Minutes of a Stated Meeting of the

Senate of New York University

November 2, 2006

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, November 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, Allgood (for Hutchins), Anderson, Azmitia, Billman, Black, David (for Bogart), Dent, Economides, Frommer, Gans (for Ronell), Goodman, Hammack, Hinojosa, Jones, Kedem (for Mikhail), Lebowitz, Moran, Nemethy (for Hendin), Phelps (for Cusick), Raiken, Rodwin (for Kovner), Shacht, Simon, Simonoff, Tannenbaum, Thompson, Varadhan (for Cappell), Vernillo, Vitz, White, and Zwanziger; members of the Student Senators Council Bott (for John Lee), Bowles, Brooks, Chami, Chen, Choo, Diamant, Dimilia (for Beaulieu), Findley, Hirawat, Eugenia Lee, Justin Lee, Matusheski, Patel, Perez (for Carrington), Reformat, Ross, Sabnani, and Woolfstead; members of the Deans Council Blount-Lyon, Brabeck, Brathwaite (for Santirocco), Lapiner, Moore (for Mirsepassi), Scheeder (for Campbell), Stimpson, Stoller (for Mandel), and Zemel (for Cooley); members of the Administrative Management Council Al-Islam, DeSantis, Drummond, Moppett, and Pender; and members of the University Administration Provost McLaughlin; Executive Vice
President Alfano; Senior Vice Provost White (for Berne); and Secretary Mills, constituting a quorum.

Approval of Minutes

The minutes of the stated meeting of the Senate held on October 5, 2006, were approved.

Report of the President

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

Among the items listed in Exhibit A, Dr. Sexton was pleased to note that Professor Jo Ivey Boufford of the Wagner School of Public Service, who also served as Dean of the Wagner School from 1997 to 2002, had been named President of the New York Academy of Medicine. The Academy is a leading center for urban health policy that works to improve the health of urban residents worldwide through research, education, advocacy, and prevention.

Dr. Sexton also noted that The Chronicle of Higher Education had named New York University as one of the top producers of Fulbright Awards for students in the United States. Twelve NYU students have received these prestigious awards for academic year 2006-2007.
Dr. Sexton reported that one item not contained in Exhibit A concerned Norman Dorsen, who serves as Counselor to the President and is the Frederick I. and Grace A. Stokes Professor of Law and Director of the Arthur Garfield Hays Civil Liberties Memorial Program in the School of Law. Professor Dorsen has been chosen to receive the first award for Lifetime Contributions to the Law and to Legal Education from the Association of American Law Schools, an association comprised of over 160 law schools that fosters improvement of the legal profession through education. From 1976 to 1991, Professor Dorsen served as President of the American Civil Liberties Union and was its General Counsel from 1969 to 1976, during which time he participated in dozens of Supreme Court cases. Professor Dorsen has served on the faculty of the School of Law since 1961.

Dr. Sexton noted that at its last meeting, the Executive Committee of the University's Board of Trustees formally approved the administration's recommendation to replace the University's co-generation plant with an expanded facility to provide energy for thirty of the University's largest buildings. He reminded the Senate that the existing co-generation plant provides energy for only seven buildings. Dr. Alfano commented on the trustees' enthusiasm and commitment for the project, which when completed will significantly benefit the environment for a number of generations into the future by providing very clean energy. Dr. Alfano expressed his gratitude to Senior Vice President for University Relations and Public Affairs Lynne Brown for her work in organizing the newly formed Environmental Sustainability Task Force, co-chaired by Dr. Brown and Vice President for Facilities and Construction Management Alison Leary. Dr. Alfano applauded the University's environmental initiatives as exemplified by the Task Force, the decision to purchase wind
power generated electricity, and the replacement and expansion of the co-generation plant. Dr. Sexton stressed the overall savings that will accrue in the University's energy budget over the years as a result of these initiatives.

Dr. Brown said that among the over 40 attendees at the Task Force meeting were representatives from the University Senate, faculty representatives from the Environmental Studies Program, and representatives from the Green Arch Initiative, a student organized program. Dr. Brown reported that the Task Force has been divided into working committees and said that a formal report will be presented to the Senate at a future meeting. In addition, a website for the Task Force is currently under construction. Dr. Brown noted that a particular focus of the Task Force will be the allocation of $250,000 to be awarded annually for research and demonstration programs in environmental sustainability.

