Minutes of a Stated Meeting of the

Senate of New York University

October 4, 2007

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, October 4, 2007. 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, Dent, Frommer, Goodman, Hammack, Hendin, Hutchins, Kovner, Landsberg, Lebowitz, Ling, Melnick (for Economides), Mikhail, Moran, Raiken, Reiss, Rosenberg, Schacht, Simon, Stephens (for Ramsey), Tannenbaum, Thompson, Varadhan (for Cappell), Vernillo, White, and Zwanziger; members of the Student Senators Council Alvarez, Boehne (for Eugenia Lee), Brooks, Cheatham, Chheda, Choo, Cyr, Dwork, Hirawat, Hong, Kaufman, Justin Lee, Leinheiser, Levine, Modgil, Morgan, Patel, Peaden, and Tong; members of the Deans Council Bertolami, Blount-Lyon, Brabec, Brathwaite (for Santirocco), England, Lapiner, Schall, Scheeder (for Campbell), Sproull (for Cooley), Stimpson, Stoller (for Mandel), and Wofford; members of the Administrative Management Council Cahill, Fauerbach, Moppett, Orangers (for DeSantis), and Pender; and members of the University Administration Provost McLaughlin; Senior Vice President Dorph (for Alfano); and Acting Secretary Chamberlin, constituting a quorum.
Roll Call

It has been the custom at the first meeting of the academic year for all Senators to identify their schools and/or departments as their names are called. The Senators responded as Acting Secretary Chamberlin called the roll.

In Memoriam

Ms. Chamberlin read the names of the members of the University community whose deaths had been reported since the Senate meeting of October, 2006. After the reading of the names the Senate stood and observed a moment of silence. The list of names is attached to these minutes as Exhibit A.

Approval of Minutes

The minutes of the stated meeting of the Senate held on April 19, 2007, were approved.

Report of the Secretary

University Bylaw Changes: 2006-2007

Ms. Chamberlin reported that in October, 2006, University Bylaw 51a was amended to reflect the renaming of "The Steinhardt School of Education" as the "Steinhardt School of Culture, Education, and Human Development." This change became effective on March 1, 2007.
Senate Actions: 2006-2007

Ms. Chamberlin reported that in response to a resolution approved by the Senate in March, 2007, upon the recommendation of the Faculty Senators Council, the University administration amended the University's policies on workload relief policy and tenure clock stoppage for personal reasons.

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

Report of the Executive Committee

Election of Officers

Ms. Chamberlin explained that under the Senate Rules of Procedure, the vice presidency of the Senate rotates among the chairpersons of the four constituent Councils. This year the Deans Council is scheduled to have its chairperson serve as Vice President. Accordingly, Ms. Chamberlin nominated Mary Brabeck, Chairperson of the Deans Council, as Vice President of the Senate for 2007-2008. The motion was seconded, and Dean Brabeck was unanimously elected Vice President of the Senate. Dean Brabeck then nominated Acting Secretary of the University Chamberlin for the position of Secretary of the Senate. Upon motion duly made and seconded, the election of Acting Secretary Chamberlin as Secretary of the Senate was unanimously approved. A list of Senate officers for the 2007-2008 academic year is attached to these minutes as Exhibit B.
Committee Assignments

The list of Senators assigned by their constituent Councils to the Standing Committees of the Senate was circulated to the Senate prior to the meeting. Upon motion duly made and seconded, a revised list of Committee assignments reflecting changes submitted by Student Senators Council Chairperson Justin Lee at today's meeting, attached to these minutes as Exhibit C, was approved.

University Senate Schedule: 2008-2009

Dean Brabeck moved that the 2008-2009 Senate meeting schedule circulated to the Senate prior to the meeting be adopted. Upon motion duly made and seconded, the schedule, attached to these minutes as Exhibit D, was approved.

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

Report of the President

Dr. Sexton welcomed the members of the Senate to the first meeting of the academic year and referred to a memorandum, which is attached to these minutes as Exhibit E, that outlines some of the collective achievements at the University since the Senate's April meeting.
Administrative Announcements

Dr. Sexton reminded the Senate that four leadership positions had been filled over the summer: Charles Bertolami, Dean of the College of Dentistry; Robert Grossman, Dean of the School of Medicine; Susanne Wofford, Dean of the Gallatin School of Individualized Study; and Roger Bagnall, Director of the Institute for the Study of the Ancient World. Deans Bertolami and Wofford, who were in attendance at today’s meeting, received a warm round of applause.

Renaming of the School of Social Work

Dr. Sexton was pleased to announce that on October 24, the Shirley M. Ehrenkranz School of Social Work would be renamed the Silver School of Social Work in honor of the generous $50 million gift to the School from NYU trustee Constance Silver and her husband Martin. Dr. Sexton thanked Senior Vice President for Development and Alumni Relations Debra LaMorte for her efforts in obtaining this extraordinary gift from the Silver family, and both she and Dean of the School of Social Work Suzanne England received a round of applause.

