Minutes of a Stated Meeting of the
Senate of New York University
April 17, 2008

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, April 17, 2008. The meeting was convened with Ms. Yu in the chair, who had been designated President pro tem for this meeting by Dr. Sexton.

Present in addition to the Chief of Staff and Deputy to the President were members of the Faculty Senators Council Anderson (for Hinojosa), Black, Cappell, Dent, Economides, Frommer, Goodman, Hammack, Hendin, Hutchins, Kovner, Lebowitz, Ling, Moran, Raiken, Ramsey, Reiss, Rosenberg, Schacht, Simon, Simonoff, Tannenbaum, Thompson, Vernillo, White, and Zwanziger; members of the Student Senators Council Chheda, Cyr, Desouki, Hirawat, Hong, Kaufman, Eugenia Lee, Justin Lee, Leinheiser, Levine, Major, Nevers (for Choo), Patel, Peaden, Picou, Reformat (for Morgan), and Yandel; members of the Deans Council Bertolami, Blount-Lyon, Brathwaite (for Santirocco), Cameron (for Campbell), Carey (for Brabeck), Cooley, Goldfarb (for Wofford), Lapiner, Liebmann (for Schall), Semple (for Stimpson), and Stoller (for Mandel); members of the Administrative Management Council Cahill, DeSantis, Fauerbach, Moppett, and Pender; and members of the University Administration Senior Vice Provost Mills (for McLaughlin); Executive Vice
President Alfano; Vice Provost White (for Berne); and Acting Secretary Chamberlin, constituting a quorum.

Approval of Minutes

The minutes of the stated meeting of the Senate held on March 6, 2008, were approved.

Report of the President

Tribute to Martin Kimmel

Ms. Yu read the following statement:

The entire New York University community deeply mourns the death of Martin Kimmel—trustee of the NYU Medical Center, esteemed member of the University's Sir Harold Acton Society and its Bronfman Center Advisory Board. He was a prominent real estate developer and a co-founding partner of Kimco Realty Corporation, the nation's largest publicly traded REIT, with properties in 45 states, Canada, Mexico and Puerto Rico. Deeply generous of his time and talents, he served as trustee and director of several major civic and philanthropic endeavors. With his beloved wife, Helen, he leaves a magnificent legacy of philanthropy from the Helen & Martin Kimmel Foundation to numerous intellectual and cultural institutions. At NYU's Medical Center, they made possible the Helen and Martin Kimmel Center for Stem Cell Biology, named professorships, and a wide range of programs, including epilepsy research, the Rusk Institute, molecular immunology, pharmacology, urology, cancer, and vascular research. Their giving embraced the entire university, including its Trustee Partners' Faculty Initiative Fund and a signature gift established at the heart of NYU's Greenwich Village campus—the Helen and Martin Kimmel Center for University Life located on Washington Square. His devoted leadership and superb generosity have been instrumental in the rise of the university from a regional school to a residential research and teaching institution of international distinction. We will treasure our memories of this wise, deeply generous, and
cherished colleague. We express our profound sympathy to Helen, his son, Adam, his step-daughters, Abby Leigh and Betsy Karel, and the entire family.

The Senate observed a moment of silence.

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Ms. Yu referred to a memorandum, which was available at each Senator's place and is attached to these minutes as Exhibit A, that outlines some of the collective achievements at the University since the Senate's last meeting.

NYU Medical Center Renaming

Ms. Yu was pleased to report that the NYU Medical Center had been renamed the NYU Elaine A. and Kenneth G. Langone Medical Center in honor of the Chair of the NYU Medical Center Board of Trustees and his wife. The Langones are making a $100 million donation to the Medical Center, which is the largest unrestricted gift in the history of the Medical Center and matches a $100 million donation that they made in 1999. This historic act of philanthropy is a powerful and tangible validation of the advancements made by the University and the Medical Center. Ms. Yu noted that the Langone gift already had inspired an additional $50 million in gifts from other donors. Mr. Langone also serves on the New York University Board of Trustees and the Stern School of Business Board of Overseers. He is a graduate of the Stern School and has given gifts to the part-time MBA program that bears his name.
Commencement

Ms. Yu announced that at this year's Commencement Exercises to be held on May 14, honorary degrees will be bestowed on Judge, International Court of Justice, Thomas Buergenthal (Doctor of Laws); Actor, Writer, and Advocate for Parkinson's Disease research Michael J. Fox (Doctor of Fine Arts); Chairman and Chief Executive Officer of PepsiCo Indra Krishnamurthy Nooyi (Doctor of Commercial Science); Carl M. Loeb University Professor, Harvard Law School, Laurence Henry Tribe (Doctor of Laws); and Kenyan author and Distinguished Professor of English and Comparative Literature, University of California at Irvine, Ngũgĩ wa Thiong'o (Doctor of Letters). Also at Commencement, NYU trustee Constance Silver will receive this year's Albert Gallatin Medal and Michael Strahan of the New York Giants football team will receive this year's Lewis Rudin Award for service to New York City.

Distinguished Teaching Awards

Ms. Yu announced the four recipients of the 2007-2008 Distinguished Teaching Awards:
- Peggy Cooper Davis, Professor of Law and Director of the Lawyering Program in the School of Law;
- Barbara Krainovich-Miller, Clinical Professor of Nursing and Assistant Dean for Academic Initiatives in the College of Nursing;
- Carol Krinsky, Professor of Art History and Director of Undergraduate Studies in Art History in the Faculty of Arts and Science; and
Jonathan Zimmerman, Professor of Educational History in the Department of Humanities and Social Sciences in the Professions in the Steinhardt School of Culture, Education, and Human Development.

Distinguished Administrator Awards

Ms. Yu announced the recipients of the 2007-2008 Distinguished Administrator Awards:

- Alison Moppett, Associate Director for Residence Services, School of Law and Administrative Management Council Senator;
- Michael Summers, Director of Administration, Morse Academic Plan, Faculty of Arts and Sciences and Administrative Management Council Alternate Senator;
- Meenakshi Baker, Director, Facilities Technology and Support Services, Office of the Executive Vice President;
- Yolanda Cacciolo, Director, Henry and Lucy Moses Center for Students with Disabilities, Division of Student Affairs;
- Marie Gayle, Executive Director, Administrative Computing and Client Services, Division of the Provost; and
- Margaret Meagher, Senior Director of Benefits, Benefits Office, Office of the Executive Vice President.

Ms. Yu noted that Faculty Senators Council Chairperson Sylvain Cappell was honored in celebration of his 60th birthday last month at a banquet and conference hosted by the Courant Institute of Mathematical Sciences.
Upon motion duly made and seconded, the report of the President was approved.

