MINUTES OF THE T-FACULTY SENATORS COUNCIL MEETING OF JANUARY 29, 2015

The New York University Tenured/Tenure Track Faculty Senators Council (T-FSC) met at noon on Thursday, January 29, 2015 in the Global Center for Academic & Spiritual Life at 238 Thompson Street, 5th Floor Grand Hall.

In attendance were Senators Adelman, Allgood, Alter, Appiah, Backus, Chan, Diner, Disotell, Garabedian, Jelinek, Kamer, Kane, Klimke (by phone), Ling, Mincer, Porfiri, Smith, Stanhope, Stokes, Sundaram, Uleman, Van Devanter; Active Alternates Archer and Drysdale; Alternate Senators Cappell (for Zwanziger), Kiorpes (for Pearce), Martin (for Stanhope), Reiss, and Tannenbaum. FSC Former Chairs Lebowitz and Former Members Moskowitz and Raiken attended as guests.

APPROVAL OF THE MINUTES OF THE MEETING HELD DECEMBER 11, 2014

Upon a motion duly made and seconded, the minutes of the December 11, 2014 meeting were approved unanimously.

ANNOUNCEMENT OF THE LIST OF CANDIDATES FOR T-FSC CHAIRPERSON 2015-2016

Senator Backus presented, on behalf of the Nominating Committee, the one candidate for the position of T-FSC Chairperson, 2015-2016: Vice Chairperson Allen Mincer from the Faculty of Arts and Science. Additional nominations may be made from the floor, including the day of the election on Feb. 19.

REPORT FROM THE CHAIRPERSON: RAGHU SUNDARAM

Committee Reports and Activities

See attached Document D: T-FSC Committee Reports.

Chairperson Sundaram stated the purpose of the mid-year T-FSC Committee reports is to provide a record of the committees’ work, an opportunity to communicate to the constituents, and for Council members to provide input on the committee agendas. He praised the committees for their work in faculty, academic, student, and university affairs.

Faculty Benefits & Housing

Sundaram stated the upcoming challenge of the growth in the number of non-tenure track/contract faculty placing increased demand on university resources, such as housing. He also mentioned the committee is working on a housing survey to be sent to faculty. Regarding Benefits, Sundaram mentioned the push to improve the Portable Tuition Policy.
Finance & Policy Planning

Sundaram stated the Committee, last year, worked on gaining an understanding of the overall university-level budget.

He mentioned the smaller size of NYU’s endowment, compared to institutions such as University of Chicago, or Stanford, and the need for fundraising to meet operating expenses.

He stated the focus this year is to better understand school-level budgets, including examining resources such as average teaching loads and student enrollment in courses. He encouraged Senators to work with their School’s Dean to gather more information on school budgets and encourage involvement of the faculty at the local level in the budgeting process.

Inclusion, Equity, Diversity

Sundaram reported the Committee will continue to examine not just recruiting students from underrepresented/underserved populations, but also on supporting students once they arrive and retention.

Educational Policies & Faculty/Student Relations

The Committee is continuing to gather information on admission criteria for the different schools at NYU. Sundaram reminded the Council that the Committee asked for specific data on school level applications and admissions. They were informed this information requires the Dean’s consent to be disseminated. He encouraged Senators to discuss this with their School’s Dean. A Senator noted that it would be beneficial if the co-chairs let Senators know the specific list of questions to ask Deans regarding school level admissions and finances. This will be collected and sent to the Council.

Final Committee Reports

Sundaram asked Committee Chairs to submit a final report of the activity done this year, main challenges, and how they view the work of the Committee fitting into a larger role in the University.

NYU Abu Dhabi

Sundaram requested a presentation of the report from the investigators, at either an upcoming Council or University Senate meeting.

Healthcare/Affordable Care Act

Sundaram commented on the impact of the Affordable Care Act on University health insurance policies. He requested a presentation by the Benefits Office on these implications at an upcoming University Senate meeting. He stressed the importance of communicating any future changes to constituents.

T-FSC COMMITTEE REPORTS

Personnel Policies & Tenure Modifications: Committee Co-Chair Warren Jelinek

Health Realignment

Senator Jelinek reported the Personnel Policies & Tenure Modifications (PPTM) Committee developed questions to be addressed by the Executive Vice President of Health Robert Berne regarding the creation of a College of Global Public Health and a Faculty of Health at NYU.
He encouraged Senators to ask any additional questions during Berne’s presentation.

He reported the College of Nursing, which is currently housed within the College of Dentistry, will now stand as its own college. A new college will be created called the College of Global Public Health. The three colleges will fall under the Faculty of Health.

Jelinek presented a PowerPoint presentation. See attached Document E: Faculty of Health PowerPoint.

Structure
- Each of the three Colleges within the Faculty of Health will have “school-college” status in the NYU lexicon, and its own Dean.
- The Faculty of Health will have a Dean, to be identified by a national search by a faculty-majority search committee, and an Administrative Structure to provide oversight and support in areas that include strategic planning, budget/finance, faculty recruitment, retention and promotions, human resources, research and grant management, and IT.
- The Faculty of Health will be located in the Forbes Building.

Purpose
- The joining of the three Colleges within the Faculty of Health will establish academic and administrative synergies to take advantage of inter-professional and inter-disciplinary opportunities and to establish a distinctive edge in the increasing competitiveness in health-related disciplines.
- The formation of the Faculty of Health will facilitate interactions with other health schools and programs at NYU and beyond.
- Significant economies of scale might be achieved that will place the Faculty of Health at an advantage in securing faculty, students, and research funding.

Faculty
- The current Masters of Global Public Health program will be moved from Steinhardt to the newly created College of Global Public Health.
- It is anticipated that six tenure/tenure track faculty in public health in the Steinhardt School will choose to move to the College of Global Public Health.
- The expectation is that 50 percent of faculty appointments will be jointly-held between collaborating schools.

Tenure Decisions
- The preliminary idea is for each College to have its own Committee which will provide recommendations to a single Faculty of Health Committee. The Faculty of Health Committee will submit to the Dean of the Faculty of Health who will then make recommendations to the Executive Vice President for Health/Provost.

Alternate Senator Reiss clarified the two questions being addressed: 1) whether or not to establish a college of global public health and 2) whether or not to have a superstructure over the three colleges of the faculty of health.
Jelinek added the proposal is that the Masters of Global Public Health program, which currently resides in the Steinhardt School, is proposed to be moved to the new College of Global Public Health. In addition, the 6 tenure track faculty in the global public health program at Steinhardt will be asked to move to the new College of Global Public Health.

Jelinek noted the Committee sent a list of questions to Berne prior to the meeting and will hear his responses during his presentation.


Jelinek noted the Committee would review Berne’s answers and develop a formal review to be presented at a future Council meeting, perhaps as early as the February meeting or by the March Council meeting.

