Minutes
Meeting of a Stated Meeting of the
Senate of New York University
March 4, 2010

A stated meeting of the Senate of New York University was held on Thursday, March 4, 2010, at 2:00 p.m., in Room 914 of the Kimmel Center for University Life. The meeting was convened with Dr. Sexton in the chair.

Faculty Senators Council Members Present: Levon Capan, Sylvain Cappell, John Czepiel, Nicholas Economides, James Fernandez, Ricki Goldman, William Greene (for Kose John), Floyd Hammack (Chair), Josephine Hendin, Mary Ann Jones, Rebecca Karl, Anthony Kovner, Carl Lebowitz, Wen Ling, Marie Monaco, Terence Moran, Laurin Raiken, James Ramsey, Carol Shoshkes Reiss, Nava Rubin, Robert Schacht, Eric Simon, Paul Thompson, Nancy Van Vanter and Paul Wachtel.


Deans Council Members Present: Jess Benhabib, Charles Bertolami, Patricia Carey (for Mary Brabeck), Robert Cameron (for Mary Schmidt Campbell), Anita Farrington (for Matthew Santirocco), Susan Greenbaum (for Sally Blount), Joanne Hvala (for Peter Blair Henry), Robert Lapiner, Tyra Liebmann (for Ellen Schall), Catharine Stimpson, Michael Stoller (for Carol Mandel), Lynn Videka and Susanne Wofford.

Administrative Management Council Members Present: John Desantis, Anita Dwyer, Alison Moppett, Larry Pender and Michael Summers (Chair).

University Administration Members Present: Executive Vice President Michael Alfano, Senior Vice President Robert Berne, General Counsel Bonnie Brier and Provost David McLaughlin.

Review and Approval of the Minutes of the February 4, 2010 Meeting

Upon motion duly made and seconded, the Minutes of the February 4, 2010 meeting were approved unanimously as submitted.
REPORT OF THE PRESIDENT

Dr. Sexton referred to the memorandum that was mailed to each Senator and is attached to these minutes as Exhibit A outlining some of the collective achievements at the University since the Senate's last meeting.

Administrative Announcements

Dr. Sexton reported that Catharine Stimpson will be stepping down as Dean of the Graduate School of Arts and Science on August 31 after twelve years of exceptional service. During her tenure as Dean, she helped guide major reforms in doctoral student funding and graduate student services and oversaw significant increases in application rates and fundraising. Dean Stimpson will remain with the University at the Steinhardt Institute for Higher Education Policy and as a University Professor and affiliated member of the School of Law faculty. Vice Dean Malcolm Semple will serve as Acting Dean beginning on September 1.

Dr. Sexton was pleased to announce that Senior Vice President Robert Berne was named Executive Vice President for Health, effective March 1, in recognition of his accomplishments, the breadth of his responsibilities and the importance of healthcare both within the University and nationally. Dr. Sexton praised Dr. Berne's outstanding leadership of the NYU Langone Medical Center, the College of Dentistry and the College of Nursing, as well as his wise counsel on a broad range of special projects.

The Senate responded to these announcements with a warm round of applause.

Update on "NYU 2031: NYU in NYC"

Senior Vice President for University Relations and Public Affairs Lynne Brown gave an update on the University's space planning initiative "NYU 2031: NYU in NYC." The initiative is the University's long-term, City-wide vision for supporting the University's academic priorities and is designed to guide how the University will grow over the next two decades. The plan projects as much as six million additional square feet over the next 25 years and is a model for how the six million square feet should be distributed across the City. The plan recognizes that not all of the University's needs can be accommodated in and around Washington Square (the "Core") and that a new approach is required that evaluates and prioritizes uses in the Core along with potential growth opportunities in remote sites. Dr. Brown advised that in terms of academic square feet
per student, the University will always be lean compared to other comparable colleges and universities. Dr. Brown outlined the various growth drivers for NYU, which include: (1) academic ambitions related to the sciences, arts, education and the professional schools and providing sufficient space for faculty; (2) a "decompression" factor to address the fact that academic facilities have not kept pace with student enrollment growth; (3) enhancing student and graduate housing; and (4) accommodating University scholars and visitors from around the world to fill NYU's role as a Global Network University. Of the projected additional six million square feet of space, it is estimated that 3.5 million square feet will be needed for academic purposes, 1.5 million for student housing, 500,000 for faculty housing and 500,000 for student services.

Dr. Brown reviewed the various community outreach and planning milestones to date, which have included establishing the Office of Strategic Assessment, Planning and Design, hiring an outside design team, holding community open houses and NYU's review and analysis of the design team's recommendations. Current projects under construction at the University include the cogeneration plant, Mercer Park, the Genomics Center located on Waverly Place, the site at 133-139 MacDougal Street and the Center for Academic and Spiritual Life on Washington Square South. Recent purchases include the student residence hall Gramercy Green located on Third Avenue, the property at 730 Broadway and the Forbes Building located at 12th Street. Future construction includes the site on Waverly Place for the new science block, the Tisch Institute for Performing Arts, the conversion of 7 East 12th Street to serve as the new home for the School of Continuing and Professional Studies and renovations and conversions of several properties located in the Mews area.

