



NEW YORK UNIVERSITY

Faculty Committee on the Global Network
Tuesday, October 21, 9:00 a.m. – 10:30 a.m.
President's Conference Room (Bobst Library, 12th Floor)

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Meeting Notes

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 (Mathematics)
Patricia Corby, College of Dentistry
Kevin Davis, School of Law
Richard Foley, Administrative Liaison to the Committee (Vice Chancellor for Strategic Planning)
Don Garrett, FAS (Philosophy)
Paul Glimcher, FAS (Neural Science)
Chen Jian, NYU Shanghai
Martin Klimke, NYU Abu Dhabi (FAS, History)
Ritty Lukose, Gallatin School of Individualized Study
Vicki Morwitz, Leonard N. Stern School of Business
David O'Connor, Institute of Fine Arts
Robert Rowe, Steinhardt School of Culture, Education, and Human Development
Gail Segal, Tisch School of the Arts
Paul Smoke, Robert F. Wagner Graduate School of Public Service
Niobe Way, Steinhardt School of Culture, Education, and Human Development

Guests:

- Presidential Search Committee:
 - Ann-Marie Mauro, College of Nursing; Chair, Full-Time Non-Tenure Track/Contract Faculty Senators Council (N/C-FSC)
 - Ann Morning, Sociology, FAS; Tenured/Tenure Track Faculty Senators Council
 - Raghu Sundaram, Leonard N. Stern School of Business; Chair, Tenured/Tenure Track Faculty Senators Council
- Martin Dorph, Executive Vice President for Finance and Information Technology

Report on Meeting

Co-chairs Una Chaudhuri and Eliot Borenstein opened the meeting by welcoming all members and special guests Ann-Marie Mauro, Ann Morning, and Raghu Sundaram from the Presidential Search Committee. The meeting proceeded with the following items of business:

1. Presidential Search Discussion

The first item of business was a discussion between the committee and the three Presidential Search Committee representatives. Professor Sundaram provided a brief overview of the presidential search process, and the committee gave input about the qualities to be sought in presidential candidates.

2. Visit from Martin Dorph

Following the departure of the Presidential Search Committee members, the committee welcomed special guest Martin Dorph, Executive Vice President for Finance and Information Technology. After introductions, Dorph gave an updated version of the presentation he gave to the committee last year. The points he emphasized included:

- a. The NYU Abu Dhabi and NYU Shanghai campuses were built on the policy of having a break-even budget. This remains the case, although in Shanghai it has involved negotiations with taxation authorities in China in order for NYU to be reimbursed for expenses incurred in New York for NYU Shanghai.
- b. NYU Abu Dhabi is currently working through the financial issues of operating at the new Saadiyat campus. Abu Dhabi partners have been open and eager in discussions to date.
- c. At the global Sites, the overall strategy and tactics continue to evolve (in terms of partnerships and affiliations, curriculum, etc.) The Sites overall have not yet reached the target enrollment specified in the financial plan, but they are still operating within a break-even budget.

The following issues were raised by the committee following Dorph's presentation:

- d. The committee inquired about the 1,000 unfilled seats across the global network this year, and specifically about which locations have enrollments below their capacities. Dorph specified that one aspect of the issue is that fall semester enrollments are usually lower than spring number. In addition, the new Washington DC and Sydney locations are still in the process of building up their enrollments
- e. The committee inquired about expenses incurred in moving students out of Accra and Tel Aviv due to the suspension of courses this fall semester and whether this would result in a large insurance upcharge. Dorph reassured the committee that this did not result in an insurance upcharge.
- f. The committee discussed the operational budget at the NYU Abu Dhabi Saadiyat campus. Dorph reported that there are currently approximately 700 students at NYU Abu Dhabi, and the enrollment goal is 1,600 undergraduate and 400 graduate students. An external firm has been brought in to determine administrative staffing needs at Saadiyat as the population of students increase.
- g. The committee inquired about issues of risk management with respect to visa processing times. Dorph replied that, with the exception of UAE visas, all visa work is done in New York. The University always does its best to be prepared for any potential federal policy changes with respect to student loans, tuition coverage, etc. The goal is always the same: that immigration and financial issues should not affect academic progress in any way.
- h. Dorph informed the committee that NYU owns the property in Florence, but at all the other sites it leases rather than owns property. Right now, he continued, that there are no plans

to open new sites, and with the possible exception of Madrid, there are no plans for major construction projects at the current Sites.

- i. The committee inquired about interest on the part of the University's UAE partners in helping to fund the IT infrastructure for the Global Network as a whole (beyond NYU Abu Dhabi). Dorph replied that although our partners have been investing in New York-based faculty research and benefitting the NYU campus in multiple other ways, they haven't as yet committed to funding IT for the entire Global Network; they do however fund all IT expenses related to the campus in Abu Dhabi and also pay their proportional share of GNU related IT expenses.
- j. The committee expressed a desire for continued transparency surrounding the finances of the global network. Dorph offered to provide regular financial overviews for the global Sites as a whole, though detailed information on NYU Abu Dhabi and NYU Shanghai budgets cannot be made publicly available due to the contractual agreements with our partners.
- k. It was agreed that Dorph would continue to report to the committee on any and all major financial matters that arise in the global network.

3. Report from Martin Klimke re: Labor issue in Abu Dhabi

Following Vice-President's Dorph's departure, the committee turned to a report by Martin Klimke on the ongoing discussions surrounding labor conditions at NYU Abu Dhabi.¹ Chiefly, he addressed steps that have been taken by NYU Abu Dhabi since the allegations contained by the *New York Times* report in May 2014, allegations that greatly concerned the faculty at NYU Abu Dhabi. Following that report, the faculty council steering committee immediately urged a comprehensive investigation, and developments in the past few months have included:

- a. Appointment of an independent investigator firm (Nardello).
- b. Reorganization and restructuring of the compliance system at NYU Abu Dhabi including the establishment of a hotline, training of staff and faculty to conduct compliance monitoring interviews with contracted staff, and expansion of adult educational opportunities.
- c. Cooperation with UAE partner Tamkeen, including joint monitoring of subcontracts.
- d. Contracts currently with Tamkeen (dining hall staff, facilities management, etc.) will be transferred to NYU Abu Dhabi after the 2014-2015 academic year.
- e. Selection of a new compliance monitor planned following March 31, 2015, when NYU Abu Dhabi's contract with current external compliance monitor Mott McDonald will expire.
- f. Faculty representation on the Labor Compliance Working Group, and the creation of two new bodies: the Faculty Advisory Committee on Labor and Social Responsibility, and the Task Force on Labor Initiatives.
- g. Academic programming on labor issues, including a lecture series on "Migration, Labor, & Human Rights."
- h. Establishment of a Domestic Employment Project to establish best practices and guidelines for domestic employment on campus.

The committee thanked Professor Klimke for his report, and encouraged him to share it widely.

4. Subcommittees

The meeting was adjourned. Due to time constraints, it was agreed that the fourth agenda item, formation of subcommittees, would be discussed at the committee's next meeting.

¹ Klimke's [report](#) can be found in full on the Committee's [Documents](#) webpage.