Faculty Committee on the Global Network
Thursday, December 8, 2016, 8:30 a.m. – 10:00 a.m.
Presidential Conference Room, Bobst Library (12ᵗʰ floor)

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
Alexander Geppert, NYU Shanghai
Dale Hudson, NYU Abu Dhabi
Matthew Kleban, FAS (Physics)
Kristie Koenig, Steinhardt School of Culture, Education, and Human Development
Peter Loomer, College of Dentistry
Yaw Nyarko, Provostial At-Large Appointment
Daniel Perkins, Division of Libraries
Todd Porterfield, Gallatin School of Individualized Study
Matthew Santirocco, Liaison with University Administration
Gail Segal, Tisch School of the Arts
Paul Smoke, Robert F. Wagner Graduate School of Public Service
Allison Squires, Rory Meyers College of Nursing
Carol Sternhell, FAS (Journalism)
Susan Torrey, School of Medicine

Guests
Zvi Ben-Dor Benite, Associate Vice Chancellor for Global Network Faculty Planning

MEETING NOTES

Eliot Borenstein welcomed everyone and guest Zvi Ben-Dor Benite, the newly-appointed Associate Vice Chancellor of Global Network Faculty Planning, who has already assumed his new position.

Ben-Dor Benite has been on several committees and was involved in many negotiations and conversations about what it means to be a trans-portal faculty member. Recently, he was engaged in the coordination of a language program in NYU AD and on the Square. He believes, NYU should be especially attentive to its language programs at the portals and sites, and also rethink how students engage in local cultures.

Ben-Dor Benite has also been involved in a number of faculty search and tenure cases at NYU AD. Compared to when the portal first opened, NYU AD now has a much more diverse faculty: the number who graduated from non-western universities has increased, and these faculty will start to serve on promotion and tenure committees.

Key efforts of the Faculty Committee on the Global Network
Chaudhuri said that Ben-Dor Benite's introduction touched on many of the topics that this committee has been discussing.

The two main areas of focus for the Faculty Committee on the Global Network are:

1. Global Network Professor title – the title articulates some principles and desires for how faculty might be connected as a community of intellectuals. The committee devised a document and faculty have since been appointed with that title. These people have relationships with units in New York, but these are somewhat ceremonial. There are still some problems and areas of ambiguity, closely tied to issues of institutional relationships.

2. Search and hiring, review and promotions – these processes are currently guided by the "Both/And" memo. The committee has started conversations about revising these procedures with the AD, SH, and NY provosts. A subcommittee was created and has met once so far. There is work to be done to fill in the details of these protocols. Occasionally, the process in New York conflicts with certain practices used in NYU AD and NYU SH. In those instances, faculty have felt uncomfortable or ill-informed.

    Chaudhuri said that a few people have pointed out that the "Both/And" document is primarily bureaucratic, and is missing a statement of vision and philosophy. It should be revised to articulate where we are in the moment. Borenstein added that every document of this sort should include a "sunset" clause, stipulating that it can and should be revisited. Chaudhuri said that currently, there is an assymmetrical relationship in promotion and tenure processes with the portals – NYU NY is involved in processes at the portals, but faculty at the portals are not similarly involved in processes at NY-based departments.

It is crucial at this moment for colleagues at the portals to be very involved in crafting the language of any documents, as they have the clearest sense of what is involved and their fates are most directly impacted by revised documents. This is a good moment to engage some New York chairs who have had a lot of experience, but the committee wants to find ways to have conversations with faculty at the portals. Borenstein added that there is a disconnect - administration think faculty want extensive freedoms in these processes, but faculty actually want a little more direction.

The role of department chairs
Ben-Dor Benite added that department chairs are a key presence in coordinated hiring processes. In the past two years, he started work on a portal-spanning PhD program. One question that was asked was how to divide a McCracken graduate fellowship between two portals. This doctoral program was never finalized, as there was a great deal of pushback and other issues. As MEIS Chair, Ben-Dor Benite was also interested in inviting faculty from NYU AD to sit on dissertation committees and search committees in New York. For this to succeed, chairs have to advocate for it, be creative, and keep in mind that the portals are a resource. Chaudhuri and Borenstein noted that Ben-Dor Benite is the first to attempt this. Ben-Dor Benite

emphasized that he did not succeed; there was support in NYU AD, but less in New York. It is also difficult to do technologically.

