



NEW YORK UNIVERSITY

Faculty Committee on the Global Network
Wednesday, April 20, 8:00 a.m. – 9:30 a.m.
Global Seminar Room, Abu Dhabi House

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
Lucinda Covert-Vail, Libraries
Lindsay Davies, Undergraduate Academic Affairs Committee
Guido Gerig, NYU Tandon School of Engineering (Computer Science and Engineering)
Dale Hudson, NYU Abu Dhabi
Matthew Kleban, FAS (Physics)
Peter Loomer, College of Dentistry
Ritty Lukose, Gallatin School of Individualized Study
Vicki Morwitz, Leonard N. Stern School of Business
Madeline Naegle, College of Nursing
Yaw Nyarko, Provostial At-Large Appointment
Christopher Packard, Liberal Studies
Marianne Petit, NYU Shanghai
Jan Plass, Committee on Technology-Enhanced Education (Steinhardt)
Vincent Renzi, Contract Faculty Senators Council
Matthew Santirocco, Liaison with University Administration
Gail Segal, Tisch School of the Arts
Paul Smoke, Robert F. Wagner Graduate School of Public Service
Lisa Springer, School of Professional Studies
Hirokazu Yoshikawa, Steinhardt School of Culture, Education, and Human Development

Guests:

From NYU Shanghai – **Amy Becker**, Director of the Writing Program and Senior Lecturer; **Matt Belanger**, Assistant Professor of Interactive Media Arts and Associate Director of IMA; **Yuxin Chen**, Dean of Business; **Almaz Zelleke**, Visiting Assistant Professor and Coordinator of Global Perspectives on Society; **Brad Weslake**, Associate Professor of Philosophy. *From NYU AD* – **Neeti Chauhan**, Assistant Manager, Compliance; **Martin Klimke**, Associate Dean of Humanities and Associate Professor of History; **Erum Raza**, Chief Compliance Officer; **Justin Stearns**, Associate Professor in Arab Crossroads Studies; **Shamoon Zamir**, Associate Professor of Literature and Visual Studies

MEETING NOTES

Undergraduate Curriculum Committee Proposal

The committee discussed the FAS Undergraduate Curriculum Committee's (UCC) recent proposal to end the current policy allowing CAS students to take liberal arts courses in NYU Abu Dhabi and NYU Shanghai without having them count against the 16 point non-CAS limit. This proposal was meant to address the UCC's concerns about national policies and practices in China and the United Arab Emirates concerning freedom of inquiry and freedom of expression. The proposal was recently withdrawn.

Eliot Borenstein reported there appeared to be little support for the proposal on the Square. Faculty from Shanghai reported that those at the portal felt disconnected and uninformed about the proposal. Another committee member reported that in the Global Coordinators' meeting, some of the most passionate advocates [for the proposal] were New York faculty who had taught at NYU SH. At the meeting, these faculty spoke directly about their concerns, which had arisen from the perceived attitude of Chinese government towards academic freedom and concerns about labor practices in construction of the NYU AD campus.

A committee member suggested that maybe some faculty felt that since there had been a lack of oversight of labor issues in NYU AD, there would be a similar lack of oversight of academic freedom at that portals. There was a discussion at the College of Arts and Science Global Coordinators meeting to implement a mechanism at all portals and some sites for faculty to report on these matters and monitor them. Una Chaudhuri responded that the Faculty Advisory Committee on the Global Network is a mechanism, as is the UCC. A member of NYU SH faculty visiting the committee said that the global network itself is a mechanism, where concerns can be addressed by interfacing between faculty and representatives on committees.

Chaudhuri suggested that the Committee might make itself more visible or better encourage colleagues to come to members with questions.

Visit with NYU Shanghai Program Heads and Deans

Six members of NYU Shanghai faculty participated in the meeting via videoconference.

