MINUTES OF THE T-FACULTY SENATORS COUNCIL MEETING OF DECEMBER 17, 2015

The New York University Tenured/Tenure Track Faculty Senators Council (T-FSC) met at noon on Thursday, December 17, 2015 in the Global Center for Academic & Spiritual Life at 238 Thompson Street, 5th Floor Colloquium Room.

In attendance were Senators Allgood, Amkpa, Backus, Cappell, Davila, Disotell, Economides, Jelinek, Jones-Rooy, Ling, Livingston, Mincer, Morning, Porfiri, Sternhell, Van Devanter, Weinberg, and Zagzag; Active Alternate Senator Martin; Alternate Senators Borowiec (for Garabedian), Chiteji (for Antoon), Dasanayake (for Kamer), Gunslaus, Hill (for Rajagopal), Reiss (for Appiah), Seeman (for Uleman), and Tannenbaum. Former Chair Al-Askari and Former Member Moskowitz attended as guests.

APPROVAL OF THE MINUTES OF THE MEETING HELD NOVEMBER 19, 2015

Upon a motion duly made and seconded, the minutes of the November 19, 2015 meeting were approved as corrected.

ELECTION BY SECRET BALLOT OF T-FSC CHAIRPERSON 2016-2017

Vice Chairperson Amkpa asked for any nominations from the floor. There were no additional nominations from the floor.

The election of T-FSC Chairperson for 2016-2017 took place by secret ballot from the following slate of candidates presented by the Nominating Committee:

a. Allen Mincer (Faculty of Arts and Science)
b. Other: ____________________________

Amkpa supervised the counting of the 24 ballots, including one absentee ballot, and reported the results of the election: Allen Mincer from the Faculty of Arts and Science will serve a second term as T-FSC Chairperson for academic year 2016-2017.

REPORT FROM THE CHAIRPERSON: ALLEN MINCER

Liberal Studies Policy

Chairperson Mincer reported the Provost responded to the Council’s recommendation regarding the Policy for the Review, Reappointment, and Promotion of Liberal Studies Full-Time Non-Tenure/Contract Faculty. He noted a large number of substantive recommendations were approved.

Committee Co-Chair Jelinek noted the recommendations not accepted were not consistent with the University Guidelines, would legislate school policy and process, or address matters of process at a level of detail inappropriate in a policy document.
Mobility across the Global Network University (GNU)

Mincer reported the Provost’s Office undertook a study of the mobility across the GNU. He stated the Council recommended that such a study should be undertaken and recommended that there should be a centralized area for information on mobility where faculty can go for advice before traveling abroad. A meeting is being scheduled where these findings will be presented. Mincer will be in attendance at this meeting and will report back to the Council.

Non-Disparagement Clause in Retirement Contracts

Mincer reported on the Provost’s response regarding the Council’s resolution on the non-disparagement clause in retirement contracts. The Provost stated the clause is considered best practices and noted all retirement contracts are negotiable.

President Hamilton at February Council Meeting

Mincer reported President Hamilton will attend the second half of the February 25 Council meeting. The Executive Committee (EC) is discussing how to format this discussion and how to best approach the new presidential administration with the concerns of the faculty. He encouraged Senators to communicate any suggested discussion points, issues, or questions to the EC. A Senator asked if the EC already had specific topics in place. Mincer responded the EC is still working on formatting the discussion.

Senate Ad Hoc Task Force on Diversity and Inclusion

Mincer thanked those who agreed to be nominated for the Senate Ad Hoc Task Force on Diversity and Inclusion. He noted not everyone nominated will be selected. Final committee members will be notified of their selection.

Report to Faculty

Mincer reported he is putting together a report on behalf of the EC to all tenured and tenure track faculty members offering information on the Council and a summary of the fall semester’s activities.

T-FSC COMMITTEE REPORTS

Personnel Policies & Tenure Modifications (PPTM): Committee Co-Chairs Warren Jelinek & Nancy Van Devanter

Robert F. Wagner Graduate School of Public Service Appointment and Promotion Standards and Procedures for Full-Time Non-Tenure Track/Contract Faculty

See attached Documents C & D.

Senator Jelinek reported on the Committee’s recommendations regarding the policies for the appointment and promotion of non-tenured faculty in the Wagner school and in the Stern school. He stated the T-FSC PPTM Committee and the C-FSC Personnel Policies & Contract Issues Committee (PPCI) each formulated their own documents. On December 7 the Committees met jointly and developed the joint recommendations presented today. Following the C-FSC Council meeting on December 8, the C-FSC became aware that Wagner faculty had not been involved in the development of the policy. Jelinek noted the Provost’s letter regarding the document indicated that the Wagner faculty had voted on the policy.

The C-FSC Steering Committee brought up the issue at their meeting with the Provost and the response of the Provost is that the Provost’s office will make a greater effort to have the faculty participate during the development of these policy documents and have real input. Jelinek stated the Committee suggests
holding off on voting on the Wagner policy because the C-FSC wishes to send the policy back to Wagner and have the faculty review.

A Senator asked if the Councils’ recommendations will be sent along with the original document. She commented the Committee put many hours into the review of the document and suggests the recommendations be included.

Mincer responded he has not received a response on the exact plans, but thinks only the original document would be sent. The recommendations are made by the Council after the school’s faculty review the original document.

Jelinek noted the Committee is also reviewing the Robert F. Wagner Graduate School of Public Service Promotion and Tenure Standards and Procedures and perhaps will have recommendations ready to be presented and voted on at the January Council meeting.

NYU Stern School of Business Policy on Full-time Non-tenure Track Contract Faculty (FTNTT/CF)

See attached Documents A & B.

Jelinek presented the joint T-FSC and C-FSC Committee recommendation regarding the Stern policy.

He noted the procedure is for the recommendations to be sent to the school and then based on the school’s response, the Provost will make his final response on the recommendations. It was noted the C-FSC plans to do an electronic vote on this policy before the start of the spring semester.

A Senator expressed concern regarding the definition of clinical assistant professor on page two:

“Clinical Assistant Professor: Initial appointment for clinical faculty members who have not previously taught at Stern and who have limited prior teaching experience.”

He noted Clinical Assistant Professors are hired for teaching, so if they have a limited teaching experience, it’s unlikely that they will be appointed.

A Senator stated this is an appropriate statement because the people who have more extensive teaching experience would be hired at a higher level. It was noted the “and” covers limited teaching experience anywhere.

An Alternate Senator commented on the Council voting on issues concerning continuing contract faculty. He questioned whether this is of the Council’s concern and stated he is against a formal vote on this policy.

Chairperson Mincer stated the general procedures of how the two Councils coordinate were worked out last year. The basic conclusion is there will be certain areas where goals align, others where there are different views. Some topics will be discussed jointly from the beginning, others discussed separately and then jointly only after the result of those discussions. It was deemed productive and in the Council’s best interest to work out differences before they are brought to the administrative level. Mincer added he does not believe the Council should give up the right oversee any policies, including policies for continuing contract faculty.

Chairperson Mincer formatted the discussion into 3 topics: 1) the question of whether the Council should vote on continuing contract faculty policy recommendations, 2) the question of who should be reviewing the document, and 3) a discussion of the details of the document.

Senators discussed topic 1. A Senator commented that students flow between the two faculty groups, so the teaching, etc. of continuing contract faculty does effect tenured and tenure track faculty. She stated tenured and tenure track faculty should have an interest in their conditions of employment.
A Senator stated he does not believe the Council should abdicate its role regarding anything that impacts the nature of the University, its commitment to research, or its role as a teaching institution. Another Senator stated it behooves tenured and tenure track faculty to engage in these issues, assume leadership, and take responsibility.

Mincer stated unless there is a motion to the contrary, the Council will review the document and have a vote. He opened a discussion on the proper way to evaluate this document, and whether it should first go back to the Stern faculty before vote of the Council. A Senator suggested asking the school concerning faculty involvement in the process. Senators questioned the rules regarding faculty input in these policies.

Senators suggested contacting the Provost and requesting clarification on the process and whether or not the school’s own procedure was followed in the development of the document.

The Stern Senators were questioned whether they believe the faculty were consulted or if there was any objection on how the document was originally produced by Stern. The Stern Senators responded they are unsure how the document was produced.

Mincer recommended the Council ask the Committee to look into the process that led to the production of the document and research if the process obeyed Stern’s rules.

Mincer addressed the question of whether the recommendations should be sent to the tenured and tenure track faculty of Stern for review. It was noted this is not the typical process.

Senators questioned if the Provost communicates the Council’s recommendations with only the Dean or also with the faculty or faculty council when he brings the recommendations back to the school.

Senators discussed the process related to faculty input. A Senator suggested procedures needs to be developed and standardized, particularly with the number of school policies currently under development.

A Senator stated this is a discussion of school procedure and noted the schools are given the authority by the Provost’s office to develop their own procedures. The Council can only ask for assurances that the document has undergone the proper procedures in the schools.

A motion was presented to delay the vote to the next meeting.

At the conclusion of the discussion, it was decided the Senators from Stern will research the extent of faculty input in developing the document. The EC will also ask the Provost for clarification on the general rules for developing such policies and to what extent faculty input is required. The Committee will also discuss the topic of soliciting input from the school’s faculty on the Council’s recommendations.

Global Network University (GNU): Committee Co-Chairs Awam Amkpa & Arvind Rajagopal

See attached Document E.

Vice Chairperson Amkpa reported the Faculty Advisory Committee on NYU’s Global Network met with Martin Dorph who offered a report on the financial status of the GNU. He noted the portals are operating well and their finances do not have a negative impact on the finances of NYU New York. He noted New York has benefitted from the flow of money between the portals, particularly from NYU Abu Dhabi, but also increasingly from Shanghai. The Committee asked how the Global Network University elevates or extends the subject of diversity. Amkpa stated the Committee will continue discussion on this topic.

Amkpa reported the Committee met next with Matthew Santirocco, Senior Vice Provost for Academic Affairs. He commented some of the Committee’s suggestions were immediately implemented such as the need to intensify mobility of faculty and research funds between Abu Dhabi, Shanghai, and New York. He noted the December 10 memo from the Provost regarding mobility across NYU’s global network.
The Committee raised questions regarding the transnational implications of global education and its impact on the national and international obligations of the University in terms of curriculum development. It was questioned whether success of departments can still be judged under the old metrics. The Committee also discussed the type of student the global network wishes to produce. This led to a discussion of the global citizen, the role languages play in the GNU, and the intersectionality’s of cultures within the environment. The Committee also had an inconclusive conversation on how the Global Network impacts the core curriculum, the disciplinary curriculum, and the interdisciplinary curriculum.

The Committee also discussed the GNU professorship and how it operates. In the previous operation, there were associates, affiliates, and joint appointments within the portals. It was determined this was not sufficient and there was a need to develop the Global Network professorship as an attempt to create a more organic faculty status.

The Faculty Advisory Committee on NYU’s Global Network also met with the Faculty of Arts and Science (FAS) faculty assembly. There was a discussion of the inequalities that are produced by the current designations of professors to Abu Dhabi and Shanghai, and issues of added faulty workload in the square.

The Committee will review these workload issues and work intensively with departments and the deans to figure out how funding from Abu Dhabi is distributed between departments and research projects.

The Office of Global Network released information on short-term visits to the Global Sites. The document noted semester-long appointments provide an opportunity for faculty to help develop new academic programs, enhance global connections, and/or provide sites with course offerings by New York faculty members. One faculty member is chosen each semester through an application process.


The Committee will continue to review the curriculum of the different sites and how the global network professorship is being implemented and work with the office of the Provost to get input on descriptions that will go into the Faculty Handbook on the identity and the operations of the Global Network.

**ADJOURNMENT**

The meeting adjourned at 2:00 PM.
Recommendations Of
The Continuing Contract Faculty Senators Council and
The Tenured/Tenure Track Faculty Senators Council
In Regard To:

NYU STERN SCHOOL OF BUSINESS
POLICY ON FULL-TIME NON-TENURE TRACK CONTRACT FACULTY (FTNTT/CF)

Background
From a letter dated July 30, 2015, sent by Provost David McLaughlin:
"The Office of the Dean of the Stern School of Business has completed a process within the school
to create its Policy on Full-time Non-Tenure Track/Contract Faculty. My office together with the
Office of General Counsel worked with the school to edit the document to ensure consistency with
University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments."

The following document consists of recommendations made jointly by the C-FSC Personnel Policies &
Contract Issues Committee and the T-FSC Personnel Policies & Tenure Modifications Committee in an
effort to improve the NYU Stern School of Business Policy On Full-Time Non-Tenure Track Contract
Faculty (FTNTT/CF) and to ensure its compliance with the University Guidelines For Full-Time Non-
Tenure Track/Contract Faculty Appointments.