* * *

Dr. Sexton was pleased to note that the three opportunities which he had been actively pursuing—Polytechnic University, the American University of Paris, and the Middle East Initiative—appeared to be moving towards fruition.
Polytechnic University. Dr. Sexton reported that after a hiatus of three years, the University and Polytechnic University had resumed discussions concerning a possible merger. Discussions have taken place with the objective of giving shape to that affiliation, and the leadership of the two institutions, including members of their Boards of Trustees, are optimistic that an agreement can be reached. Dr. Sexton expressed his appreciation to the new leadership at Polytechnic who had been instrumental in resuming talks regarding the merger, and he predicted that the two institutions would prove to be excellent partners. Dr. Sexton stressed that the joining of the two institutions would be a gradual process and said that he would keep the Senate informed of developments as the University moved forward on this exciting path. Dr. Sexton pointed out that both institutions are "in and of the City" drawing strength from their metropolitan location. He said both are committed to self-improvement and achieving excellence, with a deep and shared interest in solving problems in the real world.

Dr. Sexton explained that the next step towards a merger with Polytechnic is to seek approval of a memorandum of understanding from the Boards of Trustees of both institutions. The memorandum of understanding sets forth certain statements of intent and binding agreements between both institutions with respect to a possible affiliation and ultimate consolidation between the two institutions, whereby Polytechnic would become a school of New York University. Such a relationship will enable Polytechnic to accelerate the pace at which it can achieve its academic mission and strategic plan while enabling New York University to assume a leadership role in applied research and technical education through engineering, technology, and applied science. Dr. Sexton noted that the
Boards of Trustees of both institutions were scheduled to meet within the next week to vote on whether to officially approve the memorandum of understanding.

In response to a question from Professor Anderson regarding the Stevens Institute of Technology, Dr. Sexton noted that while the merger with Polytechnic would have no immediate effect on the joint five-year BS/BE program that the University has with the Stevens Institute of Technology, there could be an impact on the joint program over time if a merger takes place.

*The American University of Paris.* Dr. Sexton reported that he soon would be attending a meeting of the Board of Trustees of the American University of Paris. He noted that the two universities continued to work on plans to develop a major new educational facility in the Paris area. This development, which would take place on Ile Seguin in the Seine at the southwest edge of Paris, will involve the construction of an academic building with classroom space, office and meeting space for faculty and administrators, a library, a cafeteria, and lounges.

*Middle East Initiative.* Dr. Sexton reported on the continuing progress towards the opening of a branch campus in the Middle East to be headed by the Director of the Institute of Fine Arts Mariët Westermann. Dr. Sexton noted that he hoped to be able to make a formal public announcement regarding this initiative shortly.
Update from Sustainability Task Force

Senior Vice President for University Relations and Public Affairs Lynne Brown and Vice President for Facilities and Construction Management Alison Leary gave an update on the University's Sustainability Task Force. See Exhibits F and G (slide presentations).

Dr. Brown reminded the Senate that during academic year 2006-2007 the University made the largest purchase of wind energy by any University, began work on replacing its co-generation plant with an expanded facility to provide energy for many of the University's largest buildings, and established the Sustainability Task Force which awarded $115,000 to fund 16 projects on environmental sustainability. In addition, Dr. Sexton signed the American College and University Presidents Climate Commitment pledging that the University would develop a sustainability program, and the University responded to Mayor Bloomberg's PlaNYC 2030 initiative by pledging to reduce its carbon footprint by 30 percent over the next 10 years. Dr. Brown also noted that the University began offering a new multidisciplinary program in environmental studies and increased its administrative capacity through the appointments of an Assistant Vice President for Energy, Engineering, and Technical Services; a Director of Energy and Sustainability; and a Project Administrator for the Sustainability Task Force.

Dr. Brown said that the University had received favorable press coverage in The New York Times and on ABC-TV concerning its bicycle re-working project. In addition, the Director of the Center for Atmosphere and Ocean Science at the Courant Institute of Mathematical
Sciences David Holland was featured on an episode of the *The News Hour with Jim Lehrer* for his work observing climate change in Greenland.

Dr. Brown reported on upcoming activities scheduled to take place during academic year 2007-2008. On the academic front, 15 students have declared majors in the Environmental Studies Program, and new core classes are at maximum capacity. A masters program in bioethics has been introduced in the Faculty of Arts and Science, and "Educating for Sustainability," a series initiated by the Director of Environmental Studies in the Faculty of Arts and Science Professor Dale Jamieson, will be presenting lectures, workshops, and seminars.

Dr. Brown noted that the University had renewed its purchase of renewable energy credits. The Task Force held its first meeting of the academic year, and plans are underway to reissue requests for proposals to fund sustainability projects. Dr. Brown noted that the Task Force's Year End Report included thirty recommendations covering topics from energy efficiency and recycling to purchasing and transportation and that five new policies and initiatives incorporating these recommendations have been launched. These include the "Sustainability Advocate Program," which taps into employees' enthusiasm to "green" their departments while increasing environmental awareness throughout the University; the "Energy Reduction Strategy and Projects," a cost-effective re-lamping and retrofitting of the University's heating and cooling systems in order to operate the campus more efficiently; a "Comprehensive Environmental Assessment" which measures the University's ecological footprints and evaluates its progress; a "Student Outreach Initiative" that expands upon
initial successes by recruiting more students to the cause; and a "Green Purchasing Standards and Guidelines" that expands the University's existing purchasing guidelines to emphasize sustainability in breadth and detail.

Ms. Leary noted that not only is energy reduction the single most important thing that can be done to help the planet, it also is the most effective way to cut down on costs at the University. Ms. Leary pointed out that approximately one-third of the University's budget goes toward energy consumption and that the overall strategy for managing energy consumption must include conservation, efficiency, procurement, education and outreach, and alternative and renewable energy. The goal set forth for the current academic year is to reduce the consumption of purchased electricity by five percent while maintaining commodity pricing at or below last year's rates, thereby yielding approximately $3 million in expense reductions to the University. Ms. Leary pointed out that approximately $4 million was returned to the University the previous year through commodity rate price agreements.