Dr. Brown described the three simultaneous approaches formulated to find ways to increase space at the University: (1) recognizing the primacy of the "core" in and around Washington Square (which includes most of the University's main academic and research buildings and the faculty residential housing) and focusing on property already owned by the University; (2) establishing guidelines for appropriate site selection and building massing and design in the surrounding neighborhood; and (3) looking strategically to more remote sites to accommodate appropriate programmatic needs.

Dr. Brown said that buildings located in the Core have been rebuilt, renovated and repurposed to the point that at most only 200,000 to 300,000 square feet of developable space remains. She also pointed out that the University is "locked in" by historic districts and zoning restrictions, making development very difficult or impossible: the area east of Broadway is zoned for manufacturing and does not permit academic facilities such as classrooms; the West Village, NoHo and SoHo are historical districts; and there is a proposal pending to make the South Village an historical district.
Dr. Brown explained that the only viable growth area in the core is the "superblocks" owned by the University; these are the blocks comprising Washington Square Village and Silver Towers, the Coles Sports and Recreation Center and the Morton Williams supermarket. Dr. Brown said that these blocks are subject to restrictive covenants related to the Urban Renewal Plan of the 1950s and 1960s, but likely can be used to support facilities above and below grade that could be tailored to a diverse set of needs. Dr. Brown noted that there are between 1.8 and 2.2 million square feet of developable space in the "superblocks," one-third of it below grade.

Dr. Brown related that with respect to the surrounding neighborhood approach, the re-use of existing buildings would be prioritized before the development of new building sites and cited the recent repurposing of the 730 Broadway building and the acquisition of the Forbes Building as examples. With respect to more remote sites, Dr. Brown reported that the Health Corridor on First Avenue would be a good site for the expansion and relocation of health-related disciplines and that downtown Brooklyn, which now has an emerging NYU presence through its affiliation with Polytechnic, has growth opportunities in the areas of science and engineering, as well as some professional programs and perhaps the arts. NYU's possible presence on Governor's Island is being viewed as aspirational since it will require the presence of other entities besides NYU in order to go forward. But NYU can envision a presence on the Island, especially to accommodate new academic or cross-school initiatives.

Dr. Brown concluded by saying that "NYU 2031: NYU in NYC" will maximize opportunities within the Core while respecting the surrounding context, seek appropriate opportunities within the neighborhood for supporting facilities and utilize remote locations to further develop mixed-use academic centers and additional research and housing opportunities. Dr. Sexton added that the goal is to have a plan that will add square footage in certain approved ways so that his successors as president will have options in advancing the University's growth.

In the discussion that followed Dr. Brown explained that the NYU Langone Medical Center has its own campus planning initiatives and they are not included in Washington Square's planning initiative; and although NYU 2031 is designed to create additional space at the University, she foresees only a modest increase in the number of students attending the University.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Professor Hendin reported that the Committee met on February 9 and approved forwarding an additional nominee for consideration for an honorary degree. The
Committee's previous two meetings focused on NYU Abu Dhabi and included a lively discussion about the exemplary recruitment and admission process for students, the downtown campus and the curricula developed for the first entering class at NYU Abu Dhabi this fall.

**REPORT OF THE COMMITTEE ON ORGANIZATION AND GOVERNANCE**

Ms. Petrie referred to the memorandum, resolution and supporting materials included in the mailing for today's meeting setting forth proposed amendments to the Senate Rules of Procedure. The proposed amendments include: (1) fixing discrepancies with regard to the numbers of alternate senators (Sections I.3 and I.4); (2) authorizing the Executive Committee of the Senate to elect the Vice President and Secretary of the Senate and to appoint members of Standing Committees prior to the first stated meeting of the Senate (Sections II.1. and III.2.b.(2)); (3) providing that at least two members of the University Judicial Board be available to serve during the summer months (Section III.2.g.(2)); and (4) amending Appendix A "Requirements for Selection of Student Senators-at-Large" pertaining to the selection of one student senator-at-large and one alternate student senator-at-large. Upon motion duly made, the amendments to the Senate Rules of Procedure, attached to these minutes as Exhibit B, were approved unanimously.

**REPORT OF THE FINANCIAL AFFAIRS COMMITTEE**

Dr. Alfano reported that the Committee will meet after today's Senate meeting to address certain requests submitted by the Student Senators Council. Dr. Sexton reminded the Senate that the budget timetable was accelerated this academic year and said that next year the timetable will return to its previous schedule.

Dr. Sexton commented on the current negative political situation in Albany and noted that many State politicians are unaware of what is included in the State budget. In addition, once the federal stimulus money dries up, there will be a structural deficit of approximately $20 billion. He opined that there likely will be an increase in taxes, such as the payroll tax recently proposed to help support the MTA, which could cost the University approximately $5 million, erasing much of the savings put in place by Dr. Alfano as part of the University's re-engineering efforts.

