Minutes of a Stated Meeting of the

Senate of New York University

February 2, 2006

A stated meeting of the Senate of New York University was held in the Eisner and Lubin Auditorium on the fourth floor of the Kimmel Center for University Life at 2:15 p.m. on Thursday, February 2, 2006. The meeting was convened with Dr. Sexton in the chair.

Present in addition to the President were members of the Faculty Senators Council Al-Askari, Anderson, Azmitia (for Mikhail), Benhabib, Billman, Black, Buchanan, David, Frommer (for Vernillo), Hendin, Hinojosa, Jolly (for Eaton), Jones, Kovner, Lebowitz, Lehman, Milliken, Moran, O'Connor, Raiken, Schacht, Schonberg, Thompson, Varadhan (for Conley), and Vitz; members of the Student Senators Council Brady, Chen, Choo (for Fishman), Fung, Gray, Hacker, Hirawat, Hou, Lee, Levine, MacDonald, Minteh, Patel, Punjabi, Simmons, Thomas, Washington, and Woolfstead; members of the Deans Council Alfano, Brabeck, Callahan (for England), Cameron (for Campbell), Delgrosso (for Santirocco), Foley, Godsoe (for Schall), Kastner (for Mandel), Moore (for Mirsepassi), Stimpson, and Winer (for Cooley); members of the Administrative Management Council Al-Islam, Moppett, and Pender; and members of the University Administration Provost McLaughlin; Executive Vice President Lew; Senior Vice President Berne; and Acting Secretary Chamberlin, constituting a quorum.
Approval of Minutes

The minutes of the stated meeting of the Senate held on December 8, 2005, were approved.

Report of the President

Dr. Sexton referred to a memorandum, which had been circulated with the mailing prior to today's meeting and is attached to these minutes as Exhibit A, that outline some of the collective achievements at the University at the start of the spring semester.

In addition to the information found in Exhibit A, Dr. Sexton reported on the following.

Update on Injured Faculty Member

Dr. Sexton was pleased to provide a favorable report on the condition of Adjunct Associate Professor of Music and Music Education in The Steinhardt School of Education Joseph Church. Professor Church was listed in stable condition after being admitted to Saint Vincent's Hospital following an unprovoked incident in which he was stabbed in the chest with a screwdriver at Schwartz Plaza on January 31. His assailant has been arrested and charged with felony assault and possession of a weapon.

Graduate Teaching Assistants Update

Dr. Sexton reported that the majority of the University's graduate teaching assistants who had been on strike had returned to their classrooms and that virtually all classes were meeting as scheduled. Dr. Sexton said that a notice had been sent to the handful of
graduate teaching assistants who were still on strike explaining that the University would be moving forward with the consequences outlined last November by the administration. If it was determined that a graduate teaching assistant was not meeting his or her responsibilities by December 5 or the first class period thereafter, the planning assumption was that he or she would not be eligible for teaching duties and other graduate assistant responsibilities in the spring semester. Dr. Sexton acknowledged that this was a step that the administration had hoped it would not have to take, but stressed the University's commitment to the academic progress of its students and to ensuring that all graduate teaching assistants fulfill their commitments to the students and the University.

Dr. Sexton expressed his appreciation to the deans, department chairs, and graduate assistants whose efforts have contributed to minimizing the impact of the strike on the University's academic mission. He said that while the various constituencies within the University were beginning to come together as a community, there still was considerable work to do to ensure that the graduate assistants are fully aware of their importance to the University.

Admissions

Dr. Sexton was pleased to announce that the University had received a record number of more than 35,000 applications, which is approximately five percent more than last year's total. In addition, the number of early decision applications increased by approximately four percent over last year's total.
Student Scholarship Programs

Dr. Sexton reported on the following scholarship programs and grants.

Reynolds Program. The Catherine B. Reynolds Foundation Program in Social Entrepreneurship has begun accepting applications from graduate and undergraduate students from throughout the University. Ten undergraduate scholarship winners will receive a $20,000 tuition award each year for their final two years of study, in addition to a summer internship stipend. Successful graduate applicants will receive up to $25,000 for each of two years of study.

Brademas Center Internships. The John Brademas Center for the Study of Congress has launched its Washington, DC Summer Internship Program. This is the first time that the University has offered paid internships in Congressional offices for undergraduate and graduate students.

Zuckerman Forum. The preliminary debating competitions of the first-ever Zuckerman Forum will take place on February 17, beginning at 9:00 a.m. in the Silverstein Lounge in the Silver Center. Approximately 285 students, or more than 140 teams, have registered for the competition. The question to be debated is whether the United States should adopt a policy of universal community service for all of its citizens. At the tournament’s conclusion in April, $135,000 in scholarships will be distributed to the top eight teams.
Partnership for Teacher Excellence. In his State of the City address held the previous week, New York City Mayor Michael Bloomberg announced the formation of The Partnership for Teacher Excellence. The Partnership will bring together the University (through its Steinhardt School of Education, Faculty of Arts and Science, and Ehrenkranz School of Social Work), The City University of New York, and the New York City Department of Education to develop and implement innovative designs for teacher education, with an emphasis on teaching in New York City and a commitment to continue to support early career teachers. Dean Brabeck added that the initiative is supported by a $15 million four-year grant from the Carroll and Milton Petrie Foundation to be shared among the partners and that approximately 100 candidates would be recruited this fall to graduate programs for teachers of math, science, special education, and language learners of English. The College of Arts and Science will collaborate with the Steinhardt School to enroll undergraduates in a new five-year BA/MA sequence leading to teacher certification. A number of NYU’s Partnership students will receive scholarship support in return for at least a two-year commitment to work in New York City public schools.

NYU Achievements

Dr. Sexton was pleased to report on the following events at the University and some recent accomplishments by members of its community.

