



# NEW YORK UNIVERSITY

**Faculty Advisory Committee on the Global Network**  
**Thursday, February 19, 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*  
**Sylvain Cappell**, Courant Institute of Mathematical Sciences  
**Una Chaudhuri**, FAS (English) and Tisch (Drama) *Co-Chair*  
**Lucinda Covert-Vail**, Libraries  
**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)  
**Liliana Goldin**, Silver School of Social Work  
**Martin Klimke**, NYU Abu Dhabi (FAS, History)  
**Ritty Lukose**, Gallatin School of Individualized Study  
**Vicki Morwitz**, Leonard N. Stern School of Business  
**Fred Myers**, FAS (Anthropology)  
**David O'Connor**, Institute of Fine Arts  
**Christopher Packard**, Liberal Studies  
**Arvind Rajagopal**, Tenured/Tenure Track Faculty Senators Council (Steinhardt School of Culture, Education, and Human Development)  
**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  
**Lisa Springer**, School of Professional Studies  
**Niobe Way**, Steinhardt School of Culture, Education, and Human Development

### **Guests:**

- **Linda Mills**, Vice Chancellor for Global Programs and University Life

## Report on Meeting

Co-chairs Una Chaudhuri and Eliot Borenstein opened the meeting by welcoming all members and special guest Linda Mills. The following topics related to new initiatives and ideas for faculty circulation to the global sites were presented by Vice Chancellor Mills and discussed by committee members:

1. Ongoing forms of faculty engagement with the Global Sites
  - a. The Provost's Global Research Initiative (GRI) is intended for individual faculty members who have support through sabbatical leave or some other external funding source. Deputy Provost Katy Fleming, who runs the GRI, will visit the committee to give more details at a later date.
  - b. In other forms of school-based circulation (particularly in the Departments of French, Spanish, Italian, Portuguese, and Liberal Studies), departments have historically funded faculty travel and teaching at specific Sites with which those departments have deep ties.
    - i. One member observed that concerns have been raised that this model reduces quality of programs at the Square. It was added that such a model would be especially problematic for science departments.
    - ii. Mills responded that there are no plans to expand the program beyond the language departments and Liberal Studies, where the arrangement has worked well.
    - iii. With respect to the sciences, she added that some sites (e.g. London and Tel Aviv) have now strengthened their science programs, working with departments at the Square. The model has involved only short visits to the sites by faculty from the departments, not semester long residencies.
2. Newer or new forms of faculty engagement with the Global Sites
  - a. A new type of short visit has recently been introduced in which faculty take brief trips to Sites to meet key personnel, learn how academic programs at the Sites function, and engage in discussions about curriculum development. These typically occur every few years for a given academic unit that is interested in expanding its presence at a site
  - b. In another model, a certain amount of teaching at a Global Site can be built into employment contracts. This has already occurred with a number of contracts at NYU Abu Dhabi.
    - i. With respect to the contract model, committee members expressed concern about faculty imposing their own locational or teaching desires upon Sites that would not necessarily benefit from their teaching, and inquired about who would be responsible for managing such requests. Mills responded that Site-Specific Advisory Committees have been tasked with addressing this issue.
    - ii. With respect to contract arrangements for NY faculty teaching at the Portals, this falls outside Vice Chancellor Mills's sphere of responsibility and will be addressed at an upcoming meeting of

the committee co-chairs with Vice Chancellor Hilary Ballon and Provost Joanna Waley-Cohen.

