MINUTES OF THE FACULTY SENATORS COUNCIL MEETING OF APRIL 5, 2012

The New York University Faculty Senators Council (FSC) met at noon on Thursday, April 5, 2012 in Room 905/907 in the Kimmel Center for University Life.

In attendance were Senators Cappell, Carpenter, Cowin, Fernandez, Hammack, Harrington, Hutchins, Jelinek, Jones, Lebowitz, Ling, Magder, Monaco, Nolan, Phillips, Raiken, Rodwin, Schacht, Simon, Sternhell, Uleman, Van Devanter, and Zwanziger and Alternate Senators Borowsky, Reiss, Rubin, and Tannenbaum. FSC Advisors Al-Askari attended as a guest.

APPROVAL OF THE MINUTES OF THE MEETING HELD MARCH 8, 2012

Upon a motion duly made and seconded, the minutes of the March 8, 2012 meeting were approved unanimously.

Election by secret ballot of FSC Chairperson 2012-13

The election of FSC Chairperson, 2012-13 took place from the following slate of candidates presented by the Nominating Committee: Ted Magder (Steinhardt) and Jim Uleman (FAS). After collecting the votes of the 30 voting-eligible senators present, Senator Hutchins announced Ted Magder will serve as Chairperson for the upcoming academic year.

Announcement of the slate for FSC Vice Chairperson and Secretary 2012-13

The final slate will be announced next week, after the election for Chairperson. The Nominating Committee presented the following draft of the slate of candidates:

a. Candidates for Vice Chairperson
   1) Marie Monaco (School of Medicine)
   2) ____________________________

b. Candidates for Secretary
   1) Warren Jelinek (School of Medicine)
   2) Mary Ann Jones (Silver School of Social Work)
   3) ____________________________

REPORT FROM THE CHAIRPERSON: TED MAGDER

FSC 2031 Survey

Chairperson Magder presented an issue related to the FSC survey on NYU 2031. The survey was sent via a survey monkey link. Survey Monkey prevents multiple surveys from being submitted by the same respondent by adding a cookie to the link. But if the cookie is removed or the link is opened in a different browser or on a different computer, the survey comes up blank and a second survey can be submitted.
This was brought to the attention of the Executive Committee when the reminder was sent. Since the survey collected no identifiers—email or IP address—it cannot be determined if multiple surveys were submitted. At the moment, the survey is closed until the next step is decided. The two options include: 1) start the survey over and upload email addresses into Survey Monkey to attach each survey to a specific email address, which would make it impossible to submit a second survey even if a different browser or computer was used, or cookies removed or 2) keep original responses, re-open current survey, and send out another reminder requesting people to only click the link and take the survey if they have not done so already. The email identifier will be attached to the next group, which means anyone taking the survey for the first time could not submit a second survey.

Senators discussed their concerns about the integrity of the data. It was argued that the results could be discredited because the FSC could not rule out the possibility that something happened to compromise the data. It was commented that this is not just a question of people intentionally doing it twice, but those that see a blank survey (if they open on a different computer or different browser), may get confused and resubmit.

A Senator expressed the commitment to have the highest level of integrity and transparency, and if a problem occurred the FSC must re-do survey.

Concerns were expressed over the potential lower response rate if the survey is started over.

A Senator expressed the fear that the FSC is trading a small issue that is very unlikely to have happened, for a problem that will happen. The problem is not everyone will fill out again and it will be biased because those with stronger negative opinions are more likely to fill out again. It also calls into question the FSC’s ability to conduct a survey. In addition, the administration might be suspicious that we had dismissed the first set of responses because the FSC did not like the direction of the results.

Another Senator stated the belief that people will figure this out and supported starting over but saving the original results of the first survey. It was stated that no results would be discarded.

Another Senator stated the FSC is discrediting its colleagues and the second survey will only confuse respondents. In addition, it gives the impression the FSC is unable to do a survey.

Upon a motion duly made and seconded it was approved by vote of the Council to start the survey over. The notice will go out later today.

