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

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

Faculty Senators Council Members Present: Patricia Crain, James Fernandez, Floyd Hammack (Chair), Josephine Hendin, Carol Hutchins, Kose John, Mary Ann Jones, Rebecca Karl, Anthony Kovner, Carl Lebowitz, Wen Ling, Marie Monaco, Laurin Raiken, James Ramsey, Carol Shoshkes Reiss, Nava Rubin, Ronald Sadoff (for Terence Moran), Paul Thompson, Nancy Van DeVanter, Anthony Vernillo, Paul Wachtel and Daniel Zwanziger.

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

Deans Council Members Present: Charles Bertolami, Mary Brabeck (Chair), Mark Callahan (for Lynn Videka), Anita Farrington (for Matthew Santirocco), Susan Greenbaum (for Sally Blount), Joanne Hvala (for Thomas Cooley), Robert Lapiner, Tyra Liebmann (for Ellen Schall), Louis Scheeder (for Mary Schmidt Campbell), Catharine Stimpson, Michael Stoller (for Carol Mandel) 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 Vice President John Beckman (for Senior Vice President Robert Berne).

Review and Approval of the Minutes of the October 1, 2009 Meeting

Upon motion duly made and seconded, the Minutes of the October 1, 2009 meeting were approved unanimously as submitted.
REPORT OF THE PRESIDENT

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

Dr. Sexton expressed sorrow over the recent loss of two members of the University community. On November 2, Silver Professor and Professor of Computer Science in the Courant Institute of Mathematical Sciences Amir Pnueli died suddenly of natural causes. Professor Pnueli was one of the three Courant professors who received a five-year, $1.8 million grant from the National Science Foundation to create computer models of the development of pancreatic cancer (Exhibit A, page 3). On November 3, a junior enrolled in the College of Arts and Science died by taking his own life. An email was sent to the University community regarding the death. Dr. Sexton asked the Senate to observe a moment of silence in memory of these passings.

Dr. Sexton advised he was pleased to announce that the Langone Medical Center has been named one of the "Top Ten Hospitals in America" by Becker's Hospital Review. Becker's is a bi-monthly publication that compiles annual rankings based on a composite analysis of several major ranked lists, including *U.S. News and World Report* and Thomson Reuters, a leading source of information for businesses and professionals. NYU Langone Medical Center was cited for new initiatives such as the planned Neuroscience Institute and the recently-opened Center for Excellence on Urologic Disease.

Dr. Sexton stressed the importance of the University taking a leadership role in the current debate over the importance of higher education in charting the future of the United States. He acknowledged that the task of promoting public investment in higher education will not be an easy one, given the present economic climate and the fact that New York State is expected to face a huge structural deficit over a number of years. Dr. Sexton remains concerned about what he sees as a national devaluation of higher education and quoted from recent remarks by Arthur Levine, President of the Woodrow Wilson National Fellowship Foundation and former president of Teachers' College at Columbia, that higher education no longer stands on a pedestal and is increasingly seen as isolated, out of touch, not serving the public need and unable to control spending.

PROFILE OF THE CLASS OF 2013

Vice President for Enrollment Management and University Institutional Research Randall Deike reported on the Class of 2013. A record number of 37,000 applications were received for the Class of 2013, and approximately 11,000 applicants were offered
admission. Of these, approximately 4,800 students are enrolled in the freshman class. Dr. Deike noted that the number of high school graduates overall nationally is expected to decline over the next several years as a result of historically lower birthrates for that cohort. Geographically, there will be a five to ten percent decline in the number of high school graduates in the Northeast, whereas some areas of the South will experience an increase. The mean high school grade point average for this year's entering class was 3.62, and the average combined SAT score was 1364. Both of these numbers are statistically similar to those for last year's freshman class. This year's freshman class is 56.8 percent female and 43.2 percent male. Approximately 31 percent of the freshman class identifies as Asian, 3.4 percent as African-American and 6 percent as Latino. Diversity remains a significant issue in the University's future recruitment plans, and efforts are underway to reach out to Native Americans among other ethnic groups. Almost 300 additional applications were received from international students this year compared to last year, and they make up approximately eleven percent of the freshman class, which is a two percent increase from last year. Much of the increase in international students is from Korea, China and Singapore. Eight percent of the freshman class comes from New York City, and more than 21 percent comes from the greater New York area. In response to a question about transfer students, Dr. Deike said that the University received a record number of approximately 5,300 applications from transfer students, which is an increase of more than 400 over last year.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Professor Hendin reported that the Committee had been asked to consider a change in the academic year calendar affecting the spring semester, which it will present to the Senate for its approval at the next Senate meeting.

