Minutes of a Stated Meeting of the

Senate of New York University

March 6, 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, March 6, 2008. 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, Black, Bogart, Cappell, Carten (for Landsberg), Dent, Dunbar (for White), Economides, Frommer, Goodman, Hammack, Hutchins, Kovner, Lebowitz, Ling, Moran, Raiken, Ramsey, Reiss, Schacht, Simon, Simonoff, Tannenbaum, Thompson, and Zwanziger; members of the Student Senators Council Brooks, Cheatham, Chheda, Choo, Cyr, Desouki, Hong, Kaufman, Eugenia Lee, Justin Lee, Leinheiser, Levine, Major, Patel, Peaden, Picou, Sharma (for Modgil), Tong, and Yandel; members of the Deans Council Brathwaite (for Santirocco), Cameron (for Campbell), England, Lapiner, Robin (for Brabeck), Schall, Stimpson, Witt (for Blount-Lyon), and Wofford; members of the Administrative Management Council Cahill, DeSantis, Fauerbach, Moppett, 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 February 7, 2008, were approved.

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 earlier that day the Board of Trustees of Polytechnic University ("Polytechnic") had voted overwhelmingly to approve a merger with New York University. Dr. Sexton noted that this approval followed a meeting held the previous week in which NYU's Board of Trustees had authorized NYU to enter into a Definitive Agreement with Polytechnic on such final terms and conditions as determined to be satisfactory to Martin Lipton, as Chairperson of the NYU Board of Trustees, and himself, as President of NYU. Dr. Sexton explained the two stages of the Definitive Agreement. During the affiliation stage, Polytechnic would remain a separate corporation operating under the name "Polytechnic Institute of NYU," and NYU would become the sole member of the Polytechnic Institute Corporation. This would be accomplished through the approval of amendments to Polytechnic's Charter by the New York State Board of Regents. At the consolidation stage, which would occur after a period of five to ten years, Polytechnic would cease to exist as a separate corporation and would become a school of NYU.
Dr. Sexton noted that this year's annual "NYU in Albany Day" took place on March 4, when he had attended meetings with various New York State leaders and other university presidents. Dr. Sexton commented on the current unfavorable fiscal climate and said that the State is anticipating a deficit of at least $4 billion, or approximately five percent of its entire budget. Dr. Sexton noted that NYU was structurally sound and that despite the Federal and State economic forecasts, NYU was in a better position than during the economic downturn five years ago when the University was faced with structural problems that had required dramatic remedial steps. Dr. Sexton expressed discouragement over what he sees as a failure on the part of New York State leaders to appreciate what he believes is necessary to maintain the advantage of the private university sector. Dr. Sexton noted that the State's investment in public education is coming at the expense of private education and that investment in institutional support such as capital projects is being favored over investment in students through financial aid. Dr. Sexton said that of the 100 leading colleges and universities nationwide, 14 are private institutions located in New York State, which is a higher number than in any other state. Dr. Sexton commented that, while the University was exposed to current market forces in the auction bond market, the University's exposure to this kind of debt was very limited when compared to other institutions and the University was in the process of refinancing this debt to eliminate this type of risk from its debt portfolio.

Dr. Sexton expressed concern about the impact of the current economic climate on student loan borrowings and said that overall NYU students would not lack access to student loans, but they likely would see interest rates rise by at least one percentage point. He noted that
some universities may be unable to offer student loans as a result of low graduation or placement rates. Dr. Sexton stressed the importance that the NYU administration places on offering financial aid packages to students.

Dr. Sexton referred to an email he sent on February 27 to the University administration concerning administrative efficiencies and university resources. The email stated that the administration plans to achieve greater efficiency through a fundamental restructuring of the way the University looks at operations and how they are funded. Dr. Sexton apologized for any undue concerns that may have been generated as a result of the communication and stressed that the University remains in a strong position. Mr. Pender thanked Dr. Sexton for his explanation of the email.

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

Report of the Academic Affairs Committee

In Professor Hendin's absence, Professor Cappell reported that the Committee was presenting the following two matters: 1) revisions to NYU's fall 2008 calendar that are being presented for a vote at today's meeting, which are attached to these minutes as Exhibit B; and 2) proposed academic calendars for the academic years 2009-2010, 2010-2011, and 2011-2012, which will be presented for a vote at the April Senate meeting and which are attached to these minutes as Exhibit C.
1. *Revisions in NYU's fall 2008 Calendar.* The academic calendar for fall 2008 calendar has been modified to provide both a fall break in October and a calendar containing 14 weekly sessions for classes held Mondays through Thursdays. This is accomplished by making Tuesday, October 14, 2008 a fall break and by changing the last day of classes from Wednesday, December 10, 2008 to Thursday, December 11, 2008. The reading day before final exams consequently changes from Thursday, December 11, to Friday, December 12, 2008. The finals period is shortened by one day and begins Monday, December 15 and extends through Friday, December 19, 2008. This revised calendar also eliminates two legislative days. The resulting calendar provides students with a reading day before midterm exams.


**Fall 2009.** Because Labor Day falls late, on September 7, 2009, it was not possible to provide a fall break or a fall reading day in October and still offer 14 Monday through Thursday sessions and a Thanksgiving Day break. Accordingly, both the fall break and reading day are omitted. However, there is a reading day on Wednesday, December 16, 2009 prior to the final exam period which begins on Thursday, December 17 and ends on Wednesday, December 23.
Fall 2010. Because Labor Day falls one day earlier on September 6, 2010, it was possible to offer a fall break on Monday, October 11 and to retain a reading day on Thursday, December 16. The final exam period begins on Friday, December 17 and ends on Thursday, December 23, 2010.

Fall 2011. Because Labor Day falls on September 5, 2011, it was possible to provide both a fall break and a fall reading day on Monday, October 10 and Tuesday, October 11, respectively. There is no December reading day. However, classes end on Friday, December 16, 2011, leaving the weekend as a reading period. The final exam period begins on Monday, December 19 and ends on Friday, December 23, 2011.

