Minutes of a Stated Meeting of the

Senate of New York University

February 7, 2008

A stated meeting of the Senate of New York University was held in Room 914 of the Kimmel Center for University Life at 2:00 p.m. on Thursday, February 7, 2008. The meeting was convened with Dr. Sexton in the chair.

Present in addition to the President were members of the Faculty Senators Council Anderson (for Hinojosa), Black, Capan (for Al-Askari), Cappell, Dent, Economides, Frommer, Hammack, Hendin, Hutchins, Jones (for Landsberg), Kovner, Lebowitz, Ling, Moran, Raiken, Ramsey, Reiss, Rosenberg, Schacht, Simon, Simonoff, Tannenbaum, Thompson, Vernillo, White, and Zwanziger; members of the Student Senators Council Cheatham, Chheda, Choo, Hirawat, Kaufman, Eugenia Lee, Leinheiser, Levine, Major, Modgil, Patel, Peaden, Yandel, and Zaino (for Morgan); members of the Deans Council Bertolami, Brathwaite (for Santirocco), Cameron (for Campbell), Carey (for Brabec), Covert-Vail (for Mandel), England, Foley, Lapiner, Schall, Stimpson, Witt (for Blount-Lyon), and Wofford; members of the Administrative Management Council Butler (for Moppett), Cahill, DeSantis, Fauerbach, and Pender; and members of the University Administration Provost McLaughlin; Executive Vice President Alfano; 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 6, 2007, were approved, with the following correction. On page 2 of the minutes of that meeting, it had been reported that the 2007 NCAA Division III Men's and Women's Track and Field Championships had been decided, when it was the Cross-Country Championships that had been decided. The correction will be made to the official copy of the minutes kept on file in the Office of the Secretary and on the University's website.

Report of the President

Dr. Sexton referred to a memorandum, attached to these minutes as Exhibit A, that outlines some of the collective achievements at the University since the Senate's last meeting. Dr. Sexton was pleased to report that he and Manhattan Borough President Scott Stringer had announced that the University, elected officials, and local community groups had agreed to a set of principles to guide the University's future expansion. According to these principles, the University, which projects a need for six million square feet of space in the coming decades, will pursue re-using existing buildings before developing new facilities and the establishment of academic and residential centers outside the Washington Square area. With this announcement, Dr. Sexton said that he sees the University as having passed a critical threshold in its interaction with the local community. Dr. Sexton noted that NYU has only approximately 96 square feet of space per student, while Columbia University has approximately 240 square feet of space per student, and even if NYU completes its proposed expansion, it still will have only approximately half of Columbia's current space on a per student basis.
Dr. Sexton reminded the Senate of the mandate given to him by the Executive Committee of the University's Board of Trustees to initiate a series of conversations with the University community on the future of NYU. He noted that a report from the Ad Hoc Committee would be given later in today's meeting and that several weeks remain for open conversation in the University community before a final report is submitted to the Board of Trustees.

Dr. Sexton commented on the current slowdown in the world's economy, the possibility of a national recession as a result of the current subprime loan mortgage crisis, and expected budget deficits on both local and national levels. Dr. Sexton noted the changing atmosphere around higher education and expressed his concern that higher education as a public good was being devalued. He referred to recent press reports citing per student endowments of $1 - 2 million at Harvard, Yale, and Princeton, among other wealthy institutions, and reminded the Senate that NYU's per student endowment is approximately $62,000. Dr. Sexton commented on a letter sent by Senator Charles Grassley of Iowa, the ranking member of the United States Senate Finance Committee, to colleges and universities with endowments of at least $500 million requesting information about endowment growth and spending on student aid. The Committee has been pressuring universities to use more of their wealth for financial aid and threatening to require them to spend a minimum of five percent of their endowments each year, as foundations must.

Dr. Sexton said it was important for the University community to be realistic about its future options and to assess which of its dreams and goals can be met while ensuring that its existing resources are used most productively. Dr. Sexton noted that Executive Vice
President Michael Alfano had set a goal of paring the University's expenses overall by between five and ten percent and last year was able to trim approximately $8 million from the University's administrative budget. Dr. Sexton stressed the need for better use of the University's classroom space by offering more classes in currently underutilized modules.

**Skirball Theater Update.** Dr. Sexton introduced President Emeritus and the Chair of the Board and Executive Director of the Institute for Performing Arts L. Jay Oliva, who gave an update on the Skirball Center for the Performing Arts. The 850-seat theater provides a large scale professional performance space for University productions and events and for performing arts from around the world. The theater is named after Jack Skirball, an ordained rabbi who became a motion-picture producer, and was made possible by a generous gift from the Skirball Foundation. Dr. Oliva was joined by his Executive Assistant Michael Harrington.

Dr. Oliva noted that this spring the theater is expected to host 74 events in 84 days including two "Saturday at the Square" gatherings for prospective students and their parents, performances by the New York City Opera and the American Composers Orchestra, the Steinhardt School's doctoral convocation, the "Obie" Awards ceremony honoring excellence in off-Broadway productions, the Nigerian Entertainment Awards, the World Science Festival, the Green Conference, the Steinhardt School's Orchestra Conference, and local graduation events. Dr. Oliva stressed the importance he places on expanding the role of the Skirball Theater within the University community and noted that the theater was available for classes for up to four modules per week. The space is
technically sophisticated and easily can be linked to national and global sites. Dr. Oliva pointed out that NYU excels in all aspects of the performing arts and said that the Skirball Theater could offer its services for training programs offered at the University and that schools would be provided the opportunity to offer student productions at affordable rates.

Mr. Harrington said that the goal of the Skirball Center is to provide a venue in which to build community for all of the University's constituents, its Greenwich Village neighbors, and members of the NYU global family by creating an environment in which persons feel welcome, engaged, and inspired in ways that are unique to a professional performing arts venue of its size. Mr. Harrington said that this would be accomplished by developing relationships with Student Affairs and the Program Board to increase student-oriented activity through a monthly series featuring popular cultural entertainment as well as artistic work directed toward young adult audiences, including performances by emerging musicians and comedians. Active participation from the community will be encouraged through a monthly series of family and children's programming. A daytime series will take place on weekends that will offer cultural, educational, and affordable events to University and community families, thereby enhancing positive community relations. In addition, it is hoped that the theater will be able to host one production per year featuring a world renowned performance company capable of attracting a wide audience. Consistent with NYU's stature as a global university, an emphasis will be placed on presenting and hosting companies from around the world.
Mr. Harrington stressed that the theater would continue to provide affordable accessibility, when possible, for University events, student-produced activities, and public affairs events that require a venue the size of the Skirball Theater. Mr. Harrington said that the theater's outlook and philosophy had been developed to control internal usage fees, decrease administrative costs, permit academic usage, encourage participation from the University's arts training programs, and contribute to a sense of community with events for and created by students, the University family, and its neighbors. Dr. Oliva pointed out that as elementary and secondary schools continue to reduce arts education nationwide it is important that students be given opportunities to become culturally sophisticated, appreciative audiences for the performing arts. Dr. Alfano expressed his appreciation for the restructuring undertaken by Dr. Oliva and Mr. Harrington, which has resulted in a reduction in staff while simultaneously helping to make programs more affordable.