Substantive Major Recommendations

1. General recommendation:

   The New York University Guidelines for Full-Time Non-Tenure/Contract Faculty, issued June 12,
   2014, page 1, Section II. Formulation of School Policies, paragraph 2, sentence 1 states: “In
   response to these guidelines and as appropriate thereafter, schools shall formulate and/or
   amend their policies in accordance with existing school governance processes and with the
   expectation that FTNTT/CF shall participate in formulating and/or amending the school policy
to the extent and manner in which school governance policies permit.” After the Provost has
read the recommendations made by the C-FSC and the T-FSC and determined which
recommendations for changes to the original school policy document are warranted, we strongly
recommend that all school policy documents (along with the recommendations of the two
senate faculty councils) be returned to the school in question for perusal, discussion and vote by
the full faculty of that school, which policy must necessarily include the grievance/appeal
process.

2. We recommend that the following be added:
   “Any amendment to this Policy must be in writing, submitted in advance to the faculty for
discussion, for the possibility for amendments, and for a vote.”
3. Page 1, Section 2, Titles and Qualifications, paragraph 1:

**Recommendation**
Include a description of the difference between Continuing Faculty and Tenured Faculty, such as that found on the FAS website, "Clinical Faculty lines differ from tenure-track lines. Although clinical lines are without tenure, they are typically multiyear and research is not a part of their formal responsibilities."

4. Page 1, Section 2, Titles and Qualifications, paragraph 2:

"Clinical Assistant Professor: Initial appointment for clinical faculty members who have not previously taught at Stern or who have limited prior teaching experience."

The reference to "clinical faculty members who have not previously taught at Stern" implies that ALL new hires would be made at the Clinical Assistant Professor rank, in contradiction to the content of Page 2, Item 7, Initial Appointment, which states that "They may be appointed at the rank of assistant, associate, or professor."

**Recommendation**
Change "or" to "and".

"Clinical Assistant Professor: Initial appointment for clinical faculty members who have not previously taught at Stern and who have limited prior teaching experience."

5. 3. Responsibilities
Page 2

**Recommendation**
As teaching is the major responsibility of clinical faculty, and as nowhere in this document is there an indication of the number of courses per semester clinical faculty members are expected to teach, include a statement indicating such, or a statement indicating where it will be defined, e.g., that it will be defined in the contract.

6. Page 2, Section 4, Governance:

"In accordance with University Bylaw 82 (c), the clinical faculty at Stern may hold its own faculty meetings and may participate in joint meetings with Stern’s tenured/tenure track faculty. At the department level, clinical faculty participate as members of the department faculty in department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting his or her status on the faculty at NYU."
Recommendation
Add an explicit reference to voting as a form of participation in governance.

Suggested wording:
"In accordance with University Bylaw 82 (c), the clinical faculty at Stern may hold its own faculty meetings and may participate in joint meetings with Stern’s tenured/tenure track faculty. At the department level, clinical faculty participate as members of the department faculty, including voting on matters of department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting his or her status on the faculty at NYU."

7. 4. Governance
Second Sentence
Page 2

“At the department level, clinical faculty participate as members of the department faculty in department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting his or her status on the faculty at NYU.”

The following clause in the above sentence is not clear:

“... and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting his or her status on the faculty at NYU.”

What individual?
As an academic, should not a FTNTT/CF member participate in degree granting?

Recommendation
“At the department level, clinical faculty participate as members of the department faculty in department governance, with the exclusion of matters related to promotion of tenured and tenure track faculty, granting of tenure, and hiring of tenured and tenure track faculty.”

If the meaning of: “... and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting his or her status on the faculty at NYU.” is as indicated in the following sentence, include that sentence, otherwise rewrite this clause to clarify its meaning:

“A clinical faculty member does not participate in matters related to his or her candidacy for a degree or matters affecting his or her status on the faculty of NYU. “

8. Page 2, Section 5, Terms of Appointment, paragraph 1:

"The initial appointment term of clinical faculty of all ranks, including the Professor of Management Practice, is typically for one year, and will not normally exceed two
years. Following their initial term of appointment, clinical faculty may hold renewable contracts of varying lengths: “short contracts” of one or two years, or “long contracts” of three years or longer. Unless otherwise specified in the individual contract, clinical faculty appointments may be renewed indefinitely."

Recommendation
As per the NYU Guidelines, "...wherever possible, schools are encouraged to reduce reliance on one-year contracts." We recommend that initial appointments be for three years, with the first year probationary.

Should the category of "short contracts" be retained, we recommend that the circumstances under which they are necessary be described.

To satisfy the requirement, as stated in the “University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments,” that “school policies shall include a rationale for a FTNTT/CF title(s) that carries a one-year appointment,” add the following language

“If a one-year contract is adopted, the Dean must supply a written justification, based on programmatic and academic considerations, to the faculty.”

9. To prevent the establishment of a permanent group of Stern faculty on one-year appointments, add language allowing for a transition to a three-year appointment for faculty on one-year appointments who successfully complete a formal third-year review such as:

“Faculty members on continuous one-year appointments who successfully complete their third-year formal review shall move to a three-year appointment.”

10. Page 3, Section 8, Annual Merit Reviews, sentence 1:

“Clinical faculty members are expected to adhere to the highest levels of performance and commitment to the university and the school and the highest standards of excellence in their fields. Specifically, they should demonstrate teaching excellence, as reflected by a combination of academically rigorous course content, teaching in courses of high strategic value to the school, pedagogical innovation, and high student ratings and enrollments. Clinical faculty members are also expected to make meaningful service contributions in their department and/or the school, by such activities as serving on committees, advising students, and attending school events. Service outside the school that supports Stern’s mission and brand is also encouraged. Conducting research is not required but is looked upon favorably."

Recommendation
The requirement that courses taught be of "high strategic value" to the school is ambiguous. Further, because teaching assignments are established by the departmental
administration, the faculty member will have little control over the specific courses that they teach. The later requirement that there be "high enrollments" is, again, not under the direct control of the faculty member. We recommend that these criteria of excellence be rethought.

This paragraph also calls for "high student ratings." It is well known that student ratings are unreliable and often reflect inversely the rigor of the course. In fact, assessment should recognize that the value of the course is often better measured after graduation, when a student is applying learning in his/her professional life. In addition, assessment of teaching performance should include other measures.

Suggested wording:
“... and student ratings and student success consistent with high quality teaching. Evidence of teaching performance may include course materials (e.g., syllabi, lecture notes, assignments), course development and innovation, instructor development, peer classroom observations, self-presentation, samples of student writing evidence of continuing influence upon students, examples of learning beyond the classroom, student evaluations, etc.”

11. 8. Annual Merit Reviews
First Paragraph
Final Sentence
Page 3

“Conducting research is not required but is looked upon favorably.”

Given the final statement in
11. Promotion
b. Promotion procedure:

“Letters from external reviewers are not sought, since the job of a clinical faculty member is to teach and provide service, both of which are primarily internal activities.”,

It is reasonable to expect from this statement that clinical faculty, who have been appointed to teach, will be given an advantage if they also conduct research. Conducting research may not have been a consideration at the time of hire, but the favorable consideration of conducting research during the promotion process may impel teaching faculty to attempt to conduct research for the sake of gaining promotion.

Recommendation
End the sentence after “required”

“Conducting research is not required.”

12. 8. Annual Merit Reviews
Second Paragraph
Second Sentence
Page 3

“During the rigorous Annual Merit Review process each spring, the department chair presents to the vice deans and deans the activity and achievements of each faculty member, using the completed FAR as one source of information, and discusses areas of improvement.”

Does “of improvement” mean areas requiring improvement or progress in areas previously identified as requiring improvement?

Recommendation
Consider replacing “of improvement” with either “requiring improvement” or “previously earmarked for improvement”, which ever applies.

“During the rigorous Annual Merit Review process each spring, the department chair presents to the vice deans and deans the activity and achievements of each faculty member, using the completed FAR as one source of information, and discusses areas {requiring improvement, previously identified for improvement}.”

13. 8. Annual Merit Reviews
Second Paragraph
Third Sentence
Page 3

“The department chair then provides feedback and recommendations to each faculty member.”

Recommendation
Add “written and “oral” before “feedback”.

The department chair then provides written and oral feedback and recommendations to each faculty member.”

14. Page 3, Section 9, Reappointment, paragraph 2, sentence 3:

“When a position is to be eliminated at the end of the contract term and there is no similar position open, reappointment does not occur. The faculty member may, however, request a performance review for career development.

Recommendation
We recommend adding, “In such event, the review would focus on whether the faculty member would be able to teach in the new revised curriculum or academic structure and, if so, in what capacity.”
15. Page 3, Section 9, Reappointment, Reappointment Process, item 1:

“Faculty member submits course faculty evaluations for all courses since the last evaluation, sample syllabi, a brief teaching and service statement, Faculty Activity Report and CV.”

Recommendation
a. We recommend that "course materials" be included as an item submitted to the department for use in the reappointment review. In fact, we suggest simply copying here the list of items from the "Promotion procedure" section on page 5 of the document.

b. Other items for consideration might include lecture notes, assignments, course development and innovation, instructor development, peer classroom observations, self--presentation, samples of student writing, evidence of continuing influence upon students, examples of learning beyond the classroom, student evaluations, etc.

c. Further, since a faculty member might not be able to adequately describe their teaching and service in a "brief statement", we recommend that they be allowed "a thorough but concise teaching and service statement."

16. 9. Reappointment
Reappointment Process
Second First Level Bullet
Page 4

“The department’s Promotion and Tenure Committee (or in the case of departments without P&T committees, a 3-person ad-hoc advisory committee created by the department chair) reviews materials and makes recommendation.”

Recommendation
Specify the composition of the 3-person ad-hoc committee created by the department chair, e.g., rank and tenure/tenure track status of the committee members.

17. Page 4, Section 9, Reappointment, Reappointment Process, item 2:

“The department’s Promotion and Tenure Committee (or in the case of departments without P&T committees, a 3---person ad---hoc advisory committee created by the department chair) reviews materials and makes recommendation.”

Recommendation
a. We recommend adding, "In conducting its review, the Promotion and Tenure Committee shall consider evidence of accomplishments in the areas of teaching, service, and professional activity.

b. For reappointment reviews of continuing faculty members, we recommend that
some of the members of the review committee be continuing faculty. The wording that appears in bullet item 3 of the Promotion Procedure on page 5 of this document is appropriate: "Department’s full P&T committee meets to discuss and vote on the case. In departments without P&T committees, the Vice Dean of Faculty will appoint an ad hoc committee of at least 3 tenured faculty members from other departments in the school. In all cases, at least one clinical faculty member in a higher rank than the candidate must also serve on the committee reviewing clinical reappointment."

c. Further, we recommend that all committee members be elected by their peers and that there be no more than two from each department or program.

18. Page 4, Section 9, Reappointment, Reappointment Process, item 4:

"If the Committee of Department Chairs agrees, recommendation is forwarded to the dean for final approval. If the dean does not approve, the candidate is notified in writing according to the deadlines set forth under Contract Terms below."

Recommendation
Suggested wording:
"If the Committee of Department Chairs agrees, recommendation is forwarded to the dean for final approval. If the dean does not approve, the candidate is notified in writing, to include the rationale for the decision and a tally of the Promotion and Tenure Committee vote, according to the deadlines set forth under Contract Terms below."

19. Page 4, Section 9, Reappointment, Reappointment Process:

Recommendation
We suggest adding the following as bullet points (items a-f):

a. The process of the creation of the committee’s report should be explicitly stated with language similar to the following:

“The committee will prepare a written review for the dean evaluating and summarizing the evidence of accomplishment, noting areas that require improvement, and making a recommendation regarding reappointment, and promotion and contract length (when applicable).”

b. Further, the committee should hold a secret ballot to determine the majority opinion.

c. A majority vote of the Committee shall be required for a successful review, all votes of that Committee shall be by secret ballot and re-voting by that Committee shall occur only if new material becomes available.
d. The review may be written by one or more members of the Committee, but all members of the committee should read the review before it is submitted to the dean.

e. The review should represent a collective judgment of the committee or, in the case of a divided opinion, a majority of the committee. If there is a division of opinion, the dissenting opinion should be appended to the majority review.

f. Add the following as a new paragraph (adapted from the FAS website, “PROCEDURES for Reappointment and/or Promotion” for clinical faculty: http://as.nyu.edu/object/aboutas.pp.assocdean.recruitment.html):

“If the Dean's decision is contrary on reappointment or length of contract to that of the faculty, the Dean will provide the full faculty with his/her reasons. The committee members will then have ten days in which to provide further information or counter-argument before the Dean's decision is finalized.”

20. Page 4, Section 10, Contract Terms:

"a. Contracts of Three Years or Longer ("Long Contracts")"

Recommendation
Add language describing how the length of the contract should be determined. For example, it could be by rank - three years for assistant, five years for associate, and longer than five years for full clinical professors.

As a five-year appointment is the norm for Clinical Associate Professor, provide an increase in term of appointment for Clinical (Full) Professor; this is the case at certain schools (e.g., The Gallatin School).