Noting the significant economic challenges confronting NYU, Dr. Sexton stressed the University's commitment to putting students first and his view that colleges and universities continue to be the anchors of society. He predicts that NYU will not be hit as
hard as other colleges and universities, but acknowledged that difficult times lie ahead for all institutions of higher learning.

REPORT OF THE PUBLIC AFFAIRS COMMITTEE

Professor Tannenbaum reported that the Committee met last week and received an update from Dr. Brown regarding "NYU 2031: NYU in NYC" and an update about local quality-of-life issues and community relations from Gary Parker, Director of the Office of Government and Community Affairs. The Office of Government and Community Affairs has launched new programming, which includes: (1) an "Informed Neighbor" program of monthly meetings that bring together community members, local organizations and elected officials to learn about what is going on around the University; (2) small-business assistance forums; (3) a conversation series for NYU and the surrounding communities to get to know some of the Mayoral candidates; and (4) an annual transportation event, which this year will focus on re-imagining parking in New York City. The Office of Government and Community Affairs also continues to coordinate its annual events, such as last week's Albany Day advocacy trip and the Children's Halloween Parade and festival.

Professor Tannenbaum noted the following items regarding the University's "green" initiatives: (1) the Mercer Street landscaping located above the cogeneration plant will be completed this summer; (2) the Mercer Street Dog Run was given a much needed renovation; and (3) Phase II of the renovation of Washington Square Park is expected to be completed sometime this fall. This phase includes renovations to the east side, stage and playground areas. Phase III will include renovating the buildings located near the south end of the park.

Mr. Parker next gave a short online demonstration of the NYU Construction website at http://www.nyu.edu/construction, which provides information about the University's construction projects, announcements, renderings and answers to frequently asked questions.

COUNCIL REPORTS

Administrative Management Council

Mr. Summers reported that the Council continues to meet regularly and advised that he had nothing further to report at this time.
Deans Council

There was no report from the Deans Council at this meeting.

Student Senators Council

Ms. Petrie reported that the recently established New York City Student Government Alliance, comprised of student governments from other area colleges and universities, met and solidified its Bylaws and is making plans to petition Albany to retain student financial aid. The other member schools are Fordham, Columbia, Manhattan College and Yeshiva. The Council met with architects regarding classroom renovations and discussed upcoming plans for the Center for Academic and Spiritual Life. Elections for student senators will take place, and applications for senators-at-large are being accepted. Recent events include the all-University games, the Violet Ball and a benefit concert whose proceeds went to UNICEF's "Haiti Relief Fund." The Executive Committee gave a presentation to the University's Board of Trustees regarding the Council and its activities.

Faculty Senators Council

Professor Hammack reported that the Council continues to meet and that its Committees are addressing several issues of importance to the faculty, including how to arrange for the representation of non-tenure track full-time faculty in University-level governance.

PRESIDENT'S QUESTION TIME

The Administrative Management Council submitted a question regarding the University's site in Washington, D.C. Dr. Sexton advised that he sees the site in Washington as a study away site similar to the existing study away sites located in Europe, Africa and South America. It will have its own building with up to six faculty and 100 students and also will serve as a dormitory and faculty residence. Groundbreaking for this facility is expected to take place early this summer. Dr. Sexton said he envisions possible future study abroad sites in locations in Australia, South America and Africa.
There being no further business, the meeting was adjourned at 4:05 p.m.

Respectfully submitted,
Bonnie Brier
Secretary
It is my pleasure to share with you recent news and notes from across the university.

NEWS AND EVENTS

Our esteemed colleague Catharine Stimpson will be stepping down as dean of the Graduate School of Arts and Science on August 31. Dean Stimpson’s achievements during her 12 years of service as dean are tremendous, including, among many others, guiding major reforms in doctoral student funding and graduate student services and overseeing significant increases in application rates and fundraising. I am grateful that she will continue to inspire us with her vision and humor in her new role at the Steinhardt Institute for Higher Education Policy and as a University Professor and affiliated member of the law school faculty. I would also like to extend thanks to Vice Dean Malcolm Semple, who will become acting dean on September 1.

Please join me in congratulating Bob Berne on his new title of Executive Vice President for Health, effective March 1. His outstanding leadership of the NYU Langone Medical Center, the College of Dentistry, and the College of Nursing—as well as his wise council on a broad range of special projects—is something we all value deeply, and which will be even more important as we navigate the evolving complexities of the health care question. Warmest congratulations, Bob!

The Sustainability Task Force has chosen its 2010 “Green Grants” recipients. In this third cycle of grants to students, faculty, and staff, $75,000 in grant monies were awarded to 14 projects. Projects this year include support for the creation of the scholarly Center for the Sustainable Built Environment at the Schack Institute for Real Estate at SCPS, a program utilizing Kimmel Center locations for edible plant gardens, and an evaluation of the dining halls’ current recycling of fryer oil.