Upon motion duly made and seconded, the Senate voted to approve the revisions in NYU's fall 2008 calendar. Mr. Peaden subsequently made a motion to reconsider the resolution, which was duly approved, and discussion of the revisions to the fall 2008 calendar was re-opened. Mr. Peaden noted that not every class held midterm exams, and he questioned the need for the Tuesday, October 14 fall break. Dean Schall noted that faculty at the Wagner School were concerned about the proposed calendar because it did not suit the needs of many graduate students and could make it difficult to teach classes of multiple sections in a coherent fashion. Professor Cappell noted that the Committee had taken all of the schools' needs into consideration and that the resulting revised calendar for fall 2008
was one that in the Committee's view best met the need of incorporating 14 weekly sessions for classes held Mondays through Thursdays.

Upon motion duly made and seconded, the Senate, with five votes in opposition, voted to approve the revisions to the fall 2008 calendar as submitted to the Senate for today's meeting.

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

Report of the Committee on Organization and Governance

Ms. Moppett reminded the Senate of the two matters that had been reported on at the February meeting of the Senate and that were to be voted on at today's meeting.

Approval of Changes to Senate Rules of Procedure. At Mr. Lee's request, Ms. Moppett provided a summary of the rationale for the proposed changes to the Senate Rules of Procedure, all of which can be found in the redlined version, attached as Exhibit C to the minutes of the meeting of February 7, 2008. Mr. Lee expressed concern regarding the proposed additional organizational meeting of the Senate in September called for in Section II.1 of the Rules because the meeting would occur at a time when students were just beginning to attend classes. Mr. Cyr suggested that Section II.1 be amended so that the organizational meeting does not necessarily have to take place in the month of September. Upon motion duly made and seconded, a motion to amend the previously
circulated revisions to the Rules was approved. A redlined version of the amended revisions to Section II.1 is attached to these minutes as Exhibit D.

Upon motion duly made and seconded, the Senate approved revisions to the Senate Rules of Procedure, the full text of which, as revised, is attached to these minutes as Exhibit E.

**Approval to Create an Ad Hoc Committee to Develop a University Senate Website.** Upon motion duly made and seconded, the Senate approved the Committee's recommendation that the Executive Committee form an ad hoc committee for the creation and development of a University Senate website.

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 reminded the Senate that the constituent Councils had called for greater transparency concerning the budget process. As a result of this request, the Committee has distributed more budget information to each of the Councils than it had in the past, and this year each Council was given an active spreadsheet, in which budget formulas are all in place and individuals can manipulate the numbers to see the impact of a particular proposed action on the overall budget. This is intended to help Council members achieve a better understanding of the complexity of the budget process. In addition, the Committee has agreed to post the final budget on the University's website. Dr. Alfano said that he
would be sending an email the following day as a followup to Dr. Sexton’s email to the NYU community that had outlined the pressures confronting all institutions of higher education. Dr. Alfano noted that his email would elaborate on the University’s plans for administrative re-engineering and frame the general approach that will be used both to achieve savings and process improvements within the next few years. Dr. Alfano noted that the Committee may need to schedule an additional meeting to coordinate its final deliberations with respect to Dr. Sexton’s annual budget memo to the University.

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

Report of the Public Affairs Committee
Professor Tannenbaum was pleased to report that under the direction of the Director of Federal Service Programs William Pfeiffer, the NYU Community Fund, which is celebrating its 25th year of operation, had raised approximately $125,000.

Coca-Cola Update
Professor Tannenbaum noted that the Committee had agreed in principle to recommend to the Senate that the University lift the ban on the sale of Coca-Cola products on campus that was put in place more than two years ago. Professor Tannenbaum said that he expects to present a formal resolution rescinding the ban at the April Senate meeting. He reminded the Senate that the resolution that was passed by the Senate on November 3, 2005 banned the sale of Coca-Cola products effective December 8, 2005 and called upon
the Committee to monitor any progress made by The Coca-Cola Company in permitting an independent assessment of its complicity in human rights violations against the SINALTRAINA union. Professor Tannenbaum reported that the Committee had received independent letters from Coca-Cola and the International Labor Organization that indicate that an agreement to permit a review is in place.

**Campus Security**

Professor Tannenbaum noted that the Committee had delegated responsibility for giving its annual report on security and security education to one of its student members, and he called on Mr. Levine to present this year's report to the Senate. The full report is attached to these minutes as Exhibit F. Mr. Levine noted that the Committee held its annual review of campus security on February 26 with representatives from Public Safety, Student Health Services, Residential Education, Environmental Health and Safety Services, and Student Affairs, and he outlined some of the highlights of the report.

In response to Professor Schacht's question about the automated lock down system, Dr. Sexton noted that it would be implemented on a pilot basis in the Silver Center with the objective of electronically locking classroom doors both locally and remotely.

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

* * *
Professor Sexton noted that the Ad Hoc Committee on NYU Framework 2031 had received 242 emails and reminded the Senate that the final framework document will be submitted to the Executive Committee of the University's Board of Trustees.

Council Reports

Administrative Management Council. Mr. Pender reported that the Council met on March 4, at which time Director of Purchasing Services John Jagard and Assistant Manager of Purchasing Services Carlyle Warner gave a presentation on Purchasing Service's electronic requisitioning system featuring the i-Buy system. This is an electronic commerce portal that provides the NYU community with a self-service shopping cart experience in which orders are immediately transmitted directly to the supplier without review or handling by Purchasing Services. The Council next discussed the comments and suggestions contained in Dr. Sexton's email regarding administrative efficiencies and University resources. The Council's Executive Committee has scheduled a meeting with Dr. Alfano on March 7 to discuss in detail his effort to develop a more efficient University and to provide relevant suggestions. The Community Service Committee sponsored a drive from February 11 - February 22 entitled "Hugs from Home" to collect items such as breakfast bars, toothpaste, playing cards, etc. for United States troops serving overseas. On February 27, approximately 25 administrators assembled 250 cylinders measuring three inches by twelve inches for shipment overseas by "Office Furniture Partnership." NYU was the largest contributor this year.
Deans Council. In Dean Brabeck's absence, Vice Chairperson of the Deans Council Ellen Schall reported that the Council continues to meet regularly and was working on aligning the efforts of the schools with the emphasis on the global network research university on both the undergraduate and graduate levels.