Report of the Executive Committee

Revised University Senate Schedule: 2008-2009

In Dean Brabeck's absence, Dean Lapiner moved that the revised 2008-2009 Senate meeting schedule circulated to the Senate prior to the meeting be adopted. The revision reflects the addition of an organizational meeting that will be held on Monday, September 22. Upon motion duly made and seconded, the schedule, attached to these minutes as Exhibit B, was approved.

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

Report of the Academic Affairs Committee

University Calendar for 2009-2010, 2010-2011, 2011-2012

Professor Hendin referred to the proposed calendars that had been circulated to the Senate prior to the meeting, which had been reported on at the March meeting of the Senate and were to be voted on at today's meeting. Professor Hendin reminded the Senate that the distinguishing features of the calendar cycle are the changes in the fall break and adjustments necessitated by the requirement to maintain 14 weeks of class sessions, the different dates on which Labor Day falls and the fall semester begins in each of the three years, and the requirement to complete the final exam period no later than
December 23. Professor Hendin noted that the calendar had been developed in consultation with the Registrar.

Upon motion duly made and seconded, the calendars for academic years 2009-2010, 2010-2011, and 2011-2012, which are attached to these minutes as Exhibit C, were approved.

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

**Report of the Committee on Organization and Governance**

**Approval of Change to Senate Rules of Procedure**

Ms. Moppett referred to a memo regarding the proposed change to the Senate Rules of Procedure that was to be voted on at today's meeting. The memo, which had been circulated to the Senate prior to the meeting, is attached to these minutes as Exhibit D. The change revises Section III of the Rules to reflect the proper name of the Steinhardt School of Culture, Education, and Human Development.

Upon motion duly made and seconded, the Senate approved the revision to the Senate Rules of Procedure, the full text of which is attached to these minutes as Exhibit E.

Ms. Moppett gave a summary of the Committee's work during the 2007-2008 academic year. The Committee recommended several changes to the Senate Rules of Procedure,
including the addition of an organizational meeting to be held in September to provide an orientation for Senators. The Committee requested that the Executive Committee of the Senate create an Ad Hoc Committee to develop a University Senate website in order to disseminate information about the University Senate and its purpose, function, composition, and activities to the University community. The site will educate and prepare new members for service on the Senate, provide opportunities for increased communication among the members of the Senate, and help to support NYU's "green" initiatives.

The Committee continues to evaluate the functioning of the Senate and has been studying the staffing needs of the Senate. The Committee's initial assessment focused on defining a role for someone to assist in coordinating and archiving the activities of the officers, committees, and committee chairs of the Senate; overseeing Senate orientation; and developing and updating the Senate website. Through these discussions, the Committee has determined that in order to fully understand the possible need for University Senate staffing, conversations must take place with all members of the University Senate. Accordingly, the Committee will be asking for feedback from other Senators and committee chairs of the Senate.

The Committee also has been discussing the role and representation in the Senate of the General Studies Program ("GSP") and the future role of branch campuses in University governance. GSP's move from the School of Continuing and Professional Studies to the Faculty of Arts and Science has resulted in some important representational issues in
University governance that need to be addressed and also has served to remind the Committee of the importance of discussing these types of issues in a timely manner as decisions are being made. The Committee will continue this discussion, particularly as the University goes forward with the development of branch campuses and the University's affiliation with Polytechnic University.

Upon motion duly made and seconded, the report of the Committee on Organization and Governance was approved.

Report of the Financial Affairs Committee

Dr. Alfano reported that the Committee had received petitions from each of the constituent Councils regarding the 2008-2009 budget and would meet immediately following today's meeting. Dr. Alfano said that an abridged version of the final budget, when approved by the University's Board of Trustees, would be placed on the University's website.

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 is attached to these minutes as Exhibit F. Professor Tannenbaum reminded the Senate of the upcoming Open House scheduled to take place on April 23 to discuss the University's
strategic space planning initiative as part of its plans for the next 25 years of its physical development. Professor Tannenbaum noted that the renovation currently underway in Union Square Park is slated for completion by spring 2009 and that the first phase of the renovation of Washington Square Park taking place in the northwest section of the Park should last until spring 2009, to be followed by one or two more phases in other areas of the Park.

Coca-Cola Update
Professor Tannenbaum referred to the proposed resolution, attached to these minutes as Exhibit G, that had been circulated to the Senate prior to the meeting recommending that the University administration rescind the ban on the sale of all products produced by The Coca-Cola Company ("Coca-Cola"). He reminded the Senate that the resolution that had been passed by the Senate on November 3, 2005 (attached to these minutes as Exhibit H), banning the sale of Coca-Cola products effective December 8, 2005 had called upon the Public Affairs Committee to monitor the progress made by Coca-Cola in permitting an independent assessment of its alleged complicity in human rights violations against the SINALTRAINAL union at bottling plants used by the company in Colombia.

Professor Tannenbaum explained that the intention of the ban was to have Coca-Cola agree to have a responsible third party conduct an investigation of work practices in Colombia. Although Coca-Cola had asked the Cal Safety Compliance Corporation to conduct an investigation, NYU and other universities rejected them as not being a suitable third party. Coca-Cola now has agreed to have the United Nations International Labour
Organization ("ILO") serve as an investigating body. Professor Tannenbaum said that the Committee has recognized this as a genuine effort to comply with the University's ban. Further, the Committee agrees that the ILO is a suitable third party source to conduct such an investigation.

Professor Tannenbaum acknowledged that while he had received many letters about allegations of Coca-Cola abuses outside of Colombia he asked that the discussion at today's meeting be limited to the 2005 resolution which pertained to Coca-Cola's "complicity in human rights violations against the SINALTRAINAL union in Colombia."

Mr. Lee said that he had received a plethora of communications from students about this issue, and he asked Professor Tannenbaum to elaborate on the conclusions reached by the Committee concerning progress and independent assessment. Mr. Lee said that keeping the ban in place would give the University more leverage with Coca-Cola. He pointed out that in April, 2006, the University of Michigan had rescinded its ban on Coca-Cola after Coca-Cola had agreed to cooperate with the ILO within a specified timeline. However, the March 31, 2007 timeline for assessment of the conditions for Coca-Cola workers in Colombia as well as environmental issues in India that had been set has not been met, and the ILO has fallen behind on its deadline for the investigation. Mr. Lee said that if Coca-Cola products were allowed back on campus at this time, there would be less incentive for Coca-Cola to pursue the investigation. In addition, Mr. Lee said that he believes that the ILO focuses more on governments than on specific companies. Mr. Lee said that the student feedback he had received indicated that it would be
inappropriate to rescind the ban at this time, and he asked the Senate for a motion to table
the resolution until the fall pending further information from the Public Affairs Committee
regarding Coca-Cola's progress and the independent assessment by the ILO.