REPORT OF THE COMMITTEE ON ORGANIZATION AND GOVERNANCE

Ms. Petrie reported that the Committee met on October 8 and discussed the issue of whether, in accordance with the Senate Rules of Procedure, the Senate should schedule an organizational meeting in September prior to the first general meeting in October. This year's organizational meeting did not take place, and the Committee concluded that the organizational meeting held last year had not been as effective as had been hoped. In lieu of an organizational meeting next year, the Committee is looking at ways to try to organize the standing committees prior to the first general meeting of the Senate next year. The Committee also is taking up the issue of reviewing and making recommendations for the composition of the Senate for the next four-year period from June 1, 2010 to May 31, 2014.
REPORT OF THE FINANCIAL AFFAIRS COMMITTEE

Executive Vice President Michael Alfano reported that the Committee met immediately following last month's Senate meeting to review the fiscal year 2010 budget and lay out preliminary guidelines for the fiscal year 2011 budget. Dr. Alfano stressed that difficult times lay ahead for the University and that the Committee will be digesting the recommendations set forth in Re-engineering II, the follow-up initiative to Re-engineering I that was undertaken in 2007 to ensure the University’s continued academic momentum and financial stability. Dr. Alfano reported that the Committee has placed the budget online at www.nyu.edu/budget2010 in order to make it more accessible to members of the community. The material presented also is more comprehensive and comprehensible than in previous years with the aim of helping all interested parties better understand the University’s budget.

Dr. Sexton expressed his gratitude to Dr. Alfano for implementing the re-engineering programs at the University. Dr. Alfano noted that Re-engineering I, which is focused solely on the University's administrative units, is expected to achieve approximately $62 million in savings overall, and he thanked the administrators for their efforts in achieving this milestone. Re-engineering II will be focusing on the individual Schools. Schools will be expected to generate savings and/or produce new revenues with a net total dollar value equal to $38 million, capping out at $78 million at the end of three years, which equals 3.4 percent of net tuition revenue in fiscal year 2010, increasing to 6.4 percent of net tuition revenue by fiscal year 2013, and then leveling off. Dr. Sexton emphasized that the primary goal of the University's re-engineering efforts is to maintain the short and long-term financial stability of the University. Dr. Sexton noted that New York State funding for such programs as Bundy Aid and the Higher Education Opportunity Program may face cutbacks and Dr. Alfano advised that Bundy Aid has already been removed from budget projections as a precaution. Dr. Alfano acknowledged that part of the re-engineering efforts includes budget cuts such as the salary freeze implemented this fiscal year.

Dr. Sexton advised that the University has lost approximately $8 million in recent years attributable to housing for faculty and noted the possibility that adjustments to individual rents may be necessary in order to close that gap. Dr. Sexton explained that the University leases approximately 2,000 units to faculty members and, in response to a question, discussed factors contributing to the calculation of the loss.

In response to a question about timelines regarding the dissemination of information about future budget cuts, Dr. Alfano related that the Re-engineering II Advisory Committee, which was established to review the ideas, approaches and processes promulgated by the five Re-engineering Task Forces (Information Technology, Construction and Facilities Management Optimization, Human Resource Policies, Revenue Programs and University Finance Systems), submitted a preliminary report and
created a set of guidelines for the administration to review. Dr. Alfano said that the bottom line is that unpleasant decisions will be made. A communication to the University community is expected to be posted in the next few months. Dr. Sexton pointed out that this is all being done under the direction of the University's Board of Trustees, and its active Finance Committee. He stressed that any cuts the administration makes to the budget will be sensitive to not adversely impacting the University's core academic values.