- The "Wellness Exchange" received the silver "Award of Excellence" in a national competition hosted by the National Association for Student Personnel Administrators (NASPA). It is the first time that the University has been recognized
in the Student Health, Wellness, and Counseling category, and its Wellness Exchange is now considered a model for other colleges and universities.

- Professor of Music and Music Education Dinu Ghezzo and Adjunct Professor of Communication Studies Eugene Secunda, both of The Steinhardt School of Education, have received Fulbright awards for work during the 2005-2006 academic year. This is in addition to the three Fulbright award winners reported on at the Senate’s December meeting.

- Professor of Philosophy, Professor of Law, and University Professor Thomas Nagel has received a Distinguished Achievement Award from the Mellon Foundation. The award, up to $1.5 million to be granted to the University over three years, recognizes a small number of scholars in the humanities whose work has been of the highest caliber.

- Henry and Lucy Moses Professor of Science and Professor of Neural Science and Psychology Joseph LeDoux has received the Fyssen Foundation’s 2005 International Prize for his work on the neural basis of emotions. Professor LeDoux will formally receive the award, which includes a cash prize of 50,000 Euros, at a ceremony to be held in Paris next month.

- Margaret and Herman Sokol Professor of Chemistry and Director of Graduate Admissions in the Department of Chemistry Nadrian Seeman has been named the winner of the 2005 World Technology Award for biotechnology by the World Technology Network. Dr. Seeman and his NYU colleagues were pioneers in the field of DNA nanotechnology.
Professor of Law, University Professor, and Co-Director of the Lawyering Program Anthony Amsterdam will be honored by The Fellows of the American Bar Foundation at its 2006 mid-year meeting to be held in Chicago later this month. Professor Amsterdam will receive the Outstanding Scholar Award at the 50th Annual Awards Banquet at which his colleague, Associate Professor of Law Noah Feldman, will deliver a keynote address.

Many talented alumni and faculty have received nominations for this year’s Academy Awards, including John Canemaker (animated short film), Ang Lee (director), Philip Seymour Hoffman (actor), Felicity Huffman (actress), and Tony Kushner (screenplay).

Dr. Sexton reported that the University was ranked among the top 25 most wired campuses in the Princeton Review’s annual survey of 361 U.S. colleges and universities.

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

Report of the Academic Affairs Committee

Honorary Degrees

Professor Anderson reported that the Committee made its presentation of honorary degree nominations to the Academic Affairs Committee of the Board of Trustees and that letters were being sent to individuals whose nominations have been approved. Professor Anderson encouraged all of the University’s constituents to continue to submit names to ensure that there is an ongoing list of potential candidates who reflect the breadth of the
University's scholarly and educational interests and who can stand as public symbols in the areas of distinction achieved by the University.

**Classroom Space**

Professor Anderson noted that the Committee would be addressing the adequacy of the classroom space, at the present and for the future, available to educate an undergraduate student body whose numbers have grown steadily over the last few years.

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

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

Professor Black reported that the Committee continued to review the status of each of the constituent bodies of the University Senate.

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

**Report of the Financial Affairs Committee**

The Financial Affairs Committee had no report for this meeting.
Report of the Public Affairs Committee

In Professor Tannenbaum’s absence, Ms. Woolfstead reported that the removal of Coca-Cola products from the University’s campus had been successful. She noted that the Committee was beginning to organize the annual report on campus security for presentation to the Senate at a later meeting. Dr. Sexton added that although Coca-Cola products had been removed from the campus, it was important to make sure that outside caterers be made aware of the ban.

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

Council Reports

Administrative Management Council. Ms. Moppett reported that the Council met on January 10 and that the first electronic edition of the Council’s newsletter The Administrator had been sent out in January. The Community Service Committee chaired by Alexis Rodriguez-Nieves and Ida Longarino co-sponsored a Holiday Toy Drive with the Office of Community Relations and on December 17 distributed over 1,000 toys to children at the Ninth Precinct located on the Lower East Side. The Community Service Committee is currently working on a Mardi Gras fundraiser scheduled to take place on February 27 for victims of Hurricanes Katrina and Rita. All proceeds will be donated to “First Book,” a national non-profit organization whose mission is to give children from low-income families the opportunity to read and own their first new books. The Personnel and Benefits Committee, chaired by Katherine Drummond, has finished working on the Council’s budget
recommendations to the Financial Affairs Committee. The Ad Hoc Committee on Assessment and Governance, chaired by Marguerite Sharkey, has drafted the Council’s response on the composition and operation of the Senate as requested by the Committee on Organization and Governance.

Deans Council. Dean Brabeck reported that the Council continues to discuss ways to reach out to faculty and students.

Student Senators Council. Ms. Chen reported on the successful Book Fair that had recently taken place. The annual all-University games are scheduled to take place on February 16, and the annual Violet Ball will be held on March 4 at the Puck Building. The Council held a very productive discussion at its last meeting on January 26 and discussed the Graduate Affairs Committee’s report and proposal to establish a mechanism for greater representation of graduate teaching assistants. The proposal was circulated electronically prior to today’s meeting and is attached to these minutes as Exhibit B. Ms. Chen asked the Chair of the Graduate Affairs Committee Rodney Washington for his comments on the proposal.

Mr. Washington expressed his gratitude to the entire University community for its continued support, noting in particular the members of the Graduate Affairs Committee, a subcommittee of the Student Senators Council’s University Committee on Student Life, composed of elected representatives from the graduate and professional schools.
Mr. Washington asked that the Academic Affairs Committee and the Committee on Organization and Governance forward any comments to him regarding the proposal.

