



NEW YORK UNIVERSITY

Faculty Advisory Committee on the Global Network
Monday, December 3, 8:00 a.m. – 9:30 a.m.
10 Astor Place, 5th floor conference room

MEMBERS PARTICIPATING IN MEETING

Eliot Borenstein, FAS (Russian & Slavic Studies) *Co-Chair*
Una Chaudhuri, FAS (English) and Tisch (Drama) *Co-Chair*
Rijul Asri, Student Senators Council
Sylvain Cappell, Courant Institute of Mathematical Sciences
Kevin Coffey, NYU Abu Dhabi
Lucinda Covert-Vail, Division of Libraries
Lindsay Davies, Undergraduate Academic Affairs Committee
Guido Gerig, NYU Tandon School of Engineering (Computer Science and Engineering)
Liliana Goldin, Silver School of Social Work
Peter Gollwitzer, Provost's Council on Science and Technology
Dale Hudson, NYU Abu Dhabi
Matt Kleban, FAS (Physics)
Teboho Moja, Steinhardt School of Culture, Education, and Human Development
Peter Loomer, College of Dentistry
Ritty Lukose, Gallatin School of Individualized Study
Madeline Naegle, College of Nursing
Christopher Packard, Liberal Studies
Marianne Petit, NYU Shanghai
Jan Plass, Committee on Technology-Enhanced Education
Vincent Renzi, C-FSC
Ron Robin, Provost's Advisory Group
Gail Segal, Tisch School of the Arts
Scott Sherman, School of Medicine
Paul Smoke, Robert F. Wagner Graduate School of Public Service
Lisa Springer, School of Professional Studies
Marti Subrahmanyam, Leonard N. Stern School of Business

Guests:

Martin Dorph, Executive Vice President, Finance & Information Technology
Awam Amkpa, T-FSC Global Network University Committee
Amy Becker, C-FSC Global Network University Committee
John Burt, C-FSC Global Network University Committee
Larry Slater, C-FSC Global Network University Committee
Mary Killilea, C-FSC Global Network University Committee

MEETING SUMMARY

Part One: Annual Visit and Report from Martin Dorph, Executive Vice President, Finance & Information Technology

Martin Dorph introduced himself and explained his role at NYU, where he oversees the University's budget, including budgets for the global portals and sites. In addition, he works with our funding partners in NYU Abu Dhabi and Shanghai to oversee their respective budgets.

All of NYU's global programs are included within the University's overall budget, along with a year by year profit & loss statement for global programs. Global programs budgets are based on gross tuition (balance of trade basis) and the expenses incurred by global programs. Both Abu Dhabi and Shanghai are subject to audits.

Details of the global programs budgets are confidential; only certain University officers, Trustees, and attorneys are privy to these details. It has so far been impossible to share further details with the Committee or a sub-committee thereof. Apart from NYU's own confidentiality requirements, the University is constrained by the confidentiality requirements of funding partners at the portals and sites.

The global programs budget is designed to break even, but occasionally makes a small profit. In the event of surplus, the extra funds remain in the global budget; these funds are usually shared with schools mounting programs at the sites.

NYU's number of students studying away stands at 2,900 in 2015. NYU's global programs at the portals and sites generate more revenue than expense. NYU New York does not provide a subsidy to those sites; no New York resources are used for the portals or sites. There is no connection between NYU's global programs and rising tuition costs to students. Instead, the University is building more financial aid into the budget.

There are financial benefits to NYU New York from NYU Abu Dhabi in the form of research funding, departmental budget relief (when NYU NY faculty teach in Abu Dhabi), and a management fee paid from Abu Dhabi to New York.

For the past five years, NYU AD has been in startup mode. They are now making changes more suited for steady state operations, with a long range in mind. For example, the compensation package to Affiliated Faculty has been decreased, since there is no longer scarcity of interest and willingness to teach at NYU AD, as was the case in the early years of the project.

NYU Shanghai was provided a multi-year lump sum amount when it opened, around which a committee devises a plan for a break-even budget. As in NYU AD, a management fee to NYU NY is included in that budget.

Chinese students pay into the University's Chinese entity and the entity reimburses NYU NY. There are representatives of the Chinese government on the Shanghai board. The former chancellor of East China Normal University, now the Chancellor of NYU Shanghai, is on the Shanghai Board.

NYU hires to market in both Abu Dhabi and Shanghai. Employees receive a living wage with safeguards regarding passports, working conditions, etc. Many employees have campus

housing. A great deal of the compensation to portal employees comes from University partners and not NYU NY.

Those companies who contract directly with NYU are subject to our labor standards. A member from Abu Dhabi noted that the community in NYU AD is committed to safeguarding the rights of both construction and domestic laborers. There are groups that monitor conditions, offer workers support and programming, and a very active compliance department. Other institutions (ex: the Guggenheim Museum) have begun to ask for NYU's model for Abu Dhabi in order to replicate it for their own foreign outposts.

Dorph is not involved in any corrective measures undertaken in NYU Abu Dhabi since the publication of the Nardello Report. For example he was not in a position to respond to the issue of whether NYU could refund recruitment fees, but offered to connect us with those who are working on these issues (whom the committee has heard from before and will be hearing from again). The co-chairs will follow up to get an update on the compensation efforts.

Part Two: Visit from the Joint Committee on the GNU of the two Faculty Senate Councils (TFSC and CFSC)

FSC Joint Committee on GNU Co-Chair, Awam Amkpa, spoke to the committee about incorporating information on the global network into the [Faculty Handbook](#), including a description of the Global Network Professor title.

The recent Town Hall on Diversity and Inclusion at NYU reveals institutional-cultural conditions that our two committees might work on together. What can we do to move the conversation around “diversity” to a more nuanced, more intellectually sophisticated and academically-focused level than it has been at NYU and other institutions thus far? How can the global network as a new institutional formation contribute to this conversation? Can the fact that the concept of “diversity” holds different meanings in NYU Abu Dhabi and NYU Shanghai than it does in New York provide an opening for the global network to rethink what diversity at NYU should be? Amkpa asked whether NYU's work in the sites and portals is truly engaging host country cultures, or simply exporting aspects of American culture? Faculty's role in improving student experience abroad should focus on curriculum-based change and increasing faculty's own cultural and racial sensitivity and competency.

Another member spoke of her experience teaching core courses (in her discipline) at one of the sites, where rigid course structure – the imperative to deliver the same curriculum as in NYU NY – impedes creative academic engagement with the local culture. She also voiced frustration at the lack of support and remediation for international students admitted to NYU NY, which damages attempts to have an internationally “welcoming atmosphere” at the University.

Committee members agreed that (based on what students said at the Town Hall) there seems to be a surprising range of cultural ignorance or misunderstanding among faculty. However, the committee expressed skepticism that traditional “diversity training” was a solution; people's experience with such efforts suggests they are usually poorly designed and produce resentment and more tension rather than comfort and empowerment. The student representative on the committee asked members what they felt was a better term to use for this whole topic, given that “diversity” has begun to sound so hollow? Terms like “cultural competence,” “anti-racism,” and “identity” were discussed. One member remarked that even a discussion like this terminological one might be a model for safe, open-ended, and genuinely curious and respectful exploration.

Una Chaudhuri reminded members that new NYU president, Andrew Hamilton, will attend the February 17 meeting. The Committee agreed to begin preparing for this meeting in order to present President Hamilton with our assessment of the of the global network and what we regard as important principles for its development in the years ahead.

Thanking the guests, Chaudhuri and Borenstein concluded the meeting at 9:30 a.m.