



NEW YORK UNIVERSITY

Faculty Committee on the Global Network
Tuesday, September 12, 2017, 8:30 a.m. – 10:00 a.m.
President's Conference Room, Bobst Library (12th floor)

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)
Lindsay Davies, Undergraduate Academic Affairs Committee
Chris Dickey, College of Global Public Health
Ifeona Fulani, Liberal Studies
Billie Gastic, School of Professional Studies
Alexander Geppert, NYU Shanghai
Sam Howard-Spink, Continuing Contract Faculty Senators Council
Dale Hudson, NYU Abu Dhabi
Matthew Kleban, FAS (Physics)
Kristie Koenig, Steinhardt School of Culture, Education, and Human Development
Rachel Law, Student Senators Council
Heather Lee, NYU Shanghai
Peter Loomer, College of Dentistry
Daniel Perkins, Division of Libraries
Mal Semple, Global Sites
Allison Squires, Rory Meyers College of Nursing
Marti Subrahmanyam, Leonard N. Stern School of Business
Jiawei Zhang, Leonard N. Stern School of Business

MEETING NOTES

Co-chair Eliot Borenstein welcomed new and returning members of the committee, and invited each member to introduce him or herself. Borenstein announced that former co-chair Una Chaudhuri is stepping down from the co-chair position but will remain on the committee as a member. Due to ongoing changes in Abu Dhabi representation, the committee will vote on a new co-chair at a later date.

Global Faculty Fellows Program

Borenstein explained that the Global Faculty Fellows (GFF) program was created two years ago, in response to a recommendation from this Committee to provide funding for faculty members to teach for a semester at one of the global sites. While effective, the program proved to be expensive and extremely complicated, due to labor and immigration laws. Only one faculty member participated in the program each year, with many more faculty choosing to participate in the Global Research Initiatives instead. Borenstein reminded the committee that its initial recommendation was that Global Programs run a pilot program on a trial basis. He has

discussed it with the Associate Vice Chancellors, who recommend that the program be suspended. He now submits it to the committee for feedback.

A committee member asked why so few faculty participated in the program. Borenstein answered that while publicity for the program was admittedly inadequate, not many faculty want to go and are able to. Another member asked whether they discussed giving the program a few more years to find its footing; she remembers that when the committee made its recommendation, there was a great deal of interest in teaching at the sites. Would it be possible to continue it for a few years longer and publicize it better?

A committee member from the Sites said that those at the global sites very much enjoy the visits of portal faculty, who are a tremendous resource for local faculty. However, the cost of the program is worrying; the sites could do more with that money – for example, guest lectures. If that money is to be spent, the faculty at the sites would like to benefit more than they do in the GFF program, and build bridges to sustain hiring locally. While the idea should not be shelved completely, he would support a more careful analysis of potential uses for those funds. Borenstein pointed out that faculty are asked to explain in the GFF application how their time abroad will help develop local programming. The committee member responded that this development rarely occurs.

A committee member asked about other programs with similar aims. Borenstein pointed to the Global Research Initiatives, as well as conferences abroad. Some faculty are trying to arrange trips to sites to encourage interest. This committee member said that he has plans to teach in Florence in the spring with a local co-teacher. A committee member asked whether the GFF program could also fund shorter visits? Another confirmed that that was discussed initially as a possibility, but never solidified. In the planning phases, the lack of advertising for GFF was intentional while details were fleshed out.

A committee member said that as there is more flexibility in the portals, those visits are mainly organized around teaching. A week in the sites might be a more productive use of funds. Another committee member responded that site faculty appreciate short trips, and a lot gets done in that time – it is special to have a portal-based faculty member onsite to meet and speak with local faculty. Additionally, some New York departments have become involved in Sydney by finding contacts in the city to address site needs locally. To supplement that kind of collaboration with targeted visits based on intellectual interest would be ideal.

Another committee member added that there has been concern among Liberal Studies faculty that there might be eventual overlap between this program and their own. They feel that if they compete for resources, Liberal Studies would “lose” because of the perceived ongoing status competition between tenured and contract faculty. Borenstein pointed out that Global Programs does not allocate funds to Liberal Studies faculty.

A committee member pointed out that it is already difficult to establish courses taught regularly in the sites, and visiting New York faculty typically want to teach something they bring. Borenstein pointed out that this exacerbates the issue of underenrolled courses too. A committee member asked if local students can take classes in the sites. Another answered that there are very few of those.

