Minutes
Meeting of a Stated Meeting of the Senate of New York University
October 1, 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, October 1, 2009. The meeting was convened with Chief of Staff and Deputy to the President Diane Yu as chair, who was designated President Pro Tem for the meeting by Dr. Sexton, who was unable to attend.

**Faculty Senators Council Members Present:** Bruce Bogart, Levon Capan, Sylvain Cappell, Patricia Crain, James Fernandez, Floyd Hammack (Chair), Josephine Hendin, Carol Hutchins, Mary Ann Jones, Rebecca Karl, Carl Lebowitz, Wen Ling, Marie Monaco, Laurin Raiken, James Ramsey, Carol Shoshkes Reiss, Nava Rubin, Ronald Sadoff (for Terence Moran), Robert Schacht, Eric Simon, Paul Thompson, James Uleman (for Emily Martin), Nancy Van Devanter, Anthony Vernillo, Paul Wachtel and Daniel Zwanziger.

**Student Senators Council Members Present:** Laura Broberg, Michelle Bruce, Jinean Carabai, Albert Cotugno, Cesar Francia, Neil Haranhalli, Chirag Hirawat, Steven Jean, Mustfa Manzur, Lela Matthes, Luis Mendez (for Michael Elias), Jameel Merali, Whitney Petrie (Chair), Brad Powell, Zoe Robyn, Diana Rosenthal, Namrita Singh, Kathleen Sylvester, JC Uva, Garima Vir and Lily Vosoughi.

**Deans Council Members Present:** Jess Benhabib, Charles Bertolami, Patricia Carey (for Mary Brabeck, Chair), Anita Farrington (for Matthew Santirocco), Susan Greenbaum (for Sally Blount), Joanne Hvala (for Thomas Cooley), Robert Lapiner, Carol Mandel, Tyra Liebmann (for Ellen Schall), Louis Scheeder (for Mary Schmidt Campbell), Mal Semple (for Catharine Stimpson), Lynn Videka and Susanne Wofford

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

**University Administration Members Present:** Provost David McLaughlin, Executive Vice President Michael Alfano, General Counsel Bonnie Brier and Senior Vice Provost Linda Mills (for Senior Vice President Robert Berne).
Roll Call

It has been the custom at the first meeting of the academic year for all Senators to identify their schools and/or departments as their names are called. The Senators responded as the General Counsel called the roll.

REPORT ON FEDERAL STIMULUS FUNDING FOR RESEARCH

Senior Vice Provost for Research Paul Horn reported on NYU’s success in obtaining stimulus funding for research under the American Recovery and Reinvestment Act of 2009 (“ARRA”), the economic stimulus package enacted by the 111th United States Congress in February 2009. See Exhibit A.

Dr. Horn explained that all federal agencies received ARRA funding, with the National Institutes of Health (“NIH”), the National Science Foundation (“NSF”) and the Department of Energy receiving funding for fiscal years 2009 and 2010 specifically earmarked for research by universities. NSF received an additional $2 billion in funding for standard grants for up to five years’ duration with priority going toward new principal investigators and high-risk, high-return research projects. Most of these awards will benefit projects that already are in-house. NIH received an additional $10 billion in funding for supplements to existing grants, previously submitted proposals and new NIH initiatives.

The chart on page 5 of Exhibit A shows in detail the amount of money that the University has received to date from ARRA awards. Of the more than $45 million in additional funds received to date, Washington Square received approximately $16 million, the School of Medicine received approximately $27 million and Polytechnic Institute received more than $1.5 million. In addition to what the University already has received, there are a number of applications still pending: 110 applications for more than $90 million in new funding initiatives at Washington Square; 285 applications pending at the School of Medicine, and 18 applications pending at Polytechnic Institute.

Included among the 33 awards received at Washington Square are a career award from the NSF for a young psychologist to test a memory-systems model of race bias and a supplement from the NIH to enable two biologists to fund an undergraduate educator from a non-research university and an undergraduate from the Higher Education Opportunity Program for a summer research experience in the genomics of C. elegans, the free-living transparent nematode that lives in temperate soil environments. Included among the 82 awards received by the School of Medicine are a challenge grant to study the immunosuppressive pathways in acute HIV infection, a Regional Center grant for researching carcinogenic metals and their interactions with other toxicants and a
practice-based clinical trial of blood pressure control in African Americans. In response to questions, Dr. Horn confirmed that most of the ARRA funding is intended for the sciences and while most of the grants are intended for two years, some of the funding is for longer periods.

Executive Vice President Alfano, announced that Dr. Horn will be traveling to the White House next week to receive the National Medal of Technology and Innovation for his contributions to the IBM Blue Gene family of supercomputers. The Senate responded with a warm round of applause.

In Memoriam

The General Counsel read the names of the members of the University community whose deaths had been reported since the Senate meeting of October 2008. After the reading of the names, the Senate stood and observed a moment of silence. The list of names is attached to these minutes as Exhibit B.

Review and Approval of the Minutes of the April 23, 2009 Meeting

Upon motion duly made and seconded, the Minutes of the April 23, 2009 meeting were approved unanimously as submitted.

Report on Resolutions Passed

The General Counsel noted that it is the custom at the first Senate meeting for the Secretary to report on any resolutions that were passed by the University Senate and any resolutions that were passed by the University’s Board of Trustees that directly affect the University Senate.

Senate Actions: 2008-2009

On February 5, 2009, the Senate passed a resolution rescinding the ban on the sale of Coca-Cola products at the University that had been put in place on December 8, 2005. The Senate Public Affairs Committee was satisfied that the terms of the 2005 resolution were met based on the fact that the Coca-Cola Company permitted an independent assessment of work and labor relations at its Colombian bottling plants by the International Labour Organization in June - July 2008.
University Bylaw Changes: 2008-2009

On October 7, 2008, Bylaws 1 and 2 were amended to reflect the addition of a new category of Trustee called "Young Alumni Trustee."

On June 23, 2009, Bylaws 31, 41(a), 42(a) and 43(a) were amended to increase the number of representatives in the University Senate from the Faculty Senators Council from 35 to 36 and from the Student Senators Council from 22 to 23. These measures resulted from the efforts of the Committee on Organization and Governance.

Also on June 23, 2009, Bylaw 73 was amended to add certain professorial titles in the Steinhardt School of Culture, Education, and Human Development to the category of non-tenure positions.

The General Counsel noted that the Bylaws of New York University may be accessed online at [http://www.nyu.edu/secretary/pdf/NYU_Bylaws.pdf](http://www.nyu.edu/secretary/pdf/NYU_Bylaws.pdf)

REPORT OF THE EXECUTIVE COMMITTEE

Election of Officers

The General Counsel explained that under the Senate Rules of Procedure, the position of Vice President of the Senate rotates among the chairpersons of the four constituent Councils, and this year the position rotates to Student Senators Council. Accordingly, she nominated Whitney Petrie, Chairperson of the Student Senators Council, as Vice President of the Senate for 2009-2010. The motion was seconded, and Ms. Petrie was unanimously elected Vice President of the Senate. Ms. Petrie then nominated General Counsel and Secretary of the University Bonnie Brier for the position of Secretary of the Senate. The motion was seconded, and Ms. Brier was unanimously elected Secretary of the Senate. A list of Senate officers for the 2009-2010 academic year is attached to these minutes as Exhibit C.

Committee Assignments

The list of Senators assigned by their constituent Councils to the Standing Committees of the Senate was circulated to the Senators prior to the meeting. Upon motion duly made, the list of Committee assignments, attached to these minutes as Exhibit D, was approved unanimously.
University Senate Schedule: 2010-2011

Ms. Petrie moved that the 2010-2011 Senate meeting schedule circulated to the Senate prior to the meeting be adopted. Ms. Petrie noted that an organizational meeting for 2010-2011 has not been scheduled and that the decision as to whether to hold one will be determined at a later date. Upon motion duly made, the schedule, attached to these minutes as Exhibit E, was approved unanimously.

