



NEW YORK UNIVERSITY

**Faculty Advisory Committee on the Global Network
Wednesday, September 9, 8:00 a.m. – 9:30 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
Kevin Coffey, NYU Abu Dhabi
Chris Dickey, College of Global Public Health
Guido Gerig, Polytechnic School of 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)
Peter Loomer, College of Dentistry
Teboho Moja, Steinhardt School of Culture, Education, and Human Development)
Vicki Morwitz, Leonard N. Stern School of Business
Madeline Naegle, College of Nursing
Yaw Nyarko, Provostial At-Large Appointment
Marianne Petit, NYU Shanghai
Arvind Rajagopal, Faculty Senators Council (Steinhardt School of Culture, Education, and Human Development)
Vincent Renzi, C-FSC
Ron Robin, Provost's Advisory Group
Matthew Santirocco, Liaison with University Administration
Gail Segal, Tisch School of the Arts
Mal Semple, Global Sites
Scott Sherman, School of Medicine
Marti Subrahmanyam, Stern School of Business
Joshua Tucker, FAS (Politics)

MEETING SUMMARY

Introduction and Overview

Co-chairs Una Chaudhuri and Eliot Borenstein opened the meeting by welcoming new and returning members and initiating introductions around the room. Agenda items included a discussion of the committee's recent accomplishments, a review of the 2014-2015 committee's ideas for the coming year, and the setting of new priorities.

Borenstein and Chaudhuri reviewed the [Faculty in the Global Network website](#), which was designed, at the committee's recommendation, to be an information hub for NYU faculty across all portals and sites. The co-chairs used the site's features and functions to orient new members to the structure of the network and some of the key principles and concerns of the committee, including simple things like trying to stabilize terminology and simplify access. They explained how the website is designed to help faculty express and explore their desire to be active in NYU's global network through teaching, research, and other collaborative projects.

New members were encouraged to publicize the website's existence among their colleagues, as well as to suggest input and solicit feedback from others for improvements to the site.

Ron Robin noted that Hilary Ballon should be removed from the website as the appropriate contact for those interested in teaching at NYU Abu Dhabi, as she is on sabbatical this year; NYU Abu Dhabi will announce in about a week who will take on her assignments.

A member suggested adding to the website content about cost structure, return on investment, and other financial information. Borenstein pointed out the difficulties therein, considering confidentiality agreements with the portals and their host countries. Chaudhuri noted that annual reports to the committee by Martin Dorph (which are posted on the committee's website) indicate that funds from NYU New York are not being spent on the portal campuses, and that the sites roughly pay for themselves in aggregate.

Borenstein noted that there are several structures through which faculty can exert governance globally, without duplicating the work of others, including:

- Faculty in the Global Network Committee
- Site-Specific Advisory Committees (SSACs) – for each of the 11 study away sites, a group of faculty representatives from units that have partnerships with the site meet two to three times a year. These committees function primarily as curriculum committees for the sites.
- Global Liaisons – each school has at least one liaison to Global Programs (and some schools have Global Coordinators in each department as well).
- Faculty Senate Committee

The Committee's charge

Members reviewed the original charge of the committee from three years ago—viz., to assess the quality of academic programs across the Global Network and provide suggestions for improvement.

The Committee was founded in response to complaints about the lack of transparency regarding the University's global activities, which were exacerbated by a perceived lack of faculty input, as well as questions regarding what many saw as the primacy of global expansion in NYU's priorities.

To address concerns that faculty opinions were not sufficiently considered in the development of the global network, the Committee has advocated for more systematic involvement of units at the department and school level. Thus, faculty on the Committee are intended to function as representatives of their individual departments, schools, and institutes, and encouraged to help integrate a global element into the work of individual units. Each member has a constituency, and each is charged with returning to that constituency to inform it of the Committee's work, answer questions, and take suggestions.

Since its establishment, the Committee has tried to focus on academics, but has also discussed labor issues, the student experience, mobility across the global network, hiring processes, and other topics. A secondary aim has been to empower and connect NYU faculty to one another, as well as to initiatives underway throughout the Global Network. The committee seeks to be "the voice of the faculty in the global network."

One member noted that the Committee is supposed to become a repository of institutional information. It was intended to build up knowledge of the Global Network among faculty, increasing conversations and understanding, which will help the faculty gain influence in this area. In that way, members of the Committee are intended to represent the interests of the faculty with regards to global affairs.

