



NEW YORK UNIVERSITY

Faculty Committee on the Global Network
Tuesday, April 11, 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*
Chris Dickey, College of Global Public Health
Ifeona Fulani, *School of Professional Studies*
Billie Gastic, School of Professional Studies
Alexander Geppert, NYU Shanghai
Guido Gerig, Tandon School of Engineering
Dale Hudson, NYU Abu Dhabi
Matthew Kleban, FAS (Physics)
Kristie Koenig, Steinhardt School of Culture, Education, and Human Development
Teboho Moja, 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
Tazuko Shibusawa, Silver School of Social Work
Paul Smoke, Robert F. Wagner Graduate School of Public Service
Allison Squires, Rory Meyers College of Nursing

MEETING NOTES

Co-chairs Eliot Borenstein and Una Chaudhuri welcomed the committee and updated members on their efforts to finalize a committee recommendation with regard to coordinated hiring and tenure review. While the previous draft Report on Coordinated Hiring and Promotion Review Across the Global Network was based on multiple conversations and varied input, they have since become aware of several issues that will require additional consideration.

Chaudhuri noted that she and Borenstein sent the committee two documents in preparation for this meeting: a revision of their most recent draft Report on Coordinated Hiring and Promotion Review Across the Global Network, and a draft proposal of revisions to the policy concerning the Global Network Professor title, which is closely related to issues of coordinated hiring. She believes the committee needs more time to air the proposal within the larger faculty community before finalizing their report and recommendation.

New issues to consider:

- There is a great disparity between different New York departments' practices around third-year reviews. Some departments (for example, the sciences) fully participate in third-year reviews,

which makes for easier tenure review. Other departments are less disciplined in conducting third-year reviews, and those portal faculty are therefore at a disadvantage when reviewed for tenure.

- NYU AD has its own promotion and tenure (P & T) committee, which reviews all cases before the Provost makes a recommendation. It differs from New York's P & T committee in that it is Abu Dhabi-wide, and is made up of some NYU senior faculty and some faculty from other institutions (i.e. Harvard). The existence of the committee and its composition is not well-known by portal faculty.
- Tenure cases at NYU AD go from the faculty review committee, to the relevant New York department, and then to the NYU AD P & T committee; at no point do all tenured faculty at NYU AD review the case. If New York departments are removed from the process, as was proposed, no faculty group (other than the faculty review committee) will hear cases, which considerably increases the power of the dean. This is due, in part, to the lack of departments in the portals. Programs frequently cannot function like departments in tenure review because they are too small, with too few senior faculty.

Borenstein noted that, on the one hand, the lack of traditional department structure in the portals is wonderful for collaboration; on the other, departments at universities of NYU's caliber function as the main hedge against administrative overreach. The portals were designed to be run easily, and some have always worried that portal faculties are more subject to decanal dictates. By changing the coordinated hiring process, this could become more likely. A committee member noted that in the Liberal Studies program, promotion from clinical to full professor is determined by an external committee chosen by the deans of FAS and Liberal Studies, and Liberal Studies faculty are not involved.

Chaudhuri proposed that, rather than advancing a proposal right away, the committee issue a progress report to a wider group of faculty that presents all the committee's findings, with a point-by-point discussion of the pros and cons of two models for revision of the "Both/And" policy. This report would be sent to all chairs at the Square who have participated in coordinated hiring, and all NYU AD faculty. She could also present this information at Sunday's faculty forum in NYU AD. Borenstein added that he would reach out to a former member of the committee from NYU SH so that the NYU SH faculty can be updated as well. Based on feedback from faculty, the committee could reach a final decision and recommendation.

A committee member thanked the co-chairs for their work on this and noted that, from the perspective of NYU SH faculty, P & T there is similar to the process at NYU AD, except that the committee is staffed entirely by internal NYU SH faculty. There seems to be movement towards a traditional departmental structure in NYU SH, and he cannot see any attempts by administrators to outsource administrative tasks.

Another committee member noted that the NYU AD P & T committee was specifically formed because of a problem during an early tenure review at the portal. Chaudhuri added that the committee itself seems excellent, but its composition is not well-known among local faculty.

A committee member asked whether these questions could lead the committee into a faculty governance conversation outside of its purview, and whether that could be avoided. Is the committee presuming that the portals' structures do not satisfy the needs of the portals? Chaudhuri said that the coordinated hiring model was partly revised because of the structure of the portals. Borenstein added that low numbers of senior faculty were a factor too.

A committee member noted that there are different cultures at different schools, which should be taken into account before the committee makes any proposals or recommendations. Another committee member noted that it will be critical to air this out and get input from as many faculty as possible. If third year reviews are not happening for all faculty, that is a serious problem; junior faculty should have a very transparent third-year review process. Chaudhuri responded that junior faculty do have third-year reviews, but the role played by NYU NY departments is not always clear. A committee member in Abu Dhabi clarified that when they spoke to faculty, they learned that there is some discrepancy in how expectations for third year reviews are communicated.

Another committee member suggested that asking for feedback on “proposals” at this stage might be premature; perhaps they should continue to gather information, and use what they learn to inform any future proposals. Chaudhuri agreed that they should put forward a few “models,” rather than proposals. Another committee member suggested that the P & T committees in NYU AD and NYU SH might have feedback as well. Chaudhuri said she would ask NYU AD Provost Fabio Piano and NYU SH Provost Joanna Waley-Cohen if they would review the document too. Borenstein agreed with this, and pointed out that they might need the university administration to facilitate connection with those external faculty on the NYU AD P & T committee.

Chaudhuri said that she and Borenstein will send the progress report document to participating department chairs this week, and she will discuss the issue with NYU AD faculty at the forum on Sunday. A committee member noted that after the report goes out to chairs, the committee should nudge their colleagues to respond promptly with their feedback.

Chaudhuri noted that with the end of the year approaching, some committee members will be rotating off. She is happy to remain on the committee, but plans to step down as chair. We will review this at the next meeting. Borenstein added that committee members should think about who would be a good co-chair. He would also be willing to step down if the committee thinks it best. A member suggested that he stay on this year to ensure stability in the chair transition.

At 9:45, the meeting ended.