Upon motion duly made and seconded, the Senate opened up the floor to a discussion of
tabling the resolution.

Mr. Cyr noted that he had received communications from many students as well and said
that he feels that the Senate was not prepared to make a judgment on the motion to
rescind the ban at this time. He agreed with Mr. Lee's concerns regarding Coca-Cola's
progress and the ILO's independence. Mr. Cyr said he fears that lifting the ban at this time
would cause the University to lose its leverage with Coca-Cola and would disappoint a
large number of students on campus who may lose faith in the Senate as an institution and
the University as a mechanism to create change. Mr. Cyr encouraged the Public Affairs
Committee to continue looking into this issue so that the Senate would be better prepared
to make a prudent decision in the fall.

Ms. Yandel said that the Public Affairs Committee needed to address whether the
proposed investigation pertained to human rights violations as called for in the resolution
being voted on at today's meeting or concerned working conditions as stated by the ILO.
Mr. Peaden said that he did not feel that he had enough information to make a proper
decision at today's meeting and that he would like to hear more from the Public Affairs
Committee about what Coca-Cola had to say about returning to NYU.
Professor Goodman stressed that the promise of an investigation is not the same as an actual investigation and said that rescinding the ban on the premise that there shall be an investigation in the future was not a good idea. Mr. Chheda asked Professor Tannenbaum to provide the Senate with the sources the Public Affairs Committee had relied upon in determining that Coca-Cola had complied with the terms of the ban.

Professor Tannenbaum explained that the ILO was founded in 1919 following the end of World War I. The ILO became the first specialized agency of the United Nations in 1946 and currently has representation from over 180 countries. The ILO is the only tripartite United Nations agency and is guided by a governing body of 28 government members, 14 worker members, and 14 employer members. Professor Tannenbaum noted that the proposed ILO investigation would be comprised of 24 people, half of them employers and half of them employees, and that no government representatives would be involved.

Professor Tannenbaum said that he had used the analogy of students and grades when judging the actions taken by Coca-Cola in deciding whether or not to keep the ban in place at the University. He sees Coca-Cola as having signed up for a course, completed its obligations, and is now ready to be graded. Professor Tannenbaum noted that the Committee waited a year to bring the proposed resolution to the Senate and said it would be unfair to delay a decision any longer. The point of the 2005 resolution concerned whether Coca-Cola would be willing to permit an independent organization to conduct an investigation. He stressed that the discussion underway should include whether the ILO
is an objective organization and if it should be honored in its intention to proceed to conduct the investigation.

Professor Tannenbaum noted that he had received some feedback that the ILO would not be capable of making an independent investigation because one of its members, Edward Potter, is Coca-Cola's Director of Global Relations. He said that Mr. Potter has served as the United States employer representative to the ILO for over 15 years and serves on the ILO committee which evaluates the implementation of ratified ILO treaties. Professor Tannenbaum stressed that Mr. Potter had been instrumental in requesting the ILO's involvement and would have no part in this particular investigation.

Mr. Cyr said he did not understand why the Committee seemed to be in a rush to bring forth the resolution at today's meeting, particularly in light of the fact that Coca-Cola and other soft drink products were not a huge presence at the University. He stated that it was his understanding that the 2005 resolution called for an investigation into specific allegations, and not current labor practices, as suggested by the ILO. Mr. Cyr said he feels that Coca-Cola already had misled the University in the past by first proposing that the Cal Safety Compliance Corporation conduct an investigation.

Mr. Levine said that today's vote should not be predicated on an individual's consumption of Coca-Cola, but should be based on an assessment of the company as a whole and the legitimacy of the ILO. Mr. Major referred to Professor Tannenbaum's analogy of using students and grades when judging Coca-Cola's actions and said that he felt that, although
Coca-Cola had enrolled in the course, it had not yet shown up for classes or taken the mid-term. Mr. Major said that if the Senate were to vote to rescind the ban at today's meeting, he would not want the Senate to have to face the possibility of having to vote to reinstate a ban in the future if it turned out that rescinding the ban today proved to be a mistake because there had not been any follow through. Professor Anderson suggested that there needed to be some definition of the terminology being used and that there seemed to be a question about ascertaining the independence of the ILO. She pointed out that the word "independent" appeared throughout the 2005 resolution and that, in addition, the ILO appeared to be more of a monitoring organization.

Professor Cappell said that he felt that the arguments presented by Professor Tannenbaum were clear and cogent. He pointed out that the 2005 resolution had called for an independent investigation and that the Public Affairs Committee had come before the Senate today to inform it that an independent investigation would take place and that the Senate should therefore vote to lift the ban. Professor Cappell said that it seemed as if many senators were saying that a vote should not take place absent an investigation of the ILO. He said that the Senate would be losing its moral force regarding boycotts or protests if it didn't adhere to the terms of the resolution. Professor Cappell did not think that the next step should be to set up a committee to investigate the independence of the ILO.

Ms. Yu noted that the Public Affairs Committee had satisfied itself that the ban on Coca-Cola products should be lifted based on information which it has indicating that
Coca-Cola was willing to undertake an independent investigation and that the ILO was willing to conduct this investigation. Ms. Yu further noted that although there is no information that such an investigation will officially occur, an understanding exists that such an investigation in fact, will take place. Mr. Tannenbaum said that he had received a letter from the ILO regarding this matter and that he would be happy to make it public. Ms. Yu noted that the opposition to the resolution and the request to table it was principally based on the fact that a number of senators feel that additional time would be useful to further examine the information contained in Mr. Tannenbaum's letter regarding the ILO which was not made available to the Senate prior to today's meeting.

Upon motion duly made and seconded, the Senate rejected the motion to table the resolution by a vote of 30 to 21.

Discussion continued regarding the proposed resolution.

Ms. Yandel noted that although she had a lot of respect for the ILO she wondered whether it was the appropriate body to investigate human rights violations. She noted that the ILO had agreed to look at Coca-Cola's labor practices, an item that was not listed in the 2005 resolution. Mr. Cyr stressed that even if the ban were kept in place it did not close off further discussion about this issue and did not mean that the ban would remain in perpetuity. Ms. Leinheiser noted that there had been no confirmation from the ILO that it actually had agreed to conduct an investigation and the only announcement to that effect had come from Coca-Cola. She said it would have been preferable if the Senate had been
given a chance to review the letter that the ILO had sent Mr. Tannenbaum. Mr. Tannenbaum explained that he had only been given permission two days earlier to share the letter in which the ILO stated that it was willing to make an investigation into the accusations against Coca-Cola.

