



Date: March 19, 2015

Memo to: Robert Berne, Executive Vice President for Health

From: Raghu Sundaram
Chairperson, T-Faculty Senators Council
A/Y 2014-2015

Subject: T-Faculty Senators Council Recommendations with Respect to Health Realignment at NYU

The Council submits the attached recommendations with Respect to Health Realignment at NYU, including the Proposed Creation of a College of Global Public Health and Faculty of Health, and the Tenured and Tenure Eligible Faculty Who May Join the College of Global Public Health/Faculty of Health.

cc: John Sexton, President
David W. McLaughlin, Provost
Carol Morrow, Senior Associate Provost/Chief of Staff to the Provost
Terrance Nolan, General Counsel and Secretary
Ann Marie Mauro, N/C-FSC Chairperson

Allen Mincer, T-FSC Vice Chairperson and Chair-Elect
Mitchell Kane, T-FSC Secretary
Warren Jelinek, T-FSC Personnel Policies & Tenure Modifications Committee Co-Chair
Wen Ling, T-FSC Personnel Policies & Tenure Modifications Committee Co-Chair

Recommendations of the Tenure-Faculty Senators Council with Respect to Health Realignment at NYU, including the Proposed Creation of a College of Global Public Health and Faculty of Health, and the Tenured and Tenure Eligible Faculty Who May Join the College of Global Public Health/Faculty of Health

Background

Health Realignment at NYU

Structure

A Faculty of Health will be created, comprised of the extant College of Dentistry and College of Nursing, which will no longer reside within the College of Dentistry, and, as an outgrowth of the extant Global Institute of Public Health, a newly created College of Global Public Health.

Each of the three constituent Colleges of the Faculty of Health will be at the level of “school-college” within the NYU lexicon and will maintain appropriate autonomy. Each will have a Dean.

The Faculty of Health will have a Dean, identified by a national search led by a Faculty-Majority Search Committee, and modest staffing to provide oversight and support in areas that include strategic planning, budget/finance, faculty recruitment, retention and promotion, human resources, research and grant management, and IT.

Purpose

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

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

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

Faculty

The current Master of Global Public Health program will move from the Steinhardt School of Culture, Education, and Human Development to the newly created College of Global Public Health.

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

The expectation is that 50 percent of faculty appointments in the College of Global Public Health will be jointly held between collaborating schools.

Regarding decisions taken on the granting of tenure, the preliminary idea is for each College to have its own Committee, which will provide recommendations to a single

Faculty of Health Committee. The Faculty of Health Committee will submit to the Dean of the Faculty of Health who will then make recommendations to the Executive Vice President for Health/Provost.

Executive Vice President for Health Robert Berne attended the January 29, 2015 meeting of the Tenure Faculty Senators Council (T-FSC) and was provided a set of written questions from the T-FSC Personnel Policy and Tenure Modifications Committee in advance of that meeting. During the meeting EVP for Health Robert Berne discussed the creation of the proposed College of Global Public Health and Faculty of Health and responded to the written questions and questions from the floor. He was asked to respond in writing to the written questions, which he did on February 2, 2015. Those responses are attached herein as Appendix A and the relevant section of the minutes of the January 29, 2015 meeting of the T-FSC that reflect the discussion with Executive Vice President for Health Robert Berne are attached as Appendix B.

Executive Vice President for Health Robert Berne, and Director of the NYU Global Institute of Public Health and Dean of Global Public Health Cheryl Heaton attended the March 12, 2015 meeting of the T-FSC to address issues that arose during discussion of the proposal for health realignment at NYU at the February 19, 2015 T-FSC meeting and any subsequent questions and comments.

Tenure Faculty Senators Council approval of the proposal for realignment of health at NYU and recommendations regarding Tenured and Tenure Eligible Faculty who may join the College of Global Public Health/Faculty of Health.

