



## NEW YORK UNIVERSITY

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David W. McLaughlin *Provost*

## MEMORANDUM

**To:** Ted Magder, Chair, FSC  
Robert Schacht, Immediate Past Chair, FSC  
Marie Monaco, Vice Chair, FSC  
Mary Ann Jones, Secretary, FSC

**From:** David W. McLaughlin, Provost 

**Re:** FSC Recommendation about Promotion and Tenure Guidelines of the Institute for the Study of the Ancient World (ISAW) and Institute of Fine Arts (IFA)

**Date:** July 19, 2011

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This acknowledges receipt of your transmission on May 11, 2011 of the four recommendations of the Tenure Modification Committee with respect to the Promotion and Tenure Guidelines for ISAW and IFA. I have discussed the FSC recommendations with the Director of ISAW, Roger Bagnall, and the Director of IFA, Patricia Rubin, whose understanding and vision of their units' experience, organization and process is critical. Working within my office and General Counsel, ISAW and IFA have finalized their guidelines. The final iterations, which are attached, have my approval and are effective immediately.

In responding to your recommendations, I want to make two broad observations. First, ISAW and IFA each have special circumstances – related to their size, structure, collegial culture and history – that shape their Guidelines. As you know, the New York University Promotion and Tenure Guidelines provide that each school at New York University must establish its own detailed guidelines for promotion and tenure, *consistent with its own culture* (emphasis added). (See <http://www.nyu.edu/content/dam/nyu/compliance/documents/promotion-tenure-guidelines.pdf>) With this in mind, I explain below why the IFA and ISAW guidelines remain unchanged as of the date when they were first submitted to the FSC on February 16, 2011. I appreciate the comments of the Tenure Modifications Committee, and I am available to discuss this further as you like.

Now, in specific response to your recommendations:

FSC recommendation 1 is that IFA and ISAW “follow the guidelines for Courant, which state that the recommendation of the Director is in addition to that of the Dean of FAS.” The

policy of the Courant Institute is independent review within the Institute with the Director submitting a recommendation directly to the Provost.<sup>1</sup> For the institutes – CIMS, ISAW and IFA – it is appropriate to have independent review within the institute with the Director submitting recommendations to the Provost.

FSC recommendation 2 is that “one of the three members [of the tenure review committee] be appointed by someone else, such as the Dean of FAS, to avoid the perception that the process is under the total control of a single individual.” For these institutes – ISAW and IFA - it is not appropriate as a matter of policy for the Dean of FAS to appoint members of the review committee.

FSC recommendation 3 is that Institute “directors not attend the meetings of the review committees to avoid any perception that pressure is being exerted on the members.” I share the observations of Director Bagnall and Director Rubin that in IFA and ISAW, and within the context of their history, size and culture, the presence of the Director does not inhibit or compromise free and open discussion. Accordingly, it is not appropriate to preclude attendance of institute directors as a matter of policy. As for the role of the IFA Deputy Director for Faculty and Administration and the IFA Director of the Conservation Center, their responsibilities as presented in the Guidelines are also appropriate.

FSC recommendation 4 is that “University-wide guidelines must be followed with respect to all balloting being closed, regardless of the tradition at IFA, and that all results should be reported by the numbers.” Again, given IFA size, structure, and culture, an open vote will be permitted. Note that the Guidelines do provide the option of a secret ballot “as a matter of procedure.”

CC: Roger Bagnall  
Bonnie Brier  
Leona Chamberlin  
Peter Gonzalez  
Carol Morrow  
Karyn Ridder  
Patricia Rubin

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<sup>1</sup> A number of years ago, the Department of Computer Science requested and was granted an exception and amended its practice to provide for a parallel review by the FAS Promotion & Tenure Committee and the Dean of FAS for the Department of Computer Science only.