**Faculty Senators Council.** Professor Hinojosa reported that the Council hosted a spring semester faculty reception at the Torch Club on January 24 and sponsored a Faculty Family Day at the Coles Sports and Recreation center on January 29. At the Council’s January 26 meeting, Mr. Lew reported on the University’s budget process. The Educational Policies Committee is engaging in discussions about the Global Public Health Program and also will be discussing maintaining academic quality in international programs. The Tenure Modifications Committee reviewed and approved changes to the tenure process for four schools, and one school’s recommended changes are being discussed with the Provost and the school’s tenure committee. The Council has requested that it work with the Provost’s Office on developing grievance guidelines applicable to the University’s sexual harassment policy. The Provost has requested that the Council establish an ad hoc committee of the elected representatives of the faculty to comment on the proposed establishment of the Institute for the Study of the Ancient World and to advise the President and Provost regarding this potential academic opportunity. The Council’s Executive Committee has decided that the ad hoc committee should consist of members from the Educational Policies and Governance Committees.

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Dr. Sexton gave an update on two initiatives discussed at the Senate’s last meeting.
Institute for the Study of the Ancient World. Although the proposal is still in formation, it is hoped that a formal announcement of the establishment of this new Institute will be made before the next Senate meeting. The proposed Institute would be devoted to the study of antiquities, both artistic and cultural, but would not involve the acquisition of any antiquities. It is expected that the proposed Institute will operate in a fashion similar to the Institute of Fine Arts or the Courant Institute of Mathematical Sciences and be run by its own Director. The proposed Institute would be fully funded under an extraordinary gift agreement for the benefit of doctoral and post-doctoral students. Dr. Sexton was pleased to note that news of the proposed Institute had been greeted very favorably by faculty. Dr. Sexton said that with the exception of La Pietra, the proposed gift could be the largest in the history of the University.

American University of Paris. The proposed alliance between NYU and the American University in Paris ("AUP") continues to move forward in furtherance of the University’s global objective of establishing branch campuses overseas. As part of the proposed cooperative agreement, NYU faculty would be given the opportunity to teach at AUP, and AUP faculty and students at AUP would be able to participate in research projects, lectures, and colloquia conducted by NYU. AUP undergraduates would have special access to NYU programs in Paris, and qualified AUP students would be entitled to spend up to a full academic year at any of NYU’s global campuses or a spring semester at NYU’s Washington Square campus. AUP students in the top quarter of their classes at the end of two academic years at AUP would be permitted to transfer to NYU and, after
successfully completing two academic years at NYU, to receive NYU degrees. A reciprocal scheme would be available for NYU students. Dr. Sexton noted that AUP was unique in that it is accredited in the United States by the Commission on Higher Education of the Middle States Association of Colleges and Schools and is recognized as an institution of international higher education in France authorized to award bachelor and master degrees. As a result, the proposed alliance could provide NYU with a platform from which to address from a European perspective the increasingly global academic marketplace and to do so at a reasonable cost on the proposed I’Ile de Seguin site just outside the Paris city limits. The deadline for the University to decide whether to sign the cooperative agreement has been extended from January 1 to April 30, and if the agreement is signed, there would follow a one year period to develop plans for the proposed campus. Dr. Sexton said that he would be discussing the proposed AUP alliance further at a dinner to be held with the Faculty Senators Council.

University Dialogue: Conversation on Emerging Issues

President’s Question Time

Dr. Sexton noted that he previously had received the questions submitted by each of the Councils.

Faculty Senators Council. Professor Hinojosa read the following question:

In connection with the GSOC strike and the related virtual picket line, a few faculty and graduate students apparently continue to hold their classes off campus. Is this fair for the students who expect to be taught on campus?
Does it not make NYU liable in case an accident happens to a student during the forced commute?

Dr. Sexton acknowledged that it indeed was unfair to students who expected to be taught on campus to have to attend classes off campus because of the actions of some faculty members and graduate teaching assistants. Dr. Sexton was pleased to report, however, that although instructors and faculty members who held classes off campus put themselves and the University at risk by doing so, the actual number of individuals doing this was quite small. Dr. Sexton noted that while the decision not to recognize the UAW was firm, the administration nonetheless remained open to dialogue with those who disagree with that decision. He said that while most have found an appropriate way to express their disagreement, faculty and instructors who have moved their classes off campus have placed the burden of their symbolic expression on their students.

Administrative Management Council. Ms. Moppett read the following question:

What strategies, if any, has the University considered to address the impact on relations within the NYU community as a result of the GA job action?

Dr. Sexton noted that although he initially thought it was unfortunate for the University to be the first institution faced with the issue of unionization for graduate teaching students, he now sees the positive value of having worked through this matter towards a satisfactory conclusion of providing graduate students with a stronger voice at the University. Dr. Sexton acknowledged that a period of time would be needed to rebuild a basis of trust and that it was important to recognize the deeply felt moral issues that have surrounded
this issue. He stressed the importance of accepting the good will of people and not resorting to demonize anyone. Dr. Sexton reiterated the importance of his notion of a common enterprise and of recognizing the plausibility of persons who disagree with you. Dr. Sexton reminded the Senate that in August the administration had offered to renegotiate an agreement with the UAW, provided that the union accepted the condition that the agreement would provide no arbitration rights with respect to grievances. This offer was subsequently rejected by the UAW, and the University ended negotiations. The ensuing months have been painful for all concerned, but Dr. Sexton predicted that in a few years, the University community will feel good about what has been accomplished.

**Student Senators Council**. Ms. Chen read the following question submitted by Mr. Punjabi:

> I believe student health is fundamental to the ongoing operation of this academic institution. There however is a lack of awareness to student health services offered as well as a barrier to obtaining medical care. A big barrier to access is complicated insurance policies. What has NYU done to widen its scope of coverage to all students, and if nothing what does it plan to do?

