



NEW YORK UNIVERSITY

Faculty Committee on the Global Network
Tuesday, November 8, 2016, 8:30 a.m. – 10:00 a.m.
Kimmel Center, Room 405

MEMBERS PARTICIPATING IN MEETING

Eliot Borenstein, FAS (Russian & Slavic Studies) *Co-Chair*
Una Chaudhuri, FAS (English) and Tisch (Drama) *Co-Chair*
Sylvain Cappell, Courant Institute of Mathematical Sciences
Ifeona Fulani, Liberal Studies
Billie Gastic, School of Professional Studies
Alexander Geppert, NYU Shanghai
Guido Gerig, Tandon School of Engineering
Peter Gollwitzer, Provost's Council on Science and Technology
Sam Howard-Spink, Continuing Contract Faculty Senators Council
Dale Hudson, NYU Abu Dhabi
Chen Jian, NYU Shanghai
Stephen Kho, Student Senators Council
Matthew Kleban, FAS (Physics)
Teboho Moja, Steinhardt School of Culture, Education, and Human Development
Yaw Nyarko, Provostial At-Large Appointment
Todd Porterfield, Gallatin School of Individualized Study
Matthew Santirocco, Liaison with University Administration
Gail Segal, Tisch School of the Arts
Tazuko Shibusawa, Silver School of Social Work
Paul Smoke, Robert F. Wagner Graduate School of Public Service
Allison Squires, Rory Meyers College of Nursing
Carol Sternhell, FAS (Journalism)
Marti Subrahmanyam, Leonard N. Stern School of Business
Hirokazu Yoshikawa, Steinhardt School of Culture, Education, and Human Development

Guests

Awam Amkpa, T-FSC Global Network University committee (Tisch)
André Fenton, T-FSC Global Network University committee (Center for Neural Science)

MEETING NOTES

Visit of Faculty Senators Councils Representatives

Co-chairs Eliot Borenstein thanked attendees and welcomed guests Awam Amkpa and André Fenton, who presented with committee members Sam Howard-Spink and Sylvain Cappell on behalf of the T-FSC and C-FSC's Joint Committee on the Global Network. Amkpa shared documents entitled "Principles of Joint Shared Governance," "GNU Fall Semester Report," "Undergraduate enrollment at the global sites and portals," and "University Guidelines for Full-

Time Continuing Contract Faculty Appointments, Including Grievance Procedures and Disciplinary Regulations.”

Amkpa thanked the co-chairs for inviting him and the other FSC representatives. He said that communication in a large organization like NYU is crucial and the FSC appreciates the collaborative spirit of the Faculty Committee on the Global Network.

He then addressed the following topics:

Growth of Continuing (i.e., Contract, non-tenure-stream) Faculty

Over the last five years, the faculty at NYU has undergone significant change. During this time, Continuing Faculty numbers grew, and this group developed a voice at the University. The T-FSC worked to produce an environment in which contract faculty are represented in the University Senate, and would like to continue to build on their relationship with their non-tenured colleagues. The T-FSC also aims to encourage continuing organic faculty growth. They ask now what role contract faculty will play in the global network and its curriculum.

Amkpa referred the committee to the University Guidelines for Full-Time Continuing Contract Faculty Appointments, Grievance Procedures, and Disciplinary Regulations as an example of processes devised for contract faculty. This document was created for contract faculty in NYU AD and NYU SH, as well as NYU NY. Borenstein then asked whether faculty at the sites were considered as part of the “contract faculty” rubric, or were in a category all their own, or were similar to adjunct faculty at NYU NY and the portals. Chaudhuri said she believed they were similar to adjuncts.

Faculty and the Board of Trustees

Amkpa flagged the importance of faculty representation in all governing bodies at the University. The University’s Board of Trustees does not have faculty representation. A committee member shared that NYU faculty had conducted research on the practice at peer institutions, and requested a faculty presence on the Board, but were denied. The FSC does meet with the president and provost regularly.

New Global Positions

Chaudhuri and Borenstein updated the committee on new global positions). As of January, Borenstein will be Senior Academic Convenor for the Global Network, a position very similar to the one recommended by the committee in its last Final Report. In that capacity, he will work with faculty, site-specific advisory committees, and the Global Learning Outcomes Committee, take part in the process of allocating funds for global sites, convene regular workshops and open meetings on the global network, and oversee the website and social media efforts. Borenstein will remain on our committee, but asked that members consider whether his role as co-chair represents a conflict of interest.

