contract Faculty Appointments, revised and posted as of July 1, 2016, found here [http://www.nyu.edu/content/dam/nyu/provost/documents/facultyHandbook/6.24.16CCFGuidelinesforweb.pdf](http://www.nyu.edu/content/dam/nyu/provost/documents/facultyHandbook/6.24.16CCFGuidelinesforweb.pdf). The Guidelines require that the grievance committee include at least one senior full-time continuing contract faculty member who shall participate in hearing and evaluating only those grievances that are filed by clinical faculty members. At ISAW, the Grievance Committee, which shall be appointed by the Vice Director with the approval of the faculty, shall be constituted of at least three full-time Senior Faculty members. In the case of a grievance by a Clinical Assistant Professor, at least one of the members shall be an Associate...
Professor or (Full) Professor. In the case of a grievance by a Clinical Associate Professor, the Grievance Committee shall consist of three tenured faculty. At such time as the number of clinical faculty at ISAW permits, at least one member of each grievance committee shall come from the clinical faculty.