21. Page 4, Section 10, Contract Terms:

"b. One- or Two-Year Contracts ("Short Contracts")"

Recommendation
We recommend that the circumstances under which a contract of less than three years would be given be specified, or that some examples of such circumstances be listed. Further, if a one-year contract is adopted, the Dean must supply a written justification, based on programmatic and academic considerations, to the Stern faculty. To satisfy the requirement, as stated in the “University Guidelines for Full- Time Non-Tenure Track/Contract Faculty Appointments,” that “school policies shall include a rationale for a FTNTT/CF title(s) that carries a one-year appointment,” add the following language:

“If a one-year contract is adopted, the dean must supply a written justification, based on
programmatic and academic considerations, to the faculty.”

22. Page 5, Section 11, Promotion, Item b, Promotion procedure, last sentence:

“Letters from external reviewers are not sought, since the job of a clinical faculty member is to teach and provide service, both of which are primarily internal activities.”

Recommendation
Because Item 8, Annual Merit Reviews, states that, ”Conducting research is not required but is looked upon favorably,” and because there might not be a member of the clinical faculty member’s department qualified to assess that research, we recommend that external reviewers be an option.

23. 12. Transfer between FTNTT/CF and Tenured or Tenure Track Appointments
First Sentence
Page 5

It is understood from University Bylaw 86(b) that:
“\A full-time Associate Professor or Assistant Associate Professor on the tenure track in the Leonard N. Stern School of Business, or any of its departments, who is not awarded tenure at the expiration of nine years will be ineligible for further full-time appointment in the University.”

The sentence:
“Clinical appointments will not be available to faculty members who have been employed in tenure-track appointments at New York University.”
also precludes faculty members on the tenure track from clinical faculty appointments before the deadline for being granted tenure (nine years).

Recommendation
Clarify whether a faculty member on the tenure track may hold a clinical appointment before the tenure-granting procedure has concluded.

For example, rewrite the sentence as:
“Under no conditions will clinical appointments be available to faculty members who have been employed in tenure-track appointments at New York University.”
or else specify for clarity the conditions under which faculty members on the tenure track may be eligible for clinical faculty appointments.

24. Page 6, Section 15, Grievance:

Recommendation
a. We recommend further elaboration here on the grievance procedure.

For example, the New York University Guidelines for Full-Time Non-Tenure/Contract Faculty specify that, ”Unless otherwise authorized in the school’s policy and approved by the Provost, each school shall either establish a new standing
faculty committee for FTNTT/CF grievances, which will include senior FTNTT/CF and T/TTF elected by the voting members of the faculty; or shall expand its existing standing grievance committee for T/TTF to include (elected) senior FTNTT/CF who shall participate in hearing and evaluating only those grievances that are filed by FTNTT/CF."

b. Additionally, The New York University Guidelines for Full-Time Non-Tenure/Contract Faculty note numerous requirements and procedures for the school grievance process, including specifying who may grieve, the grounds for grievances based on non-reappointment, as well as grievances related to other issues, the process of requesting the convening by the dean of the grievance committee, and the accessibility of that grievance policy to the faculty.

We recommend the development of this grievance process should be undertaken by the Stern faculty and submitted to the faculty for discussion and a vote by the faculty. The process of consideration must include the right to offer amendments, and the vote may occur during a regular faculty meeting or by electronic ballot, as the faculty governance body may determine.

Other items from the NYU Guidelines have been discussed in detail earlier in this document, and it is likely that upon careful consideration, some nuances not discussed in the NYU Guidelines will be appropriate within Stern. These should be identified and explicitly described in this document in a timely manner (e.g., this year).

Substantive Minor Recommendations

1. Page 1, Section 1, Background, paragraph 1:

"In February 1980, the Stern School Faculty established the position of Clinical Professor for non-tenure track full-time members of the faculty. Guidelines for clinical faculty were codified and clarified in 1991. In September 2000, a faculty committee re-examined the role of clinical faculty at the Stern School and made a series of recommendations. In academic year 2011-12, the Vice Dean of Faculty and the Committee of Department Chair updated the guidelines and finalized the policy, incorporating some of the recommendations from the 2000 committee and adding the title “Professor of Management Practice,” after Provost approval. 1 Minor revisions were made to the 2012 policy in March 2014. In response to NYU’s changes to its bylaws, the policy was updated again in July 2015. The policy is consistent with, and incorporates by reference, the University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments, revised and posted in March 2015, found [here]."

Recommendation
Delete the first five sentences, which are simply a recounting of past Stern policies on Continuing Faculty and have no direct impact upon the current policy.
Replace the last two sentences with a reference to the University Guidelines for Full--
Time Non---Tenure Track/Contract Faculty Appointments (effective March 1, 2015),
which state that "In response to these guidelines and as appropriate thereafter,
schools shall formulate and/or amend their policies in accordance with existing school
governance processes and with the expectation that FTNTT/CF shall participate in
formulating and/or amending the school policy to the extent and manner in which
school governance policies permit."

Correct the link to those Guidelines to refer to the latest edition (March 1, 2015).
https://www.nyu.edu/content/dam/nyu/provost/documents/facultyHandbook/GuidelinesFin
a1020915.pdf

2. Page 1, Section 2, Titles and Qualifications, paragraph 1:

"All faculty members who hold these positions are expected to be actively engaged in
teaching, and to bring to the school and classroom important subject matter or
industry expertise and contacts."

Recommendation
Because some continuing faculty may be assigned substantial administrative duties,
either temporarily or permanently, the expectations should reflect that.

Suggested wording:
"All faculty members who hold these positions are expected to be actively engaged in
teaching or equivalent administrative responsibilities, and to bring to the school and
classroom important subject matter or industry expertise and contacts."

3. Page 3, Section 9, Reappointment, paragraph 1:"The review process and criteria for
reappointment are such that only individuals who are continuing to make a significant
contribution to the excellence of the school are reappointed. The specific criteria for
evaluating performance are those set forth under Annual Merit Review guidelines, as
explained above."

Recommendation
Include a link to the Annual Merit Review guidelines.

4. Page 4, Section 11, Promotion, Item a, Promotion Criteria:

“Promotion to Clinical Associate Professor: The candidate’s record must indicate a strong
record of achievement in the classroom. Service to the school is expected as well, which may be
in the form of directing key academic programs or centers, initiating new programs,
coordinating courses, serving on committees, advising students and engaging in other activities
that support Stern's mission.

Promotion to Clinical Professor: The candidate’s record must indicate extraordinary
achievement in the classroom. In addition, substantial service to the school is expected, through
activities such as directing key academic programs or centers, initiating new programs, contributing to curriculum and coordinating courses, serving on committees, advising students and engaging in other activities that support Stern's educational mission.”

**Recommendation**
Both references to "achievement in the classroom" should be replaced with "evidence of excellent/extraordinary teaching performance and overall contributions to the school".

**Minor editorial issue**

1. Page 2, Section 5, paragraph 1, sentence 2, and Section 7 paragraph 1, sentence 2, both refer to the "appointment letter".

**Recommendation**
Replace "appointment letter" with "contract".

2. 7. Initial Appointment
First paragraph
Second sentence
Page 2

“The activities that a clinical faculty member is expected to engage in will be included in the appointment letter.”

**Recommendation**
Consider, to make slightly more readable:
“The activities in which a clinical faculty member is expected to engage will be included in the appointment letter.”

3. 7. Initial Appointment
Second paragraph
Third sentence
Page 3

“They may be appointed at the rank of assistant, associate or professor.”

**Recommendation**
Add "clinical" before “assistant”, “associate” and “professor” for precision.

“They may be appointed at the rank of clinical assistant, clinical associate, or clinical professor.”

4. 7. Initial Appointment
Third paragraph
Third sentence
Page 3
“Since this title is used to designate professionals who have distinguished themselves as widely recognized senior leaders in key line or staff positions in major firms, it can be used only for new appointments and is made only at the full professor level; gaining academic experience does not lead to promotion to PMP.”

**Recommendation**
Substitute “as” for “since”, as “since” is an indication of time past

“As this title is used to designate professionals who have distinguished themselves as widely recognized senior leaders in key line or staff positions in major firms, it can be used only for new appointments and is made only at the full professor level; gaining academic experience does not lead to promotion to PMP.”

5. 9. Reappointment
First paragraph
Second sentence
Page 3

“The specific criteria for evaluating performance are those set forth under Annual Merit Review guidelines, as explained above.”

**Recommendation**
Consider replacing, for ease of reading, “set forth under Annual Merit Review guidelines, as explained above” with “set forth above under Annual Merit Review”.

“The specific criteria for evaluating performance are set forth above under Annual Merit Review.”

6. 9. Reappointment
Second paragraph
Third sentence
Page 3

“When a position is to be eliminated at the end of the contract term and there is no similar position open, reappointment does not occur.”

**Recommendation**
Consider replacing, for ease of reading, “and there is no similar position open” with “and no similar position is vacant”.

“When a position is to be eliminated at the end of the contract term and no similar position is vacant, reappointment does not occur.”

7. 9. Reappointment
Reappointment Process
Third bullet item
Second sentence
Page 4

“If reappointment is not recommended by the department committee, candidate is notified in writing according to the deadlines set forth under Contract Terms below.”

**Recommendation**

a) Replace “department committee” with “department’s Promotion and Tenure Committee”

b) Replace “set forth under Contract Terms below” with “set forth below under” Contract Terms

“If reappointment is not recommended by the department’s Promotion and Tenure Committee, candidate is notified in writing according to the deadlines set forth below under Contract Terms.”

8. 10. Contract Terms
a. Contracts of Three Years or Longer (Long Contracts”)

**First Sentence**
Page 4

“Reappointment of a professor currently on a Long Contract requires a formal process that is conducted in the penultimate year of the contract and is completed by the end of that year.”

**Recommendation**

Replace “professor” with “clinical faculty member”

“Reappointment of a clinical faculty member currently on a Long Contract requires a formal process that is conducted in the penultimate year of the contract and is completed by the end of that year.”

9. 10. Contract Terms
a. Contracts of Three Years or Longer (“Long Contracts”)

**Second sentence**
Page 4

“In the case of a decision to not reappoint, the faculty member shall be notified of the decision no later than August 31 of the penultimate year, and shall continue to be under contract for the final year.”

**Recommendation**

Simplify and rearrange so as not to split the infinitive

“When the decision is not to reappoint, the faculty member shall be notified of the decision no later than August 31 of the penultimate year, and shall remain under contract for the final year.”
10. Page 4, Section 10, Contract Terms:

"One-or Two-Year Contracts ("Short Contracts")"
Clinical faculty holding Short Contracts will be reviewed for reappointment by the March 1 prior to the end of their contract term. In case of a decision to not reappoint, the clinical faculty member shall be notified of the decision no later than March 1 of the final year, or at least 180 days prior to the termination date if the contract term ends on a date other than August 31.

Recommendation
It is not reasonable to assume that the clinical faculty member under review can be notified of a decision not to reappoint on the same day that the decision is reached by the Promotion and Tenure Committee. Therefore, we recommend that the review be completed no later than February 1, with the notification to be made by March 1.

11. 10. Contract Terms
b. One- or Two-Year Contracts ("Short Contracts")
First paragraph
First sentence
Page 4

“Clinical faculty holding Short Contracts will be reviewed for reappointment by the March 1 prior to the end of their contract term.”

Recommendation
Consider a slight modification for slightly easier reading:

“Clinical faculty holding Short Contracts will be reviewed for reappointment by March 1 immediately preceding the end of their contract term.”

12. 10. Contract Terms
b. One- or Two-Year Contracts ("Short Contracts")
First paragraph
Second sentence
Page 4

“In case of a decision to not reappoint, the clinical faculty member shall be notified of the decision no later than March 1 of the final year, or at least 180 days prior to the termination date if the contract term ends on a date other than August 31.”

Recommendation
Simplify and rearrange so as not to split the infinitive
“When the decision is not to reappoint, the clinical faculty member shall be notified of the decision no later than March 1 of the final year, or at least 180 days prior to the termination date if the contract term ends on a date other than August 31.”

13. 10. Contract Terms  
   b. One- or Two-Year Contracts (“Short Contracts”)  
   
   **Third Year Review**  
   First sentence  
   Page 4  

   “Though reappointment cannot proceed without a performance assessment, numerous factors render the sort of formal review appropriate for multi-year appointments unnecessary in the case of faculty on Short Contracts.”

   **Recommendation**  
   Simplify and add “clinical” before “faculty”

   “Though reappointment cannot proceed without a performance assessment, numerous factors render the sort of formal review appropriate for multi-year appointments unnecessary for clinical faculty on Short Contracts.”

14. 10. Contract Terms  
   b. One or Two-Year Contracts (“Short Contracts”)  
   **Third Year Review**  
   Second sentence  
   Page 4  

   “That said, in the first semester of the third year of continuous appointments, and in every subsequent third year, clinical faculty members with Short Contracts shall be subject to formal review comparable to the review of faculty on long contracts.”