Faculty Senators Council. Professor Cappell reported that the Council's various committees continue to work on many issues, including revisions to the Faculty Handbook, benefits and budget issues, the roles and responsibilities of various faculty, branch campus issues, and the NYU Framework 2031. The Council is looking at the challenges facing the School of Medicine and is considering holding a spring forum on "Faculty Responsibilities and Rights."

Student Senators Council. Mr. Lee reported that the Council and the University Committee on Student Life hosted the All-University games and the Violet Ball, both of which were well-attended. The Council has solicited feedback from students with respect to NYU Framework 2031 and is working with Senior Vice President for University Relations and Public Affairs Lynne Brown on NYU Plans 2031, the University's space planning initiative. The Council submitted its budget recommendations to the Financial Affairs Committee.

Dr. Sexton was pleased to note the recent editorial published in The Villager about the University's expansion plans. The editorial praised NYU for publicly disclosing its potential
plans in advance of acting on them. Dr. Sexton expressed his gratitude to Dr. Brown and Associate Vice President for Government and Community Affairs Alicia Hurley for their work in reaching out to community representatives and educating them about the University's expansion efforts.

Mr. Lee reminded the Senate of the resolution that had been presented at the February meeting of the Senate, 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. He noted that there had been a motion to table discussion on the resolution until today's meeting. Mr. Lee said that he was going to ask the Senate first to take from the table the discussion of the resolution, then to entertain a motion to revise the resolution, and finally to suspend the Rules of Procedure to allow the Senate to vote on the revised resolution at today's meeting.

Upon motion duly made and seconded, a motion to untangle discussion of the resolution was approved, and the following revised resolution was distributed.

REVISED Resolution of the Student Senators Council and its University Committee on Student Life

The Student Senators Council of New York University and its University Committee on Student Life are deeply concerned over the events of the last two years in Darfur amounting to a genocidal campaign against the people of that region.
We strongly recommend that New York University, through its endowment, not be invested in companies who directly or indirectly support that campaign.

We therefore call upon the University's leadership, and through them the Board of Trustees, to review NYU's endowment investments with an eye toward identifying investments in support of a "targeted company."

"Targeted companies" are 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

- 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.

Further, after such review, we call upon the President and University's Executive Vice President to report back to the Senate on what actions they are prepared to take and why.

Professor Goodman asked if the Council had a practical suggestion on how NYU would be able to identify those companies from which it should divest. Dr. Sexton said that although an externally generated list existed that names companies that do business in Darfur, there was a separate question about whether the University has the capacity to identify the specific companies in which it has invested, which would require input from the Investment Committee of the University's Board of Trustees. Dr. Sexton stressed that the University does not invest in companies, but rather in funds which, in turn, invest in companies. He said that he had never seen a list of the individual companies in which the University's fund managers invest circulated at Board of Trustee Investment Committee meetings.

Mr. Cyr noted that NYU could look to those colleges and universities that already have divested, including such institutions as Stanford, Notre Dame, University of North Carolina, Massachusetts Institute of Technology, Middlebury, Duke, Boston University, and Johns Hopkins. Dr. Sexton said that several of those institutions invest differently from NYU. For instance, Harvard has an entire investment team that is aware of what stocks are bought or sold on a daily basis.
Mr. Peaden pointed out that the proposed resolution was asking the University to divest its holdings in "targeted" companies, as defined in the resolution, and was not asking for a blanket divestment from all investments in Sudan. For example, he said that the resolution, as presented, would ask that NYU divest from PetroChina Company, Limited but not the Shell Oil Company. PetroChina Company uses Chinese labor, pays the Sudanese government, and exports all of the oil produced back to China. This is in contrast to the Shell Oil Company, which utilizes local labor, provides humanitarian relief to Sudan, and puts resources back into the local economy. Mr. Peaden noted that since February, 2003, it is estimated that more than 200,000 people have died in the Darfur region of western Sudan. In response to this tragedy both chambers of the U.S. Congress had adopted concurrent resolutions in 2004 condemning the continuing atrocities in the Darfur region as "genocide" and asking the international community to join with the United States to help bring an end to the humanitarian catastrophe that was taking place. Mr. Peaden said it was important for NYU to make a moral and ethical statement on this issue.

Professor Tannenbaum noted that by asking Dr. Sexton for a feasibility report, it was possible that the University could be placed in an awkward position if it turned out that the University was unable to divest from a particular company. Professor Tannenbaum noted that when the University had addressed the issue of divesting from companies doing business in South Africa during the 1980's, it had joined a consortium of colleges and universities. Professor Tannenbaum suggested that the Council look at the models from those schools that have agreed to divest from Darfur. Ms. Yandel said that the Council
was asking Dr. Sexton for a feasibility report as a first step in order to provide the Council with a model to critique and with which to move forward. Mr. Peaden pointed out that in addition to those colleges and universities that had agreed to divest, several cities and states had developed some forms of divestment.