Coordination: Committee Chair Allen Mincer

Coordination of the T-FSC and N/C-FSC Standing Committees

See attached Document B: Joint Committee Recommendations

Vice Chairperson Mincer stated the goal of the Coordination Committee is to examine how the T-FSC can best collaborate with the N/C-FSC. The N/C-FSC created a parallel Coordination Committee, and the two committees have met jointly twice in the last semester.

Mincer commented the Committees have collaborated well together and both groups feel the need for this collaboration to continue and for the EC and Steering Committee to ensure this coordination continues.

A concern expressed was how the Councils could work together regarding issues the two groups might be divided on, for example housing.

The Committees did not feel it was appropriate for the Coordination Committee to legislate which specific items the Councils should work together on. The Committee recommended that each Council would have its own committees, and chairs of the parallel committees in the T-FSC and N/C-FSC would be responsible for determining which meetings should be joint (presumably based on the particular topics to be discussed) and for coordinating joint meetings. Joint meetings would be co-chaired by the chairs of the parallel committees. Suggested parallel committees include: Administration and Technology, Educational Policies and Faculty/Student Relations, Faculty Benefits and Housing, Finance and Policy Planning, Global Network University, and Governance. Any voting in joint committees would be tallied and reported separately by Council membership. The committee chairs would work together to decide which issues should be discussed together and which issues would be better discussed separately.

The Committees suggested that the Executive Committee of the T-FSC and the Steering Committee of the N/C-FSC meet at the beginning of each academic year and also during the year as needed, in order to facilitate and foster continued coordination of the various committees.

The Committees also discussed who should serve on grievance committees. This item is for continued discussion.
UNIVERSITY SENATE COMMITTEE REPORTS

Senate Committee on Organization and Governance (SCOG): Committee Member Warren Jelinek

Council Input to Senate Self-Evaluation

See attached Document C: Memo on Council Input to Senate Self-Evaluation

Senator Jelinek reported that last year as part of SCOG’s recommendation for representation of the Full-time Contract Faculty, SCOG recommended that over the course of two years the Senate undergo a major self-evaluation to examine its purpose and membership. At the same time, the Senate Executive Committee indicated that the Senate should be no larger than 110-120 members, smaller than the 127 member Senate SCOG proposed as a temporary measure to achieve representation for the Full-time Contract Faculty within the time limit set by the Board of Trustees and in the absence of an opportunity to conduct a more complete evaluation.

SCOG has undertaken a poll of all the Councils to gather information relevant to the proposed self-evaluation, with a particular focus on the size of the Senate and how its size relates to its function.

Jelinek noted the Student Senators Council received 10 additional members last year in order to maintain their percentage representation in the Senate. The T-FSC lost the 3 Senator-at-Large positions. He also commented on the possible increase with the establishment of the College of Global Public Health.

SPECIAL GUESTS: INCARCERATION TO EDUCATION COALITION (IEC)

Incarceration to Education Coalition (IEC) organizers Cory Greene (Steinhardt 2013 alum), Shirley Lavarco (current Gallatin student), and Gina Hong (Gallatin 2013 alum), attended as special guest presenters.

Greene reported the IEC is a group of students and alumni from the NYU community who have been organizing at NYU to ask NYU to remove the question from the college application regarding criminal history screening. IEC believes that education is a human right and not a privilege and as active members of the NYU community, IEC believes it’s our active and moral obligation to extend that right to other humans. For the last 20 months, the IEC has been studying and researching the policy of the box on a local level at NYU, statewide, and nationally with other student lead groups at Princeton, Harvard, Yale, Puget Sound, and the University of Washington.

The IEC has presented to the senior administration, President, Deans Council, Student Senators Council, and over 50 classes at NYU. The IEC also offered training to the student leaders in Residential Life on mass incarceration’s impact on diversity at NYU. Greene reported over 3,000 petitions have been signed by NYU community members stating they want the box to be removed from the college application at NYU.

Greene stated it has been well documented, empirically, that the criminal justice system disproportionately impacts low income communities of color, and also that the criminal justice system is biased at every level, meaning that the neighborhoods that people are arrested in, who gets arrested, who gets indicted, who gets sentenced, who pleads guilty, and who ends up in prison disproportionately impacts low income communities of color. And if colleges and universities are going to have the box on a college application, the IEC believes that it is an extension of that same biased system. And also, there is empirical evidence that colleges who have the box on a college application are not significantly safer than
colleges who do not have the box on the college application, so that box serves no purpose of enhancing campus safety, and the IEC would go further and say public safety, because education has been the empirically documented best tool to reduce recidivism, or what the IEC calls mass incarceration. On a national level, 43% of the people released from prison return back to prison within the first 3 years, but when people earn an associate’s degree, that percentage is dropped down to 13%. When people earn a bachelor’s degree, that percent drops down to 5% and when people earn a master’s degree or above, people just don’t go back to prison.

The IEC asked the T-FSC to put the abolish the box campaign on the next University Senate agenda. They also asked the T-FSC to sign a public letter that reads:

Dear New York University, we the Faculty Senators Council urge you to respond to the incarceration education coalition’s campaign to abolish the box by removing the box from the common application or by publicly stating that the existence of the box is both discriminatory and contradictory to NYU’s educational philosophy. We as members and representatives of the NYU community believe in access to education and diversity. We must work together to eradicate barriers to education for formerly incarcerated people and others who are impacted by the racial and economically unjust criminal system. We are asking you to take the steps necessary to make this possible. Signed the Faculty Senators Council.

A Senator asked if universities can edit the Common Application questions. Hong responded there are options to tailor specific questions, for instance the question regarding religion. Schools can opt out of receiving that information, but this box is not one of those options. The administration’s response has been the University cannot ignore information given through the common application. It was noted NYU is an exclusive member of the common application, meaning that there is no other way for students to apply to NYU except through the common application.

A Senator commented the IEC could ask the NYU president to take a leadership role in various higher education associations to get the box dropped from the common application.

A Senator commented that the language in the letter would involve the T-FSC making general propositions about large parts of social institutions, which the T-FSC is not in a position to make or to represent the faculty on. He stated the Council could consider a resolution with the same consequences, but with new wording.

He mentioned a case from 30 years ago when an international masters student did not inform the department of a murder conviction on his record. He asked the IEC’s position on a situation such as this.

Greene stated the IEC’s position is that if it has no impact on the academic merit of that student, there is no reason for it to be a question on an application to a higher education institution.

Hong stated the IEC welcomes any feedback on revising the language in the letter, but also wanted to make clear that the IEC is informed by the vision of the formally incarcerated people and is accountable to the communities that are largely excluded from NYU, so the IEC asks to be involved in the process of representing some part of the campaign to the University Senate.

