MINUTES OF THE FACULTY SENATORS COUNCIL MEETING OF JANUARY 30, 2014

The New York University Faculty Senators Council (FSC) met at noon on Thursday, January 30, 2014 in Room 905/907 in the Kimmel Center for University Life.

In attendance were Senators Adelman, Allgood, Alter, Backus, Becker, Cappell, Carpenter, Chan, Diner, Dinwiddie, Jacobs, Jelinek, Kamer, Kane, Karl, Ludomirsky, McIlwain, Miller, Mincer, Morning, Porfiri, Rajagopal, Stanhope, Stokes, Sundaram, Uleman, Zwanziger; Active Alternate Stewart; Alternate Senator Archer (for Goodwin), Rubin (for Amkpa), Simon (for Cowin), and Tannenbaum; and Immediate Past Chair Magder. FSC Former Chair Lebowitz and Former Members Moskowitz and Raiken attended as guests.

APPROVAL OF THE MINUTES OF THE MEETING HELD DECEMBER 12, 2013

Upon a motion duly made and seconded, the minutes of the December 12, 2013 meeting were approved unanimously.

ANNOUNCEMENT OF THE SLATE OF CANDIDATES FOR FSC CHAIRPERSON, 2014-15

Senator Alter announced the slate of candidates on behalf of the Nominating Committee (Senators Alter, Kamer, and Zwanziger, and Sundaram as ex-officio member):

a. Angela Kamer (College of Dentistry)
b. Charlton McIlwain (Steinhardt School)

Alter asked for nominations from the floor. None were made. Alter requested the candidates send their statements by Monday, February 17 at 10 a.m. for distribution in the agenda email.

REPORT FROM THE CHAIRPERSON: RAGHU SUNDARAM

Executive Committee (EC) Meeting with Ron Robin

Chairperson Sundaram reported the Feb. 27 meeting focused on faculty composition and academics at the portal campuses. He stated the full information and exact figures will be provided in next month’s GNU report, by Vice Chair Amkpa. He offered a broad summary of the data:

NYU Abu Dhabi has 248 faculty members, 128 are standing faculty and of the 128, 52 are tenured/tenured-track. 40% of faculty are in the arts and humanities and 25% are in the sciences and social sciences. Half of the faculty are from the U.S. The most popular majors include economics, politics, and social sciences. One area of concern the administration is trying to address is the ratio of male to female faculty members, which is currently 178 to 70.
NYU Shanghai has 12 full time faculty, of which 6 are contract faculty and 6 are tenured/tenure-track faculty, 27 visiting faculty, and a number of language instructors serving on a temporary basis. 60% of majors are in business. Math is the second most popular major.

At NYU Shanghai, compensation includes a NYU salary plus a housing stipend. At NYU Abu Dhabi, in addition to the NYU salary, there is additional compensation ranging from 25%-75% of the NYU salary.

Questions and comments on these figures will be addressed following the full GNU report at the February FSC meeting.

Meeting with Alison Leary

The EC and co-chairs of the Faculty Benefits & Housing Committee: Senators Chan and Stokes met with Alison Leary, Executive Vice President for Operations, and members of the Benefits and Housing Offices. The co-chairs expressed their need for an overview of these operations and the challenges of obtaining data. Leary agreed to share information with the Committee and asked for discretion in sharing the data.

Stokes commented the Committee is trying to move to a higher level of understanding regarding decisions, finances, and allocation of resources, and move beyond just operational details and concerns.

Representation on University Committees

Sundaram stated he asked the Chair of Educational Policies & Faculty/Student Relations, Senator Dinwiddie, to appoint a FSC representative to the University Committee that will work with the UAW on negotiations. Dinwiddie suggested Alternate Senator Tannenbaum, who agreed to serve.

Sundaram asked the Chair of the Administration & Technology Committee, Senator Disotell, to appoint a FSC representative to the University website redesign steering committee. Disotell will serve as the representative.