Ms. Leary noted that although purchased electricity currently comprises one-third of all energy consumption at the University, it comprises approximately 55 percent ($28 million) of the University's overall energy budget. Other sources for energy include fuel oil, natural gas, and steam. Focusing on this area will allow the University to generate savings that can be used for other academic priorities.
Ms. Leary noted that the University's overall energy consumption compared favorably among colleges and universities on a national level, but less so on a local level. Several strategies for achieving the goal of reducing the consumption of purchased electricity by five percent include building a team of leaders to spread the word throughout the University about the need to be as energy efficient as possible, installing meters in University buildings to measure and better manage electricity use, increasing the Sustainability Task Force's outreach and education, developing commodity pricing agreements which fix the rate of the University's commodity purchases throughout the year as a hedge against any volatility in the energy market, developing and equipping fixture efficiency standards, setting guidelines for building comfort zones, analyzing building operation schedules so that energy use is reduced during times of decreased building use, installing occupancy sensors so that lights automatically shut off after a period of time in rooms with no occupants, replacing less efficient windows, and expanding the University's co-generation facility.

Ms. Leary outlined the first five initiatives that are being implemented at the University to help reduce energy consumption. They include a residence hall re-lamping which could reduce by up to 75 percent the electricity used for lighting, a personal computer "hibernation campaign" which would automatically shut down a computer when not in use, a "lights off" campaign encouraging people to turn off lights when leaving a room, modifying hours of HVAC consumption, and publishing energy usage data reports in order to monitor results and generate interest and enthusiasm within the University for energy consumption-reduction efforts.
Office of Faculty Resources

Vice Provost for Faculty Affairs E. Frances White reported that a new website had been developed focusing on the University's Office of Faculty Resources. The website was designed to serve all faculty and brings together the resources available to faculty on a University-wide basis. Dr. White introduced the Executive Director of the Office of Faculty Resources Debra Szybinski who gave a brief online demonstration of the new website (www.nyu.edu/faculty), which includes news about the University's faculty, information concerning the Center for Teaching Excellence, upcoming events, and a link to the Higher Education Recruitment Consortium. The website also gives faculty the opportunity to submit questions online to the Office of Faculty Resources.

Update on the Campaign for NYU

Senior Vice President for Development and Alumni Relations Debra LaMorte gave an update on the Campaign for NYU. See Exhibit H (slide presentation).

Ms. LaMorte was pleased to report that the University had completed the most successful fundraising year in its history, raising over $412 million. As of August 31, over $2.2 billion had been raised since 2001, leaving approximately $283 million to be raised by August 31, 2008 to reach the Campaign goal of $2.5 billion. Ms. LaMorte pointed out that $62 million had been raised thus far in the academic year, including the generous gift of $50 million from the Silver family.
Ms. LaMorte noted that the College of Dentistry, the College of Nursing, and the Wagner School of Public Service had surpassed their goals one year early and that cumulatively, the individual schools have reached 90 percent of their goals. Ms. LaMorte reported that the past year had been another banner year for the Annual Fund, which raised more than $23 million from more than 44,000 donors. This was an increase of more than 28 percent of the total raised in 2006. Ms. LaMorte pointed out that the $20 million barrier set for the Annual Fund had been broken one year ahead of schedule. Parent giving continues to be an extraordinary resource for fundraising, with approximately $1 million raised last year. The Senior Class Legacy continues to improve, and over $21,000 was raised by the Class of 2007 to help fund internships at the Wasserman Center for Career Development. The 175th Anniversary Scholarship Fund Campaign raised almost $100 million in support of 560 scholarships, and a Faculty, Staff, and Administrators Campaign was recently launched which has raised approximately $22,000 to date. Upcoming events at Washington Square include a Speakers on the Square Lecture and the Silver School of Social Work convocation. Regional events will take place in California and Connecticut, and a special trustee leadership conference is scheduled to take place in China in June.

The NYU Framework 2031

Dr. Sexton said that the University had begun an initiative to create an integrated plan to guide the next 25 years of its physical development. He noted that this plan will provide a roadmap for identifying the physical facilities necessary to support the University's academic needs between now and the University's bicentennial in 2031 and is parallel to "plaNYC 2030," the proposal unveiled by Mayor Bloomberg in December 2006 to achieve
goals for New York City's sustainable future. Dr. Sexton noted that in connection with this plan, the Executive Committee of the University's Board of Trustees had provided him with a mandate to initiate a series of conversations with the University community on the future of NYU. At the end of this series of conversations, which is expected to last a minimum of six months, a document would be produced for wider distribution. Dr. Sexton has asked the Senate Executive Committee to create an ad hoc committee comprised of the Council Chairpersons and one other senator from each of the constituent Councils plus three additional faculty members to begin working on this endeavor.

Organizational Time for Senate Committees

Ms. Chamberlin read the names of the standing committees of the Senate and identified the locations assigned for the organizational meetings of these committees, which were to be held immediately after the Senate meeting.