Professor Tannenbaum noted that Coca-Cola had not gone to the ILO on its own and had been joined by the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations ("IUF"), the Colombian Union of Beverage Industry Workers ("SINALTRAINBEC"), and the National Union of Agroindustry Workers ("SINTRAINAGRO"). Mr. Tannenbaum pointed out that acts of murder occur with frequency in Colombia and that it was possible that many of the killers, who could be paramilitaries, guerrilla groups, or drug dealers, would never have their identities revealed. He said that a recent murder of an active member of SINTRAINAGRO, followed by death threats against two members of the union's national executive, could herald a return to the violence which had decimated union ranks in the 1990s. In 1995, 111 union leaders and activists were killed, almost all of them members of SINTRAINAGRO. Mr. Tannenbaum said that this was proof that the ILO would be a suitable investigating body given SINTRAINAGRO's desire to have them do so.

In response to a question from Professor Hendin, Professor Tannenbaum said there was no indication of when the investigation would begin. Mr. Lee said that it was relevant to remember that the University of Michigan had rescinded its ban on Coca-Cola after Coca-Cola had agreed to cooperate with the ILO and that to date the ILO still had not
conducted its investigation. Ms. Yandel noted that the 2005 resolution had called for Coca-Cola to agree upon a final protocol for an independent investigation and said that since there still is no final protocol that includes dates, the tenets of the resolution had not been fulfilled.

Upon motion duly made and seconded, the Senate rejected the resolution to rescind the ban on the sale of Coca-Cola products at NYU by a vote of 30 to 26.

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

Council Reports

Faculty Senators Council. Professor Cappell gave a summary of the Council's work during the 2007-2008 academic year. The Council helped oversee NYU's relations with its locations at other sites including Abu Dhabi and Polytechnic University, prepared a report on the role of various faculty at the University, made recommendations about faculty compensation and benefits, gave input to the NYU Framework 2031 document, prepared an update of the Faculty Handbook which is available online, and set up a joint subcommittee of its Tenure Modifications Committee and Educational Policies Committee to consider issues at the School of Medicine that had been raised in that school's Academic Excellence Commission Report. Professor Cappell noted that a Faculty Forum on the definition, rights, and obligations as they relate to faculty tenure had been deferred to the fall. The Council is looking forward to meetings with Dean Blount-Lyon regarding the
University Benefits Assessment Task Force ("UBAT"), Senior Vice Provost for Undergraduate Education and University Life Linda Mills regarding classroom use, and Vice Chancellor for NYU Abu Dhabi Mariët Westermann regarding Abu Dhabi. Professor Cappell announced that he had been re-elected to serve as Chairperson of the Faculty Senators Council for the 2008-2009 academic year.

**Student Senators Council.** Mr. Lee reported that the Council was in the process of electing Senators-at-Large for the 2008-2009 academic year. The next meeting of the Executive Committee is scheduled to take place on April 24, and the Council will be holding an "End of the Year Dinner" on April 29.

**Deans Council.** The Deans Council had no report for this meeting.

**Administrative Management Council.** Mr. Pender reported that the Council held a meeting on April 1 at which Vice President for Public Safety Jules Martin gave a presentation on emergency planning at the University. On March 13 Senior Vice President for University Relations and Public Affairs Lynne Brown and Director of Campus Planning William Haas presented a detailed view of "NYU Plans 2031" to a group of more than 100 administrators. On March 28 Associate Vice Chancellor for Abu Dhabi Hilary Ballon presented and solicited input from the Council's Executive Committee regarding Abu Dhabi, and on April 12 Dr. Sexton held a meeting with a group of administrators. On April 10 Dean Blount-Lyon presented an update of UBAT's recommendations to the
Council's Executive Committee and to the full Council on April 15. Also on April 15, Director of Compensation Michael Camuso presented "Recommendations on the University-wide Recognition Programs," including the Distinguished Administrator Award, Give a Violet Awards, and Service Recognition Awards.

There being no further business, the meeting was adjourned at 3:18 p.m.

Leona S. Chamberlin
Secretary
EXHIBIT A
I am pleased to update you on several major announcements, awards, news and events as the academic year comes to a close.

ANNOUNCEMENTS

Dean Robert Grossman announced this week that the NYU Medical Center will be renamed the Langone Medical Center, in honor of Kenneth and Elaine Langone in commemoration of their $200 million gift. This unrestricted gift is the largest in the Medical Center’s history and will support the Medical Center’s plans for a major campus transformation. The Langones’ landmark gift has inspired an additional $50 million in gifts from other donors. Ken Langone (Stern ’60) has served this university for many years as a trustee of both the University and the Medical Center and as a member of the Board of Overseers of the Stern School of Business, whose Part-Time MBA program also bears his name. Warmest congratulations to Dean Grossman and his colleagues on this significant advance for the Medical Center.

EVENTS

Commencement

This year, at our 176th Commencement Exercises on Wednesday, May 14 in Yankee Stadium, the University is presenting a distinguished group of honorary degree recipients and special medalists:

Honorary Degrees:
- Thomas Buergenthal (NYU Law, ’60), Judge, International Court of Justice
- Michael J. Fox, Actor
- Indra Krishnamurthy Nooyi, Chairman & Chief Executive Officer, PepsiCo, Inc.
- Ngũgĩ wa Thiong’o, Distinguished Professor of English and Comparative Literature, University of California, Irvine
- Laurence Henry Tribe, Carl M. Loeb University Professor, Harvard Law School

Rudin Medalist:
- In a special presentation, the New York Giants, Super Bowl XLII Champions, will be awarded the Rudin Medal for Exemplary Service to New York City. The award will be accepted by the team’s veteran defensive end, Michael Strahan.
Also, from among a very competitive group of nominees, we have selected two impressive and accomplished students to speak on behalf of their fellow graduates. **Robert J. Sukrachand,** who is earning a B.F.A. degree from the *Tisch School of the Arts,* will speak on behalf of the undergraduate students. Representing the graduate students will be **Mel Ochoa,** who is earning an M.B.A. degree from the *Stern School of Business.* I note that both student speakers are **Reynolds Scholars,** as were four of the five finalists – a tribute to the impact this young program is already having on our campus and its student leaders.