The Tenure Faculty Senators Council approves of the proposed plan for the creation of the Faculty of Health with the following stipulations that:

- i. as specified by Executive Vice President for health Robert Berne at the January 20, 2015 meeting of the T-FSC, the Faculty of Health will follow the Washington Square model in which faculty have nine month appointments and fund their summers with outside funding or extra teaching, and that the Faculty of Health will not follow the School of Medicine model in which research faculty are on 12 month contracts with an expectation to raise roughly 60% of their salary, even though there will be strong encouragement for faculty in the Faculty of Health to raise research funding, and
- ii. the recommendations of the T-FSC indicated below regarding current Tenured and Tenure Eligible Faculty who may join the College of Global Public Health/Faculty of Health are addressed.

Recommendations

At this point in time the proposal for the creation of a College of Global Public Health and a Faculty of Health is sufficiently lacking in detail so as to preclude a robust review and comment on the specifics of their definition. Additionally, the relative prospect for success and sustainability versus the risk of failure and termination are unknown quantities. However, acting in its role as Faculty Personnel Committee of the Senate with respect to the Tenured/Tenure Track Faculty and with the expectation that at the

appropriate time the Tenure Faculty Senators Council will have the opportunity to review and comment on the appointment, promotion and tenure policies of the School of Global Public Health and the Faculty of Health, as well as those of the Colleges of Dentistry and Nursing should they be amended to accommodate the inclusion of those Colleges in the Faculty of Health, the Tenure Faculty Senators Council, at this time, makes the following recommendations regarding Tenured and Tenure-Eligible Faculty who may join the College of Global Public Health, which, as specified in the proposal, shall reside within the Faculty of Health, as will the College of Dentistry and the College of Nursing:

- Current faculty members must not be pressured to move their primary appointment from their current schools to the College of Global Public Health or to accept joint appointments.
- If a faculty member is asked to move his or her primary appointment from his or her current school and declines to move, he or she must not experience repercussions by the administration in his or her current school for declining to move nor must his or her status in his or her current school be diminished or restricted in any manner.
- If a tenured faculty member moves his or her primary appointment from his or her current school to the College of Global Public Health there must be, prior to the faculty member's agreement to move, a mutual understanding between the faculty member and the administration of the administration's expectations/requirements of the faculty member in the College of Global Public Health and the expectations of the faculty member of his/her status and rights in the College of Global Public Health, and the responsibilities of the University toward him/her in the College of Global Public Health.
- As the College of Global Public Health will become a new entity whose sustainability will remain untested and unknown for several years, there must be established, prior to any tenured faculty member moving his or her primary appointment from his or her current school to the College of Global Public Health, a policy that specifies the University's responsibilities toward tenured faculty who complete such a move if the College of Global Public Health were to fail or to be terminated or reorganized such that a tenured faculty member's position were to be eliminated. An example of such a policy is exemplified by Section C of the resolution on Termination and Reorganization of Programs adopted by the New York University Senate at its meeting of May 10, 1979, the text of which is attached below as Appendix C.
- If a tenure-eligible faculty member moves his or her primary appointment from his or her current school to the College of Global Public Health there must be, prior to the faculty member's agreement to move, a mutual understanding between the faculty member and the administration of the administration's expectations/requirements of the faculty member in the College of Global Public Health and the expectations of the faculty member of his/her status and rights, and the responsibilities of the University toward him/her in the College of Global Public Health. Such a mutual understanding must include any new requirements of a tenure-eligible faculty member by the administration for the attainment of tenure. If the pre-tenure probationary period is different in the College of Global Public Health than that currently in effect in a tenure-eligible faculty member's current school, the tenure-eligible faculty member must be

given a choice, prior to moving his or her primary appointment from his or her current school to the College of Global Public Health, to either remain in the pre-tenure probationary timeframe of his or her current school or change to the pre-tenure probationary timeframe of the College of Global Public Health.

Appendix A.

Questions for Executive Vice President of Health Robert Berne regarding the creation of a College of Global Public Health and a Faculty of Health at NYU, 2/2/15

General

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

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

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

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

the College of Global Public Health from Steinhardt, they have indicated that they plan to move to the new college.

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

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

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

Concerns for Faculty

Regarding the six Tenure-Track Faculty from Steinhardt, will their tenure clock (pre-tenure probationary period) and current requirements to attain tenure be preserved when (if) they move to the new College of Global Public Health?