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

Leona S. Chamberlin
Secretary
EXHIBIT A
<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>AFFILIATION</th>
<th>DATE OF DEMISE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooke Russell Astor</td>
<td>Life Trustee</td>
<td>NYU Board of Trustees</td>
<td>08/13/07</td>
</tr>
<tr>
<td>Jack Bazer</td>
<td>Professor Emeritus of Mathematics</td>
<td>Courant Institute of Mathematical Sciences</td>
<td>03/30/07</td>
</tr>
<tr>
<td>Bernard Beer</td>
<td>Adjunct Professor of Psychiatry</td>
<td>School of Medicine</td>
<td>10/22/06</td>
</tr>
<tr>
<td>Alan W. Bernheimer</td>
<td>Professor Emeritus of Microbiology</td>
<td>School of Medicine</td>
<td>01/03/06</td>
</tr>
<tr>
<td>Samuel I. Botkin</td>
<td>Clinical Professor of Orthodontics</td>
<td>College of Dentistry</td>
<td>04/25/07</td>
</tr>
<tr>
<td>Robert A. Burnham</td>
<td>Professor Emeritus of Educational Administration</td>
<td>Steinhardt School of Culture, Education and Human Development</td>
<td>12/15/06</td>
</tr>
<tr>
<td>Emily S. Caputo</td>
<td>Former Associate Curator; Reference Librarian</td>
<td>Division of Libraries</td>
<td>03/22/07</td>
</tr>
<tr>
<td>Wilhemina Carney</td>
<td>Clinic Receptionist</td>
<td>College of Dentistry</td>
<td>05/16/07</td>
</tr>
<tr>
<td>Yilo Cheng</td>
<td>Student</td>
<td>School of Social Work</td>
<td>02/05/07</td>
</tr>
<tr>
<td>Stella Chess</td>
<td>Professor of Child and Adolescent Psychiatry</td>
<td>School of Medicine</td>
<td>03/14/07</td>
</tr>
<tr>
<td>Theodore Cohen</td>
<td>Clinical Professor of Medicine</td>
<td>School of Medicine</td>
<td>09/21/06</td>
</tr>
<tr>
<td>Robert Drechsler</td>
<td>Former Foreman Watch Engineer</td>
<td>Central Plant</td>
<td>08/04/07</td>
</tr>
<tr>
<td>Alfred Ellison</td>
<td>Former Professor of Education</td>
<td>Steinhardt School of Culture, Education and Human Development</td>
<td>05/26/07</td>
</tr>
<tr>
<td>NAME</td>
<td>TITLE</td>
<td>AFFILIATION</td>
<td>DATE OF DEMISE</td>
</tr>
<tr>
<td>---------------------</td>
<td>-----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Saul J. Farber</td>
<td>Former Provost of the NYU Medical Center and Dean of the School of Medicine; Former Professor of Medicine</td>
<td>School of Medicine</td>
<td>10/11/06</td>
</tr>
<tr>
<td>Samuel M. Feldman</td>
<td>Professor Emeritus of Neural Science and Psychology</td>
<td>Faculty of Arts and Science</td>
<td>12/17/06</td>
</tr>
<tr>
<td>John R. Finlay</td>
<td>Clinical Professor of Ophthalmology</td>
<td>School of Medicine</td>
<td>04/14/07</td>
</tr>
<tr>
<td>Lisa Goldberg</td>
<td>Wife of NYU President John Sexton</td>
<td></td>
<td>01/22/07</td>
</tr>
<tr>
<td>Alfred Gross</td>
<td>Professor Emeritus of Marketing</td>
<td>Leonard N. Stern School of Business</td>
<td>08/??/2007</td>
</tr>
<tr>
<td>Cassidy Hagerman</td>
<td>Student</td>
<td>College of Arts and Science</td>
<td>08/17/07</td>
</tr>
<tr>
<td>Monique Hannah</td>
<td>Student</td>
<td>Tisch School of the Arts</td>
<td>04/25/07</td>
</tr>
<tr>
<td>Donald Hansen</td>
<td>Craig Hugh Smyth Professor of Fine Arts</td>
<td>Institute of Fine Arts</td>
<td>02/15/07</td>
</tr>
<tr>
<td>Celia J. Heller</td>
<td>Former Adjunct Associate Professor of Communications</td>
<td>School of Continuing and Professional Studies</td>
<td>12/09/06</td>
</tr>
<tr>
<td>Mariel Hidary</td>
<td>Student</td>
<td>Gallatin School of Individualized Study</td>
<td>12/30/06</td>
</tr>
<tr>
<td>Warren M. Hirsch</td>
<td>Professor Emeritus of Mathematics</td>
<td>Courant Institute of Mathematical Sciences</td>
<td>07/9/07</td>
</tr>
<tr>
<td>NAME</td>
<td>TITLE</td>
<td>AFFILIATION</td>
<td>DATE OF DEMISE</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------------------------------</td>
<td>--------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>George L. Hoffman</td>
<td>Clinical Associate Professor of Cariology and Comprehensive Care</td>
<td>College of Dentistry</td>
<td>02/14/07</td>
</tr>
<tr>
<td>Albert Hornbliss</td>
<td>Clinical Professor of Ophthalmology</td>
<td>School of Medicine</td>
<td>01/16/07</td>
</tr>
<tr>
<td>Sidney L. Horowitz</td>
<td>Clinical Professor of Orthodontics</td>
<td>College of Dentistry</td>
<td>12/13/06</td>
</tr>
<tr>
<td>Yao-Qi Huang</td>
<td>Assistant Professor of Medicine</td>
<td>School of Medicine</td>
<td>10/02/06</td>
</tr>
<tr>
<td>Joshua Lynfield</td>
<td>Clinical Professor of Pediatrics</td>
<td>School of Medicine</td>
<td>02/11/07</td>
</tr>
<tr>
<td>Robert H. Manheimer</td>
<td>Instructor in Clinical Medicine</td>
<td>School of Medicine</td>
<td>12/31/06</td>
</tr>
<tr>
<td>Eugene Marshallik</td>
<td>Student</td>
<td>College of Arts and Science</td>
<td>03/14/07</td>
</tr>
<tr>
<td>Valerie Muse-Quash</td>
<td>Manager</td>
<td>Mail Services</td>
<td>04/10/07</td>
</tr>
<tr>
<td>Eric Ng</td>
<td>Student</td>
<td>College of Arts and Science</td>
<td>12/01/06</td>
</tr>
<tr>
<td>Arturo Pena</td>
<td>Clinical Associate Professor of Orthopedic Surgery</td>
<td>School of Medicine</td>
<td>03/07/06</td>
</tr>
<tr>
<td>Bernard Petrie</td>
<td>Trustee</td>
<td>NYU School of Law Foundation</td>
<td>08/26/07</td>
</tr>
<tr>
<td>Tanya Reinhart</td>
<td>Global Distinguished Professor of Linguistics</td>
<td>Faculty of Arts and Science</td>
<td>03/18/07</td>
</tr>
<tr>
<td>Frank J. Riccio</td>
<td>Clinical Assistant Professor of Otolaryngology</td>
<td>School of Medicine</td>
<td>05/04/06</td>
</tr>
<tr>
<td>NAME</td>
<td>TITLE</td>
<td>AFFILIATION</td>
<td>DATE OF DEMISE</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------------------------------</td>
<td>-------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Robert Rosenblum</td>
<td>Henry Ittleson, Jr. Professor of Modern European Art</td>
<td>Faculty of Arts and Science</td>
<td>12/06/06</td>
</tr>
<tr>
<td>Sarah Sanchez</td>
<td>Student</td>
<td>College of Arts and Science</td>
<td>07/07/07</td>
</tr>
<tr>
<td>Caroline S. Saxe</td>
<td>Former Associate Research Scientist; Former Adjunct Assistant Professor</td>
<td>Steinhardt School of Culture, Education and Human Development</td>
<td>08/06/07</td>
</tr>
<tr>
<td>Aaron Schmais</td>
<td>Former Professor of Social Work</td>
<td>School of Social Work</td>
<td>01/14/07</td>
</tr>
<tr>
<td>Alfred Schwartz</td>
<td>Clinical Associate Professor of Oral and Maxillofacial Surgery</td>
<td>College of Dentistry</td>
<td>03/19/07</td>
</tr>
<tr>
<td>Helen G. Scire</td>
<td>Former Associate Professor of Social Work</td>
<td>School of Social Work</td>
<td>12/28/06</td>
</tr>
<tr>
<td>Jerome S. Seiler</td>
<td>Adjunct Associate Professor of Clinical Obstetrics and Gynecology</td>
<td>School of Medicine</td>
<td>10/22/06</td>
</tr>
<tr>
<td>Andrea Selkirk</td>
<td>Handyperson</td>
<td>Maintenance</td>
<td>08/11/07</td>
</tr>
<tr>
<td>Steven S. Smith</td>
<td>Adjunct Instructor of Writing</td>
<td>Gallatin School of Individualized Study</td>
<td>07/21/07</td>
</tr>
<tr>
<td>Craig Hugh Smyth</td>
<td>Trustee; Former Professor of Fine Arts</td>
<td>NYU Institute of Fine Arts</td>
<td>12/22/06</td>
</tr>
<tr>
<td>Larry Spruch</td>
<td>Former Professor of Physics</td>
<td>Faculty of Arts and Science</td>
<td>08/10/06</td>
</tr>
<tr>
<td>Abraham Sunshine</td>
<td>Professor of Clinical Medicine</td>
<td>School of Medicine</td>
<td>01/02/07</td>
</tr>
</tbody>
</table>
NAME  
Meyer Tevon  
Walter Troll  
Phyllis Cerf Wagner  
Boardman C. Wang  
Samuel Weinberg  
Ellen J. Willis  