Dr. Alfano said that he welcomed a dialogue with the NYU Board's Investment Committee and the University's investment team on this issue. Dr. Alfano pointed out, though, that in contrast to some of the universities mentioned, NYU's investment team comprises a staff of only three full-time persons. Dr. Alfano expressed his opinion that the Senate had reached a responsible and effective position regarding Coca-Cola and said it was important that the Senate generate the most effective decision it could reach regarding Darfur. Dr. Alfano said that if the Senate had taken the same approach with Coca-Cola that was being proposed at today's meeting concerning Darfur, it would have precluded the Investment Committee from holding Berkshire Hathaway due to its large ownership of Coca-Cola stock. Dr. Alfano pointed out that the United States is a major arms dealer and that it was quite possible that some of these arms may be ending up in Sudan. This could raise the issue of whether the University would be precluded from investing in United States treasury bills. Dr. Alfano said that while he applauds the activism shown by the students, it was important for any action taken to have an impact. For example, he said it might be better to picket the United Nations for not doing more, or to protest to our congressional representatives, and he doubted that the divestiture would have the desired impact.
Professor Economides noted that the proposed resolution was calling upon the University leadership to "review NYU's endowment investments with an eye toward identifying investments in support of a targeted company." Professor Economides pointed out that this language made it seem as if NYU was not being asked to divest from specific companies, but to divest from companies that may indirectly support a targeted company, such as a bank that might give a loan to someone who has a relationship with a targeted company, thus making itself a targeted company as well. Professor Economides noted that while there was general agreement as to the morality of the issue, it would be more effective if the administration had a list of specific companies that it could present to the mutual fund companies it uses to request that they not invest in them any more. Without the existence of such a list, the administration is placed in a difficult position by being asked "to report back to the Senate on what actions they are prepared to take and why."

Mr. Lee pointed out that the Council's proposed resolution was asking the administration to examine lists of companies rather than asking the University to divest from specific companies and that the Council was looking for a University-wide response as opposed to having the Council put forth its own plan. Ms. Brooks said that the most important thing that the University could do was to ensure that it did not profit from war or genocide. Mr. Chheda said that he agreed with Dr. Alfano's earlier remarks about reaching a decision that would have the most impact and stated that he felt that the proposed resolution would meet that criterion. Mr. Chheda said it was a moral responsibility that the University should take on and that the proposed resolution was the first step in that direction.
Upon motion duly made and seconded, the motion to suspend the Rules to permit a vote on the revised resolution at today’s meeting was passed by a vote of 34 to 15.

Upon motion duly made and seconded, the Senate approved the revised resolution by a vote of 30 to 15.

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

Leona S. Chamberlin
Secretary
EXHIBIT A
NEW YORK UNIVERSITY
A private university in the public service
Office of the President

UPDATES FROM PRESIDENT JOHN SEXTON
University Senate Meeting
March 6, 2008

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

ANNOUNCEMENTS

As approved by the Senate in last month’s meeting, the all-University Commencement Exercises will be held on Wednesday, May 14 at Yankee Stadium. The pre-Commencement celebration Grad Alley will take place on Tuesday, May 13. The Steinhardt School of Culture, Education, and Human Development has also moved its baccalaureate ceremony and valedictory celebration to Tuesday, May 13. A complete list of all individual school ceremony dates and other Commencement information is online at www.nyu.edu/commencement.

This year NYU has received the largest number of freshman applications in University history. Over 37,000 high school seniors applied to be part of the NYU class of 2012, an increase of 2,899 applications—or 8.5 percent—above last year, and the largest pool of applications at any private college or university. Since 1991, applications for freshman admission to NYU have nearly quadrupled. Over that time, NYU’s acceptance rate has declined from 65 percent to 29 percent for the freshmen who entered this fall, making it among the most selective universities in the U.S. This year’s increase in applications is the largest year-to-year increase since 1999.

A group of students, alumni, faculty and administrators traveled to Albany on Tuesday, March 4 for our annual NYU in Albany Day, a university tradition since 1986. In Albany the teams met with their state legislators to lobby for increased support for several programs, including financial aid, opportunity programs, loan forgiveness programs, and funding for science.

NYU in Madrid marks its 50th anniversary this year. The first study abroad site for NYU, it is the longest-running program of its kind in Spain. A departmental celebration was held last week here in New York, and a grand celebration is planned for Madrid in the fall. Congratulations to professor and chair Gerard Aching and colleagues of the Department of Spanish and Portuguese Languages and Literatures on this important milestone.

AWARDS AND ACCOLADES

The Society of American Law Teachers (SALT) has established its first permanent internship, in honor of Norman Dorsen, Stokes Professor of Law and counselor to the president of NYU. SALT is the largest organization of law teachers in the U.S. with more than 900 members, and Norman was its founding president in 1972.
John Canemaker, professor and director of the animation program in the Kanbar Institute of Film and Television at the Tisch School of the Arts, as well as an animation historian and Oscar-winning filmmaker, has been named recipient of a 2007 Winsor McCay Award, presented to individuals in recognition of career contributions to the art of animation by the International Animated Film Society, ASIFA-Hollywood.

Three NYU faculty books have received awards from the Association of American Publishers:

- Joan Breton Connelly's *Portrait of a Priestess* won in the "Classics and Ancient History" category. Professor Connelly, a professor of classics and art history, offers the first comprehensive cultural history of priestesses in the ancient Greek world.

- Frank Peters' *The Voice, The Word, The Books* captured the "Theology and Religious Studies" award. Professor Peters, a professor in the Middle Eastern and Islamic Studies Department and an expert on the world’s three major religions—Judaism, Christianity, and Islam, offers readers a tour of the Hebrew Bible, the New Testament, and the Quran, sacred texts that have had a profound influence on human culture.

- Jerome Wakefield’s *The Loss of Sadness: How Psychiatry Transformed Normal Sorrow Into Depressive Disorder* won in the "Psychology" category. Professor Wakefield, a University Professor and a professor in the Silver School of Social Work, co-authored the book with Rutgers University Professor Allan Horwitz. They contend that while depressive disorder certainly exists and can be a devastating condition warranting medical attention, the apparent epidemic actually reflects the way the psychiatric profession has reclassified normal human sadness—largely as an abnormal experience.

NYU alumni and Tuskegee Airmen Lee A. Archer, Jr. (GSAS '56) and Roscoe C. Brown, Jr. (Steinhardt '49, '51) have been inducted into the eciu Alumni Hall of Distinction. eciu (the Commission on Independent Colleges and Universities) is an association that represents over 100 independent campuses in New York State, and I currently serve as chair of its executive committee. Governor Eliot Spitzer and former Senator Robert Kerrey joined me at the induction ceremony this week in Albany. NYU honored Mr. Archer and Dr. Brown, along with NYU's third Tuskegee Airman, Harry Stewart, Jr. (ENG '63), with Distinguished Alumnus Awards in 2006; all three received the Congressional Gold Medal in 2007.

