



# NEW YORK UNIVERSITY

## Faculty Advisory Committee on NYU's Global Network

Meeting 4: May 13 (8:00 a.m. – 9:30 a.m.)

### *Meeting Notes*

#### MEMBERS PARTICIPATING IN MEETING

**Eliot Borenstein**, Co-Chair

**Una Chaudhuri**, Co-Chair

**Joyce Apsel**, Liberal Studies

**Jose Alvarez**, School of Law (International Law)

**Ruth Ben-Ghiat**, Provost Advisory Committee on Academic Priorities (FAS Italian Studies, History)

**Sylvain Cappell**, Faculty Senators Council (Courant Institute, Mathematics)

**Jennifer Carpenter**, Undergraduate Academic Advisory Committee (Stern School, Finance)

**Andrea Chambers**, SCPS (Media Industry Studies and Design-Publishing)

**Patricia Corby**, College of Dentistry (Periodontology and Implant Dentistry)

**Michael Dinwiddie**, Gallatin School

**Richard Foley**, Administrative liaison to the Committee (Vice Chancellor for Strategic Planning)

**Don Garrett**, FAS (Philosophy)

**Liliana Goldin**, Silver School

**Natasha Iskander**, Wagner School of Public Policy

**Zhong-Ping Jiang**

**Gbenga Ogedegbe**, School of Medicine (Population Health and Medicine)

**Clemente Marconi**, Institute of Fine Arts

**Vicki Morwitz**, Stern School (Marketing)

**Fred Myers**, FAS (Anthropology)

**Robert Rowe**, Steinhardt School (Music and Performing Arts Professions)

**Gail Segal**, Tisch (Graduate Film and TV)

**Malcolm Semple**, NYU Sydney (FAS, Neural Science)

**Joshua Tucker**, FAS (Politics)

**Joanna Waley-Cohen**, NYU Shanghai (FAS, History)

## Discussion with Judy Miller and Joanna Waley-Cohen

Co-chairs Una Chaudhuri and Eliot Borenstein opened the meeting by noting that the invited guests were Judy Miller, NYU Abu Dhabi Dean of Arts and Humanities, and Joanna Waley-Cohen, NYU Shanghai Dean of Arts and Science.

Una and Eliot reminded the Committee that Judy and Joanna had been sent a list of questions in advance (provided below this summary). They then asked Judy and Joanna to begin discussing these questions with the Committee.

In the conversation that followed, there were a number of issues surfaced and observations made about them, including:

\* New York faculty were deeply involved in designing the curricula at NYUAD; curricula for each of the majors offered at NYUAD were vetted through the appropriate department in New York or, in cases where there was not a corresponding department, through individual faculty members in NY who were experts in that area. But now that increasing numbers of NYUAD faculty are being hired, these faculty are naturally taking the curriculum in some new directions. The same dynamic should be expected to occur at NYUSH as faculty are hired there.

\*The hiring process at NYUAD is long, including candidate visits and assessments both in New York and in Abu Dhabi. NYUAD is looking for ways to make this process more efficient, but on the other hand the process is intrinsically complex, since it requires approvals from both New York and Abu Dhabi.

\*In the discussion of this complexity, one committee member mentioned that the fundamental structural issue raised by the global network is the extent to which a goal of integration is appropriate. This is an issue with respect to both curriculum and faculty.

\*With respect to the issue of faculty integration, a committee members observed that if in vetting potential tenured and tenure track hires for NYUSH and NYUAD a NY department recommends that a candidate be hired, there then is an expectation that the department will also approve the candidates for associated faculty status (a status that in FAS brings with it eligibility to teach and mentor graduate students). Appointments of tenured and tenure track faculty in NYUAD and NYUSH therefore always affect a NY department as well. Hence, there is always the potential for tension.

\*Another committee member added that it would be helpful to be clear about the contractual obligations to NYUAD and NYUSH faculty, and clear as well about the obligations (if any) that NY departments have to tenured and tenure track faculty at NYUAD or NYUSH should those campuses fail.

\*Yet another member of the Committee pointed out that in determining the optimal relationship between a faculty member and a NYU department, it is important to avoid a "one size fits all approach," since often there is not a natural corresponding department in NY. Other times there is more than one department in NY with which the faculty hire might be associated. In addition, the practices and cultures in New York with respect to associated faculty vary considerably from one department to another.

\*Another member asked about the expected proportions of tenured/tenure track faculty and contract faculty at NYUAD and NYUSH and differences in the processes used to hire them, noting that departments/programs in NY are not as deeply involved in hiring contract faculty.

\* Issues of local labor laws and how these laws affect hiring also came up. These laws vary from country to country and add complexity to the hiring process, since the laws sometime restrict significantly the ability of employers to discontinue employment, especially for citizens of the country. A specific question concerned what restrictions there are in the labor laws of the UAE.

\*A number of faculty mentioned that there are different uses of terms such as “associated faculty,” “affiliated faculty,” and “joint faculty.” One member suggested a glossary of such terms might be helpful.

\*Another concern, which had arisen during previous meetings, focuses on the number of semesters that students study abroad and the extent to which this might, in the case of some majors, interfere with the quality of the major. Although this is a concern most often expressed by NY faculty, it was also observed that some faculty members at NYUAD have the identical concern.

\*One committee member observed that it is important to remember that the portal campuses are fledgling universities and hence are quite different from the global sites, and important also to remember as well that here are significant differences between NYUAD and NYUSH.

\* One question focused on the long-term aspiration for the percentage of UAE students enrolled at NYUAD. NYUAD will enroll 2000 students in 2020, and one person commented that it was her understanding that the aspiration is by that time for roughly 20% of the students to be from the UAE.

\*One committee member expressed interest in hearing more at a future meeting about the admissions processes at NYUAD and NYUSH and specifically more on the role that interviews play in those processes.

\* Another member requested hearing about the financial models for NYUAD and NYUSH at a future meeting.

\* In their closing remarks, both Dean Waley-Cohen and Dean Miller invited members to be in contact with them directly to continue discussing questions or concerns, and encouraged members of their affiliated departments to reach out to corresponding faculty in the portals to widen communications.

Una and Eliot closed the meeting by noting that the final regularly scheduled of the meeting of the academic year is Wednesday May 29. At the meeting, the agenda will include the possibility of establishing some sub-committees for summer work and a report by Una and Eliot on their meeting with the Faculty Senators Committee on Global.

---

**Topics and Questions for Deans Judy Miller and Joanna Waley-Cohen when they visit the Faculty Advisory Committee on the Global Network, on May 13, 2013**

1. Please tell us as much as possible about interactions between your respective portals and NYUNY—including the problems you’ve encountered and any solutions you’ve proposed or are considering—in the following areas:
  - a. Curriculum development. Extent and methods of collaboration with departments and academic units at the Square? Opportunities for joint initiatives?
  - b. Faculty hiring. (Search committee composition. Kinds of appointments. Ratio of tenure-track to contract—and rationale.
  - c. Students. Ideal modes of interaction? Ideal numbers? Main problems?
  - d. Research. Initiatives and collaboration
2. What is seen as the ideal ratio of international to local students at your portal?
3. What is the ideal percentage of US students at your portal?
4. What are the standards and processes for admission to your portal, and how do they compare to standards at the Square? Is there a difference and is that a problem for the portals in any way?
5. How are you dealing with different levels of academic preparation?
6. How are you dealing with different English language skills?
7. What is the business model governing your portal? What is the financial structure of the global network, and what kind of stability does it have? Is the budget of your portal approved on a year-to-year basis or is there a longer-term plan in place?
8. What are the measures of success at the portals?