The IEC organizers requested a response or decision by the next University Senate meeting on Feb. 12.
SPECIAL GUEST: BOB BERNE, EXECUTIVE VICE PRESIDENT FOR HEALTH


Health Realignment

Bob Berne, Executive Vice President for Health presented on the proposal regarding the creation of a College of Global Public Health and a Faculty of Health at NYU. He reported on the consultation process around the University. The Working Group convened in the fall, met three times in the fall semester, and developed a resolution. See attached Document C (from 12/11/14 T-FSC Meeting): Conclusions from the NYU Health Realignment Working Group. Berne stated the resolution calls for the creation of a college of global public health, take nursing out of the College of Dentistry and make it an equivalent college, and place the three colleges: Dentistry, Nursing and Global Public Health under an overarching umbrella organization called the Faculty of Health.

He stated the creation of the College of Global Health is a result of the momentum building at NYU around public health. He noted the hiring of Cheryl Healton as Dean of Global Public Health and Director, NYU Global Institute of Public Health. Berne reported there are around 100 affiliated faculty from around the university with associated or affiliated appointments with the Global Institute of Public Health. He noted the downside of being an Institute rather than a School/College, including loss of competitive edge with other institutions and the inability to receive a number of federal grants. He noted Nursing will gain stature and reputation by moving out of the College of Dentistry and the College of Dentistry will become part of a larger unit.

The three colleges would work together academically and also operationally. The academic synergies would occur in all 3 areas of research. He noted emerging work among the units, including in oral cancer, diabetes, and outreach programs. There are currently joint appointments between public health and both nursing and dentistry.

In addition, Berne stated he believes there will be significant operational and fiscal advantages to the creation of the Faculty of Health. Given the similarities among the units in terms of faculty composition and presence in the health field, this is an opportunity to bring units such as IT, research support, HR, and finance together and create efficiencies. He also commented on the advantages in terms of collaborative grants, joint appointments, and student recruitment.

He discussed the Faculty of Health’s model regarding teaching and research. The model at Washington Square is a nine month appointment, in which faculty fund their summers with outside funding or extra teaching. In contrast, in the School of Medicine (SOM) model research faculty are on 12 month contracts with an expectation to raise roughly 60% of their salary.

He stated the Faculty of Health would not move to the SOM model and would follow the Washington Square model. He noted these are all areas where the reputation of the unit is highly correlated with the amount of research funding, so there will be strong encouragement for people to raise research funding.

A Senator asked about number of faculty members in the College of Public Health. Berne stated he expects the number of faculty members to be about 25-30.

A Senator asked about the planned infrastructure. Berne responded the infrastructure of the Faculty of Health will be relatively small and draw upon the administrative structures and collaboration between the three units.

A Senator asked why the schools are not connecting directly to the School of Medicine, and mentioned Columbia University’s model that connects dentistry, nursing, public health and the medical school into one large complex. The Senator noted the advantages in terms of scientific and academic connections.
Berne responded there are ties with each of these units and medicine, which will continue. He stated the answer is partly based on size and the notion that the three units of dentistry, nursing, and public health might get lost in the much larger unit of the medical school complex. He commented this allows 3 units that are an important part of NYU and on a growth trajectory in terms of reputation and academics, to continue that momentum while still coordinating with Medicine, Wagner and Social Work.

A Senator asked about the tenure clock for the tenure-track Steinhardt faculty members in public health who will presumably move to the new College of Global Public Health. Berne stated this group of faculty members are all tenured.

A Senator asked about gauging the success of the new alignment. Berne stated the metrics in all three areas will be looked at carefully. For public health, there will be certain metrics NYU uses for new units regarding enrollment, research grants, etc. He commented on the current popularity in the undergraduate combined majors, strong enrollment numbers in the master’s program, and large number of PhD applications.

A Senator asked about the process of collecting feed-back on the realignment.

Berne mentioned the Working Group with representatives from each college, and presentations at faculty meetings. He noted the six tenured/tenure track faculty in public health in Steinhardt were given the choice to move to the new College of Global Public Health.

A Senator asked about cost-savings.

Berne noted the savings with these collaborative endeavors, including administrative costs.

A Senator asked about role of the Dean of Faculty of Health. Berne mentioned a macro-management role involving policy decisions, fundraising, strategy, etc.

Berne noted the three schools are hiring more people who are interdisciplinary. All three units have an interest in bioengineering.

A Senator asked about representation in governance. Berne noted the general recommendation of the Working Group is that each of the three colleges will be at the school-college level in the NYU lexicon. Therefore, he envisions each school having representation on the Faculty Senators Councils, Student Senators Council, and Deans Council.

A Senator asked if the tenure process will be aligned between the three units in terms of tenure clock.

Berne responded this is a decision that needs to be made. Currently there are no tenure appointments in public health. Dentistry and Nursing have moved to the ten year tenure clock and there is some discussion that public health would move to that tenure clock as well.

See attached Document F for the complete Q & A with Bob Berne.

ADJOURNMENT

The meeting adjourned at 2:00 PM.
Questions for Executive Vice President of Health Robert Berne regarding the creation of a College of Global Public Health and a Faculty of Health at NYU

**General**

- Why do you expect the proposed realignment will make NYU much more competitive for MPH applicants and for those who decide to matriculate compared to our competitors?

- Why is this moment in time considered the most propitious for creation of the College of Global Public Health/Faculty of Health?

- What is the advantage of creating the Faculty of Health, which will have its own Dean and administrative structure? Why not more simply establish an independent College of Global Public Health? If an umbrella organization is desired, could it not be comprised of the three Deans of the College of Dentistry, Nursing and Global Public Health, who would report directly to the Executive Vice President for Health?

- Will the faculty of the Colleges of Dentistry and Nursing, and the faculty who are current members of the Global Institute of Public Health be consulted – by an online poll – regarding their opinions on the creation of the Faculty of Health and will their opinions be considered in the creation of the structure/administration of the Faculty of Health?

- The current organization of the College of Dentistry and the College of Nursing is somewhat similar to that proposed for the Faculty of Health. Have lessons been learned, either positive or negative outcomes, from the creation of that organization that could usefully inform the creation of the Faculty of Health?

- Will the College of Global Public Health/Faculty of Health be financially self-sustaining? Will its success or its sustainability hinge on its ability to garner extramural grant funding?

**Concerns for Faculty**

- Regarding the six Tenure-Track Faculty from Steinhardt, will their tenure clock (pre-tenure probationary period) and current requirements to attain tenure be preserved when (if) they move to the new College of Global Public Health? Will they change their physical location?
Where will other faculty for the new College of Global Public Health come from, other Schools, current Global Institute of Public Health, new hires, (how many), and will the current tenure clocks and current requirements to attain tenure be maintained for current faculty who change their primary appointments from their current schools to the new College of Global Public Health? Will they change their physical location?