At the 80th Academy Awards ceremony, *No Country for Old Men*, written and directed by alum Joel Cohen (Tisch '78) and his brother Ethan, won four Oscars (best picture, directing, supporting actor, and adapted screenplay). This is the third year in a row that a Kanbar alumnus from our Tisch School has won the distinguished directing Oscar.

Note: In my February report to the Senate, I failed to note that Alan Menken (Heights '72) received three Academy Awards nominations this year in the category of best original song for his music in the film *Enchanted.*
RESEARCH GRANTS/GIFTS

Coinciding with the introduction of a new leadership team at its Berkeley Center for Entrepreneurial Studies, the Stern School of Business recently received gifts from donors totaling $6.5 million. Ira Leon Rennert, who is a member of the Stern Board of Overseers and chairman and CEO of the private investment firm The Renco Group, committed $3.5 million to enhance the seed funding currently awarded to traditional track winners in the Stern’s nationally recognized Business Plan Competition and to create a new faculty chair in entrepreneurship. Beny Alagem, founder of Packard Bell Electronics and owner of the Beverly Hilton Hotel in Beverly Hills, and the Alagem Family, gave a gift of $3 million to support the entrepreneurship programming and resources available to Stern’s students, alumni, and faculty.

The Faculty of Arts and Science at NYU has received a $1 million gift from the German Academic Exchange Service to support the University’s Deutsches Haus, its 30-year-old German cultural center, and to continue backing the University’s Max Weber Chair, which was established in 1995 to promote close friendship between the United States and Germany through cooperation in the humanities and social sciences.

Doctoral and post-doctoral students in the Department of English have received a boost by the establishment of the Millicent Bell Fellowship in Literature, the result of a generous gift from alumni Eugene and Millicent Bell. An eminent scholar and recipient of many honors, Millicent Bell is author of hundreds of books, articles and essays and was nominated for the National Book Award in biography and for the Pulitzer Prize for her book, *Marguand: An American Life*. An English major at Washington Square College, Millicent was first published in the *WSC Review*, the student literary magazine at the time. She and her husband, Eugene, met while students at NYU.

Recent NYU graduate Jonathan A. Lerner (CAS ’07) and his family’s foundation have made a contribution to establish a new permanent fund for the Religious Studies Program in the College of Arts and Science. The Annette M. and Theodore N. Lerner Family Fund for Religious Studies will be used to enrich the program’s offerings by supporting faculty research and travel grants, student research scholarships, undergraduate instruction and course support, symposia and conferences, lecture series, and other special events.

PERIODIC REVIEW REPORT FOR THE MIDDLE STATES ASSOCIATION

Five years ago NYU completed its required self-study for the Middle States Association (MSA), our regional accrediting agency. The self-study focused on undergraduate education. It included a site visit by a team of external evaluators. That review resulted in our re-accreditation, although the visiting team made some useful recommendations.

MSA procedures call for a Periodic Review Report (PRR) to be submitted to MSA five years after the self-study. Our PRR is due by June 1, 2009, and I have now appointed a committee to begin work on the report.

As described by Middle States, the PRR is to be “a retrospective, current and prospective analysis of the institution,” and it is to deal with the University as a whole rather than focusing
on the topic of the previous self-study. The PRR will consist of the following sections: (1) an
executive summary, (2) a summary of responses to recommendations from the previous team
report and institutional self-study, (3) a narrative identifying major challenges and/or
opportunities, (4) enrollment and finance trends and projections, (5) assessment processes and
plans, and (6) linked institutional planning and budgeting processes.

The PRR Committee will be chaired by Norman Dorson, Professor of Law and Counselor to the
President. Assistant Provost Russ Hamberger will serve as PRR Coordinator. The Committee
consists of:

- Helene Anderson, Professor, Faculty of Arts and Science, Spanish & Portuguese
  Languages & Literature
- Ulrich Baer, Vice Provost for Globalization and Multicultural Affairs
- Catherine DeLong, Associate Provost for Academic Planning and Fiscal Affairs
- William Haas, Director of Campus Planning
- Floyd Hammack, Professor, The Steinhardt School of Culture, Education, and Human
  Development, Humanities & the Social Sciences
- Anthony Jiga, Vice President for Budget and Planning
- Justin Lee, School of Law, Chair, Student Senators Council
- Nancy Morrison, Associate Vice Provost for Academic Initiatives and University Life
- Celeste Orangers, Director of Student Services, Gallatin School of Individualized Study
- Otto Sonntag, Associate Dean for Academic Affairs, College of Arts and Science
- Peter Teitelbaum, Assistant Vice Provost and Director of Institutional Research
- Diane Yu, Chief of Staff and Deputy to the President

The Committee will, of course, consult with other appropriate members of the University
community as it prepares its report. We thank all the Committee members for their service on
this important project.
EXHIBIT B
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<th><strong>A</strong></th>
<th>Original Academic Calendar for the Fall 2008 Semester Calendar</th>
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<th>Senate Approved Revision (April 2007) to the Fall 2008 Semester Calendar</th>
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<tr>
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<th>PROPOSED Correction for the Fall 2008 Semester Calendar</th>
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<tr>
<td>Labor Day</td>
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*M14, T14, W14, R14, F13, S13 without the Legislative Tuesday on 12/5*
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<td>Winter Recess</td>
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<td>Tuesday, January 19, 2010</td>
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<td>Tuesday, January 17, 2012</td>
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<tr>
<td>Last Day of Classes</td>
<td>Tuesday, May 4, 2010</td>
<td>Tuesday, May 3, 2011</td>
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<td>Friday, August 6, 2010</td>
<td>Friday, August 5, 2011</td>
<td>Friday, August 3, 2012</td>
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EXHIBIT D
II. Meetings of the Senate

1. Stated Meetings. The Senate shall meet monthly during the months of October, November, December, February, March, and April in accordance with a schedule adopted by the Senate. An additional organizational meeting will be held either in late September or early October, 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.
EXHIBIT E
NEW YORK UNIVERSITY
THE UNIVERSITY SENATE

Senate Rules of Procedure

(As Amended Through March 6, 2008)

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 October, November, December, February, March, and April in accordance with a schedule adopted by the Senate. An additional organizational meeting will be held either in late September or early October, 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 I.I.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 from 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 why the above criteria could not be fully met and setting forth the additional criteria used.