REPORT OF THE PRESIDENT PRO TEM

Ms. Yu noted that the memorandum from Dr. Sexton, which was circulated to the Senators prior to the meeting and is attached to these minutes as Exhibit F, outlines some of the achievements at the University since the Senate's April meeting.

Ms. Yu noted several recent administrative changes at the University: Randall Deike was appointed Vice President for Enrollment Management and University Institutional Research; Richard Foley has stepped down as Dean of the Faculty of Arts and Science and is now serving as Vice Chancellor for Strategic Planning; Dianne Rekow has been appointed Senior Vice Provost for Engineering and Technology and Provost, Polytechnic Institute of NYU; and Ron Robin has been appointed Senior Vice Provost for Planning and Senior Vice Provost for NYU in Abu Dhabi.

COMMENCEMENT UPDATE

Senior Vice President for University Relations and Public Affairs Lynne Brown announced that Commencement 2010 will be held again at Yankee Stadium and needs to be rescheduled from Thursday, May 13, 2010 to Wednesday, May 12, 2010. She advised that this change will be brought to the Senate for approval at its next meeting. The change affects only the University-wide Commencement and not individual School ceremonies. Dr. Brown reminded the Senate that in 2007, the New York City Department of Parks and Recreation, which has jurisdiction over Washington Square Park, began a multi-phase renovation of the Park. The first phase was completed earlier this summer, but made it necessary to move Commencement to Yankee Stadium in 2008 and 2009. The second phase of the renovation began in mid-September and once again will preclude Commencement from being held in the Park in 2010. Dr. Brown noted that the administration contacted both the Mets and Yankees to determine their stadiums' availability in 2010. Citi Field is not available during any day during Commencement week 2010, and Yankee Stadium is available only on Wednesday, May 12, one day earlier than the originally scheduled date of Thursday, May 13. This will also have an impact on Grad Alley, which will be moved from Wednesday, May 12 to
Tuesday, May 11. Dr. Brown asked the Public Affairs Committee to review the changes and present a resolution for a vote at the next Senate meeting.

PANDEMIC INFLUENZA PLANNING: CONTAINMENT, MITIGATION, CONTINUITY

Deputy Executive Director and Medical Director of the Student Health Center Dr. Carlo Ciotoli reported on the University's plans regarding the potential H1N1 outbreak. See Exhibit G. Dr. Ciotoli noted that the H1N1 is a highly contagious virus that appears to be most virulent among persons born after 1957. The virus spread throughout the world fairly quickly last spring, and it is anticipated that there may be recurring waves of illness lasting six to eight weeks, with affected individuals being sick for a period of seven to ten days. The pandemic is expected to last a period of 18 to 24 months.

The strategies for containment at the University include: facilitating vaccinations, which process should begin within the next several weeks; personal hygiene reminders; isolating individuals who get sick; using protective equipment such as masks and gloves; dispensing antiviral medication for those at greater risk; and developing policies for suspension of classes and programs. The slide on page 4 of Exhibit G shows the University's planned mitigation measures, including delaying the outbreak peak, which is particularly important given that the vaccine was not available at the beginning of the flu season; reducing the height of the peak to lessen stress on businesses, companies and health care systems having to face large numbers of people becoming ill at the same time; and reducing the overall number of people who do get sick.

The factors being used to determine the implementation of these strategies at the University will depend on the number of people who become sick during a particular wave, the number of people who require hospitalization, access to quality healthcare, resistance levels to antiviral medications, staffing levels needed to function effectively and confidence in complying with isolation procedures and social distancing for those who become sick.

Dr. Ciotoli illustrated two pandemic scenarios and possible interventions (pages 6 and 7 of Exhibit G). The first scenario assumes an infection rate at or below 20 percent of the population with access to hospital care limited or severely strained. The second scenario assumes an infection rate at or above 20 percent of the population if the virus mutates and becomes resistant to antiviral medication and/or access to health care is limited or severely strained.

The University's response since the spring has included: a team-based approach at the policy and operational levels; undertaking health, hygiene, and vaccination education campaigns; contingency planning for academic and administrative units; working closely
with the New York City Department of Health, the New York City Office of Emergency Management, and other colleges and universities; and ensuring that an adequate supply of antiviral medication is available should the need arise.

Current recommended actions include: stocking masks and gloves to be used in consultation with the Health Center; developing social distancing plans to limit congregate activity; teaching in non-congregate formats; excusing students who are ill from classes; isolating students who are ill; and a communication strategy through the development of a dedicated webpage at www.nyu.edu/flu

Ways to keep the University running with a projected absentee rate of 20 percent will include having more people working from home, which will require adequate home-based Internet connections and equipment. A policy on leave for faculty and staff is being developed with Human Resources, and all persons will be encouraged to stay home if they exhibit any flu-like symptoms. Information Technology Services (“ITS”) will keep all production services such as "Blackboard" up and running and will slow down or defer unnecessary hardware and software maintenance. If necessary, computing laboratories will be shut down. Information about H1N1 and ITS can be found at: www.edu.edu/its/flu

Each unit will need to examine which of its functions are critical, which can be delayed, and which must be done on a daily basis. Each unit also will need to anticipate any extra costs incurred as well as the potential for any lost revenue. Worst case scenarios include banning all congregate activity, halting all instruction and research for an indefinite period of time, and sending students home or asking them to leave voluntarily. Some functions, even in the absence of the academic mission, would have to continue. These include information and data gathering, health services, emergency response and security, human resources administration, facilities maintenance, animal care, communications, finance, and the operation of the University's global sites. Pages 14 and 15 of Exhibit G show which academic units and administrative units have participated in the informational and planning sessions that have been held.

In response to a question, Dr. Ciotoli noted that the Health Center is giving seasonal flu shots only to students, but the Human Resources Department will be giving flu shots to staff and faculty in the near future. The H1N1 flu shots should be available within the next week or two. He noted that New York State has mandated that all healthcare workers receive both seasonal and H1N1 flu shots.

UPDATE ON NYU SUSTAINABILITY INITIATIVES

Dr. Brown gave an update on the University's sustainability initiatives. See Exhibit H. She reminded the Senate that beginning in 2006, the University undertook the
replacement of its cogeneration plant, purchased wind power generated electricity, launched an academic major in environmental studies and created a Sustainability Task Force under the direction of Dr. Alfano. One of the programs that grew out of the Task Force was green grant competitions, which has resulted in the distribution of approximately $275,000 to 39 projects over the last two years. The third selection cycle is now underway and awards will be announced next month. Noteworthy projects include a bicycle sharing program, a green roof safety study and an environmental speakers program. Some of the programs that have resulted from the green grants are designating sustainability advocates who help train co-workers on sustainability efforts, residence hall competitions and improvements in how the residential halls operate their dining facilities.

As the University enters the fourth year of its sustainability efforts, over 80 recommendations have been released, and many have been implemented. Greening committees have been implemented at the School-level, and the University is committed to having all new construction being LEED-certified. LEED is an internationally recognized green building certification system, providing third-party verification that a building or community was designed and built using strategies aimed at improving performance across the most environmentally significant metrics: energy savings, water efficiency, carbon dioxide emissions reduction, improved indoor environmental quality and stewardship of resources and sensitivity to their impacts. There are approximately 120 majors in the Environmental Studies Program, and five new faculty members have been added for a total of seven. Dr. Brown was pleased to note that many of the University's achievements have been widely recognized, noting that: the Sierra Club named the University one of the top 20 "green" schools; the Princeton Review gave the University a "green" rating of 96 out of 100; the University is a signatory to the American College and University Presidents' Climate Commitment; and the University was among the winners of this year's Campus Sustainability Leadership Award from the Association for the Advancement of Sustainability in Higher Education ("AASHE").