Why did it fail? What did we learn? There are still NYU AD skeptics. One member noted that Ben-Dor Benite's own department has been vocal in its disapproval of certain global developments. Ben-Dor Benite agreed, but these disagreements among the faculty are good and natural. NYU is engaging in an amazing experiment of expanding education in creating an education system of global scale. However, it is not the first university to do so, when one considers the spread of the Madrassah system in the middle ages, the Jesuit schools, the Protestant missionary schools, etc. We are different in one key respect: there is no empire behind us, and our values are democratic. He thinks NYU AD skepticism has declined somewhat over time and that many questions that skeptics and critics have raised were very important and useful. There was also some discussion about what happens when people apply to a program track that mandates working in another country, but cannot get a visa to go there. This is a common issue with Iranian and Palestinian students in particular. With the McCracken fellowships, we have to consider what happens if a student changes his or her focus; students' courses of study are often dictated by the availability of funding in different fields.

Chaudhuri said that in her experience, New York faculty skepticism comes from the fear that the global network could be used as a wedge to undermine the autonomy of New York departments.

A committee member noted that although Ben-Dor Benite emphasized the importance of chairs, there are currently no departments or chairs at the portals. Additionally, many faculty in the portals do not realize that the Faculty Handbook applies to them as well. Chaudhuri suggested that perhaps committee members representing the portals can help make portal faculty aware of the handbook. They have spoken to committee member Kevin Coffey about holding a session where NYU AD faculty are invited to air their concerns on the evaluation process, which is confusing to many.

Ben-Dor Benite suggested that this committee come up with procedures to give chairs room to operate. Past attempts have produced a negative reaction, but he is thinking ahead five or six years. By then, the number of faculty who have taught abroad during J-term and visited portal campuses will have grown. There will be a new normal. Future students and faculty will be more mobile. Faculty in New York must start thinking of the portals as an academic, not a financial, resource. Chaudhuri posited that the growth of faculty in the portals will lead to program heads becoming more like chairs.

Graduate programs
A committee member raised the issue of how nondoctoral graduate programs are proposed and approved. At a recent meeting, the Graduate Program Committee discussed how the lack of a clear process for how ideas for graduate programs emerge affects faculty planning. The Stern School of Business, for example, is creating a joint Master's with NYU SH. The idea is to attract a regional audience in Shanghai. Some faculty feel that this is impinging on the faculty and prospective students of an existing program. Our committee must consider faculty planning in terms of hiring and tenure, but also in terms of how new graduate (non-doctoral) programs emerge. Ben-Dor Benite responded that NYU could develop a vision for this; he had been thinking of applied Asian Studies in the form of program-based studies (i.e. on water, earthquakes). In ten years, the Middle East will be an area of reconstruction; they will need skilled people in that region, and people should be trained there. It makes sense to teach these subjects at the portals and sites.

A committee member suggested that the University's sustainable development goals be considered as well, to engage with other places with multidisciplinary skill sets. In this way, NYU faculty should think as broadly as they can.

A committee member noted that the discussion about chairs and program heads has at least two dimensions: *practical* in terms of some element of faculty autonomy, and *intellectual* in terms of facilitating discussions and formulating questions. Program heads do not have the same power as chairs in New York. NYU AD programs are diverse: connections to multiple schools is very important to some programs (e.g., Film & New Media, Music) or multiple departments within one school (Literature & Creative Writing), but less important to others (e.g., Economics, History, Philosophy). The NYU AD administration has announced NYU AD's "phase two," which emphasizes interdisciplinary research clusters and centers, through which faculty are encouraged to work across what would be departments and schools at NYU NY.

Chaudhuri and Borenstein thanked Ben-Dor Benite for visiting and the meeting ended.