\(^2\)Pursuant to Section I.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.
9. These requirements shall become effective upon their approval by the Senate. They may be subsequently amended by action of the Senate.
Submitted by the Public Affairs Committee, New York University Senate

Campus Security Report Highlights:
(presented at University Senate on March 6, 2008)

Security:
- The department maintains both electronic and traditional hard copy crime logs, which list incidents of crime reported to Public Safety for the past twelve months in compliance with the Jeanne Clery Act. The Crime Log is available on a 24/7 basis at the Security Command Center for any individual requesting this information.

<table>
<thead>
<tr>
<th>Decrease</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Burglary</td>
<td>26%</td>
</tr>
<tr>
<td>Larceny</td>
<td>6%</td>
</tr>
<tr>
<td>Robbery</td>
<td>47%</td>
</tr>
</tbody>
</table>

- Following the tragic events of April 2007 at Virginia Tech University, the department evaluated and enhanced its security plan to ensure its members are utilizing established and proven best practices.
- The Emergency Notification and Communication System (E.N.A.C.S.) were enhanced in August 2007 with a state-of-the-art web-based mass communications system, which was recently successfully tested.
  - The test targeted 27,000 registered staff/students/faculty, and all were reached within 13 minutes.
  - Ninety-nine percent (99%) success rates for text and voice messaging were achieved in reaching registered phone numbers
- In collaboration with Facilities and Construction Management, the department will pilot an Automated Lock Down System (A.L.D.S.) later this month. The pilot system will be implemented in the Silver Center with the objective of electronically locking classroom doors, locally and remotely, in the event that an active shooter or other emergency necessitating this type of action is present.

Student Health Services:
- The SHC’s new community health model, implemented in the Fall of 2006, resulted in utilization for the 2006-2007 academic year being up 25-30% across the board with over 50% of all matriculated NYU students visiting the SHC at least once for the provision of a health-related services, (as compared to 35% in prior years). This trend has continued this academic year with additional growth of approximately 10-15% more students being seen at the SHC in 2007-2008 compared to last year.
- Based on the Spring 2007 NYU ACHA-NCHA data, there was a 20-40% decrease in symptoms of stress, anxiety and depression among NYU students compared to 2004.
- The SHC has continued expanding its free off-site HIV testing initiative with critical student support from SHAB led by Julian Cyr.

<table>
<thead>
<tr>
<th>HIV Tests</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Events</td>
<td>172%</td>
</tr>
<tr>
<td>SHC</td>
<td>46%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52%</td>
</tr>
</tbody>
</table>

- The Wellness Exchange hotline continues to be used at a high rate and is on track to exceed the 2006-2007 call volume (7,000). Between August 25, 2007 and February 21, 2008 the hotline has already received 5944 calls.

- Beginning in summer 2007, a harm reduction internet-based module educated incoming students about use/abuse of alcohol and other drugs and informed them of NYU laws and NYU policies on the subject; the completion rate has been 90%. Completion of this module will be incorporated into the mandatory health requirements for Fall 2008 for incoming students.

Residential Education
- There are approximately 12,000 students living in 23 residence halls, with around 7,000 students located around the Washington Square and Union Square areas. Each Residence Hall is staffed 24/7 with several levels of individuals involved in student safety, including public safety officers, residence assistants and community development educators.
- During the fall semester, Residential Education staff documented and responded to 1,367 alcohol violations (a 6% decrease from fall 2006) and 373 drug and drug paraphernalia violations (a 13% increase from fall 2006).
- The swipe-in system for the residence halls is now complete, except for Cliff and Water Street residence halls as they will be leaving the system after Spring 2008 and Spring 2009 respectively.
- Overall, students are enthusiastic for the program. ResEd has not observed an increase of behavioral issues because of the change.

Environmental Health and Safety
- Phosphorescent signs and markings have been installed in 3 dormitories with more to be done this summer.
- EHS continues to be involved in training community development educators about fire safety, as well as reminding all students at the start of each term about fire safety and building specific fire safety plans.
- Furthermore, EHS continues to develop action plans in NYU office buildings as well as review construction/renovation plans to upgrade fire safety.
- One of the major tasks for 2008 is to evaluate the impact of the new NYC fire code on our campus.
Academic Year 2007-2008 Campus Security Report

On February 26, 2008, the Public Affairs Committee met for its annual review of Campus Security. In attendance, and representing their various offices and areas of expertise, were:

Henry Chung, Assistant Vice President for Student Health
Carlo Ciotoli, Medical Director, Student Health Center
Tom Ellett, Associate Vice President for Student Affairs
Thomas Grace, Director of Judicial Affairs, Student Affairs
Jules Martin, Vice President for Public Safety
Lou Ortiz, Administrator, Environmental Health and Safety
Zoe Ragouzeos, Director of Wellness and Crisis Services, Wellness Exchange
Marc Wais, Vice President for Student Affairs
Jay Zwicker, Crime Prevention Manager, Public Safety

Members of the Public Affairs Committee in attendance were:

Lynne Brown, Senior Vice President, University Relations and Public Affairs
Gloria Cahill, Office of Community Service
Jeremy Kaufman, Student, School of Continuing and Professional Studies
Debra LaMorte, Senior Vice President, Development and Alumni Affairs
Brian Levine, Student, School of Medicine
Terence Moran, Professor, Steinhardt School
Jeffrey Simonoff, Professor, Stern School of Business
Michael Summers, Morse Academic Plan
Arthur Tannenbaum, Committee Chair and Professor, Division of Libraries

University Community Members who gave additional input for the report were:

Regina Syquia, University Relations and Public Affairs.

