NEW YORK UNIVERSITY

Faculty Advisory Committee on the Global Network
Wednesday, February 17, 8:00 a.m. – 9:30 a.m.
Kimmel 914

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
Lindsay Davies, Undergraduate Academic Affairs Committee
Chris Dickey, College of Global Public Health
Guido Gerig, NYU Tandon School of Engineering (Computer Science and Engineering)
Liliana Goldin, Silver School of Social Work
Peter Gollwitzer, Provost's Council on Science and Technology
Dale Hudson, NYU Abu Dhabi
Matthew Kleban, FAS (Physics)
Ritty Lukose, Gallatin School of Individualized Study
Teboho Moja, Steinhardt School of Culture, Education, and Human Development
Vicki Morwitz, Leonard N. Stern School of Business
Madeline Naegle, College of Nursing
Yaw Nyarko, Provostial At-Large Appointment
Christopher Packard, Liberal Studies
Jan Plass, Committee on Technology-Enhanced Education
Arvind Rajagopal, Tenured/Tenure-Track Faculty Senators Council
Vincent Renzi, Contract Faculty Senators Council
Matthew Santirocco, Liaison with University Administration
Gail Segal, Tisch School of the Arts
Mal Semple, Global Sites (NYU Sydney)
Scott Sherman, School of Medicine
Lisa Springer, School of Professional Studies
Marti Subrahmanyam, Leonard N. Stern School of Business
Joshua Tucker, FAS (Politics)
Niobe Way, Steinhardt School of Culture, Education, and Human Development

Guests:
President **Andrew Hamilton**; **Andrea Chambers**, School of Professional Studies; **Patricia Corby**, College of Dentistry; **Don Garrett**, FAS (Philosophy); **Paul Glimcher**, FAS (Neural Science); **Martin Klimke**, NYU Abu Dhabi; **Fred Myers**, FAS (Anthropology); **Robert Rowe**, Steinhardt School

MEETING NOTES

Co-chairs Eliot Borenstein and Una Chaudhuri welcomed meeting attendees, including guests: President Andrew Hamilton, former members of the Faculty Committee on Academic Priorities, and committee members calling in remotely from Abu Dhabi, Shanghai, and global sites. Participants introduced themselves and their schools and departments to President Hamilton.

President Hamilton greeted the committee and affirmed his commitment to maintaining and improving NYU's global initiatives. He will work with faculty and other administrators to ensure that the different sites and portals are effectively consolidated and integrated into the academic structure of the University at large, reinforcing NYU's academic rigor abroad and making sure it is sustainable.

President Hamilton visited NYU Abu Dhabi and NYU Shanghai in fall 2015 and will return to the portals for Candidates Week in February 2016. He felt the quality and impact of research was excellent in NYU AD and developing well in NYU SH. He has also visited the London site, where he was pleased at the breadth of courses offered.

NYU Abu Dhabi
Co-chair Una Chaudhuri, committee members Kevin Coffey, Dale Hudson, and former member Martin Klimke reported on issues specific to NYU AD.

In its three years, the committee has helped increase collegiality, connectivity, and mutual understanding among faculty in New York and Abu Dhabi, and encourages in-depth discussions of curriculum, research collaboration, labor, and human rights. Additionally, Abu Dhabi faculty now feel more fully integrated into the University's governance system. The recent Global Network Professor title anchors NYU AD faculty more firmly to NYU.

Faculty are attracted to NYU AD because it is part of NYU's network and not just a satellite campus. Its location leads to intellectual depth, breadth, and diversity of knowledge, as well as the rethinking of assumptions. Faculty and students view connections differently from the Middle East than they would from New York. NYU AD faculty are now focused on preparing students for careers via greater interdisciplinarity, critical thinking, and digital literacy components within the core curriculum.

NYU AD is working to establish its own independent identity while remaining integrated in the global network.

In need of improvement:
- NYU AD faculty awareness of developments at the global sites
- Student circulation
- Opportunities for joint course teaching in Abu Dhabi and Shanghai
- Research collaboration through thematically organized conferences
- Technological infrastructure

NYU Shanghai
With the guidance of colleagues in NYU AD, NYU Shanghai has made substantial progress over the last year in building their governance structure and identifying their needs. Like NYU AD, they are working to establish their individual identity within NYU at large.

