Minutes of a Stated Meeting of the
Senate of New York University
March 5, 2009

A stated meeting of the Senate of New York University was held in Room 914 of the
Kimmel Center for University Life at 2:00 p.m. on Thursday, March 5, 2009. The meeting
was convened with Dr. Sexton in the chair.

Present in addition to the President were members of the Faculty Senators Council
Anderson (for Hinojosa), Black, Cappell, Czepiel, Economides, Goodman, Hammack,
Hendin, Kinnally, Kovner, Lebowitz, Ling, Lowrie, Moran, Raiken, Ramsey, Rubin, Schacht,
Simon, Simonoff, Thompson, White, and Zwanziger; members of the Student Senators
Council Adorno, Alvarez, Ampaw, Boehne, Crehan, Douglas (for Germosen), Elias, Jean,
Justin Lee, Petrie, Reformat, Robyn (for Aggimenti), Schmidt, Schoenber, and Vir;
members of the Deans Council Blount-Lyon, Brabec, Cameron (for Campbell), England,
Farrington (for Santirocco), Foley, Lapiner, Liebmann (for Schall), Stimpson, and Wofford;
members of the Administrative Management Council Fauerbach, McIntyre, Moppett,
Pender, and Summers; and members of the University Administration Provost McLaughlin;
Executive Vice President Alfano; Senior Vice President Berne; and Acting Secretary
Chamberlin, constituting a quorum.

Approval of Minutes

The minutes of the stated meeting of the Senate held on February 5, 2009, were approved.

Report of the President

A memorandum, which was mailed to each Senator and is attached to these minutes as
Exhibit A, outlines some of the collective achievements at the University since the Senate's
last meeting.

Oliva Celebration

Dr. Sexton was pleased to announce the upcoming celebration of President Emeritus
Oliva's fiftieth anniversary at New York University. Before serving as President of NYU
from 1991 through 2002, Dr. Oliva served as Vice President for Academic Planning and
Services, Vice President for Academic Affairs, Provost and Executive Vice President for
Academic Affairs, and Chancellor. Dr. Sexton credited Dr. Oliva for helping to lay the
foundation for the transformation of NYU into the world class research university it is today.
The gala event is scheduled to take place at 8:00 p.m. on March 23 in the Skirball Center
for the Performing Arts located in the Kimmel Center. The singer Neil Diamond, who
received an honorary Doctor of Fine Arts degree from the University in 1995, is one of several performers who are scheduled to perform. Tickets to the event may be purchased online at www.skirballcenter.nyu.edu/calendar/ljo50, and all proceeds of the event will go to the L. Jay Oliva Endowment Fund, established as a permanent programming fund for the Skirball Center.

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Dr. Sexton noted that political leaders were recognizing that higher education and the development of idea capitals such as New York City are necessary long-range goals for maintaining and improving society. Dr. Sexton pointed out that over the last several months he had spent a significant portion of his time trying to convey this message to government officials and said that he had been inspired by the commitment and dedication of the many influential people working in government with whom he had spoken. Dr. Sexton said that while New York State's policy is evolving, the federal government's recently announced stimulus package, to be reported on in detail later in today's meeting, included good news for higher education in general.

Dr. Sexton stressed that the economic downturn has had a deep impact on both New York State and New York City, the latter being particularly affected by losses in the financial and banking sectors. Dr. Sexton reminded the Senate that "FIRE" (the acronym for finance, insurance, and real estate), which had been one of New York City's mainstays for many years, was in decline and needed to be supplemented with "ICE" (the acronym for intellectual, cultural, educational). Dr. Sexton said that NYU was deeply committed to New York City, which he regards as one of the leading idea capitals of the world, and that NYU along with New York City faced significant challenges ahead.

Dr. Sexton reminded the Senate that last September the Investment Committee of the Board of Trustees had decided to reduce the University's stock portfolio from 35 percent to 25 percent of the University's investments, which helped the University save approximately $50 million. Dr. Sexton stressed, however, that the stock market was not expected to bounce back quickly. There may be other calls on the University's budget. For example, Dr. Sexton commented on the MTA rescue plan presented by a state commission led by Richard Ravitch, a former chairman of the Metropolitan Transportation Authority, which included, among other features, a "payroll tax" on businesses in the region. Dr. Sexton noted that this would apply to both profit and non-profit corporations and could cost the University between $4 - 5 million or the equivalent of a one percent increase in tuition.

Dr. Sexton commented on President Obama's statement that the world had entered into an era of shared sacrifice which included NYU as well. Dr. Sexton acknowledged that one of the necessary sacrifices would be a freeze on salaries. Dr. Sexton noted that the nation was coming out of a period of deep indulgence and that maintaining the momentum of a great research university should remain one of NYU's highest strategic goals. In order to
achieve this, NYU needs to continue to build its faculty, attract the most talented students it can, and provide as much financial aid as possible for its students.

Dr. Sexton said that when he was appointed President of NYU in 2002, the University had gone through a period when the student body had grown, but its physical space had not, and that much of the University's transformation had been achieved at the expense of deferred maintenance. Since then the University has undertaken many new construction projects. Dr. Sexton said that he will continue the emphasis he has placed on student life and student wellness issues. Dr. Sexton expressed his gratitude to Executive Vice President Michael Alfano for initiating the University's re-engineering effort to produce savings from its administrative budget for redeployment into its academic programs.

