



# NEW YORK UNIVERSITY

**Faculty Advisory Committee on the Global Network**  
**Thursday, October 2, 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 (Mathematics)  
**Patricia Corby**, College of Dentistry  
**Lucinda Covert-Vail**, Division of 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  
**Chen Jian**, NYU Shanghai  
**Zhong-Ping Jiang**, Polytechnic School of Engineering  
**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)  
**Charles Newman**, Courant Institute of Mathematical Sciences (Mathematics)  
**Gbenga Ogedegbe**, School of Medicine  
**Arvind Rajagopal**, Tenured/Tenure-Track Faculty Senators Council (Steinhardt)  
**Robert Rowe**, Steinhardt School of Culture, Education, and Human Development  
**Gail Segal**, Tisch School of the Arts  
**Malcolm Semple**, NYU Sydney (FAS)  
**Paul Smoke**, Robert F. Wagner Graduate School of Public Service  
**Lisa Springer**, School of Professional Studies  
**Joshua Tucker**, FAS (Politics)  
**Nancy Van Devanter**, College of Nursing; Global Institute of Public Health

**Guests:** Jeff Lehman, Vice Chancellor, NYU Shanghai  
Joanna Waley-Cohen, Provost, NYU Shanghai

## Report on Meeting

Co-chairs Eliot Borenstein and Una Chaudhuri opened the meeting by welcoming all members and special guests. The first half of the meeting was devoted to an open forum in which committee members could ask questions about NYU Shanghai to Vice Chancellor Lehman and Provost Waley-Cohen. The following questions were addressed:

### 1. Faculty Hiring

- a. Vice Chancellor Lehman reported that NYU Shanghai faculty hiring is progressing well. The natural sciences are further behind than the other fields, but also doing well.
- b. The committee inquired about the projected balance between tenured/tenure-track and full-time non-tenure track/contract faculty at NYU Shanghai. Provost Waley-Cohen noted that the administration has no firm projections, but the permanent model will be majority tenured and tenure-track faculty, with a significant number of affiliated faculty from New York (and in the future, Abu Dhabi) and contract faculty teaching languages.
- c. Vice Chancellor Lehman informed the committee that the long-term budget for NYU Shanghai is based on 230 full-time faculty members. He added that his preference is for joint appointments with New York whenever possible. Of these, it is his current assumption that slightly more than half will be tenured/tenure-track.

### 2. Cross-cultural Integration

- a. Vice Chancellor Lehman and Provost Waley-Cohen both emphasized that a key goal of NYU Shanghai's mission is to have as much cross-cultural interaction as possible, both on campus and through students circulating throughout the global network.
- b. The committee inquired about the balance between Chinese and non-Chinese students in classes at NYU Shanghai. The Vice Chancellor and Provost agreed that there is a good balance in most classes, and observed that it is too early to draw any firm conclusions about popular fields or academic accomplishment levels for various nationalities. They further remarked that the slight early gap in grade distribution between Chinese and non-Chinese students has now been closed.
- c. Provost Waley-Cohen noted that in the NYU Shanghai student body there are currently 40 different countries represented in addition to China. This year, 25% of the student body is comprised of US citizens. Other prominent nationality groups include Pakistan and Russia, with a wide range of others represented as well.
- d. Provost Waley-Cohen noted that current sophomores at NYU Shanghai are all expected to study in the global network next year, and current estimates are that about half will be traveling to New York. To promote travel in both directions, Vice Chancellor Lehman encouraged faculty in New York to advertise the option of studying away in Shanghai to their students.

### 3. Affiliated Faculty

- a. Committee members inquired about the financial arrangements for New York faculty members who are affiliated faculty at Shanghai. Vice Chancellor Lehman noted that NYU Shanghai pays the salary and benefits for affiliated faculty, thus freeing up their salaries for other uses by their home academic units in New York. The overall guiding principle, he added, is that the New York faculty should be held financially harmless, but there is no additional financial incentive for them to teach at NYU Shanghai.

### 4. Internet Access

- a. The committee inquired about whether Chinese internet restrictions affect the NYU campus. The Vice Chancellor explained that NYU ID logon from the NYU Shanghai

campus provides free and open internet access, and the same is achieved via VPN from off-campus locations.