**NYU Earth Week**

In light of the University’s strong and vigorous commitment to greening initiatives, it is heartening to note the number and scope of events that are part of this year’s *NYU Earth Week* taking place from Saturday, April 19 - Tuesday, April 29. You can find the complete schedule of activities, presentations, and volunteer opportunities online at [www.nyu.edu/earthweek](http://www.nyu.edu/earthweek). Special thanks to the Earth Week Student Planning Committee, the Sustainability Task Force, and the several sponsoring organizations for this series of events.

**World Science Festival**

Earlier this month NYU hosted a press conference launching the first annual *World Science Festival,* which will take place in New York City and on NYU’s campus from May 28 through June 1. NYU is a university partner of the festival, and we are pleased to be joining Columbia University, Cooper Union, Rockefeller University, and CUNY in supporting this endeavor. The festival is an unprecedented celebration of science that brings together many of the world’s greatest minds in science, business, public policy, and the arts to transform public perceptions of science. Over 40 events will take place at venues throughout the city; the complete festival schedule is posted online at [www.worldsciencefestival.com](http://www.worldsciencefestival.com).

**UNIVERSITY INITIATIVES**

**Update on Partnership between NYU and Polytechnic University**

The partnership between NYU and Polytechnic University promises exciting opportunities to further strengthen NYU’s already robust science agenda. The disciplines of engineering and technology will translate scientific discoveries into products and improve clinical practice.

Here is where we are in the process: Both Boards of Trustees – Poly and NYU – have approved the principles of an agreement. Final sign-off awaits completion of due diligence by the NYU team but is anticipated later this month.

The final requirement for implementing the partnership is approval by the Board of Regents of the New York State Department of Education which is anticipated in mid-May. A number of meetings with representatives of the Department of Education have been generally supportive of the merger and we look forward to formalizing the affiliation. Once approved, Poly becomes
affiliated with NYU as Polytechnic Institute of NYU. Immediately a process will begin to fully integrate Poly into a school of NYU.

Our joint future has already motivated a number of exciting opportunities and partnerships. Faculty are collaborating through seminars, grant proposals, and shared membership on search committees. Ten Poly undergraduates took courses at NYU this spring semester and NYU undergraduates will participate in Poly’s summer research program. Joint teams are investigating synergies for student services, library and IT resources, joint majors, cross-listing courses, and a host of other opportunities leading us toward full integration and enriched possibilities.

Update on the American University of Paris

NYU and the American University of Paris have mutually agreed not to pursue the option of a full affiliation. However, the two universities have signed a cooperative agreement that supports collaboration and programmatic development between interested faculty and departments at both institutions. It also allows for NYU students to spend time studying at AUP, and for eligible AUP students to study at NYU or one of its global sites. The GSP program in Paris that had previously been affiliated with AUP will continue in Paris but not at AUP; going forward, classes will be held at the “NYU in Paris” site.

I want to express my deep appreciation for all of my colleagues who took part in the exploration of this initiative, and whose input was an important consideration in our deliberations. NYU in Paris, along with the Paris-based GSP program, will continue to provide our students with a study abroad option in that great world city. Meanwhile, NYU retains its interest in developing a European regional campus.

AWARDS AND ACCOLADES

Faculty Honors

The winners of the 2007-08 Distinguished Teaching Awards will be announced this week. Congratulations to all our exceptional faculty members who were nominated and selected for this university honor.

The 2008 Guggenheim Fellowship winners include 190 artists, scholars, and scientists selected from more than 2,600 applicants on the basis of distinguished achievement in the past and exceptional promise for future accomplishment. Three NYU professors were chosen as 2008 Guggenheim Fellows:

- Brigitte Miriam Bedos-Rezak, professor in the Department of History
- Richard Pildes, professor in the School of Law
- Nancy Ruttenburg, professor of Comparative Literature, English, and Slavic Literatures and chair of the Department of Comparative Literature

Two fellows of NYU’s Center on Law and Security, at the NYU School of Law, have been awarded 2008 Pulitzer Prizes. Resident Fellow Barton Gellman, national correspondent for
The Washington Post, received the Pulitzer for National Reporting, along with Jo Becker, for their “Angler” series of articles about the vice presidency of Dick Cheney. Dana Priest, Center Alumni Fellow, Board Advisor, and intelligence and national security reporter for The Washington Post, was awarded the Pulitzer for Public Service, along with Anne Hull, for their expose on the neglect of wounded soldiers and veterans at Walter Reed Army Medical Center. This marks the third consecutive year that Center Fellows have been awarded Pulitzer Prizes.

NYU also bears ties to two other Pulitzer awardees this year: former director of NYU’s graduate creative writing program Philip Schultz won the prize in Poetry for his book Failure, and Washington Post writer Gene Weingarten, who attended NYU but did not complete his degree, won the award for Feature Writing.

NYU School of Law and the Ludvig Holberg Memorial Fund hosted a day-long symposium in April dedicated to the work of Law professor Ronald Dworkin and in celebration of his receiving Norway’s 2007 Holberg International Memorial Prize, which recognizes outstanding scholarship in the arts and humanities, social sciences, law, and theology. The prize included a $750,000 award.

Last month Professor of Mathematics and Chair of the Faculty Senators Council, Sylvain Cappell, was honored in celebration of his 60th birthday at a banquet and conference hosted by the Courant Institute of Mathematical Sciences: Singularities in Geometry and Topology.

Kanchan Chandra, an associate professor in New York University’s Wilf Family Department of Politics, has been named a 2008 Carnegie Scholar by the Carnegie Corporation of New York. Professor Chandra will address the effect of the mobilization of Muslim political identities on democracy.

Professor of Chemistry Nadrian Seeman has received the American Chemical Society’s Nichols Medal for his founding and establishing the field of structural DNA nanotechnology. Created in 1902, the Nichols Medal annually recognizes outstanding contributions in the field of chemistry and is given by the society’s New York section.

Bryan Stevenson, professor of clinical law at New York University School of Law and executive director of the Equal Justice Initiative, received the first Katharine and George Alexander Law Prize from Santa Clara University School of Law. The prize, which includes an award of $50,000, recognizes individuals who use their legal careers to help correct injustices and inequities.

Faye Ginsburg, professor of anthropology in the Faculty of Arts and Science, was recently named a Phi Beta Kappa visiting scholar for 2008-2009. Visiting scholars travel to universities and colleges where Phi Beta Kappa chapters are located, spend two days on each campus, meet and talk with undergraduates, participate in classroom lectures and seminars, and deliver a major address open to the entire academic community.

The Black Caucus of the American Library Association recently awarded Deborah Willis, University Professor and chair of the Department of Photography and Imaging at the Tisch School of the Arts, its Outstanding Contribution to Publishing Citation for “Let Your Motto
Student Honors

Although many scholarship announcements are still pending, NYU students have already been recognized with a number of prestigious scholarships, internships and fellowships, including those listed below.