Dr. Sexton stressed that the University remained on solid footing because of its prominence as an academic institution and said that the key to securing this position is the continued pursuit of high quality faculty and students and a commitment to offering as much financial aid as possible to its students.

Upon motion duly made and seconded, the report of the President was approved.

Report of the Executive Committee

Professor Cappell reported that the Committee had approved changing the date for the next (and last) Senate meeting for academic year 2008-09 from April 30 to April 23. Because the memorandum containing the resolution was submitted after the deadline had passed for submission of motions for today's meeting, Professor Cappell asked for a waiver of the Senate Rules of Procedure to permit a vote on the resolution contained in the memorandum. Upon motion duly made and seconded, the motion to suspend the Rules was approved to permit a vote on the resolution. Upon further motion duly made and seconded, the Senate voted to change the date of the next Senate meeting from April 30 to April 23.

Upon motion duly made and seconded, the report of the Executive Committee was approved.

Report of the Academic Affairs Committee

Professor Hendin reported that the Committee had completed its charge of recommending candidates to receive honorary degrees at this year's Commencement Exercises. The Committee continues to focus on the University's global programs and recently met with Dean of the Liberal Studies Program Fredric Schwarzbach to discuss the program in general and its plan to incorporate service learning at the University's global sites in order that students may become involved in the productive life at the chosen sites. The
Committee will also be reviewing proposed changes in the academic calendar beginning in spring 2011 that would provide more options for students during intersession.

Upon motion duly made and seconded, the report of the Academic Affairs Committee was approved.

Report of the Committee on Organization and Governance

The Committee had no report for this meeting.

Dr. Sexton noted that the Faculty Senators Council and Student Senators Council had recommended increasing the Senate membership by two seats, and he charged the Committee to look into this matter and report back to the Senate at its next meeting.

Report of the Financial Affairs Committee

Dr. Alfano reported that the Committee would meet immediately following today's Senate meeting to review the budget submissions from the three constituent Councils. The Committee will also be exploring ways in which it can better communicate the budget process and make it more understandable and accessible to the larger community.

Upon motion duly made and seconded, the report of the Financial Affairs Committee was approved.

Report of the Public Affairs Committee

Quality of Life Report

Professor Tannenbaum submitted the annual report on quality of life issues, which was mailed to each Senator and is attached to these minutes as Exhibit B.

Some of the report's highlights include:
- The first phase of the Washington Square Park renovation including the western side of the park is expected to be completed next month. The second phase covering the eastern side of the Park will follow and is expected to last for approximately one year.
- The Office of Government and Community Affairs has partnered with the Office of Facilities and Construction Management to create a new web site whose address is www.nyu.edu/construction. The site features a map showing campus construction projects, architectural renderings, news and announcements, answers to frequently asked questions, and an option to sign up for email updates.
NYU has joined other local universities, elected officials, students, nightclubs, and bars to create the "Responsibility Campaign" in response to community concerns about nightlife safety and underage drinking in Lower Manhattan. The campaign has been working with local nightlife owners to develop "Good Neighbor Guidelines" and is taking proactive steps to deter underage and binge drinking. The Responsibility Campaign also launched a Public Service Announcement ("PSA") contest challenging students to create PSA's discouraging binge and underage drinking. The contest was open to students at NYU, Cooper Union, and the New School, and over 40 entries were submitted. The top PSA's will be shown on NYU-TV, and the winner will receive a grand prize of $1,000.

Professor Tannenbaum noted that the Public Affairs Committee had received several inquiries regarding a recent report that the Russell Corporation, whose athletic division produces university apparel, had been accused of anti-union actions. Last fall the Workers Rights Consortium ("WRC") issued a report finding that Russell had closed a factory in Honduras because of union activity, which would violate the WRC's code of conduct. As a result of this, several of WRC's members have cut their ties to Russell. Professor Tannenbaum reported that last week the University, a founding member of the WRC, had terminated its licensing agreement with the Russell Corporation as part of its commitment to workers rights.

Upon motion duly made and seconded, the report of the Public Affairs Committee was approved.

Council Reports

Administrative Management Council. Mr. Summers reported that the Council held a meeting earlier in the week which featured a presentation by Interim Registrar Roger Printup about major system upgrades to the University's Student Information System ("SIS") and the University's student information website known as "Albert." The presentation provided a valuable overview of the project's history, planning and feedback process, and implementation time-line. This meeting also featured general updates from some of the administrators serving on the University's Re-Engineering Task Forces, and the Council is encouraging all administrators for their feedback before the committees submit their initial reports. The Council is looking forward to working closely with University colleagues on Re-Engineering Phase II. Dean of the Undergraduate College of the Leonard N. Stern School of Business Sally Blount-Lyon is scheduled to give a presentation on the "global network university" at the Council's April meeting, and the Council's end-of-year meeting and lunch scheduled to take place in May will feature a presentation by Vice President for Human Resources Catherine Casey. The Council's Nominations and Elections Committee is currently seeking nominations for upcoming elections, and the Executive Committee will soon plan projects and initiatives for summer 2009 and academic year 2009-2010.
Deans Council. Dean Brabeck reported that the Council was discussing strategies for increasing student yield and retention as well as studying the proposed calendar changes. In addition, the Council held a meeting with members of the Faculty Senators Council regarding non-tenure track full-time faculty at the University.