Project Administrator for the Sustainability Task Force Jeremy Friedman told the Senate that he traveled to Indianapolis to pick up the award from AASHE and said the award, which is determined by peer institutions, was a big step for the University. The University won in the category of four-year and graduate institutions with enrollments of more than 15,000 full-time students. Mr. Friedman reported that the University is preparing to release its Climate Action Plan on October 15. The Plan will include a commitment to reduce greenhouse gas emissions by 30 percent by 2017 and to establish a date for climate neutrality, which is a commitment to reducing greenhouse gas emissions by 100 percent.

Dr. Brown noted other greening efforts have taken place across the University, including: LEED certification for the renovations undertaken at the Gallatin School of Individualized Study's facility on Washington Place; the Stern School of Business initiatives to reduce
printing in student laboratories and to install water bottle filling stations; and the College of Dentistry annual "greening day." In addition, the University's dining halls, bookstores and recycling shop, among others, have cut down on plastic and paper and have increased recycling efforts and many offices have cut down on paper retention through record imaging.

Director of Energy and Sustainability Cecil Scheib reported on the University's energy conservation measures and ways to produce ongoing savings. The University's buildings produce approximately 97 percent of the University's total greenhouse gas emissions, and energy expenditure is one of the largest components of the University's budget. Mr. Scheib noted that approximately $50 - 60 million is spent annually on energy at the University and, over time, this could be cut in half. Mr. Scheib explained the ways in which the University could achieve its goals. They include working on modifying building lighting and heating and cooling schedules that reflect a building's usage, trying to set thermostats higher in the summer and lower in the winter, implementing hibernation protocols for all computers (which could result in savings of approximately $750,000 per year) and installing high efficiency lighting in the University's work areas. The chart on page 6 of Exhibit H shows various conservation measures that could be put in place to generate over $2 million in savings annually. The chart on page 7 of Exhibit H shows that even though the University has grown in actual square footage, it has reduced its energy consumption by 15 percent from fiscal year 2007 through its sustainability efforts. The chart on page 8 of Exhibit H shows the monthly savings that could be achieved for certain key buildings through a reduction of one hour of energy per building each day.

Dr. Brown noted several emerging issues. They include: transportation, particularly bicycle policies and reducing the NYU Shuttle systems or converting them to non-diesel fuel; planning and budgeting green buildings from the outset and building green roofs; meshing the University's academic and operational interests; and migrating the initiatives and projects from the Task Force to operational units such as Human Resources, Student Affairs, and Purchasing.

Dr. Alfano expressed his gratitude to Dr. Brown and Senior Vice President for Operations Alison Leary for leading the University's Sustainability Task Force and to Mr. Friedman and Mr. Scheib for their efforts. Dr. Alfano noted that he had asked Information Technology Services to put all of the computers used by the administration into "hibernation" when not in use, as described by Mr. Scheib. He requested that the Committee on Organization and Governance look into drafting a resolution to encourage having all University computers and other electrical devices be set up to work as efficiency as possible.
COUNCIL REPORTS

Administrative Management Council

Mr. Summers reported that the Council is looking forward to another productive academic year working with colleagues from the other Councils and members of the University administration. The Council's meeting and event schedule has been posted on the Council's website, and the first general meeting will take place on October 6. In addition to Council business, each general meeting will feature a presentation to inform administrators about important University initiatives. The meeting in October will include an update on government affairs; the meeting in November will feature an update on the H1N1 flu virus; and the meeting in December will feature an update on the University's re-engineering efforts. The Council also is organizing a united team of administrators, faculty, staff and students to participate in the American Cancer Society's "Making Strides Against Breast Cancer" walk on October 18.

Deans Council

There was no Deans Council report for this meeting.

Student Senators Council

Ms. Petrie reported that over the summer the Council transitioned from the Office of the Provost to the Center for Student Activities, Leadership and Service, formerly known as the Office of Student Activities, located in the Division of Student Affairs. She noted that Ruth Pengas, who served as the Coordinator of the Faculty Senators and the Student Senators Council, retired after 40 years of service to the University. She expressed her gratitude for Ms. Pengas's dedication on behalf of the faculty and student senators. Director of Student Activities Robert Butler has taken on the responsibility of coordinating the Student Senators Council. Ms. Petrie noted that the Council's Executive Committee held meetings to discuss issues of pertinence to students, including classroom renovations and impacts of budget cuts. This fall, an ad-hoc "Public Relations" committee was launched to work to facilitate better dialogue among students and representatives, and it is hoped that in the future the Council will have increased input in University-wide decisions impacting students. On September 12, the Student Senators Council and the University Committee on Student Life ("UCSL") held an orientation, and on September 24, the Council and the UCSL held their first meeting. Issues that the Council will be addressing include: transportation changes, specifically the NYU bus routes; greater cohesion among student councils; financial aid; study away sites; and student government representation of Polytechnic Institute.
Faculty Senators Council

Professor Hammack introduced Karyn Ridder, who was appointed Coordinator of the Faculty Senators Council, and acknowledged the longstanding contribution of Ms. Pengas. In response to a request from Provost McLaughlin, the Council has launched a Best Practices in Student Learning Assessment Task Force, chaired by Vice Chair of the Council Professor Reiss and composed of faculty and administrators from across the University. The Council's first meeting included an update on the University's global activities from Vice Provost for Globalization and Multicultural Affairs Ulrich Baer. The Council continues to work on the University's re-engineering efforts as they relate to the faculty.

* * *

Resolution

Ms. Petrie asked the Senate to pass a resolution recognizing Ms. Pengas's service to the Faculty Senators and Student Senators Council for the last 40 years. Upon motion duly made and seconded, the Senate unanimously acknowledged its appreciation for Ms. Pengas's extraordinary service to the University.

The General Counsel advised Senators as to the location for each University Senate Committee organizational meeting, scheduled to follow this meeting. There being no further business, the meeting was adjourned at 3:32 p.m.

Respectfully submitted,
Bonnie Brier
Secretary
Who has the money?

- All of the federal agencies received ARRA funding
- The National Institutes of Health (NIH), the National Science Foundation (NSF) and the Department of Energy received funding specifically for university research
- Appropriations are for FY09 and FY10
National Science Foundation ARRA

- $2 Billion additional
- All grants issued will be standard grants with durations of up to 5 years
- Funding of New PIs and high-risk, high-return research will be top priorities
- Most awards will be those which are already in-house
- Major Research Instrumentation Program solicitation scheduled for this Spring
National Institutes of Health ARRA

- $10 Billion additional funding for:
  - Supplements to existing grants
  - Proposals which were already submitted and reviewed
  - New NIH Initiatives
ARRA Awards to NYU

- Washington Square
  - DHHS (inc. NIH) – $5,235,311
  - NSF – 9,193,353
  - Work Study 1,981,535 *

- School of Medicine
  - NIH – 27,396,116

- Poly
  - NSF 230,000
  - DOE 1,189,000

- Totals $45,225,315

*represents financial aid which is not normally included as research support
ARRA, cont’d

› 110 applications still pending for more than $90-million in new funding initiatives at WSq.

› 285 applications pending at SoM

› 18 applications pending at Poly
Among the 33 awards received at the Square thus far:

- a National Science Foundation career award for a young psychologist who is testing a memory-systems model of race bias with the support of undergraduates and graduate students from underrepresented groups.