Discussions within the meeting

Members raised several issues for discussion, both at the meeting and throughout the year, including:

- *Finance*: Members expressed a desire for transparency in the financial dealings of the sites and portals. Chaudhuri confirmed that there is a subcommittee on financial issues, and that some of their findings are reflected in past reports. Additionally, Executive Vice President for Finance and Information Technology Marty Dorph presents a report to the Committee once a year with data and charts that highlight areas of concern or major change. The Committee prepares a list of questions for Dorph.

Borenstein noted that there are opportunities for members to share ideas on how faculty can obtain answers to financial questions. Chaudhuri urged members to frame questions in terms of actual and specific impacts their units have encountered.

- *Unequal distribution of funding between departments*: Faculty describe their and their colleagues' perception that departments that seldom collaborate with Abu Dhabi receive less funding and fewer resources than those that do so frequently. They describe Abu Dhabi as a "trough" from which certain departments can feed and others cannot, based on the needs of the Abu Dhabi faculty. They noted that in past budget cutbacks for Abu Dhabi, New York faculty were informed that their compensation would decrease.

Faculty expressed a desire to discuss "redistributing the wealth." A member noted that the Faculty of Arts and Science under Dean Tom Carew is looking into this issue, and that it will most likely be addressed at the school level.

- *The complexity of NYU*: A member asked how learning about the global network can be made easier. Borenstein noted that the New York campus is a complicated structure on its own,. A returning member noted that the committee's

initial approach has been to take the current global network as a given and then work to assess and improve it. This does not mean, she added, that more fundamental questions about the existence of the network should be foreclosed for the future. Another returning member noted the challenge of discussing the global network as a discrete entity at NYU when the goal is to integrate it more fully.

- *Opportunities:* Borenstein noted that the arrival of a new president will give the committee the opportunity to acquaint him with the Committee's work and present the faculty's vision of the global network and what it should be. He stressed the importance of presenting President Hamilton with coherent, persuasive ideas about NYU's global presence.

Another returning member noted that the Committee enables its members who are enthusiastic about the global network to connect with others and articulate the positive aspects of this development. He observed that the committee has been successful in encouraging full-fledged conversations among faculty, and that the University has become more aware of faculty responses. He notes also that different schools have different perceptions of the global network.

Another member noted the continuously changing economic and political realities of Abu Dhabi and Shanghai. The Committee has the ability to dispel or confirm rumors of what is happening abroad.

Possible agenda for 2015-2016

Members articulated a number of questions and issues that the Committee might address this academic year.

1. How can the Committee gain more complete access to financial information on the global network?
2. Has the diffusion of faculty talent overseas diluted strength in New York? (E.g. Have those New York faculty who teach in Abu Dhabi been replaced in their New York departments, and how?)
3. How many of NYU's faculty hires overseas have been tenured, tenure-track, or contract faculty?
4. Chaudhuri noted the success of faculty forums with Abu Dhabi and Shanghai, and believes continuing these conversations would be advantageous. Co-Chairs Chaudhuri and Borenstein will travel to China next month for a forum. One forum will address the issues raised by Andrew Ross's recent experience.
5. What are faculty in Abu Dhabi doing in regards to this spring's labor report? Most rhetoric from New York has neglected this aspect of the issue.
6. The Committee will review hiring, firing, and restructuring procedures at the sites, as well as the credentials of site faculty. Linda Mills will address this in a future visit and share NYU's efforts to upgrade and standardize these practices.
7. The Committee will explore the possibility of establishing an oversight committee of site-specific advisory committees, which have been very successful in raising academic standards and identifying the needs of site faculty. They have also

spurred ideas on collaboration. An oversight committee could help set goals about how to work best together and prioritize those goals.

8. Should the Committee recommend the establishment of a Global Dean, who would oversee academic programs at the sites, separate from or instead of the Vice Chancellor? This person would function within the Office of the Provost and represent the interests of the faculty.
9. The Committee resolved to invite leadership to deliver updates on the portals.
10. How should science departments in New York take site courses into account when planning prerequisites and requirements? Most undergraduate courses are sequential, complicating planning.
11. How should the professional schools be represented in the global network, and how can global interests be integrated more fully into professional studies?
12. How can the Committee better promote cross-site collaboration from a research perspective? The committee will discuss how Abu Dhabi can work with programs in New York who have not had the opportunity. The committee would also like to see any available statistics on current collaborations, their success, and grant funding.
13. The Committee would like to explore the impact of student circulation between global sites on enrollment, as well as how it affects access to courses for those in New York. An understanding of this circulation will have ramifications for managing courses and enrollment domestically and abroad.
14. Does “Global Network” refer only to NYU sites and portals, or does it refer to other locations where faculty performed research and collaborate on projects? Some faculty interests are not served by formal NYU sites.
15. How can NYU maintain an intellectually healthy community in New York when many travel abroad so frequently?