Dr. Sexton noted that many colleges and universities are facing the issue of whether there will be sufficient liquidity for students' loans and whether students and families will question the value of spending the additional money necessary to attend private as opposed to public institutions of higher education. He was pleased to note, in light of Dean Brabeck's report, that the University was not seeing any significant decrease in the number of students returning to school in the spring semester and that the numbers appeared to be on target regarding the size and quality of the student body entering the Class of 2013.

Student Senators Council. Mr. Lee reported that in response to the recent student protest, which took place in the Kimmel Center, the Council had issued a number of statements and had sent a University-wide email to solicit feedback from students. While most who responded did not agree with the tactics employed by the protestors, they did express the desire for a greater voice in University affairs. In light of this renewed focus on student voice, the Council would like to engage in a review of how the Council and the Senate conducts business and solicits feedback. The Council's Executive Committee met with Dr. Sexton a day earlier to discuss how this might be accomplished and how more information could be circulated to the University community at large. Mr. Lee noted the Council's support of the proposal to increase the number of student representatives serving on the Senate and urged the Committee on Organization and Governance to move forward on this issue.

Mr. Lee reported that the University Committee on Student Life ("UCSL") unanimously approved the following resolution on February 19, 2009:

The Student Senators Council and its University Committee on Student Life call upon the University Administration to engage in dialogue with the Workers Rights Consortium, Human Rights Watch, or some other appropriate and reputable international workers' rights organization in order to establish a labor code of conduct for the construction and maintenance of all non-US sites of instruction and branch campuses. The purpose of this recommendation is to set acceptable standards and working conditions for people involved in the construction and maintenance of NYU's non-US sites of instruction and branch campuses. Such a dialogue may be guided by the Proposed Fair Labor Code of Conduct, drafted by The Coalition for Fair Labor at NYU with the help of Human Rights Watch and modeled after the Worker Rights Consortium's Code of Conduct.
Mr. Lee noted the success of the recent all-University Games and the Violet Ball. This year marked the return of the Violet Ball to Bobst Library which was attended by more than 900 students. Mr. Lee expressed his gratitude to Ms. Vir for her efforts on behalf of the event. Elections for at-large and alternate at-large senators will take place at the Council's upcoming April meeting.

**Faculty Senators Council.** Professor Cappell noted that Dr. Sexton had attended a recent Council meeting, and he expressed his gratitude to both Dr. Sexton and Dr. Alfano for their exchanges with the Council. Other Council activities have included a meeting with Dean Foley regarding the Liberal Studies Program, a meeting of the Council's Executive Committee with the Deans Council as reported on earlier by Dean Brabeck regarding non-tenure track faculty, and working on plans for the upcoming trip to Abu Dhabi. Professor Cappell noted that the Council had sent a memorandum to the Financial Affairs Committee in lieu of faculty merit pool recommendations. Professor Cappell commented on the successful "Faculty Family Day" held at the Coles Sports and Recreation Center and noted that a welcome reception for Polytechnic faculty was scheduled to take place that evening.

**University Dialogue**

A. **Report on External Relations**

Senior Vice President for University Relations and Public Affairs Lynne Brown gave an update on government relations. See Exhibit C. Dr. Brown introduced the University's Director of Federal Relations Steven Heuer.

Dr. Brown was pleased to note that both federal and state government policymakers were putting scientific research and higher education at the center of their plans to try to jumpstart the economy and set the foundation for long-term economic growth.

**Federal.** Dr. Brown noted that the federal stimulus package known as the "American Recovery and Reinvestment Act of 2009" was signed into law by President Obama on February 17. Dr. Brown credited Dr. Sexton for the role he had played in conceptualizing the stimulus package as a proper vehicle for the support of higher education on the basis that investment in higher education would bring immediate benefits to the economy and longer-term prosperity for the nation. Dr. Brown stressed the importance that had been placed on making sure that private institutions be included in the package.

Overall, the package includes the following:
- approximately $30 billion in aid to students and parents including $16 billion in Pell Grants and Work Study programs and $13 billion in tax credits to students and families. This will raise the maximum Pell Grant by $500 from $4,850 to $5,350 over
the next two years. The package provides a tax credit of up to $2,500 for the cost of tuition and related expenses paid during the taxable year;
- approximately $16 billion in research funding to benefit the National Institutes of Health ($10 billion), the National Science Foundation ($3 billion), and the Department of Energy’s Office of Science ($2 billion), among others; and
- approximately $53 billion for the State Stabilization Fund. Although the majority of this money will go to local school districts, $8.8 billion is expressly set aside for states to use at their discretion for stabilization and modernization in any area deemed important. The $8.8 billion will be spread among all 50 states, however, and private colleges’ ability to obtain any of this funding appears fairly limited given all of the competing interests.

Dr. Brown said that the research funding provided is also intended to be "stimulative" and that agencies are expected to receive most of the money over the next two years to support projects that will have the potential for scientific impact over a short period of time. Dr. Brown noted that it was important to keep in mind that the infusion of money would be temporary and a portion of the money will go to existing grants that have not been funded. However, this is not about restoring past cuts but more about looking towards the future. There will be more reporting requirements to ensure that the money being used is having a positive economic impact such as an increase in the number of jobs, scientific discoveries, and high end efficiencies.

Dr. Brown noted that the U.S. Congress was also finally finishing up last year's appropriations bill which, if passed, will provide a further infusion of money for student aid and research and development. Many of these bills include items known as "earmarks" that have been receiving unfavorable press lately.