On March 3, Peter Mandelson, the United Kingdom’s business secretary, visited NYU to deliver an address entitled, “Is the Banking Crisis a Failure of Globalization?” Peter Blair Henry, Dean of the Stern School of Business, and Professor of Finance Matthew Richardson both spoke at the event. Lord Mandelson’s visit follows those by other notable guests speaking on the subject of the global economy, including British Prime Minister Gordon Brown last year and US Office of Management and Budget director Peter Orszag in November.

The 25th annual NYU in Albany Day was held on Tuesday, March 2. A contingent of NYU students traveled to Albany to meet with legislators and advocate for student financial and institutional aid. I was also in Albany this week for the annual meeting of the Commission on Independent Colleges and Universities (CICU). NYU alumna Alexia Crawford (SCPS ’05), co-founder of Laila Rowe and owner of Alexia Crawford, Inc., was inducted into CICU’s
Independent Sector Alumni Hall of Distinction: this year’s class recognized outstanding business leaders contributing to New York State’s economy.

HONORS

Two NYU faculty members – David Levering Lewis and Philippe de Montebello – were among the eight recipients of the 2009 National Humanities Medals, presented by President Barack Obama at the White House last week. David Levering Lewis, a Silver Professor in the Department of History, was recognized for “his insightful examinations of W.E.B. Du Bois, the Dreyfus Affair, and early Islamic-Christian relations in Europe, which have enriched our understanding of the figures and forces that shaped world history.” Philippe de Montebello, the Fiske Kimball Professor in the History and Culture of Museums at the Institute of Fine Arts, was recognized for “his vision in bringing great art to an international public and his leadership in revitalizeing the Metropolitan Museum of Art, and for fostering arts appreciation among people of all ages.”

NYU has been named to the 2009 President’s Higher Education Community Service Honor Roll with Distinction by the Corporation for National and Community Service. Honorees are chosen based on criteria including scope and innovation of service projects, percentage of student participation in service activities, and incentives for service. NYU was one of 700 colleges and universities chosen for the Honor Roll, and one of a select group of 115 named “With Distinction.” Special congratulations to the Office of Civic Engagement, the Office of Student Affairs, and all of our student volunteers.

Leslie Greengard, director of the Courant Institute of Mathematical Sciences, has been selected by the U.S. Department of Defense for a National Security Science and Engineering Faculty Fellowship. Professor Greengard, who is on sabbatical this year, was one of 11 university faculty scientists and engineers selected out of more than 800 nominations. His work under the fellowship aims to improve the functionality of electromagnetic devices such as computer chips, antennas for ships and aircraft, and magnetic resonance imaging scanners.

Senior Vice Provost K.R. (Sreeni) Sreenivasan has received the 2009 International Scientific Cooperation Award from the American Association for the Advancement of Science (AAAS). The award recognizes an individual who has made an outstanding contribution to furthering international cooperation in science and engineering. The AAAS recognized Sreeni in particular for his leadership of the International Centre for Theoretical Physics in Trieste, Italy, and for his mentorship there of young scholars from around the world. In addition to his role as Senior Vice Provost and Special Advisor for Science and Technology to the Vice Chancellor of NYU Abu Dhabi, Sreeni is a University Professor and Professor of Physics (Faculty of Arts and Science) and Mathematics (Courant Institute of Mathematical Sciences).

The Development Research Institute (DRI) of the Faculty of Arts and Science has been awarded the 2009 “Frontiers of Knowledge Award” by Spain’s BBVA Foundation. The DRI, led by professors of economics William Easterly and Yaw Nyarko, focuses on the economic development and growth of poor countries. In choosing the DRI to receive the $560,000 prize, the foundation singled out the institute’s determination to hold development assistance organizations and national aid agencies accountable to scientific scrutiny.
Discover Magazine has named a research finding by a team of NYU physicists, led by assistant professor Jasna Brujic, one of the top 100 stories of 2009. The team developed a model for determining the arrangement of randomly packed spheres in a container – the same concept as in the classic challenge of guessing how many gum balls are in a jar. The magazine, ranking the NYU discovery at No. 15 in its list, noted that “understanding how objects pack into a particular volume is a fundamental problem of physics and engineering.”

Last week three members of the Tisch School for the Arts community received NAACP Image Awards, which are presented annually to honor outstanding black actors, actresses, writers, producers, and directors. Deborah Willis, University Professor and chair of the Department of Photography and Imaging, won for Outstanding Literary Work in the biography/autobiography category for her book Michelle Obama. Alumnus Geoffrey Fletcher (TSOA ’99) won Outstanding Writing in a Motion Picture for Precious: Based on the Novel “Push” by Sapphire. Alumna Chandra Wilson (TSOA ’91) won for Outstanding Directing in a Dramatic Series for Grey’s Anatomy – Give Peace a Chance.

