



# NEW YORK UNIVERSITY

**Faculty Committee on the Global Network  
Tuesday, March 21, 2017, 8:30 a.m. – 10:00 a.m.  
President's Conference Room, Bobst Library**

## **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  
**Lindsay Davies**, Undergraduate Academic Affairs Committee  
**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  
**Chen Jian**, NYU Shanghai  
**Kristie Koenig**, Steinhardt School of Culture, Education, and Human Development  
**Yaw Nyarko**, Provostial At-Large Appointment  
**Matthew Santirocco**, Liaison with University Administration  
**Gail Segal**, Tisch School of the Arts  
**Mal Semple**, Global Sites  
**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)  
**Joseph Weiler**, School of Law

## **MEETING NOTES**

The co-chairs welcomed members, and Una Chaudhuri noted that it is spring break in NYU AD and NYU SH, and apologized for the co-chairs' mistake in scheduling a meeting that would be hard for AD and SH members to attend.

Chaudhuri described the process that the committee has implemented in reviewing the "Both/And" coordinated hiring model, as requested last fall by Provost Fleming. Since October 2017, the committee established a subcommittee which has worked to consult with many individuals and groups, including provost, deans, chairs, and faculty. They heard several recurring themes and ideas, which they have tried to summarize in a draft document.

In considering a new policy, they have identified two key principles to keep in mind going forward:

- Supporting, protecting, and assisting junior faculty members hired for the portals as they move through the academic life cycle (third year review and tenure/contract reviews, with mentoring along the way).

- Ongoing and fundamental need for strong faculty connectivity, especially intellectual and academic connectivity, across the Global Network.

The discussion focused on the two main topics addressed in the draft:

### **Searches**

When the Global Network was established, most searches were conducted in New York, but many searches have moved to the portals in recent years. Most faculty feel this process is moving in the right direction, but the question of desired profiles is complicated, due to different disciplinary models as well as different expectations about teaching and institution-building. Borenstein noted that these differences also come up in review contexts.

### **Promotion & Tenure**

Chaudhuri pointed out that the “Both/And” document uses the word “assessment” to encompass the tenure-review activities of departments at the Square (“programs and departments need to be involved in assessment of tenure cases”). Different departments have interpreted this word differently; for example, some use subcommittees and some do not. Some are concerned that portal faculty are being reviewed by New York colleagues who may know too little about them or their work. There are also differences in guidelines in New York, and among the schools. NYU AD and NYU SH modeled themselves on New York’s guidelines, but some differences are becoming apparent. Faculty at the portals are currently “troubleshooting” these documents. One issue is who gets input in tenure cases in the portals, where there may be contract faculty in supervisory or leadership positions; the draft has a tentative recommendation on this, but further discussion would refine their recommendations.

Discussion focused on the idea of decoupling hiring from review, and exploring the relative weight of intellectual connectivity versus mandating administrative connectivity (i.e. in tenure review).

- What are the pros and cons of requiring NYC departmental “approval” on new tenure-stream hires?

Is department “approval” of tenure-stream hires (as required by “Both/And”) the only way to assure that global portals do not risk becoming (or being viewed as) “second-class” or “watered-down NYU”?

- Ways to help new portal faculty feel more connected to NY. A member suggested that new hires might be assigned a New York-based mentor or liaison, so they know whom to contact if they need help.
- How can we make sure that global connectivity does not inhibit portal autonomy?
- How do we deal with the lack of departments in the portals, especially given our sense, in New York, that departments can serve as the last bulwarks of administrative overreach? Chaudhuri said that they have tried to make departments the focus of policies because this committee was created to empower faculty. She thinks this effort has been largely successful, and that departments are much more aware of and more engaged with what is happening at the portals. Borenstein said that the ideal situation would be harmony between the portals and New York about exactly what a department’s needs are, globally.

A committee member said that connectivity should be considered a selling point to potential hires, not a burden. He added that there is more structure to NYU SH than it appears, and there has been a move to work in fields, rather than departments. Another member of the committee said that NYU SH is trying to maintain its commitment to liberal arts education, but is experiencing huge pressure to cater to business and science students. He feels there is respect in New York for what they are doing.

A committee member remarked that, as a department chair, it is difficult to see connectivity as a blessing when it creates so much administrative work. Chaudhuri noted that there is intellectual connectivity and engagement already in the Tandon School of Engineering. The chair confirmed that portal hires pursue affiliation because it makes them eligible for more grants; affiliation is a natural way to gain access to resources.

A committee member said that as a former chair, he saw that faculty have a notion of how much time they should be devoting to administrative work that is dictated by their discipline, and not by comparison with others at NYU. The University has decided not to compensate faculty for administrative work, and we do not have an organic, stable model for this.

Chaudhuri said that given all this feedback, the draft will require substantial rewriting. The co-chairs invited members to email suggestions for prose, reformulations, etc. by the next week. The draft is still a work in progress, and they need input from NYU AD committee members as well.

The meeting ended at 9:45 am.