In this year's Barry M. Goldwater Scholarship decisions, NYU had the best performance of any American university with three winners and one honorable mention. This award provides up to $7,500 per remaining undergraduate year for students who plan research careers in the sciences, mathematics, or engineering. Timothy Berkelbach (CAS '09), a double major in Chemistry and Physics; Tarun Jain (CAS '09), a double major in Physics and Mathematics; and Jessica Lin (CAS '09), a Mathematics major, have all been named Goldwater Scholars. Additionally, Jesse Amato-Grill (CAS '10), a Physics major, was named a Goldwater Honorable Mention.

Three NYU students were recognized through the Fulbright Grant program. Beatrice Guo (Steinhardt '08), a Studio Art major, will pursue performance art with immigrant communities in Peru. Anne Klingeberger (CAS '07), a European and Mediterranean Studies major, will pursue an English Teaching Assistantship in Germany. Jennifer Tippins (Tisch '05), a Film and Television major, has been named a Fulbright alternate; she intends to pursue filmmaking in Hong Kong.

Olga Eydlin (CAS '08), an Art History major, has been selected for the Merage American Dream Fellowship, which provides $20,000 to help immigrant students pursue their American Dream.

Madeline Kane (CAS '10), who is doing a self-designed honors major, received the Goldman Sachs Global Leaders Grant, which provides $3,000 to current sophomores to develop their leadership skills by participating in training sessions, seminars, and cultural events; it also connects young leaders worldwide with funding and networking opportunities.

Melanie Ann Ehrlich (Gallatin '09) won a Freeman-Asia Grant, a study abroad grant which she used to attend a program in Korea in Spring 2008.

Ksenia Yachmetz (CAS '09) won a Critical Language Scholarship, which is sponsored by the U.S. State Department to fund intensive summer institutes in critical languages. She will study Russian in St. Petersburg.

Five CAS seniors have been awarded the Humanity in Action Fellowship, which enables them to do five weeks of intensive summer study of contemporary minority and human rights issues in Europe. The fellows are: Neaka Balloge, a double major in Psychology and Sociology; Amy Hong, a Spanish major; Christian Moree, a double major in International Relations and
English; Juliana Schnur, a double major in Spanish and Jewish History & Civilization; and Jenny Shen, a double major in Politics and Economics.

NYU undergraduates received 14 Benjamin A. Gilman International Scholarships, which fund study abroad experiences. The recipients are: Suhaly Bautista (CAS '08, declined), Leah Clark (CAS '10), Marlou Desir (Nursing '10), Channele Dolbeare (SCPS-Hospitality '09), Nichole Douglas (Tisch '09), Jasper Engel (CAS '10), Rebecca Grodner (Steinhardt '10), Betty Hua (CAS '10), Lisa Kurth (CAS '10), Mark Lee (Stern '10), Veronica Mazariagos (CAS '10), Kimberly Piere-Saint (Nursing '10), David Sharon (Stern '10), and Jimmy Zheng (CAS '09). Wei-Le Deng (Stern '10) was named an alternate.

Joshua D. Xavier (Steinhardt '10), a Communications major, was selected for the Institute for Responsible Citizenship’s summer program in Washington, DC, where he will take classes in politics and economics through Georgetown University and have an internship.

Stephen Neary, a senior in the Kanbar Institute of Film and Television of the Tisch School of the Arts, was among the winners of the 29th annual College Television Awards, presented by the Academy of Television Arts & Sciences Foundation at a ceremony at Culver Studios. He won for his six-minute short, Shark Suit: the Musical.

Staff and Administrator Honors

Warmest congratulations to winners of the 2007-2008 Distinguished Administrator Awards:
- Meenakshi Baker, Director, Facilities and Technology Services, Office of the Executive Vice President
- Yolanda Cacciolo, Director, Henry and Lucy Moses Center for Students with Disabilities, Division of Student Affairs
- Marie Gayle, Executive Director, Administrative Computing and Client Services, Division of the Provost
- Margaret Meagher, Senior Director of Benefits, Office of the Executive Vice President
- Alison Moppett, Associate Director, Department of Residence Life, School of Law
- Michael Summers, Director of Administration, Morse Academic Plan, Faculty of Arts and Sciences

We are especially pleased that two of our own membership were recognized: Alison Moppett who currently serves as a Senator and Michael Summers as an Alternate Senator, both on behalf of the Administrative Management Council.

The winners of this year’s Give A Violet employee recognition awards will be announced this week. We congratulate this year’s honorees and all who were nominated for the award, and thank them for their dedicated service to the university.

As president of NYU, I was deeply honored to have been recognized by the American Association for Dental Research as the 2008 AADR Honorary Membership recipient. Dean Charles Bertolami attended the annual meeting and accepted the award on my behalf, which I in turn accepted on behalf of Mike Alfano and my distinguished colleagues of the College of Dentistry.
Alumni Honors

NYU alumni represented in this year’s Whitney Biennial, now on view through June at the Whitney Museum of American Art, include several Steinhardt and TSOA colleagues: Carol Bove (Steinhardt ’00), Amy Granat (Steinhardt ’07), MK Guth (Steinhardt ’02), Spike Lee (TSOA ’82), Melanie Schiff (TSOA ’99), and Gretchen Skogerson (TSOA ’96). Artists Bove and Granat are also adjunct instructors in Steinhardt’s Department of Art; Lee is artistic director of Tisch’s Graduate Film Division.

The Kanbar Institute of Film & Television at NYU’s Tisch School of the Arts has announced the 2007 Alfred P. Sloan Foundation Feature Film Production Award will be shared by alumna Sasie Sealy ’08 and thesis student Mark Heyman, both from the Graduate Film division.

Two Tisch alumni were honored at the 39th NAACP Image Awards. Seith Mann (TSOA ’02) received a NAACP Image Award for Outstanding Directing in a Dramatic Series for a Friday Night Lights episode. Chandra Wilson (TSOA ’91), a drama department alumna, won an Image Award for Outstanding Supporting Actress in a Drama Series for her role in Grey’s Anatomy.

National Science Foundation Graduate Research Fellowships were awarded to two alumni. Anastasia Kuznetsova (CAS ’06), a double major in Computer Science and Philosophy, will pursue a Ph.D. at Carnegie Mellon University this fall. Corinne Moss-Racusin (CAS ’05), a Psychology major, is pursuing a Ph.D. in Social Psychology at Rutgers.