**Real Estate Transactions Update.** Dr. Alfano announced the purchase of 730 Broadway, site of the University's Student Health Center. The University already was leasing 57 percent of that building, and the purchase of the property offers an additional 120,000 square feet of programming space for the University and includes ground floor retail space that could be developed into a state-of-the-art bookstore worthy of NYU. Dr. Alfano also reported that the University had purchased "Gramercy Green," a building located at 310-316 Third Avenue (at 23rd Street), for use as a student residence facility for approximately 1,000 students. Dr. Alfano was pleased to point out that Gramercy Green and the building under construction on 12th Street will provide more beds than presently are available at the University's leased facilities located on Cliff Street and Water Street.
Dr. Alfano reported on three real estate opportunities at NYU that are currently under discussion. They are the Brookdale site, a large parcel of land which is located to the south of the medical center; Governor's Island; and continuing negotiations regarding the possible purchase of the Catholic Center, located at 58 Washington Square South.

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

Report of the Academic Affairs Committee

Professor Hendin reported that the Committee had submitted a slate of potential recipients for honorary degrees at this year's Commencement's Exercises to the University's Board of Trustees. The list includes names of people who have made remarkable contributions to their respective fields as well as those who exemplify the creative ferment within the Greenwich Village community. Future activities for the Committee will include exploring different academic venues within the University and discussing the General Studies Program and the University's study abroad programs.

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

Report of the Committee on Organization and Governance

In Ms. Moppeit's absence, Ms. Hirawat reported that the Committee was presenting the following two items for discussion at today's meeting in anticipation of requesting that the full Senate vote on them at the March meeting.
Creating of Ad Hoc Committee to Develop a University Senate Web Site

Ms. Hirawat referred to a memorandum from the Committee that had been submitted to the Executive Committee of the Senate that also had been sent to the Senate prior to today's meeting and which is attached to these minutes as Exhibit B. The memorandum recommends that the Executive Committee form an ad hoc committee for the creation and development of a University Senate website.

Senate Rules of Procedure

Ms. Hirawat referred to the proposed revised Senate Rules of Procedure that had been sent to the Senate prior to today's meeting and which are attached to these minutes as Exhibit C. The revisions include changes to Sections II.1., II.5., III.2.a.1., III.2.a.2., and III.2.b.2., and are redlined in Exhibit C, attached to these minutes.

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

Report of the Public Affairs Committee

Commencement

Professor Tannenbaum reported that the Committee had a resolution it wished to bring forward at today's meeting related to Commencement. He reminded the Senate that the University was faced with the challenge of finding a new venue for the University's 2008 Commencement Exercises, because the last legal challenge to the renovation of Washington Square Park had been dismissed and renovations to the Park already were
underway. Other sites around the City previously were evaluated, and it had been determined that the most advantageous sites were Yankee Stadium or Shea Stadium. Officials from Yankee Stadium indicated they while they would be happy to host the University's Commencement Exercises, they would be unable to do so on Thursday, May 15, which led to discussions about holding Commencement a day earlier, on Wednesday, May 14. Professor Tannenbaum reported that the University had successfully resolved potential scheduling conflicts regarding school ceremonies, invited guests, and honorary degree recipients and wished to present a resolution recommending that the University Senate approve the date and location for this year's All-University Commencement Exercises as Wednesday, May 14, 2008 in Yankee Stadium. Because the memorandum containing the resolution was submitted after the deadline had passed for submission of motions for today's meeting, Professor Tannenbaum asked for a waiver of the Senate Rules of Procedure to permit a vote on the recommendation contained in the memorandum. Upon motion duly made and seconded, the motion to suspend the Rules was approved to permit a vote on the recommendation.

Upon motion duly made and seconded, the following resolution was approved.

WHEREAS, the ongoing renovation of Washington Square Park renders it unavailable for the University's All-University Commencement Exercises originally scheduled to take place on Thursday, May 15, 2008; and

WHEREAS, after extensive consideration of locations throughout the area and after consultation with NYU students, faculty and administrators, it previously was determined that New York City's baseball stadiums would be the most
- 10 -

appropriate alternative venues in the event that Washington Square Park was not available for Commencement, and

WHEREAS, Shea Stadium is not available during commencement week 2008, and Yankee Stadium only is available to the University for the purpose of holding its Commencement Exercises on Wednesday, May 14, 2008.

NOW, THEREFORE, on the recommendation of the Public Affairs Committee, the date and location for the 2008 All-University Commencement Exercises hereby is changed to Wednesday, May 14, 2008, in Yankee Stadium.

Professor Tannenbaum expressed his gratitude to Senior Vice President for University Relations and Public Affairs Lynne Brown and Senior Director, University Events Gregory Albanis for their efforts concerning this year's Commencement Exercises. Dr. Brown and Mr. Albanis will hold a Town Hall on February 12 for graduating seniors to present the Yankee Stadium plans and also will work with a group of student leaders, including representatives from the Student Senators Council, to help design Commencement-related events to make the day as memorable as possible.

Coca-Cola Update

Professor Tannenbaum reminded the Senate that in December 2005, the University Senate passed a resolution banning the sale of products from The Coca-Cola Company on campus until the soft drink company agreed to a third-party investigation of allegations that the company was involved in union leader deaths at its Colombian bottling plant. Professor Tannenbaum reported that the Committee recently had received information that Coca-Cola had agreed to an investigation by the International Labor Organization, and he
noted the possibility that this could pave the way for an end to the ban on the sale of Coca-Cola products on campus.

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

Special Committee Report

Report from the Ad Hoc Committee on NYU Framework 2031

Chief of Staff and Deputy to the President Diane Yu gave a presentation on the Ad Hoc Committee’s NYU Framework 2031. See Exhibit D for the full presentation. She was joined by Professor Reiss, Mr. Cheatham, and Mr. Pender.