Dr. Sexton pointed out that healthcare and energy are the two highest costs presently facing the economy. He noted that Washington Square’s energy bill, which had been budgeted at $40 million was expected to reach $52 million, an increase of approximately 35 percent. Dr. Sexton said that the administration was well aware of the need to create accessible healthcare for students and is working on several initiatives. Mr. Lew said that conversations have been taking place with student representatives on how to deal simultaneously with the pressure of the cost of health insurance and ensuring increased
access for students to the Health Center. He hopes to release a report on this issue later this year.

**Faculty Senators Council.** Professor Hinojosa read the following question:

The Board of Trustees delegated to the University Senate authority for educational matters and regulations of the academic community. Please comment on why the development of new academic programs (e.g., the Global Public Health program) does not have to be approved by the Senate.

Dr. Sexton said that according to University Bylaw 34(c), the Senate “shall have power to act upon educational matters and regulations of the academic community that affect more than one school.” However, action by the Senate upon such matters is not mandatory. By way of contrast, Dr. Sexton cited Bylaw 34(d) which states that the Senate “shall...define the University calendar,” which is a mandatory duty that the Senate regularly discharges every three years. Dr. Sexton also explained that Rule III of the Senate Rules of Procedure defines the functions of the standing committees of the Senate “to investigate and study substantive matters referred to them by the Senate” and states that the Executive Committee is "empowered to refer questions...to the Senate committees...". Dr. Sexton noted that while questions concerning the development of new academic programs, and specifically the Global Health program, technically would fall within the Senate's jurisdiction, neither the University's Bylaws nor the Senate Rules of Procedure make it mandatory that the Senate address these matters. Dr. Sexton pointed out that no proposals had been brought to either the Executive Committee of the Senate or to the full Senate that such matters be taken up by the Academic Affairs Committee, which according
to the Senate Rules considers "the educational policies of the University." Dr. Sexton further noted that, according to the Office of Academic Program Review, new program submissions are considered by the Graduate Commission and historically have not been referred to the Senate for approval.

**Administrative Management Council.** Ms. Moppett read the following question:

Is there any evidence that either NYU email traffic or library computer systems have been subject to the recently disclosed practice of governmental domestic spying?

Dr. Sexton acknowledged that there had been reports that New York University had appeared on a list of security threats compiled by the Department of Defense. He noted the high correlation between the inclusion of a university on this list and the fact that the institution had a history of protesting the Solomon Amendment, which requires colleges and universities to allow military recruiters on their campuses notwithstanding institutional policies barring employers who discriminate. Dr. Sexton said that a letter of protest has been sent to Congressional leaders. He assured the Senate that there was no indication that any University telephones were being tapped.

**Student Senators Council.** Ms. Chen read the following question submitted by Mr. Punjabi:

Financial aid is a popular topic of discussion for many people. However, merit-based scholarships fall into the background of all this. I understand the importance of financial-based aid, but at the same time I believe NYU heavily
ignores any merit-based aide. A prime example is the University's lack of publicizing the opportunity to appeal for more merit-based scholarships. Is there ever going to be a push for merit-based scholarships, or only financial aid?

Dr. Sexton reported that earlier that day a roundtable discussion with students had been held with trustee Joel Ehrenkranz, who serves as Chair of the Development Committee. Mr. Ehrenkranz had explained that the three priorities of the University's fundraising efforts were faculty, financial aid, and space. While acknowledging that the University had an almost unquenchable need for need-based aid, Dr. Sexton pointed out that several of the gifts announced earlier in today's meeting, including the Reynolds Program and Zuckerman Forum, provide merit-based financial awards.

There being no further business, the meeting was adjourned at 3:45 p.m.

Leona S. Chamberlin
Secretary
EXHIBIT A
MEMORANDUM

January 25, 2006

TO: THE UNIVERSITY SENATE

FROM: John Sexton

RE: Spring Semester 2006

Welcome back to campus. I hope your holidays were joyous and restful. As we move into a new semester it is fair to say that there is much to celebrate about our university — and much reason to hope for an even more exciting future. Of course, even as I report some examples of our collective achievements, there remains much more we can do. A great strength of our community is its deep-seated lack of contentment. Pause with me for a few moments, however, to reflect on some of what has been done.

The Partners Initiative

The unprecedented investment in enhancing the faculty that constitutes the arts and science core of the University is off to a very successful start. In the past year, FAS departments ranging from Computer Sciences to Politics, from English to Biology have hired 52 faculty members, mostly mid-career and junior scholars. We welcome these new colleagues who were recruited from leading universities across the country and around the world. And they will soon be joined by others: there are currently approximately 60 searches underway in the Faculty of Arts and Science, the Courant Institute, and the Institute of Fine Arts.

The Partners Initiative, named for the benefactors (or Partners) who funded it, will increase the size of the Arts and Science faculty by 125 tenured and tenure-track positions — or 20 percent — in the next five to seven years. Replacement of faculty who are expected to retire or leave will, it is estimated, create another 125 vacant positions, making for a total recruitment effort of some 250 new scholars in all. The span of time in which the Partners Initiative will be accomplished is short by university standards, but its effects will last for generations.

Our Campus: A Forum for Ideas

By virtue of its embrace of the excitement of New York City, and its reputation as an intellectual crossroads for thinkers and policy makers around the globe, NYU continues to be the venue of choice for important events and speakers. A few recent, prominent examples make the point:

- Two of the world’s pre-eminent figures in economics and finance — Alan Greenspan, the longtime chairman of the Federal Reserve, and Gordon Brown, Britain’s Chancellor of the Exchequer — were honorees at a special convocation in December.
• Judge Baltasar Garzon, a jurist whose international reputation was built on his fearless investigations of terrorism in his native Spain, hosted the “Transatlantic Dialogues” series, enlisted some of the most prominent and important names in international affairs, including the former president of Spain, Felipe Gonzalez; President Alvaro Uribe of Colombia; Jose Miguel Insulza, the secretary general of the Organization of American States; and former U.S. Secretary of State Henry Kissinger.