Goals for the Coming Semester

Sundaram presented the goals for the coming semester, as discussed and approved by the Committee Chairs.

Administration & Technology

The Committee will present their review of the Social Media Policy in March.

Faculty Benefits & Housing

Sundaram reported the Committee last year began the process of understanding how health-care plan pricing decisions are made and the FSC Benefits Committee offered several alternative suggestions to the housing office.

The Committee will be doing the same this year and will seek to institutionalize the process for the future.

The Committee will also seek to gain a greater understanding of and participation in the non-health-care part of benefits (including retirement plans, life insurance, and tuition-remission policies).

The Committee is also currently looking to understand the state of housing: the housing stock, who controls the stock, how housing decisions are made, and the financial side of university housing. Data
requests have been made and they are awaiting the response. The aim is to be able to offer constructive suggestions on improving faculty housing and participate in housing policy.

*Finance & Policy Planning*

The Committee submitted to Marty Dorph a list of areas in which they requested detailed financial information going back 11 years. They received the requested output, met with him to review the output, and have made further data requests. He has promised to respond shortly.

*Global Network University*

The Committee’s full report is on the agenda for the February FSC meeting.

*Governance*

Two key issues will be reported on at the February FSC meeting: Faculty Handbook modifications and best practices for school elections.

*Personnel Policies & Tenure Modifications*

The committee is reviewing the University Guidelines for Full-Time Contract Faculty Appointments and will present their recommendations at the February FSC meeting.

The second issue the Committee is focusing on is Affirmative action, inclusion and equity. Co-Chair McIlwain has met with the Office of Equal Opportunity and asked for data. Some of the data issues are sensitive and may involve privacy issues. They are hopeful of getting this resolved shortly and moving forward.

*Timetable for coming meetings*

Sundaram presented the time table of Committee Reports and special guests for the coming semester.

*February:*

- **GNU:**
  - Report (Awam Amkpa)
  - Representative(s) of the GNU committee of the university
  - Martin Klimke from NYU-AD (guest).
  - Provost McLaughlin
- **Personnel Policies and Tenure Modifications:**
  - FTCF Appointment Procedures (Warren Jelinek)
- **Governance:**
  - Faculty Handbook (Jim Uleman)
  - Best practices for school elections (Jim Uleman)

*March:*

- **Benefits:**
  - Report (Sewin Chan & David Stokes)
  - Representative from the Benefits Office (Andy Gordon)
- **Administration & Technology:**
  - Social Media Policy
April:

- Finance Committee
  - Report (David Backus)
  - Guest: Marty Dorph
- Personnel Policies and Tenure Modifications
  - Inclusion and Equity (Charlton McIlwain)
- President Sexton

May:

- Marty Lipton

Sundaram summarized that by the end of this academic year the FSC will have a stronger understanding of university finances, how benefits and housing decisions are being made, the operations of the Office of Equal Opportunity, and will have several governance agreements with the university in place.

A Senator asked if Space Priorities will be on the agenda this spring. Sundaram stated it will be added once the report has been issued.

**Two important issues**

*Exercising discretion in information dissemination*

See attached Document A: *Two Final Comments*

Sundaram commented on the need to receive data from the Administration to understand how broader decisions are made and the importance of using the data with responsibility and discretion. This is important to both sides, to ensure accurate information and avoid rumors.

Sundaram stated after the FSC Finance and Policy Planning Committee meeting with Marty Dorph, some of the figures communicated were posted on a Harvard Law School blog, specifically the portion of tuition revenue that goes to faculty compensation at NYU, without any information on other universities. There is no evidence of a leak of information and no rules were broken. Dorph did not place restrictions on the use of the data, only asked for discretion. But if there was a leak, Sundaram commented it was an act of profound indiscretion. Dorph stated if anyone wants to share data publicly, he will offer his response and comments to include.

Sundaram added the new CFO at Stern has been hosting small group meetings and sharing data on Stern School revenue and expenses. No electronic copies are exchanged and participants are asked for their discretion. He commented it is a useful way of obtaining information and recommended Senators ask Schools Deans about a similar exchange of information.