Ms. Yu noted that an email had been sent to the entire University community on January 25 encouraging all members of the University community to provide their input on the framework document before it is finalized and submitted to the Executive Committee of the University’s Board of Trustees. Ms. Yu outlined the purpose, contents, process, and suggested topics contained in the Framework. Ms. Yu noted that the deadline for submission of responses to the Framework is March 1 and said it was an opportunity for members of the entire University community to offer feedback and help influence the future direction of the University. In addition, meetings are being scheduled with different constituents of the University.
Professor Reiss said it was important to keep in mind that NYU is a research university and, although the principles of the Framework emphasize the undergraduate teaching experience, graduate education and the research conducted by the University's faculty also should be emphasized.

Mr. Cheatham noted that the Student Senators Council, the University Committee on Student Life, the Inter-Residence Hall Council, Inter-Greek Council, and each of the individual school councils all were working on the Framework.

Mr. Pender said that he had shared the Framework with members of the Executive Committee of the Administrative Management Council ("AMC") and subsequently sent it to all representatives and alternate representatives of the AMC. This was followed by a meeting held with the AMC and Ms. Yu. Plans are underway to send the Framework to the entire membership of the AMC. Mr. Pender noted that at the AMC meeting held with Ms. Yu, concerns were raised regarding the University's infrastructure, its information technology system, and whether the University was at risk of becoming too large.

Senior Vice President for Development and Alumni Relations Debra LaMorte noted that University alumni would be providing input on the Framework as well. A meeting is scheduled to take place with the Office of Development and Alumni Relations and the University's Alumni Association.
Council Reports

Deans Council. In Dean Brabeck's absence, Vice Chairperson of the Deans Council Ellen Schall reported that the Council had been considering the Framework and the administration's plans for the global university and its effect on each of the individual schools of the University.

Administrative Management Council. Mr. Pender reported that the Council held a meeting on February, 5 at which Ms. Yu presented the NYU Framework 2031 document, which was followed by questions, comments, and a lively discussion. The Council's letter of recommendations to the Financial Affairs Committee is scheduled to be presented later today at the Committee's meeting. The Council and the Office of Government and Community Affairs' Annual Holiday Toy Drive collected over 600 new, unwrapped toys for over 1,500 children of the Lower East Side who attended the Ninth Precinct Community Council's Holiday Party on December 15. A tremendous motivational gesture was demonstrated by the Harvey Golub Professor of Business Leadership in the Stern School of Business Michael Katz, who singlehandedly donated 164 of the more than 200 toys that were collected by the School. Beginning on January 14 and continuing through January 25, the Council's committees sponsored a "Gently Used Interview-Appropriate Clothing Drive" in conjunction with the Martin Luther King, Jr. Community Service Committee. All of the clothing that was collected will be donated to two charities, "Dress for Success" and "Career Gear." On January 31, Vice President for Public Safety Jules Martin and Director of Emergency Management and Business Continuity James Kerr gave a presentation on
emergency planning at NYU to the Council's Executive Committee. The same presentation has been scheduled for the Council's April 1 general meeting.

**Faculty Senators Council.** Professor Cappell reported that the Council and its committees have been looking at ways to enhance campus life and exploring faculty input into various kinds of decisionmaking. The Council and its committees have also been examining the merger with Polytechnic University, the creation of NYU Abu Dhabi, and issues related to faculty compensation and benefits. The Council also has been working on the Framework document. He noted the success of the recent Faculty Family Day and Spring Faculty Reception.

**Student Senators Council.** In Mr. Lee's absence, Ms. Hirawat reported that the Council met last week and was looking forward to the All-University games, the Town Hall meeting with Dr. Sexton, and the Violet Ball scheduled to take place on March 1. The Town Hall will be followed by the meeting with Dr. Brown and Mr. Albanis, referred to earlier in today's meeting, to consider ways to make this year's Commencement as memorable as possible.

Ms. Hirawat presented for discussion the following resolution recommending that the University take steps in an effort to divest its investments in targeted companies that directly or indirectly support the commission of genocide in Darfur. The resolution had previously been submitted as part of the Council's report at the April 19, 2007 Senate meeting, but had not been discussed or voted upon by the Senate.
The Student Senators Council and its University Committee on Student Life (UCSL) recommends that New York University take the following steps in an effort to divest from targeted companies who directly or indirectly support the commission of genocide in Darfur:\(^1\):

a) That the University Administration assess our current financial holdings in the University's retirement investment funds, endowment funds, and short-term investment pool, and identify any direct or indirect investments in targeted companies.\(^2\) "Targeted companies" is defined as those companies that:

i. Meet all three of the following criteria:

* Provide revenues to the Sudanese government through business with the government, government-owned companies, or government-controlled consortiums; AND

* Offer little substantive benefit to those outside of the Sudanese government or its affiliated supporters in Khartoum, Northern Sudan, and the Nile River Valley; this "outside" population specifically includes the country's disaffected Eastern, Southern, and Western regions; AND

\(^1\)House Concurrent Resolution 467 and Senate Concurrent Resolution 124; Both unanimous votes by the House of Representatives and the Senate that the Sudanese regime of dictator Omar al-Bashir is committing genocide.

\(^2\)Other Universities, such as Harvard, have already developed a comprehensive review process for its investments. Harvard, in particular, has already decided to divest itself of stock in a major subsidiary of China National Petroleum Company, PetroChina Ltd., due to that company's ties to the government of Sudan.
* Have not taken any substantial action to halt the genocide. Substantial action shall include but is not limited to curtailment of operations or public pressure on the Sudanese government. Simple company statements shall not constitute evidence of substantial action.

ii. OR, have taken actions during any preceding twenty (20) month period which have directly supported or promoted the genocidal campaign in Darfur, including, but not limited to, preventing Darfur’s victimized population from communicating with each other, encouraging Sudanese citizens to speak out against an internationally approved security force for Darfur, actively working to deny, cover up, or alter the record on human rights abuses in Darfur, or other similar actions.

iii. OR, supply Military Equipment within Sudan, unless a company clearly shows that the Military Equipment cannot be used to facilitate offensive military actions in Sudan or the Company implements rigorous and verifiable safeguards to prevent use of that equipment by forces actively participating in armed conflict.

b) That the University Administration submit its findings to the Senate Financial Affairs Committee (SFAC) for consideration and possible action.

c) That the SFAC continually monitor the situation of targeted companies and make appropriate recommendations to the University Senate regarding the divestment process and any new developments.