- iii. Vice Chancellor Foley explained that such contracts have so far been negotiated at the time of hiring, typically in cases of senior faculty members who are interested in having regular responsibilities at a specific Portal or Site written into their contract as part of their appointment at NYU. The contract negotiation process in these cases outlines the specifics of time split, department affiliation, and financial arrangements. Mills added that these arrangements have typically been motivated by a school's interest in hiring a senior faculty member, with the Provost's Office sometimes being involved to help out with the financing.
  - iv. Foley also explained that there has been at least one case of such contracts for retention (as opposed to hiring) purposes, in which all relevant parties in NY and at the Portal/Site had to approve the new arrangements for that faculty member.
  - v. Committee members noted that these contract negotiations are typically time-sensitive, which could be a problem if using the Site-Specific Advisory Committees as clearinghouses since the SSACs meet infrequently. Mills noted that all SSACs are now chaired by faculty members in NY, so in urgent cases, SSAC chairs could be individually consulted to make quick decisions.
- c. A third new type of NY faculty presence at the sites is with Site Directors, most of whom now have either full-time faculty appointments in NY or clear, voted-upon affiliations with NY departments.
  - d. Next, Mills proposed a special type of NY-based academic leadership for two key and especially large Sites – London and Florence – which would benefit from a senior leader to serve as academic liaison for strategic and curriculum planning vis-à-vis NY. These two faculty members could be elected through a competitive process, and would most likely be rotating positions filled by full-time faculty members. The duration is to be determined, but committee members suggested that it should normally be for more than one year.
    - i. It was also proposed that this could be a longer-term contract, only partially comprised of residency at the Site. Mills agreed, and added that this new position would entail a great deal of travel, doing local faculty development work at the Sites as well as connectivity work with NY, AD, and SH.
    - ii. The committee discussed a model in which the Florence and London Sites would have both an administrative and an academic director who would be separate from the SSACs, which primarily address curricular issues. Mills also noted that new informal committees on other topics (e.g. arts across the Sites) have also been formed in order to draw on new areas of expertise—and that these have groups have been welcomed.

- iii. Committee members inquired about whether this model might apply to other Sites beyond London and Florence in the future. Mills replied that newer Sites have been built with academic direction fundamentally integrated from the beginning, so it will likely not be necessary. If, however, potential staffing crises occur in the future, one could conceive of making a similar arrangement on a temporary basis for another Site if need be.
- iv. The committee agreed with this proposal, and Mills will now bring the suggestion to the London and Florence SSACs for their specific input. This initiative might be formally announced by the end of Spring 2015, with applications due in the summer or fall. The position would likely begin in Spring or Fall 2016.
- e. Finally, Mills proposed a new model of faculty circulation through competitive teaching opportunities at Global Sites, starting with a 2-year trial. The purpose of this model would be to have a faculty member in residence at a site with the charge to strengthen the site's connections to a department or school. This experiment would begin with just 2 such positions for a semester at a time. Committee members agreed this would be a useful experiment.

The co-chairs thanked Vice Chancellor Mills for her visit. Following her departure, the following items of business were addressed:

- 3. Labor compliance at NYU Abu Dhabi and NYU Shanghai
  - a. Co-Chair Una Chaudhuri noted that a Human Rights Watch report (February 11, 2015) had been recently issued, but the report that NYU Abu Dhabi itself has commissioned from Nardello has not yet come out. Meanwhile, the report commissioned from Paul Hastings in Shanghai *has* come out. That report concluded that NYU Shanghai was in compliance on most of the 14 points in the Statement of Labor Values. The report also makes a few recommendations, which should be reviewed by our Labor subcommittee.
  - b. Committee members noted that the Human Rights Watch report was focused on the construction phase of the Saadiyat campus, and that four internal faculty committees at NYUAD have been formed to address ongoing labor issues. The committees are: Labor Components, Labor and Social Responsibility (which plans to issue a report by the end of the semester), Labor Initiatives for workers on campus, and Domestic Employment. A major change in this area that occurred this past fall is that all workers on campus (in dining halls, etc.) are now directly hired by NYU Abu Dhabi, not contracted through Tamkeen. Domestic labor is an especially complex issue to tackle, since domestic workers live at home with faculty and their families, which makes this a critical piece a question of community-building.
  - c. It was noted that the whole NYU Abu Dhabi community is deeply concerned about and invested in this issue, and eagerly anticipating the Nardello report, which will provide a full picture of what occurred during construction.

- i. There has been a town hall meeting at NYU Abu Dhabi to discuss the different perceptions of labor, human rights, etc. surrounding the recent debate.
  - ii. An NYU Abu Dhabi student-run group called Advocacy also recently held a very successful meeting the involving both students and faculty. It was proposed that the Labor subcommittee should connect with Advocacy, and perhaps even invite them to visit with the entire committee.
  - iii. One committee member suggested that the committee should evaluate who is responsible for establishing and monitoring compliance models, and should consider whether these might be worker-based models.
4. The co-chairs informed the committee that they are in the process of arranging a meeting with Provost Fabio Piano and Awam Amkpa, Chair of the T-FSC Global Network University Committee, to discuss faculty involvement used in the search to replace Judith Miller, Dean of Arts and Humanities at NYU Abu Dhabi, who is stepping down.
5. The co-chairs reminded committee members to continue with their subcommittee work.

The meeting was adjourned.