Breyten Breytenbach, Global Distinguished Professor of Creative Writing, has been awarded France’s Max Jacob Prize for Outre Voix, the French edition of his poetry collection, Oorblyfsel/Voice Over. Since 1950, the Max Jacob Prize has been awarded annually to two poets. Professor Breytenbach wrote the collection of verses after the death of his friend, Mahmoud Darwish, a Palestinian poet, in 2008.

Marco Avellaneda, professor at the Courant Institute of Mathematical Sciences, has been named “Quant of the Year” by readers of Risk magazine for his groundbreaking work on the effect of short-selling restrictions on stock prices. Professor Avellaneda’s paper, “A Dynamic Model for Hard-to-Borrow Stocks,” was published in Risk last year. Quantitative analysts, or “quants,” employ numerical techniques to gauge financial markets.

Five alumni of the Kanbar Institute of Film & Television are among the nominees of the 82nd Academy Awards:

- Joel Coen (TSOA ’78) for A Serious Man: Best Picture and Original Screenplay
- Geoffrey Fletcher (TSOA ’99) for Precious: Adapted Screenplay
- Sally Menke (TSOA ’77) for Inglourious Basterds: Achievement in Film Editing
- Gwendolyn Yates Whittle (TSOA ’84) for Avatar: Achievement in Sound Editing
- Juan Campanella (TSOA ’78) for El Secreto de Sus Ojos: Foreign Language Film

GRANTS

Sinan Aral, assistant professor of information, operations and management sciences in the Stern School of Business, has been recognized by the National Science Foundation with its Faculty Early Career Development Award. As part of the award, he will receive $475,000 to support his latest research, which will focus on utilizing data on online social networks to assess peer influence in product adoption and demand. Professor Aral is the third professor in five years from Stern’s information systems group to receive this prestigious award.
Courant Institute assistant professor Mark Tygert has won a fellowship from the Alfred P. Sloan Foundation to continue his research exploring a range of computations in order to improve electrical engineering, data mining, machine learning, and weather prediction. The Sloan Research Fellowships support the work of exceptional young researchers early in their careers.
NEW YORK UNIVERSITY
THE UNIVERSITY SENATE

Senate Rules of Procedure

(As Amended Through March 4, 2010)

I. Membership

1. Composition. As specified in the Bylaws of New York University, the University Senate shall be composed of members of four constituent councils--the Deans Council, the Faculty Senators Council, the Student Senators Council, and the Administrative Management Council--the President, and a number of additional officers of the central administration.

2. Dean's Substitutes. Each member of the Deans Council, by notice to the Secretary of the Senate, is authorized to designate at the beginning of each academic year two substitutes either of whom may attend a particular meeting and exercise the privilege of the Dean at the meeting.

3. Faculty Alternates. Each faculty shall elect one or two alternates, as provided herein, for each of its professorial representatives in the Senate either of whom, in the absence of that representative, may, on notice to the Secretary of the Senate, attend meetings and exercise the privileges of the absent member. In the case of a faculty having more than one professorial representative in the Senate, one alternate shall be elected for each professorial representative but one elected alternate may be substituted for another who is absent, provided that no alternate may represent more than one professorial representative at any given meeting. In the case of a faculty having only one professorial representative, two alternates shall be elected. In addition, there shall be appointed by the Executive Committee of the Senate three alternate faculty senators-at-large each of whom shall serve as an alternate to one or two designated faculty senators-at-large provided that no alternate may represent more than one absent member at any given meeting. The alternate faculty senators-at-large shall be nominated in accordance with the same guidelines used to nominate faculty senators-at-large.

4. Student Alternates. Each student body authorized to name a senator shall be authorized to name two alternate senators either of whom, on notice to the Secretary of the Senate, may attend Senate meetings and exercise the privileges of the absent member. In addition, there shall be appointed by the Executive Committee of the Senate up to eight alternate student senators-at-large, each of whom shall serve as an alternate to one or two designated
student senators-at-large provided that no alternate may represent more than one absent member at any given meeting. The alternate student senators-at-large shall be nominated in accordance with the same guidelines used to nominate student senators-at-large.¹

5. **Administrative Management Council Alternates.** The Vice Chairperson of the Administrative Management Council shall serve as the alternate for the Chairperson of the Administrative Management Council, who holds a Senate seat for the duration of his/her term as Chairperson, and on notice to the Secretary of the Senate, such alternate may attend Senate meetings and exercise the privileges of the absent member. The constituency of the Administrative Management Council shall elect two alternates for each of the other senators elected by the Administrative Management Council constituency either of whom, in the absence of that senator, may, on notice to the Secretary of the Senate, attend meetings and exercise the privileges of the absent member.

6. **Central Administration Substitutes.** Each Central Administration member of the Senate, by notice to the Secretary of the Senate, is authorized to designate at the beginning of each academic year two substitutes either of whom may attend a particular meeting and exercise the privileges of the member at the meeting.

7. **Observers as Alternates.** An alternate senator attending a meeting as an observer may replace the senator for the balance of that meeting, if the latter is obliged to leave.