Galina Mardilovich (GSAS ’07), who received her Master’s degree in Humanities and Social Thought, has received a Gates Cambridge Scholarship. She will use the scholarship to pursue a Ph.D. in History of Art at the University of Cambridge.

Research Grants and Gifts

New York University College of Nursing has received an eight-year, $4.1 million year grant from the Robert Wood Johnson Foundation to study newly licensed registered nurses (NLRNs) in order to track changes in their careers. The new grant extends from four to ten the number of years these nurses will be studied. The grant also adds funding to study two new cohorts of NLRNs and to survey new nurses about the quality of patient-care education. Christine Kovner is the study’s principal investigator, and co-principal investigator is Carol S. Brewer, associate professor in the School of Nursing at the University at Buffalo in New York.

A consortium of researchers that includes NYU’s Professor of Physics Andrew Kent has received a $6.5 million nanotechnology grant from the U.S. Department of Defense to design and develop nano-magnetic materials and devices, including more efficient computers and cell phones.

NYU’s Institute of Fine Arts has received a $2 million grant from the Eugene V. and Clare E. Thaw Charitable Trust to support an endowed professorship in paper conservation at the IFA’s Conservation Center. Margaret Holben Ellis, professor of conservation at the IFA and...
director of the Thaw Conservation Center at the Morgan Library and Museum, will serve as the first Eugene Thaw Professor of Paper Conservation.

The Robert F. Wagner Graduate School for Public Service has received a $400,000 gift to establish the Wagner Bohnett Fellowships in Fall 2009. The David Bohnett Foundation is generously funding six fellowships over two years to support students in the Master of Public Administration or Master of Urban Planning program who have expressed an explicit interest in working for municipal governments to solve our most urgent social issues. The fellows will receive full tuition support and summer stipends, and two students will intern at the highest level of NYC government while one will work with the current president of the US Conference of Mayors.

NYU's Department of German has received a gift from Eberhard Berent, a professor emeritus of German at NYU, to establish the Eberhard Berent Professor of Goethe. Berent joined NYU's faculty in the early 1960s, later served as chairman of the German Department, and retired in 1987.

NYU's Institute of Fine Arts has received a gift to establish an annual lectureship and a fellowship fund. Paul Lott, who served as director of taxes and assistant comptroller for ITT Corporation, will establish the Paul Lott Lectureship and Fellowship fund. The fellowship fund will provide financial support to graduate students at the Institute. The lectureship fund will be inaugurated in the fall of 2008 with a lecture on the subject of color theory.

NYU's Tamiment Library has acquired the Leo Herskhowitz Library – one of the most extraordinary collections in the city documenting the social, economic, and labor history of New York. Herskhowitz is a long-time professor at Queens College and a recognized expert on New York Jewish history.

Thanks to the generosity of family and friends of the late Robert Garlock (TSOA '88), renowned publicist, his memory will live on through the recently announced Robert Garlock Memorial Scholarship established at NYU's Tisch School of the Arts.

Many generous donors continue to support the good work of several programs here on campus. A few gifts, some still in the stages of finalization, include:
- A gift of $10 million from the Schack Family to name the Real Estate Institute.
- Two estate distributions, totaling more than $2.3 million: $1.5 for university-wide scholarships; and $800 unrestricted for the Stern School.
- A grant of $4.2 million from the Robert Wood Johnson Foundation to the College of Nursing.
- A grant of $5.3 million from AIG for the Wagner and Stern Schools.
- A gift of $1.5 million from Banco Santander for global scholarships at programs within the Faculty of Arts and Science.
University Senate

Meeting Dates

2008-2009

Monday, September 22, 2008
Friday, October 3, 2008
Thursday, November 6, 2008
Thursday, December 4, 2008
Thursday, February 5, 2009
Thursday, March 5, 2009
Thursday, April 30, 2009

NOTE: All meetings are scheduled to begin at 2:00 p.m. in Room 914 of the Kimmel Center for University Life, 60 Washington Square South.

3/28/08
EXHIBIT C
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<th>2009 - 2010</th>
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<th>2011 - 2012</th>
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<td>Fall Classes Begin</td>
<td>Tuesday, September 8, 2009</td>
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<td>Thursday, November 26, 2009</td>
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<td>Tuesday, December 15, 2009</td>
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<td>Friday, December 16, 2011</td>
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<td>Wednesday, December 16, 2009</td>
<td>Thursday, December 17, 2010</td>
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<td>Spring Classes Begin</td>
<td>Tuesday, January 19, 2010</td>
<td>Tuesday, January 18, 2011</td>
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<td>Legislative Day</td>
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<td>Commencement</td>
<td>Thursday, May 13, 2010</td>
<td>Thursday, May 12, 2011</td>
<td>Thursday, May 10, 2012</td>
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<td>Last Day of Summer Session I</td>
<td>Friday, June 25, 2010</td>
<td>Friday, June 24, 2011</td>
<td>Friday, June 22, 2012</td>
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<td>Last Day of Summer Session II</td>
<td>Friday, August 6, 2010</td>
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<td>Friday, August 3, 2012</td>
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EXHIBIT D
DATE: April 9, 2008

TO: Members of the University Senate

FROM: Committee on Organization and Governance

RE: Proposed Changes to the Senate Rules of Procedure

Below is a copy of a section of the Senate Rules of Procedure setting forth proposed revisions to Section III. 2. d. 1. (I). **Membership**

The Committee will present this revision for consideration and discussion at the April 17 meeting of the Senate. It is anticipated that a vote will be taken on this matter at this time.

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.
EXHIBIT E
NEW YORK UNIVERSITY
THE UNIVERSITY SENATE

Senate Rules of Procedure

(As Amended Through April 17, 2008)

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 four 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 seven 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.

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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. An additional organizational meeting will be held either in late September or early October, at which the election of a Vice President and a Secretary shall take place and committees shall be appointed. 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, and shall report its actions at the first ensuing meeting of the full Senate.

The Committee nominates the slate of officers of the Senate and recommends members of the Senate for service on standing, as well as on ad hoc committees. Nominations for officers of the Senate shall be consistent with the specifications given in II.1. and recommendations for committees 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.

(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 6, 1997)

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

2. They 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
prior to the end of the academic year.

3. No more than two student senators-at-large shall be chosen from any one school.

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

5. 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.

6. 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
interests may include, but are not limited to, ethnic minorities, night students, part-
time students, commuters, and programs within individual schools.

7. 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.

8. 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.