In need of improvement:
- Circulation of faculty in research and teaching collaboration
- Determining values in hiring, involving the input of New York colleagues but addressing NYU SH's specific needs
- Student circulation and attracting students from New York to Shanghai
- Using technology in education
- Balancing a liberal arts tradition with the physical sciences and research
- Disproportionately large numbers of certain majors (i.e. Business and Finance, Interactive Media Arts)
- Eliciting support from NYU for all levels of research, teaching, and service to the institution

NY-based faculty
For New York-based faculty, it is difficult to pursue opportunities to teach abroad. Contract faculty also desire more opportunities to teach abroad. Improving faculty circulation and offering more information about network activities would aid in recruitment and increase the satisfaction of current faculty.

The T-FSC and C-FSC would like to revise the Faculty Handbook to accommodate all faculty across the sites and portals, establishing common expectations about grievances, academic freedom, and other issues.

Diversity
As in NYU NY, there is a need for increased diversity across the global network, as well as greater diversity of programs and locations for research. Additionally, the New York campus must be internationalized by assisting international students overcome the challenges of living in New York, and by helping these students share their perspectives with American classmates. There is also a need to diversify students who travel abroad; there are currently very few scholarships enabling minority or first-generation graduate students to study at portals and sites.

Research, Inside and Outside the Network
The global network has opened up space for research but also configures it, limiting support available to faculty doing research in other locations; the University does not currently have a centralized role in providing this support. NYU would benefit from evaluating and articulating its position in relation to global research outside the established portals and sites.

Workload
Certain faculty have led efforts to establish new programs within the global network, drastically increasing their workloads and placing stress on faculty and departments, who must then navigate the shift in personnel. Similarly, this extra workload on deans makes them less accessible in New York. While the quality of faculty attracts applicants to the portals, there is a deleterious effect on New York departments whose faculty leave to teach at the portals. There is no administrative structure for the building of portals, sites, and the programs offered at them, and no system for compensating those who take on this work.

Graduate Programs
Many faculty are apprehensive about recent interest in creating doctoral programs at the portals. While current programs in the sciences are successful, programs in other fields are often not suited to the same model. Issues of student circulation and cohort size have not been addressed.

There also has been increased interest in expanding master's programs within the network. Programs in development are devising new ways to operate within the network, using blended, on-site, and online course models. Some programs attract a large number of international students and others have been designed to appeal to local residents at portals and sites. Issues to address include academic oversight of master's programs and the criteria by which programs are chosen to proceed.

Hiring, Promotion and Tenure
Currently, we have been encouraged to see academic departments as one entity spread across the network, a vision not widely shared. This creates tension between the portals and NYU NY regarding hiring and promotion and tenure policies (Provost McLaughlin's "both/and" policy for tenure-track faculty). Many New York faculty are not comfortable evaluating the tenure status of portal faculty without a full understanding of the needs and priorities of their corresponding departments at the portals. This is an issue to address with the new provost.

Suggestions

- The committee recommends that President Hamilton solicit feedback from individual programs and departments about how each would best integrate itself into the global network; departments interact differently with the portal campuses based on the programs and degrees offered there.

- Faculty briefed President Hamilton on past frustrations about the perceived opacity of administration in global initiatives and the resulting principles and tensions document. The Faculty Committee on the Global Network has thus far occupied a reactive role, fielding faculty concerns and working to air them to administration. In the future, it is important for the committee to be generative as well, devising new ways to leverage the strengths of the global network. It is advisable that future debates, disagreements, and difficulties be aired as they are occurring, and not in retrospect.

- An online newsletter or forum could increase faculty communication and collaboration across the network.

- NYU must ensure that there is uniform academic rigor abroad, integrating the study away experience into a coherent plan for undergraduate education (as it is in graduate programs).

- A committee member recommended that the next iteration of leadership in the Office of Global Programs be realigned by analogy to the existing division of power and responsibility between the President's Office and the Provost's Office. Global would have two leaders: a chief executive officer (dealing primarily with logistics and operations) and a chief academic officer (responsible for curriculum, research, and the academic vision and development of Global Programs).

President Hamilton thanked everyone for their insights and confirmed that, in addition to exploring all these issues, NYU must define a "global education" – what it includes for students and how it can be measured or assessed.

Co-chairs Borenstein and Chaudhuri thanked attendees for their participation and President Hamilton for his attention, concluding the meeting.