Will all members of the current Global Institute of Public Health be allowed/required to join the College of Global Public Health, and in what capacity, change of school, adjunct appointment, etc.?

Regarding the faculty in the College of Dentistry and the College of Nursing, how will expectations of the tenure-eligible faculty for attaining tenure be affected, and will the faculty (clinical, tenure-eligible, and tenured) have new responsibilities/requirements imposed by their inclusion in the Faculty of Health?

Will all current faculty in the College of Nursing and the College of Dentistry become faculty in the Faculty of Health?

What will be the University’s responsibility to the faculty of the College of Global Public Health, particularly to those faculty whose primary appointments change from their current schools to the College of Global Public Health, if the College of Global Public Health/Faculty of Health fails/is dissolved?
The Joint T-FSC (Awam Amkpa, Warren Jelinek, Allen Mincer {co-chair}, Victoria Stanhope) and N/C-FSC (Fred Carl, Mary Killilea, Randolph Mowry {co-chair}, Patrick Ying) Coordination Committee, has been tasked with developing a model of collaboration between the committees of the two faculty senate councils. The primary benefit of the two faculty councils’ standing committees working together is a more comprehensive understanding of faculty views and concerns. This will potentially build a stronger faculty voice. Additionally, coordination of committees helps ensure that we do not duplicate each other’s work and that we efficiently share information. The university administration has also indicated that joint sharing of information and consensus building will make decisions on policies and their implementation run more smoothly.

In light of these benefits, the committee defined its goal as making collaboration as close as possible, while respecting the autonomy of the individual councils. While the two Councils have many shared concerns, there will be issues on which the interests of the two Councils are not aligned. For some of these, it would be best for the two councils’ respective committees to meet separately from the outset; for others early discussion of differences could be the most productive approach.

Currently, the N/C-FSC does not have a standing committee structure. In the interim, the T-FSC has invited members of the N/C-FSC to join their committees as observers. In the future it is likely that there will be parallel committee structures in the two Councils where collaboration would be beneficial.

Assuming the N/C-FSC decides to have similar committees, we list below the committees that would likely benefit from joint meetings. The chairs of the parallel committees in the T-FSC and N/C-FSC would be responsible for determining which meetings should be joint (presumably based on the particular topics to be discussed) and for coordinating joint meetings. Joint meetings would be co-chaired by the chairs of the parallel committees. Any voting in joint committees would be tallied and reported separately by council membership.

- Administration and Technology
- Educational Policies and Faculty/Student Relations
- Faculty Benefits and Housing
- Finance and Policy Planning
- Global Network University
- Governance

We suggest that the Executive Committee of the T-FSC and the Steering Committee of the N/C-FSC facilitate initial communication between the chairs of ad-hoc committees when they are formed. We also suggest that the Executive Committee of the T-FSC and the Steering Committee of the N/C-FSC meet at the beginning of each academic year and also during the year as needed, in order to facilitate and foster continued coordination of the various committees.
Memorandum

To: Councils of the University Senate
From: The Senate Committee on Organization and Governance (SCOG)
Re: Council Input To Senate Self-Evaluation
Date: December 12th, 2014

Last year as part of its recommendation for representation of the Full-time Contract Faculty, SCOG also recommended that over the course of two years the Senate undergo a major self-evaluation to examine its purpose and membership. At the same time, the Senate Executive Committee indicated that the Senate should be no larger 110 -120 members, smaller than the 127 member Senate SCOG proposed as a temporary measure to achieve representation for the Full-time Contract Faculty within the time limit set by the Board of Trustees and in the absence of an opportunity to conduct a more complete evaluation.

SCOG has now begun to gather information relevant to the proposed self-evaluation, with a particular focus on the size of the Senate and how its size relates to its function. One of SCOG’s goals is to minimize any disruptions of Council functions that could occur as a result of the eventual recommendations that may result from the self-evaluation process. Accordingly, SCOG asks the Senate Councils for their input as follows by March 1, 2015:

1. Please consider your Council’s current size in relation to its functions.
   - How many Senators does your Council require to carry out its functions and effectively represent the different constituencies encompassed by your Council, both in your Council and in the Senate?
   - Council members sit on Council Standing and Ad Hoc Committees, Senate Standing Committees, and several University Standing Committees, Ad Hoc Committees and Task Forces, requiring a substantial number of Council members. Would a reduction in the size of your Council by one, two, or three Senators significantly hinder your Council’s ability to provide members to these various committees and task forces?

2. Please elaborate on how members of your Council that represent the various constituencies encompassed by your Council are chosen.
   - Does your Council have rules or procedures that ensure representation of the various constituencies your Council represents?

3. How do Alternate Senators function in your Council?
   - Do Alternate Senators have specified functions in your Council?
   - Do Alternate Senators have specified functions in the Senate, e.g., are they appointed to Senate Standing Committees and if so, what is the procedure to select those who are appointed?
4. Please comment on possible mechanisms your Council could use to reduce its size in the event that the size of the Senate were reduced, e.g.:
   • a sudden size reduction at a time specified for the Senate size to decrease,
   • a slow size reduction by attrition as terms expire,
   • a reapportionment of the number of Senators that represent specific constituencies currently represented by your Council,
   • etc.

5. Please comment on any other issues your Council believes to be a goal of the self-evaluation process or regarding the process itself.

Please feel free to reach out with any questions or concerns

Best,

Michael Hengerer
Chair, Senate Committee on Organization and Governance

email: michael.hengerer@nyu.edu
phone: 212-998-4948
Conclusion of the Working Group, 11/20/14:

The NYU Health Realignment Working Group, composed of 26 faculty members and deans and chaired by the Executive Vice President for Health, Bob Berne, met on October 8th, November 11th and November 22nd. Attached are a list of members of the Working Group and minutes from the three meetings.

The meetings included active discussions of a proposal to realign several of the health units at NYU. The intent is to enhance academic achievement, to enrich our reputation and stature in nursing, dentistry and global public health, and to formalize a structure to promote cooperation, creativity and positive outcomes extending throughout the health field more generally.