Professor Schacht inquired whether there were plans to distribute the energy produced by the new co-generation plant to University facilities located beyond Washington Square, such as the College of Dentistry and the School of Medicine. Dr. Alfano explained that power generated by a co-generation facility must be used within in an area reasonably contiguous to the plant and that there is a limit on how far the plant can distribute energy. Dr. Alfano said that the School of Medicine is in the process of exploring a co-generation facility for its campus, but that he did not know whether it was feasible to consider connecting the College of Dentistry to a plant that might be built at the School of Medicine. Ms. Woolfstead inquired whether the University's wind power initiative also would include
the School of Medicine. Dr. Alfano noted that the School of Medicine is independent of Washington Square with a significantly different governance structure, but said that it is hoped that the School will invest in wind power as well.

In response to a question by Professor Azmitia about the $250,000 sustainability fund, Dr. Brown explained that the Task Force would consider proposals submitted by the University community along the lines of applications for service learning grants and use a jury system to decide which proposals to fund. Dr. Alfano pointed out that these proposals could include projects such as an advertising campaign for environmental initiatives or a design for a prototype of a "green" room.

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

Report of the Academic Affairs Committee

Professor Anderson reported that the Committee met and discussed nominations for honorary degrees to be awarded at the University's Commencement on May 10, 2007. The Committee also began working on a possible revision to this year's academic calendar and is examining the standards for awarding Latin honors at the University.

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

Ms. Patel reported that the Committee continues to focus on ways to improve the functioning of the Senate, as outlined in the report submitted by the Committee to the Senate in April, 2006. The Committee also is studying the recommendations put forth by the Student Senators Council in February, 2006, regarding establishing a mechanism for providing input on decisions related to campus facilities, operations, and planning. Ms. Patel noted that the Committee will be examining the issue of campus communications, particularly the University’s website and the accuracy and accessibility of online information about the University.

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

Report of the Financial Affairs Committee

Dr. Alfano reported that the Committee met immediately following last month’s Senate meeting and had decided to accelerate the budget consultation process and to request that each of the Councils submit their proposals earlier in the academic year. He noted that this procedure would allow the views of the Councils to be more efficiently incorporated into the budget process. The Committee also will be focusing on longer horizon items such as the Partners Plan, the strategic faculty recruitment and investment program to enhance the University’s arts and sciences programs. Dr. Alfano explained that it is necessary to lock in funding for the Partners Plan over a period of years, which, in turn, impacts upon the University’s overall budget planning.
Dr. Sexton noted that when he was appointed president five years ago, the University was coming out of a 20 year period of extraordinary transformation under former Presidents Brademas and Oliva. Dr. Sexton said that their efforts had put the University on a remarkable trajectory of growth and excellence and that his first task as president had been to ensure that this forward momentum could be sustained. Dr. Sexton noted that among the challenges he faced were a dramatic increase in the number of students over the previous decade without a concomitant increase in the number of faculty, a debt derived from new construction projects that was equivalent to the University's endowment, deferred maintenance costs, and a budget that was operating on a cash basis.

Dr. Sexton said that through the efforts and discipline of all of the University's constituents, the University now had a good picture of itself financially and is better able to make plans beyond one year's time. For example, as a result of the generosity of the University's trustees that gave rise to the Partners Plan, the University will be able to increase the core faculty in the arts and science by 20 percent by fiscal year 2011. Dr. Sexton said that one of the major achievements over the last five years was the fact that the University now had the capability to respond to the earlier budget deadlines proposed by Dr. Alfano, especially given the fact that NYU is a tuition driven institution.

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

Commencement

Professor Tannenbaum reminded the Senate that last year, the New York City Parks Department had expected that Washington Square Park would be under renovation and therefore not available for the University's 2006 Commencement Exercises. The renovations were delayed, and in fact, the Park once again was the site of the University's Commencement Exercises. Since then, the renovation has been delayed by a lawsuit, and in late July, the New York State Supreme Court ruled that the proposed renovation plans should go back to the community for additional review. As a result of this, the Committee does not know at this time whether Washington Square Park will be available for the University's 2007 Commencement Exercises.

Coca-Cola Update

Professor Tannenbaum reminded the Senate that in December, 2005, a ban on the sale of Coca-Cola products went into effect at the University as a result of Coca-Cola's refusal or inability to cooperate with an independent investigation into allegations of human rights violations at bottling plants located in Colombia. Professor Tannenbaum noted that since that time, the International Labor Organization ("ILO") was working with Coca-Cola, the Colombian labor unions, and other major parties to develop the protocol for an investigation. While the major parties have signed an agreement on cooperation, the ILO reports that the investigation has not yet begun, and no timetable exists for the assessment to be completed. Professor Tannenbaum said that he will update the Senate periodically on any progress on this issue.
Upon motion duly made and seconded, the report of the Public Affairs Committee was approved.