• This fall we launched NYU’s Institute for Globalization and Education in Metropolitan Settings (IGEMS); its inauguration drew such prominent figures as Mary Robinson, former U.N. High Commissioner for Human Rights and former President of Ireland; Rita Sussmuth, former speaker of the German Bundestag; and Shashi Tharoor, the U.N. undersecretary for communications, to discuss immigration and the challenges of education.

Enhancing Student Life

We continue to build for our students a deeper and more caring sense of community. We are a large, complex, and diverse university, and so we have sought to create structures that will make it easier for students to navigate NYU and provide them with opportunities to connect with everything our campus and our city have to offer.

The new Student Resource Center, located on the second floor of the Kimmel Center, has evolved into an effective “one-stop” location to connect students to campus activities and life in the city, and help them resolve difficulties. Similarly, the Wellness Exchange, which had its first anniversary this fall, provides students with easy access to an extensive network of health and mental health-related services.

Our Residential Education programs continue to forge stronger ties between academic life at NYU and the residential experience. The expansion of the Explorations “theme floor” program, the continued growth of the “Faculty Fellow in Residence” program, and the creation of such programs as FEAST – Faculty Eating at Student Tables – have all helped contribute to this progress. We have also expanded staffing in the residences, adding more student peer educators and professional live-in staff, with more resident assistants expected to be added next year.

New programs designed and implemented this fall – such as the “Welcome Back to the Square” receptions, “Apple Fest,” and “Breakfast for Dinner” were very successful. They join a roster of recent initiatives, including “The Freshman Beach Ball,” “Midnight Breakfast,” and “Ultra Violet Live.” New, energetic community-based programming continues this semester as NYU launched the “MLK Celebration Week.”

And our interest in our students includes preparing them for life after NYU. A new, significantly expanded career services office will open early in the second semester in the Palladium Residence Hall. The new facility, to be named the Wasserman Center for Career Development, combines in one location (twice the size of the previous facility) an
array of expanded career-related services for undergraduates, graduate students, and alumni.

Spring 2006 will also see the launch of two new programs for NYU’s students: the “Zuckerman Forum,” an annual debate competition, open to all NYU undergraduates that will award over $100,000 in scholarships each year; and the Reynolds Social Entrepreneurship Program, which will provide over $1 million annually in grants to both undergraduates and graduate students who display a talent for social entrepreneurship. Funded through the generosity of two members of the NYU Board of Trustees, Mortimer Zuckerman and Catherine B. Reynolds, these programs underscore our commitment to create a campus community where well-informed students are able to articulate forcefully their own views even as they listen to those of others, and where the social entrepreneurs of tomorrow can help define and craft new ways of bringing transformative and sustainable ideas into and across the public, private, and not-for-profit sectors.

Progress in Fundraising

As we seek to expand our arts and science core, enhance the educational experience for our students, support new programs and promising lines of academic inquiry, remain a vibrant center for intellectual and policy discussions, and make an NYU education financially accessible to as many as possible, fundraising is key. Moreover, it is a measure of validation: the gifts of our donors are tangible signs of their faith in what we are accomplishing and what we aspire to do in the future.

The Campaign for NYU -- our ambitious $2.5 billion fundraising effort -- is more than half complete. I am delighted to report that the year ending August 31, 2005 was the most successful year of the Campaign to date, and that so far this year our fundraising on a year-to-date basis is ahead of that banner year by almost 25 percent. Moreover, some truly significant gifts are on the horizon, and we are actively working with these potential donors. I am also pleased to report that the “Fund for NYU,” our alumni fundraising effort, is ahead of last year both in dollars and number of donors.

The one element of our fundraising that has lagged behind our aspirations is financial aid. This is an important goal for us, as our campaign target is $650 million. To move forward aggressively, last month Debra LaMorte, the senior vice president for university development and alumni relations, unveiled a new effort – effectively, a campaign within a campaign – to put renewed emphasis on this crucial area. Her “Call to Action” has already yielded results: $30 million raised for financial aid since September 1st, $13 million of which went to existing scholarship programs, and $17 million of which is for new scholarship programs (this includes a $5 million gift for scholarships for needy students who are underrepresented on NYU’s campus). Also, in honor of NYU’s 175th anniversary this year, she has created the 175th Anniversary Scholarship Campaign, which seeks endowment gifts of $175,000 from alumni, friends, and parents which will help close the gap for students between existing financial aid awards and what families can afford to pay.
Admissions in Full Swing

From now to May 1st is the busiest time of the year for our Admissions Office. Each week, our campus receives some 1,200 visitors. On the road, across the nation, our admissions staff will visit some 800 high schools, college fairs, and town receptions. We are hopeful for a good year overall in undergraduate admissions, and we are off to a good start. This fall, the University received 3,409 early decision applications, up nearly four percent from last year. This is our largest pool of early decision applicants to date. Applications for admission to NYU were due January 15, and each of the more than 30,000 applications we are likely to have received must be reviewed two or three times before letters of acceptance are sent out on April 1st.

