



NEW YORK UNIVERSITY

Faculty Committee on the Global Network
Friday, September 16, 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*
Una Chaudhuri, FAS (English) and Tisch (Drama) *Co-Chair*
Sylvain Cappell, Courant Institute of Mathematical Sciences
Jian Chen, NYU Shanghai
Lindsay Davies, Undergraduate Academic Affairs Committee
Chris Dickey, College of Global Public Health
Peter Gollwitzer, Provost's Council on Science and Technology
Matthew Kleban, FAS (Physics)
Kristie Koenig, Steinhardt School of Culture, Education, and Human Development
Yaw Nyarko, Provostial At-Large Appointment
Daniel Perkins, Division of Libraries
Vincent Renzi, Contract Faculty Senators Council
Matthew Santirocco, Liaison with University Administration
Gail Segal, Tisch School of the Arts
Mal Semple, Global Sites
Scott Sherman, School of Medicine
Tazuko Shibusawa, Silver School of Social Work
Paul Smoke, Robert F. Wagner Graduate School of Public Service

Guest

Katherine Fleming, Provost

MEETING NOTES

Visit from Provost Katherine Fleming

Provost Fleming greeted the committee. She highlighted the two most resonant points of the 2015-2016 annual report and raised her questions and concerns.

1. The theme of local knowledge and the need for NYU's global education to encompass the local.

The study away environment for NYU students should be immersive and intimate, with locally-based academics. In the context of the report, this ideal is linked to the emphasis on articulating the academic (and not solely cultural) benefits of global education. Last year the committee discussed a possible global learning outcomes study, which the Provost would support.

Study abroad or away has evolved in recent years. Currently, NYU's model is on the cutting-edge of research, but relies on faculty using skills they acquired decades ago as graduate students. NYU faculty must avoid giving students a "museum" of their education. How should NYU facilitate students' having a "French" experience in their areas of study? This would mean thinking about the academic specificities of each location and sharing them with students. The Provost asked that the committee consider this issue, and ask in what way students may participate in the local life of their study away site. One way to develop greater local character at the sites is to engage local constituencies. NYU makes a point of embedding sites in metropolitan areas, but frequently does not take advantage of these locations. The committee should consider how local programming, co-curricular planning, and language classes could advance this goal.

2. The issue of voluntary participation in the Global Network and the associated workload.

Faculty who have engaged with the network (via service on committees, program development, etc.) have greater workloads. The Provost did not agree with the idea that faculty should be compensated monetarily for this work. In the initial stages of NYU AD, there were monetary incentives for getting involved, but this practice must be walked back now that this campus is established. The Provost tasked the committee with considering other, more appropriate incentives (i.e., course release, leave, priority access to research opportunities at the sites).

Una Chaudhuri thanked the Provost for her responses to the committee's report and agreed that the committee will consider these issues further in the coming year.

Chaudhuri explained that the complaints of increased workload are more by unit than by individuals. Due to uneven student interest, certain departments put a great deal more effort and time than others into global programming. They do not know how to integrate this new aspect into the life of the department. There is a need for broader conversation about each department's commitment to and interest in the global network, and for articulation and clarity from within units about their limitations. Chaudhuri asked the Provost for her advice on how the committee can foster that conversation, which could be interesting, positive, and shed light on the Provost's question about local knowledge.

Eliot Borenstein pointed out that part of this problem is structural; in most cases, departments feel like this global work is an add-on; it might not feel like their work, but rather extra work they are being asked to do. Chaudhuri added that many faculty members see the global emphasis as being student- rather than discipline-driven. Since students want to be abroad, faculty feel obligated to facilitate it, but do not always see a direct connection to their units' own curricula, and hence experience this work as an add-on rather than an organic part of their role as faculty charged with teaching their particular discipline.

A returning committee member commented that at the outset, many departments felt it was an imposition administratively. Departments felt required to participate, invent programming, etc. The conversation the committee is proposing to foster among departments regarding the global network would be both philosophical and practical; it should attempt to would help improve departmental attitudes toward global efforts but also to better understand departmental concerns and challenges.