Chaudhuri asked these faculty for their input into the content and priorities of the Committee's upcoming Final Report, and asked which issues they feel should be included. Specifically, the committee would like Shanghai faculty input as they consider revised plans for the new president and provost, suggested improvements for the Faculty in the Global Network website, and how best to use the title of Global Network Professor.

One faculty member addressed the issue of Shanghai faculty's relationships with their New York-based home departments during the hiring process, which has been, at times, a source of tension and confusion. Specifically, NYU Shanghai faculty have found that the unique needs and culture of the portal may not sufficiently be taken into account during the hiring process. These issues have created tension for both Shanghai faculty and New York departments, and there is concern about the willingness of some departments to continue supporting searches, given some of these frustrations. Another faculty member reported that there have been instances when University leadership has proceeded with searches without consulting relevant faculty. In both cases, the NYU Shanghai faculty expressed a desire to create positive ongoing communication with faculty and leadership within and across both portals, to improve these recruitment and hiring process issues.

Shanghai faculty noted that these problems are more prominent with tenure track hires and non contract hires, which appear to have gone smoothly for NYU Shanghai. In these instances, home departments in New York are somewhat involved, but Shanghai faculty make most decisions.

Tension also arises because the portals are advertised as not having departments, even though some disciplines act and grow as departments. Home departments in New York have more control than faculty in Shanghai, but Shanghai is more affected by hiring decisions due to its scale. Some NYU Shanghai faculty noted that they would rather have departments so that it is easier to organize resources, make budgetary and curricular decisions, and engage more faculty in the hiring process. Others argued that some disciplines are so small that they would not be able to function as a department, and that it is therefore important that they remain connected to their New York and Abu Dhabi counterparts. Another member agreed, citing the large imbalance between number of faculty and number of students in some programs at NYU SH, which are not always proportional. For this reason, it was suggested by another faculty member that NYU SH could have a blended model.

Chaudhuri asked whether the NYUSH Faculty Senators Council should take leadership on the question of models and move towards making a proposal to change the structure. She noted that in New York, there is a pathway for a program to become a department.

One faculty member expressed the need for better academic coordination across the network, and suggested that portal faculty would benefit from a shared resource designed with that end in mind. This might include a database listing courses taught in New York and their syllabi. This would help faculty better align their courses.

One faculty member noted that since all NYU Shanghai students go abroad, they report back to NYU Shanghai faculty what they have learned about NYU NY courses; however, faculty in New York do not know as much about what is offered in NYU Shanghai. There is therefore an expectation that NYU Shanghai will conform to what NYU NY offers, but this situation negates the unique advantages of studying at NYU Shanghai (including the portal's size and location).

Dale Hudson invited NYU Shanghai faculty to confer more frequently with NYU AD faculty, since NYUAD has encountered and negotiated many of the same issues that NYUSH is encountering at present.

Chaudhuri and Borenstein asked Shanghai faculty for examples of hiring and curricular situations they wish to avoid, so that the committee can find ways to address them in the future. They responded that the "Both/And" model of tenure hiring is challenging because it requires NYU NY faculty to be centrally involved in tenure cases where faculty were affiliated on the Square at the time of their hire. Borenstein agreed that "Both/And" is problematic; he said that those in New York understand that the portals have particular curricular and research needs, but committees are asked to evaluate applicants as if they were coming to New York. Faculty are therefore resistant to hiring faculty they would not hire for NYU NY.

One faculty member noted that the procedure for contract faculty to push through Global Network Professor affiliations is unclear, but they are thinking about it and will put together a proposal. She expressed a desire for more of a free flow of faculty across the network.

NYU Shanghai faculty also raised issues of sustainability and lack of dedicated administrative support at NYU SH. Borenstein requested that Shanghai faculty send any further feedback about the end-of-year report to the co-chairs.

Update on Labor in NYU Abu Dhabi

The committee welcomed faculty and administrators from NYU AD, who participated via videoconference.