The Changing Physical Face of NYU

The reports of the Presidential Transition Committees four years ago emphasized the importance of improving and expanding the space available for faculty and students, and much progress has been made in the intervening period. There are a number of new or rehabilitated facilities – either in the planning stages or scheduled to open – which bear mentioning:

- We will purchase a new student residence hall on 12th Street between 3rd and 4th Avenues in spring 2009. The facility, which will house some 700 students, is part of an effort to house students closer to campus.
- Design work is underway on construction of a new life sciences facility, to be built at 12-16 Waverly Place.
- New lounge space for students will open in the spring on 8th Street near University Place as part of the renovation of the Languages and Literature Building at 19 University Place. And the Graduate Student Lounge in the Silver Center is being refurnished.
- A new University welcome center, the Jeffrey S. Gould Welcome Center, is set to open in late February and will be located in redesigned space on Washington Square South on the northwest corner of Shimkin Hall, across Schwartz Plaza from Bobst Library. This new facility will serve as a gateway to our campus: a point of contact for prospective students and their families, the starting point for campus tours, a gathering place for our returning alumni, and a general information center for visitors.
- At the Medical Center, the Joan & Joel Smilow Research Center for translational research is nearing completion and will open this semester. An extensive set of projects are underway to upgrade many aspects of the Tisch Hospital infrastructure, including a new Animal Imaging Research Center that is being developed, and a new NYU Ambulatory Care Center for Children’s Services that is currently under construction. The College of Dentistry continues its comprehensive capital renovations, which most recently includes research labs, classrooms, clinic space, and a commons area.
Conclusion

It was a more challenging fall semester than is customary; I want to thank everyone for the forbearance, equanimity, good humor, and perseverance they displayed in those closing days of the semester.

It is a fitting time to remind oneself of the great promise and resiliency of this University. We are on the brink of celebrating our 175th birthday. NYU was founded in April 1831 with a clear, compelling and, at the time, highly unconventional mission: to educate not just a small elite, but the emerging middle class, and to commit to doing so by using the surrounding environment of a great city rather than by fleeing to the more pastoral countryside.

We stand here a century and three-quarters later, having fulfilled our mission on a grand scale and poised for even greater achievements. I look forward to celebrating our anniversary together as a community, proud of our past and confident in our future.
MEMORANDUM

TO: Members of the University Senate

FROM: Anny Chen, Chairperson
Student Senators Council

RE: Proposal
Graduate Assistants/Teaching Assistants

Since the last meeting of the University Senate on December 8, 2005, the Graduate Affairs Committee (a subcommittee of the Student Senators Council's University Committee on Student Life) has been concerned with protecting the rights and interests of GA/TAs. To that end, the Graduate Affairs Committee has proposed the establishment of a mechanism by which Graduate and Teaching Assistants can communicate with the Administration to assure that their concerns are addressed. The proposal was drafted, taking into account numerous suggestions and opinions expressed in emails from students and faculty.

This past Thursday, the Graduate Affairs Committee presented its draft proposal to the SSC's University Committee on Student Life. There was some discussion of the proposal, but, at that meeting, no action was taken on the matter. It was the recommendation of the SSC/UCSL members that this report be distributed to the entire student community for increased debate and dialogue on the issue, and to allow students to share their opinions and concerns.
GRADUATE AFFAIRS COMMITTEE PROPOSAL RE:
GRADUATE STUDENT ORGANIZATION

January 27, 2006

EXECUTIVE SUMMARY

The Graduate Affairs Committee (GAC) of the Student Senators Council/University Committee on Student Life, was charged last November by the President with the responsibility of developing a plan for a new organization to provide voice and representation for NYU's graduate assistants. The GAC solicited ideas widely from the NYU community as it undertook this task and combined these ideas into the following proposals. The GAC wishes to note that this proposal represents the ideas taken from several faculty and students' proposals, not the ideas of the membership of the GAC.

Following receipt of many suggestions from students and faculty over the past several weeks, the GAC now proposes the following:

1. The definition of "affected graduate assistants" who are the subject of this proposal is expanded to include all full-time fully-funded graduate students and fellows who receive tuition remission, health care premiums, and stipends. This group of graduate assistants/fellows will constitute the Assembly of Graduate Assistants.

2. A new ad hoc Structure Committee, not the GAC itself, will be formed promptly with the sole purpose to design the structure of and draft rules for election from the "local" level of Assembly members (i.e., from affected programs and departments) of a new representative body (the House of Delegates). The Structure Committee will have proportionate representation from the Schools, departments, and programs with Assembly members and will cease to exist after the election is concluded.

3. The House of Delegates will be an internal NYU student organization. It will designate a small Conference Committee to confer with the administration on an annual basis about the terms and conditions of financial aid and benefits afforded to affected graduate assistants/fellows in future years – those beyond the years for which the administration has already announced financial aid and benefits provisions.

INTRODUCTION

The Graduate Affairs Committee (GAC), a sub-committee of the University Committee on Student Life and the Student Senators Council, consists of elected representatives from New York University's (NYU) graduate and professional schools. As the elected representative body of NYU's approximately 19,000 graduate and professional students, the GAC advocates on behalf of all graduate and professional students. In this endeavor, the GAC works closely with both students and the administration on issues ranging from graduate student housing, to graduate student resources, to graduate student life.
The GAC respects the right of graduate assistants and teaching assistants (GAs) to express their concerns through the current strike, and the administration's right to address the academic needs within our community. Unfortunately, neither the striking students nor the administration has been successful in engaging the other and rectifying the issues at hand.

As was announced publicly at the November 3, 2005 University Senate meeting, the GAC was charged with creating an instrument that both the GAs and the administration will accept and respect to address the unique issues and interests of GAs. To this end, the GAC has undertaken the following activities:

- Met with Provost David McLaughlin and Executive Vice President Jack Lew;
- Extended several invitations - via e-mail and telephone - to meet with the Graduate Student Organizing Committee's President, but to no avail thus far;
- Convened a town hall, and planned additional forums and meetings with GAs to better understand their primary needs and concerns, as well as to solicit feedback directly from them on this proposal;
- Sent an e-mail to the NYU community on December 4th, in an effort to forestall the December 5th strike consequences deadline. The e-mail publicly asked the administration and the striking students to make concessions. While the administration accepted and postponed the imposition of consequences, a number of the striking students (in particular, their leadership) declined the offer. However, the clear benefit of the communication was that it served as a catalyst for GAs, undergraduates, and faculty to talk and to propose solutions to the current situation. A majority of the responses came from individuals from whom the NYU community has not previously heard. Since December 4th, the GAC has received several proposals on graduate student voice at its newly created e-mail address GraduateAffairsCommittee@nyu.edu, which has become a repository for proposals and comments;
- Emailed the Deans on December 12th to update them on the GAC's progress and advise them that their school's GAC member may need their assistance;  
- Drafted this plan.