The purpose of this annual review is to bring together all of those involved in keeping our campus safe and secure. Prior to this meeting, representatives from Security, Student Health Services, Residential Education, Environmental Health and Safety, and Student Affairs were asked to submit reports describing updates and new initiatives since the last review of campus security on April 10, 2007. These reports were circulated internally within the Public Affairs Committee, Committee members were invited to submit questions/comments prior to the meeting, and they were also given the opportunity to ask questions of the representatives of the aforementioned departments during the review on February 26, 2008. Below is the complete report including all submitted reports as well as comments from the Committee.
Security:
The Department of Public Safety’s 350 personnel foster a safe and secure environment for the domestic and global University Community in a collaborative approach with local, state, and federal law enforcement communities and other internal departments.

The results of these joint efforts will be recognized in the March issue of the Reader’s Digest magazine, in which results will be published of a survey that it conducted of 135 American colleges to evaluate how prepared campuses are to face safety threats to their students from crime, fire, alcohol abuse and mental illness. Of the 135 schools that completed the survey, New York University was one of only 45 schools to receive a grade of “A” for its Public Safety efforts. All other schools received either a B or C.

Other highlights of the Department’s accomplishments include:

Security Operations:
Following the tragic events of April 2007 at Virginia Tech University, the department evaluated and enhanced its security plan to ensure its members are utilizing established and proven best practices. A detailed design and implementation plan continues to evolve for the Department of Public Safety at the Abu Dhabi campus, modeled after that which currently exists at Washington Square.

Training:
The annual training curriculum was enhanced and updated, and guest lecturers from the New York Police Department and the University presented specialized topics to personnel.

University Transportation:
Schedules have been adjusted to better meet passengers’ needs based on feedback and data obtained from the automated vehicle locator system. The fleet has been updated with four low floor transit buses that are designed to maximize safety and comfort when transporting passengers with disabilities.

Emergency Management:
The Emergency Notification and Communication System (E.N.A.C.S.) were enhanced in August 2007 with a state-of-the-art web-based mass communications system, which was recently successfully tested. The test targeted 27,000 registered staff, students and faculty. Ninety-nine percent (99%) success rates for text and voice messaging were achieved in reaching registered phone numbers.

In collaboration with Facilities and Construction Management, the department will pilot an Automated Lock Down System (A.L.D.S.) in March 2008. The pilot system will be implemented in the Silver Center with the objective of electronically locking classroom doors, locally and remotely, in the event that an active shooter is present.

Emergency response exercises are conducted on an unannounced basis, testing and evaluating supervisory and security officer responses to a wide spectrum of emergency
scenarios. Systematically reviewing and updating emergency response plans for all schools and colleges within the University, culminating with table top emergency response exercises for each senior leadership team.

Security Technology:
The department continues to embrace current security technologies, such as cameras, access control and alarm systems to enhance its security posture domestically and globally. The University’s Access Control Initiative was completed within the allocated budget. Turnstiles and card readers are now functional in lobbies of 19 undergraduate residence halls so as to enable resident students to enter and leave by swiping their NYUCards.

NYUCard Services:
Approximately 40,000 NYUCards were issued to the University community, including sites in London and Singapore, with the objective of managing carding for all global sites during the upcoming academic year. In an effort to reduce the volume and expense inherent in issuing replacement cards, newly-designed cardholders were instituted and distributed.

Crime Prevention:
The department maintains both electronic and traditional crime logs which list incidents of crime for the past twelve months in compliance with the Jeanne Clery Act. Crime statistics for Calendar year 2007 as compared to Calendar Year 2006 show decreases as follows:

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>%Decrease</th>
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<tbody>
<tr>
<td>Burglary</td>
<td>171</td>
<td>127</td>
<td>26%</td>
</tr>
<tr>
<td>Larceny</td>
<td>357</td>
<td>336</td>
<td>6%</td>
</tr>
<tr>
<td>Robbery</td>
<td>34</td>
<td>18</td>
<td>47%</td>
</tr>
</tbody>
</table>

As a department that touches every aspect of University life, Public Safety representatives are members of various committees involving Student Health, Student Affairs, the Responsibility Campaign, Sustainability, the Clery Act, Student Engagement and Bias. The success of the department is largely attributable to its partnership with colleagues throughout the University and governmental agencies.
**Student Health Services:**
The SHC's new community health model, implemented in the Fall of 2006, resulted in utilization for the 2006-2007 academic year being up 25-30% across the board with over 50% of all matriculated NYU students visiting the SHC at least once for the provision of a health-related services, (as compared to 35% in prior years). This trend has continued this academic year with additional growth of approximately 10-15% more students being seen at the SHC in 2007-2008 compared to last year.

Based on the Spring 2007 NYU ACHA-NCHA data there was a 20-40% decrease in symptoms of stress, anxiety and depression among NYU students compared to 2004.

The SHC has continued expanding its free off-site HIV testing initiative with critical student support from SHAB. The following table summarizes the number of HIV tests given at both community events and at the SHC for the 2005-2006 and 2006-2007 academic years:

<table>
<thead>
<tr>
<th>Community Events</th>
<th>2005-2006</th>
<th>2006-2007</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHC</td>
<td>1,959</td>
<td>2,863</td>
<td>172%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,049</td>
<td>3,108</td>
<td>52%</td>
</tr>
</tbody>
</table>

Additionally, NCHA-NYU data shows increased awareness of HIV among students at NYU over the past 3 years from 28.7% in 2004 to 54% in 2007. We believe that the marketing efforts of the HIV Testing Initiative contributed to this improvement.

During the most recent cold and flu season, the SHC vaccinated nearly three times as many students for seasonal influenza as it did two years ago and 50% more than last year.

The SHC has continued to track MRSA cases, with additional vigilance after the media spotlighting of MRSA in the fall of 2007. From 11/1/06 through 11/1/07 there were 15 documented wound cultures of MRSA. There has been no clustering of cases noted in NYU residence halls. The majority of cases are off campus.