**EC Meeting with Provost**

Chairperson Magder reported on the EC meeting with members of the Office of the Provost on Mar. 22. The NYU 2031 plan was discussed and the Provost reassured the EC that the plan would support the academic mission of the university and will not result in a dramatic growth in the student body. The planned growth is 0.5% per year, which is a function of the addition of new programs. They discussed Tisch Asia, in Singapore and its financial viability. The Provost informed the EC that the graduate programs are well-regarded but are costly to run. Therefore, they are looking to revise graduate programs in order to make the project more viable.

**Strategic Review of SCPS**

Magder discussed the strategic review of the School of Continuing and Professional Studies (SCPS). See attached Document A. Provost David McLaughlin has asked the administrative team at SCPS to:

lead a strategic planning exercise to think through SCPS’ existing mission and roles, to better align the school’s goals with the larger university goals, to evaluate the opportunity for new initiatives in such areas as executive education and distance learning, and to review new approaches to serving increasingly varied student needs.
Magder stated the FSC should be involved in this review and will invite Rick Matasar, Vice President for University Enterprise Initiatives, to a fall FSC meeting. Senator Lebowitz is retiring at the end of the academic year, and there are no tenured/tenure-track faculty members at SCPS to serve as Senator.

Meeting on Shared Governance Resolution and Faculty Handbook

Magder reported on the meeting with Diane Yu, Carol Morrow, and Bonnie Brier concerning the Faculty Handbook and the shared governance resolution. See attached Document B. The FSC shared governance resolution of last May was reviewed by President Sexton, Board of Trustees Chair Martin Lipton, and senior administrators. Their review involved a thorough discussion of the resolution and how it coincided with the University By-laws and practices. The resolution was not accepted in its entirety.

Item 1 concerning representation:

IT IS RESOLVED: That the Faculty’s Senate Council will have representatives, selected by the FSC, on University Committees, Taskforces, or other like bodies dealing with all matters that affect faculty and university policy.

The Provost stated that they would inform the FSC of all taskforces and faculty membership on taskforces, but could not always guarantee a seat for a FSC member on each committee.

Item 3 concerning consultation:

IT IS RESOLVED: That when a decision is not pressing, a reasonable length of time for consultation must be provided (i.e., during semesters this means a few weeks in order to have at least one FSC meeting). During the summer when FSC is not in session, decisions should be postponed. If a decision is absolutely necessary during the period when the FSC is not in session, then all efforts must be made to communicate with the FSC Executive Committee, who will take appropriate actions to inform all Senators.

The Provost office stated they would continue to communicate with the EC over the summer, but would not postpone decisions. A Senator suggested electing alternates for EC members not available during the summer. Another Senator reminded the Council that in the past when important issues have come up over the summer, an additional FSC meeting has taken place in June.

Item 4 concerning reasoned justifications:

IT IS RESOLVED: That when FSC advice is not taken, the Administration will provide, in writing, its reasons for not accepting the FSC’s advice developed through the process of consultation. The Provost office stated that they could not offer all seats to FSC members or guarantee and FSC member would serve on each committee. However they stated they will make every effort to inform the FSC of the existence of all taskforces and all faculty members on these committees.

The Provost office stated they will provide reasoned justifications.

At the meeting the Faculty Handbook and how it is amended was discussed. The current language is unclear about how the FSC is consulted and the FSC is not mentioned in the preamble. The Provost Office is developing language to clarify that the FSC would be consulted and participate in the process by which the handbook is amended.

FSC COMMITTEE REPORTS

Faculty/Student Relations: Senator Carol Sternhell

Senator Sternhell stated that students are interested in course evaluations from all schools being posted online. A report was put together listing school practices regarding course evaluations. See attached Document C. Currently it is not a uniform process. The Committee was asked to develop a proposed resolution on this to discuss at the next FSC meeting.
Global Network University: Senator Floyd Hammack

The Committee met with Richard Foley and Matthew Santirocco and discussed the evolution of the undergraduate curriculum in the Global Network University. The overall plan is to hire 300-350 new tenure-track faculty, until each school receives its full number of students. With this expansion in the faculty, the Provost’s office will play an increasingly important role. Faculty and students will circulate among the campuses. Each of the portal campuses will have a specific curricular emphasis and connection to a department at the square. Expansion is an opportunity to figure out academic assets.

On April 4 President Sexton announced the appointment of Jeff Lehman, Former President of Cornell, as Vice Chancellor of NYU Shanghai, effective this summer. As vice chancellor, he will be the chief executive of NYU Shanghai, in charge of all academic and administrative operations. See attached Document D.