   **Recommendation**  
   Add “the first semester of” before “every”

   “That said, in the first semester of the third year of continuous appointments, and in the first semester of every subsequent third year, clinical faculty members with Short Contracts shall be subject to formal review comparable to the review of faculty on long contracts.”

15. 11. Promotion  
    a. Promotion Criteria  
    **First Paragraph**  
    Second sentence  
    Page 4
“Service to the school is expected as well, which may be in the form of directing key academic programs or centers, initiating new programs, coordinating courses, serving on committees, advising students and engaging in other activities that support Stern’s mission.”

**Recommendation**
Consider slight modifications for slightly easier reading:

“Service to the school is also expected, and may consist of directing key academic programs or centers, initiating new programs, coordinating courses, serving on committees, advising students and engaging in other activities that support Stern’s mission.”

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16. 11. Promotion Criteria  
b. Promotion procedure  
First First-Level Bullet  
Page 5  

“Candidate submits CV, teaching materials and service statement”

**Recommendation**
Add “to the Chair” after “statement”

“Candidate submits CV, teaching materials and service statement to the Chair”

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17. 11. Promotion  
b. Promotion procedure  
Second Third-level bullet item  
Page 5  

“Student evaluations (both an aggregated summary across courses and complete CFE reports for all course sections taught)”

**Recommendation**
Use full word terminology, not abbreviation (CFE), as the naïve person is unaware of the meaning of “CFE”

“Student evaluations (both an aggregated summary across courses and complete Course Faculty Evaluation (CFE) reports for all course sections taught)”

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18. 11. Promotion Criteria  
b. Promotion procedure  
Second First-Level Bullet  
Page 5  

“Department chair prepares a report, summarizing the candidate’s contributions and describing
how the candidate meets the qualifications for Clinical Associate Professor or Clinical Professor.”

Recommendation
Add “and submits it to the Promotions and Tenure Committee” at the end of the sentence.

“Department chair prepares a report, summarizing the candidate’s contributions and describing how the candidate meets the qualifications for Clinical Associate Professor or Clinical Professor and submits it to the Promotions and Tenure Committee.”

19. 11. Promotion
b. Promotion procedure
Third First-level bullet item
First Sentence
Page 5

“Department’s full P&T committee meets to discuss and vote on the case.”

Recommendation
Substitute “proposed promotion” for “case” for specificity

“Department’s full P&T committee meets to discuss and vote on the proposed promotion.”

20. 11. Promotion
b. Promotion procedure
Third First-level bullet item
Third Sentence
Page 5

“In all cases, at least one clinical faculty member in a higher rank than the candidate must also serve on the committee reviewing clinical promotions.”

Recommendation
Rearrange for clarity

“The committee reviewing promotions of clinical faculty must include at least one clinical faculty member of higher rank than the clinical faculty member being considered for promotion.”

21. 11. Promotion
b. Promotion procedure
Fifth First-level bullet item
Page 5

“Committee of department chairs and vice deans meets to discuss and vote on the case, and then makes its recommendation to the dean.”

Recommendation
Substitute “proposed promotion” for “case” for specificity

“Committee of department chairs and vice deans meets to discuss and vote on the proposed promotion, and then makes its recommendation to the dean.”

22. 11. Promotion
   b. Promotion procedure
   Sixth First-level bullet item
   Page 5

   “Dean reviews the case and informs the department chair and candidate of his/her decision.”

Recommendation
Substitute “proposed promotion” for “case” for specificity

   “Dean reviews the proposed promotion and informs the department chair and candidate of his/her decision.”

23. 11. Promotion
   b. Promotion procedure
   Final sentence

   “Letters from external reviewers are not sought, since the job of a clinical faculty member is to teach and provide service, both of which are primarily internal activities.”

Recommendation
Substitute “as” for “since”, as “since” is an indication of time past and substitute “responsibilities” for “job”, and substitute “are” for “is”

   “Letters from external reviewers are not sought, as the responsibilities of a clinical faculty member are to teach and provide service, both of which are primarily internal activities.”
NYU STERN SCHOOL OF BUSINESS

POLICY ON FULL-TIME NON-TENURE TRACK CONTRACT FACULTY (FTNTT/CF)

July 2015

1. Background

In February 1980, the Stern School Faculty established the position of Clinical Professor for non-tenure track full-time members of the faculty. Guidelines for clinical faculty were codified and clarified in 1991. In September 2000, a faculty committee re-examined the role of clinical faculty at the Stern School and made a series of recommendations. In academic year 2011-12, the Vice Dean of Faculty and the Committee of Department Chairs updated the guidelines and finalized the policy, incorporating some of the recommendations from the 2000 committee and adding the title “Professor of Management Practice,” after Provost approval. Minor revisions were made to the 2012 policy in March 2014. In response to NYU’s changes to its bylaws, the policy was updated again in July 2015. The policy is consistent with, and incorporates by reference, the University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments, revised and posted in March 2015, found here.

The University Guidelines require that each school establish its own policies governing the appointment, review and reappointment of full-time contract faculty, conduct a five-year review of the school’s policy, and establish a formal process for periodic reviews thereafter.

2. Titles and Qualifications

The Stern School has a limited number of full-time positions outside the tenure track for highly qualified individuals whose professional competence and experience is deemed beneficial to the mission of the School. All faculty members who hold these positions are expected to be actively engaged in teaching, and to bring to the school and classroom important subject matter or industry expertise and contacts. In the Stern School, Full-time Non-Tenure Track/Contract Faculty (FTNTT/CF) hold “clinical” titles, including Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor.

Clinical Assistant Professor: Initial appointment for clinical faculty members who have not previously taught at Stern or who have limited prior teaching experience.

Clinical Associate Professor: Experienced teacher with strong record of sustained achievement in the classroom. Substantial service contribution to the school is expected.

Clinical Professor: Experienced teacher with a record of extraordinary achievement in the classroom, noteworthy contributions to the School's curriculum and reputation and/or significant exercise of administrative responsibilities.

The clinical title at Stern also includes Clinical Professors with the honorific designation of “Professor of Management Practice.” This title is reserved for faculty who join Stern after retiring from distinguished careers in fields related to business practice. These individuals contribute to the teaching and research mission of the school by bringing "managerial practice" into the classroom and serving as an important resource for their colleagues.

Approved by the Provost of New York University on March 30, 2011.
3. Responsibilities

Clinical faculty members play a key role at Stern. Their primary responsibility is teaching courses that are critical and often required components of the School’s curriculum, including both undergraduate and graduate core courses. By contributing to the academic process at Stern through their full-time commitment to teaching and through such service activities as directing key academic programs and centers, initiating new programs, course coordination, committee work, and student advising, clinical faculty complement the tenured and tenure track faculty in attaining Stern’s mission.

4. Governance

In accordance with University Bylaw 82 (c), the clinical faculty at Stern may hold its own faculty meetings and may participate in joint meetings with Stern’s tenured/tenure track faculty. At the department level, clinical faculty participate as members of the department faculty in department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting his or her status on the faculty at NYU.

5. Terms of Appointment

Appointments and reappointments of clinical faculty are made for fixed renewable terms. The appointment letter will stipulate start and end dates of the appointment, an indication of whether the appointee is eligible to be considered for reappointment, responsibilities, compensation and agreement to be bound by applicable University policies. In accordance with University Bylaw 87 (b), the appointment of clinical faculty automatically terminates at the close of the period of time stipulated in the contract, unless there is an official notice of renewal.

The initial appointment term of clinical faculty of all ranks, including the Professor of Management Practice, is typically for one year, and will not normally exceed two years. Following their initial term of appointment, clinical faculty may hold renewable contracts of varying lengths: “short contracts” of one or two years, or “long contracts” of three years or longer. Unless otherwise specified in the individual contract, clinical faculty appointments may be renewed indefinitely.

6. Establishing a Position

The decision to establish a clinical faculty position as opposed to a tenure-track position requires consultation with members of the department concerned and approval of the dean, and is reviewed by the Provost as part of the annual staffing plan. All clinical faculty members occupy full-time faculty budget lines.

7. Initial Appointment

Nominations for appointments of candidates to clinical faculty positions are put forward by the respective departments via the same channels as nominations for tenure-track appointments, and are subject to the same departmental review processes before they are forwarded to the dean. The activities that a clinical faculty member is expected to engage in will be included in the appointment letter.

A candidate for a full-time clinical appointment must present evidence of a distinguished career as a practitioner and/or appropriate education or teaching experience in a field relevant to the appointment. Candidates are expected to show outstanding pedagogical skills or talent, as evidenced by past teaching
performance, curriculum development and teaching innovation, or expertise in an area of strategic importance that is not otherwise available on the faculty. They may be appointed at the rank of assistant, associate or professor.

The honorific designation “Professor of Management Practice” ("PMP") is reserved for candidates who have had distinguished careers in business or related fields. Candidates should hold certifications and educational credentials appropriate for the work done as a practitioner, and should be able to relate non-academic experiences effectively to teaching assignments within the Stern School. Since this title is used to designate professionals who have distinguished themselves as widely recognized senior leaders in key line or staff positions in major firms, it can be used only for new appointments and is made only at the full professor level; gaining academic experience does not lead to promotion to PMP.

8. Annual Merit Reviews

Clinical faculty members are expected to adhere to the highest levels of performance and commitment to the university and the school and the highest standards of excellence in their fields. Specifically, they should demonstrate teaching excellence, as reflected by a combination of academically rigorous course content, teaching in courses of high strategic value to the school, pedagogical innovation, and high student ratings and enrollments. Clinical faculty members are also expected to make meaningful service contributions in their department and/or the school, by such activities as serving on committees, advising students, and attending school events. Service outside the school that supports Stern’s mission and brand is also encouraged. Conducting research is not required but is looked upon favorably.

All continuing clinical faculty members complete a Faculty Activity Report (FAR) each year for review by the department chair and vice deans. During the rigorous Annual Merit Review process each spring, the department chair presents to the vice deans and deans the activity and achievements of each faculty member, using the completed FAR as one source of information, and discusses areas of improvement. The department chair then provides feedback and recommendations to each faculty member. The feedback reflects the input gathered at the meeting with the vice deans and deans.

9. Reappointment

The review process and criteria for reappointment are such that only individuals who are continuing to make a significant contribution to the excellence of the school are reappointed. The specific criteria for evaluating performance are those set forth under Annual Merit Review guidelines, as explained above.

Reappointment is also based on departmental criteria of performance and consideration of curricular and programmatic initiatives. Thus, the decision to reappoint may be influenced by curricular and structural changes and needs in academic programs (even in those cases in which a candidate may satisfy the appropriate standards of achievement). When a position is to be eliminated at the end of the contract term and there is no similar position open, reappointment does not occur. The faculty member may, however, request a performance review for career development.

Reappointment Process:

- Faculty member submits course faculty evaluations for all courses since the last evaluation, sample syllabi, a brief teaching and service statement, Faculty Activity Report and CV.
• The department’s Promotion and Tenure Committee (or in the case of departments without P&T committees, a 3-person ad-hoc advisory committee created by the department chair) reviews materials and makes recommendation.

• Department chair forwards recommendation for reappointment to the Committee of Department Chairs. If reappointment is not recommended by the department committee, candidate is notified in writing according to the deadlines set forth under Contract Terms below.

• If the Committee of Department Chairs agrees, recommendation is forwarded to the dean for final approval. If the dean does not approve, the candidate is notified in writing according to the deadlines set forth under Contract Terms below.

10. Contract Terms

Contract terms fall into two categories, each with different review and notification schedules:

a. **Contracts of Three Years or Longer (“Long Contracts”)**
   Reappointment of a professor currently on a Long Contract requires a formal process that is conducted in the penultimate year of the contract and is completed by the end of that year. In the case of a decision to not reappoint, the faculty member shall be notified of the decision no later than August 31 of the penultimate year, and shall continue to be under contract for the final year.

b. **One- or Two-Year Contracts (“Short Contracts”)**
   Clinical faculty holding Short Contracts will be reviewed for reappointment by the March 1 prior to the end of their contract term. In case of a decision to not reappoint, the clinical faculty member shall be notified of the decision no later than March 1 of the final year, or at least 180 days prior to the termination date if the contract term ends on a date other than August 31.

   **Third Year Review:** Though reappointment cannot proceed without a performance assessment, numerous factors render the sort of formal review appropriate for multi-year appointments unnecessary in the case of faculty on Short Contracts. That said, in the first semester of the third year of continuous appointments, and in every subsequent third year, clinical faculty members with Short Contracts shall be subject to formal review comparable to the review of faculty on long contracts.

11. Promotion

Clinical faculty can be promoted from Clinical Assistant Professor to Clinical Associate Professor or from Clinical Associate Professor to Clinical Professor, according to these criteria:

a. **Promotion Criteria**

   Promotion to Clinical Associate Professor: The candidate’s record must indicate a strong record of achievement in the classroom. Service to the school is expected as well, which may be in the form of directing key academic programs or centers, initiating new programs, coordinating courses, serving on committees, advising students and engaging in other activities that support Stern’s mission.

