



Faculty Committee on NYU's Global Network
Thursday, November 14, 2018, 8:30am-10:00am EST
PCR (Bobst Library, 1218)

ATTENDANCE

Eliot Borenstein, Co-Chair, FAS (Russian and Slavic Studies)
Martin Klimke, Co-Chair, NYU Abu Dhabi
Amy Bentley, Steinhardt School of Culture, Education, and Human Development
Sylvain Cappell, Courant Institute of Mathematical Sciences (Mathematics)/
Tenured/Tenure-Track Faculty Senators Council
Rawan Dareer, Student Government Assembly
Martin Dorf, Executive Vice President
Alexander Geppert, NYU Shanghai
Christian Haefke, NYU Abu Dhabi
Benjamin Hary, Global Sites
Matthew Kleban, FAS (Physics)
Marilyn Moffat, Steinhardt School of Culture, Education, and Human Development
Vasuki Nesiah, Gallatin School of Individualized Study
Adedamola Osinulu, Liberal Studies
Marianne Petit, Tisch School of the Arts
Jon Ritter, Continuing Contract Faculty Senators Council (FAS Art History)
Paul Smoke, Robert F. Wagner Graduate School of Public Service
Carol Sternhell, FAS (Journalism)
Deepak Unnikrishnan, Continuing Contract Faculty Senators Council (NYU Abu Dhabi)
Paul Wachtel, Undergraduate Academic Affairs Committee (Stern)

MEETING MINUTES

Eliot Borenstein and Martin Klimke opened the meeting with introductions and welcomed Marty Dorf, Executive Vice President, to the meeting and introduced his talk on financial strategy as it relates to NYU's Global Network.

Marty provided the group an overview of his portfolio. He oversees budgets and operations related to NYU's Global Network. Marty also serves on governance committees with partners in Abu Dhabi, and he is the President of the Trust of La Pietra - a role which involves upkeep of the collection and facilities at NYU Florence.

His presentation focused on the financial flows between NY and the global sites. NYU's financial strategy aims to ensure that tuition revenue equates roughly to same amount as expenses. Tuition flows back to each of the schools of the students' origin based on our balance of trade agreement. Similarly, when faculty go to a portal campus (Abu Dhabi or Shanghai) to teach, there is a subsidy that goes back to the home department. The portal campuses differ from the sites in financial terms because Abu Dhabi and Shanghai are funded, in part, by partnerships and each are on a break even basis. There are a series of flows that come back to NY, and not all are financial. One of the most important is our global footprint, which has allowed us to become a destination for more and more international students seeking to study in the United States.

The diversity and breadth of our student enrollments, being so international and diverse, is an incredible strength. When you go beyond "we break even or make money," global underpins our enrollments and identity. It is an important asset and a point of attraction for international students and faculty. The global aspect of NYU allows us to do things we couldn't do if totally NY centric.

While the overall global budget generally budget breaks even, Marty did point out that spending has gone up around 15 percent, in part due to a new program in Los Angeles, and due to NYU Paris's start of the math program which has seen a jump in enrollment, as well as due to NYU Madrid's new center which has also seen a jump in enrollment. But basically, we break even. On the expense side, a large portion of our budget goes to facilities because we generally lease rather than own (except at La Pietra).

The committee asked about tuition dollars flow from students back to the respective departments, particularly in the case of doctoral students who study away. Marty mentioned that PhD students are fully funded so it is unclear if there are funds that flow back to a doctoral student's home campus.

Marty mentioned that in previous years, there were greater numbers of students coming from other institutions, but with the commercialization of international education, private operators are now offering less expensive experiences. The numbers of visiting students over time have gone down. While cost does come into play in NYU students' decisions to study abroad, we do offer scholarships to offset the costs for students who qualify for them based on need.

Marty also described the risk management aspect of his work with Global. Risk management - things come up as virtue of being global entity: Oversight by facilities folks in terms of fire safety; currency risk due to currency fluctuations. In terms of emergency planning activities, we now have a 24/7 global command center monitoring activities all over the world. This is beneficial to those in NY and at the global sites. The Public Safety department has developed a comprehensive crisis management program. We have been engaged in emergency planning exercises, and have done so in some locations with more planned in the near future. Marty noted that his portfolio expanded to include public safety, and he wanted to take safety to a higher level of capability, and he highlighted that this has been achieved. Members of the committee acknowledged the critical role that public safety plays in ensuring the safety and security of students overseas. The committee agreed that geopolitical risks are taken very seriously as are mitigation strategies.

The committee noted that increasing students' awareness of NYU's safety planning and resources, including evacuation procedures, may be beneficial for students concerned about geopolitical events. Marty informed the committee that Public Safety staff have reached out to individual deans to ask about doing emergency training. Jack Briggs and his team can deliver presentations on emergency planning and public safety information to any department or group at NYU.

The committee discussed tuition revenue, particularly in terms of whether some of the tuition dollars go toward scholarships for students studying away. The special scholarship programs for students studying away were highlighted. Additional information provided after the meeting was as follows: On average, approximately 1000 students received NYU scholarships to study away, across all sites. Typically \$2 to 2.5 million is awarded per year. Other scholarships are also available to students based on specific interests or programs, and/or need and are publicized here: <https://www.nyu.edu/academics/studying-abroad/upperclassmen-semester-academic-year-study-away/costs-financial-aid/scholarships-financial-aid0.html>

The committee discussed avenues for increasing student interaction with faculty across the Global Network and recognized that international communications are complicated by geography, time zones, and faculty bandwidth. The committee referred to previous discussion about models for communication before and after a study away experience, and mentioned that more can be done to facilitate student and faculty connections. Committee members were welcomed to share ideas and the co-chairs can bring them to the Office of Global Programs.

The co-chairs mentioned the committee structure, which was ad hoc in nature at its establishment in 2012, but has since been formalized into a standing committee. Last year, a subcommittee explored bylaws and structure and brought the conversation to the Provost's Office. As a provostial advisory committee, members should be appointed and meetings should be chaired by a representative appointed by the Provost Office. However, few members are selected by the Provost Office, and the committee's structure can best be described as hybrid. Members expressed that while bylaws are not essential, there is a need for a procedural orientation, indicating function, roles, and structural information so that faculty can better understand how the committee functions.

The committee recognized that institutional memory is lost with member turnover. Retaining the faculty-advisory nature of the committee, while retaining the experience and expertise of members on the committee, can be accomplished with a structure that includes ex-officio status for members appointed directly by the Provost Office. This structure will strengthen the committee going forward. The co-chairs also put forward the idea of leaning into administrative roles and establishing executive committees. The executive committee would be elected or appointed and their roles would function, in part, like the current co-chairs. Governance would be shared among executive members and their duties would include creation of meeting agendas for the year. It was agreed that further details will be discussed in the next meeting. The co-chairs thanked the committee members for their participation.