

NYU Madrid Advisory Committee Meeting Minutes
Friday, March 31, 2017, 11:00am – 12:15pm
President's Conference Room (Bobst Library, Room 1218)

Attendees

- Sunder Narayanan (Stern)
- Neal Beck (CAS – Politics)
- Lorena Llosa (Steinhardt – Teaching & Learning)
- Miriam Basilio* (CAS – Art History)
- Rob Lubar (Site Director)
- Ascension Mejorado (Liberal Studies)
- Sophie Gonick (CAS – European & Mediterranean Studies)
- Tom Ertman (CAS – Sociology)
- John Robertson (NYU Shanghai)
- Marianne Petit (AVC – NYU Shanghai, Tisch)
- Linda Mills (Global Programs)
- Nancy Morrison (Global Programs)
- Janet Alperstein (Global Programs)
- SJ Pearce (CAS – Spanish & Portuguese)

INTRODUCTIONS & ANNOUNCEMENTS

As the global network continues to evolve and play an increasingly significant role in contributing to NYU's academic mission, and in response to suggestions from two key faculty committees, the University created new part-time faculty leadership roles related to global academic and faculty planning and conducted open searches to fill them. Coming out of that process, senior faculty members from five schools (i.e., Arts and Science, Global Public Health, Medicine, Shanghai, and Tisch) have taken on new roles over the past year:

- Associate Vice Chancellors for Global Network Academic Planning: Professor [Olugbenga \("Gbenga"\) Ogedegbe](#) (School of Medicine and College of Global Public Health) and Professor [Marianne Petit](#) (Tisch School of the Arts and NYU Shanghai)
- Associate Vice Chancellor for Global Network Faculty Planning: Professor [Zvi Ben-Dor Benite](#) (Faculty of Arts and Science)
- Senior Academic Convenor for the Global Network: Professor [Eliot Borenstein](#) (Faculty of Arts and Science)

Faculty members should feel free to reach out to Gbenga, Marianne, Zvi, or Eliot with comments or questions about the global network at any time.

SITE DIRECTOR REPORT

Rob Lubar, Site Director at NYU Madrid, discussed highlights of his report:

- **New Academic Center:** The contract for new site has been signed. It will have four times the amount of usable space as the current academic center. It is located on Calle Barquillo near the Instituto Cervantes and the Ministry of Culture. Building license and activities license are still pending. Move-in could occur any time between January and September 2019.
- **Local Engagement:** NYU Madrid aims to host a high-level lecture each year. This coming November we are planning to host a moderated conversation between the new director of the Prado, Miguel Falomir, and the former director of the Met, Philippe de Montebello in the Prado auditorium, and we are planning on asking Edward Sullivan (Deputy Director; Helen Gould Sheppard Professor in the History of Art; Institute of Fine Arts and the College of Arts and Sciences) to moderate.
- **Academics and Enrollment:** Next Fall 2017, enrollment is likely to reach 110-115 students. One potential challenge could be finding internship placements for as many interested and eligible students as possible. This is a challenge that our staff and internship placement partners are excited to address.

We are expecting additional Stern students in the Fall due to an increase in capacity for the finance and marketing classes. We are confident we'll manage the increased numbers just fine.

A new Elementary Spanish 1 course will begin in the Fall. We used to only offer intensive courses, but we are now offering Elementary 1 under the assumption that we will be able to fill out the course with more Tisch and Stern students.

John Robertson is working with Jordana Mendelson on Spanish coursework in Shanghai so that Shanghai students come prepared to hit the ground running with Spanish-language coursework by the time they arrive in Madrid.

Pathways are working very well. Our partnership with the History and Anthropology departments is going strong. The *Contemporary Perspectives on the Civil War and the Recovery of Historical Memory in Spain* cross-listed course continues to be popular. We are currently looking for an instructor to replace Paco Ferrandiz. The course is taught in English, so finding an instructor with the appropriate level of English language proficiency may present a challenge.

Culture and Contexts is continuing. It is a film class, *Buñuel, Almodovar and the Grotesque in Spanish Cinema*. It is very popular.

- **Affordability and Housing:** The site has been concerned about this for quite some time and it remains a priority. The biggest differential is in housing costs. Homestays are less expensive than the residence hall, but we need to fill both in the most beneficial ways

possible. There is currently not enough data to get a clear sense of students' preferences. We are currently contracted to fill 60 beds, but we can only contract on an annual basis. There is no flexibility from term-to-term, to address Fall/Spring imbalance. That said, we are increasing our contract to 80 beds next fall. Further complicating matters is the fact that homestay hosts also want a fall/spring occupancy commitment. Madrid's housing coordinator is confident she can accommodate demand for homestays. In general, housing exemptions are usually only granted in the Spring to full year (mostly GLS) students who are permitted to find their own housing.

