NEW YORK UNIVERSITY

Faculty Advisory Committee on NYU's Global Network

January 8, 2014 (8:00 a.m. – 9:30 a.m.)

Meeting Notes

MEMBERS PARTICIPATING IN MEETING

Eliot Borenstein, FAS (Russian & Slavic Studies), *Co-Chair*
Jose Alvarez, School of Law
Joyce Apsel, Global Liberal Studies
Sylvain Cappell, Faculty Senators Council/Courant Institute (Mathematics)
Jennifer Carpenter, Stern School of Business
Patricia Corby, College of Dentistry
Lucinda Covert-Vail, Division of Libraries
Richard Foley, Administrative Liaison to the Committee (Vice Chancellor for Strategic Planning)
Don Garrett, FAS (Philosophy)
Paul Glimcher, FAS (Neural Science)
Martin Klimke, FAS (History)/NYUAD
Victoria Morwitz, Stern School of Business
Fred Myers, FAS (Anthropology)
Charles Newman, Courant Institute of Mathematical Sciences (Mathematics)
Robert Rowe, Steinhardt School of Culture, Education, and Human Development
Gail Segal, Tisch School of the Arts
Malcolm Semple, FAS (Neural Science)
Joshua Tucker, FAS (Politics)
Joanna Waley-Cohen, FAS (History)/NYU Shanghai

Report on Meeting

Co-chair Eliot Borenstein opened the meeting by returning to the two documents discussed at the last meeting: the "Guiding Principles and Practices for FAS-NYUAD Partnership," which was jointly drafted by the FAS deans and NYU-AD leadership; and the December 4, 2013 memo from Provost David McLaughlin that comments on the "Guiding Principles" document. Both documents are posted on the Committee's website.

It was remarked that although the Committee is in broad agreement with the majority of policy statements in both documents, it would be useful for the documents to address in more detail three issues about how the New York campus will work with the Abu Dhabi and Shanghai campuses in the hiring of new tenured and tenure track faculty, namely: 1) How to craft the "both/and" decision-making processes in a way that enhances future recruitment and promotes the goals of quality appointments and connections among the portal campuses New York while also acknowledging the need for the campuses to be distinct; 2) How best to operationalize the relationship between the NYU departments and schools and tenured and tenure track faculty at the other portal campuses, especially with respect to establishing, maintaining, and, if necessary, revoking affiliations with the NY departments; and 3) What roles faculty in Abu Dhabi and Shanghai can and should play with graduate students from NY departments and programs.

As explained in Provost McLaughlin's December 4 document, the current system requires that before an offer is made to a new tenured and tenure-track faculty member at the Abu Dhabi and Shanghai campuses, a New York department has to agree that the new hire is eligible to teach and mentor the department's graduate students. Committee members raised the issue of whether New York departments have the right to revoke this eligibility in the future. Most members of the Committee agreed that New York departments must retain this right even if it would be rare for them to exercise it, just as they have the right to sever their relationships with other affiliated faculty (e.g., affiliated faculty from other NY schools and departments).

A general concern was expressed that the current model of global integration might be the first step in eroding the autonomy of departments, and that departments could find themselves under enormous pressure to arrange for their graduate students to work with portal faculty. The Committee was clear in reaffirming the rights of departments to decide who mentors their graduate students.

With respect to the tenure process at the portals, the Committee discussed alternatives to the current model, including adopting "Harvard-Style" tenure committees, in which outside faculty (from the Square and other Universities) would form an ad hoc tenure committees for NYU-AD and NYU-SH (there was limited enthusiasm for this idea).

In addition, the Committee discussed issues of academic organization across the three portal campuses. Doubts were expressed by committee members about the general feasibility of there being a single academic department spanning the three portals (for example, single GNU-wide departments of History, Political Science, or Physics), given the challenges of distance and the need for the campuses to be distinctive. However, doubts were also expressed about the advisability of replicating at NYUAD and NYUSH the structure of academic departments at the Square (for example, by creating separate departments of History, Political Science, or Physics at NYUAD and NYUSH as opposed to continuing to utilize a division structure at those campuses).

With respect to issues of integration, many on the committee felt that the connections established *by* departments on the Square work quite well; the concern is the imposition of a model from above. The consensus was that we need standardization of protections, but not of models. Certain basic rights for the departments and the portals must be maintained, but the modalities of cooperation could vary widely depending on the parties involved.

Committee members noted that the majority of their questions revolved around issues of how to promote the overarching goals of quality, integration, and distinctiveness throughout the global network while also maintaining the decision-making prerogatives that NY departments and schools have traditionally had.

It was proposed that the Committee request that the University leadership clarify its rationale for insisting on integration, which would in turn inform future discussions regarding these issues. Some members of the Committee noted that they had a preference for considering portal campuses to be separate schools. There was also discussion of possible tensions between the profiles of research faculty who might be ideal for the needs of NYU-AD and NYU-SH and the profile of the relevant department on the Square. One committee member called for a discussion by the Committee of the desirability of branding NYU as a global network university. It was agreed that the Committee should have this discussion.

Finally, the Committee decided that the Co-Chairs should draft a revised version of the response to Dean Carew, with the "friendly amendment" that NY departments retain the right to revoke affiliations with portal faculty at any point, including after the granting of tenure at the portal campus, and that the portal academic campuses must have the same right with respect to NY faculty.

It was also decided to invite Provost McLaughlin to a future meeting,