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.
9. These requirements shall become effective upon their approval by the Senate. They may be subsequently amended by action of the Senate.
EXHIBIT F
New York University  
OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS

TO:    University Senate Public Affairs Committee

DATE: April 11, 2008

RE:    Quality of Life Update

UNIVERSITY PROJECTS:

NYU Plans 2031

As part of the NYU Space Planning Effort (NYU Plans 2031), the Office of Government and Community Affairs and the Office of Strategic Assessment and Planning have been coordinating extensive outreach with our internal and external communities and elected officials.

The three main components of this effort have been:

1) NYU Open Houses

2) Borough President Scott Stringer’s NYU Taskforce

3) Individual Community Group Meetings

First, the NYU Open House events give both the internal NYU community and our neighbors an opportunity to see the status of the planning process and to offer continuous feedback. At these events, held in June 2007, September 2007, October 2007, January 2008, our planners and consultants were on hand to receive feedback and input that will help guide the strategic plan for development of six million square feet of space over the next 25 years and beyond. These events were well attended and well received. Many saw them as an indication of the University’s new transparency in a process that could be in partnership with our neighbors.

Second, the Borough President’s Office convened a Community Task Force for NYU Development in January 2007. This Task Force is comprised of local elected officials, community groups, block associations as well as Community Boards Two and Three and developed a set of principles that would serve as a framework to guide the University as it grows (attached).

And third, in an effort to gather as much input as possible, we coordinated numerous meetings with the memberships of interested student, faculty administrative and community groups. These meetings provided the opportunity to present the materials from the Open Houses which explored design concepts for several sites identified by our consultants identified for potential development.

Members of the University Senate (and University as a whole) are encouraged to attend the next Open House where the planning team will be showing their final set of recommendations for the University to consider as it moves toward a preferred strategy for campus growth for the next 25 years.

The Open House is Wednesday, April 23, 2008; 5 – 7 p.m.; Hemmerdinger Hall
NON UNIVERSITY PROJECTS

Washington Square Park

In December, the first phase of the Washington Square Park renovation began, which includes the fountain and northwest section of the park. This phase is anticipated to last until spring of 2009. The second phase will include work on the eastern portion of the park and is scheduled last approximately 12 months. However, there may be changes to the schedule and phasing as the project moves forward.

Given the close proximity of University facilities to the Park and some of our own construction projects taking place in the area, the University’s Division of Facilities and Construction Management will be working to ensure we stay closely coordinated with the City’s Parks Department as they move forward with the renovation.

The New York City Parks Department will necessarily be the lead entity providing more detailed information to the community. However, we will do our part to ensure that information is maintained and shared as the project moves forward.

Union Square Park

A $14 million dollar redesign and renovation project for the north end of Union Square Park is currently underway. This redesign includes an expanded playground, a restored historic pavilion, a prominent plaza and additional public bathrooms. The Farmer’s Market will remain open during the renovation which will conclude in spring 2009.
Planning Principles:

➢ Establish criteria for development within the existing NYU footprint in the University’s campus core and the surrounding neighborhoods that would prioritize
  o Identifying opportunities to decentralize facilities and actively pursuing these opportunities;
  o Contextual development that is sensitive to building heights, densities and materials;
  o Reuse before new development; and
  o Consider mixed use facilities that complement Manhattan's mixed neighborhoods, particularly in regard to ground floor uses.

➢ Identify solutions to maximize utilization of existing assets by consulting with the community on:
  o The types of facilities that can be decentralized from the Village campus core and surrounding neighborhoods and cultivating locations outside these areas;
  o Preferences for appropriate places for vertical additions
  o Encouraging programmatic and scheduling efficiencies; and
  o Opening new and re-envisioning existing recreational spaces to better serve both the student population as well as the community at large.

➢ Make thoughtful urban and architectural design a priority by:
  o Respecting the limitations of the urban environment, including the impact on New York City's infrastructure;
  o Improving the quality of open spaces; and
  o Actively soliciting, utilizing and implementing input from the community in the design process.

➢ Support community sustainability by:
  o Preserving existing diverse social and economic character through the support of community efforts to sustain affordable housing and local retail;
  o Exploring the utilization of ground floors of buildings for community-oriented uses such as local retail, gallery spaces for local artists, non-profit users and other providers of community services; and
  o Generating a tenant relocation policy for legal, residential tenants, in the event that construction or conversion necessitates the relocation of tenants.

➢ Respect the community’s existing quality of life including but not limited to:
  o Taking measures to mitigate effects of construction such as: noise, dust, work hours; sound mitigation for mechanical equipment; and construction staging;
  o Reaching out early and often for community consultation related to major construction;
  o Creating a website for ongoing constructions; and
  o Committing to a community-oriented public process for reviewing NYU's proposed projects and developments.
PROPOSED

RESOLUTION
TO RESCIND BAN ON THE SALE
OF COCA-COLA PRODUCTS AT NYU

WHEREAS, the University Administration, pursuant to a resolution approved by the University Senate at a meeting held on November 3, 2005, enacted a ban on the sale of all products produced by The Coca-Cola Company in any facility owned or controlled by the University, effective as of December 8, 2005; and

WHEREAS, in accordance with the Senate's resolution, the Senate Public Affairs Committee has continued to monitor the progress made by The Coca-Cola Company in permitting an independent assessment of the company's complicity in human rights violations against the SINALTRAINAL union at bottling plants used by the company in Colombia; and

WHEREAS, the Public Affairs Committee now has received satisfactory assurances that The Coca-Cola Company will permit the International Labor Organization to conduct an independent assessment of whether The Coca-Cola Company engaged in human rights violations against the SINALTRAINAL union in Colombia.

THEREFORE BE IT RESOLVED, that, upon the recommendation of the Public Affairs Committee, the University Senate recommends that the University Administration rescind the ban on the sale of all products produced by The Coca-Cola Company, effective April 17, 2008.
EXHIBIT H
RESOLVED, that upon the recommendation of the Public Affairs Committee, the Senate recommends that the University Administration enact a ban on the sale of all products produced by The Coca-Cola Company in any facility owned or controlled by the University, to be effective as of 12:00 o'clock a.m. on December 8, 2005, unless prior to that date, Coca-Cola and the Commission have agreed upon a final protocol for an independent investigation into allegations of The Coca-Cola Company's complicity in human rights violations against the SINALTRAINAL union in Colombia; and

IT IS FURTHER RESOLVED, that in the event that a ban on the sale of Coca-Cola products at the University goes into effect on December 8, 2005, the Public Affairs Committee shall continue to monitor the progress made by The Coca-Cola Company in permitting an independent assessment of its complicity in human rights violations against the SINALTRAINAL union and shall report to the Senate at least once each academic year regarding the continued implementation of the ban.