8. **Terms of Alternates.** The terms of alternate senators shall correspond to those of the senators whose alternates they are. Alternate senators shall by virtue of their selection be entitled to formal notices and copies of the minutes upon request.

9. **Alternates on Committees.** Duly qualified alternate and substitute senators shall be eligible for regular assignments to the Senate standing committees, provided that every such committee shall have the majority of its membership drawn from the regular members of the Senate--this latter provision to be monitored by the Executive Committee.

10. **Votes in Committee.** At meetings of any senate committee, only those persons duly assigned to that committee shall be eligible to vote, i.e., no substitution for a regular committee member shall be permitted.

¹See Appendix A.
II. Meetings of the Senate

1. Stated Meetings. The Senate shall meet monthly during the months of October, November, December, February, March, and April in accordance with a schedule adopted by the Senate. Prior to the first stated meeting of the Senate, the Executive Committee of the Senate shall elect a Vice President and a Secretary of the Senate. The office of Vice President shall rotate annually in this sequence: Dean, Faculty, Student, Administrator. The office of Secretary usually will be filled by the Secretary of the University, although other nominations may be made.

2. Special Meetings. At the call of the President or when requested in writing by five members of the Senate, including at least one representative of each of the Student Senators Council, the Faculty Senators Council, the Administrative Management Council, and the Deans Council, the Secretary shall call a special meeting on 24 hours' notice, specifying the purpose of the meeting.

3. Time of Meetings. Unless the Secretary shall advise the members otherwise, meetings of the Senate shall take place at 2:00 p.m.

4. Quorum. A majority of the members entitled to vote shall constitute a quorum at meetings of the Senate.

5. Voting. A majority of the votes cast at a meeting at which a quorum is present shall authorize action. The text of all substantive motions and reports to be considered for action at a regular meeting of the Senate must be submitted to the Secretary by Wednesday noon of the week before the Senate meeting. A tentative agenda, text of motions, and reports for action shall be distributed to the members by Friday of the week before regular Senate meetings.

6. Deferred Vote. Whenever the President believes it is in the best interest of the University to defer action on a topic, the President may defer action on the topic for only one meeting. Such an action will not close discussion on the topic at that meeting.

7. Order. The presiding Officer shall be the President; the President may designate a President pro tem for meetings from which the President will be absent. If the President is absent and has not designated a President pro tem, the Vice President of the Senate shall preside. Robert's Rules of Order shall be used to decide all questions of order not otherwise covered in these rules or in the Bylaws of the University.
8. **Attendance of Invitees and Guests.**

   a. **Vice Presidents.** For administrative convenience, the Vice Presidents shall be regularly invited.

   b. **Reporters.** For the dissemination of news of Senate actions, the Director of Public Affairs or a deputy shall regularly be invited, and each student newspaper and radio station, upon application approved by the Executive Committee of the Senate, may assign one reporter to attend Senate meetings; each such reporter may be accompanied by a photographer. The use of sound recording equipment is not permitted.

   c. **Alternates.** Each alternate senator, in the capacity of a non-voting, non-speaking observer, may attend any meeting at which he or she is not replacing the Senator.

   d. **Guest Passes.** Each titular senator, for each Senate meeting, shall be entitled to receive one guest pass, to be issued by the Secretary of the Senate, for the exclusive use of one designated member of the faculty, staff, or student body of New York University. In addition, the office of the Secretary is authorized to issue up to 50 additional passes, on request, to members of the University community, in order of receipt of such requests. Other individual guests may be admitted to Senate meetings on motion of a senator adopted by vote of the Senate.

   e. **Executive Sessions.** Invitees and guests may not speak at Senate meetings except upon express invitation by vote of the Senate. All non-members must leave if and when the Senate decides to sit in executive session, except those specifically invited by a majority of the Senate to remain.

9. **Amendments to Rules.** The amendment of these Rules of Procedure must be presented for discussion at a regular meeting of the Senate and voted on at a subsequent regular meeting of the Senate during the same academic year.

III. **Standing Committees**

1. **Responsibilities of the Standing Committees.**

   a. **Definition.** The function of the standing committees is to investigate and study substantive matters referred to them by the Senate, in order to help the Senate arrive at decisions in the areas of its responsibilities.
b. **Membership.** Standing committees shall be made up of appropriate Central Administration members of the Senate and one or more members of each of the four constituent councils of the Senate: the Faculty Senators Council, the Student Senators Council, the Administrative Management Council, and the Deans Council. Except as provided in Section III.2.d.(1) of these Rules of Procedure, advisors may be assigned to the standing committees by the President to furnish expertise that could be beneficial to the committees. Such advisors do not have voting privileges, and their attendance at committee meetings is at the discretion of the committee.

c. **Attendance.** It is the responsibility of the chairperson to make every effort to see that at least one member from each council is present. If a final committee vote is to be taken on substantive recommendations to the Senate without representation from all four councils, that fact shall be reported to the Senate at the time of the committee report.

d. **Quorum.** A majority of members shall constitute a quorum.

e. **Minutes.** At all meetings the chairperson or his or her designee shall take minutes, which shall be distributed to all members.

f. **Call to Meetings.** The Secretary of the Senate shall issue the first call to meeting for each standing committee without a designated chairperson. The chairperson or any two members from different councils may issue subsequent calls to meeting. When a recommendation of substance is likely to be voted on, the chairperson will so note in the call to meeting.

g. **Responsibilities.** It is the responsibility of the members of the standing committees to make every effort to attend each meeting. It is the duty of the chairperson to call meetings at such times and places and with sufficient advance notice that committee members will not ordinarily be prevented from attending.