There is no “perfect” organizational structure, and any change such as the one recommended below has advantages, disadvantages, and risks. Taking these and other factors into account, the Working Group is endorsing the following proposal:

A new college of global public health will be created at NYU as a natural evolution in the development of the Global Institute of Public Health (GIPH). At this time it is anticipated that the six tenure/tenure track faculty in public health in Steinhardt will choose to move to the new College of Global Public Health, with the requisite consideration of the individual faculty member transitions and the fiscal effects on the Steinhardt School. Further, the College of Nursing will no longer be a component of the College of Dentistry. Finally the three colleges – the new College of Global Public Health, the College of Dentistry, and the College of Nursing – will be linked together in a structure to be named the “the Faculty of Health” (FoH). While each of the three colleges will be at the “school-college” level in the NYU lexicon with appropriate autonomy, their joining to form the Faculty of Health will create academic and administrative synergies to take advantage of emerging inter-professional and inter-disciplinary opportunities and to establish a distinctive edge in an ever increasing competitiveness in health-related disciplines. The formation of the Faculty of Health will also facilitate interactions with other health schools and programs at NYU and beyond. The current expectation is that the Faculty of Health will have a dean and modest staffing to provide oversight and support in areas that include strategic planning, budget/finance, faculty recruitment, retention and promotion, human resources, research and grant management, and IT. (It is also expected that there will be a national search for the Dean of the Faculty of Health with a faculty-majority search committee.) In these areas, significant economies of scale might be achieved that will place the Faculty of Health at an advantage in securing faculty, students, and research funding.

We understand that the next steps are reviews by the appropriate elected bodies at NYU, review and approval by the University leadership, and approval by the NYU Board of Trustees, followed by submission to the State of New York.
T-FSC Administration and Technology Committee
Midyear Report, January 15, 2015

Members:
Co-Chairs Arthur Miller (SPS) and Carol Shoshkes Reiss (FAS)
John Archer (FAS), Dave Backus (Stern), Todd Disotell (FAS), Achiau
Ludmorisky (SoM), Ted Magder (Steinhardt), and Thomas Wisniewski (SoM)

NTTC observers: Patrice Derrington (SPS), Ben Stewart (FAS)

General Counsel: Mark Righter, Bonnie Brier

ITS: Norma Kenigsberg (AMC representative), Kitty Bridges, Marilyn McMillan

Cyber security: Bill Hery (Poly) and Tom Reddington (Poly)

Protection: Rebecca Holland, Tom Delaney

Discipline: Thomas Grace

General Agenda Items for AY 2014-2015
  1. Social Media Policy
  2. Personal Digital Content Policy

The Social Media Policy was developed initially during the 2012/13 AY, refined
during the 2013/14 AY and is still undergoing revision as this must be acceptable
to T-FSC, C-FSC, AMC, and the SSC.

T-FSC met and discussed this policy during the summer 2014 and at the first
2014/15 meeting in September. Our recommendations were referred back to the
General Counsel's office where Mark Righter is coordinating the input. The T-
FSC will have the opportunity to review the SMP later in the Spring term.

During the Spring term 2014, the A&T committee determined that a new policy
was needed to supplement the SMP, one focused on the privacy of electronic
communications on the NYU network and NYU-owned equipment. This led to
the development of what is now called the policy on Personal Digital Content
(PDC). To effectively work on this policy, the working group expanded
significantly to include representatives from ITS, from Protection, Student
Discipline, and Cyber security experts in addition to C-FSC representatives.

The T-FSC initially discussed this policy first during the summer of 2014 and at
the September, 2014 meeting. The super-A&T working group met 4 times during
the Fall term, circulated several revised drafts, and another meeting is scheduled
for Friday, February 13, 2015. Once the super-A&T working group has approved
a consensus document, it will be brought to the T-FSC.
T-FSC Benefits and Housing Committee  
Midyear Report, December 2014

Members:
Sewin Chan, Wagner (co-chair)  
David Stokes, Medicine (co-chair)  
Adam Becker, FAS Classics  
Nicholas Economides, Stern  
Magued Iskander, Poly  
Wen Ling, Steinhardt  
Allen Mincer, FAS Physics

NTTC observers:
Tommy Lee, Poly  
Susan Stehlik, Stern  
Ethan Youngerman, FAS

General Agenda Items for 2014-2015

Benefits:

- Tuition remission for dependents  
  Our plan is to gather data about the existing tuition remission program at NYU, including the benefits offered to NYU faculty and staff at the different schools, the use of these benefits by these various constituencies and the overall cost. We will also seek data to compare the NYU tuition remission benefits with similar plans at other academic institutions. Our goals will be to try to make these programs more attractive to NYU faculty and, specifically to investigate how portable tuition options might be enhanced.

- Health care plans for 2016  
  As in the last few years, we will review the existing health care plans offered by NYU in terms of coverage and cost, both to the institution and to employees. Based on this data and on forecasted changes to the health insurance landscape related to the ACA legislation, we will make recommendations for the health care plans for 2016. We laid the framework for these discussions last spring and summer through an intensive set of meetings with Andrew Gordon, Director of HR.

Faculty housing:

- Analysis of budget and costs  
  Our goal is to obtain a balance sheet for Faculty Housing and to understand the nature of individual expense and revenue categories. An understanding of the scope of the operation and associated budgetary constraints provides essential context for any recommendations by the committee for the prioritization of existing programs or initiation of new programs (such as the apartment improvement program launched this academic year).

- Dissemination of data on housing operation: T-FSC meeting on 12th March 2015  
  We plan to host a presentation from the administration discussing the housing operation, including financial information described above, at the March 12 meeting of the T-FSC.
- Survey of faculty residents
  We seek to develop recommendations for two related issues: 1) the extreme difficulty in obtaining larger apartments for growing families and 2) unattractive housing options for retiring faculty. The first issue reflects the small number of available 2 and 3 bedroom apartments, which is exacerbated by continued occupancy by older faculty even after their children have grown up and moved out. The second issue reflects the current policy of requiring retiring faculty to move into a studio apartment. In order to develop recommendations for incentives and alternative policies, we have decided to launch a survey of current faculty tenants to understand what their current needs are and what alternative housing scenarios would be attractive. We hope to develop and implement this survey over the spring semester.

- Increase faculty involvement in WSV tenants association
  The governance of the WSV tenants association is quite opaque and participation by NYU faculty is almost non-existent. We seek to understand the governance and to encourage the participation of NYU faculty in WSV in order to facilitate communication between these faculty and the NYU Housing operation team.

- Provide feedback to the Superblock Stewardship Advisory Committee
  The Superblock Stewardship Advisory Committee is charged with monitoring quality-of-life for faculty living in WSV and Silver Towers and therefore has substantial overlap with our committee. We plan to share relevant information on the housing operation and work together towards common goals.

Meeting dates

**Fall Term:**
Oct. 2 - with Alison Leary (Operations), Andrew Gordon (HR), Ann Kraus (Comp & Benefits)
  Review of goals for the year. Review of Health Plans

**Oct 16 - presentation of Health Plans to full T-FSC**
  Review of Health Plans

Oct. 30 - with Alison Leary (Operations), Erin Lynch (Housing)
  Review of Housing Operations data

Dec 4 - with Andrew Gordon (HR)
  Review of data on Tuition Remission

**Spring Term (planned so far)**
Jan 22 - continue review of Housing data in preparation for presentation to T-FSC

Feb 26 - Housing &/or Tuition Remission

**March 12 - presentation of Housing Data to full T-FSC**

March 26 - Health Plans
Finance and Policy Planning Committee Plans for 2014-15
Dave Backus and Dan Smith for the Committee
January 27, 2015

1. Budget submission. We will submit our usual request to add money to the faculty salary pool. Committee members in the past referred to this exercise as “valuable but futile.”