Council Reports

Administrative Management Council. Ms. Drummond reported that the next Council meeting was scheduled to take place on November 7 and that Vice President for Human Resources Catherine Casey would be attending. The Personnel and Benefits Committee continues to review and analyze the results of an online survey it sent to administrators regarding benefits, training and development, workplace practices, and technology, and the Ad Hoc Assessment of Role and Governance Committee is reviewing data collected from interviews to prepare a final report for the Council.

Deans Council. Dean Brabeck reported that the Council met and is continuing to look at the issue of increasing diversity on campus among all of the University's constituents.

Student Senators Council. Ms. Patel reported that the Committee and the University Committee on Student Life ("UCSL") held a meeting on October 26. The Graduate Affairs Committee has created a Housing Subcommittee to study the current housing situation at the University and to research potential housing options. The Inter-Residence Hall Council is assessing the feasibility of online room selection as well as reviewing the current lottery process. The "Swipe In Swipe Out" guest policy implemented in the residence halls located around Union Square has been extended to three additional residence halls, and
plans are underway to implement this practice in all residence halls over the next three years. The Student Services Committee has successfully advocated for a SafeRide Pilot Program during the winter break and is working to have the Bursar, Registrar, and Financial Aid offices stay open on two designated nights for the benefit of students who attend evening classes. The Undergraduate Affairs Committee will hold an Undergraduate School Council Executive Board "Mingle" on November 10. At a meeting of the UCSL, the School of Law’s Student Council raised concerns about the Solomon Amendment. The Executive Committee of the Council and the UCSL met with Senior Vice Provost for Undergraduate Education and University Life Linda Mills regarding the new emergency preparedness initiative.

**Faculty Senators Council.** Professor Black reported that all of the Council’s committees met and have begun developing agendas for the academic year. The Council’s Newsletter contains updates on all committee activities. At the Council’s last meeting held on October 19, Dr. Sexton reported on the state of the University and, in particular, on its global initiatives. Also on October 19, a pre-theater dinner and reception and performance of "Hair" was hosted by the Administrative Management Council and the Faculty Senators Council.

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Ad Hoc Structure Committee Update

Ms. Patel introduced Robert Moeller and Joel Christenson who gave an update on the work of the Graduate Affairs Committee's Ad Hoc Structure Committee and the election for members of the newly formed House of Delegates. Mr. Moeller serves as Vice Chair of the Ad Hoc Structure Committee.

Mr. Moeller explained that last spring the Student Senators Council's Graduate Affairs Committee ("GAC") had proposed that an Ad Hoc Structure Committee be formed to implement plans for the election of a House of Delegates. The GAC envisioned the creation of a representational body unique among institutions of higher education that would represent the financial, working, and professional concerns of graduate students at NYU. Based upon a definition of graduate students provided by the GAC, it was proposed that the House of Delegates would represent those students who are full-time, fully-funded, graduate students and fellows who receive tuition remission, health care premiums, and stipends. The administration approved the GAC proposal, and subsequently the GAC took steps to form the Ad Hoc Structure Committee.

Mr. Moeller reported that the Ad Hoc Structure Committee has worked diligently in the spirit of reconciliation towards creating such a representational body that also will serve to support and strengthen the relationship between the University's administration and its graduate students. The Committee has developed a proposed mission statement and constitution that the elected representatives of the House of Delegates can use as a template to further itself. Mr. Moeller was pleased to announce that a website for the
House of Delegates would be launched the following Monday to begin the process of holding an election. Online elections will begin at midnight on December 4 and continue through 11:59 p.m. on December 8. The House of Delegates will be composed of 53 elected members providing proportionate representation among the represented schools ensuring that each of those schools has at least one representative and that no single school has more than half of the seats in the House of Delegates. The election also will select four at-large voting delegates. Mr. Moeller expressed his gratitude to his colleagues on the Ad Hoc Structure Committee and the Graduate Affairs Committee for the initial proposal and to Dr. McLaughlin and Deans Brabeck and Stimpson for their support.