DATE OF DEMISE  
01/10/06  
05/21/06  
11/25/06  
03/28/07  
01/25/07  
11/08/06  

AFFILIATION  
School of Medicine  
School of Medicine  
NYU Board of Trustees  
School of Medicine  
Faculty of Arts and Science  

TITLE  
Associate Professor of Forensic Medicine  
Adjunct Professor of Environmental Medicine  
Life Trustee  
Clinical Professor of Anesthesiology  
Clinical Professor of Dermatology  
Professor of Journalism; Director, Cultural Reporting Program
EXHIBIT B
SENATE OFFICERS
2007-2008

UNIVERSITY SENATE

John Sexton
Mary Brabeck
Leona Chamberlin

President
Vice President*
Secretary*

# # #

ADMINISTRATIVE MANAGEMENT COUNCIL

Larry Pender
Elizabeth Greene

Chairperson
Vice Chairperson

DEANS COUNCIL

Mary Brabeck
Ellen Schall

Chairperson
Vice Chairperson

FACULTY SENATORS COUNCIL

Sylvain Cappell
Bruce Bogart
Carl Lebowitz

Chairperson
Vice Chairperson
Secretary

STUDENT SENATORS COUNCIL

Justin Lee
Julian Cyr

Chairperson
Vice Chairperson

* Requires action by the Senate.
COMPOSITION OF SENATE COMMITTEES FOR ACADEMIC YEAR 2007-2008