Dr. Brown was pleased to note that President Obama's speech to Congress on February 24 and his budget message of February 26 specifically spelled out his commitment to investing in science, research, and technology.

The next large issue facing higher education is the federal budget for fiscal year 2010. Dr. Brown stressed that while it is the President who proposes, it is Congress who disposes, and that a lot of changes should be expected from what President Obama has asked for and what Congress will pass. Items affecting higher education include removing banks from the business of providing loans to students and having the federal government provide student aid through direct lending, transforming the Pell grant for needy students into an entitlement program along the lines of Social Security, reducing the amount of money that wealthy donors can deduct for charitable contributions, and putting an emphasis on funding cancer research (National Institutes of Health), high-risk high reward projects (National Science Foundation), and developing alternate energy sources (Department of Energy).
In addition, the Department of Education has implemented policies related to the Higher Education Act that was passed last year. These include maintaining the college cost affordability list as well as numerous new reporting requirements involving campus safety, peer to peer file sharing, and textbook costs, among others.

**State.** Dr. Brown reported that this year's annual "NYU in Albany Day" took place on March 3 with more than 45 students participating. Dr. Brown noted that while New York State has a grant program called the Tuition Assistance Program ("TAP"), it never has had a student loan program. One of the major points advocated by the university community includes supporting the creation of the New York Higher Education Loan Program ("NYHELP"), which is a low-interest, subsidized state student loan program that would be open to New York State residents attending a public or private college or university located in New York. Fixed rate loans would be available to both undergraduate and graduate students for up to $10,000. It is hoped that the New York State legislature will not accept the proposed cuts in Bundy Aid or the Collegiate Science and Technology Entry Program ("CSTEP") and will continue funding TAP and the Higher Education Opportunity Program ("HEOP"). Dr. Brown reminded the Senate that at its last meeting Dr. Alfano had reported on the fact that not-for-profit entities are restricted from spending endowment accounts whose current market value is lower than its historic dollar value, which is the initial value of a fund plus any principal additions to the fund. It is hoped that New York State will take up the issue of passing the Uniform Prudent Management of Institutional Funds Act ("UPMIFA"), which would eliminate the concept of historic dollar value retroactively. Twenty-seven states already have passed some version of UPMIFA.

**Fundraising**

Senior Vice President for Development and Alumni Relations Debra LaMorte reported on the University's current fundraising strategies. See Exhibit D.

Ms. LaMorte reminded the Senate that last year had marked the conclusion of the seven-year "Campaign for NYU" to raise $2.5 billion. The University raised a total of over $3 billion during the Campaign, and last year alone raised $863 million. During the Campaign's last week, the Faculty of Arts and Science raised $25 million. Ms. LaMorte noted that the economic downturn had caused this year's fundraising to be down across the board. Markets have gone down, individuals have lost a lot of money, and the University's donors feel paralyzed. While giving to the Annual Fund has dipped only slightly, the University is not receiving the extraordinary gifts that had been made during the Campaign, and to date this year, the University has received only one gift of $10 million. Ms. LaMorte commented that the Center on Philanthropy at Indiana University recently reported that the number of gifts of $1 million or more to charities from individuals fell 33% in the last six months of 2008, compared to the same period in 2007.
Ms. LaMorte said that on a positive note, the University was still raising approximately $5 million per week. Although that figure sounds like a lot of money, it amounts to approximately $260 million for the year, which is far below the University’s original fundraising goal of $498 million for this year. However, the Development Office is now in discussions with each school to review their goals, which may need to be revised.

Page 1 of Exhibit D shows fundraising totals by school for fiscal year 2009-2010. Some schools are close to meeting their fundraising goal (Courant Institute of Mathematical Science) and some schools have exceeded their goal (Institute of Fine Arts), but other schools are struggling. Based on the figure of $5 million per week, the Development Office is tracking closer to the University’s 2006 fundraising totals. Page 2 of Exhibit D shows fundraising totals for the last four years. The years 2006, 2007, and especially 2008 were marked by extraordinarily large individual gifts. The bump in the middle of 2006 was a gift of approximately $50 million from the Leon Levy foundation to establish the Institute for Study of the Ancient World, and in early 2007 an anonymous gift of approximately $40 million was received on behalf of the medical center. It will be necessary for the University to receive several large gifts in order for it to track against 2006, when $397 million was raised.

One of the major concerns facing the University is dealing with "underwater" endowment funds, which are those accounts that are now worth less than the original donations that created them. Under current New York State law, the University is not allowed to invade the principal of the endowments even though they are no longer generating the income needed to sustain programs. This has had a severe impact on financial aid and endowed chairs. Passage of the UPMIFA, as reported on earlier by Dr. Brown, would eliminate this requirement.

Pages 3 and 4 of Exhibit D contain a memorandum that was sent to all members of the University Leadership Team and Development Officers for each school detailing strategies for coping with endowments in the current economic climate. The Development Office is engaging in a rigorous personal approach with each individual donor and has been working with each dean to review each and every fund. Donors will be asked to provide additional funds for program support. Ms. LaMorte sees this as a great opportunity for donor relations, and that although many difficult and candid conversations lie ahead, she feels that donors have invested in NYU because they care about the University, its programs, and its students and would not want to see the programs they support lose momentum. Ms. LaMorte said that she believes that those who can afford to help will do so by shoring up their endowment funds or by providing extra cash gifts to sustain programming and student scholarships. Form letters will not be sent, and it is hoped that a more personal approach will garner the greatest sympathy, understanding, and interest from the University’s donors.