NEW BUSINESS

School Senator Elections

Senator Van Devanter raised a question regarding the nominating process during school senator elections. Senators responded that there should be a nominations and elections committee elected by the tenured/tenure-track faculty of the School. The committee makes a decision about the ballot, the ballot is approved by the School, and then the ballot is sent for voting.

ADJOURNMENT

The meeting adjourned at 2:00 PM.
March 29, 2012

TO:        The Faculty Senators Council Executive Committee
FROM:   NYU Provost David McLaughlin
RE:        Setting the Stage for the Next Dean: A Strategic Review at SCPS

Since Robert Lapiner stepped down as dean to take on a new role as an Associate Vice Chancellor, the School of Continuing and Professional Studies has been fortunate to be led by an extremely capable team: Rick Matasar, Vice President for University Enterprise Initiatives; Bjorn Hanson, Co-Interim Dean and Divisional Dean of the Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management; and Dennis DiLorenzo, Co-Interim Dean and Associate Dean for Administration.

Given their proven energy, expertise, and experience, I have asked them to take on a new and important effort for the school: to lead a strategic planning exercise to think through SCPS’ existing mission and roles, to better align the school’s goals with the larger university goals, to evaluate the opportunity for new initiatives in such areas as executive education and distance learning, and to review new approaches to serving increasingly varied student needs.

Because this exercise will help define SCPS’ future path, I have decided to defer the process to identify a new dean of SCPS until the strategic review is complete, a period I expect to be some 18 months. During that time, we will maintain the current leadership structure of the school, which has been working so well.

Finally, in recognition of Dennis DiLorenzo’s excellent performance in the academic, administrative, and operational functions of SCPS, we are naming him Vice Dean. He and Bjorn Hanson will continue as Co-Interim Deans until the appointment of a new dean is completed.

Please join me in thanking Rick, Bjorn, and Dennis for their continued leadership and for taking on this strategic review, which will be so important to the school’s future. And please join in offering congratulations to Dennis on his promotion.
At the May 5, 2011 meeting of the Faculty Senators Council, the Council approved by a unanimous vote the following resolutions:

A. There are 5 basic features of shared governance:

1. Representation

WHEREAS: Shared governance means that input from the faculties’ duly elected representatives (FSC) is central to the process of “consulting with faculty”,

IT IS RESOLVED: That the Faculty’s Senate Council will have representatives, selected by the FSC, on University Committees, Taskforces, or other like bodies dealing with all matters that affect faculty and university policy.

2. Information

BACKGROUND: The Faculty Senators’ Council functions as the personnel committee for the faculty. As such, it is obligated to represent the faculty’s interest in dealing with the administration, and to insure that the faculty is informed on issues that pertain to them and impact their well-being. It has been common practice by the administration to impose a rule requiring confidentiality with respect to deliberations on certain topics, such as, but not limited to, benefits. This practice is referred to as “deliberative privilege”.

WHEREAS: This practice prevents the faculty from obtaining timely knowledge concerning issues that affect them, and

WHEREAS: This practice prevents the administration from obtaining valuable feedback from the FSC, and when appropriate, from the entire faculty,

IT IS RESOLVED: That the Faculty Senators’ Council does not support the practice of a code of confidentiality, also known as "deliberative privilege", except in cases concerning information specific to individuals, whose privacy rights transcend the need for transparency, and cases involving university negotiating positions with external financial entities.
3. Consultation

WHEREAS: Shared governance means seeking and evaluating faculty input before decisions that affect faculty are made and adequately responding to faculty input,

IT IS RESOLVED: That when a decision is not pressing, a reasonable length of time for consultation must be provided (i.e., during semesters this means a few weeks in order to have at least one FSC meeting). During the summer when FSC is not in session, decisions should be postponed. If a decision is absolutely necessary during the period when the FSC is not in session, then all efforts must be made to communicate with the FSC Executive Committee, who will take appropriate actions to inform all Senators.

4. Reasoned Justifications

WHEREAS: Accountability is an important element of the consultation process,

IT IS RESOLVED: That when FSC advice is not taken, the Administration will provide, in writing, its reasons for not accepting the FSC’s advice developed through the process of consultation.