(Names of Alternate Senators Appear in ITALICS)

<table>
<thead>
<tr>
<th>COMMITTEES</th>
<th>STUDENTS</th>
<th>FACULTY</th>
<th>AMC</th>
<th>DEANS</th>
<th>UNIV ADMIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>Cheatham</td>
<td>Cappell</td>
<td>Pender</td>
<td>Bertolami</td>
<td>Tylus</td>
</tr>
<tr>
<td></td>
<td>Justin Lee</td>
<td>Hammack</td>
<td></td>
<td>Blount-Lyon</td>
<td>Yu***</td>
</tr>
<tr>
<td></td>
<td>Patel</td>
<td>Hendin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hutchins</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive</td>
<td>Justin Lee</td>
<td>Cappell</td>
<td>Pender</td>
<td>Brabeck</td>
<td>Chamberlin**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sexton*</td>
</tr>
<tr>
<td>Financial Affairs</td>
<td>Alli</td>
<td>Al-Askari</td>
<td>DeSantis</td>
<td>Revesz</td>
<td>Alfano</td>
</tr>
<tr>
<td></td>
<td>Chheda</td>
<td>Goodman</td>
<td>Fauerbach</td>
<td>Schall</td>
<td>Benhabib***</td>
</tr>
<tr>
<td></td>
<td>Modgil</td>
<td>Hinojosa</td>
<td></td>
<td></td>
<td>Berne***</td>
</tr>
<tr>
<td></td>
<td>Peaden</td>
<td>Melnick (fall)*</td>
<td></td>
<td></td>
<td>Dorph***</td>
</tr>
<tr>
<td></td>
<td>t/b/a</td>
<td>Ramsey</td>
<td></td>
<td></td>
<td>Jiga</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thompson</td>
<td></td>
<td></td>
<td>Sexton*</td>
</tr>
<tr>
<td>Organization and Governance</td>
<td>Alvarez</td>
<td>Billman</td>
<td>Moppett</td>
<td>Lapiner</td>
<td>Chamberlin</td>
</tr>
<tr>
<td></td>
<td>Cyr</td>
<td>Black</td>
<td>Orangers</td>
<td>Mandel</td>
<td>Yu</td>
</tr>
<tr>
<td></td>
<td>Hirawat</td>
<td>Gans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Eugenia Lee</td>
<td>Lebowitz</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rosenberg</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Affairs</td>
<td>Brooks</td>
<td>Mikhail (fall)**</td>
<td>Cahill</td>
<td>Cooley</td>
<td>Brown</td>
</tr>
<tr>
<td></td>
<td>Kaufman</td>
<td>Moran</td>
<td>Summers</td>
<td>Westermann</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Levine</td>
<td>Simon</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tannenbaum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Judicial Board</td>
<td>Choo</td>
<td>Dent</td>
<td>Butler</td>
<td>Cameron</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dwork</td>
<td>Ling</td>
<td>Doyle</td>
<td>England</td>
<td>Foley</td>
</tr>
<tr>
<td></td>
<td>Hong</td>
<td>Raiken</td>
<td>Dwyer</td>
<td></td>
<td>Santirocco</td>
</tr>
<tr>
<td></td>
<td>Leinheiser</td>
<td>Reiss</td>
<td>McIntyre</td>
<td></td>
<td>Stimpson</td>
</tr>
<tr>
<td></td>
<td>Morgan</td>
<td>Vernillo</td>
<td></td>
<td></td>
<td>Wofford</td>
</tr>
<tr>
<td></td>
<td>Tong</td>
<td>White</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Chair  **ex-officio ***Advisor  #Economides (spring)  ##Simonoff (spring)  Last Revised: 10/04/07
EXHIBIT D
University Senate

Meeting Dates

2008-2009

Thursday, October 9, 2008
Thursday, February 5, 2009
Thursday, November 6, 2008
Thursday, March 5, 2009
Thursday, December 4, 2008
Thursday, April 30, 2009

NOTE: All meetings are scheduled to begin at 2:00 p.m. in Room 914 of the Kimmel Center for University Life, 60 Washington Square South.
EXHIBIT E
UNIVERSITY SATEN MEETING
Thursday, October 4, 2007

Here are some recent news, notes and developments that may be of interest to the University Senate. The report is extensive, for it covers the period since the Senate last met in April.

START OF ACADEMIC YEAR

We welcomed over 4,500 first-year students and over 500 transfer students to NYU in late August. Their Welcome Week was filled with over 250 programs to introduce them to the campus, to New York, and to each other. The new students had a chance to come together at the annual Presidential Welcome on Gould Plaza. We also added several enhancements to the traditional Move-In Day, including online reservations for move-in time slots, an expanded volunteer corps to assist throughout the day, and an information fair for incoming students and their families. We have received very positive feedback on the new initiatives.