**FSC Meeting Procedures: Conduct of Meetings going forward**

Sundaram relayed concerns by Senators about the decorum at meetings. There have been complaints about some members dominating the conversation and doing so aggressively, which sometimes turns the conversation into back-and-forth argumentation.

He proposed a few rules of conduct:

- No interruptions
- No back-and-forth: All comments to be addressed to the FSC at large.
- Speaking only when called upon.
• No one to speak twice on a topic until everyone has had their say.
• No ad-hominem attacks.

He stressed the importance of getting through the agenda in the allotted time. He suggested when visitors attend meetings, the meeting be extended to better accommodate these presentations.

A Senator asked that special guests send an outline of their report prior to the meeting so that Council members may prepare questions and comments.

FSC COMMITTEE REPORTS

Educational Policies & Faculty/Student Relations: Committee Chair Dinwiddie

Policy on Assigning Course Credit Hours

See attached Document B: Memo from Provost and Document C: Policy on Assigning Course Credit Hours

Senator Dinwiddie stated the committee reviewed the policy and endorses its contents.

A Senator asked if there is an old policy. Dinwiddie stated he is under the assumption this is new policy because of the ongoing Middle States accreditation and self-study process.

Another Senator asked if there is a default assumption of what a credit hour means. A Senator responded there is a New York State default assumption.

Dinwiddie clarified this policy is for Deans and Schools to use in defining their credit hours. A Senator asked if this applies to the School of Medicine. Dinwiddie responded, according to his reading, it covers the whole university.

A subsidiary motion was moved and seconded to postpone to the next meeting after the Committee gained clarifications on these matters. The motion was rejected by 8 in favor and 16 opposed with 1 abstention.

The motion to approve the Educational Policies Committee’s review and endorsement of the contents and guidelines of the “Policy on Assigning Course Credit Hours” dated December 11, 2013 was approved by 21 in favor and 3 opposed with 3 abstentions.

Committee on the Future of Technology-Enhanced Education: Committee Chair Alter

Interim Report of the Committee

Senator Alter presented a summary of the Interim Report of the Faculty Committee on the Future of Technology-Enhanced Education.

Alter stated NYU currently offers over 750 online courses. He listed the topics the Committee examined regarding technology-enhanced education:

• governance: how decisions will be made
• relationship between administration and faculty
• curriculum development and assessment
• research and scholarship
• faculty workload: how much time should go into preparing?
• implementation of courses
• buy-out: who makes this decision
• professional development
• academic policy: attendance, calendar, class size, intellectual property
• legal issues involving copyright
• planning and role and responsibility of university, schools, departments
• budget and institutional resources
• facilities
• role and responsibility of GNU
• tech support
• branding: who has the responsibility of branding

A Senator reported the Undergraduate Academic Affairs Committee (UAAC) includes a technology sub-committee. They were informed that 17 new tech hires have been provided by central to help facilitate these projects. Alter stated there is focus on coordinating between Schools and providing support from central administration.

A Senator asked if this promotion of technology adversely effects faculty who do not use as much technology in teaching.

Alter stated the Committee is addressing all aspects of teaching from in-class presentation to online. The Committee is also examining the definition of enhanced education and the metrics of attendance, numbers, and learning. He also stated there is limited definitive research on the effectiveness of using technology and this is being explored.

A Senator asked if the Center for the Advancement of Teaching is involved. A Senator responded they host sessions related to these topics, and the sessions are well attended.

A Senator commented there is a tendency of faculty to have a fear of online education or feel threatened by innovation. She said great value is still placed on being in the room with top faculty and it is important to find ways to use technology to leverage time and get the value of faculty interactions to a broader audience.

A Senator commented that wealthier universities may move towards a traditional teaching model of small seminars, while larger universities may move more towards online education. He commented NYU is somewhere in the middle.