A focus is being placed on planned future gifts and an increase in annual cash gifts. In addition, each donor with an endowed fund will be asked to make up the income that is
being lost because the endowments have lost money. Ms. LaMorte sees this as a time to build relationships and give the University’s donors the opportunity to be of great help. Ms. LaMorte said that with strong leadership, the University should be able to navigate out of the current economic crisis with its programs remaining strong.

Dr. Sexton led the Senate with a round of applause for Dr. Brown and Ms. LaMorte.

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Dr. Sexton reminded the Senate of his earlier remarks about how the University would be entering into an era of shared sacrifice and said that this tied in with Ms. LaMorte remarks about the importance of the University’s relationship with its donor base. Dr. Sexton said that donors will want the administration to continue the University’s momentum of excellence and will want to know what sacrifices the University is willing to make to keep that momentum going.

B. President’s Question Time

Student Senators Council. Dr. Sexton said that the question he had received from the Student Senators Council had asked how the administration can work toward making the Senate better informed on important issues before decisions are made. Dr. Sexton noted that decisions about the University's priorities and allocations reside, as a matter of law, with the University's Board of Trustees in exercise of their fiduciary duty and are made upon advice from the University's senior administration. Dr. Sexton stressed that the administration was committed to shaping the University as best it can and ensuring that the right kind of information, both quantitative and qualitative, is transmitted to enable it to make informed decisions. Dr. Sexton said that given the fact that the University is moving into an era of shared sacrifice, it was important for people to be informed about the steps the administration is taking. Dr. Sexton said that he sees the gist of the Council's question as being about how to achieve a better balance and how to transmit the accessible information in a broad way to better inform the University community so that it can knowledgeably assess and offer opinions on the priorities that have been or will be developed. Dr. Sexton said that discussions were taking place about using the University's website to further disseminate information and noted that Dr. Alfano was working on the issue of greater transparency as it concerns the University's budget.

Dr. Sexton noted that he has been struck by people saying that they "have not been heard" in circumstances in which they have been heard but have not gotten what they wanted. There is a difference between these two things. He stressed that the fundamental decision-making authority for the University would not be restructured or relocated. Dr. Sexton suggested that people read the four transition reports from 2002 and the NYU Framework 2031 document, all of which can be found online, to help provide the background set of principles that are in place.
Professor Anderson said that rather than asking people to go back and read the important and detailed documents to which Dr. Sexton referred, she felt that it was most important that Dr. Sexton continue his dialogue with the university community about the notion of shared sacrifice and how to hold on to goals. She said that the point of departure should be the economic crisis in which all share as individuals and institutions. Professor Anderson suggested that Dr. Sexton summarize today’s conversation with the Senate for dissemination to the entire community, premised on the understanding that the University does not want to lose momentum and will continue to do what makes it a highly sought after institution to both students and faculty.

There being no further business, the meeting was adjourned at 4:10 p.m.

Leona S. Chamberlin
Secretary
It is my pleasure to share with you recent news and notes from across the university.

**NEWS**

NYU-Poly President Jerry Hultin and NYU Provost David McLaughlin joined Mayor Bloomberg in announcing 11 initiatives to support New York's financial services sector and encourage entrepreneurship. In one of the initiatives, NYU-Poly will select entrepreneurs who will benefit from donated office space on Varick Street that will house an incubator for start-up companies that might employ laid-off financial professionals. In another, NYU will join three financial companies to help the City encourage foreign firms to establish offices here.

Mary Schmidt Campbell, dean of the Tisch School of the Arts, was elected to the Board of Trustees of the Alfred P. Sloan Foundation. The foundation makes grants to support original research and broad-based education related to science, technology, and economic performance; and to improve the quality of American life. Dean Campbell also serves as chair of the New York State Council on the Arts.

The American Council on Education, the major coordinating body for the nation’s higher education institutions, elected new leadership at its annual meeting last month. Judy Genshaft, president of the University of South Florida, was elected chair of the Board of Directors, and I was elected vice chair, a position which traditionally is elevated to the chairmanship after one year. With over 1,600 members, ACE is the only higher education organization representing colleges and universities of all types of accredited, degree-granting institutions.

**HONORS**

*Faculty Honors*

Stern associate professor of finance Xavier Gabaix has been named to The Economist’s list of best young economists in the world. His research focuses on asset pricing, executive pay, the causes and consequences of seemingly irrational behavior, and the origins of power laws in economics. Previously a professor at MIT, Professor Gabaix joined NYU in 2007 and holds degrees from Harvard University and Ecole Normale Supérieure in Paris.
Professor Perri Klass, from the Arthur L. Carter Journalism Institute, debuted a monthly column in the New York Times in December. The column, which appears in the newspaper’s “Science Times” section, covers medical issues facing children, their parents, and their doctors. Klass also holds an affiliated appointment at the School of Medicine.

Joan Breton Connelly, FAS professor of art history and classics, recently received the James R. Weisman Book Award from the Archaeological Institute of America. In her work, Portrait of a Priestess: Women and Ritual in Ancient Greece, Connelly reviews the evidence for Greek priestesses and the public roles they played.