Continuing Faculty in the Global Network

Chaudhuri next asked what role continuing contract faculty will play in the global network going forward, particularly in regard to coordinated hiring procedures. A subcommittee has begun to work on this issue and has held preliminary conversations. Right now, only two categories of continuing contract faculty (arts and music professors) are specifically included under the Both/And document. She asked if any committee members have had any conversations on this issue, or know any continuing contract faculty members’ feelings, desires, or concerns about coordinated hiring. A committee member noted that Tisch and Steinhardt both seem satisfied with the process, but he has not heard back from other schools, particularly the Tandon School of Engineering.

A committee member noted that the Silver School of Social Work has a master's program in NYU SH. She has heard feedback that tenure-track faculty are hired by New York, but they are unsure whether they can return to New York after they go to NYU SH. Amkpa said that both the C-FSC and T-FSC advocated for one faculty handbook for New York that included NYU AD and NYU SH. The broad principles of protection and responsibilities are the same between the portals, but the reality is that this is difficult to implement. That is the Faculty Senators Councils' responsibility.

Chaudhuri said she believes that most contract faculty in NYU SH are now hired locally, and any connections to New York have come through faculty collaboration. Another committee member confirmed that most contract faculty hiring in Shanghai is indeed local. One way to improve the experience of these hires is to implement a system of mentoring and institutional support system. This mentoring and support cannot be random, but should be part of an established system. Amkpa replied that that is an important perspective and the FSC is available to help. They have worked to create an organic working relationship with faculty, and their job is to complement what they do in local hiring.

A committee member asks whether portal faculty are only tenured in the hiring portal, or others as well. Borenstein confirmed that tenure is only in the hiring portal, and there is no guarantee of employment in New York. Chaudhuri added that language to that effect is in hiring contracts. Sam Howard-Spink noted that that is on the website too. Another committee member asked what determines whether a line is continuing contract or tenure-track at NYU AD and NYU SH. Chaudhuri said this is frequently decided with the deans. A third committee member noted that there are no departments in the portals.

Amkpa thanked the committee for inviting him and the other FSC representatives.

Coordinated Hiring

Borenstein said that coordinated hiring is the most substantive issue the FCGN will grapple with this year. While there is a subcommittee, he and Chaudhuri have consulted with Provost Fleming, NYU AD Provost Fabio Piano, and NYU SH Provost Joanna Waley-Cohen to express their concerns and get the provosts' perspectives. Now, it appears the main problem with the current Both/And document is its ambiguities. They want to hear what faculty think and will work to improve coordinated hiring processes. Faculty want autonomy and clarity. Chaudhuri and Borenstein spoke with Provost Fleming about coming up with adaptable sample models, or the option to propose another model. They do not expect departments to build their process from the ground up. A committee member asked whether committee members should go to their respective units to get other perspectives. Borenstein said yes, and that faculty will report what their departments are doing and share what is not working. Committee members should let their colleagues know the committee is undertaking this work and find out what their concerns are.

A committee member suggested that it would be useful for people to consider worst case scenarios – for instance, when the New York department approves a hire, but the portal provost disagrees, and vice versa. Borenstein said that issue will have to be weighed heavily by the provost.

Borenstein noted the continuing problem that hiring needs at the portals are different from priorities in New York. New York departments might not value a particular candidate's expertise, or be educated in that new hire's field. Another committee member noted that if a new hire is truly excellent, all these issues are moot. Therefore, the question is how to hire the best people. In his New York department, it is a complex and extensive process, and there is no analog at the portals for that process. Provosts might not know enough about a particular discipline to

advocate for a new hire. Amkpa gave a hypothetical example, in which a tenure-track faculty member in the portals might come up for tenure, and the provost might want to include non-tenured faculty on the evaluation committee.

A committee member noted that Abu Dhabi is restructuring research activities into research centers over the next months, and that there might be more research scientists hired at the portal campuses as things are restructured. Borenstein asked what research centers are. Amkpa noted that job descriptions will go to the provost's office, and then will circle back to the FSCs, who will review, make recommendations, and send back to the provost.

A committee member noted that research centers are common in engineering. Faculty might have a departmental home, but all research is done at the center, creating another level of complexity. Tenure is awarded by school, but research is centered in a smaller home. Borenstein asked if there is a gap between teaching and research. Yoshikawa said research is encouraged, as is interdisciplinary work at portal campuses. Another committee noted that strategic hiring is largely driven by center directors. Maybe they could help drive the hiring process in NYU AD, which could be a positive development.