- a supplement from the National Institutes of Health which enabled two biologists to invite an undergraduate educator from a non-research institution and a HEOP undergraduate into their NYU laboratory for a summer research experience in the genomics of C. elegans.
And of the 82 awards at the School of Medicine:

- A Challenge grant to study the immunosuppressive pathways in acute HIV infection

- A Regional Center grant for researching carcinogenic metals and their interactions with other toxicants and

- A practice-based clinical trial of blood pressure control in African Americans
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<tr>
<td>Beverly Bain</td>
<td>Former Adjunct Associate Professor of Occupational Therapy; Training Specialist</td>
<td>Steinhardt School of Culture, Education, and Human Development</td>
<td>02/20/09</td>
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<td>Michael A. Baker</td>
<td>Executive Director, Research, Planning, and Communications</td>
<td>Silver School of Social Work</td>
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<td>Sreyashi Jhumki Basu</td>
<td>Associate Professor of Science Education</td>
<td>Steinhardt School of Culture, Education, and Human Development</td>
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<td>David K. Berger</td>
<td>Clinical Associate Professor of Pediatrics</td>
<td>School of Medicine</td>
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<td>Rudolph Bernard</td>
<td>Master Teacher of English as a Second Language</td>
<td>School of Continuing and Professional Studies</td>
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<td>Charles Blackwell</td>
<td>Assistant Arts Professor of Graduate Film and Television</td>
<td>Tisch School of the Arts</td>
<td>12/10/08</td>
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<td>Zenas Block</td>
<td>Adjunct Professor of Entrepreneurial Studies, Founder of the Berkley Center for Entrepreneurial Studies</td>
<td>Leonard N. Stern School of Business</td>
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<td>Business Manager</td>
<td>Department of Athletics, Intramurals, and Recreation</td>
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<td>Office of Government and Community Affairs</td>
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<td>Thomas M. Franck</td>
<td>Murry and Ida Becker Professor Emeritus of Law</td>
<td>School of Law</td>
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<td>Constantine Georgiou</td>
<td>Former Professor of Education (Early Childhood and Elementary Education)</td>
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<td>Professor Emeritus of Rehabilitation Medicine; Clinical Professor of Rehabilitation Medicine</td>
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<td>Former Vice Dean of Faculty;</td>
<td>Leonard N. Stern School of Business</td>
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<td>Emily Hoffman</td>
<td>Adjunct Instructor</td>
<td>Gallatin School of Individualized</td>
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<td>School of Medicine</td>
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<td>Research Professor of Psychiatry</td>
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<td>Jacob T. Schwartz</td>
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<td>George Zaslavsky</td>
<td>Professor of Physics and Mathematics</td>
<td>Courant Institute of Mathematical Sciences</td>
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SENIATE OFFICERS

2009-2010

UNIVERSITY SENATE

John Sexton
Whitney Petrie
Bonnie Brier

# # #

ADMINISTRATIVE MANAGEMENT COUNCIL

Michael Summers
Neptali Martinez

DEANS COUNCIL

Mary Brabeck
Ellen Schall

FACULTY SENATORS COUNCIL

Floyd Hammack
Carol Reiss
Paul Thompson

STUDENT SENATORS COUNCIL

Whitney Petrie
Steven Jean

* Requires action by the Senate.
## COMPOSITION OF SENATE COMMITTEES FOR ACADEMIC YEAR 2009-2010

(Names of Alternate Senators Appear in **ITALICS**)

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<th>COMMITTEES</th>
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*Chair **ex-officio ***Advisor

Last Revised: 9/17/09
PROPOSED

University Senate

Meeting Dates

2010-2011

Organizational Meeting*

Thursday, October 7, 2010

Thursday, November 4, 2010

Thursday, December 2, 2010

Thursday, February 3, 2011

Thursday, March 3, 2011

Thursday, April 28, 2011

*To be determined at a later date.

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.
As we begin a new academic year, I am pleased to update you on several announcements, awards, and news since we last convened in April.

**RECENT APPOINTMENTS**

Since our last Senate meeting, there have been a number of new appointments on the academic and administrative fronts:

**Renowned international economist Peter Blair Henry has been named dean of the Stern School of Business.** Peter, whose scholarship focuses on the impact of economic reform on emerging economies, has led the Obama Transition Team’s review of the IMF, World Bank, and other international lending agencies and has served as an advisor to governments from the Caribbean to Africa. Currently a professor of economics at Stanford University, he will assume the deanship effective January 15. I offer my sincere thanks to Tom Cooley, dean since 2002. I am deeply grateful for his able and dedicated service.

**Lynn Videka, leading scholar and administrator, has been named dean of the Silver School of Social Work.** Lynn, previously Vice President for Research and a Distinguished Service Professor at SUNY Albany, achieved outstanding successes in program development and increases in grants and gifts as dean of its School of Social Welfare from 1989-99. Her research interests include vulnerable children and families receiving child welfare and mental health services. I would like to thank Suzanne England for her eight years of leadership as dean and her achievements on behalf of the school.

**Bonnie Brier has joined NYU as Senior Vice President, General Counsel, and Secretary to the University.** Her duties include overseeing all of the University’s legal operations, including the Medical Center and its affiliates. Prior to joining NYU, Bonnie served as General Counsel and Assistant Secretary to the Boards of The Children’s Hospital of Philadelphia and The Children’s Hospital Foundation. I extend my gratitude to Terry Nolan, Acting General Counsel since 2007, and to Leona Chamberlain, who has been Acting Secretary.

**Paul Horn, distinguished scholar at the Courant Institute, FAS Physics Department, and the Stern School of Business, has been appointed Senior Vice Provost for Research.** Paul will support faculty research at Washington Square, coordinate research interactions between schools and campuses, and oversee sponsored programs, technology transfer, and research compliance. He will play a strategic leadership role in developing industrial relations for the University and its faculty, promoting an active entrepreneurial environment, and facilitating a globally integrated research university. I am also pleased to share the news that a key project Paul launched while Senior Vice President and Director of Research at IBM, called the Blue Gene Supercomputer, has recently been awarded the National Medal of Technology by President Obama. I would like to thank Pierre Hohenberg, who provided distinguished leadership during the past five years as NYU’s first Senior Vice Provost for Research. Pierre has returned to teaching in the FAS Physics Department, while assuming a half-time position as Senior Vice Provost for Academic Policies, responsible for reviewing, developing and implementing academic policies on a university-wide basis.
K.R. (Sreeni) Sreenivasan has been named Senior Vice Provost and Special Advisor for Science and Technology to the Vice Chancellor of NYU Abu Dhabi. Sreeni comes to NYU from the International Centre for Theoretical Physics (Trieste, Italy) where he was Director, and from the University of Maryland, where he was Director of the Institute for Physical Science & Technology. Sreeni will lead the science and technology research efforts at the NYUAD Institute. A member of the National Academy of Engineering and the National Academy of Sciences, he will continue his research as a joint appointee in Physics and Mathematics.

Ron Robin, who joined the Provost’s Office last year in an acting capacity, has dual responsibilities as Senior Vice Provost for NYUAD, in which capacity he will focus on faculty recruitment and development and design of the preparatory bridge program, and as Senior Vice Provost for Planning at NYU, with broad responsibilities for academic planning and faculty affairs.

Randall Deike has been appointed Vice President for Enrollment Management and University Institutional Research. Deike, former Vice President at Case Western Reserve University, will work closely with University leadership and the deans to strengthen student recruitment at Washington Square and for the Global Network University.

Barbara Hall is taking on new responsibilities as Associate Provost for Enrollment Services at Polytechnic Institute of NYU. She has done an outstanding job since 2003 shaping our undergraduate class and expanding enrollments in her role as Associate Provost for Enrollment Management.