An exchange took place regarding the sensitivity of administrators to academic values and the extent to which they are being considered in connection with the budget cuts. That commentator also stated that she found many of the budget reports available on the web difficult to understand due to the use of acronyms and technical terminology. Dr. Sexton pointed out that he and a number of other members of the senior team also hold faculty positions, and the members of the senior leadership team do not cede their respect for academic values to anyone. Dr. Sexton stressed that he and the senior leadership team spend numerous hours acquiring the knowledge necessary to undertake the highly matrixed decisionmaking that underlies their choices. He referred to the NYU Framework 2031 document released in April 2008, which was vetted by all members of the University community, identifies the challenges and constraints facing the University and provides guidelines for making the appropriate choices going forward. Dr. Sexton said he welcomed any email suggestions regarding the online budget and offered to assure that assistance is provided to individual members of the Senate requesting help in understanding the budget.

**REPORT OF THE PUBLIC AFFAIRS COMMITTEE**

In Professor Tannenbaum's absence, Professor Jones reminded the Senate that it will be necessary to change the date of Commencement 2010 from Thursday, May 13, to Wednesday, May 12 because that is the only day that either baseball stadium is available. The Committee met, discussed the matter and recommends the following resolution, which was included in the packet for today's meeting:

"Upon the recommendation of the Public Affairs Committee, the date and location for the 2010 All-University Commencement Exercises is hereby changed from Thursday, May 13, 2010 to Wednesday, May 12, 2010 in Yankee Stadium."

The resolution was approved unanimously by the Senate.
COUNCIL REPORTS

Administrative Management Council

Mr. Summers reported that the Council's Benefits Committee met with Vice President for Human Resources Catherine Casey to discuss information related to the recommendations related to re-engineering in the benefits and human resources area. In a few weeks, the Council will be hosting a Town Hall luncheon with Dr. Sexton. In December, Dr. Alfano is scheduled to provide the Council with updates on the University's re-engineering efforts.

Mr. Summers related that he was pleased to announce that the NYU team consisting of administrators, faculty, students and staff, the NYU Clinical Cancer Center and the NYU College of Nursing, collectively raised over $30,000 for the American Cancer Society's "Making Strides Against Breast Cancer" walk in October. NYU was ranked the fourth highest fundraising team in Manhattan.

Deans Council

Dean Brabeck reported that the Council continues to discuss faculty searches, global studies and cross-School curriculum efforts. The Council will be meeting with the Faculty Senators Council's Executive Committee to discuss the issue of non-tenure track full-time faculty at the University.

Student Senators Council

Ms. Petrie reported that the Council's Executive Committee reached out to the entire student body following the student death earlier this week. The Council has increased the number of monthly meetings and is addressing the issue of campus transportation, particularly the closing of the bus service to Stuyvesant Town. The Council will be looking at the change in service that is expected to take place within Information Technology Services. Ms. Petrie advised she was pleased to note that students serve on many of the re-engineering task forces.

Faculty Senators Council

Professor Hammack reported that the Council has been monitoring the modifications being considered in benefits offered to faculty and administrators. The Tenure Modifications Committee has been reviewing a new tenure and promotion document being developed for tenure track faculty at the Steinhardt School of Culture, Education,
and Human Development. The Personnel and Affirmative Action Committee continues to review the status of non-tenure track full-time faculty at the University. The Council continues to update and streamline its website.

NEW BUSINESS

Professor Reiss requested that the University provide additional bicycle racks around the University. Dr. Alfano noted that there already is an initiative in place to provide additional bicycle racks and that Associate Vice President for Planning and Design Lori Mazor is looking at potential sites around campus for bicycle racks. In addition, New York City building codes now mandate that any new building must include storage space for bicycles. Dr. Alfano urged everyone who uses a bicycle to be careful.