Will they change their physical location? There are currently no faculty who are tenure track but not tenured, to my knowledge

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

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

several joint appointments and these will need to be reviewed with each faculty member and home units.

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

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

What will be the University's responsibility to the faculty of the College of Global Public Health, particularly to those faculty whose primary appointments change from their current schools to the College of Global Public Health, if the College of Global Public Health/Faculty of Health fails/is dissolved?

The university has rules on the meaning of tenure in relationship to an academic unit. Dean Brewer and I are discussing the Steinhardt faculty who move but I do not expect this new venture to be anything but a huge success.

Appendix B.

Excerpt from T-FSC Minutes of 1/29/15

Special Guest: Bob Berne, Executive Vice President For Health Health Realignment

Bob Berne, Executive Vice President for Health presented on the proposal regarding the creation of a College of Global Public Health and a Faculty of Health at NYU. He reported on the consultation process around the University. The Working Group convened in the fall, met three times in the fall semester, and developed a resolution.

Berne stated the resolution calls for the creation of a college of global public health, take nursing out of the College of Dentistry and make it an equivalent college, and place the three colleges: Dentistry, Nursing and Global Public Health under an overarching umbrella organization called the Faculty of Health.

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

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

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

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

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

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

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

A Senator asked why the schools are not connecting directly to the School of Medicine, and mentioned Columbia University's model that connects dentistry, nursing, public health and the medical school into one large complex. The Senator noted the advantages in terms of scientific and academic connections.

Berne responded there are ties with each of these units and medicine, which will continue. He stated the answer is partly based on size and the notion that the three units of dentistry, nursing, and public health might get lost in the much larger unit of the medical school complex. He

commented this allows 3 units that are an important part of NYU and on a growth trajectory in terms of reputation and academics, to continue that momentum while still coordinating with Medicine, Wagner and Social Work.

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

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

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

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

A Senator asked about cost-savings.

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

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

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

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

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

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

APPENDIX C.

New York University Senate Resolution on Termination and Reorganization of Programs

Adopted May 10, 1979¹

C. Procedures for Treatment of Faculty Following Program Termination and Reorganization.

As described below, the University accepts responsibility for deploying its resources in support of tenured faculty members whose positions are in jeopardy. If termination or reorganization might lead to dismissal of tenured faculty, it is expected that such faculty shall be accommodated in other parts of the University where reasonably possible. The Dean of the school in which the faculty member has his or her appointment and the Vice President for Academic Affairs shall be responsible for investigating the possible option(s) and for making the offer(s) to the faculty member. In cases where this is clearly impossible, the University shall support the terminated faculty member at full pay for five years until he or she finds employment (in a faculty or professional position), whichever comes earlier. During the period of unemployment, the University shall continue the terminated faculty member's fringe benefit coverage, including contributions to TIAA/CREF. If the faculty member enters into other employment during this five year period, the University's responsibility would be correspondingly reduced.

During a five year period following termination, if a comparable position opens at the University, such position shall first be offered to the terminated faculty member. If several terminated faculty are eligible, the offer of re-employment shall be made to the most capable terminated faculty member, with the proviso that if two or more candidates are equally capable, the position goes to the persons with the greatest [sic] previous length of service at the University.

¹ Parts A and B (not reproduced here) were adopted by the NYU Board of Trustees on December 10, 1979 and incorporated in the NYU Faculty Handbook. Part C was not adopted by the NYU Board of Trustees.

In the event that a faculty member believes that a reasonable accommodation [sic] has not been made, the faculty member may enter his/her grievance with the Dean of the school of his/her original appointment, if the grievance is within the school, or with the Vice President for Academic Affairs, if the grievance lies in any other school than that of his/her original appointment. If the grievance cannot be settled informally, the Dean shall call the Grievance Committee of the school or the Vice President for Academic Affairs shall call the Faculty Council Grievance Committee to consider the case, in accordance with the Faculty Grievance Procedures, in each case acting as the Grievance resort of the first instance.

In the event that financial exigency has been declared, the obligations of the University shall be limited to the obligations adopted as part of the program of the University under financial exigency.