FACULTY HONORS

The College of Arts and Science presented its annual Golden Dozen teaching awards at its baccalaureate ceremony in May. The awards recognize faculty members who have demonstrated excellence in teaching and service to undergraduates. Winners are selected by a CAS Faculty Committee from nominations made by their colleagues and students. This year’s award winners are:

- John Archer, Professor of English
- Bruce Bueno de Mesquita, Silver Professor of Politics
- Todd Disotell, Professor of Anthropology
- Emmanuelle Ertel, Assistant Professor of French
- Paul Fleming, Associate Professor of Germanic Languages and Literature
- John Halpin, Clinical Associate Professor of Chemistry
- Mohammad Khorrami, Clinical Assistant Professor of Middle Eastern and Islamic Studies
- Peter Meineck, Clinical Assistant Professor of Classics
- Jairo Moreno, Associate Professor of Music
- Mark Siegal, Assistant Professor of Biology
- Stephen Small, Professor of Biology
- Kathryn Smith, Associate Professor of Art History

CAS’s Outstanding Teaching Award for adjunct professors, graduate instructors, and part-time faculty was given to: Alyssa Quintana (Adjunct Instructor of Chemistry); Christopher Schlottmann (Adjunct Instructor of Environmental Studies); and Bassem Shahin (Instructor of French).

The American Academy of Arts and Sciences has elected five NYU faculty as fellows: Robert Berne, senior vice president for health and professor at the Wagner Graduate School of Public Service; Michael John Laver, professor in the Wilf Family Department of Politics; Theodor Meron, professor emeritus in the School of Law; J. Anthony Movshon, professor of neural science and psychology; and Matthew
Santirocco, dean of the College of Arts and Science and professor of classics, AAAS will welcome this year’s fellows at an induction ceremony on October 10.

Larissa Bonfante, professor emerita in the Department of Classics, has been elected to the American Philosophical Society. Bonfante is an expert in Etruscan civilization. The American Philosophical Society was founded in 1743 by Benjamin Franklin for the purpose of “promoting useful knowledge.”

Thirteen Courant faculty have been named inaugural Fellows in the Society for Industrial and Applied Mathematics Fellows Program. A SIAM Fellowship is conferred upon members distinguished for their outstanding contributions to the fields of applied mathematics and computational science. The faculty members are: Marsha Berger, Paul Garabedian, Leslie Greengard, Robert Kohn, Peter Lax, Andrew Majda, David McLaughlin, Cathleen Morawetz, Michael Overton, Charles Peskin, Michael Shelley, Raghu Varadhan, and Margaret Wright.

STUDENT HONORS

At its baccalaureate ceremony in May, the College of Arts and Science honored the following graduate students with Outstanding Teaching Assistant Awards: Michael Darmon (Mathematics); Meghan Marie Hammond (English); Aaron Jakes (Middle Eastern and Islamic Studies); Michael Raven (Philosophy); Talha Siddiqui (Chemistry); Matthew Spigelman (Anthropology); and Frances Sullivan (History).

Brendan Bellomo, who graduated in May 2008 from Tisch’s Kanbar Institute of Film and Television, Undergraduate Division, won a Student Academy Award for his film Bohemibot. Combining live action and CGI, Bohemibot tells the story of a cyborg harpist, forced to serve as a pilot in the last war on his planet, who struggles to overcome a debilitating injury and the loss of his family. The 12 award winners participated in a week of industry-related activities and social events, culminating in an awards ceremony on June 13 at the Academy’s Samuel Goldwyn Theater.

Jesse Amato-Grill (CAS ’10), a Physics major, was named a Barry M. Goldwater Scholar. This award provides up to $7,500 per remaining undergraduate year for students who plan research careers in the sciences, mathematics, or engineering.

Katherine Fritz (Gallatin ’10) was named a Morris K. Udall Scholar. This award provides up to $5,000 towards tuition and other college expenses for students who have demonstrated commitment to the environment and plan to pursue careers related to the environment. In addition, Shane Crary-Ross (SSW ’11) and Hamna Mela (CAS ’10) received honorable mentions.

Katherine Otto (CAS ’08, Wagner ’09) has won a Henry Luce Scholarship, which will enable her to pursue an internship in Indonesia in public health for the upcoming year.

Leonid Traps (CAS ’09), a double major in Economics and Politics, and Xiao Jing “Iris” Wang (CAS ’09), a double major in Biology and East Asian Studies, have both been named as Merage American Dream Fellows. This award provides $20,000 to help immigrant students pursue their American dream; only 12 graduating seniors received this honor nationwide.

Chere See (CAS ’11), an International Relations major, was awarded a Goldman Sachs Global Leaders Grant. This award 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.
Eleven NYU students were recognized through the Fulbright Grant program. Funded by the U.S. Department of State, these grants provide full funding for an academic year abroad to students pursuing independent research or teaching English. Matthew Dell (Gallatin ’08) will study economic development and labor organization in Mali. Neil Gong (Gallatin ’08) will explore cross-cultural mental health practices in Hong Kong. Agam Neiman (Gallatin ’07) will pursue an English Teaching Assistantship in Austria. In our Graduate School of Arts and Science, the following M.A. and Ph.D. candidates received Fulbright grants: Alison Cool will go to Sweden; Jesse Margolis to Brazil; Peter Roda to India; Matthew Spigelman to Cyprus; Ben Tausig to Thailand; Karen Weber to Russia. In the Tisch School of the Arts, M.F.A. student Audrey Young will go to Portugal. Ksenia Yachmeth (CAS ’09), named a Fulbright Alternate, intends to study the relationship between artists and art institutions in Ukraine.

Four NYU graduates are pursuing graduate study under National Science Foundation Graduate Research Fellowships. Elka Bergelson (CAS ’07), Psycholinguistics at the University of Pennsylvania; Christina Bergey (CAS ’09), Physical Anthropology here at NYU; Yelena Bronevetsky (CAS ’06), Immunology at UC San Francisco; and Rachel Flamenbaum (CAS ’07), Linguistic Anthropology at UCLA.

ALUMNI HONORS

Philanthropist Merryl H. Tisch (Steinhardt ’79) was named the first female chancellor of the New York State Board of Regents. She will finish the remaining three years of outgoing Chancellor Robert M. Bennett’s term. A former elementary school teacher, Tisch serves on the executive committees of numerous nonprofit organizations and institutions of higher education. The New York State Board of Regents sets education policy and supervises the State Department of Education as well as the state university system.

Congratulations to the fourteen TSOA alumni who won 2009 Emmy Awards:

Primetime Emmys

• Steve Bodow ’95, David Javerbaum ’95, and Elliott Kalan ’03, Writing For A Variety, Music or Comedy Series for “The Daily Show With Jon Stewart”
• David Javerbaum ’95, Outstanding Variety, Music Or Comedy Series, “The Daily Show With Jon Stewart” (as Executive Producer)
• Alec Baldwin ’94, Lead Actor In A Comedy Series for “30 Rock”

Creative Emmys

• Star Theodos Kahn ’99/’02, Art Direction for Variety, Music or Nonfiction Programming for the 2008 MTV Video Music Awards
• Stephan G. Olson ’87, Production Designer, Art Direction For A Multi-Camera Series for “How I Met Your Mother”
• Kalina Ivanov ’83/’89, Production Designer, Art Direction For A Miniseries Or Movie for “Grey Gardens”
• Brian A. Kates ’94, Single-Camera Picture Editing For A Miniseries Or A Movie for “Taking Chance”
• Andy Grieve ’00, Short Form Picture Editing for “Stand Up To Cancer”
• JenniferRalston ’95, Sound Editing For A Miniseries, Movie Or A Special for “Generation Kill”
• Todd Liebler ’85, Camera, Cinematography For Nonfiction Programming for “Anthony Bourdain: No Reservations”
• Joe Bini ’86, Writing For Nonfiction Programming for “Roman Polanski: Wanted And Desired”
• Jeff Grogan ’96, Supervising Producer, Reality Program for “Intervention”
GRANTS

The Courant Institute is part of a $10 million, five-year National Science Foundation grant to study the impact of global warming on the Antarctic Ice Sheet, an undertaking that will provide a method for measuring effects of warming in other regions. The NYU team, led by Professor David Holland of Courant’s Center for Atmosphere Ocean Science, will contribute to the establishment of sub-ice shelf mooring that will collect ocean temperature data and will develop a numerical model that describes the evolution of the ocean and ice environment in time and space.