Potential adjustments to housing payment schedules and structures for both homestays and residence halls are being considered for students who receive financial aid and scholarship funding on a fixed disbursement schedule. Everyone is in agreement that all students should have access to the same housing options, regardless of the nature of their financial aid and scholarship packages.

The staff continues to hear from students who are uncomfortable with the amount of surveillance cameras visible throughout the residence hall. From a risk management and public safety perspective, the cameras are great benefit. We are thinking through how to better manage expectations and communicate the added value to students

- **Diversity, Equity and Inclusion (DEI):** -In the Fall 2016 semester, the site hosted a student-led People of Color Consortium. The site also launched a series of discussions on Islamophobia. Both initiatives were well received by students.

Students were very troubled by the US general election. The site provided space and opportunities for students to have discussions on the topic, but these discussions were left primarily in the hands of students.

Rob would like to fold the local intercambio (language exchange) students more into DEI programming. He recognized the potential for these local students to connect beyond Spanish nationality and across the Spanish language with NYU's Spanish speaking international students from other countries. More of this programming could be established in the residence hall. It could help to build community and would be open to all students (including homestay residents).

The Symposium on Islamic Spain, convened in Abu Dhabi, was successful. It involved participating faculty from NYC, Madrid and AD. There are plans to host another Symposium next year that will include Benny Hary (Director, NYU Tel Aviv). The site would like to continue with programming along these lines and include global colleagues as much as possible. The Conference Fund was discussed among the committee members as a potential way to support the development of future programs.

PROGRAM EVALUATIONS

Rob was pleased to see that Fall course evaluations reflected largely positive feedback from students. Site evaluations, on the other hand, show that students are slightly less satisfied with their overall experience as compared to the academic experience.

It was agreed that, while it is great for students to have a perfect in-class experience, it's very important for the continued growth of the program that they also have positive impressions of their overall experience beyond the classroom.

The group discussed the possibility of changing the wording in some of the questions on the site evaluations, acknowledging that some were confusing. This would, hopefully, lead to more informative and actionable feedback from students. Janet's team noted similar feedback from other site committees, and will begin to address potential changes over the summer.

It is also a priority to try and manage satisfaction levels in light of the anticipated upcoming growth that will accompany the move to a larger site. Well managed incremental growth is seen as vital to ensuring faculty, staff and housing stability. The group acknowledged that strong partnerships that are currently in place with Spanish language, humanities, and social science programs, as well as with Stern remain vital. It is important to continue to accommodate these constituencies moving forward in order to transition and grow smoothly.

This moment of growth and transition is also an opportunity for NYU Madrid to determine what it wants its site identity to be in the future. The possibility and impact of a Liberal Studies freshman cohort joining, as well as developing the Urban Humanities program, were brought up as initiatives that could influence the site identity significantly in the coming semesters. Further brainstorming discussions will occur at the strategic level between committee meetings to address growth-related concerns.

DATA PACKET AND CURRICULAR DEVELOPMENTS

The Committee went through the data packet, which includes enrollment trends both at the site and individual course offerings.

The committee noted an overall increase in the number of juniors enrolled across both semesters. Sophomores have historically made up the bulk of enrolled students. The committee discussed where there might be opportunities to appeal to juniors in addressing the Fall/Spring imbalance.

The committee also noted that there are a number of schools that have pathways, but with very few (or no) students enrolled. These schools will need to think through how to best reinforce these pathways going forward. One area to look at is whether it makes sense for certain pathways to emphasize the importance of developing Spanish language skills for students to be competitive in their fields. Committee members were also encouraged to review the courses they sponsor that exhibit low enrollment and address them with their department reps.

Language placement has a significant impact on enrollment. The language coordinators at the site work hard to make sure that students are placed and the right level, which alters final course enrollment numbers several weeks after the start of the semester. It continues to be a challenge to properly place students in the appropriate language courses prior to arrival.

The committee noted that there seemed to be low enrollment for Politics courses in the Fall. Neal Beck brought up the question of whether or not offering three different Politics courses during the semester could negatively affect the enrollment numbers across each course, whereas there seemed to be more balance in the Spring when only one Politics course was offered in English, *Comparative U.S. and European Human Rights*, which was also cross-listed with SOC.

The film course, *Madrid Stories*, has seen strong enrollment numbers and is pulling students from many majors, which is great.

AY17-18 REMINDERS

The Committee was reminded to notify the academics team in Global Programs if their departments have any course changes planned for AY17-18. Any committee members who will be on sabbatical in the coming year must also notify the committee and, in the case that someone has been identified, indicate who will represent their department in their absence

Miriam Basilio will be on sabbatical next year.

NEXT STEPS

- Committee members will review courses that exhibit low enrollment numbers and pertain to their pathways with departmental colleagues
- Strategic planning discussions will be initiated before the next committee meeting regarding how to manage transition to new academic center, growth in student population, support of academic program development/partnerships, and the shaping site identity in order to best position the site for the long term
- Wording of questions in site evaluation survey will be reviewed and potentially modified