   Promotion to Clinical Professor: The candidate’s record must indicate extraordinary achievement in the classroom. In addition, substantial service to the school is expected, through activities such as directing key academic programs or centers, initiating new programs, contributing to curriculum and
coordinating courses, serving on committees, advising students and engaging in other activities that support Stern's educational mission.

b. Promotion procedure

- Candidate submits CV, teaching materials and service statement
  - Teaching materials provide evidence of teaching performance and teaching potential within the context of a research university, and should include:
    - A teaching statement from the candidate explaining his/her teaching philosophy, learning goals for students, and strategies and methods employed to help students attain those goals
    - Student evaluations (both an aggregated summary across courses and complete CFE reports for all course sections taught)
    - Sample syllabi (or access to online teaching sites)
    - List of advisees (graduate and undergraduate)
    - Where appropriate, reports of peer observations, including formal assessments of teaching effectiveness
  - Service statement briefly describes service to the department, school, university, and/or profession, particularly information that might not be evident from the CV.

- Department chair prepares a report, summarizing the candidate’s contributions and describing how the candidate meets the qualifications for Clinical Associate Professor or Clinical Professor.

- Department’s full P&T committee meets to discuss and vote on the case. In departments without P&T committees, the Vice Dean of Faculty will appoint an ad hoc committee of at least 3 tenured faculty members from other departments in the school. In all cases, at least one clinical faculty member in a higher rank than the candidate must also serve on the committee reviewing clinical promotions.

- If the departmental committee supports proceeding with promotion, department chair submits the completed NYU Promotion application form, candidate’s materials, his/her report and the committee vote to the Vice Dean of Faculty. If the committee chooses to retain the candidate at the same level instead of promotion, the candidate is notified in writing.

- Committee of department chairs and vice deans meets to discuss and vote on the case, and then makes its recommendation to the dean.

- Dean reviews the case and informs the department chair and candidate of his/her decision.

Letters from external reviewers are not sought, since the job of a clinical faculty member is to teach and provide service, both of which are primarily internal activities.

12. Transfer between FTNTT/CF and Tenured or Tenure Track Appointments

Clinical appointments will not be available to faculty members who have been employed in tenure-track appointments at New York University. Clinical faculty positions cannot be used as a mechanism to retain individuals who are not granted tenure.
In rare cases, and then only with the provost’s approval, a clinical position may be converted into a tenure track position for which the incumbent may apply within the search process.

13. **Relative Size of the Clinical Faculty**

While clinical faculty members make valuable contributions to the Stern School, excessive reliance on non-tenure track faculty may gradually dilute the research mission of the School. Consequently, the size of the clinical faculty and their aggregate teaching responsibility will be subject to annual review by the Committee of Department Chairs and vice deans.

14. **Contract Clock**

The contract for a clinical faculty member may be stopped for stipulated reasons, as per the University Guidelines for Full Time Contract Faculty Appointments. These reasons include medical, personal, as primary caregiver for a child, spouse, parent, same-sex domestic partner, or by contractual stipulation or negotiation.

15. **Grievance**

Stern follows the grievance and appeal process as set forth in the NYU Guidelines. The Guidelines require that the grievance committee include at least “one senior full-time contract faculty member who shall participate in hearing and evaluating only those grievances that are filed by” clinical faculty members. Beginning with the 2015-16 committee elections, at least one position on the existing Stern Grievance Committee will be required to be filled by a Clinical Associate Professor or Clinical Professor.
Recommendations Of
The Continuing Contract Faculty Senators Council and
The Tenured/Tenure Track Faculty Senators Council
In Regard To:

Robert F. Wagner Graduate School of Public Service
DRAFT Appointment and Promotion Standards and Procedures
for Full-Time Non-Tenure Track/Contract Faculty

Background

From a letter dated July 14, 2015, sent by Provost David McLaughlin: “The Office of the Dean of the Wagner Graduate School of Public Service has completed a process within the school to create Appointment and Promotion Standards and Procedures for Full-Time Non-Tenure Track/Contract Faculty. The faculty voted on May 29 to approve this document. My office together with the Office of General Counsel worked with the school to edit the document to ensure consistency with University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments.”

The following document consists of recommendations made jointly by the C-FSC Personnel Policies & Contract Issues Committee and the T-FSC Personnel Policies & Tenure Modifications Committee in an effort to improve the Robert F. Wagner Graduate School of Public Service Appointment and Promotion Standards and Procedures for Full-Time Non-Tenure Track/Contract Faculty and to ensure its compliance with the University Guidelines For Full-Time Non-Tenure Track/Contract Faculty Appointment

Substantive Major Recommendations

1. General recommendation:

The New York University Guidelines for Full-Time Non-Tenure/Contract Faculty, issued June 12, 2014, page 1, Section II state: “Formulation of School Policies, paragraph 2, sentence 1 state: "In response to these guidelines and as appropriate thereafter, schools shall formulate and/or amend their policies in accordance with existing school governance processes and with the expectation that FTNTT/CF shall participate in formulating and/or amending the school policy to the extent and manner in which school governance policies permit.”

We strongly recommend that any development of this policy follow the letter and the spirit contained in the above quote. We recommend that after the Provost has read the recommendations made by the C-FSC and the T-FSC and determined which recommendations for changes to the original school policy document are warranted, all school policy documents (along with the recommendations of the two senate faculty councils) be returned to the school in question for perusal, discussion and vote by the full faculty of that school, which policy must necessarily include the grievance/appeal process.
2. Page 1, Section I, Introduction:

This document sets forth the standards and procedures for participation in governance by, the appointment, reappointment and promotion, and grievance rights of full-time non-tenure track, contract faculty (FTNTT/CF) at the Robert F. Wagner Graduate School of Public Service (Wagner).

a. Recommendation
   We recommend the inclusion of some information on the formulation of the document. Did the Wagner faculty participate in its formulation, and were FTNTT/CF among those faculty?

b. Recommendation
   We recommend that the following be added: “Any amendment to this Policy must be in writing, submitted in advance to the faculty for discussion, for the possibility for amendments, and for a vote.”

3. II. PARTICIPATION IN GOVERNANCE
   Second Sentence
   Page 1

“At the department level, FTNTT/CF may participate as members of the department faculty in department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting the status of an FTNTT/CF member on the faculty at NYU.”

a. “... and matters directly or indirectly affecting the individual’s candidacy for a degree ...
   What individual?
   As an academic, should not a FTNTT/CF member participate in degree granting?

b. “...or matters affecting the status of an FTNTT/CF member on the faculty at NYU.”
   This phrase is contradictory to: [III. STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
   C. Initial Appointment
   D. Periodic Review, Reappointment, and Promotion
   E. Procedures for Reappointment and Promotion,
   as these sections indicate that the FTNTT/CF participate by voting on the initial appointment, periodic review, reappointment, and promotion.

Recommendation
Re-write this sentence so that its substantive content does no conflict with other sections of this document and to clarify for which individuals the FTNTT/CF are excluded from participating in
matters that directly or indirectly affect candidacy for a degree.

If the meaning of: “... and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting his or her status on the faculty at NYU.” is as indicated in the following sentence, end the existing sentence after “... tenure track faculty” and include the following sentence, otherwise rewrite this clause to clarify its meaning:

“A clinical faculty member does not participate in matters related to his or her candidacy for a degree or matters affecting his or her status on the faculty of NYU.

4. Page 2, Section III, paragraph 3, end of paragraph

Recommendation:
Because contract faculty are non-tenured, add language describing the differences between tenured faculty expectations and non-tenured faculty expectations. A model might be the following (from the FAS Website, “Recruitment of New Faculty, Section 1.7, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professors, Overview,” http://as.nyu.edu/object/aboutas.pp.assocdean.recruitment.html):

“Clinical Faculty lines differ from tenure-track lines. Although clinical lines are without tenure, they are typically multiyear and research is not part of their formal responsibilities.”

5. Page 2, Section III, Part C, paragraph 2, sentence 2

The ad hoc faculty search committee shall report to the Appointment, Promotion and Tenure Committee detailing the qualifications of any candidate for initial appointment and provide the Appointment, Promotion and Tenure Committee any supporting documentation that the ad hoc faculty search committee deems appropriate.

Recommendation
We recommend that the composition of the ad hoc faculty search committee be described. Will it include continuing faculty, as specified in the Guidelines (“Schools are expected to include FTNNTT/CF in the hiring process for full-time contract faculty.”)?

6. Page 2, Section III, Part C, paragraph 2, sentence 4:

Initial appointments are typically for one year, subject to review for reappointment pursuant to subsections D and E below.

Recommendation
As per the NYU Guidelines, "...wherever possible, schools are encouraged to reduce reliance on one-year contracts." We recommend that initial appointments be for three years, with the first year probationary.

7. Page 2, Section III, Part C, paragraph 2, sentence 5:
Reappointments are typically for three years, but may be for less than three years.

**Recommendation**
a. We recommend that the circumstances under which a contract of less than three years would be given be specified, or that some examples of such circumstances be listed. Further, if a one-year contract is adopted, the Dean must supply a written justification, based on programmatic and academic considerations, to the Wagner faculty. To satisfy the requirement, as stated in the “University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments,” that “school policies shall include a rationale for a FTNTT/CF title(s) that carries a one-year appointment,” add the following language:

“If a one-year contract is adopted, the dean must supply a written justification, based on programmatic and academic considerations, to the faculty.”

b. To prevent the establishment of a permanent group of faculty on one-year appointments (when the norm is three- and five-year appointments), add language allowing for a transition to a three-year appointment for faculty on one-year appointments who successfully complete a third-year review, such as:

“Faculty members on continuous one-year appointments who successfully complete their third-year formal review shall move to a three-year appointment.”

8. Page 3, Section III, Part C, paragraph 4, sentence 3:

“Such recommendation of the faculty shall be advisory to the Dean.”

**Recommendation**

For the sake of transparency, we recommend that this be followed by language, adapted from the FAS website, “PROCEDURES for Reappointment and/or Promotion” for clinical faculty (http://as.nyu.edu/object/aboutas.pp.assocdean.recuitment.html):

If the Dean's decision is contrary on appointment or length of contact to that of the faculty, the Dean will provide the full faculty with his/her reasons. The committee members will then have ten days in which to provide further information or counter-argument before the Dean's decision is finalized.

9. Page 3, Section III, Part D, paragraph 1:

"... must include: (a) review committee, which is advisory to the dean and/or unit head, and rules determining how the committee is to be constituted; (b) a statement ..."

**Recommendation**

We recommend that this committee should include FTNTT/CF and that all members should be elected by their peers.
10. Page 3, Section III, Part D, paragraph 2, sentence 2:

There is an expectation that the candidate is fully engaged at Wagner to help build and strengthen the school.

Recommendation
We recommend that this statement be deleted on the basis that the state of being "fully engaged" is too broad to be assessed for the purposes of review, reappointment, and promotion.

11. Page 3, Section III, Part D, paragraph 2, sentence 5:

“Performance shall be reviewed annually by the Vice or Associate Dean for Academic Affairs on the basis of a docket prepared by the FTNTT/CF member.”

Recommendation
a. What is the content of this docket (or report)? Is it part of the Annual Merit Review? If not, what is its purpose?

b. Specify how "performance" will be assessed. For example, the following factors might be considered: course materials (e.g., syllabi, lecture notes, assignments), course development and innovation, instructor development, collegial observations, self-presentation, samples of student writing, evidence of continuing influence upon students, examples of learning beyond the classroom, student evaluations, etc.

c. Add: "For faculty whose responsibilities are primarily administrative, greater weight will be given to performance in this area in reviews for reappointment and promotion."

d. Add the stipulation that the FTNTT/CF member will receive feedback from the review.

12. Page 3, Section III, Part E, Item 1, Reappointment:

Recommendation
We recommend starting this item with a reference to the review committee described in Part D, and adding the following as bullet points:

a. The Committee should choose its own chair, who then coordinates the creation of the committee’s report and recommendation for reappointment, which is then submitted to the dean. The duties of the chair should be included in this paragraph, as well as the process of evaluating the review material. The process of the creation of the committee’s report should be explicitly stated with language similar to the following:
“The committee will prepare a written review for the dean evaluating and summarizing the evidence of accomplishment, noting areas that require improvement, and making a recommendation regarding reappointment, and promotion and contract length (when applicable).”

b. Further, the committee should hold a secret ballot to determine the majority opinion. In that case, the minority opinion should also be included in the report as an appendix.

c. A majority vote of the Reappointment Review Committee shall be required for a successful review, all votes of that Committee shall be by secret ballot and re-voting by that Committee shall occur only if new material becomes available.

d. The review may be written by one or more member of the Review and Reappointment Committee, but all members of the committee should read the review before it is submitted to the dean. The review should represent a collective judgment of the committee or, in the case of a divided opinion, a majority of the committee. If there is a division of opinion, the dissenting opinion should be appended to the majority review.