Several NYU faculty members have been recognized in the 2008 National Jewish Book Awards. Professor of History K.E. Fleming won the 2008 National Jewish Book Award in the category of Sephardic Culture for her work Greece—A Jewish History. Two other books by NYU faculty were award finalists: Iraq’s Last Jews: Stories of Daily Life, Upheaval, and Escape from Modern Babylon, co-edited by Courant Computer Science professor Dennis Shasha; and Dominican Haven: The Jewish Refugee Settlement in Sosua, 1940–1945, by professor of Hebrew and Judaic Studies Marion Kaplan. The National Jewish Book Awards is the longest running North American awards program of its kind in the field of Jewish literature and is recognized as the most prestigious.

Student and Alumni Honors

Alumnus Victor J. Zolfo (TSOA ’85) won an Oscar for Achievement in Art Direction for The Curious Case of Benjamin Button at the 81st annual Academy Award ceremony. Zolfo is a graduate of the Kanbar Institute of Film and Television’s Undergraduate Film division. Six other NYU alumni were nominated for awards.

Tisch students and alumni took home five statues at the 24th annual Film Independent’s Spirit Awards ceremony: Margaret Brown (TSOA ’04) won the LACOSTE Truer than Fiction Award for The Order of Myths; James Franco (graduate film student) won Best Supporting Male for Milk; Mark Heyman (thesis student) was the associate producer of The Wrestler, which won Best Feature; and Charlie Kaufman (TSOA ’89) won Best First Feature, and Kaufman and Philip Seymour Hoffman (TSOA ’89) won Robert Altman Awards for Synecdoche, New York.

Tisch School of the Arts Asia MFA candidate Frank R. Rinaldi won the Grand Jury Award for Best Experimental Short at the 2009 Slamdance Film Festival for his film Funny Guy. Taking place alongside the Sundance Film Festival, the Slamdance Festival is an alternate festival for and by independent filmmakers.

Tanya Erzen (GSAS ’02) received the Council of Graduate Schools’ 2008 Arlt Award in the Humanities. The honor is presented annually to a young scholar who has written a book deemed to be of outstanding scholarly significance. Erzen’s book, Straight to Jesus: Sexual and Christian Conversions in the Ex-Gay Movement, stemmed from her doctoral dissertation in American Studies.
New York University
OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS

TO: University Senate Public Affairs Committee
FROM: Gary Parker, Director, Government and Community Affairs
RE: Quality of Life Update

Washington Square Park

Phase I of the Washington Square Park renovation is scheduled to be completed this April. Phase II will follow immediately and last for approximately one year. A Landmarks Preservation Commission (LPC) hearing is scheduled for March 17, 2009, to discuss proposed changes to the stage area. The current plan eliminates Teen Plaza, the space behind the stage, but allows for the new stage to be larger. The LPC will also be reviewing the proposal to keep some of the old seating areas.

In addition, during Phase II of the renovation, the mounds will be left intact but covered in artificial turf. The large children's playground will be upgraded with a fresh safety surface, newly planted trees, and small improvements to the equipment. The Parks Department decided against a major overhaul to avoid closing the playground for an extended period of time. During Phase II, North/South pedestrian travel will be possible from the arch to Thompson Street.

Construction Website

The Office of Government and Community Affairs (OGCA) has partnered with Facilities and Construction Management (FCM) to make information regarding the University's construction projects publicly accessible on the web (http://www.nyu.edu/construction). The site features renderings, announcements, answers to frequently asked questions, and an option to sign up for email updates.

In addition to posting information about projects online, OGCA reaches out directly to neighboring residents and businesses in an effort to keep those most impacted informed about upcoming construction activities. Furthermore, OGCA and FCM will continue to work with our neighbors to mitigate effects of construction and respond to any complaints.
Student Produced PSA Contest

NYU's Responsibility Campaign launched a student produced Public Service Announcement (PSA) contest open to students at NYU, Cooper Union, and New School. Over forty entries were submitted, each competing for a grand prize of $1,000, and the top PSAs will be shown on NYU's TV system. Entries will be judged by a panel composed of elected officials, medical experts, and university officials. Currently, a publicity strategy is being developed with the Office of Public Affairs for unveiling the winner at an awards ceremony.

The Responsibility Campaign, a partnership between NYU and other local Universities, elected officials, students, nightclubs and bars, was created in 2006 in response to community concerns about nightlife safety and underage drinking in lower Manhattan bars. In addition to the PSA contest, it has been working with local nightlife owners to develop “Good Neighbor Guidelines” and partners with them proactively to deter underage and binge drinking.
Three Major Spending Initiatives

I. Stimulus Package
II. Fiscal Year 2009 Wrap-Up
III. President Obama's Proposed Fiscal Year 2010 Budget
## Stimulus Package

### At a Glance:

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
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<tbody>
<tr>
<td>Aid to Students:</td>
<td>Approximately $30 Billion</td>
</tr>
<tr>
<td></td>
<td>$16 billion in Pell Grants &amp; Work Study</td>
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<td></td>
<td>$13 billion in Tax Credits</td>
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<tr>
<td>Research Funding:</td>
<td>$16 billion in Federal R&amp;D</td>
</tr>
<tr>
<td></td>
<td>NIH, NSF &amp; Energy, Science</td>
</tr>
<tr>
<td>State Stabilization Fund:</td>
<td>$8.8 billion split among all 50 states for critical needs (private universities eligible)</td>
</tr>
</tbody>
</table>
Funding in Stimulus

Student Aid

- Maximum Pell Grant raised by $500 to $5,350
- $200 million for the College Work Study Program
- Consolidated new tax credit up to $2,500