RECOMMENDATION

Incorporating information, suggestions, and proposals received from members of the NYU community, the GAC recommends that the following be created as the voice for graduate assistants:

- A three-tiered organization of graduate assistant voice and governance:
  - An inclusive body, the Assembly of Graduate Assistants, consisting of all affected graduate assistants. For these purposes, an “affected graduate assistant” is a GA or graduate fellow who is full-time and

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1 The letter was not sent to the Law School dean in light of the lack of participation in this venture by the Law School representative to the GAC.
fully-funded (receiving full tuition remission, health care premiums, and stipends). The Assembly membership thus includes all fully-supported graduate assistants and fellows, whether or not they were originally included or excluded from the former bargaining unit.

- Election of a House of Delegates (HOD) by Assembly members at the “local” level (i.e., departments, programs, and schools, which would total approximately 100-120 delegates) to represent and develop the agenda for GAs on a range of topics and issues; and
- Designation of a sub-group of the HOD (Conference Committee), which would annually work with the administration in good faith to develop understandings and agreements about the terms and conditions of assistantships for Assembly members.

- Establishment of an ad hoc Structure Committee, which will formulate the provisions for appropriate composition and election of the House of Delegates.

In addition, we offer our recommendations on reciprocal responsibilities in light of the strike and modifications to the existing interim graduate student grievance procedure. We discuss each component in more detail below.

**ASSEMBLY OF GRADUATE ASSISTANTS**

For clarity, the GAC believes it is important first to define the universe of affected graduate students that will comprise the constituency that is the subject of this report. We propose that the definition include any graduate assistant or graduate fellow who is full-time and fully-funded, i.e., receiving full tuition remission, payment by the University of health care premiums, and stipends. They may have teaching, research, or concomitant responsibilities to the University as part of the graduate program in which they are enrolled, though some may not. We intentionally have expanded the applicable description to encompass all such fully-supported graduate students, whether or not they were originally included or excluded from the former bargaining unit, because it makes better sense to be inclusive when it comes to graduate student representation and voice.²

Such affected graduate assistants in all departments, programs, and schools will be members of a new student organization -- the Assembly of Graduate Assistants ("Assembly"). The Assembly will agree to resolve all disputes with the administration by consultations, mediation, or arbitration, without resort to strikes or disruptions of any kind.

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² Therefore, some graduate assistants in FAS science departments and medical students earning Ph.D.s (i.e., enrolled in the Medical Scientist Training Program or receiving full support from University fellowships) who were not in the UAW unit are included in our definition. As mentioned above, all students who were in the UAW unit are included.
FORMATION AND PURPOSE OF STRUCTURE COMMITTEE

A number of proposals and comments to the GAC have suggested that a specially constituted body, rather than the GAC itself, be charged with creating the new, elected body (House of Delegates) to represent NYU’s graduate assistants. Some members of the GAC felt strongly that the GAC could house this specially constituted body within itself, but nonetheless we feel obliged to take note of the feedback from graduate assistants that we received. We hope that this will promote greater legitimacy and voice during the transition process, and believe that the same group should also formulate the rules and procedures for the election.

Therefore, as a first step, we propose that an ad hoc Structure Committee be formed to organize the establishment and election of the House of Delegates (“HOD”) that is broadly reflective of the population of covered graduate students from a local perspective (i.e., that takes into account the numbers of GAs in various departments and programs).³ The HOD shall be an internal NYU student organization and shall have no external affiliation.

The Structure Committee will have no more than fifteen (15) members. Nominations (including self-nominations) to the Structure Committee will be sought by the GAC and a diverse group will be selected from the applicants received.⁴ Criteria include: ability to serve during the months of February and March, 2006; proportionate representation from among the Schools with covered graduate students; experience working on graduate student affairs. The Structure Committee may consult, as needed, with external experts, faculty members, or administrators to assist in the design process.

The Structure Committee’s recommendation regarding the election of the HOD should be submitted as soon as possible, such that the election itself can occur no later than March 3, 2006, or as soon thereafter as possible.⁵ The Structure Committee will oversee the election procedures to ensure fairness, transparency, and accuracy of results. Once the new elected body is confirmed, the Structure Committee will go out of existence.

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³ Demographics may suggest, for instance, that there should be one or more than one delegate from medium to large departments or programs to the HOD, and that very small departments or programs might share or alternate delegates among them.

⁴ Based on the current numbers of affected students, per information from the Office of Academic Appointments and School of Medicine, the proportionate representation on the Structure Committee would be in these approximate numbers: Graduate School of Arts and Science – 8 members; Steinhardt – 1; Medicine – 1; Courant – 1; Tisch – 1; Wagner, Stern, Gallatin, Social Work, Nursing, IFA, Administration, and Libraries (together) – 1; plus 2 representatives from the GAC for continuity.

⁵ This date would permit an election in time to have the HOD Conference Committee designated so it could meet with the administration prior to Commencement 2006 to discuss the features of the package in the sixth year (since the prior five years will already have been announced by the Administration, per our recommendation on the following page).
MISSION AND PURVIEW OF THE HOUSE OF DELEGATES

The GAC recommends that the mission of this House of Delegates — which will be a distinct entity from the current Graduate Affairs Committee — will be to work with the administration (through its designated HOD Conference Committee) to develop the terms and conditions of graduate assistant financial aid packages and rules accompanying GA duties and responsibilities. The elected delegates will also be expected to adopt by-laws for the HOD and to ensure its perpetuation through annual elections.

