FACULTY COMMITTEE ON THE UNIVERSITY'S GLOBAL NETWORK

REPORT AND RECOMMENDATION ON:

**NYUAD / NYUSH Coordinated Hiring & Review of Tenure-Stream Faculty
at NYUAD and NYUSH**

May 15, 2018

In the Fall of 2016, Provost Katherine Fleming asked the Faculty Advisory Committee on NYU's Global Network to study the current state of "coordinated hiring and tenure review," the process that has been governed by Provost David McLaughlin's memo (revised July 2015) entitled "BOTH/AND DECISION MAKING IN SEARCHING FOR, HIRING, AND TENURING FACULTY AT NYU ABU DHABI AND NYU SHANGHAI."

After intensive discussion and listening sessions with faculty and key stakeholders in NYU's three portals over the last two years and following its Progress Report on Coordinated Hiring & Tenure Across the Global Network (April 2017), the Committee would like to issue the following recommendation on the university's coordinated hiring and review policy:

In the start-up phase of both NYU Abu Dhabi and NYU Shanghai, the mechanisms and procedures for coordinated hiring in both portals were designed via a model based on the support of administrative academic units. This ensured both connectivity and academic quality across the global network, as well as critical support in terms of curricular development, faculty mentoring, and a certain procedural conformity across the global network.

Given the emergence of a critical mass of faculty and the increasing level of institutional complexity of NYU Abu Dhabi and NYU Shanghai, however, the Committee believes that it is time to transition from a coordinated hiring and review model shaped by administrative units to one inspired by academic area/field expertise and intellectual synergies. This transition should take into account both the varying levels of institutional development and faculty size across the global network, as well as existing relationships between various units with a history of successful mutual cooperation and connectivity, to allow for limited flexibility in implementation.

The processes we recommend below are intended to sit within--and in no way to supersede-- the hiring, review, and promotion processes that are established in each portal's own Tenure and Review Guidelines, as well as those promulgated in NYU's Faculty Handbook, which applies to faculty in New York, Abu Dhabi, and Shanghai.

This recommendation aims to preserve certain important features of the process that has been followed until now (including drawing upon the range and depth of expertise that exists in long-established units in New York) while removing obstacles and impediments to faculty recruitment arising from unwelcome demands made on units by mandated affiliation. Furthermore, this

recommendation decouples appointment from affiliation by activating the well-established NYU practice (detailed in the NYU Faculty Handbook) of [Faculty Affiliation and Association across several units](#).

Phase 1: Hiring

In the model we propose, which is illustrated in the corresponding flowchart, the faculty-appointment life cycle begins with the request by an academic program (or equivalent) for a TT/T-faculty line to the respective Divisional Dean. When approved, the Dean forwards this application to the portal's Provost for approval.

After a successful approval process and the authorization of a search for this line, the respective divisional Dean at the portal convenes a Faculty Appointment Committee (FAC) typically composed of:

- Divisional Dean (Committee Chair)
- Program Head (or equivalent representative) of respective discipline (Committee Member)
- Representative of Provost Office of respective portal (Committee Member)
- Associate Vice Chancellor of Global Faculty Planning (Committee Member).

The committee could also include the dean/chair of the relevant unit at the other portal where an affiliation is being envisioned. This is especially useful in cases where a strong relationship to the respective unit has already been established. Given the varying levels of institutional development across portals and respective disciplines, the function of the committee can range from active involvement to consultation.

The committee's remit is to explore the most suitable composition of the search committee for the respective line, whenever possible drawing on existing area/field expertise within the university. In responding to this remit, the committee should inform itself of the existing search practices of the unit(s) involved, and work to preserve and maximize those that have worked well for those units.

A discussion of the current state of coordinated searching was included as [Appendix B in this committee's Progress Report on Coordination,](#) and supports the idea that search committees and procedures should continue to be guided by the needs of the units, procedures that ensure adequate faculty consultation whenever possible, and the current stage of development of their faculty cohorts.

Taking into account the committee's recommendations, the Divisional Dean then appoints the search committee which executes the search and forwards its report to the Dean after its conclusion.

Departing from previous policy, the subsequent hiring process will not depend on an approval of a corresponding unit at NYU New York; in other words, hiring and affiliation will be decoupled.

This does not, however, preclude any more expansive *voluntary* involvement of a New York unit with the search and the appointment, including the decision to begin the Affiliation process (see below) at the time of appointment, since for certain disciplines this affiliation is essential (e.g. in terms of access to graduate students and the ability to apply for US-based grants).

Affiliation Process
At the beginning of the faculty member's contract, the Divisional Dean will, in consultation with the Faculty Appointment Committee (FAC), initiate conversations with appropriate units at the other two portals to explore potential affiliated faculty status based on the respective units' affiliation procedures.[1]

This affiliation process is an elective process. It can lead to affiliated faculty status in one unit, more than one unit, or none at all.