**ADJOURNMENT**

The meeting adjourned at 2:00 PM.
Two Final Comments:

1. Exercising discretion in disseminating data.
   - Obtaining data is key to be able to participate meaningfully in university governance and in policy formulation.
   - The Finance, Benefits, Housing, and Personnel committees have all made data requests. Finance has received all the requested data and has asked for some additional details. The others are waiting to hear back. We are hopeful of obtaining all the requested data so we can all have a full picture of how the university operates.
   - In this context, it behooves us to demonstrate that we can be responsible partners in governance.
   - Part of that is using the data responsibly; the data is shared with us to further our understanding of the university’s operations and to enable participation in policy discussions.
   - It is imperative that there be no selective leaks to score cheap brownie points. This is trivially easy and perhaps tempting to do, but it is ruinous for all of us in the long run.
   - Regrettably, it appears that there may have been precisely such a selective leak after the meeting with Marty Dorph.
     - No evidence that there was such a leak, let alone who may have been responsible.
     - No “rules” were broken.
     - But if there was a leak, it was an act of profound indiscretion, and I am going to request all of you, with all the earnestness at my disposal, please do not do so.
     - Marty Dorph’s offer.
       - If, for any reason, you wish to make any snapshot of the data public, please run it by him so he can offer context, comparisons, and comments.

2. Conduct of Meetings going forward.
   - There have been complaints about some members dominating the conversation and doing so aggressively, which sometimes turns the conversation into back-and-forth argumentation.
   - The fault is at least partially mine for the informal style in which the meetings are run.
   - Nonetheless, going forward, I propose some simple rules of conduct which all of us should find acceptable and should allow everyone to
participate (we already follow these for the most part; I am reiterating them for emphasis):

- No interruptions.
- No back-and-forths: All comments to be addressed to the FSC at large.
- Speaking only when called upon.
- No one to speak twice on a topic until everyone has had their say.
- No ad-hominem attacks.
Memorandum to: Raghu Sundaram  
Chairperson, Faculty Senators Council, AY2013-14
From David W. McLaughlin, Provost
Subject: Policy on Assigning Course Credit Hours

As part of NYU’s institutional compliance with the terms of the Federal student financial aid program authorized under Title IV of the Higher Education Act (so-called Title IV program), the Provost's Office developed a new "Policy on Assigning Course Credit Hours." The policy was prepared in conjunction with the ongoing Middle States accreditation and self-study process, an extensive effort to which many faculty from across the University contributed.

The Middle States Commission on Higher Education (MSCHE) is required to verify that we adhere to Title IV requirements, including established standards for awarding credit hours to courses and the publication on our website of the process for awarding credit hours. MSCHE typically asks for this verification in the same year the institution is asked to submit its self-study; the deadline for our posting this policy is January 13, 2014.

To address Federal requirements, the Provost's Office began the process by issuing a Provost's memo to deans and directors about administrative procedures. It subsequently became clear that a "university policy" is to be posted. To meet these requirements at this time and in advance of the deadline, the attached “Policy on Assigning Course Credit Hours” was posted at University Policies and Guidelines among the policies on “Academic Affairs and Faculty.”

At this time, we seek your advice in finalizing the policy. We appreciate that the FSC will not have time to review the policy prior to the Federal deadline, but we would later welcome FSC comments if the FSC wishes to review the policy. Pending the FSC's decision to review the policy and any review the FSC may undertake, the policy is marked "Interim, pending review by the Faculty Senators Council." In your review, please note that the policy implements and is shaped by federal regulations.

In addition, we invite FSC to recommend whether the Policy should be incorporated (by link) into the Faculty Handbook.

I look forward to hearing from the FSC. Please let us know if you have any questions or concerns that we can address to help facilitate your review. Please consult directly with Vice Provost Cybele Raver or Assistant Provost Russ Hamberger, who developed the policy.
Title: Policy On Assigning Course Credit Hours
Effective Date: December 11, 2013  (Interim, pending review by the Faculty Senators Council)
Responsible Authority: Provost
Responsible Officer: Vice Provost for Research and Faculty Affairs

PURPOSE OF THIS POLICY

The purpose of this policy is to establish the principles and procedures by which Schools of New York University (“NYU”) assign time-based credit hours to academic courses.