The NYU Materials Research Science and Engineering Center, along with Xavier University of Louisiana, has received a $3 million grant from the National Science Foundation to bolster diversity among materials scientists. MRSEC will help develop an undergraduate program in materials science at Xavier and will coordinate several NYU-Xavier collaborative research projects, with the goal of creating a pipeline of underrepresented undergraduates prepared for careers in materials science.

Researchers at the Center for Health, Identity, Behavior, and Prevention Studies have received a $2.9 million National Institutes of Health grant to study developmental pathways of young gay men. The three-year study aims to better understand the behavioral choices of young males between 13 and 29 and their specific risk factors for HIV infection. The team will be led by Associate Dean Perry Halkitis, director of CHIBPS and professor of applied psychology and public health at Steinhardt.

Courant Computer Science Professor Chris Begler has received a $1.47 million grant to enhance his laboratory’s previous work on motion capture tools. The goal of the project, funded by the U.S. Office of Naval Research, is to train a computer to recognize a person based on his or her motions and to identify, through motion capture and computer vision, an individual’s emotional state, cultural background, and other attributes.

PROJECT UPDATES

Construction will soon begin on the new Center on Academic and Spiritual Life, to be housed on the site of the former NYU Catholic Center along Washington Square South. Providing a communal home for students’ religious and spiritual lives as well as additional academic space, the new center will include spaces for religious observance, offices for NYU’s Chaplain’s Circle, classes, musical rehearsals, and conferences.

NYU Abu Dhabi will be opening a new center at 19 Washington Square North. The newly renovated townhouse will serve as a gateway to NYU Abu Dhabi, including space for NYU Abu Dhabi-related events, a welcome center for prospective students, faculty and administrative offices, a global seminar room that is connected via state-of-the-art videoconferencing equipment to comparably-equipped rooms at our downtown campus in Abu Dhabi, a computer lab, and meeting rooms. A formal inauguration of the center will take place in November. A listing of upcoming events is online at www.nyuad.nyu.edu/news_events.

NYU School of Law has completed its renovation and restoration of 22 Washington Square North, previously used as the Office of Undergraduate Admissions. The building was converted and improved to serve as space for Law School research centers to provide better facilities for visiting professors and scholars. The building will serve as a home for several international centers, including the new Straus Institute for the Advanced Study of Law and Justice; the Tikvah Center for Law and Jewish Civilization; and the Jean Monnet Center for International and Regional Economic Law and Justice. In addition to offices, conference room and event space for the Centers’ many distinguished research fellows, it features a green wall and will be certified LEED Silver.
The Law School is currently constructing Wilf Hall at 133-137 MacDougal to house its many active centers and institutes and provided needed space for student scholars and research fellows. The Centers are a signature feature of the Law School, bringing together faculty scholars, practitioners and policymakers from a variety of disciplines to exchange ideas and shape the leading social and political issues of the day. The Law School is preserving the Provincetown Playhouse, which will continue to operate as a functional theater run by the Steinhardt School after the renovation is complete. The Law School is seeking the necessary points needed to qualify for a LEED Platinum rating, which would make Wilf Hall one of a handful of new constructions in New York City that qualify for this status.

OTHER NEWS

President Obama has appointed Mary Schmidt Campbell, dean of the Tisch School of the Arts, as vice chair of the President’s Committee on the Arts and the Humanities. TSOA Dean’s Council member and adjunct professor Margo Lion will serve as co-chair. The President’s Committee proposes, develops, and supports special projects that further the White House’s cultural priorities and those of its primary cultural partners - the National Endowment for the Arts, National Endowment for the Humanities, and Institute of Museum and Library Services - and works on promoting public/private partnerships in the arts and humanities.

The Sheikh Mohamed Bin Zayed Scholars Program enters its second year, with 20 men and women - all outstanding third- and fourth-year students from three UAE universities – chosen for the 2009-10 year. This program includes specially designed courses, lectures, and leadership experiences at NYUAD, at the Washington Square campus, and in Washington, DC.

NYU’s sustainability efforts continue to earn honors and recognition. Last week NYU received a Campus Sustainability Leadership Award from the Association for the Advancement of Sustainability in Higher Education, possibly the most significant higher education sustainability recognition available to a university. The judges praised NYU’s participatory and bottom-up approach to sustainability as well as the major strides achieved in the three years since the initiative was launched. Earlier this summer NYU was included in Sierra Club Magazine’s list of the top 20 “cool schools,” and received a Green Rating of 96 points out of 100 in the latest Princeton Review. NYU was also the cover story in the June issue of Sustainability: The Journal of Record.

FOREIGN DIGNITARIES ON CAMPUS THIS FALL

Coinciding with the United Nations General Assembly, NYU hosted several foreign dignitaries on campus last week:

Leonel Fernández, President of the Dominican Republic, was named a Distinguished Global Fellow by the Hauser Law School Program in an event on September 25. Fernández spoke about governance and developing countries.

Danilo Türk, President of the Republic of Slovenia, participated in the Emile Noel lecture at the School of Law on September 24. The lecture, this year taking the form of a “fireside chat,” promotes awareness of the current state of the European Union.

The former president of Ghana, Jerry John Rawlings, delivered a September 22 address entitled “Mobilizing African People for Economic Development” at the Kimmel Center. The event was sponsored by NYU Africa House.
The First Lady of Japan, Miyuki Hatoyama, toured the Nordoff-Robbins Center for Music Therapy at the Steinhardt School on September 22. The center’s staff have been a major influence on the development of music therapy around the world, particularly in Asia.

The School of Law hosted a discussion with Penny Wong, Australia’s Minister for Climate Change and Water, on September 21. Senator Wong gave an outline of Australia’s vision for the road to the UN Climate Change conference in Copenhagen later this year.