13. Page 3, Section III, Part E, Item 1, Step 1, sentence 1:

First, a docket consisting of a personal statement documenting the qualifications for reappointment and evidence of teaching performance shall be prepared by the FTNTT/CF member under review and submitted for review to the Vice or Associate Dean for Academic Affairs for further review by the Appointment, Promotion and Tenure Committee.

Recommendation
Clarify the review procedures. For example, what role will the Vice or Associate Dean take in relations to the Appointment, Promotion, and Tenure Committee?

14. Page 4, Section III, Part E, Item 1, Step 1, sentence 2:

For FTNTT/CF members having one-year contracts, the review shall be commenced in the spring semester of the contract year or at least four months prior to termination of the contract.

Recommendation
a. The University Guidelines state that, "…wherever possible, schools are encouraged to reduce reliance on one-year contracts." Therefore, a reappointment to a one-year term should "include a rationale" for the contract, presented in writing to the faculty.

b. Further, four months prior to termination of the contract is insufficient. The Guidelines state that, "Normally, a FTNTT/CF must be notified of the intention not to be reappointed no later than March 1 of the final year of the contract, if the appointment is to be
terminated on August 31. Normally, a FTNTT/CF whose period of appointment is due to terminate on a date other than August 31 must be notified of the intention not to be reappointed no later than 180 days prior to the termination date." Therefore, we recommend that the review be completed no later than February 1, with the notification to be made by March 1.

c. Should the faculty member under review be completing the third such contract, the Guidelines state that, "In the first semester of the third year of continuous appointments, a FTNTT/CF member shall be subject to formal review comparable to those to which faculty members on longer multi-year contracts are subject. The process governing third-year reviews of faculty on continuous contracts shall include:

- a review committee, which is advisory to the dean and/or unit head, and rules determining how the committee is to be constituted;
- a statement of the academic criteria in the areas of teaching, program development, the creative arts (where appropriate), department and school service, and scholarship (where appropriate) that will guide the committee’s evaluation;
- the criteria of assessment in effect at the time, which shall be available to the faculty in print and on the web;
- a published and widely available calendar for department/school-level reviews and communication to faculty members that accords fair and timely notice of a review to take place and of its outcome. Schools may have different administrative calendars; however, all schools shall provide adequate notice for individuals to pursue alternative employment in the event of a negative decision. Normally, a FTNTT/CF must be notified of the intention not to be reappointed no later than March 1st of the final year of the contract, if the appointment is to be terminated on August 31. Normally, a FTNTT/CF whose period of appointment is due to terminate on a date other than August 31 must be notified of the intention not to be reappointed no later than 180 days prior to the termination date;
- the grounds for stopping the contract clock for reasonable cause (e.g., medical, personal, as primary caregiver for child, spouse, parent, same-sex domestic partner, or by contractual stipulation or negotiation); and
- the grounds for grievance and appeal as laid out in this document (below, Section V.).

We recommend including the University Guideline language to account for the third year review of continuous one-year appointments.

15. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
E. Procedures for Reappointment and Promotion
1. Reappointment
Third Paragraph
Penultimate Sentence
Page 4

“Reappointments are typically for three years, but can be for less than three years.”
Recommendation 1
In keeping with the spirit of the proviso of the
NEW YORK UNIVERSITY GUIDELINES FOR FULL-TIME NON-TENURE TRACK/CONTRACT
FACULTY APPOINTMENTS
IV. HIRING, REAPPOINTMENT, PROMOTION AND PERFORMANCE ASSESSMENT
Excellence in Faculty Appointments
Hiring Plan and Process
a. Duration of Contracts:

“Thus, wherever possible, schools are encouraged to reduce reliance on one-year contracts. However, in addition to providing schools with an essential degree of flexibility, one-year contracts are programmatically and academically desirable in a number of schools and academic programs within schools, and can be justified accordingly.”

a. Specify the atypical circumstance under which reappointments will be for less than three years.

b. Consider specifying that if a faculty member is appointed on a one-year contract and reappointed on two subsequent one-year contracts (a total of three one-year contracts) and has completed a successful third-year review he or she shall be moved to a three-year contract.

Recommendation 2
Consider specifying that for a faculty member whose position is to be eliminated at the end of his or her contract, if another position is vacant, the faculty member, if he or she so desires, will be evaluated as to his or her qualifications to fill that position, and if qualified, will be considered to fill that position.

16. Page 4, Section III, Part E, Item 1, Step 3, sentence 1:

“Third, the Dean’s decision is rendered”

Recommendation

Again, for the sake of transparency, we recommend that this be followed by language, adapted from the FAS website, “PROCEDURES for Reappointment and/or Promotion” for clinical faculty (http://as.nyu.edu/object/aboutas.ppassocdean.recruitment.html):

If the Dean's decision is contrary on reappointment or length of contact to that of the faculty, the Dean will provide the full faculty with his/her reasons. The committee members will then have ten days in which to provide further information or counter-argument before the Dean's decision is finalized.

17. Page 4, Section III, Part E, Item 1, Step 3, sentence 2:
“Decisions regarding reappointment for FTNTT/CF members having one-year contracts shall be made at least three months prior to termination of the contract.”

Recommendation
We recommend that the review be completed no later than February 1, with the notification to be made by March 1.

18. Page 4, Section III, Part E, Item 3, Promotion:

Recommendation
No standards for promotion are given. We recommend an explicit listing of the criteria for promotion to Associate Clinical Professor and for promotion to Clinical Professor.

19. Page 4, Section III, Part E, Item 3, Promotion:

Recommendation
As a five-year appointment is the norm for Clinical Associate Professor, provide an increase in term of appointment for Clinical (Full) Professor; this is the case at certain schools (e.g., The Gallatin School).

20. Page 4, Section III, Part E, Item 3, Step 1

First, for FTNTT/CF members, a docket consisting of a personal statement documenting the qualifications for reappointment and evidence of teaching performance shall be prepared by the FTNTT/CF member under review and submitted for review to the Vice or Associate Dean for Academic Affairs for further review and reviewed by the Appointment, Promotion and Tenure Committee.

Recommendation
Clarify the review procedures. For example, what role will the Vice or Associate Dean take in relations to the Appointment, Promotion, and Tenure Committee?

21. Page 4, Section III, Part E, Item 3, Step 3

“Third, the Dean's decision is rendered.”

Recommendation
Add a procedure for communicating the rationale for a negative decision, should that be the outcome, such as, "If the dean does not approve, the candidate is notified in writing, to include the rationale for the decision and a tally of the Appointment, Promotion and Tenure Committee vote."

22. Page 4, Section IV, sentence 1:
“Eligibility to grieve, grounds for grievance and the grievance process are as outlined in the University Guidelines”

Recommendation
We recommend further elaboration here on the grievance procedure. Other items from the NYU Guidelines have been discussed in detail earlier in this document, and it is likely that upon careful consideration, some nuances not discussed in the NYU Guidelines will be appropriate within Wagner. These should be identified and explicitly described in this document.

The New York University Guidelines for Full-Time Non-Tenure/Contract Faculty, issued June 12, 2014, notes numerous requirements and procedures for the school grievance process, including specifying who may grieve, the grounds for grievances based on non-reappointment, as well as grievances related to other issues, the process of requesting the convening by the dean of the grievance committee, and the accessibility of that grievance policy to the faculty.

Additionally, we recommend the development of this grievance process should be undertaken by the Wagner faculty and submitted to the faculty for discussion and a vote by the faculty. The process of consideration must include the right to offer amendments, and the vote may occur during a regular faculty meeting or by electronic ballot, as the faculty governance body may determine.

23. Page 4, Section IV, sentence 2:

As set forth in Part VI of the Wagner Governance Bylaws, for a grievance related to appointment, tenure or promotion brought by an FTNTT/CF member, voting shall be by all Wagner Faculty Grievance Committee members, which Committee shall be expanded in such case to include at least one senior FTNTT/CF member.

Recommendation
We recommend that a link to the Wagner Governance Bylaws be added. Further, the Guidelines specify that all members of the committee, including the senior FTNTT/CF member, be elected: “Unless otherwise authorized in the school’s policy and approved by the Provost, each school shall either establish a new standing faculty committee for FTNTT/CF grievances, which will include senior FTNTT/CF and T/TTF elected by the voting members of the faculty; or shall expand its existing standing grievance committee for T/TTF to include (elected) senior FTNTT/CF who shall participate in hearing and evaluating only those grievances that are filed by FTNTT/CF.”

Substantive Minor Recommendations

1. Page 2, Section III, Part C, paragraph 1, sentence 2:
“Schools are encouraged to include full-time contract faculty members in the hiring process for full-time faculty.”

Recommendation
This quotation from the Guidelines is inaccurate. The final Guidelines state: "Schools are expected to include FTNTT/CF in the hiring process for full-time contract faculty."

Minor editorial issues

1. Page 1, Section III, Part A, footnote 1:


Recommendation

2. III. STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY

A. Introduction
Second paragraph
Page 2

“At Wagner, FTNTT/CF hold the titles of clinical assistant, associate, and full professor.”

Recommendation
Add “clinical” before “associate” and “full professor” for precision.

“At Wagner, FTNTT/CF hold the titles of clinical assistant, clinical associate, and clinical full professor.”

3. III. STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY

B. Qualifications and Responsibilities
First paragraph
Page 2

“Clinical assistant, associate and full professors will have a record of outstanding teaching.”

Recommendation
Add “clinical” before “associate” and “full professor” for precision.

“Clinical assistant, clinical associate and clinical full professors will have a record of
outstanding teaching.”

4. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
   C. Initial Appointment
   Second paragraph
   First Sentence
   Page 2

   “For clinical faculty at Wagner, an ad hoc faculty search committee shall be appointed pursuant to Sections IV.B.3 and IV.C of the Wagner Bylaws.”

Recommendation
Add “the appointment of” before “clinical”.

“For the appointment of clinical faculty at Wagner, an ad hoc faculty search committee shall be appointed pursuant to Sections IV.B.3 and IV.C of the Wagner Bylaws.”

5. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
   C. Initial Appointment
   Second paragraph
   Third Sentence
   Page 2

   “The Appointment, Promotion and Tenure Committee shall then make a recommendation on initial appointment to the faculty, with a vote taken by closed ballot of TTT and FTNTT/CF members.”

   It is not clear from the wording of this sentence whether the TTT and FTNTT/CF members of the Appointment, Promotion and Tenure Committee vote on the recommendation they will make, or whether the faculty to whom the AP &T makes a recommendation vote. The confusion results partly because of the wording of the sentence and partly because the first full paragraph on page 3 also describes a vote on the recommendation for initial appointment at an executive session of a faculty meeting attended by the TTT faculty and FTNTTCF faculty. Are these two different votes?

Recommendation
Rearrange the sentence for clarity as either:

“The Appointment, Promotions and Tenure Committee shall then make a recommendation on initial appointment to the faculty on which the TTT and FTNTT/CF members of the Committee shall vote by closed ballot.”

or

“The Appointment, Promotion and Tenure Committee shall then make a recommendation
on initial appointment to the faculty on which the TTT and FTNTT/CF members of the faculty shall vote by closed ballot,”, whichever applies.

6. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
C. Initial Appointment
Fourth paragraph
First Sentence
Page 3

“Reports of the Appointment, Promotion and Tenure Committee concerning initial appointment of FTNTT/CF members shall be reviewed in an executive session of the faculty meeting, with attendance limited to TTT Faculty and FTNTT/CF.”

Recommendation
Insert “the” before “initial appointment.”

As there is no antecedent indication of a faculty meeting, replace “the faculty meeting” with “a faculty meeting”

“Reports of the Appointment, Promotion and Tenure Committee concerning the initial appointment of FTNTT/CF members shall be reviewed in an executive session of a faculty meeting, with attendance limited to TTT Faculty and FTNTT/CF.”

7. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
C. Initial Appointment
Fourth paragraph
Second Sentence
Page 3

“Upon review and discussion of the committee’s report and such other materials as shall be gathered by the faculty or dean, TTTF and FTNTT/CF, shall vote by closed ballot on the recommendation of the faculty to the dean on initial appointment.”

Recommendation
Remove the comma after “FTNTT/CF” and insert “the” before “initial appointment”.

“Upon review and discussion of the committee’s report and such other materials as shall be gathered by the faculty or dean, TTTF and FTNTT/CF shall vote by closed ballot on the recommendation of the faculty to the dean on the initial appointment.”

8. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
D. Periodic Review, Reappointment, and Promotion
First paragraph
Page 3

“The University Guidelines specify, among other items, that the “process for review of full-time multi-year contracts of three years or more, including promotion reviews, must include: (a) review committee, which is advisory to the dean and/or unit head, and rules determining how the committee is to be constituted; (b) a statement of the academic criteria in the areas of teaching, program development, department and school service, and research and scholarship (where appropriate) that will guide the committee’s evaluation.”

Recommendation
Insert an “a” before “review committee” to make parallel with item (b).