R&D

National Institutes of Health (NIH)
- $8.2 billion for competitive research grants
- $1.3 billion for research facilities and equipment

National Science Foundation (NSF)
- $2.5 billion for competitive research grants
- $400 million for research infrastructure

Dept of Energy (DOE) Office of Science
- $1.6 billion for competitive research grants
- $400 million for high risk, high reward energy research projects
Stimulus - Funding Distribution

- Funding intended to be "stimulative"
- Agencies expected to get most $$ out in 2 years
- Support directed to projects with potential for scientific impact over a short period of time
- Most $$ to existing grants that have not been funded
- Not about restoring past cuts
- Greatly increased federal reporting requirements
Finishing Up Last Year's Appropriations: FY09 "Omnibus"

**Highlights**

**Student Aid**
- Programs essentially level-funded (Pell and Work-Study boost via Stimulus)

**R&D**
- NIH - $938 million increase to $30.3 billion
- NSF - $425 million increase to $6.5 billion
- DOE Science - $755 million increase to $4.77 billion
President Obama's Priorities

Obama Speech to Congress, Feb. 24th

"The answers to our problems don't lie beyond our reach. They exist in our laboratories and universities..."

Obama Budget Message, Feb. 26th

"We will invest in the science, research, and technology that will lead to new medical breakthroughs, new discoveries, and entire new industries."
Of importance to higher education, the budget:

- Eliminates bank-based FFEL program in favor of Direct Loan (DL) program
- Transforms Pell Grant Program into entitlement program
- Reduces amount wealthy donors can deduct for charitable contributions
- Puts research emphasis on cancer funding (NIH), high-risk high reward projects (NSF) and developing alternative energy sources (DOE)
Higher Education Act (HEA) Implementation

Dept. of Education Implementing Policies Related to:

- College Cost Affordability Lists ("Wall of Shame")
- Numerous New Reporting Requirements
  - Campus Safety
  - Peer-to-Peer (P2P) File Sharing
  - Fire Safety
  - Textbook Costs
  - Alumni, Student Diversity and Graduation Rates Reporting
"NYU in Albany" Day – March 3, 2009

Major Advocacy Points:
- Support creation of New York Higher Education Loan Program (NYHELP), a historic low-interest, subsidized state student loan program
  - Open to NY State residents attending a college or university in NY
  - Available to both undergrad and graduate students
  - Rate on fixed rate loans: between 7.5% and 8.5%
  - Annual maximum loan amounts of the lesser of:
    - $10,000, or
    - Cost of attendance minus all other federal and state financial aid.
  - Loans should be available in the Spring 2010 term
- Call for the Legislature not to accept the cuts proposed to Bundy Aid and CSTEP
- Support for continued level funding for critical programs such as TAP and HEOP

OTHER PRIORITY: UPMIFA (Uniform Prudent Management of Institutional Funds Act)
# NEW YORK UNIVERSITY FUNDRAISING REPORT

## Fundraising Report by School

**September 1, 2008 - August 31, 2009**  
**February 26, 2009**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Courant Institute of Mathematical Sciences</td>
<td>1,500,000</td>
<td>883,473</td>
<td>636,883</td>
<td>375,731</td>
<td>1,120,621</td>
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<tr>
<td>College of Dentistry</td>
<td>6,000,000</td>
<td>1,617,553</td>
<td>4,175,566</td>
<td>3,013,681</td>
<td>2,219,208</td>
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<tr>
<td>School of Continuing and Professional Studies</td>
<td>3,500,000</td>
<td>1,656,240</td>
<td>6,286,041</td>
<td>3,285,009</td>
<td>955,042</td>
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<tr>
<td>Faculty of Arts and Science</td>
<td>50,000,000</td>
<td>17,773,928</td>
<td>22,929,075</td>
<td>17,370,590</td>
<td>7,268,140</td>
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<tr>
<td>Gallatin School</td>
<td>2,500,000</td>
<td>835,865</td>
<td>6,395,053</td>
<td>2,286,451</td>
<td>142,071</td>
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<tr>
<td>Institute of Fine Arts</td>
<td>3,500,000</td>
<td>1,611,546</td>
<td>1,002,032</td>
<td>4,717,149</td>
<td>6,746,861</td>
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<td>School of Law</td>
<td>48,000,000</td>
<td>23,164,901</td>
<td>11,382,959</td>
<td>30,382,409</td>
<td>20,600,304</td>
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<td>University Libraries</td>
<td>3,200,000</td>
<td>2,346,367</td>
<td>1,314,889</td>
<td>2,523,135</td>
<td>1,443,180</td>
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<td>Langone Medical Center</td>
<td>250,000,000</td>
<td>56,811,527</td>
<td>118,918,912</td>
<td>171,245,516</td>
<td>52,515,053</td>
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<tr>
<td>School of Medicine</td>
<td></td>
<td>47,911,956</td>
<td>66,344,282</td>
<td>60,585,739</td>
<td>46,242,528</td>
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<td>NYUHC</td>
<td></td>
<td>8,899,571</td>
<td>52,574,630</td>
<td>110,659,777</td>
<td>6,272,535</td>
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<tr>
<td>College of Nursing</td>
<td>7,500,000</td>
<td>412,834</td>
<td>1,350,892</td>
<td>8,929,343</td>
<td>1,190,715</td>
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<tr>
<td>Silver School of Social Work</td>
<td>2,500,000</td>
<td>178,169</td>
<td>362,569</td>
<td>47,176,927</td>
<td>193,623</td>
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<td>Steinhardt School of Culture, Edu &amp; Human Dev.</td>
<td>18,000,000</td>
<td>1,626,641</td>
<td>6,286,041</td>
<td>5,665,277</td>
<td>6,981,842</td>
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<td>Stern School of Business</td>
<td>37,000,000</td>
<td>7,863,408</td>
<td>18,179,582</td>
<td>15,188,312</td>
<td>4,656,286</td>
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<td>Tisch School of the Arts</td>
<td>10,000,000</td>
<td>2,760,797</td>
<td>3,775,371</td>
<td>2,427,758</td>
<td>2,302,136</td>
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<td>University General</td>
<td>50,000,000</td>
<td>9,319,389</td>
<td>4,008,633</td>
<td>53,331,216</td>
<td>4,870,297</td>
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<td>Wagner Graduate School of Public Service</td>
<td>4,000,000</td>
<td>3,516,198</td>
<td>8,467,081</td>
<td>2,527,342</td>
<td>1,067,730</td>
</tr>
</tbody>
</table>