In addition, the US Ambassador to the United Nations Susan Rice delivered her first major policy speech at the School of Law on August 12, an event sponsored by the SCPS Center for Global Affairs and NYU’s Center on International Cooperation. In her remarks, Dr. Rice articulated a comprehensive vision of how the Obama administration was poised to implement a significant shift in the country’s approach to international relations.
PANDEMIC PLANNING

CONTAINMENT
MITIGATION
CONTINUITY
H1N1 OVERVIEW

- SPREAD RAPIDLY WORLDWIDE
- HIGHLY CONTAGIOUS DUE TO LACK OF IMMUNITY
- HOSPITALIZATION & MORTALITY RATES SIMILAR TO SEASONAL FLU
- THOSE BORN AFTER 1957 APPEAR MORE SUSCEPTIBLE to H1N1
- UNDERLYING HEALTH CONDITIONS INCREASE RISK OF COMPLICATIONS
- EXPECT:
  - RECURRING ILLNESS WAVES OF 6 – 8 WEEKS
    - INDIVIDUALS OUT FOR 7 – 10 DAYS
    - PANDEMIC DURATION OF 18 – 24 MONTHS
CONTAINMENT & MITIGATION

SIX INTERVENTION STRATEGIES

1. VACCINATIONS (SEASONAL AND H1N1 WHEN AVAILABLE)
   - ON SITE IF POSSIBLE

2. PREVENTION: PERSONAL HYGIENE EDUCATION AND REMINDERS

3. ISOLATION AND SOCIAL DISTANCING

4. AVAILABILITY AND USE OF PERSONAL PROTECTIVE EQUIPMENT

5. APPROPRIATE ANTIVIRAL TREATMENT AND PROPHYLAXIS FOR AT RISK GROUPS

6. DEVELOP POLICIES FOR SUSPENSION OF CLASSES/PROGRAMS, UP TO AND INCLUDING PROGRAM CLOSURE (VERY UNLIKELY EVENT)
Community Mitigation

Goals of Community Mitigation

1. Delay outbreak peak
2. Decompress peak burden on hospitals / infrastructure
3. Diminish overall cases and health impacts

Days Since First Case

Daily Cases

Pandemic outbreak: No intervention

Pandemic outbreak: With intervention

---
FACTORS TO DETERMINE AGGRESSIVENESS OF INTERVENTION:

- Infection rate in a wave of illness
- Severity - hospitalization or mortality rate greater than seasonal flu
- Access to quality healthcare for those with risk factors
- Resistance of virus to antiviral medications
- Staffing levels necessary to meet demand
- Confidence in student and staff compliance with isolation procedures, social distancing
SCENARIO I. ACCESS TO HOSPITAL CARE IS LIMITED OR SEVERELY STRAINED (ASSUMING INFECTION RATE IS AT OR BELOW 20% OF THE POPULATION)

- VOLUNTARY USE OF MASKS AND GLOVES BY STAFF AND STUDENTS
- ISOLATION OF ILL AND SOCIAL DISTANCING OF WELL POPULATION
- CONSIDER SYMPTOM AND TEMPERATURE MONITORING
- USE OF ANTIVIRAL MEDICATIONS AS INDICATED
- PROTOCOLS FOR IDENTIFICATION AND REMOVAL (WITHDRAWAL) OF A STUDENT WITH KNOWN RISK FACTORS THAT INCREASE COMPLICATIONS
- COMMUNICATIONS WITH FACULTY/ADMINISTRATION POLICIES TO ALLOW FOR MISSED CLASSES/EXAMS
SCENARIO II. IF VIRUS MUTATES AND IS RESISTANT TO ANTIVIRAL MEDICATION AND/OR IF ACCESS TO HEALTH CARE IS LIMITED OR SEVERLY STRAINED (INFECTION RATE AT OR ABOVE 20% OF THE POPULATION)

- TEMPORARY CANCELLATION OF CLASSES/CONGREGATE ACTIVITIES DURING THE HIGH-RISK PERIOD
- PROMOTE VOLUNTARY USE OF MASKS AND GLOVES IN GROUP SETTINGS
- ACTIVE PROMOTION OF SOCIAL DISTANCING
- SYMPTOM AND TEMPERATURE MONITORING
- OTHER OPTIONS:
  - ALTERNATE SPACE FOR SEGREGATING WELL AND ILL POPULATIONS
  - EXPANDING USE OF ANTIVIRAL MEDICINES FOR PROPHYLAXIS (IF VIRUS IS STILL SENSITIVE)
CURRENT NYU RESPONSE

- TEAM APPROACH AT POLICY AND OPERATIONAL LEVEL
- HEALTH, HYGIENE, AND VACCINATION EDUCATION CAMPAIGNS UNDERWAY
- CONTINGENCY PLANNING UNDERWAY IN ACADEMIC AND ADMINISTRATIVE UNITS
- WORKING WITH LOCAL HEALTH DEPARTMENT AND OTHER EDUCATIONAL/EMERGENCY NETWORKS (MEETINGS WITH LOCAL UNIVERSITIES)
- STORE AND AUGMENT ANTIVIRAL SUPPLY
CURRENT RECOMMENDED ACTIONS

- STOCKING MASKS/GLOVES (USAGE ONLY WITH MEDICAL OR UNIVERSITY GUIDANCE)
- SOCIAL DISTANCING PLANS ARE BEING DEVELOPED
- PLANS TO TEACH IN NONCONGREGATE FORMATS UNDERWAY (WITH SCHOOLS/UNITS)
- PLANS TO EXCUSE STUDENTS FROM CLASSES WHO ARE ILL WITH FLU UNDERWAY
- PLANS TO ISOLATE STUDENTS WHO ARE ILL WITH THE FLU UNDERWAY (ROOMS SET ASIDE)
- COMMUNICATION STRATEGY UNDERWAY
UNIVERSITY CONTINUITY

PEOPLE

- DO MORE WITH LESS
  - 20% OUT SICK IS PLANNING GUIDANCE
- PLUG IN FROM HOME (PLANS UNDERWAY)
  - DEPARTMENT MISSION SPECIFIC
  - REQUIRES ADEQUATE HOME BASED CONNECTIONS AND EQUIPMENT
- LEAVE POLICY (LETTER SENT TO FACULTY/STAFF – DISCUSSIONS WITH HR CONTINUE)
  - RULES FOR NOT REPORTING TO WORK
General “rules of thumb”
- Best learning doesn’t happen when under stress, so learning how to use technology is best done ahead of flu outbreak
- Internet may suffer if a lot of work done remotely from home

ITS goal
- Keep all production services up and running
- Slow down or defer unnecessary hardware & software maintenance
- Close down computing labs only if necessary

Info about H1N1 and ITS: www.nyu.edu/its/flu
- Instructional Continuity
  - Additional hardware and staff support for Blackboard
  - Information for faculty and students on instructional continuity
- Working Remotely
  - Information on which services and applications are available
UNIVERSITY CONTINUITY

UNIVERSITY FUNCTIONS (ADMIN UNITS/SCHOOLS/RESEARCH)
- WHAT ARE THEY?
- WHAT CAN BE DELAYED?
- WHAT MUST BE DONE EVERYDAY?

FINANCES
- WHAT EXTRA COSTS DO YOU ANTICIPATE?
- WHAT IS THE POTENTIAL FOR LOST REVENUE IN YOUR UNIT?
IN A WORST CASE SCENARIO:

- Legal authority bans all congregate activity, and:
  - Orders instruction & research to stop for an indefinite period
  - Students are sent home or leave voluntarily

- Some critical functions must continue on site:
  - Information & data
  - Health service
  - Emergency response/security
  - Human resources admin
  - Facility maintenance
  - Animal care
  - Communications
  - Finance
  - Global site functions
  - Others?
## Informational and Planning Sessions
### Academic Unit Participation

<table>
<thead>
<tr>
<th>CAS</th>
<th>Steinhardt</th>
</tr>
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<tbody>
<tr>
<td>College of Nursing</td>
<td>Stern</td>
</tr>
<tr>
<td>College of Dentistry</td>
<td>TSOA</td>
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<tr>
<td>GSAS</td>
<td>Wagner</td>
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<td>LAW</td>
<td>Poly</td>
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<tr>
<td>Gallatin</td>
<td>Steinhardt Faculty Senate</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>GSAS Directors of Graduate Studies</td>
</tr>
<tr>
<td>SCPS</td>
<td>CAS Directors of Undergraduate Studies</td>
</tr>
<tr>
<td>Social Work</td>
<td></td>
</tr>
</tbody>
</table>
## Informational and Planning Sessions