The Student Senators Council and its University Committee on Student Life call on the New York University Administration to divest from targeted companies doing business in Sudan.
Dr. Sexton noted that on April 10, 2003 he had written an open letter to the University community regarding the use of the University's name or endowment based upon various political judgments. Dr. Sexton said that his consistent position on this issue is that it is an error to make the University's endowment an instrument for political expression. To do so diverts the University from the endowment's primary function, which is to generate income for NYU. Dr. Sexton noted that in a campus as diverse as NYU's, even if use of the endowment as a political instrument were proper, there would be very few instances in which a consensus would emerge. Dr. Sexton read the following excerpt from the April 10, 2003 letter:

"...members of the NYU community may use our established structures to express their concerns about whether the University should avoid certain investments on the ground that they are socially objectionable. Specifically, the University Senate is available to hear those concerns to determine whether, in a particular instance, a consensus exists around the social or political use of our endowment. Through their respective governance councils -- the Student Senators Council, the Administrative Management Council, or the Faculty Senators Council -- members of the community can urge their individual concerns about the subject of endowment investments be reviewed. If a consensus develops that the Senate endorses, it can transmit that view to the University's administration and through them to the Board of Trustees."

Mr. Chheda noted that the Student Senators Council was already familiar with Dr. Sexton's April 10, 2003 letter, and said that it had been that letter that had led the Council to raise this issue at today's meeting as part of the formal process. Mr. Chheda asked, in light of Dr. Sexton's remarks earlier in today's meeting about the importance of working with the community, that each of the constituent councils respond to the demands put forth in the
proposed resolution submitted by the Student Senators Council. Mr. Chheda stressed that
the Council's proposed resolution was not groundbreaking and that other universities and
municipalities had already agreed to the divestiture.

Ms. Hirawat asked for a motion to table discussion on this resolution until the next Senate
meeting.

University Dialogue

President's Question Time

Faculty Senators Council. Professor Cappell Lee read the following questions:

1) How is alumni giving holding up? In this connection, are there things
we might do to make NYU alumni feel more like stakeholders?

2) Could our "foreign affairs" be briefly reviewed, e.g.,

   i) Paris - Does this mean the American University of Paris
      ("AUP") or are there alternatives?

   ii) Polytech - What stage is this at and what issues may remain?

   iii) Abu Dhabi - What stage is this at and are there still issues
        about academic freedoms (e.g., of people & information)? And
        are there concerns about this initiative distracting from
        pressing local concerns here?

3) What are current relations/concerns between our Medical School and
main campus and, in this connection, what is the relation between
tenure at these locales?

Dr. Sexton was pleased to report that news about engaging alumni is positive, principally
because of the efforts of Ms. LaMorte. One barometer is the success of "The Campaign
for NYU: 2001-2008," the University's seven-year plan to raise $2.5 billion, whose goal had
already been reached. Alumni have been a huge part of the success of the campaign through their increased participation in the Annual Fund. In 2001, the University was raising approximately $10 million per year in annual giving to the Fund. This year's total is expected to be more than $25 million. Dr. Sexton commented that an upcoming trip that he and Ms. LaMorte would be taking to California would include meetings with West Coast alumni.

Dr. Sexton noted that while the University was committed to having a high quality regional campus in Europe, particularly in Paris, it is not clear at this time whether that will occur at AUP. Dr. Sexton said that it seemed likely that the University will have an academic cooperative agreement with AUP, rather than moving along a path of assimilation as initially had been envisioned.

Dr. Sexton said that he continues to be pleased with the University's counterparts in Abu Dhabi, who have honored all of their commitments and have been aggressive in fulfilling their part of the partnership. Dr. Sexton was pleased to note the increase in faculty interest at the Square concerning the partnership and commented on the positive feedback he has received that the University had found the right partner for its global initiative in the Middle East.

Dr. Sexton noted that a formal vote by the Polytechnic University Board of Trustees that had been scheduled to take place that day had been postponed to ensure that no accusations of improprieties could be raised. However, by an informal vote taken at that
Board's meeting, the arrangement was approved by more than three-quarters of the trustees. Dr. Sexton believes that a formal vote to approve the merger will occur soon.

Dr. Sexton noted that when he assumed the presidency of the University he immediately became engaged in strategic matters on issues relating to the Medical Center. A decision was made to go forward with creating a first rate medical center with the understanding that no money would be taken from the Washington Square budget to support the Medical Center. Dr. Sexton noted that the tremendous success of the Remicade royalty stream helped mask a structural deficit, and a ten year budget plan had been developed to address this fact. The plan also addressed the issue of faculty productivity, which Dr. Sexton sees as requiring faculty members to honor the contract that is made when one becomes involved in a top quality medical center.

There being no further business, the meeting was adjourned at 4:10 p.m.

Leona S. Chamberlin
Secretary
EXHIBIT A
Here are some recent news, notes and developments that may be of interest to the University Senate.

UNIVERSITY INITIATIVES

I was pleased to join Manhattan Borough President Scott M. Stringer last week in announcing that NYU, elected officials, and local community groups have agreed to a set of principles to guide the University’s future expansion. As outlined, the University, which projects a need for 6 million square feet of space over the coming decades, will pursue re-use of existing buildings before developing new facilities and will actively pursue academic and residential centers outside the Washington Square area. In addition, the principles are designed to emphasize contextual development, mitigate the effects of construction, enhance community consultation, and support community sustainability, such as preservation efforts aimed at local retail businesses.

The principles constitute a framework for detailed future discussions. They are the result of more than a year of meetings involving NYU’s leadership and planning team, the Borough President’s office, and the Community Task Force of elected officials and local community groups.

Also last week, NYU held the fourth Open House to share with the university and local community its approaches for accommodating NYU’s physical space needs by the year 2031. The “NYU Plans 2031” design team – including the NYU Office of Strategic Assessment, Planning and Design; the planning firm SMWM; Toshiko Mori Architects; Grimshaw; and Olin Partnership – has created a set of design concepts for the NYU “core” area and more abstract ideas for the potential “remote” locations. Using the feedback generated by the Open House, the design team will continue to develop select concepts and work with the university to develop a preferred direction. The materials from this and all previous Open Houses can be accessed at www.nyu.edu/open.house.

NYU’s Sustainability Task Force is now accepting proposals for the second cycle of Green Grants. All NYU students, faculty, administrators and staff are eligible to submit their ideas for campus greening projects for the 2008-09 year. The Green Grants will fund projects that reduce NYU’s adverse environmental impacts, engage the campus community, demonstrate the viability of best practices and technologies, and advance applied research and educational goals. The application form and guidelines are posted online at www.nyu.edu/sustainability. Proposals are due Monday, March 3.
RESEARCH GRANTS AND GIFTS

NYU has received $1.5 million from New York State to continue its important work in stem cell research. Of this total amount, NYU's School of Medicine received nearly $1,000,000 for work at its Helen and Martin Kimmel Center for Stem Cell Biology. The Office of the Dean for Science, within the Faculty of Arts and Science, also received $553,000, which will support research conducted by NYU's Center for Genomics and Systems biology and NYU's College of Dentistry. NYU's grants were among the largest within the $14.5 million grant package announced in early January as part of New York State's $600 million multi-year stem cell research program.