5. Communications

WHEREAS: Access to information is fundamental to policymaking,

IT IS RESOLVED: That FSC Senators will circulate, through their Schools and departments, the agreement FSC worked out with the Administration (see Memo from Provost McLaughlin, 3/3/2011), which allows Senators access to email addresses of all faculty for the purpose of communicating with the faculty (their constituents).

IT IS RESOLVED: That FSC Senators are obligated to keep their respective faculty informed on an ongoing basis.

B. Implementation Process:

In May 2011, the FSC-GC will assemble instructions for revising the Faculty Handbook so as to incorporate the text of the above Resolutions on Shared Governance. The FSC-GC will circulate copy-edited pages of the Faculty Handbook to all current Faculty Senators in June, request comments and edits from all Senators, incorporate these edits, and formally propose such revisions to the Faculty Handbook at the first FSC meeting in fall 2011.
Student Course Evaluation Process by School

College of Arts & Science

- Course evaluations are posted online at: (net ID required): http://www.nyu.edu/cas/ceg/

Graduate School of Arts and Science

- Does not have a school wide evaluation process.
- It has been discussed recently and the faculty elected not to institute one.
- The main reason for this is many graduate courses are very small and thus anonymity is all but impossible. Some programs do have their own process which they use for various purposes, but the decision if left to them.

Gallatin School of Individual Study

- Course evaluations are administered by the dean’s office.
- Paper forms are distributed to every course instructor in Gallatin, regardless of faculty rank or status.
- The completed forms are scanned at Gallatin and the results are shared with the deans.
- Evaluations are also viewed by the promotion and tenure committee, as teaching performance is one of the criteria for tenure (and promotion).
- As well, evaluations are viewed by the faculty who chair each program.
- Finally, a copy of the evaluations, along with a few comparative reports, are sent to the course instructor after their grades have been posted.
- Course evaluations are not posted online. Student groups over the years have asked to make evaluations public. The argument for not publicizing evaluations is it could potentially hurt junior faculty, many of whom are just beginning their teaching career. It is not uncommon to see marked improvements in evaluations of junior faculty. If evaluations were published during their early years, this might tarnish the reputation of a junior faculty member.
- Gallatin takes teaching very seriously and when faculty have below average results, Gallatin is proactive. In the case of adjunct faculty, the program chair will reach out to them to see how they might improve their evaluations. They are also directed to the Center for Teaching Excellence. Full time junior faculty have senior faculty mentors who provide this same kind of guidance.

Institute of Fine Arts

- Toward the end of each semester, the Academic Advisor creates online surveys through Qualtrics for the course evaluations.
- Students are reminded about the surveys several times, but responses are not required.
- Those who choose to respond are completely anonymous.
- Before final grades are entered, the responses are compiled by the Academic Advisor.
Faculty receive copies of their evaluations. Students may review evaluations in the advising office, but they are not distributed or available online.

Leonard N. Stern School of Business

Undergraduate

- The course evaluation process in the Undergraduate College at Stern involves the administrative of an online Course Faculty Evaluation (CFE) survey to enrolled students prior to finals week.
- For seven week classes and special session classes, the CFE's are administered prior to the last class session.
- There are a couple of Social Impact classes that have a custom CFE due to the unique structure of the courses, but the attached applies to the majority.
- The process is coordinated with the Stern IT department. The IT department receives the list of courses each semester and the dates for the CFE administration.
- The faculty receive e-mails before the start date and once the CFE period begins so that they can post the information on their Blackboard sites and remind students to complete their CFEs. The students receive e-mails with the link to the CFE survey for each of their Stern courses.
- The CFE's are posted on a password protected site (requires Stern username and password) once the faculty member has posted the grades for the course.
- Stern students, faculty and administration have access to this information. The site houses both graduate and undergraduate CFEs.