The Provost shared that in her experience working as NYU faculty in Europe, she found it challenging to utilize NYU facilities. Faculty will be more supportive of global when they feel that

the portals and sites are a resource for them. As an example of this, the Provost noted that the Global Research Initiatives have helped a number of faculty become enthusiastic about undergraduate participation in global after spending time abroad. The more participation there is on a personal level, the more engaged faculty will be when they return home. Those who do not feel benefitted by global resources should not be forced to participate. A committee member likened the situation to faculty with affiliations in multiple departments. When they become more connected to these other departments, they become more invested in them.

Chaudhuri identified another key theme of last year's Final Report: faculty connectivity. She noted that this relates to (1) personnel actions (hiring and promotions), (2) identification and relationship, which the new "Global Network Professor" title intends to assist with, and (3) collaborative research and pedagogy.

Chaudhuri asked the Provost for her vision for enhancing faculty connectivity among the three portals.

The Provost explained that in coming years, NYU SH will feature more prominently in the University's global plan, with the bulk of hiring being done in Shanghai. More faculty will benefit from stronger connections to NYU SH than to NYU AD. China is a rich site with a long tradition of higher education and a highly developed system. Chinese culture places a great value on higher education, and there are many faculty members with scholarly motivation to work between NY and SH. The growth of NYU SH will allow us to revisit the question of connectivity and will feel more real than the initial stages of faculty building in NYU AD; it will be focused on connectivity from the beginning. For its part, NYU AD has turned into a great research enterprise.

The Provost noted that connectivity is a problem even at Washington Square. Chaudhuri added that this is a challenge that the University has never been good at solving. The Provost added that better connectivity is not necessarily going to come out of departmental structures. Chaudhuri responded that there are institutional barriers that give the impression that the University does not actually encourage or support connectivity. It is ultimately a structural and institutional issue.

The Provost reminded the committee that the global network stemmed largely from the vision of NYU's President Emeritus. For some faculty, continued efforts to engage and expand in the network still feel like efforts to actualize someone else's vision. Over time, this feeling has dissipated, but there is still some residual tension on that issue. Borenstein agreed with this summation, and pointed out that now faculty can advance their own vision for the network. Connectivity in this is crucial. Faculty at portals need to feel a substantial connection with colleagues in New York. The structure of New York can appear opaque from both Abu Dhabi and Shanghai.

Borenstein asked the Provost if she knows where the bulk of hiring in Shanghai will be. The Provost said that NYU SH's provost, Joanna Waley-Cohen, could better answer that question. NYU SH will try to alleviate its current problem of unevenly distributed student interest. Over half of NYU SH students want to major in business, but China originally wanted to partner with NYU to strengthen its programs in traditional humanities education.

A committee member said increased hiring in NYU SH would mean a greater number of merit reviews to undertake in his department, creating a substantial administrative workload. Another committee member related that issue to the tension between faculty members' commitment to their profession versus the time they devote to the administrative work of their departments. Expectations for faculty are set for many by others in their field, not by the University. There is a

contrast between the overall culture of academia and what the local structure of NYU calls for. The Provost responded that some people will always contribute more administrative work than others, but she knows faculty do not have infinite capacity to do so. The committee member raised the example of students from the portals asking faculty to supervise summer projects during their time in New York. Faculty is not compensated for this.

Borenstein and Chaudhuri thanked the Provost for visiting. She responded that she plans to visit again, but if committee members have ideas or suggestions for her, they should also feel free to contact her directly.

Orienting new and returning members

Borenstein began by alluding to committee's Final Report for 2015-2016 report, which new members had been asked to peruse prior to the meeting.

A new committee member said that in the past, the faculty have felt that the governance of global was top-down, but there seems to have been a gradual shift away from that feeling. She asked what message she can take back to faculty in terms of this shift. Chaudhuri responded that the committee's work has always been to engender that shift by providing faculty a stronger and more direct means of influencing global decision-making. Their mission was to get academic units organically and structurally involved in the network. Borenstein added that the a major reason that the committee was established to begin with was because a group of faculty met with the president and provost some years ago and advised them to create such a committee. He stressed to all members that they represent a constituency, which means reporting back to their colleagues and returning with their concerns.