The Department of Music and Performing Arts Professions at the Steinhardt School of Culture, Education, and Human Development has announced a $100,000 gift from the Elizabeth and Michel Sorel Charitable Organization to endow scholarships for gifted female students in the Department's Program in Film Scoring. NYU Steinhardt will award the first scholarship for the 2009-2010 academic year.

AWARDS AND ACCOLADES

Faculty Honors

NYU Global Distinguished Professor Elias Khoury has received the Sultan Bin Ali Al Owais Cultural Award for his contributions to Arabic literature and culture. The award, given by the Dubai-based foundation, will be formally presented at a ceremony in March and includes a cash prize of $120,000. A Lebanese writer and critic, Professor Khoury teaches modern Arabic literature in the Department of Middle Eastern and Islamic Studies.

Shulamith Lala Straussner and Jeane Anastas, professors of social work at the Silver School of Social Work at NYU, were inducted recently into the National Academies of Practice as Distinguished Scholars in Social Work. Members of the Academy come from all of the primary health professions.

Dean Catharine R. Stimpson of the Graduate School of Arts and Science was recently elected vice chair of the Board of Trustees of the Carnegie Foundation for the Advancement of Teaching, an independent policy and research center devoted to the enhancement of the profession of the teacher.

Nicholas E. Geacintov, professor and chair of the Department of Chemistry, was awarded the 2007 Margaret and Herman Sokol Faculty Award in the Sciences. The Sokol Award, which includes an unrestricted grant of $25,000, is presented annually to a member of the science faculty who has most clearly demonstrated evidence of past excellence and future prospects for growth as a teacher, scholar, and colleague at NYU.
Student Honors

The College of Arts and Science sent eight undergraduates to the New York Undergraduate Research Exposition in Albany last month. NYU had more representation at this conference than any other New York college or university, with our students comprising more than 10 percent of all student presenters. The students were Na-Eun Christine Yoo; Andrey Zuskov; Justin Little; Elinor Zhou; Christine Constantinople; Anita Saha; Yeison Rodriguez; and Robert Kellner.

Administration Honors

Michael C. Alfano, former Dean of NYU’s College of Dentistry and now Executive Vice President of the University, has been named one of the winners of the inaugural William J. Gies Awards for Vision, Innovation and Achievement for his outstanding vision as a dental educator. The Award recognizes contributions to and support of global oral health and education initiatives and will be presented next month at the annual meeting of the American Dental Education Association.

NYU’s Division of Student Affairs has been recognized with three prestigious awards in the 2007 NASPA Excellence awards presented by the National Association of Student Personnel Administrators. They include: a gold award for the Student Resource Center (in the category Off Campus, Commuter, Non-traditional, Graduate, Professional Students); a gold award for Athletics’ “Tear It Up!” events (in the category Athletics and Recreation); and a bronze award for the Center for Multicultural Education and Programs’ “ISM Project” (in the category International, Multi-cultural, Cultural, LGBTQ, Spirituality, Disability).

Alumni Honors

The Tisch School and its Kanbar Institute of Film & Television marked their 15th year at the Sundance Film Festival, and celebrated a record-tying number of films with an NYU affiliation with a record-breaking number of NYU alumni, students, and faculty. Of the more than 200 films screened at 2008 Sundance, 17 were directed by alumni. One student and five alumni from the Tisch School of the Arts and its Kanbar Institute received awards:

- American Teen - Directing Award: Documentary, directed by Nanette Burstein (TSOA ’94, ’04) director, screenwriter, producer
- Sleep Dealer - Waldo Salt Screenwriting Award for outstanding achievement in writing went to co-writer David Riker (TSOA ’96)
- Roman Polanski: Wanted and Desired - Documentary Editing Award - presented to Joe Bini (TSOA ’86)
- Choke - Special Jury Prize: Dramatic, Work by an Ensemble Cast – Clark Gregg (TSOA ’86) was director, screenwriter and member of the cast
- Sikami (On the Ice) - Jury Prize in Short Filmmaking - directed and written by Andrew Okpeaha MacLean, MFA student
- Aquarium - Honorable Mention in Short Filmmaking - directed, written, and edited by Rob Meyer (TSOA ’07)
We also salute our alumni winners:

**Golden Globes:**
- Joel Coen (TSOA '78) - Adapted Screenplay, *No Country for Old Men*

**Screen Actors Guild awards:**
- Alec Baldwin (TSOA '94) - Male Actor in a Comedy Series, *30 Rock*
- Rainn Wilson (TSOA '89) - Ensemble in a Comedy Series, *The Office*

This year’s Academy Awards nominations from NYU include:
- **Joel Coen** (TSOA '78) - Best motion picture of the year, Achievement in directing, and adapted screenplay for *No Country for Old Men*
- **Philip Seymour Hoffman** (TSOA '89) - Performance by an actor in a supporting role in *Charlie Wilson’s War*
- **Tamara Jenkins** (TSOA '94) - Original screenplay for *The Savages*

Jonathan Goldberg, a 2007 M.F.A. alumnus of the dramatic writing department of TSOA, is **winner of the 2007 Rita and Burton Goldberg Dramatic Writing Award** for his play, *The Jew and the Demon.* In addition to the honor, he receives a $10,000 prize.
EXHIBIT B
DATE: January 30, 2008

TO: Executive Committee
    New York University Senate

FROM: Senate Committee on Organization and Governance

RE: Creation of Ad Hoc Committee to Develop a University Senate Web Site

At the April 20, 2006, meeting of the University Senate, the Senate Committee on Organization and Governance (SCOG) made several suggestions to improve Senate function, all of which were approved by the Senate. Among those suggestions was the creation of a University Senate Web site. The Web site would serve to disseminate information about the University Senate – its role, purpose, function, composition, operation, activity, etc. – to the University community. The site would also serve to educate and prepare new members of the Senate and provide opportunities for increased communication among the members of the Senate. The creation of a Web site would also support NYU’s Green Initiatives by decreasing the amount of paper used for distributing Senate materials.