5. Compliance and Labor Values
  - a. The committee asked for an update on the NYU Shanghai labor reviews conducted by JLL and Paul Hastings. Vice Chancellor Lehman reported that Paul Hastings has interviewed about 25 people in their compliance audit, and are writing up their results now. Their preliminary reports suggest that there were no previously unknown labor problems during the construction of the Pudong site.
  - b. Vice Chancellor Lehman further noted Paul Hastings was brought in because JLL was unable to provide satisfactory written reports of their results. He assured the committee that on future projects, any external compliance firms hired will be asked to keep written records of what they observe.
  - c. In the future, NYU Shanghai will continue to monitor the treatment of its own workers internally, but there is an upcoming dorm construction project that will require external monitoring. With respect to any joint construction projects forthcoming with East China Normal University, they are aware of NYU's labor policies.
6. Events in Hong Kong
  - a. The committee inquired about whether NYU Shanghai has felt any resonances from the recent protests in Hong Kong. Since NYU Shanghai is closed for China's National Day holiday this week, Vice Chancellor Lehman responded that no impact had been felt yet, but it is expected to be a topic of discussion.
7. Vice Chancellor Lehman noted that he will be back in New York in early November, and would be happy to meet with the committee again then.

Following Jeff Lehman and Joanna Waley-Cohen's departure, the committee briefly continued a general discussion of NYU Shanghai. The following points were raised:

1. It was noted that leaders in the city of Shanghai, inspired by NYU's model, are very interested in opening more joint campuses with US universities in China, which could be transformative for China's culture, economy, and education. This is coinciding with a general opening of Chinese society and a trend away from restricting new educational initiatives.
2. Committee members inquired about the state of the social sciences at NYU Shanghai. It was responded that the liberal arts concept is still being implemented at NYU Shanghai, including many new disciplines in the humanities and social sciences.

Following this, the committee discussed a revised proposal for the selection and composition of the committee going forward. The following issues were raised:

1. Adding/subtracting representatives from the proposal
  - a. The committee agreed to invite a representative from the newly constituted FTNTT/CF Senators Council.
  - b. The committee agreed to add the following additional representatives to the revised proposal for the committee's composition: Institute of Fine Arts/Institute for the Study of the Ancient World (1), Global Institute of Public Health (1), Global Sites (1). It was proposed that the Global Site representative could be a Provostial appointment.
  - c. The committee agreed to cut the proposed representative from FAS-GSAS.
  - d. Current co-chairs Eliot Borenstein and Una Chaudhuri are not named in this proposal; future chairpersons will be selected by the committee itself.

2. Concern about the large size of the proposed committee (38 members with the added representatives in (1) above)
  - a. It was proposed that there should be a mechanism for educating new members of the committee about NYU's global network, or a method by which to encourage the selection of new members who have pre-existing expertise about the global network.
  - b. Staggered elections with three-year terms were agreed upon as one way to handle this issue of expertise on the committee, with its being left to each school to decide how its representative is elected/selected.
  - c. It was suggested that the Office of Global Programs could help give new committee members an overview of the full scope of global activities at NYU.
  - d. For smaller schools who have only one representative on the committee, it was suggested that an alternate (substitute) representative might be named, at the discretion of the school/unit.
  - e. If the balance of various schools' involvement in the global network changes over time, the balance of representatives from various schools and units can and will be reconfigured accordingly.
  - f. Ultimately, it was agreed that the value of thoroughly representing all schools and units who partake in global initiatives at NYU outweighs the disadvantages of having a large and possibly unwieldy committee.
3. Mission of the committee going forward
  - a. It was agreed that one of the charges of the committee going forward is that it will be a standing faculty group with which the administration must consult before any major new global initiatives are enacted.
  - b. The committee plans to continue to receive regular updates from leadership at NYU Abu Dhabi, NYU Shanghai, and the Office of Global Programs.
  - c. It was suggested that part of the committee's charge could be to consider mechanisms for reducing the fragmentation and redundancy among the range of global activities currently taking place across the University.
  - d. It was proposed that the committee pay close attention to the effects (positive or negative) that student/market-driven approaches to the growth of the global network might have on faculty and institutional development in the future.
4. Vote on proposed composition and terms of service to the committee
  - a. The committee unanimously voted that committee members should serve three-year terms.
  - b. The committee agreed by majority vote that alternates could be named for units/schools that have only one representative on the committee (at the discretion of the unit/school).
  - c. The committee unanimously agreed on the "selected/elected" portion of the revised proposal (#1-29), with the following amendments:
    - i. A representative from IFA/ISAW will be added.
    - ii. A representative from GIPH will be added.
    - iii. A representative from the Global Sites will be added.
    - iv. A representative from the FTNTT/CF Senators Council will be added.
    - v. The proposed representative from FAS-GSAS will be deleted.
  - d. The committee agreed to discuss the "provostial appointments" section of the revised proposal (#30-35) at its next meeting.