| Totals:                  | $498,100,000 | $132,578,736 | $215,488,181 | $370,442,844 | $114,347,117 |

* Totals include all private philanthropy, including support for The Fund for NYU
MEMORANDUM

DATE: February 25, 2009
TO: ULT and Development Officers
FROM: Debra A. LaMorte, SVP for Development and Alumni Relations
RE: NYU Endowments and Fundraising Strategy

As we all know, NYU’s endowment has lost considerable value over recent months. Some endowed funds are "underwater", which means that they have dipped below the value of the original gift when the endowed fund was first established ("historic dollar value"). Under current law, this virtually assures that there will be less money, and possibly even no money available, for the support of professorships, financial aid, and programs traditionally supported by endowment at NYU. Also, in coming years endowed funds that are not underwater will be generating less spendable income as their endowment principal will have also declined.

Accordingly, the University and its schools must give careful consideration to all aspects of this situation, including its bearing on donor relations as well as on its impact on immediate and future budgets. In this memo we are providing deans and development officer’s guidance on how to discuss this critical issue with donors in the months ahead.

First, it’s important to recognize that each donor has unique motivating factors, and every gift has unique characteristics. For that reason, we do not want any school to send a form letter requesting additional gifts to its endowment donors.

In order to address each distinct account appropriately, I request that each school director (and dean if they would like) meet with me over the next few weeks to review and discuss strategy regarding the school’s underwater endowed accounts. I will provide a list of such funds to each school director in advance of this meeting, so that the director and dean will have ample opportunity to review the gifts and donors. Bear in mind that there will be cases where there are no donors remaining, or sundry donors to a single fund, in which cases we recognize that there will be additional strategic obstacles.

We have prepared several sample draft-agreements to provide a model or template that can be tailored to many different situations after the schools open up the discussion with donors of existing underwater endowment funds.

For example, you may want to engage your donor – particularly in cases of tuition assistance or faculty support funds – and request additional new annual cash gifts to supplement the decreased spending monies that will be available from the endowed account.

Alternatively, you may request that the donor provide us with explicit permission to invade the principal of the endowment until such time as the endowment is earning enough income again to be self supportive. Bear in mind that with this strategy, both the school and the donor must recognize and feel comfortable with the idea
that over the coming years the principal of the fund will likely be diminished and there will be less available for support of the program in the future.

Both of these options will help the University sustain budgeted spending during the next few crisis years for students, faculty and programming on a par with past spending. In this way, we will avoid the most terrible of potential cutbacks and continue awards at a level that the recipients expected and the donors originally intended.

Most importantly, both of these options involve sitting down with your donor, reviewing the facts of the fund and the University’s financial condition, and talking very specifically about options on how to ensure the continuation and ongoing quality and success of the donor’s program during the next few years.

Bear in mind that this strategy is operative not merely with respect to existing and established endowment accounts. When soliciting donors for new endowment gifts – and particularly those in support of professorships and scholarship funds – we urge the deans and development officers to suggest endowment funding and at the same time an annual cash gift, over and above the endowment funding, to support the program on an expendable basis in the near term.

For your review and strategic considerations, we have attached four sample gift-agreement documents. Two of these documents relate to existing endowment funds, and two relate to new funds. However, these documents provide merely a guide and template for the terms and conditions that would give the University the greatest flexibility for meeting the needs of our students and faculty in the years ahead. These documents must be carefully tailored to best match those needs with the unique desires and concerns of our donors. And our donors will be open and receptive to these ideas only to the extent that your discussions adequately prepare them.

Now is the time to engage our donors. Give them the opportunity they are seeking, to identify themselves as standing in the forefront of the University’s response to the world’s current financial crisis. After we review the school’s list of troubled endowment accounts, set up your appointments and visit your donors to explain what is going on and to ask them for a gift to support program now.

You must provide your donors with that opportunity to help their school and its students. Otherwise, the very programs to which they were deeply committed will be harmed and diminished. Our loyal donors will not want this to happen.

Please feel free to call me with questions or comments at 86411.

Debra A. LaMorte  
Senior Vice President for Development & Alumni Relations  
New York University  
25 West Fourth Street, 4th Floor  
New York, NY 10012  
Tel: (212) 998-6411  
Fax: (212) 995-4020