2. Data collection. We also plan to continue to work with the University, and specifically CFO Marty Dorph, to make additional financial information more broadly available to the faculty. We think this is essential for us to play a constructive and strategic role in the NYU’s governance. Specific requests this year are:

   - NYU’s Global sites. The budget numbers we have collected to date leave some ambiguity about how these sites operate and whether they generate net revenue for the University. The committee specifically requests income statements and balance sheets for each of the portal sites in the GNU.
   - School budgets. Recognizing that school-level, line item budgets are unobtainable, the committee requests a total expense or expenditure line for each school and college.
   - Teaching allocations. The committee requests data on faculty teaching loads by school and college, in addition to course-specific enrollment data by school and college.

Last year’s report is posted online at the T-FSC website: [http://goo.gl/QaVtDj](http://goo.gl/QaVtDj)
T-FSC Governance Committee (T-GC)
Midyear Report, January 2015

Members:
Jim Uleman, FAS, Psychology (co-chair)
Mitchell Kane, Law (co-chair)
Awam Amkpa, Tisch, Undergrad Drama
Adam Becker, FAS, Classics
Michael Garabedian, Medicine, Microbiology
Warren Jelinek, Medicine, Biochemistry and Molecular Pharmacology
Victoria Stanhope, Social Work (fall)
(James Martin, Social Work, as Stanhope alternate in the spring)

NTTC observers:
Fred Carl, Tisch, Graduate Musical Theater Writing
Ezra Sacks, Tisch, Undergraduate Film and Television

General Agenda Items for 2014-2015

Fall, 2014, accomplishments

1. Revisions of the Faculty Handbook

Meetings with members of the administration (Diane Yu, Deputy President; Bonnie Brier, Secretary and General Council; Linda Mills, VC, Office of the Provost; Kate Fleming, Deputy Provost) and a subset of the GC began in March, 2013. The initial purpose was to work out ways to amend the Handbook (not previously specified in the Handbook) and incorporate the Principles of Shared Governance (recommended by the T-FSC). These were approved by the Board of Trustees (March 14, 2014) and incorporated into the Handbook Forward. These meetings took place 3/12/13, 4/30/13, 5/21/13, 11/5/13, 12/3/13, 1/22/14, and 2/10/14.

The Faculty Handbook revisions continued, most importantly to accommodate the creation of a C-FSC (Contract Faculty Senate Council). This work has been with Carol Morrow (Senior Associate Provost and Chief of Staff to the Provost) and occasionally also Charles Bertolami (Dean of Dentistry) and Peter Gonzalez (Assistant Provost for Academic Appointments), on 2/20/14, 8/5/14, 8/19/14, and 12/9/14. One major accomplishment is that past versions of the FH have been put online and archived, so that they can easily be consulted by members of NYU. On Nov. 6, 2014, several other recommendations were adopted by the T-FSC.

One recommendation charges the administration with producing and maintaining an organizational chart of NYU that includes links to web pages that list the names of the people involved, and goes from the Board of Trustees at the top down to the level of departments and programs within schools, including the portals and study-away centers, and goes down to major offices, divisions, and standing and ad hoc committees within the administration and governance structure. This should make it easier for everyone (including the newly enfranchised contract faculty) to understand NYU structure. The administration has agreed to undertake this large task

Another recommendation concerns an introductory note in the Handbook that says the T-FSC and C-FSC have reviewed the Handbook. The T-FSC recommended that this be amended
to say “reviewed and endorsed” the Handbook, because anyone can “review” the Handbook but endorsement (or adoption) is pivotal. It is unclear whether the administration will accept this recommendation. If it does not, this failure of shared governance will be noted on the T-FSC website and perhaps in the Handbook.

2. Revision of the T-FSC Rules of Procedure

    At its Dec. 11, 2014 meeting, the T-FSC adopted changes in its procedures intended to give more continuity to its leadership. This was done by a) advancing the elections of officers by two months so that newly elected officers can “learn on the job” by shadowing their counterparts before their terms begin, and b) having immediate past officers (not just past chairs) serve for one year without vote on the succeeding Executive Committee. Although not incorporated into the Rules of Procedure, the T-FSC Executive Committee also began the practice of appointing committee co-chairs with staggered terms, to increase continuity.

3. Response to the changes in tenure at the School of Medicine, which we have not yet reviewed.

    The Governance Committee has been discussing this situation since before I joined it in the fall of 2011. As an aid to our wider discussion of these issues at the 12/11/14 T-FSC meeting, I asked Karyn to circulate a file containing relevant past FSC resolutions. She did this.

    Unfortunately I omitted an important resolution approved by the FSC on Jan. 22, 1998:

“The Faculty Council affirms that tenure at NYU is a declaration of mutual trust and commitment between New York University and its teaching faculty who have a proven record of productive scholarly work, teaching ability, recognition among their peers and dedication to academic career. The Senate resolution dated May 10, 1979, concerning the rights of tenured faculty in the instance of program termination or reorganization, states that in the event that financial exigency has been declared by the Trustees, the obligation of the University shall be limited to the obligation adopted as part of the program on the University under financial exigency. Therefore, tenure entitles all active faculty to the right of employment, including full salary except under conditions of cause or financial exigency. Reduction of the salary of tenured faculty without cause or exigency constitutes violation of their tenure rights.”

    Spring, 2015, pending agenda items

4. Resolving and monitoring pending Faculty Handbook issues. See # 1 above.

5. Clarifying whether Alternate Senators are paired with Senators or serve in a pool of alternates.


This calls for posting reported practices and other information online so that faculty in each school can compare them with actual practices and “best practices.”

7. Amending our Rules of Procedure as needed, to deal with the creation of the C-FSC (Contract Faculty Senators Council).

8. Other governance issues, as they may arise.
Meeting dates

Fall Term:
Sept. 11, Thursday, 2014 – Governance Committee (GC) meeting
Oct. 29, Wednesday, 2014 – Governance Committee meeting
Dec. 9, Tuesday, 2014 – subcommittee of GC meeting with Carol Morrow et al. on Faculty Handbook

Spring Term (tentatively)
Feb. 4, Wednesday, 2015
Mar. 2, Monday, 2015
Apr. 6, Monday, 2015
General Agenda Items for 2014-2015

The committee last met on October 8, 2014 to discuss the following agenda items.