SCOPE OF THIS POLICY

This policy applies to all Schools of NYU, which includes for purposes of this policy each NYU school, college or institute that functions similarly to a school or college [such as Institute for Fine Arts (IFA), Institute for the Study of the Ancient World (ISAW), Courant Institute of Mathematical Sciences], interschool units [such as the Center for Urban Science and Progress (CUSP)], each NYU comprehensive campus (such as New York, Abu Dhabi and Shanghai) and NYU’s Global Network University sites, to the extent that it creates a course and proposes assignment of credit for that course.

POLICY STATEMENT

As part of NYU’s commitment to providing the best educational experience possible for our students, and to ensure compliance with applicable academic accreditation standards and legal requirements, each School of NYU must assure that it has clear procedures and that it maintains appropriate records with respect to assigning an appropriate number of credit hours per course based on the criteria set forth in this policy.

Maintaining appropriate procedures for establishing course credits has critical importance, including: for students’ progress toward their degrees; for students who transfer between institutions who seek to maximize the likelihood that credits will be accepted by their new academic homes; for facilitating school credit hour review in connection with NYU’s internal review and approval of programs at the graduate and undergraduate levels, including review by the Graduate Commission, the Undergraduate Curriculum Advisory Committee, and the Office of Academic Program Review; and for meeting requirements of governmental and accrediting agencies, including the U.S. Department of Education, the Middle States Commission on Higher Education, and the New York State Education Department.

PROCEDURES FOR IMPLEMENTATION

Each School Dean is responsible for assuring that his or her School establishes, maintains, and follows appropriate procedures and protocols for assigning credit hours. The procedures and protocols must meet these minimum guidelines:

• Each School must maintain procedures, written and web-accessible, pertaining to the assignment of credit hours for all courses offered, regardless of the format or modality of
instruction. This includes but is not limited to traditional lectures, individual voice or music instruction, on-line courses, and any other offering that can result in earning credit.

- Each School must document that its procedures provide for the assignment of credit hours for each course the School offers based on the following criteria:
  
  o Stated objectives for student learning, including (but not limited to) acquisition of content knowledge, key competencies (such as skill in oral or written communication), or analytic reasoning skills;
  
  o Hours of instruction proposed for the course; and
  
  o Hours of supplementary assignments and student effort that are anticipated to take place outside the classroom. Hours of anticipated student effort outside the classroom can include estimated time spent on reading, writing, laboratory or studio assignments, preparation for examinations, etc.

- Each School must maintain an annual record of reviews of proposed new courses. Records should include the outcome of the reviews, including the proportion of courses approved versus returned for revision and resubmission and the mean and range of credits assigned to new courses.

- Schools also must maintain records of all actions recommended and taken to maintain high standards for instruction and student learning at the course level, consistent with School policy. This may include minutes from School committees charged with support for instruction at the graduate and undergraduate levels, resolutions passed through faculty meetings on guidelines and policies for monitoring the quality and range of course offerings, and the like.

DEFINITIONS

1. “NYU” includes the schools, colleges, institutes, and other administrative units of NYU, NYU’s Global Network University sites, and all University Affiliates, as each term is defined in NYU’s Policy on Policies.

2. “School” means each NYU school, college or institute that functions similarly to a school or college (such as IFA, ISAW, Courant Institute), interschool units (such as CUSP), each NYU comprehensive campus (such as New York, Abu Dhabi and Shanghai), and NYU’s Global Network University sites to the extent that it creates a course and proposes assignment of credit for that course.

3. “School Dean” means the dean, or his or her designee, of each NYU school and college, the director of each NYU institute that functions similarly to a school or college (such as IFA, ISAW, Courant Institute), interschool units (such as CUSP), and the Vice Chancellor of each NYU comprehensive campus (such as New York and Abu Dhabi).