PRESIDENT'S QUESTION TIME

The Faculty Senators Council submitted a question regarding the freshman class at NYU Abu Dhabi.

Dr. Sexton said that the standard for admission to NYU Abu Dhabi is highly selective and the first class of students will be admitted in the fall of 2010. The inaugural class will be made up of approximately 100 students from around the globe, each of whom could be accepted to any of the world's best universities. The University has developed with assistance from the Institute of International Education a pool of the 900 leading high schools around the world who have nominated students from the top ten percent of their classes for consideration for admission into NYU Abu Dhabi. To date, between 300 to 400 finalists are scheduled to travel to Abu Dhabi in rolling sessions for three days to help the candidates decide whether to apply for admission. Regular applicants to the University who also are interested in being considered for admission to NYU Abu Dhabi may check a box on their application requesting that if they are admitted to NYU New York, they also should be considered for NYU Abu Dhabi.

There being no further business, the meeting was adjourned at 4:00 p.m.

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

**NEWS AND EVENTS**

The University recently announced that NYU researchers have received to date more than $45 million in federal stimulus R&D funds under the American Recovery and Reinvestment Act. Awards to faculty at Washington Square totaled $14.6 million; awards at the Langone Medical Center totaled $29.3 million; and awards at NYU-Poly totaled $1.4 million. Scores of additional grant applications are still under consideration, with award decisions expected in the coming months. I salute our faculty and researchers for their stellar work.

The 2009 NYU Community Fund-United Way Combined Campaign is under way! Now in its 27th year, the fund, supported entirely by NYU employees, provides much needed financial support to local nonprofit community organizations involved with the arts, the elderly, the homeless, and children and youth. Last year, NYU employees donated more than $130,000 to the campaign. To make your donation or to learn more about this signature university program, visit www.nyu.edu/community.fund.

The Silver School of Social Work recently inaugurated the McSilver Institute of Poverty Policy, Practice, and Research. First announced in 2007, the Institute is supported by a major donation from NYU alumni Constance and Martin Silver. The Institute will partner with more than 600 social service agencies in the New York City area to combat the consequences of poverty, focusing on using the knowledge gained through current and planned research work to achieve a direct impact. The Institute officially launched with two events: an October 3 conference featuring Geoffrey Canada, CEO of the Harlem Children’s Zone; and an October 16 conference with Linda Gibbs, deputy mayor for human services, and a panel of experts.

Mayor Michael Bloomberg visited campus on October 26 to deliver a speech sponsored by the Wagner School’s Urban Planning Student Association. In his remarks, he outlined his vision for New York City should he be elected to another term.

Peter R. Orszag, Director of the Office of Management and Budget in the Obama Administration, delivered an address at NYU on November 3. In an event sponsored by the Wagner School, Orszag offered his insights on “Rescue, Recovery, and Reining in the Deficit.” As Director of OMB, Dr. Orszag assists the President in overseeing the preparation of the federal budget and supervising its administration in Executive Branch agencies. He was previously a visiting scholar at the Wagner School.
The new center for NYU Abu Dhabi, 19 Washington Square North, will celebrate its official opening on November 11 with a dinner and reception. The newly renovated townhouse includes space for events, faculty and administrative offices, a global seminar room, and a welcome center for prospective students. The center will be a gateway for NYU Abu Dhabi here at Washington Square.

FACULTY HONORS

History professor Greg Grandin has been named a National Book Award finalist in the nonfiction category for his book *Fordlandia: The Rise and Fall of Henry Ford's Forgotten Jungle City*. *Fordlandia* chronicles Henry Ford's little-known attempt to create a perfect American company town – in the form of a rubber plantation twice the size of Delaware – in the Brazilian Amazon. This year’s award winners will be announced at the National Book Awards Benefit Dinner and Ceremony on November 18.