Graduate

- CFEs (Course Faculty Evaluations) are administered on line for all MBA, Exec MBA, PHD Stern courses.
- The office of Records, Registration and Enrollment Services manages the process for the MBA and PHD courses. (Formerly administered though Faculty Services.) The programs were written and are managed by Stern Administrative Information Systems (AIS) programmers.
- CFE the submission period is unique to each course/section as per its program and start/end dates.
- Default CFE start and end dates are batched in for each course/section at the beginning of the semester based on an algorithm.
- Faculty have the choice to request optional dates.
- They are emailed three weeks before the scheduled (default) start date of the CFE for each course/section and given the option to change dates.
- Faculty are also instructed to announce the CFE dates and processes to their classes.
- Right before the first CFE is scheduled to open, the Vice Dean of MBA programs sends out a reminder to all MBA students reminding them of the process.
• Students receive an individual email when each CFE opens, per course/section and a reminder of the closing dates and all the applicable policies.
• Two days before the CFE closes for a particular course/section, a reminder email is sent to the students who have not completed the CFE. When the CFE period closes for the course/section, grades are withheld for (each course/section) one month for each student who did not complete the CFE during the submission period.
• CFE summaries are posted (per course/section) when the CFE end date has passed and the final grades have been submitted.
• All Stern faculty and students have access to view online CFEs and history though secure login to the AIS System.
• CFE comments are only viewable to individual faculty and department chairs/deans upon request.

School of Continuing and Professional Studies

• NYU-SCPS has contracted with Gap Technologies to conduct the course evaluation survey process online using Gap’s OnlineCourseEvaluation.Com product.
• Every NYU-SCPS course section, for both credit-bearing and noncredit courses, is evaluated each semester.
• The evaluation period for regular, full-semester courses is three weeks, extending from three weeks prior to the end of the course to 11:59 p.m. on the last day the class meets for that semester. Courses that meet for less than a full semester have a proportionally shorter evaluation window, but the evaluation period for all courses end at 11:59 p.m., on the last, class-meeting day of the term.
• Once submitted, evaluations cannot be changed.
• Instructors and students are contacted through their NYU e-mail addresses on the first day of the evaluation period.
• Students are advised to log onto https://scps.nyu.edu/evaluate using their NYU NetID and NYUHome password to complete the evaluation survey(s) for (each of) the course(s) in which they are enrolled.
• Instructors are advised to remind students of the importance of completing the online surveys.
• For all courses where the length of the evaluation window can accommodate multiple reminder e-mails, messages are sent at regular intervals within the evaluation period to students who have not yet completed the surveys. The same standard set of questions is used for evaluation of all courses, varying only in the identification of course name, course number, and instructor name. Student responses are anonymous. The set of questions was developed in consultation with the faculty, finalized by NYU-SCPS faculty committees (the Academic Affairs Committee and the Faculty Affairs Committee), and approved by the dean. Questions are subject to periodic revision by the faculty.
• Detailed course evaluation survey results are available online to instructors and their divisional deans/program directors after the evaluation period has ended. Divisional deans/program directors can see the survey results two days after the evaluation period has ended; instructors can see the results eight days after the evaluation period has ended. Course evaluation survey results are not currently available to students.
• The course evaluation survey results include detailed statistics on the range, distribution, and mean and standard deviation of quantitative responses to each of the questions asked of students. In addition, these quantitative results are compared (in chart format) to the average results for other instructors/courses in the program, division, and School. Finally, results also include a compilation of student responses to open-ended questions.

School of Law

• Course evaluations from spring 2005 are online at the following password protected link: https://its.law.nyu.edu/courseEval/ (Evaluations prior to spring 2005 are available in hard copy in the law school library.)
• The system is open to students the week before the last week of classes and closes the day before exams begin (the “Evaluation Period”)
• When the system opens, the Vice Dean sends students an email explaining how important the process is and encourages students to complete evaluations for every class and every faculty member.
• Once grades are submitted the faculty member’s evaluation for that class is released to him/her. A few weeks after most grades are in the faculty are given a week to review their evaluations and contact Academic Services to have any inappropriate comments in redacted.
• An inappropriate comment is one that is not relevant to the teaching or content of the course. Redacted comments are replaced with the following: “Remarks not relevant to evaluation of the course or professor. Redacted at the professor's request, with the approval of the SBA.” (SBA = student bar association).
• Once this process is complete the evaluations are released to students (both numerical ratings and comments with any redactions to text as indicated above.)