SCOG continues to discuss the creation of a University Senate Web site and recently met with John Beckman, Vice President for Public Affairs, and Joel Leimer, Web Director, to discuss how to proceed. As a result of that conversation, SCOG is requesting the Executive Committee to form an ad hoc Committee for the creation and development of the University Senate Web site and to recommend members of the Senate and the University community who have the expertise, background and ability to pursue this effort more knowledgeably and thoroughly.
EXHIBIT C
NEW YORK UNIVERSITY
THE UNIVERSITY SENATE

Senate Rules of Procedure

(As Amended Through April 19, 2007)

I. Membership

1. **Composition.** As specified in the Bylaws of New York University, the University Senate shall be composed of members of four constituent councils—the Deans Council, the Faculty Senators Council, the Student Senators Council, and the Administrative Management Council—the President, and a number of additional officers of the central administration.

2. **Dean's Substitutes.** Each member of the Deans Council, by notice to the Secretary of the Senate, is authorized to designate at the beginning of each academic year two substitutes either of whom may attend a particular meeting and exercise the privilege of the Dean at the meeting.

3. **Faculty Alternates.** Each faculty shall elect one or two alternates, as provided herein, for each of its professorial representatives in the Senate either of whom, in the absence of that representative, may, on notice to the Secretary of the Senate, attend meetings and exercise the privileges of the absent member. In the case of a faculty having more than one professorial representative in the Senate, one alternate shall be elected for each professorial representative but one elected alternate may be substituted for another who is absent, provided that no alternate may represent more than one professorial representative at any given meeting. In the case of a faculty having only one professorial representative, two alternates shall be elected. In addition, there shall be appointed by the Executive Committee of the Senate four alternate faculty senators-at-large each of whom shall serve as an alternate to one or two designated faculty senators-at-large provided that no alternate may represent more than one absent member at any given meeting. The alternate faculty senators-at-large shall be nominated in accordance with the same guidelines used to nominate faculty senators-at-large.

4. **Student Alternates.** Each student body authorized to name a senator shall be authorized to name two alternate senators either of whom, on notice to the Secretary of the Senate, may attend Senate meetings and exercise the privileges of the absent member. In addition, there shall be appointed by the Executive Committee of the Senate up to seven alternate student senators-at-large, each of whom shall serve as an alternate to one or two designated
student senators-at-large provided that no alternate may represent more than one absent member at any given meeting. The alternate student senators-at-large shall be nominated in accordance with the same guidelines used to nominate student senators-at-large.¹

5. **Administrative Management Council Alternates.** The Vice Chairperson of the Administrative Management Council shall serve as the alternate for the Chairperson of the Administrative Management Council, who holds a Senate seat for the duration of his/her term as Chairperson, and on notice to the Secretary of the Senate, such alternate may attend Senate meetings and exercise the privileges of the absent member. The constituency of the Administrative Management Council shall elect two alternates for each of the other senators elected by the Administrative Management Council constituency either of whom, in the absence of that senator, may, on notice to the Secretary of the Senate, attend meetings and exercise the privileges of the absent member.

6. **Central Administration Substitutes.** Each Central Administration member of the Senate, by notice to the Secretary of the Senate, is authorized to designate at the beginning of each academic year two substitutes either of whom may attend a particular meeting and exercise the privileges of the member at the meeting.

7. **Observers as Alternates.** An alternate senator attending a meeting as an observer may replace the senator for the balance of that meeting, if the latter is obliged to leave.

8. **Terms of Alternates.** The terms of alternate senators shall correspond to those of the senators whose alternates they are. Alternate senators shall by virtue of their selection be entitled to formal notices and copies of the minutes upon request.

9. **Alternates on Committees.** Duly qualified alternate and substitute senators shall be eligible for regular assignments to the Senate standing committees, provided that every such committee shall have the majority of its membership drawn from the regular members of the Senate—this latter provision to be monitored by the Executive Committee.

10. **Votes in Committee.** At meetings of any senate committee, only those persons duly assigned to that committee shall be eligible to vote, i.e., no substitution for a regular committee member shall be permitted.

¹See Appendix A.
II. Meetings of the Senate

1. **Stated Meetings.** The Senate shall meet monthly during the months of September, October, November, December, February, March, and April in accordance with a schedule adopted by the Senate. The September meeting shall be the annual organizational meeting, at which the election of a Vice President and a Secretary shall take place and committees shall be appointed. The office of Vice President shall rotate annually in this sequence: Dean, Faculty, Student, Administrator. The office of Secretary usually will be filled by the Secretary of the University, although other nominations may be made.

2. **Special Meetings.** At the call of the President or when requested in writing by five members of the Senate, including at least one representative of each of the Student Senators Council, the Faculty Senators Council, the Administrative Management Council, and the Deans Council, the Secretary shall call a special meeting on 24 hours’ notice, specifying the purpose of the meeting.

3. **Time of Meetings.** Unless the Secretary shall advise the members otherwise, meetings of the Senate shall take place at 2:00 p.m.

4. **Quorum.** A majority of the members entitled to vote shall constitute a quorum at meetings of the Senate.

5. **Voting.** A majority of the votes cast at a meeting at which a quorum is present shall authorize action. The text of all substantive motions and reports to be considered for action at a regular meeting of the Senate must be submitted to the Secretary by Wednesday noon of the week before the Senate meeting. A tentative agenda, text of motions, and reports for action shall be distributed to the members by Friday of the week before regular Senate meetings.

6. **Deferred Vote.** Whenever the President believes it is in the best interest of the University to defer action on a topic, the President may defer action on the topic for only one meeting. Such an action will not close discussion on the topic at that meeting.

7. **Order.** The presiding Officer shall be the President; the President may designate a President pro tem for meetings from which the President will be absent. If the President is absent and has not designated a President pro tem, the Vice President of the Senate shall preside. Robert's Rules of Order shall be used to decide all questions of order not otherwise covered in these rules or in the Bylaws of the University.
8. **Attendance of Invitees and Guests.**

   a. **Vice Presidents.** For administrative convenience, the Vice Presidents shall be regularly invited.

   b. **Reporters.** For the dissemination of news of Senate actions, the Director of Public Affairs or a deputy shall regularly be invited, and each student newspaper and radio station, upon application approved by the Executive Committee of the Senate, may assign one reporter to attend Senate meetings; each such reporter may be accompanied by a photographer. The use of sound recording equipment is not permitted.

   c. **Alternates.** Each alternate senator, in the capacity of a non-voting, non-speaking observer, may attend any meeting at which he or she is not replacing the Senator.

   d. **Guest Passes.** Each titular senator, for each Senate meeting, shall be entitled to receive one guest pass, to be issued by the Secretary of the Senate, for the exclusive use of one designated member of the faculty, staff, or student body of New York University. In addition, the office of the Secretary is authorized to issue up to 50 additional passes, on request, to members of the University community, in order of receipt of such requests. Other individual guests may be admitted to Senate meetings on motion of a senator adopted by vote of the Senate.

   e. **Executive Sessions.** Invitees and guests may not speak at Senate meetings except upon express invitation by vote of the Senate. All non-members must leave if and when the Senate decides to sit in executive session, except those specifically invited by a majority of the Senate to remain.