Phase 2: Review[2]

At the time of Third Year Review, the respective Divisional Dean at the portal appoints a Third Year Review Committee, taking into account the recommendations of the respective Faculty Appointment Committee.

The Third Year Review Committee typically consists of:
- 3 tenured faculty, ideally including:
  - 1 local program rep (or equivalent)
  - 2 by area/field expertise (at least 1 from another portal; potentially from an affiliating unit at the other two portals, who is explicitly charged with reporting back on the outcome of the case to that unit).

At the time of Tenure Review, the respective divisional Dean at the portal appoints a Tenure Review Committee, taking into account the recommendations of the respective Faculty Appointment Committee.

The Tenure Review Committee typically consists of:
- 5 tenured faculty, ideally including:
  - At least 1 local program rep (if possible, or equivalent)
  - At least 1 local divisional rep (or equivalent)

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[1] See https://www.nyu.edu/content/dam/nyu/provost/documents/faculty-global-network/CrossAppointmentswithGNF14July2015.pdf For examples from individual units, see: https://www.nyu.edu/faculty/governance-policies-and-procedures/faculty-handbook/the-faculty/other-faculty-policies/faculty-appointments-in-more-than-one-unit.html (FAS); http://engineering.nyu.edu/faculty/cross-appointments (Tandon).
[2] For the general NYU guidelines, please see https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/promotion-and-tenure-guidelines.html

- At least 3 by area/field expertise (at least 1 from another portal; potentially from an affiliating unit at the other two portals, who is explicitly charged with reporting back on the outcome of the case to that unit).

The composition of both the Third Year Review Committee and the Tenure Committee should also be guided by existing practices and faculty numbers in respective programs/divisions (or equivalents).

Association Process:
After successful tenure review, appropriate units at the other two portals can explore potential Associated Faculty status based on their affiliation and association procedures.

This association process is an elective process. It can lead to associated faculty status in one unit, more than one unit, or none at all.

Conclusion: Coordinated Hiring/Review and Connectivity

The change in hiring and promotion procedures is ultimately intended to enhance rather than weaken connectivity among the portals. The "Both/And" system, while necessary in the early years, was predicated on the assumption that connectivity must be ensured through a strict, one-size-fits-all process.

Under the new model, connectivity will be based on shared intellectual, pedagogical, and research interests rather than on institutional structures. Though departmental affiliation is no longer mandatory in the new model for coordinated hiring proposed by the Committee, all faculty hired at the portals will be strongly encouraged to seek such an affiliation, with the assistance of their Divisional Deans and the Associate Vice Chancellor for Global Faculty Planning.

Furthermore, we urge the leadership of NYU Abu Dhabi, NYU Shanghai, and NYU New York, along with the Office of Global Programs, to develop new mechanisms for bringing together faculty from the various portals and to strengthen and publicize those that already exist.

We recommend that new funding be sought and devoted to the nurturance of global faculty connectivity. This would include, among others, the fostering of faculty exchange, as well as circulation and collaboration, which connects all portals through a multidirectional model (not just from New York to Abu Dhabi/Shanghai); institutional mechanisms for long as well as short-term visits enabling curricular and research cooperation; strengthening ties between Divisional Deans and Program Heads (or equivalent) at the portals to facilitate mentorship opportunities for junior faculty (e.g. via a senior faculty member who could serve as a dedicated "faculty liaison"); develop a cohort of "Global Network Faculty" into a robust, well-publicized mechanism for connectivity.

The Committee thus strongly recommends the development of an overarching, comprehensive connectivity concept for NYU's global network, which is based on voluntary, intellectual/academic synergies, is supported by the necessary institutional resources and financial investment, and is accessible to all members of the faculty, including Continuing Contract Faculty.

NYUAD / NYUSH Faculty Coordinated Hiring & Review (T/TT)

Phase 1: Hiring

Line approved by Provost (after application by programs / Divisional Dean)

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Faculty Appointment Com (FAC)
- Divisional Dean
- Program Head (or equivalent)
- Provostial Representative from home portal
- AVC Global Faculty Planning

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Search Committee
- 5 tenure stream faculty
- 3 home portal
- 2 from other portals (by expertise)
- chair from home portal

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**Hire / Beginning of Contract**

Phase 2: Review

1 *(mandatory)*

Third Year Review
- put together by FAC
- 3 tenure stream faculty
- 1 local program rep (or equivalent)
- 2 by area/field expertise (at least 1 from another portal (potentially affiliating program/department at other portal))

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Tenure Review
- put together by FAC
- 5 tenure stream faculty
- At least 1 local program rep (if possible, or equivalent)
- At least 1 local divisional rep (or equivalent)
- 3 by area/field expertise (at least 1 from another portal (potentially affiliating program/department at other portal))
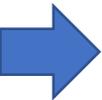
2 *(elective)*

Potential Affiliated Faculty status with one or more units across the global network

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Potential Associated Faculty status with one or more units across the global network (after successful tenure review)