School of Medicine

• Please note that student evaluations of pre-clerkship modules and clinical clerkships are submitted electronically to the Office of Medical Education. An outside vendor is used, E*Value, to provide, manage and deliver evaluations securely over the Internet using a standard web browser or mobile application.
• Module Evaluation Process for the Pre-Clerkship Curriculum
  o At the completion of each module, students are sent an e-mail alerting them that the online evaluation is available for them to fill out. They will receive an automated reminder each week, for three weeks, if they do not submit their evaluation. The data is collected by the Office of Medical Education and, after review by the Assistant Dean for Curriculum, it is disseminated to the leadership of the module. The completed evaluations are not posted online.
• Clerkship Evaluation Process for the Clerkship Curriculum
  o At the completion of each clerkship, students are sent an e-mail alerting them that the online evaluation is available for them to fill out. They will receive an automated reminder each week, for three weeks, if they do not submit their evaluation. The data is collected by the Office of Medical Education and, after
review by the Associate Dean for Medical Education, it is disseminated to the leadership of the clerkship. The completed evaluations are not posted online.

Steinhardt School of Culture, Education, and Human Development

- Steinhardt has recently moved from paper-and-pencil course evaluations, the results of which were not shared with students, to a process of online course evaluations.
- This year and for the first time, a selected set of questions from the course evaluations are being shared with students. Any student with an NYU ID and password can gain access to these evaluations.
- Steinhardt is in the process of refining its evaluation instrument, the process of data collection, and the online posting of results.

Tisch School of the Arts

- Course evaluations are handed out at the end of each semester.
- Depending on the department within Tisch the process varies slightly. Some departments handle the evaluations through an online survey and others do paper evaluations that are scanned into a system.
- Course evaluations are not posted online.
April 4, 2012

TO: The Faculty Senators Council Executive Committee  
FROM: John Sexton  
RE: The Appointment of Jeff Lehman, Former President of Cornell, as Head of NYU Shanghai

I am pleased to tell you that later today we will announce the appointment of Jeffrey S. Lehman, a former president of Cornell University and dean of the University of Michigan Law School, as Vice Chancellor of NYU Shanghai, effective this summer. As vice chancellor, he will be the chief executive of NYU Shanghai, in charge of all academic and administrative operations.

I wanted to share this news with you in advance of the public announcement. I would ask that you treat it with due discretion.

It would be difficult to imagine – much less find – a better vice chancellor for NYU Shanghai than Jeff Lehman. An esteemed legal scholar and a leader in higher education in both the US and China, he is exceptionally qualified to take on this assignment. His willingness to serve as NYU Shanghai’s leader is a tremendous validation of what we are trying to accomplish in Shanghai and throughout NYU’s global network.

Since 2007, Jeff has been serving as the Chancellor and Founding Dean of the Peking University School of Transnational Law, the first school in China to teach an American law JD curriculum. Prior to that, he served as the 11th President of Cornell University. Before that, he served as the 13th dean of the University of Michigan Law School. He received his bachelor’s degree from Cornell University, and his J.D. and M.P.P. degrees from the University of Michigan. Last year President Lehman received the “Friendship Award,” China’s highest award for foreign experts who have made outstanding contributions to China’s economic and social development.

We are also announcing the appointment of Yu Lizhong of East China Normal University (ECNU) as Chancellor of NYU Shanghai. Yu Lizhong has been serving as the President of ECNU since 2006. Under his leadership, the university has embarked upon an ambitious path of growth and internationalization. Dr. Yu’s focus on academic excellence and emphasis on quality teaching are well known in China and abroad. As chancellor, Yu Lizhong will serve as Chairman of the Board of Directors of NYU Shanghai. Dr. Yu’s guidance, wisdom, experience, and entrepreneurial spirit has been and will continue to be invaluable to us as we move forward with NYU Shanghai.

NYU is doing something truly extraordinary. Less than five years ago, we announced NYU Abu Dhabi; it has emerged as an unqualified success, and the concept of NYU as a global network university has come to be more and more widely understood, admired, and embraced. Just a year ago, we announced the creation of NYU Shanghai, and today we can point with great pride to attracting such a powerful leadership team: Jeff, Dr. Yu, and, of course, May Lee. Assembling a team of this caliber is an enormous validation of our vision and our efforts.

I ask you to join in congratulating Jeff and Dr. Yu on being named to these posts.