9. Page 3, Section III, Part D, paragraph 2, sentence 5:

“Performance shall be reviewed annually by the Vice or Associate Dean for Academic Affairs on the basis of a docket prepared by the FTNTT/CF member.”

Recommendation
Replace "docket" with "report," to avoid confusion with the reappointment docket described in Part E.

10. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
E. Procedures for Reappointment and Promotion
3. Promotion
Third Paragraph
First Sentence
Page 4

“Second, the Appointment, Promotion and Tenure Committee shall make a recommendation on promotion to the faculty, with a vote taken by closed ballot of TTT and FTNTT/CF members.

It is not clear from the wording of this sentence whether the TTT and FTNTT/CF members of the Appointment, Promotion and Tenure Committee vote on the recommendation they will make, or whether the faculty to whom the AP & T makes a recommendation vote.

Recommendation
Rearrange the sentence for clarity as either:

“Second, the Appointment, Promotions and Tenure Committee shall then make a recommendation on promotion to the faculty on which the TTT and FTNTT/CF members of the Committee shall vote by closed ballot.”
or

“Second, the Appointment, Promotion and Tenure Committee shall then make a recommendation on promotion to the faculty on which the TTT and FTNTT/CF members of the faculty shall vote by closed ballot.”,
whichever applies

11. III STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY
   E. Procedures for Reappointment and Promotion
   1. Reappointment
   Fourth paragraph
   Third sentence
   Page 4

   “Reappointments of clinical associates and full professors may be for a term of up to five years in exceptional circumstances.”

   Recommendation
   Change “clinical associates and full professors” to “clinical associate professors and clinical full professors”

   “Reappointments of clinical associate professors and clinical full professors may be for a term of up to five years in exceptional circumstances.”
I. INTRODUCTION

This document sets forth the standards and procedures for participation in governance by, the appointment, reappointment and promotion, and grievance rights of full-time non-tenure track, contract faculty (FTNTT/CF) at the Robert F. Wagner Graduate School of Public Service (Wagner).

II. PARTICIPATION IN GOVERNANCE

In accordance with University Bylaw 82 (c), FTNTT/CF at Wagner may hold their own faculty meetings and may participate in joint meetings with Wagner’s tenured/tenure track (TTT) faculty. At the department level, FTNTT/CF may participate as members of the department faculty in department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual’s candidacy for a degree, or matters affecting the status of an FTNTT/CF member on the faculty at NYU.

III. STANDARDS AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL TIME NON-TENURE TRACK CONTRACT FACULTY

A. Introduction

As articulated in the University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments¹ (hereinafter “University Guidelines”):

“Appointment processes for FTNTT/CF shall reflect the University’s overriding commitment to enhance academic excellence and to provide students with the best available educational experience. Thus, each FTNTT/CF appointment and reappointment shall be evaluated in the light of the contribution it makes to the distinct excellence of the school including its

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¹ The Full-Time Non-Tenure Track/Contract Faculty Appointment Guidelines are available at http://www.nyu.edu/about/leadership-university-administration/office-of-the-president/office-of-the-provost/redirect/policies-procedures.html#FTNTTCF
educational and training programs, and shall exemplify the university’s commitment to appoint and retain the best faculty in all disciplines.”

At Wagner, FTNTT/CF hold the titles of clinical assistant, associate, and full professor. In this section, the qualifications and responsibilities of each of these FTNTT/CF titles are described and the process for appointment and promotion is specified.

B. Qualifications and Responsibilities

Full-time Non-Tenure Track Contract Faculty members will reflect the level of excellence specified by the University Guidelines, and will be expected to contribute significantly to the Wagner enterprise. Clinical assistant, associate and full professors will have a record of outstanding teaching. They will hold a graduate degree in public policy, public administration, or a cognate field or discipline, with a doctorate strongly preferred. Their primary responsibilities will be in teaching in the core and upper level courses.

C. Initial Appointment

The University Guidelines specify that the hiring process for initial appointment shall be “transparent and fair” and that it “shall include involvement of department and school committees and deans, in accordance with school governance processes. Schools are encouraged to include full-time contract faculty members in the hiring process for full-time faculty.”

For clinical faculty at Wagner, an ad hoc faculty search committee shall be appointed pursuant to Sections IV.B.3 and IV.C of the Wagner Bylaws. The ad hoc faculty search committee shall report to the Appointment, Promotion and Tenure Committee detailing the qualifications of any candidate for initial appointment and provide the Appointment, Promotion and Tenure Committee any supporting documentation that the ad hoc faculty search committee deems appropriate. The Appointment, Promotion and Tenure Committee shall then make a recommendation on initial appointment to the faculty, with a vote taken by closed ballot of TTT and FTNTT/CF members. Initial appointments are typically for one year, subject to review for reappointment pursuant to subsections D and E below. Reappointments are typically for three years, but may be for less than three years.

As provided in the University Guidelines, “all FTNTT/CF appointments shall be secured by a written contract, specifying a fixed term, signed by the parties to it, and filed with the school dean and the University Office of Academic Appointments prior to commencement of employment. Such contracts shall include the following terms negotiated between the faculty member and the appropriate administrator with authority to do so, and approved by the dean:

- start and end dates of the appointment;
- an indication of whether the faculty member is eligible to be considered for reappointment upon conclusion of the current contract;
- academic responsibilities, compensation, and obligations of the appointment;
- particular responsibilities and benefits; and
agreement to be bound by applicable University policies.”

Reports of the Appointment, Promotion and Tenure Committee concerning initial appointment of FTNTT/CF members shall be reviewed in an executive session of the faculty meeting, with attendance limited to TTT Faculty and FTNTT/CF. Upon review and discussion of the committee’s report and such other materials as shall be gathered by the faculty or dean, TTTF and FTNTT/CF, shall vote by closed ballot on the recommendation of the faculty to the dean on initial appointment. Such recommendation of the faculty shall be advisory to the Dean. With unanimous consent, a voice vote may be taken. The executive session shall be chaired by the chair(s) of the faculty Appointment, Promotion and Tenure Committee, who shall be responsible for reporting to the dean in writing the tally of the vote and a summary of the faculty’s discussion of the candidate.

In exigent circumstances disclosed to the Faculty Advisory Committee (the School’s at large advisory committee), the Dean may appoint a FTNTT/CF member for a term not to exceed one year without prior recommendation by the Appointment, Promotion and Tenure Committee or vote by the full faculty pursuant to this paragraph.

D. Periodic Review, Reappointment, and Promotion

The University Guidelines specify, among other items, that the “process for review of full-time multi-year contracts of three years or more, including promotion reviews, must include: (a) review committee, which is advisory to the dean and/or unit head, and rules determining how the committee is to be constituted; (b) a statement of the academic criteria in the areas of teaching, program development, department and school service, and research and scholarship (where appropriate) that will guide the committee’s evaluation.”

Criteria for review shall be excellence in performance of the duties specified in the FTNTT/CF member’s contract. There is an expectation that the candidate is fully engaged at Wagner to help build and strengthen the school. Wagner also recognizes the importance of public service and the potential for teaching, scholarship and research to have an influence on public policy, management, and planning, and a candidate’s contributions in these areas may also be considered. FTNTT/CF having multi-year contracts shall annually submit a report of activities. Performance shall be reviewed annually by the Vice or Associate Dean for Academic Affairs on the basis of a docket prepared by the FTNTT/CF member.

E. Procedures for Reappointment and Promotion

1. Reappointment

The process for reappointment has the following steps:

First, a docket consisting of a personal statement documenting the qualifications for reappointment and evidence of teaching performance shall be prepared by the FTNTT/CF member under review and submitted for review to the Vice or Associate Dean for Academic Affairs for further review by the Appointment, Promotion and Tenure
Committee. For FTNTT/CF members having one-year contracts, the review shall be commenced in the spring semester of the contract year or at least four months prior to termination of the contract. For FTNTT/CF members having multi-year contracts, the review shall be conducted in the fall semester of the penultimate year of the contract.

Second, the Appointment, Promotion and Tenure Committee shall make a recommendation on reappointment to the faculty, with a vote taken by closed ballot by TTT and FTNTT/CF members. That vote is advisory to the Dean. Reappointments are typically for three years, but can be for terms less than three years. Reappointments of clinical associates and full professors may be for a term of up to five years in exceptional circumstances.

Third, the Dean’s decision is rendered. Decisions regarding reappointment for FTNTT/CF members having one-year contracts shall be made at least three months prior to termination of the contract. For FTNTT/CF members having multi-year contracts, the decision regarding reappointment shall be made at least one year prior to termination of the contract.

2. **Stoppage of contract clock**

The contract clock for FTNTT/CF may be stopped for reasonable cause as specified in the University Guidelines, including “medical, personal, as primary caregiver for child, spouse, parent, same-sex domestic partner, or by contractual stipulation or negotiation.”

3. **Promotion**

The procedure for promotion has the following steps:

First, for FTNTT/CF members, a docket consisting of a personal statement documenting the qualifications for reappointment and evidence of teaching performance shall be prepared by the FTNTT/CF member under review and submitted for review to the Vice or Associate Dean for Academic Affairs for further review and reviewed by the Appointment, Promotion and Tenure Committee.

Second, the Appointment, Promotion and Tenure Committee shall make a recommendation on promotion to the faculty, with a vote taken by closed ballot of TTT and FTNTT/CF members. This vote is advisory to the Dean.

Third, the Dean’s decision is rendered.

**IV. GRIEVANCES**

Eligibility to grieve, grounds for grievance and the grievance process are as outlined in the University Guidelines. As set forth in Part VI of the Wagner Governance Bylaws, for a grievance related to appointment, tenure or promotion brought by an FTNTT/CF member, voting shall be by all Wagner Faculty Grievance Committee members, which Committee shall be expanded in such case to include at least one senior FTNTT/CF member.
Short Term Visits Reported by Office of the Global Network

Short-term visits to the Global Sites that are related to developing and maintaining programs and courses are available to New York faculty; similarly, Global Site faculty working closely with a department or school in New York may also have opportunities to visit New York. New York departments and programs with partnerships and affiliations with Global Sites have the opportunity to identify faculty with relevant expertise to carry out these brief site visits to develop curricular pathways, meet with local faculty, and the like. Applications for short-term visits (link requires NYU NetID login) require sign-off from the department chair or equivalent and the global school liaison, working closely with the Office of Global Programs.

Semester-long appointments provide an opportunity for faculty to help develop new academic programs, enhance our global connections, and/or provide sites with course offerings by New York faculty members. One faculty member is chosen each semester through an application process which requires sign-off from the department chair and dean and final selection by a faculty committee. Additional program information and the application can be found here and you can contact global.facultyprograms@nyu.edu with any questions.
December 10, 2015

Memorandum to: Una Chaudhuri, Co-Chair, Faculty Committee on NYU’s Global Network
Eliot Borenstein, Co-Chair, Faculty Committee on NYU’s Global Network
Allen Mincer, Chair, T-FSC
Fred Carl, Chair, C-FSC
Awam Amkpa, Co-Chair, T-FSC Global Network University Committee
Arvind Rajagopal, Co-Chair, T-FSC Global Network University Committee
Amy Becker, Chair, C-FSC Global Network University Committee

From: David W. McLaughlin, Provost

Subject: Mobility Across NYU’s Global Network

As you know, at the request of the faculty, the Provost’s Office undertook to coordinate a University-wide effort to collect information about visa-related obstacles for NYU faculty and other NYU travelers across NYU’s global network of portals and study away sites.

Given the complexity of these issues, I have asked Senior Associate Provost Carol Morrow and Senior Vice Provost Matthew Santirocco (who is my liaison to the Faculty Committee on NYU’s Global Network) to report on our findings to you – the leadership of your committees and councils. Carol and Matthew will contact you to schedule a time to meet as soon as possible.

The report they will present responds to the Faculty Committee on NYU’s Global Network, whose Statement on Academic Freedom and Travel Restrictions requests “a comprehensive report regarding impediments to mobility and restrictions to academic entry-seekers (including faculty, students, staff and administrators) across the global network (including New York).... The Committee is especially interested in knowing how many scholars have encountered obstacles in traveling to NYU portals and sites, and for what reasons (if they are known).” The report also responds to the T-FSC Resolution Regarding Academic Freedom that “urges the NYU Administration to do everything in its power to assist those faculty whose research has been hampered by visa issues or travel restrictions, and to especially ensure that travel between the University’s New York campus, international campuses, and study abroad sites by the University’s faculty remain smooth and unhindered. The T-FSC also urges the administration to gather and provide faculty with information about the extent to which this has been a problem, and to develop recommendations on how faculty can avail themselves of NYU resources before travel to minimize potential difficulties.”

Mobility of scholars is an important companion to the free exchange of ideas, helping to foster collaboration and discourse. Its value is especially important for NYU as it enables the University to be innovative in our teaching and course offerings, academic programming, and research across our network.

I am pleased to advise you – as you will see - that the report finds that while there have been some challenges, mobility throughout the network has generally been very good, permitting our students, faculty, administrators, and staff to move around in the way we hoped and intended.