APPOINTMENTS

Congratulations and welcome to Dr. Charles Bertolami on being named 14th Dean of the College of Dentistry. He comes to NYU from the University of California - San Francisco School of Dentistry, where he served 12 years as dean, led the nation in overall NIH funding for dental schools, and enhanced the school’s clinical and teaching programs. Previously, he was professor and chair of the Oral and Maxillofacial Surgery Section at the UCLA School of Dentistry and associate dean for Faculty Affairs, and chief of the Dental Service at the UCLA Medical Center. He held earlier appointments at the Harvard School of Dental Medicine and at the University of Connecticut. We offer our appreciation to Interim Dean Richard I. Vogel for his leadership and our thanks to the search committee, led by Associate Dean Louis Terracio.

We are delighted to welcome to NYU Arthur R. Miller, one of the nation’s most distinguished legal scholars in the areas of civil litigation, copyright, and privacy, and a renowned commentator on the law and society. Appointed University Professor to the faculty of the School of Law and the School of Continuing and Professional Studies, he is teaching courses at the School of Law on civil procedure and complex litigation this fall, and will work with SCPS in developing a series of public programs as the director of Dialogues on Law, Society, and the Future. He comes to us from Harvard Law School, where he had been teaching since 1971.

The NYU community congratulates TSOA Dean Mary Schmidt Campbell on her nomination by Governor Spitzer to be chair of the New York State Council on the Arts. She will continue to serve as dean and also be responsible for heading the Council, whose role is to preserve, sustain, and promote the extraordinary artistic and cultural heritage of New York State.
ACADEMIC INITIATIVES

New York University and Polytechnic University—the second oldest private engineering school in the United States, with a rich tradition of excellence among its students, alumni, and faculty—have resumed discussions, left off three years ago, on a possible merger. We have now begun a period of conversation to give shape to that affiliation, and the leadership of our two institutions, as well as members of the Boards of Trustees, are optimistic that an agreement can be reached. The new leadership at Poly has been vital to resuming these conversations, and they will be excellent partners in this important undertaking. The joining of our two institutions will not be immediate or abrupt; it will be a gradual process, and we will keep you informed of developments as we move forward on this exciting path.

Our entire community extends warmest congratulations to the NYU School of Social Work that has received a magnificent signature gift from Constance and Martin Silver and will be designated the Silver School of Social Work at a convocation on Wednesday, October 24. Dr. Constance Silver earned her B.S. and M.A. degrees from the school and has served as a member of its adjacent faculty, the school’s council, and the NYU Board of Trustees. Martin Silver graduated from the Stern School of Business in 1959, and has gone on to prominence in his profession as a leader in healthcare corporations. Their gift will serve to strengthen the mission of the school as it lives our motto “a private university in the public service.”

In August, the University announced that NYU in Buenos Aires will open in spring 2008. After nearly a decade of political and economic instability, Argentina is currently enjoying a period of renewed prosperity and plays a significant role in this history and character of South America. Courses, many of which will be taught in English, will focus on Latin American studies. Beyond the classroom, co-curricular activities including internships, volunteer placements, and guest lectures will also be offered.

NYU announced in June that it had signed a letter of intent with Tel Aviv University to develop a Study Abroad site in Israel. The program is expected to open during the 2008-2009 academic year, and it is projected that up to 50 students per semester will study there. It is also hoped that “NYU in Tel Aviv” will also offer research opportunities for graduate students and faculty. As I noted when the announcement was made, there is strong interest among our students and faculty to develop a study abroad program in Israel, and I feel certain that this initiative will thrive in a country of enormous historical and political importance.

In May, NYU launched its Molecular Design Institute, which will pursue research in supramolecular materials chemistry. The institute’s opening event was a lecture by George Whitesides, a National Medal of Science winner and a professor of chemistry at Harvard University, on the topic of “Chemistry: From Molecules to Complexity.”

Also in May, NYU selected a team as a partner in its long-range space planning initiative, NYU Plans 2031. SMWM, the award-winning interdisciplinary design firm responsible for architecture and planning projects at several of the country’s most esteemed universities, in association with Grimshaw Architects, Toshiko Mori Architect, and the Olin Partnership, was chosen from among 11 initial proposals and three finalists. Over the past several months, the design team has been working with the Office of Strategic Assessment, Planning and Design on
a plan that will allow the University to refine and clarify its planning principles, and provide guidance in addressing its academic needs and physical development over the next 25 years. **Lori Mazor**, Associate Vice President for Planning and Design, will meet with all our schools to raise visibility and share information on these issues. In conjunction with this project, the University will hold its **third Open House in Hemmerding Hall on Wednesday, October 17**, to give our own community and our neighbors the opportunity to review and discuss developments related to NYU Plans 2031.

**AWARDS AND ACCOLADES**

**Faculty Honors**

The **American Academy of Arts and Sciences** elected five New York University faculty as fellows: **Alexandra Leigh Joyner**, professor in the School of Medicine’s Department of Cell Biology; filmmaker **Spike Lee**, the artistic director of the Kanbar Institute’s graduate film division at the Tisch School of the Arts; **Richard Revesz**, dean of the School of Law; **Stephen Schiffer**, chair of the Department of Philosophy; and **Richard Sieburth**, professor of French and Comparative Literature. The five are among 203 new fellows and 24 new foreign honorary members elected by AAAS, who include former Vice President Albert Gore, Jr., former Supreme Court Associate Justice Sandra Day O’Connor, and New York City Mayor Michael Bloomberg.

NYU Law Professor **Ronald Dworkin** has been awarded Norway’s **Holberg International Memorial Prize** for 2007. The award, which carries a cash prize of $750,000, recognizes outstanding scholarly work in the arts and humanities, social sciences, law, and theology and will be presented in late November in Bergen, Norway.

