



# NEW YORK UNIVERSITY

**Faculty Committee on the Global Network  
Tuesday, May 2, 8:30 a.m. – 10:00 a.m  
President's Conference Room, Bobst Library**

**MEMBERS PARTICIPATING IN THE 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  
**Kevin Coffey**, NYU Abu Dhabi  
**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  
**Dale Hudson**, NYU Abu Dhabi  
**Chen Jian**, NYU Shanghai  
**Matthew Kleban**, FAS (Physics)  
**Kristie Koenig**, Steinhardt School of Culture, Education, and Human Development  
**Peter Loomer**, College of Dentistry  
**Todd Porterfield**, Gallatin School of Individualized Study  
**Arvind Rajagopal**, Tenured/Tenure-Track Faculty Senators Council  
**Matthew Santirocco**, Provostial Liaison  
**Gail Segal**, Tisch School of the Arts  
**Mal Semple**, Global Sites  
**Scott Sherman**, School of Medicine  
**Tazuko Shibusawa**, Silver School of Social Work  
**Paul Smoke**, Robert F. Wagner Graduate School of Public Service  
**Carol Sternhell**, FAS (Journalism)  
**Jiawei Zhang**, Leonard N. Stern School of Business

**Guest**

President Andrew Hamilton

**MEETING NOTES**

Co-chairs Eliot Borenstein and Una Chaudhuri welcomed President Andrew Hamilton to the meeting, and members introduced themselves. Borenstein suggested that the committee hold an open discussion about the committee's work on issues of promotion and tenure and coordinated hiring between the portals.

President Hamilton shared that he had read the committee's Coordinated Hiring Progress Report and thanked members for taking on this task. In reading the Report, he sensed that they had debated these issues thoroughly, which he believes is healthy and a sign of the success of the portals. Since he came to NYU, he has observed the portals' development and has visited them on several occasions, meeting with leadership, faculty, and students. He has heard a wide variety of perspectives on some of the issues in

play. He thinks this is the right time to be having this discussion about coordinated hiring and promotion and tenure.

President Hamilton supports the two critical points named in the Report, (1) support of junior faculty in their careers, and (2) the importance of intellectual/faculty connectivity, especially in New York. These concerns are also relevant to the recent merger with the Tandon School of Engineering. He believes the portals' steady progress is a consequence of the commitment and engagement of New York faculty, and he believes that there must continue to be real, structured involvement of New York faculty in the portals.

Regarding the Report's proposed Option 1: President Hamilton worries that mandatory academic involvement of New York departments in search and tenure committees for the portals would inhibit the flexibility NYU AD and SH will need in the coming years. He is also concerned about the administrative burden on New York faculty, and that NYU SH and AD could become "clones" of New York. Each portal should reflect its own recent history, regions, and collaborations. The Report also makes clear that New York faculty may not have the expertise to weigh in on some portal searches, as this option would require.

Regarding Option 2: the danger here is that it permits too little involvement by New York faculty. He would not want NYU AD and SH to become slowly autonomous – completely independent from New York.

President Hamilton proposed a hybrid of Options 1 and 2:

"1A": New York faculty involvement would not be mandatory, but "expected." In certain cases, upon receipt of a request for an exemption from the portal, the Provost could approve a tenure process that would not have a mandatory New York faculty component. Over time, the number of such requests may increase, eventually leading to a reconsideration of policies.

"1B": We could model processes on those of certain New York schools, such as Tisch or Steinhardt. When Tisch was founded, appointments must have been made with the help of faculty in other schools, with the provost and P & T committee serving as checkpoint. We might try to implement a structure where NYU AD faculty take the significant lead, with involvement from New York faculty.

There is no simple solution, and it is likely that any policies we adopt now will change over time as NYU AD and NYU SH evolve. The ideal would be a hybrid plan that does not lose the strength, rigor, and oversight of Option 1, but allows some flexibility so that AD and SH can develop.

Chaudhuri thanked President Hamilton for his comments and for his thorough consideration of the Report. While she is happy that he agrees with the two overarching principles, a third has emerged since the writing of the Report that relates to the issue of perceived faculty quality: colleagues in the portals worry that loosening connections between the Square and the portals could contribute to the idea that the portals are a "discount NYU" or "franchise model." The committee had thought they were close to making a final recommendation, but it has become clear there is a need to air the topic further. The NYU AD faculty council has asked the committee to wait until fall to make a final recommendation; the committee hasn't responded yet. President Hamilton's points will be helpful to the conversation going forward.

President Hamilton recognized that this report is an interim document, and encouraged the committee to continue its deliberations. This will be important in setting the stage for the next decade of academic evolution of NYU AD and NYU SH. Communicating the committee's activities to other faculty is very important, but the committee should be careful not to overcompensate for those who may never engage in the global network. While NYU has a goal of expanding and increasing faculty participation in the global network, there will always be some faculty who are disengaged. Chaudhuri answered that she is most concerned that junior faculty at the portals are kept apprised.

Borenstein reminded the committee that there are some departments for which the "Both/And" policy is working well, and the committee wouldn't want to affect that. President Hamilton agreed, and added that in a university the size of NYU, there will never be uniformity of experience.