The Wellness Exchange hotline continues to be used at a high rate and is on track to exceed 2006-2007 call volume (7,000). Between August 25, 2007 and February 21, 2008 the hotline has already received 5944 calls.

Primary care services and women’s health services routinely screen for depression for all visits. The detection rate is approximately 7-10% for those having significant symptoms. In addition, alcohol screening is being pilot tested.

Psychiatric hospitalizations have increased 32% this year an equal balance between residential and off-campus (commuter) students. In addition, Counseling and Behavioral Health senior leaders conduct mandatory 2 session evaluations of students that have suicide-related behaviors.
*Reality Show: NYU* is a theatrical performance written and performed by 12 undergraduate students. It is a production for NYU students, by NYU students that portrays the complicated decisions, situations and issues students may face during their NYU college experience. Topics include depression, suicidal ideation, academic stress, safety in New York City, sexual assault, anxiety, alcohol and other drug dependence, sexually transmitted infections and eating disorders. It also familiarizes students with the Wellness Exchange, the Wellness Exchange hotline, Residential Education staff and other important resources. *Reality Show: NYU* continues to be popular amongst freshman and upperclassman alike and has been added to the list of mandatory orientation programs for incoming undergraduates.

Beginning in summer 2007, a harm reduction internet-based module educated incoming students about use/abuse of Alcohol and other Drug (AOD) and informed them of NYS laws and NYU policies on the subject; the completion rate has been 90%. Completion of this module will be incorporated into the mandatory health requirements for Fall 2008 for incoming students.

In the summer letter from the Student Health Center, which collects both health, mental health and immunization information, we invited new freshmen to complete the module. The topics covered in the module included blood alcohol content, peer pressure, alcohol poisoning, helping a friend, NYU and community mental health services and sexual assault as it relates to alcohol and substance use. The completion of the module was recorded -- 4300 of the 5100 new freshman students completed the module. Perhaps linked, there was an early decrease in the number of alcohol/substance related hospital transports during the fall 2007 semester.
Residential Education:
There are approximately 12,000 students living in 23 residence halls, with around 7,000 students located around the Washington Square and Union Square areas. Each Residence Hall is staffed 24/7 with several levels of individuals involved in student safety, including public safety officers, residence assistants and community development educators. Furthermore, student and professional staff members are on call 24/7 to assist residents and respond to emergencies. Residence hall staff members are trained in crisis response protocols and work closely with the Department of Public Safety, the Wellness Exchange, and the Student Health Center. Access to residence halls is granted only by showing hall-specific University identification, swiping through the turnstiles, or through electronic hand-scan. Any guest to a residence hall must have valid photo identification and be signed in by a resident.

During the fall semester, Residential Education staff documented and responded to 1,367 alcohol violations (a 6% decrease from fall 2006) and 373 drug and drug paraphernalia violations (a 13% increase from fall 2006). The consumption of alcohol within residence halls may be attributed to the continued crackdown on under age drinking in NYC bar and nightclub culture (including increased prices, greater scrutiny of IDs, and policy and security presence.) Violations were noted to be extremely low after Welcome Week, suggesting efficacy of the SHC AOD module.

The swipe-in system for the residence halls is now complete, except for Cliff and Water Street residence halls as they will be leaving the system after Spring 2008 and Spring 2009 respectively. Overall, students have shared their gratitude for the program. There does not appear to be an increase of behavioral issues because of the change.
Environmental Health and Safety:

Fire Safety
In compliance with LL-26 for exit signage in office and academic buildings, phosphorescent signs and markings were installed in Weinstein, Brittany and Rubin Halls, with more to be done this summer.

Sprinklers were installed in the basement of the Education Building, and the sprinkler installation project in the 26th St Residence will be completed in the summer of 2008. In addition, a sprinkler system will be installed in Alumni Hall by the summer of 2009.

A new fire alarm system was installed at 7 East 12th Street and the fire alarm system at 383 Lafayette was renovated to ensure proper audibility.

Dormitories
EHS’ is in continuous contact Student Affairs and Residential Education. They are involved in training all community development education, developing a dormitory room inspection program, and a student furniture policy. All students receive at the start of the semester a reminder about fire safety measures as well as copies of building fire safety plans. Each dorm holds an evening fire drill each semester.

Academic Facilities
Each academic facility holds one day and one evening drill in the fall and in the spring and one day drill in the summer. EHS also inspects NYU’s 260 laboratories to ensure that they are up to code and they will pass the NYFD inspection for their permit to operate. Any deficiencies are immediately corrected by EHS.

Recommendations for Safety Priorities for 2008
- Install phosphorescent signs and markings in other dormitories
- Continue Bobst sprinkler system installation
- Install fire alarm system in French Institute and House
- Install smoke detection system in Deutsches Haus
- Obtain NYFD approval to combine three fire alarm systems in Silver Building
- Complete development of emergency action plan in office facilities
- Develop response organization and conduct training for employees in aforementioned office facilities
- Provide training for project and building managers on the contractor guide
- Evaluate impact of new NYC building codes to be issues in AY 2008

Environmental Initiatives
EHS completed its 3rd year of the EPA self-audit agreement and also evaluated the impact of the new NYC noise code on NYU. In addition, the oil spill prevention, control, and countermeasures plan has been updated with additional training provided annual to facilities staff.
On the electronic front, a new EHS website has been created, a new database of occupational injuries and illness has been generated, and new chemical inventory software has been installed.

**Recommendations for Safety Priorities for 2008**
- Continue with implementation of internal EPA self-audit
- Obtain new permit to operate modified central heating plant and insure compliant with current permit
- Implement reduction of regulated medical waste
- Implement with the College of Dentistry a suction waste filtration system for removal of mercury and amalgam from waste water

**Final Thoughts**
Because of the combined efforts of those within Security, Student Health Services, Residential Education, Environmental Health and Safety, and Student Affairs, NYU is an extremely safe and secure home for our students and employees. The synergy between these departments has truly made NYU a model institution in the discipline of campus security. The Public Affairs Committee commends them on their outstanding achievements and thanks them for their relentless commitment to making New York University the safest place possible.