9. **Amendments to Rules.** The amendment of these Rules of Procedure must be presented for discussion at a regular meeting of the Senate and voted on at a subsequent regular meeting of the Senate during the same academic year.

III. **Standing Committees**

   1. **Responsibilities of the Standing Committees.**
a. **Definition.** The function of the standing committees is to investigate and study substantive matters referred to them by the Senate, in order to help the Senate arrive at decisions in the areas of its responsibilities.

b. **Membership.** Standing committees shall be made up of appropriate Central Administration members of the Senate and one or more members of each of the four constituent councils of the Senate: the Faculty Senators Council, the Student Senators Council, the Administrative Management Council, and the Deans Council. Except as provided in Section III.2.d.(1) of these Rules of Procedure, advisors may be assigned to the standing committees by the President to furnish expertise that could be beneficial to the committees. Such advisors do not have voting privileges, and their attendance at committee meetings is at the discretion of the committee.

c. **Attendance.** It is the responsibility of the chairperson to make every effort to see that at least one member from each council is present. If a final committee vote is to be taken on substantive recommendations to the Senate without representation from all four councils, that fact shall be reported to the Senate at the time of the committee report.

d. **Quorum.** A majority of members shall constitute a quorum.

e. **Minutes.** At all meetings the chairperson or his or her designee shall take minutes, which shall be distributed to all members.

f. **Call to Meetings.** The Secretary of the Senate shall issue the first call to meeting for each standing committee without a designated chairperson. The chairperson or any two members from different councils may issue subsequent calls to meeting. When a recommendation of substance is likely to be voted on, the chairperson will so note in the call to meeting.

g. **Responsibilities.** It is the responsibility of the members of the standing committees to make every effort to attend each meeting. It is the duty of the chairperson to call meetings at such times and places and with sufficient advance notice that committee members will not ordinarily be prevented from attending.
2. The Standing Committees shall be the following:

a. **Academic Affairs Committee.**

(1) **Membership.** The Academic Affairs Committee shall consist of the Chancellor and Executive Vice President for Academic Affairs, two members nominated by and from the Deans Council, four members nominated by and from the Faculty Senators Council, three members nominated by and from the Student Senators Council, and one member nominated by and from the Administrative Management Council. The Committee shall elect its own chairperson, who shall be a member of the Faculty Senators Council.

(2) **Duties.** The Committee shall consider the educational policies of the University and shall have responsibility for stimulating and promoting experimentation and innovation. The Committee shall consider matters pertaining to New York University relations with professional and educational organizations.

The Committee shall advise the Academic Affairs Committee of the Board of Trustees regarding honorary degrees and other special awards, as provided in the Bylaws, and regarding the naming of buildings or other facilities not earmarked for naming gifts. The Committee shall be responsible for presenting to the Senate a calendar for the academic year that begins in the following calendar year. The calendar shall be prepared by a Subcommittee on the Calendar. The Senate shall thereafter adopt a calendar at or before the March meeting of the Senate each year.

The Subcommittee on the Calendar shall consist of the Registrar, who shall be the chairperson of the Subcommittee, and any additional members selected by the Academic Affairs Committee.

b. **Executive Committee.**

(1) **Membership.** The Executive Committee shall consist of the President or, in his or her absence, his or her designee, the chairperson of the Faculty Senators Council, the chairperson of the Deans Council, the chairperson of the Administrative Management Council, and the chairperson of the Student Senators Council. In the absence of the chairperson of a
constituent council the vice chairperson of that council may act as a member of the Committee. The Secretary of the Senate shall be an ex-officio, non-voting member.

(2) **Duties.** The Committee shall act in the name of the Senate on urgent matters that arise at times when the full body of the Senate cannot be convened, and shall report its actions at the first ensuing meeting of the full Senate.

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

The Committee or the Secretary of the Senate at the direction of the Committee shall prepare the agenda for each Senate meeting. Reports of the constituent bodies of the Senate requiring Senate action shall be automatically entered upon the agenda; otherwise, no topic shall be entered unless sponsored by a member of the Senate or unless originating with an interschool committee or commission.

The Committee shall be empowered to refer topics immediately to the Senate committees, and to refer administrative questions to the appropriate offices of the University, provided that each referral shall be reported to the sponsor of the topic and to the full Senate. All proposals for topics for the agenda shall be submitted in written form.

c. **Faculty Affairs Committee.**

(1) **Membership.** The Faculty Affairs Committee shall consist of the faculty members who compose the Faculty Senators Council. The chairperson of the Faculty Senators Council shall be the chairperson of the Faculty Affairs Committee.

(2) **Duties.** The Committee shall consider all University-wide matters pertaining to faculty personnel.

d. **Financial Affairs Committee.**
(1) **Membership.** The Financial Affairs Committee shall consist of the President, who shall be the chairperson of the Committee, the Senior Vice President for Finance, the Chancellor and Executive Vice President for Academic Affairs, two members nominated by and from the Administrative Management Council, two members nominated by and from the Deans Council, six members nominated by and from the Faculty Senators Council, and five members nominated by and from the Student Senators Council. The membership of the Deans and Faculty Senators Councils together shall consist of at least one representative from each of the Faculty of Arts and Science, The Steinhardt School of Education, and the Stern School of Business. The Director of the University Budget and the Vice President for External Affairs shall be advisory members of the Committee.

(2) **Duties.** The Committee shall consider and make recommendations on financial and budgetary policies of the University, including those relating to capital budgets, operating budgets, long-range financial planning, policies governing allocation of resources among schools, and policies on tuition and salary. In addition, the Committee shall consider matters relating to the development of University facilities.

e. **Organization and Governance Committee.**

(1) **Membership.** The Committee shall consist of the Secretary of the University and one additional representative of the Central Administration, two members nominated by and from the Deans Council, five members nominated by and from the Faculty Senators Council, four members nominated by and from the Student Senators Council, and two members nominated by and from the Administrative Management Council. The Committee shall elect its own chairperson.

(2) **Duties.** The Committee shall review organizational policies of the University and make recommendations regarding governance.

f. **Public Affairs Committee.**

(1) **Membership.** The Public Affairs Committee shall consist of two representatives of the Central Administration, four members nominated by and from the Faculty Senators Council, two members nominated by and from the Deans
Council, three members nominated by and from the Student Senators Council, and two members nominated by and from the Administrative Management Council. The Committee shall elect its own chairperson.