The Conference Committee’s purview will include discussions with Assembly members and the administration on financial aid and stipends, health care, housing, workload, and related matters for the academic years beyond those years for which provisions of the financial aid package have already been established and announced by the University.

From time to time as needed to resolve issues in dispute, the Conference Committee may request the services of a mutually agreeable mediator or facilitator to assist in reaching resolution. The administration would pay for such reasonable services and work collaboratively with the HOD and Conference Committee.

The GAC further recommends that the foundational provisions below be guaranteed by the University:

- **Predictability and stability of economic packages.** The administration will extend its current commitment to maintaining a 3 year horizon for announcing stipends to a 6 year horizon for announcement, thereby ensuring that every entering student will have full knowledge of the minimum terms of his or her economic relationship with the University for the expected duration of his or her assistantship. There would be annual discussions between the administration and the HOD Conference Committee on the financial aid and benefits terms of the sixth year (since the five year minimums will already have been set and publicized). The administration will continue to pay 100% of the cost of the premium for the student health care package for covered graduate assistants; moreover, for each such student, the terms of these packages will be memorialized in a legally binding, written agreement.

- **Benchmarking minimum stipend levels.** The administration will work with the Conference Committee, to the extent possible, to develop methods to benchmark appropriately the minimum NYU graduate assistant stipends in various disciplines against the minimum stipends of an appropriate group of peer schools for which such data are publicly available.

RECIPROCAL RESPONSIBILITIES

We further propose that the administration not impose sanctions against graduate assistants who participated in the strike this past fall if they have made a good faith effort
to complete their Fall 2005 semester duties toward their students, including providing grades for the semester. In addition, GAs who have fulfilled their responsibilities in such manner should remain eligible for teaching assignments for the Spring 2006 semester. Nevertheless, the administration is justifiably concerned about ensuring the educational progress of its students. Therefore, should a GA accepting a teaching assignment in the Spring 2006 semester or beyond fail to honor his or her responsibilities to students, the administration may apply the consequences previously outlined in a prospective manner.

GRIEVANCE PROCEDURE FOR ECONOMIC ISSUES

The GAC recommends that the current Graduate Student Working Group, whose task is to draft a new grievance process for graduate students, adopt the following:

- In cases involving economic matters, where a GA has pursued a grievance through the University’s internal dispute process and is dissatisfied with the Provost’s decision, he or she will have the right to a hearing before one member of an external panel previously constituted for that purpose. The panel will consist of five members, each of whom will be academicians from outside of NYU, and will be a standing group appointed by mutual agreement of the administration and the House of Delegates.

- The same protections of the administration’s academic decision-making which were contained in the previous collective bargaining agreement will apply in this

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8 ARTICLE XXII - MANAGEMENT AND ACADEMIC RIGHTS (FROM COLLECTIVE BARGAINING AGREEMENT BETWEEN NYU AND INTERNATIONAL UNION, UAW, AFL-CIO AND LOCAL 2110, TECHNICAL, OFFICE AND PROFESSIONAL WORKERS, UAW (Sept. 1, 2001 - August 31, 2005):

A. Management of the University is vested exclusively in the University. Except as otherwise provided in this Agreement, the University agrees that the University has the right to establish, plan, direct and control the University’s missions, programs, objectives, activities, resources, and priorities; to establish and administer procedures, rules and regulations, and direct and control University operations; to alter, extend or discontinue existing equipment, facilities, and location of operations; to determine or modify the number, qualifications, scheduling, responsibilities and assignment of graduate assistants; to establish, maintain, modify or enforce standards of performance, conduct, order and safety; to evaluate, to determine the content of evaluations, and to determine the processes and criteria by which graduate assistants’ performance is evaluated; to establish and require graduate assistants to observe University rules and regulations; to discipline or dismiss graduate assistants; to establish or modify the academic calendars, including holidays and holiday scheduling; to assign work locations; to schedule hours of work; to recruit, hire, or transfer; to determine how and when and by whom instruction is delivered; to determine in its sole discretion all matters relating to faculty hiring and tenure and student admissions; to introduce new methods of 20 instruction; or to subcontract all or any portion of any operations; and to exercise sole authority on all decisions involving academic matters.

B. Decisions regarding who is taught, what is taught, how it is taught and who does the teaching involve academic judgment and shall be made at the sole discretion of the University.

C. The above enumeration of management rights is not exhaustive and does not exclude other management rights not specified herein, nor shall the exercise or non-exercise of rights constitute a waiver of any such rights by the University.

D. No action taken by the University with respect to a management or academic right shall be subject to the grievance or arbitration procedure or collateral suit unless the exercise thereof violates an express written provision of this agreement.
context. The panel member’s decision on the economic matters that come before him or her will be regarded as binding by all parties to the individual case, and will not have general applicability.

CONCLUSION

The GAC appreciates the contributions and advice of many members of the NYU community in formulating this proposal. We offer this proposal in the spirit of building a more broadly representative association for affected graduate assistants than existed before in suggesting that the Assembly be formed, as well as permitting a smaller, more focused group of students (the House of Delegates through its designated Conference Committee) a guaranteed opportunity to work closely with the administration in setting the terms and conditions of assistantships/fellowships and financial aid. By requesting that a newly established group (the Structure Committee) be engaged in planning and design, we have responded to what we have heard about the need to have affected graduate assistants more directly involved in shaping the contours of the Assembly and the House of Delegates.

We welcome feedback from the NYU community on this proposal.

Respectfully submitted,

The Graduate Affairs Committee

January 27, 2006
GRADUATE AFFAIRS COMMITTEE PROPOSAL
RE: GRADUATE STUDENT ORGANIZATION

Formed Mid-February

Structuring Committee
[15]

Assembly of All Graduate Assistants
[1500]

Elected Beginning of March Within Programs/Departments

House of Delegates
[100-200]

Elected End of March
Conference Committee
[10-12]

Meets With University Administration Mid-April