Dolly Chugh, assistant professor at the Stern School, has been chosen as a finalist in the 2009 Faculty Pioneer Awards by the Center for Business Education at the Aspen Institute. This annual recognition awards business school professors who have demonstrated leadership and risk-taking through integrating ethical, environmental, and social issues into the MBA curriculum. Chugh researches the less ethical choices people tend to make when viewing a situation as a potential loss instead of a potential gain.

Two nursing faculty members have received awards from the New York State Nurses Association:

- **Gail D'Eramo Melkus**, the Florence and William Downs Professor in Nursing Research and one of the nation’s leading experts on diabetes care for ethnic and minority groups, received the 2009 Distinguished Nurse Researcher Award.

- **Mary Rosedale**, assistant professor in the College of Nursing who also has a faculty appointment in the Department of Psychiatry, received the Novice Nurse Researcher Award for her work using Transcranial Magnetic Stimulation in the field of women's mental health and brain health.

STUDENT HONORS

Ceridwen Dovey, a doctoral candidate in anthropology, has been selected by the National Book Foundation as one of its “5 under 35” top young fiction writers. Ceridwen’s inaugural novel, *Blood Kin*, is a tale of a fictional military coup. She will be honored with the other awardees at a November 16 ceremony kicking off the foundation’s annual National Book Awards week.

ALUMNI HONORS

Interactive Telecommunications Program alumna Camille Utterback (TSOA '99) has been named a 2009 MacArthur Fellow. Camille was selected for the award for her visually arresting works that use digital technologies to redefine how viewers interact with art. The MacArthur
Fellowships, commonly referred to as “genius grants,” honor individuals who show extraordinary originality and dedication in their creative pursuits as well as great promise, and include a five-year, unrestricted $500,000 grant.

Two alumni were honored during NYU’s annual Alumni Day events in October:

- Novelist, short story writer, and playwright Warren Adler (ARTS ’47) received the 2009 College of Arts and Science Alumni Achievement Award.
- Sarah Fryer Leibowitz (WSC ’64, GSAS ’68), an expert in the field of behavioral neurobiology, received the Graduate School of Arts and Science 2009 Alumni/Alumnae Achievement Award.

GRANTS

Five professors – Anindya Ghose of Stern, Nasir Menon and Ramesh Karri of NYU-Poly, Helen Nissenbaum of Steinhardt, and Rae Zimmerman of Wagner – were awarded a $2.12 million grant from the National Science Foundation (NSF). The grant provide research support and student scholarships for the professors’ interdisciplinary program, ASPIRE, which will focus on identifying and providing practical, cost-effective solutions to information security and privacy problems from technical, ethical, policy, and business perspectives.

David Heeger, professor in the Department of Psychology and the Center for Neural Science, and Stern School of Business marketing professors Eric Greenleaf, Geeta Menon, Rom Meyvis, and Vicki Morwitz were awarded a two-year, $1.1 million grant by the National Institutes of Health (NIH). Their project will assess the effectiveness of television anti-drug ads in deterring drug use by combining marketing research with functional magnetic resonance imaging and eye movement data.

The Ellison Medical Foundation has awarded Assistant Professor of Biology Matthew Rockman a New Scholar grant to study how genetic variation contributes to aging. Matthew will study genetic differences among wild strains of the worm C. elegans with the goal of better understanding specific genes that drive the aging process.

Nicola Partridge, chair of the Department of Basic Science & Craniofacial Biology at the College of Dentistry, has been awarded a two-year, $1.5 million NIH grant to expand her research. The grant will enable her to hire two new junior faculty members to conduct research relevant to bone remodeling and craniofacial development and disease.

A team of Courant Institute professors – Bud Mishra, Amir Pnueli, and Patrick Cousot – have received a five-year, $1.8 million grant to create computer models of the development of pancreatic cancer. The team, which will use cutting-edge computer tools to replicate the way cancer cells communicate and multiply, aims to provide a platform for understanding the progression of the disease. The award is funded by the NSF as part of the American Recovery and Reinvestment Act.