Professor Gans said it was important for the House of Delegates' website to be directly accessible from NYU's homepage to ensure full participation by the graduate students. Mr. Perez noted that there had been opposition to the formation of the House of Delegates by the Student Council of the Graduate School of Arts and Sciences ("GSAS") and that it had been proposed that the upcoming election should be a referendum on whether there should be a House of Delegates, rather than a vote to elect delegates. Dean Stimpson said that it was her understanding that the vote in opposition to the formation of the House of Delegates came from the officers but not from the GSAS Student Council as a whole.

Mr. Christensen said that under the interpretation of the GAC document that created the Structure Committee, the Committee felt that it was not within their purview to have a vote approving or disapproving the implementation of a House of Delegates. Dr. Sexton said it appeared that the Ad Hoc Structure Committee had taken into account the opposition on
the part of some students to the formation of a House of Delegates, but had decided to go forward with the election of delegates, as set forth in the GAC's April 27, 2006 proposal.

In response to a question about who is covered under the proposal, Mr. Moeller noted that the definition of affected graduate students who are the subject of the GAC proposal had been 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.

University Dialogue

Dr. Sexton noted that in 2002, a "University Dialogue" segment at Senate meetings had been introduced which could include a "President's Question Time" and/or a "Conversation on an Emerging Issue." The "President's Question Time" is an opportunity for each Council, on a rotating basis, to present a question to Dr. Sexton. Priority is given to written questions submitted in advance by Council chairs. The "Conversation on an Emerging Issue" is an opportunity for the Senate to learn about developing issues affecting the entire University.

Dr. Sexton referred to an article from The Chronicle of Higher Education concerning a proposal by the United States Secretary of Education Margaret Spellings for a national system to be known as a "unit record database" that would allow the government to track individual students' progress through college. Dr. Sexton said that some aspects of this
proposal could have a devastating impact on research universities and that if such a tracking system were established, it would have a very negative impact on student privacy.

Dr. Sexton noted that he had received questions from both the Student Senators Council and the Faculty Senators Council regarding the University's global sites. Dr. Sexton noted that the number of foreign students studying in the United States has declined since 2001, concurrent with increased targeted competition from Europe, Australia, and New Zealand to attract international students and increased targeted efforts by China and India to retain their domestic students. These developments have been a catalyst for the University to embark on a strategy of increasing the number of its study abroad sites and establishing branch campuses with locations in Europe, Asia, and the Middle East. Dr. Sexton reported that currently approximately one-quarter of the University's student body spends at least one semester studying abroad and that he would like to double this number by 2010.

Dr. Sexton said that the University still was in talks with the American University of Paris ("AUP") regarding the proposed Paris site; he was confident that if the branch campus were established there, it would host an anticipated undergraduate student body of 1,200. Another aspect of the Paris venture includes the possible relocation of the existing AUP campus to Ile Seguin, which is an undeveloped island located just outside the Paris city limits. Construction on the site would entail over 100,000 square feet of academic building. Dr. Sexton reported that the Executive Committee of the Board of Trustees had authorized the University to extend a start up loan of no more than $12 million and noted that the University eventually could become the owner of the property on Ile Seguin.
Dr. Sexton stressed that the University only would build a branch campus of a size and scale that met NYU's high academic standards. He pointed out that the extraordinary interest in American-style higher education at the proposed site for the Middle East campus gives the University the opportunity to build a parallel campus whose principle function would be to educate students from around the world to the University's principles of unfettered academic inquiry in the classroom and in research.

Dr. Sexton next addressed a question submitted by the Faculty Senators Council concerning the role of the Senate regarding changes to University policies, practices, and structure. Dr. Sexton noted that NYU is a highly complex university that is run principally in its schools and that many matters that affect more than one school, such as joint and/or affiliated faculty appointments and cross listing of courses, historically have not been brought before to the Senate. Dr. Sexton pointed out that the decision to move the College of Nursing within the College of Dentistry and the establishment of the Masters in Global Public Health Program and the Institute for the Study of the Ancient World had included significant faculty input. Dr. Sexton stressed that the administration was receptive to the Senate's becoming involved and advising on all matters, but he does not think that the administration should bear the burden of deciding what matters should go before the Senate.

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Dr. Sexton invited the Senate to remain to view a video celebrating the 175th anniversary of the founding of the University.

There being no further business, the meeting was adjourned at 3:55 p.m.

Cheryl Mills
Secretary
EXHIBIT A
UPDATES FROM PRESIDENT JOHN SEXTON
University Senate Meeting
Thursday, November 2, 2006

Here are some recent news, notes and developments that may be of interest to the University Senate.