2. **The Standing Committees shall be the following:**

   a. **Academic Affairs Committee.**

      (1) **Membership.** The Academic Affairs Committee shall consist of the Chancellor and Executive Vice President for Academic Affairs, two members nominated by and from the Deans Council, four members nominated by and from the Faculty Senators Council, three members nominated by and from the
Student Senators Council, and one member nominated by and from the Administrative Management Council. The Committee shall elect its own chairperson, who shall be a member of the Faculty Senators Council.

(2) **Duties.** The Committee shall consider the educational policies of the University and shall have responsibility for stimulating and promoting experimentation and innovation. The Committee shall consider matters pertaining to New York University relations with professional and educational organizations.

The Committee shall advise the Academic Affairs Committee of the Board of Trustees regarding honorary degrees and other special awards, as provided in the Bylaws, and regarding the naming of buildings or other facilities not earmarked for naming gifts. The Committee shall be responsible for presenting to the Senate a calendar for the academic year that begins in the following calendar year. The calendar shall be prepared by a Subcommittee on the Calendar. The Senate shall thereafter adopt a calendar at or before the March meeting of the Senate each year.

The Subcommittee on the Calendar shall consist of the Registrar, who shall be the chairperson of the Subcommittee, and any additional members selected by the Academic Affairs Committee.

b. **Executive Committee.**

(1) **Membership.** The Executive Committee shall consist of the President or, in his or her absence, his or her designee, the chairperson of the Faculty Senators Council, the chairperson of the Deans Council, the chairperson of the Administrative Management Council, and the chairperson of the Student Senators Council. In the absence of the chairperson of a constituent council the vice chairperson of that council may act as a member of the Committee. The Secretary of the Senate shall be an ex-officio, non-voting member.

(2) **Duties.** The Committee shall act in the name of the Senate on urgent matters that arise at times when the full body of the Senate cannot be convened. The Committee shall report all actions taken at the next ensuing meeting of the full Senate.
Prior to the first stated meeting of the Senate, the Committee shall elect a Vice President and a Secretary of the Senate and shall appoint the members of the Standing Committees of the Senate. Elections for officers of the Senate shall be consistent with the specifications given in II.1. and appointments for committees shall be consistent with the specifications for membership of the individual committees.

The Committee or the Secretary of the Senate at the direction of the Committee shall prepare the agenda for each Senate meeting. Reports of the constituent bodies of the Senate requiring Senate action shall be automatically entered upon the agenda; otherwise, no topic shall be entered unless sponsored by a member of the Senate or unless originating with an interschool committee or commission.

The Committee shall be empowered to refer topics immediately to the Senate committees, and to refer administrative questions to the appropriate offices of the University, provided that each referral shall be reported to the sponsor of the topic and to the full Senate. All proposals for topics for the agenda shall be submitted in written form.

c. Faculty Affairs Committee.

(1) **Membership.** The Faculty Affairs Committee shall consist of the faculty members who compose the Faculty Senators Council. The chairperson of the Faculty Senators Council shall be the chairperson of the Faculty Affairs Committee.

(2) **Duties.** The Committee shall consider all University-wide matters pertaining to faculty personnel.

d. Financial Affairs Committee.

(1) **Membership.** The Financial Affairs Committee shall consist of the President, who shall be the chairperson of the Committee, the Senior Vice President for Finance, the Chancellor and Executive Vice President for Academic Affairs, two members nominated by and from the Administrative Management Council, two members nominated by and from the Deans Council, six members nominated by and from the Faculty Senators Council, and five members nominated by and from the Student Senators Council. The membership from the Deans and Faculty Senators Councils together shall consist of
at least one representative from each of the Faculty of Arts and Science, the Steinhardt School of Culture, Education, and Human Development, and the Stern School of Business. The Director of the University Budget and the Vice President for External Affairs shall be advisory members of the Committee.

(2) **Duties.** The Committee shall consider and make recommendations on financial and budgetary policies of the University, including those relating to capital budgets, operating budgets, long-range financial planning, policies governing allocation of resources among schools, and policies on tuition and salary. In addition, the Committee shall consider matters relating to the development of University facilities.

e. **Organization and Governance Committee.**

(1) **Membership.** The Committee shall consist of the Secretary of the University and one additional representative of the Central Administration, two members nominated by and from the Deans Council, five members nominated by and from the Faculty Senators Council, four members nominated by and from the Student Senators Council, and two members nominated by and from the Administrative Management Council. The Committee shall elect its own chairperson.