1. School-level Data Inquiry

   The committee is attempting to secure school-level data about faculty and student representation at the university. We will attempt to secure the same data we received last year from the university, from each School’s particular office of institutional research (with the approval of each School’s Dean).

2. Inclusion, Equity & Diversity programs at NYU

   To better understand the landscape of inclusion, equity and diversity at NYU, the committee plans to collect information about all existing (and newly proposed) programs throughout the university that focus on recruiting and retaining faculty and students from underrepresented/underserved populations. This included collecting information on the nature and mission of the program, where (school, administrative office) the program is housed, principal directions, and points of contact.

*Upcoming Meetings: TDB

**The Committee will request time to report on its findings at the Final T-FSC Meeting in May, 2015.
T-FSC Personnel Policies & Tenure Modifications Committee
Midyear Report, January 2015

Members:
Warren Jelinek, At-Large (co-chair)
Wen Ling, Steinhardt (co-chair)
Mark Adelman, Medicine
Hasia Diner, FAS
David Pearce, FAS
Herb Samuels, Medicine
Dan Zwanziger, FAS

Ad Hoc Members included for review of the proposed College of Global Public Health and Faculty of Health:
Nancy Van Devanter, Dentistry/Nursing
Ananda Dasanayake, Dentistry/Nursing
Daniel Smith, Wagner Graduate School of Public Service
Carol Reiss, FAS

Agenda Items for 2014-2015

Review Of and Comment On the College of Dentistry/College of Nursing Appointments, Promotion and Tenure Policy

The Personnel Policies & Tenure Modifications Committee (PPTM Committee) received on September 16, 2014 documents regarding a revised version of, NYU College of Dentistry NYU College of Nursing Policies and Procedures for Appointment, Promotion and Tenure of Full Time Faculty and Appointment and Promotion of Faculty Who Serve on a Full-Time Basis (AP & T) for review and comment, which were circulated by email to members of the Committee on September 19, 2014.

A draft of recommendations was circulated by email for review by PPTM Committee Members on October 7, 2014 with an invitation to amend and comment on the draft.

Amendments and comments from PPTM Committee Members were collated and circulated to the Members before an October 6, 2014 meeting of the PPTM Committee at which the draft recommendations were finalized.

The final version of the recommendations was presented and approved at the October 16, 2014 meeting of the Tenure Faculty Senators Council and transmitted to the Provost and Executive Vice President for Health on October 21, 2014.
http://www.nyu.edu/content/dam/nyu/facultyGovernance/documents/RecAP%26TDentalNursing102114.pdf

The Provost and Executive Vice President for Health responded on December 19, 2014 with an appended letter from the Dean of the College of Dentistry indicating that all proposed recommendations except one had been accepted by the Deans of the Colleges of Dentistry and Nursing and their colleagues. The one exception was in regard to wording in the AP & T document that appeared to indicate the appointment of previous non-clinical (tenure-track) faculty to clinical
faculty positions. It was unclear to the PPTM Committee, because of the context, whether this was a clerical error or was, indeed, meant to signify that a previously tenure-track faculty member could be switched from the tenure-track to a non-tenure track position. Apprehension was expressed that by this policy a faculty member could be removed prematurely from the tenure-track, possible in contradiction to his or her wishes. The PPTM Committee asked for clarification and recommended wording in the AP & T to indicate that such a switch was not the intent, but, in his reply, the Dean of the College of Dentistry indicated that such a switch was the intent, as it apparently is throughout the University, and, therefore, this PPTM recommendation would not be accepted. The benefit of such a policy is that a tenure-track faculty member who is unlikely to attain tenure but wishes to remain employed at the University may be able to do so by switching to a non-tenure position.

Review Of and Comment On the Proposed Creation of a College of Global Public Health and a Faculty of Health

The Personnel Policies & Tenure Modifications Committee received for review and comment on September 16, 2014 documents regarding the proposed creation of a new College of Global Public Health and the associated realignment of health professional schools at NYU within a structure named the “Faculty of Health”. It was indicated that Executive Vice President for Health Robert Berne would attend the September 29, 2015 meeting of the Tenure Faculty Senators Council to discuss the realignment and the creation of the new College.

For its review, the PPTM Committee expanded its membership to include a T-FSC Senator and Alternate Senator who represent the College of Dentistry and the College of Nursing, the T-FSC Senator from the Wagner Graduate School of Public Service, as those Colleges would be impacted by the realignment and the Wagner School could be impacted as well, although the impact on the Wagner School was estimated to be minor as its Masters of Health Administration program would have minimal overlap with the goals of the proposed College of Global Public Health and the Faculty of Health, and a T-FSC Alternate Senator from the Faculty of Arts and Sciences who served on the Working Group on Health Realignment.

At this point in time, few details other than a generalized structure are available regarding the proposed realigned extent health entities and the proposed College of Global Public Health within the Faculty of Health. Therefore, the PPTM proposed that it develop a set of questions regarding the issue to be submitted to Executive Vice President for Health Robert Berne before the T-FSC meeting of January 29, 2015. Accordingly, questions were solicited from members of the PPTM by email and discussed at a meeting on January 20, 2015, at which time a list of questions was established and subsequently finalization by email communication. The list of questions was sent to the Chair of the T-FSC for transmittal to the Executive Vice President for Health on January 23, 2015.

The PPTM will attempt to complete a review of and comment on the proposed realignment of health at the University for presentation at the February 19, 2015 meeting of the T-FSC.
STRUCTURE:

Each of the three Colleges within the Faculty of Health will have “school-college” status in the NYU lexicon, and its own Dean.

The Faculty of Health will have a Dean (National Search by a Faculty-Majority Search Committee) and an Administrative Structure to provide oversight and support in areas that include strategic planning, budget/finance, faculty recruitment, retention and promotions, human resources, research and grant management, and IT.

The Faculty of Health will be located in the Forbes Building.
PURPOSE:
The joining of the three Colleges within the Faculty of Health will establish academic and administrative synergies to take advantage of inter-professional and inter-disciplinary opportunities and to establish a distinctive edge in the increasing competitiveness in health-related disciplines.

The formation of the Faculty of Health will facilitate interactions with other health schools and programs at NYU and beyond.

Significant economies of scale might be achieved that will place the Faculty of Health at an advantage in securing faculty, students, and research funding.
FACULTY:

The current Masters of Global Public Health program will be moved from Steinhardt to the newly created College of Global Public Health.

It is anticipated that six tenure/tenure track faculty in public health in the Steinhardt School will choose to move to the College of Global Public Health.