**Administrative Unit Participation**

- University Leadership Team
- Provost
- Student Affairs
- Student Resource Center
- Residence Life
- Housing Services
- Student Activities
- Athletics
- Wasserman
- Environmental, Health, and Safety
- Human Resources
- ITS
- Public Safety
- Libraries and Media
- NYU Dining
- Aramark
- OISS
- Office of Legal Counsel
- Operations
- Purchasing
- Registrar
- Bursar
- Undergraduate Admissions
Background

- Clock started in 2006
  - Decision to replace Co-generation Plant
  - Purchase of Renewable Energy Credits (wind power)
  - Environmental Studies Major launched
  - Sustainability Task Force created
    - Co-chairs: Lynne Brown and Alison Leary
    - Coordinator: Jeremy Friedman

- Green Grants
  - $275,000 distributed over the first two years to 39 projects
  - Third selection cycle now underway with awards announced by next month
  - Noteworthy projects: bike salvage; bike share; green roof safety study

- Wide Range of Programs and Events
  - Sustainability Advocates
  - Residence Hall Competitions and Donation Drives
  - Food/Dining Hall Changes
Where We Are

- Entering 4th year of Sustainability Task Force
  - Has released over 80 recommendations; many already implemented
  - New set of recommendations to university leadership forthcoming

- School-based Greening Committees
  - Dentistry; Gallatin; Law; Social Work; Steinhardt; Stern; Wagner

- NYU 2031: "NYU in NYC"
  - LEED Silver commitment

- Academic Update: Environmental Studies Program
  - 120 majors; 30 minors; 15 Gallatin-ES Partnership students
  - 5 new incoming full-time faculty, for a total of 7 core faculty, 10 associated faculty, and 18 affiliates

- Visibility/Recent Awards
  - AASHE Campus Sustainability Leadership Award
  - Sierra Club Magazine: Top 20 green schools
  - Princeton Review Green Rating (96 out of 100)
  - Member of Mayoral Climate Challenge: reduce emissions by 30% by 2017
  - Signatory to American College and University Presidents Climate Challenge

- Preparing to release Climate Action Plan (Oct. 15)
Recent Press and Awards

Press Release
NYU Nationally Recognized for Commitment to Sustainability
Monday, Sep 21, 2009

The Awards Conference of New York Sustainable Leadership student associations gathered on campus as the "Green Group," including Friedman, together to celebrate the university's sustainability efforts.

ClimateEdu
News for the Green Campus

The New York Times
Restoring Manhattan as It Once Was

The Villager

The Sustainability Professional

SIERRA
10 Fun Facts
Organic Food Fights
Green Jobs: Green Trash\nFREE Fun Facts
FREE Range Hogs

Sustainability
The Journal of Research

Minister Editions
Current News Headlines

Earth Care
Gardening at Work

Apple Management
Gardening Solutions

The Rain Garden

New York University, green is the new yellow

At New York University, green is the new yellow

In celebration, there is now a movement to bring greenery and sustainability to the campus, creating a new culture of environmental awareness and responsibility.

ClimateEdu
News for the Green Campus

The New York Times
Restoring Manhattan as It Once Was

The Villager
Greening Across the University

- **Schools**
  - Greening committees at Stern, Law, Gallatin, Steinhardt, Wagner, Dental, SSW
  - Gallatin and Law: green building projects (LEED certification achieved or in progress)
  - Stern: reduced printing in student labs and installed water bottle filling stations
  - Dental: annual “greening day”

- **Administrative Departments**
  - Dining Halls: trayless dining, local/organic food, removal of bottled water from meal plans
  - NYU Bookstores: bag reduction (“Wooden Nickel”) program
  - Recycling Shop: plastic bag recycling, composting
  - Garden Shop: Native Woodland Garden (Senior Class gift)
  - Records retention and imaging
## Energy Conservation Measures Producing Ongoing Savings

<table>
<thead>
<tr>
<th>ECM</th>
<th>Approximate ongoing annual savings</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relamping</td>
<td>$500,000</td>
<td>Retrofitting existing buildings with new lighting</td>
</tr>
<tr>
<td>Building schedules</td>
<td>$400,000</td>
<td>Reducing lighting, HVAC during unoccupied periods</td>
</tr>
<tr>
<td>HVAC dorm occupancy control</td>
<td>$400,000</td>
<td>Occupancy sensors on HVAC in student rooms</td>
</tr>
<tr>
<td>Compact fluorescent light bulbs</td>
<td>$250,000</td>
<td>25,000 CFL's installed or distributed</td>
</tr>
<tr>
<td>Personal computer hibernation</td>
<td>$150,000</td>
<td>Shutdown personal computers when not in use</td>
</tr>
<tr>
<td>Occupancy sensors</td>
<td>$150,000</td>
<td>Automatic lighting controls; 2500 installed</td>
</tr>
<tr>
<td>Bulb specification and rebulbing</td>
<td>$100,000</td>
<td>NYU-wide policy on efficient lighting</td>
</tr>
<tr>
<td>Recommissioning</td>
<td>$100,000</td>
<td>&quot;Tuning&quot; large building HVAC systems</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,050,000</strong></td>
<td></td>
</tr>
</tbody>
</table>
Energy Use Reductions

NYU Total Weather Adjusted MMBTUs Consumed From All Commodities

Monthly MMBTUs

- 160,000
- 140,000
- 120,000
- 100,000
- 80,000
- 60,000
- 40,000
- 20,000

September, October, November, December, January, February, March, April, May, June, July, August

Represents a 15% reduction in BTU/SF from FY2007
### Energy Conservation Measure

**Building Schedule Example**

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Monthly Energy Consumption in kwh (July)</th>
<th>Energy Cost for July 2009</th>
<th>Operating Hours/ Month</th>
<th>Cost per hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kimmel</td>
<td>284,000</td>
<td>$63,278.57</td>
<td>600</td>
<td>$105.46</td>
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<tr>
<td>Silver</td>
<td>744,400</td>
<td>$159,278.17</td>
<td>720</td>
<td>$221.22</td>
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<tr>
<td>Meyer</td>
<td>493,920</td>
<td>$103,053.29</td>
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<tr>
<td>Coles</td>
<td>229,600</td>
<td>$50,365.09</td>
<td>720</td>
<td>$69.95</td>
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<tr>
<td>19 West 4th</td>
<td>48,000</td>
<td>$10,606.02</td>
<td>720</td>
<td>$14.73</td>
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<tr>
<td>Stern - MEC</td>
<td>298,400</td>
<td>$62,794.63</td>
<td>600</td>
<td>$104.66</td>
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<tr>
<td>Totals</td>
<td>2,098,320</td>
<td>$449,375.76</td>
<td>4080</td>
<td>$659.15</td>
</tr>
</tbody>
</table>

**Monthly Savings**

*Assumes a reduction of one (1) hour/building/day*

$9,887.30
How can we partner to reach our goals?

1. Building Schedules
   • Work with us to modify building lighting and heating/cooling schedules that reflect building usage and vacation/break schedules

2. Set Point Changes
   • Expand the comfort zone in your area – higher temp. set points in the summer and lower in the winter
   • One (1) degree change would result in an energy savings across campus of $500,000

3. Computer Hibernation
   • Help fully implement hibernation protocols on all desktops and laptops – estimated savings $750,000/year

4. Lighting Retrofits
   • Work with us to install high efficiency lighting in your work area
Emerging Issues

- Transportation issues
  - Bicycle support, safety, access, and storage
  - Reduce NYU Shuttle systems and/or convert to non-diesel

- Building/renovation issues
  - Planning and budgeting for green buildings from the outset
  - Green roofs

- Meshing academic/operational interests

- "Sustaining" Sustainability
  - Move initiatives and projects from STF to operational units and divisions (part of ongoing business)
    - Sustainability Advocates
    - Residence Hall competitions
    - Purchasing guidelines