Thank you for asking us to undertake this project. It was a useful and beneficial exercise.

cc: Carol Morrow, Matthew Santirocco
REPORT ON FACULTY CONFERRED WITH GLOBAL NETWORK UNIVERSITY PROFESSORSHIPS

The process of hiring and naming faculty to the Global Network University Professors titles is ongoing through the Office of Academic Appointments under the direction of Peter Gonzalez.

So far the office in collaboration with schools, has processed 81 cross appointments between NYU New York and NYU Abu Dhabi.

So there are 73 of the GNU Professor title conferred on faculty based at NYUAD by New York based schools.

New York schools conferring the title upon faculty based at NYUAD:
CIMS - 6
FAS - 42
IFA - 3
ISAW - 1
STEINHARDT - 5
TANDON - 11
TSOA - 5

A smaller number of titles conferred on faculty based in New York in the following order.

New York schools whose faculty have received the Global Network Professor title at NYUAD:
FAS - 5
LAW - 1
STEINHARDT - 2

(Provided by Carol Morrow.)
Memorandum to: Vice Chancellors and Provosts, NYU Abu Dhabi, NYU Shanghai
Deans and Directors, NYU New York

From: David W. McLaughlin, Provost

Subject: Global Network Professor Title

As you know, connectivity across the global network is an essential component of the academic development of NYU Abu Dhabi and NYU Shanghai. Toward that end, we have insisted that all tenured/tenure track faculty, Arts Professors, and Music Professors hired at NYU Abu Dhabi and NYU Shanghai must have an affiliation with a unit in New York that grants them eligibility to teach and mentor graduate students in the New York unit. In addition, we have an established process by which full-time NYU faculty in New York participate in Abu Dhabi and Shanghai as Affiliated Faculty.

At this time, acting upon your authorization, the University is introducing a new faculty title - Global Network Professor - that clearly identifies full-time members of a faculty at one campus as participants in the research and teaching activities at a second campus, and clarifies their roles and responsibilities. The title was first proposed by the Faculty Advisory Committee on NYU’s Global Network in its June 2014 report. In December 2014, the proposal for the Global Network Professor title was presented to the Deans by Committee co-Chairs, Professors Una Chaudhuri and Eliot Borenstein, together with Professor Awam Amkpa, co-Chair of the T-FSC Global Network University Committee (jointly convened with the C-FSC). In May 2015, at University Common Days, the leadership of NYUAD and NYUSH and the New York Deans and Directors enthusiastically authorized the new title.

Effective September 1, 2015, Global Network Professor will be conferred as an additional title upon all full-time tenured/tenure track faculty, Arts Professors, and Music Professors at NYUAD and NYUSH. This title may also be offered to other select full-time non-tenure track/contract faculty at NYUAD and NYUSH upon the recommendation of the provost of the particular campus and with the consent of the New York school and department. The New York unit that confers the title thereby confers eligibility on NYUAD and NYUSH faculty to teach and mentor graduate students in New York, with the New York department making specific assignments in accordance with its own policies. The New York unit participates in the appointment, third-year, tenure, and promotion review of the tenured/tenure track faculty member (for Arts and Music professors, appointment, reappointment and promotion review) at their home campus. The title does not confer rights or obligations, either upon the faculty member or the New York unit, with respect to tenure or department governance in the New York unit.
Global Network Professor may also be offered as an additional title to select tenured/tenure track faculty members, Arts Professors, and Music Professors based in New York who have deep sustained and continuing commitments at NYUAD and/or NYUSH as “affiliated faculty.” The recommendation to confer the title is initiated by the provost at NYUAD and/or NYUSH, must be endorsed by the school/department in New York, and is conferred at the consent of the individual faculty member. New York-based Global Network Professors are eligible to participate in the faculty governance of NYUAD and/or NYUSH in accordance with the eligibility provisions of each respective campus. NYUAD and NYUSH are not involved in promotion, reappointment, and tenure review processes of these faculty members in their NYU home campus.

The Global Network Professor title can be held concurrently with Joint, Associated, and Affiliated appointments in additional departments across the global network.

The Global Network Professor title, including provisions with respect to eligibility, terms of service, responsibilities and privileges, will be re-assessed by the Office of the Provost in Fall 2017.

More detail about the title and the administrative procedures for rolling out the new faculty title are outlined in the following pages. Please feel free to seek assistance and consult Carol Morrow, Senior Associate Provost and Peter Gonzalez, Assistant Provost for Academic Appointments.

Cc: Deputy Provost Katherine Fleming
    Linda Mills, Vice Chancellor for Global Programs and University Life
    Senior Associate Provost Carol Morrow
    Assistant Provost Peter Gonzalez
    (Senior) Vice Provosts
    School Deans/Directors of Faculty Appointments
    Professor Una Chaudhuri, Co-Chair, Faculty Committee on NYU’s Global Network
    Professor Eliot Borenstein, Co-Chair, Faculty Committee on NYU’s Global Network
    Professor Awam Ampkpa, Co-Chair, T-FSC Global Network University Committee
    Professor Arvind Rajagopal, Co-Chair, T-FSC Global Network University Committee
    Professor Allen Mincer, Chair, T-FSC
    Professor Fred Carl, Chair, C-FSC

Attachments:
Global Network Professor Titles: Fact Sheet and Guidelines for Administrative Processing
Appendix A: Summary of Cross Appointments at NYU
Appendix B: Request for Global Network Professor Title
GLOBAL NETWORK PROFESSOR TITLES

FACT SHEET AND GUIDELINES FOR ADMINISTRATIVE PROCESSING

I. Eligibility

The Global Network Professor title:

i. Is conferred upon all full-time tenured/tenure track faculty, Arts Professors, and Music Professors at NYUAD and NYUSH by a New York school and department;

ii. May be conferred upon other select full-time non-tenure track/contract faculty at NYUAD and NYUSH upon recommendation of the provost of NYUAD and/or NYUSH and with consent of a New York school and department;

iii. May be offered to select tenured/tenure track faculty members, Arts Professors, and Music Professors at NYU New York who have deep sustained and continuing commitments at NYUAD and/or NYUSH as 'affiliated faculty' upon initial recommendation of the provost at NYUAD and/or NYUSH, with agreement of the school/department in New York, and at the consent of the individual faculty member;

iv. For the New York-based faculty, the title of Global Network Professor will typically be for the duration of the professor’s appointment at NYU. For the Abu Dhabi and Shanghai-based faculty, the title of Global Network Professor will typically be for the duration of the professor’s teaching assignment at that campus. Under rare circumstances the title may be revoked upon the request of the faculty member or by NYUAD and/or NYUSH and/or NYU New York;

v. May be held concurrently with additional Joint, Associated, or Affiliated appointments across the global network.

II. Format

The Global Network Professor title:

i. Is conferred as an additional secondary title;

ii. Has Assistant/Associate/Full Professor ranks, matching the rank of the home unit;

iii. Designates the campus and may designate the discipline; and

iv. Is listed in websites and catalogues of both campuses.

III. Examples of Titles

- For NYUAD-based faculty: Assistant Professor of Biology, NYU Abu Dhabi; Global Network Assistant Professor of Biology, Faculty of Arts and Science, NYU.
- For NYUNY-based faculty: Professor of Cinema Studies, Tisch School of the Arts, NYU; Global Network Professor of Cinema Studies, NYU Abu Dhabi.
- For NYUNY-based faculty: Professor of History and French, Faculty of Arts and Science, NYU; Global Network Professor of History, NYU Shanghai.
IV. Rights, Duties, and Privileges

For a Global Network Professor title conferred upon a faculty member at NYUSH and/or NYUAD by a unit in New York:

i. The probationary timetable of the tenure track professor is the timetable of the home unit – NYUAD or NYUSH.

ii. The Global Network Professor is eligible to teach and mentor graduate students in the New York unit.

iii. The Global Network Professor participates in faculty governance in the home campus only (at NYUAD or NYUSH) and has no rights or obligations with respect to tenure or governance in New York.

For a Global Network Professor title conferred upon a New York faculty member by NYUAD and/or NYUSH:

i. The Global Network Professor is typically an affiliated faculty member at NYUAD and/or NYUSH with teaching responsibilities.

ii. Global Network Professors are eligible to participate in the faculty governance of NYUAD and/or NYUSH in accordance with the eligibility provisions of each respective campus, but are only eligible to represent their home school in the University Senate, as outlined in the Faculty Handbook.

The chart attached as Appendix A to this document summarizes the rights, duties, and privileges associated with the Global Network Professor title, as compared with traditional cross appointments at NYU.

V. Coordinated Appointment, Third Year, Reappointment, Promotion, and Tenure Review

NYUNY units that confer Global Network Faculty status participate in the appointment, third-year, tenure, and promotion review of the tenured/tenure track faculty and the appointment, reappointment and promotion review of Arts and Music Professors, as described in the Provost’s memo regarding Both/And Decision Making in Searching for, Hiring, and Tenuring Faculty at NYU Abu Dhabi and NYU Shanghai), consistent with existing procedures in the schools and campuses for cross appointments, and in accordance with the New York department’s policies.

NYUAD and NYUSH do not participate in reappointment, promotion, tenure, or salary review of the New York-based Global Network Professor.

A full statement about coordinated appointments across the global network may be viewed at Faculty in the Global Network.

VI. Appointment Procedures

All faculty titles at NYU New York, Abu Dhabi, and Shanghai campuses are officially processed through the NYU Office of Academic Appointments (OAA).
For NYUAD and NYUSH faculty receiving the Global Network Professor title:

i. The process typically begins in the recruitment phase, when, in accordance with Both/And Decision Making, relevant academic units in New York, Abu Dhabi, and/or Shanghai cooperate in formulating search plans for approved faculty lines and considering candidates. To propose Global Network Faculty status for a prospective faculty member, NYUAD and/or NYUSH (through the appropriate chair and/or dean) provides the candidate’s full professional dossier to the relevant New York unit. Following its own procedures, the New York unit conducts a discussion, initiates procedure to confer the status of “Global Network Professor” on the candidate, and makes a recommendation to the New York Dean.

ii. Going forward, NYUAD and NYUSH coordinate with NYU New York to submit the Request for Global Network Professor Title (included as Appendix B) for each new appointment. This request form requires signature approvals from NYUAD, NYUSH, and NYU New York. The appointment is not final until it is officially processed in OAA with the request form.

For 2015 only, for existing faculty at NYUAD and NYUSH, NYUAD and NYUSH are asked to:

- Confirm the existing tenured/tenure track faculty, Arts Professors, and Music Professors to receive the additional Global Network Professor title;
- Consult with the relevant New York departments; and
- Submit to the Office of Academic Appointments for each faculty member a Request for Global Network Professor Title by September 15; OAA will officially process the appointments as of October 15, 2015.

For NYUNY faculty receiving the Global Network Professor title:

i. NYUAD and/or NYUSH initiates the nomination of selected full time members of the New York faculty to receive the Global Network Professor title at that portal. Upon agreement of the New York department, the offer of the appointment is made to the New York faculty member.

ii. NYUAD and/or NYUSH coordinates with the relevant New York school/department to submit a Request for Global Network Professor Title for each appointment. The appointment is not final until it is officially processed in OAA with the request form.
## APPENDIX A
### SUMMARY OF CROSS APPOINTMENTS AT NEW YORK UNIVERSITY

Cross Appointments:
Rights, Privileges, Responsibilities

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<thead>
<tr>
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<th>Traditional</th>
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<tbody>
<tr>
<td></td>
<td>Joint</td>
<td>Associated</td>
<td>Affiliated</td>
</tr>
<tr>
<td>1. Additional Title</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Probationary timetable per primary</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>unit only</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3. Voting rights for University</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>senatorial representation in primary</td>
<td></td>
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<td></td>
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<tr>
<td>unit only</td>
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<tr>
<td>4. Participation in faculty</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
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<tr>
<td>governance of both units</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>5. Listing in all units' catalogs</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>and websites</td>
<td></td>
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<tr>
<td>6. Expectations for teaching/training</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>mentoring in both units</td>
<td></td>
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<tr>
<td>7. Shared third year, promotion,</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
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<tr>
<td>tenure review</td>
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</tbody>
</table>

*Subject to the eligibility provisions of each respective campus*
REQUEST FOR GLOBAL NETWORK PROFESSOR TITLE

Faculty Name:

________________________________________________________
Current Rank/Discipline/Department/School/Campus: Tenure Status:

________________________________________________________
Faculty Member’s New Title (Showing Rank, Discipline, Department/School/Campus):

____________________________________________________________________________
____________________________________________________________________________
Participating Schools/Departments:

1. ☐ NYUAD ☐ NYUSH Division: ______________________________

2. NYU NY School/Department: ______________________________

Effective Date of Global Network Title: ______________________________

Approvals:

NYUAD/ NYUSH Division Head              Signature              Date

NYUAD/NYUSH Provost                     Signature              Date

New York Department Chair/Director       Signature              Date

New York Dean                           Signature              Date