(2) **Duties.** The Committee shall be concerned with all matters relating to the Commencement Exercises and other public occasions affecting more than one school. The Committee shall consider matters pertaining to New York University's relations with the community.

The Committee shall conduct a yearly review of the guidelines on the use of University facilities, and shall inform appropriate administrative personnel about the operation of these guidelines.

The Committee shall also develop additional guidelines, if needed, for approval by the Senate; hear grievances and arbitrate disputes in connection with the use of University facilities; and determine violations of the guidelines. Appeals from decisions of the Public Affairs Committee may be made to the Senate.

g. **University Judicial Board.**

(1) **Establishment.** The New York University Student Disciplinary Procedures approved by the Senate on February 9, 1978 (the "Disciplinary Procedures") called for the creation of this group and specified its name, its status as a Standing Committee of the Senate, the form of its membership, and its duties. The Board shall serve in place of the previously created University Review Board wherever any rules of the University call for the participation of the University Review Board.

(2) **Membership.** The Board shall consist of six students chosen by and from the Student Senators Council, six faculty members chosen by and from the Faculty Senators Council, six deans chosen by and from the Deans Council, and four members chosen by and from the Administrative Management Council. The size of the Board may be increased at the request of the Board. Hearings shall be conducted by panels of four Board members, one from each of its constituencies, in accordance with the provisions of the Disciplinary Procedures. The Board shall elect its own chairperson.
(3) **Duties.** The Board shall hear and decide cases referred to it, directly and on appeal, in accordance with the provisions of the Disciplinary Procedures.

3. **The President.** The President shall be a voting member of all standing committees except the Faculty Affairs Committee.

**IV. Ad Hoc Senate Committees**

**Who May Serve; Reports.** Persons not members of the Senate may be appointed to serve on ad hoc committees established by the Senate, but at least one member of the Senate shall be appointed to each such committee. Every report of an ad hoc committee shall be made by a member of the Senate.
Appendix A

Requirements for Selection of
Student Senators-at-Large\(^2\)

(Approved by the University Senate on March 8, 1984,
as amended through March 6, 1997)

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

2. They will be nominated by a majority of the regularly elected student senators by the first Friday in May and appointed by the Executive Committee of the Senate prior to the end of the academic year.

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

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

5. Student senators-at-large may serve in an at-large capacity for no more than three years in toto and for no more than two consecutive years.

6. An effort shall be made to use the senator-at-large positions to represent interests that are otherwise underrepresented in the student senators delegation. Such interests may include, but are not limited to, ethnic minorities, night students, part-time students, commuters, and programs within individual schools.

7. It will be the responsibility of the Student Senators Council to begin publicizing the availability of at-large positions no later than four weeks in advance of the application deadline. The goal of this publicity shall be to reach as many students in as many schools as is possible.

8. When transmitting to the Executive Committee of the Senate the names of those students selected by the regularly elected student senators who, in their opinion, best represent the interests of the student body and when (a) an individual candidate does not appear to comply with one or more of the above requirements or (b) when a suitable number of qualified candidates cannot be found who meet the above requirements, the Student Senators Council shall submit a report explaining

---

\(^2\)Pursuant to Section 1.4. of the New York University Senate Rules of Procedure, these Requirements shall also be applicable to the selection of alternate student senators-at-large.
why the above criteria could not be fully met and setting forth the additional criteria used.

9. These requirements shall become effective upon their approval by the Senate. They may be subsequently amended by action of the Senate.
EXHIBIT D
NYU FRAMEWORK 2031

DISCUSSION DRAFT PRESENTATION
TO THE UNIVERSITY SENATE
FEBRUARY 7, 2008

NEW YORK UNIVERSITY
A private university in the public service
FRAMEWORK PURPOSE

- Address for NYU Board the key concerns, issues, and opportunities facing NYU in the next 2 decades (approaching 200th anniversary in 2031)
- Describe how NYU has risen in stature and quality over the past quarter century
- Indicate NYU's aspirations to continue to advance to the top ranks of research universities
- Identify current constraints on resources and growth
- Highlight key NYU assets to be leveraged
- Offer set of overarching principles to guide future decision-making on academic investments
- Provide examples of application of guiding principles
FRAMEWORK CONTENTS

- The Foundation
- Major Challenges
- NYU’s Distinctive Assets
- The Task Ahead – Guiding Principles and Criteria for New Strategic Initiatives
- Illustrative Examples
FRAMEWORK PROCESS

- Draft Framework draws on past reports and conversations, both internal and external
  - Internal: Presidential Transition Team reports, Middle States re-accreditation report, University committees and councils
  - External: Studies by national higher education organizations
- Document is circulating widely in the NYU community
PROCESS, cont’d

- “Notice and Comment” period till March 1, 2008 – an opportunity for members of the NYU community to offer feedback and help influence the future direction of the University
- All written comments will be transmitted with the final version to the Trustees
- To download document and comment: http://www.nyu.edu/about/framework
PROCESS, cont’d

- Set up discussions with key constituents, including Senate, AMC, Faculty Senators, Student Senators, and Alumni Assn.
- Set up informal sessions at school faculty meetings, student residence halls, clubs, administrative units, etc.
- Try to make as many people as possible aware of “Notice and Comment” opportunity
- Use Senate Ad Hoc Committee on the Framework to help coordinate the vetting process
SUGGESTED TOPICS FOR DISCUSSION

- Are the difficulties and challenges that NYU faces over the next quarter-century as stated in the document the most salient ones – or are there others that should be considered?
- How can NYU build further on its “locational endowment”?
- How can NYU build further on its “attitudinal endowment”?
- What other advantages, mechanisms, or tools are available to NYU as it faces its resource and space challenges?
- How do/should global initiatives contribute to the development of excellence at NYU?
SUGGESTED TOPICS, cont’d

- Do the Guiding Principles on page 14 provide sufficient guidance for evaluating new proposals that will achieve our goals of continuing academic excellence and growth? Are there better or additional ones that should be considered?
  - First Principles
  - Additional Criteria for Academic Investments
  - Additional Considerations for University Investment

- Do the “Illustrative Examples” starting on page 15 “...make more concrete the application of the Guiding Principles”? Are there better or additional examples that should be considered?
  - Partners’ Plan/Science, Undergraduate Education, Medical Center, Global Research University, ISAW
FINAL COMMENTS

- Urge Senators to provide feedback and encourage others to submit comments by March 1 to help shape the document.
- Attend or set up briefing sessions to discuss the Framework with your constituents.
- Additional remarks by Carol Reiss (FSC), Cooper Cheatham (SSC), and Larry Pender (AMC).