Erum Raza provided an overview of the measures NYU has taken in regards to labor after the June 2015 Nardello Report. She provided specific examples of how NYU AD's compliance program has matured by responding to the recommendations of the report and those of the Faculty Advisory Committee on Labor and Social Responsibility. The program has been conducted by Impact, a third party appointed in June 2015, and is reviewed each quarter. The Office of Compliance interfaces with Impact every three weeks.

- The Office of Compliance staff has been increased from three to five personnel. They now have a student intern as well.
- The Office meets regularly with workers to inform them of their rights. These interviews are structured so that workers know that they are protected by the University's policies, and can speak freely.
- The Office regularly meets with suppliers about the results of compliance monitoring to deliver good and bad feedback
- The Office has increased communication with Abu Dhabi departments.
- There has been almost a 100% increase in native language interviews of workers
- They have increased unplanned interviews with supervisors
- The Office knows more about laborer population demographics (i.e. gender, which workers are most at-risk for abuse, etc.)
- Projects and labor standards have been under regular review since June 2015

Since September 15, the Office of Compliance has conducted roughly 40 interviews per month. 250 contracted laborers have been moved from a camp to an apartment building in Abu Dhabi city. Their interview practices have changed to identify different types of workers and ensure they interview every demographic monthly, quarterly, and annually. They have sought input from Hannah Brückner, Associate Dean of Social Sciences and Professor of Social Research and Public Policy, on best practices.

Information on compliance is shared with committees, senior leadership, and the leadership of NYU AD's government partner. The Office of Compliance is actively trying to engage students and faculty and released a Community Report earlier in April, which revealed that NYU AD has begun to compensate workers who were found to have been underpaid.

Raza notes that the number and type of workers have changed since the Nardello Report, with approximately 750 workers now providing services across the University. Many support arts initiatives and are short-term contract workers. Previously, there were more construction laborers on campus. Since the completion of multiple construction projects in summer 2015, there has been a decrease in government partners.

After Raza's report, Justin Stearns solicited questions from the committee.

A committee member asked whether workers feel they can speak freely about conditions during interviews. Raza replied that while there are some workers who fear retaliation, they have found that many do feel comfortable speaking out.

Stearns explains that with the decrease in worker numbers, faculty concerns have changed. Faculty are now most concerned with domestic laborers and how they are managed in the NYU AD community, as well as structural labor issues. The Faculty Advisory Committee on Labor and Social Responsibility view themselves as a vehicle for sharing information between faculty on compliance; they have evolved from a body that produced a report to being an information intermediary.

A committee member pointed out that there are multiple documents explicating NYU's labor standards and asked whether and how these documents could be compiled into one, so as to leave no room for interpretation. Another committee member asked how these consolidated documents would be utilized. Raza explained that the Office of Compliance's methodology is based primarily on past precedent and the Social Accountability International Standard. Additionally, there are four main sources of labor standards, under which the vast majority of contracts fall. Contract work falls under the Supplier Code of Conduct.

A committee member asked about the timeframe and nature of the process of compensation for underpaid workers. Stearns responded that faculty receive periodic updates on the process, but it might be impossible to compensate all workers affected. Shamoan Zamir assured the committee that the correct process is being followed and the schedule has thus far been met, but he could not share the granular details he has received. He doubts that NYU will be able to locate all 10,000 workers to compensate them.

A committee member asked whether the abuses named in the Nardello Report could have been avoided if NYU had implemented its current measures sooner. Raza responded that although NYU's previous standards were good, the compliance system was weak, with three different compliance teams coordinated by an external monitor. The labor market is always susceptible to abuse, but much of that risk has been mitigated by new measures.

Stearns replied that he believes NYU did not fully invest in labor compliance from the beginning.

Zamir noted that eventually there will be phase two of construction, meaning there will be another influx of workers to NYU AD and some of these issues will resurface

Borenstein and Chaudhuri thanked NYU AD faculty and administrators and the meeting ended at 9:45 am.