A committee member said that the proposed hybrid should tend more towards Option 1A, which would ensure both connectivity and quality. In designing this policy, however, there should be some understanding of the local situations in the portals; we cannot equate NYU AD and NYU SH, which are at different stages in their development. Both will still need substantial mentorship and intellectual engagement from New York faculty. NYU SH faculty appreciate the emphasis on support of junior faculty, but it is important to have a well-established senior faculty as well.

Another committee member asked the President to elaborate on his worries about the portals disengaging from New York over time. President Hamilton believes that connectivity must be a strong, defining principle of the network. Without it, the speed of the portals' "academic adolescence" will be dangerously fast. The committee member asked whether it falls on the provost to be an adaptive force if a hybrid plan is adopted. President Hamilton responded that the committee has the opportunity to lay a quality control mechanism on top of the university-wide level (including a mechanism of advising the provost on decisions). There is one already, but it could be strengthened in a hybrid process.

Another committee member noted that while there has been a lot of discussion about the P & T process, the committee should also consider initial hiring processes in the portals, where there are no departments and few tenured faculty. President Hamilton agreed that initial appointments are critical, and noted that it is rare at NYU that faculty are not granted tenure. The appointment step is a critical governor of quality (as is 3<sup>rd</sup> year review).

A committee member said that his department has been dealing with both portals, and that each brings different strengths to the table. In NYU AD, there is great strength in the research institute, while in NYU SH, there has been explosive development in math, since faculty can take advantage of the existing strengths of other Chinese universities. President Hamilton added that the portals are subject to the vagaries of state funding in their countries, and must respond to the interests of students.

A committee member noted that Tandon is sometimes thought of as another "New York portal." President Hamilton answered that university leadership has devoted a great deal of thought to the role of Tandon in New York, and how to position it to compete with the coming Cornell engineering center. The committee member commented that he would like to motivate Tandon faculty to take advantage of opportunities to circulate, but they already have so much to do. Resources are also an issue. President Hamilton noted that New York faculty must be driven by intellectual curiosity; the last thing NYU AD and NYU SH faculty want is reluctant visitors from New York.

Another member asked how we can they generate organic excitement about the network. People from her school went on a short-term visit to the portals and came back with many ideas. President Hamilton confirmed that this is an important topic of discussion, and noted that Stern, for example, is launching master's programs for NYU SH that will build on that portal's burgeoning strength in business.

President Hamilton thanked the committee for their work and said he looks forward to the next iteration of the Report. He left at 9:30 am.

### **End-of-year Business**

Borenstein reminded the committee that it needs to elect a new co-chair for next year to replace Una Chaudhuri. Kerri Farrell will contact those whose terms are ending, but Chaudhuri and Borenstein requested volunteers and nominations for a co-chair to start in the fall.

Chaudhuri asked the committee what they felt was the best way to handle the final report. They have received enough feedback already to refine and improve their original points. Should they try to move to a recommendation, and what should they say in the year's final report to the provost? A committee member answered that if they agree to design a hybrid process, it would be better to continue the conversation before making recommendations; illustrating a few options for their colleagues would be important. Another committee member noted that Option 1A seemed to interest the committee, but if that is what the committee endorses, it would be helpful to the provost for the committee to be as specific as possible in detailing the proposed process.

Borenstein suggested that perhaps they could give a report much like the Progress Report, but emphasize the need to find a hybrid model of the two options. The committee could spend the next semester discussing it and fleshing out various possibilities. A committee member said that he was amazed at how much consensus there is on issues of quality, connectivity, and adaptability. Chaudhuri noted that Option 2 stipulates help from New York faculty, but that help would be on an as-needed and voluntary basis.

A committee member suggested that they elaborate more on the problems with Option 1. Another committee member said they still need to take Option 1 as the basis for a new model, and the resulting hybrid should be as close to it as possible. It is impossible to make Option 1A uniform to suit all situations, but the question is how we can satisfy the requirement for both quality and connectivity. Another member asked how we can make circulation to NYU SH more natural when there is so much interdisciplinarity in NYU SH and no direct department counterparts. Borenstein noted that the timing of hiring continues to be an issue too; even when the collaboration with New York faculty in hiring is going well, offers often come too late for candidates.

A committee member noted that coordinating faculty appointments is not unrelated to circulation. There are some interactions through administration and staff, but this is not as good as connections between faculty; there is no substitute for intellectual connection through research. Another member asked how we can preserve intellectual autonomy while providing insight from Square? She can easily imagine overreach on the part of New York faculty; would there be a check on New York faculty in those situations? Chaudhuri noted that that is why portal administration is sympathetic to Option 2.

A committee member noted that if there were a mechanism that made short-term circulation easier, that would help build intellectual connectivity. Borenstein agreed, but noted that that is a large and costly question. Nothing seems to replace that experience for faculty. Chaudhuri added that that should go into their final report, regardless of whatever option they ultimately recommend. Another member suggested that they look to staff and administration for a model of how to accomplish this. Borenstein answered that usually administrators are brought to portals to be trained. A committee member suggested that there be specific goals for faculty circulation. They originally spoke about student circulation as a goal, with faculty circulation to be addressed at a later date. That has not yet been realized, except for the success of the Global Research Initiative. Borenstein suggested they address this in the next year.

Borenstein and Chaudhuri promised to send members a revised Progress Report. Borenstein and the committee thanked Chaudhuri for her hard work as co-chair for the past four years.

The meeting ended at 10 am.