ANNOUNCEMENTS

Warmest congratulations to Professor Jo Ivey Boufford of the Wagner School and the School of Medicine, who has been named new president of the prestigious New York Academy of Medicine, a leading center for urban health policy and action. In addition to having been Dean of the Wagner School from 1997 to 2002, Dr. Boufford has held several high-profile public health posts at the federal level and, from 1991 to 1993, was president of New York City’s Health and Hospitals Corporation. She is also co-director of NYU’s new Masters Program in Global Public Health.

AWARDS AND PRIZES

The Chronicle of Higher Education recently released rankings that named New York University as one of the top producers of Fulbright Awards for students in the United States. In 2006-07, 12 NYU students won Fulbright Awards to travel to another country to conduct research, take classes, or teach English.

Last month, New York University received the distinction of being named by Campus Compact to the Honor Roll for Higher Education Community Service with special reference to our community’s work in both hurricane relief efforts as well as general community service. Campus Compact is a coalition of more than 1,000 college and university presidents — representing some five million students — who are committed to fulfilling the public purposes of higher education. This honor reflects a deep university-wide commitment to our motto: “a private university in the public service.”

John Brademas, NYU President Emeritus, will be honored later this month by the Common Cause which will bestow on him the John Gardner Spirit Award. Last year President Bill Clinton was the honoree. Dr. Brademas will receive the award “for his unparalleled dedication to public service and a stronger democracy through his work in Congress, at New York University, and as one of the nation’s leading champions of the arts and education.”
This is also an opportune time to mention some of the exciting work going on in the John Brademas Center for the Study of Congress here at Wagner – a sign of the ongoing energy and commitment our president emeritus continues to bring to NYU.

- The Center has launched The Reflections Project, an unprecedented series of exit interviews with members of Congress who will not seek re-election at the end of this term. The Project will create the nation’s most extensive repository of first-person accounts, opinions and anecdotes of Members departing Congress.

- The most recent Member of Congress to participate in the project is the Honorable Sherwood Boehlert from upstate New York and chair of the House Science Committee, who visited NYU last month, at which time I was pleased to present him NYU’s Presidential Medal in recognition of his contributions to science, the environment, and national security.

- The Center co-hosted, with the American Academy of Arts and Sciences, a lecture and discussion last month with the authors of the acclaimed book, The Broken Branch: How Congress is Failing America and How to Get It Back on Track by Norman J. Ornstein (American Enterprise Institute) and Thomas E. Mann (The Brookings Institution).

- The Center has also released the results of a national survey issued by its “Legislating for the Future” project, co-sponsored by the Brookings Institution and the RAND Corporation and led by Wagner’s Paul C. Light, NYU’s Paulette Goddard Professor of Public Service. The survey finds widespread dissatisfaction with Congress and pent-up demand for action on worrisome long-term issues such as global warming, social security, and Medicare.


Tonight, the 7th Annual Latin Grammy Awards will be announced at Madison Square Garden. Three faculty members in the Clive Davis Department of Recorded Music at TSOA are among the nominees: Tony Maserati was nominated for Album of the Year as engineer/mixer for Mas Que Nada; Kevin Killen was nominated for Album of the Year and Best Engineered Album as engineer/mixer for Fijación, Oral Vol. 1; and Jim Anderson was nominated for Best Latin Jazz Album as engineer for Solo. Jim was also honored last month by the Audio Engineering Society convention for service to the society, his efforts in education, and excellence in sound recording. He also received the Board of Governors Award for outstanding contributions as chair of their convention in New York City last year.
RECENT GRANTS

The College of Nursing has been awarded a two-year RAND/Hartford grant to develop an interdisciplinary research center focused on older adults. The Center will concentrate on improving the health of older adults through innovative, interdisciplinary research and will capitalize on existing strengths in geriatric research and training at NYU, bringing together extensive expertise in the College of Nursing, the School of Medicine as well as the College of Dentistry, the School of Social Work, and the Wagner School. NYU is one of only seven institutions nationwide to receive such a grant.

In addition, the College of Nursing was awarded a two-year grant from Avon Foundation’s Walk for Breast Cancer to support studies of lymphedema, a debilitating complication from breast cancer treatment, by faculty member Mei R. Fu. The grant was presented following last month’s Avon Walk for Breast Cancer, which raised a record-breaking $9.7 million to advance access to care and a cure for breast cancer.