A committee member asked whether, if NYU wanted to open another portal, this committee would be involved in that decision. Chaudhuri and Borenstein confirmed that the committee would be consulted in that event. Chaudhuri added that the committee has found University leadership to be very responsive and collaborative. They have been assured that the University will not make large decisions without wide faculty consultation.

A committee member asked how confident Borenstein and Chaudhuri are that the committee's recommendation for a Global Academic Officer will be accepted. Chaudhuri responded that the proposal was accepted, the position was posted, and interviews are being conducted with applicants. There was also a posting for another global position that is a version of the position held by former Senior Vice Provost Ron Robin. Borenstein said that neither of these positions are provostial; they will report to Linda Mills (Senior Vice Provost for University Life and Vice Chancellor for Global Programs), who reports to the President and the Board of Trustees. The person in Robin's former position will report to the leadership of the portals as well.

Hiring

A committee member asked whether there was a plan to shift some of the workload involved in conducting merit reviews over to the portals, now that they are larger. Chaudhuri said that question is related to the question of joint hiring, which the Provost has asked the committee to consider. The original "both/and policy" spells out principles, but does not offer a detailed protocol. She and Borenstein propose to work with a subcommittee to address that question. They will begin by consulting with the provosts and Deans of the portals, then the deans and chairs at the Square, to get a clearer sense of their needs and concerns. Borenstein added that faculty should be driving the conversation with the deans, provost, and chairs. Chaudhuri emphasized that now is the time to make this process more established, transparent, and practical.

Finances

A committee member remarked that it is reassuring that the new provost is sensitive to the faculty point of view, but he feels that they cannot have a rational discussion about the global network until details of its finances and its sustainability are shared with the committee. Another faculty member responded that he was on the subcommittee to look at budgets of the portals, and there is nothing surprising in them; the portals break even.

A faculty member in Shanghai said that he was appreciative of the Provost's remarks and what she revealed about the University's commitment to strengthening and developing NYU SH. He asked if he could share that information with NYU SH faculty. Chaudhuri responded that he could. The committee member said that with the new administration, there has been underlying uncertainty at NYU SH about the University's continued commitment to NYU SH. He wants to share the mixed feelings of those at NYU SH about where the portal is going. There is a sense of importance in making NYU SH a liberal arts school. There are questions as to how that will change institutional culture. He thinks faculty at both portals have similar questions and uncertainty.

Another committee member agreed and asked if there are contingency plans for the possibility that the portals' government partners might choose to stop or cut funding. Borenstein replied that there are plans in place for what to do if campuses close. Chaudhuri reminded the committee that Marty Dorph (Executive Vice President, Finance and Information Technology) visits the committee every year, and these visits are most productive if they have specific questions. Chaudhuri suggested that the committee ask Dorph, President Hamilton, and maybe the Board of Trustees whether there is a possibility that NYU NY would ever have to bail out a portal. She does not think that that has been asked (as opposed to what would happen to colleagues if a portal closed). A committee member added that 80% of the preliminary conversations about NYU AD was about divorce clauses. It was considered in establishing the portals, and he thinks those with knowledge of the negotiations should come and speak to the committee. Marty Dorph would know to whom they should speak about this. Another committee member added that faculty were not involved and did not want to be involved in the legal discussions of divorce clauses, which got more complicated as time went on. He recalls that the shorter the partnership, the more protected the University is. Now that these partnerships are older, he does not know what financial guarantees the University has.

One committee member said he viewed the faculty connectivity problem as a symptom of the incomplete articulation of the relationship between the Square, the two other portals, and the sites. He approves of the change in terminology (proposed by and used by this committee) from "The Global Network University" to "the University's Global Network." This shift invites every unit to define its own relationship to the elements of the Network—the sites and portals.

Another committee member said that there is significant interest in her school in opportunities for J-term and summer work in the sites. Chaudhuri responded that the new global academic officer will help with questions about J-term.

Chaudhuri said that they will begin to compile the annual visit list and form a subcommittee on hiring via email. They will also begin to plan the annual faculty forums in New York, Abu Dhabi, and Shanghai.

At 10:00 am, the meeting ended.