



Faculty Committee on NYU's Global Network
Wednesday, April 10, 2019, 8:30am-9:30am EST
PCR (Bobst Library, 1218)

ATTENDANCE

Eliot Borenstein, Co-Chair, FAS (Russian and Slavic Studies)
Martin Klimke, Co-Chair, NYU Abu Dhabi
Ana Abraido-Lanza, College of Global Public Health
Sylvain Cappell, Courant Institute of Mathematical Sciences (Mathematics)/
Tenured/Tenure-Track Faculty Senators Council
Hallie Franks, Gallatin School of Individualized Study
Alexander Geppert, NYU Shanghai
Nicolas Graf, School of Professional Studies
Christian Haefke, NYU Abu Dhabi
Wen-Jui Han, Silver School of Social Work
Benjamin Hary, Global Sites
Jonathan Ritter, Continuing Contract Faculty Senators Council (IFA)
Deborah Kapchan, Tisch School of the Arts
Gavin Kilduff, Leonard N. Stern School of Business
Jung T. Kim, School of Medicine
Matthew Kleban, FAS (Physics)
Kristie Koenig, Steinhardt School of Culture, Education, and Human Development (Occupational
Therapy)
Heather Lee, Assistant Professor, NYU Shanghai
Marilyn Moffat, Steinhardt School of Culture, Education, and Human Development
Alexander Nagel, Institute of Fine Arts
Marianne Petit, Tisch School of the Arts
Allison Squires, Rory Meyers College of Nursing
Carol Sternhell, FAS (Journalism)
Deepak Unnikrishnan, NYU Abu Dhabi Continuing Contract Faculty Senators Council
Peter Voltz, Tandon School of Engineering
Paul Wachtel, Undergraduate Academic Affairs Committee (Stern)
Jiawei Zhang, Leonard N. Stern School of Business

Katherine Fleming, Provost, Alexander S. Onassis Professor of Hellenic Culture and Civilization

MEETING MINUTES

Update on Both/And

The committee welcomed Provost Fleming and thanked her for joining the meeting. In response to the committee's recommendations about coordinated hiring at NYU Abu Dhabi and Shanghai, Provost Fleming presented her vision for the university's future policies in this regard, commonly summarized under the label "Both/And" based on a memo from Provost David McLaughlin (July 2015).¹

¹ ["Both/And' Decision Making in Searching for, Hiring, and Tenuring Faculty at NYU Abu Dhabi and NYU Shanghai,"](#) (July 2015).

As Provost Fleming explained, the “Both/And” hiring process, requiring the involvement of a New York-based academic unit in all tenure-track hires at NYU-AD and NYU-SH, was implemented originally as a means to build connectivity between the portal campuses and New York; ensure a consistent level of academic quality and orientation; and utilize the depth of expertise and resources available in New York to support the development of faculty at the portal campuses. While connectivity generally serves student and faculty interests and thus continues to be a worthwhile pursuit, academic oversight and New York involvement in the hiring process are less pressing now that the portal campuses have their own robust faculty networks and infrastructures in place. Provost Fleming also noted that the requirements of Both/And sometimes have had adverse consequences, leaving some recruited candidates feeling not fully embraced by the NYU community.

In order to continue to provide opportunities for connectivity and mechanisms for leveraging the deep expertise of the entire university, while at the same time working to eliminating barriers, university leadership is planning to propose that Both/And be an option, but not always a requirement, for the portal campuses during the hiring process.

For some disciplines, especially those that have strict accreditation requirements, Both/And may continue to be the most effective method for ensuring the type of connectivity desired and/or needed by each respective department. For other disciplines, it may introduce unnecessary burdens. Allowing Both/And to continue to be an option would provide flexibility to departments and campuses, but also leave in place an infrastructure and process that may be beneficial for some departments and faculty appointments.

The committee agreed that connectivity can also be encouraged after the hiring process, either by becoming affiliated or associated with departments at other campuses or by encouraging mentorships across the global network. In this way, portal campuses can develop their own identity in much the same way that each school on the Square has its own expertise and identity. Going forward, Provost Fleming would like the portal campuses to announce upfront whether a new faculty hire will be done in collaboration with New York, as well as whether the position would be tenure-track or non-tenure-track, according to the campuses’ pedagogical and research needs and seek permission of the Provost of New York to proceed on one track or the other. Provost Fleming emphasized the importance of maintaining the distinction between tenured/ tenure-track and continuing contract faculty and encouraged the committee to view the appointment processes for both in the Faculty Handbook , particularly at [‘Faculty Policies Applicable to Tenured and Tenure Track Faculty’](#) and [‘Faculty Policies Applicable to Full-Time Continuing Contract Faculty.’](#)

Academic Freedom

The committee briefly discussed academic freedom and what it means to the university. Provost Fleming stated that ensuring that the university’s faculty and students are able to pursue their research freely and publish their views without any concern whatsoever of being censured or otherwise penalized is at the core of academic freedom. Providing local context and an understanding of the vulnerability involved in certain research areas are important ethical considerations for all scholars to be aware of, and guidance in these areas should not necessarily be viewed through the lens of academic freedom. Provost Fleming also noted that while the denial of visas by a government (foreign or U.S.) does not constitute a denial of academic freedom, should the practice become pervasive, it could impact the university’s ability to fulfill its mission and the potential viability of that location.