(2) **Duties.** The Committee shall review organizational policies of the University and make recommendations regarding governance.

f. **Public Affairs Committee.**

(1) **Membership.** The Public Affairs Committee shall consist of two representatives of the Central Administration, four members nominated by and from the Faculty Senators Council, two members nominated by and from the Deans Council, three members nominated by and from the Student Senators Council, and two members nominated by and from the Administrative Management Council. The Committee shall elect its own chairperson.

(2) **Duties.** The Committee shall be concerned with all matters relating to the Commencement Exercises and other public occasions affecting more than one school. The Committee shall consider matters pertaining to New York University's relations with the community.
The Committee shall conduct a yearly review of the guidelines on the use of University facilities, and shall inform appropriate administrative personnel about the operation of these guidelines.

The Committee shall also develop additional guidelines, if needed, for approval by the Senate; hear grievances and arbitrate disputes in connection with the use of University facilities; and determine violations of the guidelines. Appeals from decisions of the Public Affairs Committee may be made to the Senate.

g. University Judicial Board.

(1) Establishment. The New York University Student Disciplinary Procedures approved by the Senate on February 9, 1978 (the "Disciplinary Procedures") called for the creation of this group and specified its name, its status as a Standing Committee of the Senate, the form of its membership, and its duties. The Board shall serve in place of the previously created University Review Board wherever any rules of the University call for the participation of the University Review Board.

(2) Membership. The Board shall consist of six students chosen by and from the Student Senators Council, six faculty members chosen by and from the Faculty Senators Council, six deans chosen by and from the Deans Council, and four members chosen by and from the Administrative Management Council. The size of the Board may be increased at the request of the Board. Hearings shall be conducted by panels of four Board members, one from each of its constituencies, in accordance with the provisions of the Disciplinary Procedures. The Board shall elect its own chairperson. All efforts shall be made to ensure that there are at least two representatives from each constituent Council who shall be able to serve on the Board during the summer months.

(3) Duties. The Board shall hear and decide cases referred to it, directly and on appeal, in accordance with the provisions of the Disciplinary Procedures.

3. The President. The President shall be a voting member of all standing committees except the Faculty Affairs Committee.
IV. Ad Hoc Senate Committees

Who May Serve; Reports. Persons not members of the Senate may be appointed to serve on ad hoc committees established by the Senate, but at least one member of the Senate shall be appointed to each such committee. Every report of an ad hoc committee shall be made by a member of the Senate.
Appendix A

Requirements for Selection of Student Senators-at-Large

(Approved by the University Senate on March 8, 1984, as amended through March 4, 2010)

1. There will be eight student senators-at-large chosen every year.

2. Seven student senators-at-large and up to seven alternate student senators-at-large will be nominated by a majority of the regularly elected student senators by the first Friday in May and appointed by the Executive Committee of the Senate prior to the end of the academic year.

3. One student senator-at-large and one alternate student senator-at-large will be nominated from among the students of the Liberal Studies Program (LSP) in the regular LSP student council election process that takes place in the spring. The names of the LSP nominees will be forwarded to the Executive Committee of the Student Senators Council for approval by the first Friday in May, and approved nominations will be submitted for appointment to the Executive Committee of the Senate prior to the end of the academic year. The appointment of a student senator-at-large and an alternate student senator-at-large in accordance with this Section 3 will not limit the ability of LSP students to be appointed student senators-at-large and alternate student senators-at-large in accordance with Section 2.

4. An attempt will be made to choose no more than three student senators-at-large from any one school or LSP. If more than three student senators-at-large are chosen from any one school or LSP, an explanation of the reasons for the choices may be requested.

5. At least three seats shall be reserved for continuity. Therefore three nominees shall have served as elected senators or senators-at-large.

6. Student senators-at-large may serve in an at-large capacity for no more than three years in toto and for no more than two consecutive years.

7. An effort shall be made to use the senator-at-large positions to represent interests that are otherwise underrepresented in the student senators delegation. Such

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2Pursuant to Section I.4. of the New York University Senate Rules of Procedure, these Requirements shall also be applicable to the selection of alternate student senators-at-large.
interests may include, but are not limited to, ethnic minorities, night students, part-time students, commuters, and programs within individual schools.

8. It will be the responsibility of the Student Senators Council to begin publicizing the availability of at-large positions no later than four weeks in advance of the application deadline. The goal of this publicity shall be to reach as many students in as many schools as is possible.

9. When transmitting to the Executive Committee of the Senate the names of those students selected by the regularly elected student senators who, in their opinion, best represent the interests of the student body and when (a) an individual candidate does not appear to comply with one or more of the above requirements or (b) when a suitable number of qualified candidates cannot be found who meet the above requirements, the Student Senators Council shall submit a report explaining why the above criteria could not be fully met and setting forth the additional criteria used.

10. These requirements shall become effective upon their approval by the Senate. They may be subsequently amended by action of the Senate.