The expectation is that 50 percent of faculty appointments will be jointly-held between collaborating schools.
FACULTY:

TENURE DECISIONS:
The preliminary idea is for each College to have its own Committee which will provide recommendations to a single Faculty of Health Committee. The Faculty of Health Committee will submit to the Dean of the Faculty of Health who will then make recommendations to the Executive Vice President for Health/Provost.
Questions for Executive Vice President of Health Robert Berne regarding the creation of a College of Global Public Health and a Faculty of Health at NYU, 2/2/15

General
Why do you expect the proposed realignment will make NYU much more competitive for MPH applicants and for those who decide to matriculate compared to our competitors? The major players in public health are schools, not programs and the schools we compete with use our program status against us. We compete directly with Columbia, Yale and Boston University and we know that they use our lack of school status against us. We presume that others do as well. Many students and parents are surprised to learn that MPH programs exist outside of schools of public health. Conforming with applicants’ expectations will almost certainly enhance the success of the NYU global public health enterprise.

Why is this moment in time considered the most propitious for creation of the College of Global Public Health/Faculty of Health? The momentum is significant in public health and while I thought it would take longer for a school conversation to surface, it did so last academic year. Were we to wait at this time, our student and faculty recruitment as well as our reputation would suffer—as might our prospects for significant philanthropy. Further, there are certain federal grants that are available only to schools of public health. I believe that NYU is the oldest program that is not a school.

What is the advantage of creating the Faculty of Health, which will have its own Dean and administrative structure? Why not more simply establish an independent College of Global Public Health? If an umbrella organization is desired, could it not be comprised of the three Deans of the College of Dentistry, Nursing and Global Public Health, who would report directly to the Executive Vice President for Health? The umbrella organization has both academic and organizational advantages. Academically, the level of collaboration is likely to be higher among faculty in their teaching and research roles, and student movement among classes is likely to be greater. On the fiscal side, there is the potential for efficiencies in many administrative areas, given the similarity of the issues facing the three units. Plus, the added dean will save us from expanding my office with one or two senior positions. All three schools seek funding from the NIH and health-related foundations; the Faculty of Health can leverage and coordinate funding efforts and collaborations in ways that other places cannot. This will advantage the involved colleges both individually and collectively, especially given the increase value inter-disciplinary and inter-professional projects. Each of the colleges will be independently ranked with regard to NIH funding. Dental and Nursing already are, now Public Health will be also.

Will the faculty of the Colleges of Dentistry and Nursing, and the faculty who are current members of the Global Institute of Public Health be consulted – by an online poll – regarding their opinions on the creation of the Faculty of Health and will their opinions be considered in the creation of the structure/administration of the Faculty of Health? Not by an online poll. There have already been separate school discussions, I have appeared at
faculty meetings, deans have consulted with their faculty councils, and we have the recommendation of a working group consisting of both faculty and deans from the involved schools as well as from all other interested NYU schools. These have been considered the appropriate consultative settings to discuss and shape the ideas as one does in the course of academic discourse. For the small number of faculty members being potentially transferred to the College of Global Public Health from Steinhardt, they have indicated that they plan to move to the new college.

The current organization of the College of Dentistry and the College of Nursing is somewhat similar to that proposed for the Faculty of Health. Have lessons been learned, either positive or negative outcomes, from the creation of that organization that could usefully inform the creation of the Faculty of Health? Yes, as we try to balance the ideas of synergies across the colleges and the need for autonomy, we will draw on the Dental-Nursing experience. There is also a tie-in with my office where I can function more effectively with the presence of a dean of the Faculty of Health.

Will the College of Global Public Health/Faculty of Health be financially self-sustaining? Each college will have certain financial objectives that need to be met, as will the Faculty of Health. The College of Global Public Health will likely be in a growth mode for a while, as was the College of Nursing when it was initiated.

Will its success or its sustainability hinge on its ability to garner extramural grant funding? All three units are in fields where grant support is correlated with success and that will be the case here. I expect that within a reasonable period of time, our College of Global Public Health will be in the top ten in NIH funding. However, sustainability goes beyond research funding alone. As with the Colleges of Dentistry and Nursing, teaching and tuition revenue play a significant role in their continuing success. The same will very likely be true in the case of the College of Global Public Health.

Concerns for Faculty
Regarding the six Tenure-Track Faculty from Steinhardt, will their tenure clock (pre-tenure probationary period) and current requirements to attain tenure be preserved when (if) they move to the new College of Global Public Health? Will they change their physical location? There are currently no faculty who are tenure track but not tenured, to my knowledge.

Where will other faculty for the new College of Global Public Health come from, other Schools? The College of Global Public Health will certainly continue to rely on associate and affiliated faculty, of which there are already nearly 100. In addition, the College of Global Public Health will have a core faculty. This model is typical of schools of public health which are intensely inter-professional and inter-disciplinary. current Global Institute of Public Health yes, new hires, (how many, we will need to examine the GIPH plan and adjust it accordingly with the parameters of a college and accreditation standards for schools of public health. and will the current tenure clocks and current requirements to attain tenure be maintained for current faculty who change their primary appointments from their current
schools to the new College of Global Public Health? I do not know of any untenured tenure track faculty who would be affected, but each case will be dealt with in a collaborative and sensitive fashion. Will they change their physical location? The plan is for GIPH’s new home to be in the Forbes Building. Once a decision is made on a college and faculty, space decisions will follow. Down the road I could envision a physical presence for global public health at the Square as well as near Nursing and Dentistry but it is premature as space decisions follow academics and structure.

Will all members of the current Global Institute of Public Health be allowed/required to join the College of Global Public Health, and in what capacity, change of school, adjunct appointment, etc.? It is anticipated that virtually all GIPH current faculty will be faculty of the College of Global Public Health in their current status (affiliate, associate) while Steinhardt faculty who are key to the MPH and PhD program of GIPH will transfer. There are several joint appointments and these will need to be reviewed with each faculty member and home units.

Regarding the faculty in the College of Dentistry and the College of Nursing, how will expectations of the tenure-eligible faculty for attaining tenure be affected, and will the faculty (clinical, tenure-eligible, and tenured) have new responsibilities/requirements imposed by their inclusion in the Faculty of Health? There is already a well-functioning appointments and promotion committee in the College of Dentistry that covers Dentistry and Nursing, and I would expect this would evolve to the Faculty of Health with balanced inclusion for dental, nursing and public health. We would always be sensitive to faculty who are far along in the tenure process. Generally, responsibilities are determined at the college level and I would expect that to continue.

Will all current faculty in the College of Nursing and the College of Dentistry become faculty in the Faculty of Health? My expectation is yes in addition to maintaining their faculty home in one or more of the three colleges.

What will be the University’s responsibility to the faculty of the College of Global Public Health, particularly to those faculty whose primary appointments change from their current schools to the College of Global Public Health, if the College of Global Public Health/Faculty of Health fails/is dissolved? The university has rules on the meaning of tenure in relationship to an academic unit. Dean Brewer and I are discussing the Steinhardt faculty who move but I do not expect this new venture to be anything but a huge success.