Borenstein noted that Provost Fleming has stated that she wants to increase NYU's local engagement at the sites. A committee member asked what the costs are related to the Global

Faculty Fellows program. Borenstein answered that they can include travel, bureaucracy, tax adjustment, and schooling for children, among other things.

A committee member noted that health faculty are locked into a curriculum and most cannot even consider teaching abroad. Their only options are J-term and summer, which would give their students opportunities to go abroad. The representative from the sites said this would be great for the sites, especially if some students stay on for the semester.

Chaudhuri asked if the committee could go on record and say that it is in favor of suspending the Global Faculty Fellows program, but only if Global Programs actively pursues other avenues to accomplish the same aim. A committee member suggested they put this on the committee's agenda for the year; another asked whether there is an annual budget associated with this program, and if so, could we retain it for other programs? It was noted that the budget is probably loose because this was meant to be a trial period.

Update on "Both/And"

Borenstein and Chaudhuri reviewed the committee's work from the 2016-17 year, largely dominated by discussion of the "Both/And" hiring and tenure review policy currently in place at NYU. These deliberations led to last year's progress report, and not a final recommendation; portal faculty will be reviewing and discussing these issues this semester.

Searches and hiring: While searches for new portal faculty in some fields are running smoothly, faculty in other fields feel their searches are guided by their portal's administration. This issue should be addressed in the committee's work this year. A committee member pointed out that searches benefit from the involvement of New York faculty.

Chaudhuri said that while some faculty would like hiring to continue to become more portal-centric, there is often a perceived issue with a lack of senior expertise at the portals. Borenstein noted that it is not the role of this committee to pass judgment on the portals' respective academic administrative structure. Chaudhuri added that it is crucially important that this conversation be undertaken in detail at the portals; the committee must do what it can to assist portal faculty in having this conversation. A committee member noted that some untenured faculty are hesitant to speak up on this issue.

One committee member said that he had just presented on these issues to NYU AD faculty. Those hesitant to speak were to email Borenstein their concerns and questions. As of now, there have been no listening sessions for arts and music professors and untenured professors on the tenure-track. Contract stream faculty would like to be included in the discussion as well.

Chaudhuri summarized the committee's findings on the issues of appointments and tenure and promotion review. The committee identified two options to address the varied experiences of the "Both/And":

- Strengthen and clarify the "Both/And" model by detailing the mandated administrative roles of New York units in portal reviews (including a schedule and modalities for academic interactions between junior faculty and his/her NYU NY unit);
- Replace mandated, administrative departmental involvement with voluntary intellectual/academic modes of connectivity. Affiliation would follow appointment, rather than be a condition of it.

She reviewed the risks associated with both these options. ([See relevant sections of presentation.](#))

The committee came away with two conclusions: that they must support, protect, and assist junior faculty members as they proceed through the academic life cycle, and that there should be faculty connectivity in all academic areas (including research, curriculum development, and pedagogical innovation).

A committee member in NYU AD said that there is interest in this committee holding listening sessions for portal faculty, perhaps via videoconference. The committee agreed to facilitate this. Another committee member pointed out the committee's fundamental problem is that it lacks a fundamental understanding of the structure of portals; they are not schools, and this held up progress last year. Interpolating governance from departments in the portals would be a provostial decision. If we changed the recognition of NYU AD as an entity, everything would change.

Borenstein said that the next big stage in this discussion has to happen at the portals. He will follow up with those in NYU Shanghai.

Committee agenda for 2017-18

Members raised issues for discussion this year:

- Liberal Studies faculty are concerned about the erosion of their status and privileges abroad. One issue is accommodation – i.e., in London and Paris, they have been moved from individual apartments into student housing.
- The inadequacy of technology and classroom facilities in multi-portal/site courses. Chaudhuri noted that this issue was in the 15-16 Final Report. It was agreed that the committee should invite Clay Shirky, new Vice Provost for Educational Technologies.
- The use of a standard time frame acceptable for inter-continental meetings, classes, and conference calls. There has been no attempt to accommodate the time difference between New York and sites like Sydney. This situation might be improved by using other technologies, like online discussion boards. This committee should encourage best practices in this regard. Borenstein suggested they explore ideas for asynchronous participation. Another committee member added that the technology exists to enable inter-continental collaboration, and this should be a priority.

Borenstein invited the committee to email him with any other items to discuss this year. Thanking everyone for their input, he called the meeting to a close at 10 am.