**Akshay Venkatesh**, associate professor in the Courant Institute of Mathematical Sciences, has been awarded the 2007-2008 **Salem Prize**, which is given to young mathematicians for outstanding work in the field of analysis.

**Jacek Debiec**, research scientist at NYU’s Center for Neural Science and psychiatry resident at the School of Medicine, was recently awarded the **Neal E. Miller Young Investigator Award**, given by the Academy of Behavioral Medicine Research. It recognizes young scientists for their early career contributions to behavioral science.

Professor **Linda Nochlin**, Lila Acheson Wallace Professor of Modern Art at NYU’s Institute of Fine Arts, was awarded an **honorary degree by The Hebrew University of Jerusalem**, at a ceremony at the Rothberg Amphitheater on Mount Scopus, in June.

Professor **Roger S. Bagnall**, director of the Institute for the Study of the Ancient World, has been named a **Phi Beta Kappa Visiting Scholar** for 2007-2008. Visiting Scholars are among the foremost intellectuals in the nation; their visits to universities and colleges advance the values of Phi Beta Kappa by energizing the intellectual lives of undergraduates.

Professor of Social Work **Jeane Anastas** will receive the **2007 Distinguished Recent Contributions to Social Work Education Award** from the **Council on Social Work**
Education. The award recognizes a social work educator’s achievements within the last 10 years.

NYU’s Center on Law and Security Fellow Sidney Blumenthal produced the Tribeca Film Festival’s 2007 Best Documentary, *Taxi to the Dark Side*, a film that examines the death of an Afghan taxi driver at Bagram Air Base from injuries inflicted by U.S. soldiers.

Student Honors

Four NYU filmmakers were winners in this year’s Academy of Motion Picture Arts and Sciences’ 34th Annual Student Academy Awards competition. The NYU Gold Medal winner in the Narrative category: Sarah Wickliffe ’06 (TSOA/Kanbar) for *Art’s Desire*. The Silver Medal winner in the Documentary category: Megan Thompson (Journalism/GSAS) for *Ladies of the Land*. In the Narrative category, the Silver Medal and Bronze Medal winners: Phillip Van (TSOA/Kanbar) for *High Maintenance* and Anthony Green ’06 (TSOA/Kanbar) for *Screaming*, respectively. They were among 11 winners representing six colleges and universities.

Alumni Honors

Dr. Patricia A. Cholewka (MA/Nursing), now assistant professor in the Department of Nursing at The City College of New York, was selected as a Fulbright scholar grantee to Lithuania.

Two TSOA alumni received 2007 Tony Awards: Billy Crudup ’94 won for Best Performance for a Featured Actor in a Play for *The Coast of Utopia*, and Michael Mayer ’83 won for Best Direction of a Musical for *Spring Awakening*. In addition, The Atlantic Theatre Company Studio (affiliate of the undergraduate drama department) received the Best Musical award for *Spring Awakening*.

NYU alumni were also big winners at the 2007 Emmys. In addition to taking home several Creative Arts Emmys, the NYU family garnered multiple Primetime Emmy awards including:

- Outstanding Variety, Music or Comedy Series
  - David Javerbaum (TSOA ’95), Executive Producer
    *The Daily Show with Jon Stewart*

- Outstanding Writing for a Drama Series
  - David Chase (University College/Heights ’68)
    *The Sopranos, “Made in America”*

- Outstanding Drama Series
  - David Chase (University College/Heights ’68), Executive Producer
    Terence Winter (Washington Square College ’84), Executive Producer
    *The Sopranos*

Administrator Honors

The American Management Association recently elected Diane C. Yu, my chief of staff and deputy, to a three-year term on its board of trustees. She is currently chair of the ABA Commission on Women in the Profession and sits on the boards of the American Corporate
Counsel Association, the White House Fellows Association, and the Asian American Bar Association of New York.

NYU’s Office of Advertising and Publications and the NYU Alumni Magazine were recently awarded medals by the Council for the Advancement and Support of Education (CASE) in its Circle of Excellence awards, recognizing superb communications materials produced by higher education institutions. Advertising and Publications’ Junior Viewbook, Junior Fulfillment Brochure, and Undergraduate Admissions Package won gold and silver medals in visual design and silver and bronze medals in the student recruitment publications category. The NYU Alumni Magazine was awarded the Silver Medal in the general interest magazine category.

Research Grants/ Gifts

Associate professor of biology, Fabio Piano, of NYU’s Center for Comparative Functional Genomics, was selected by the National Human Genome Research Institute, in the National Institutes of Health, to lead one of the teams charged with decoding the genome. The award to Piano and the nine other researchers leading genome centers across the nation will create a consortium of scientists who will collaborate in a four-year, $57 million scientific endeavor to understand every part of the genome needed for organisms to develop and thrive.

A $5 million gift from Edward Fox has created the Herman Robert Fox Deanship at the NYU College of Dentistry in memory of his father, Herman Robert Fox, who graduated from the college in 1926. Edward Fox received an M.B.A. from the Stern School of Business and was formerly dean of the Amos Tuck School of Business at Dartmouth College and chairman of SLM Corp (Sallie Mae), the Student Loan Marketing Association. He currently serves as chairman of the Board of the American Ballet Theatre. Dr. Charles N. Bertolami assumed the Herman Robert Fox Deanship on September 1.

NYU’s Center for Research on Culture, Development, and Education has won a grant from the National Science Foundation in the amount of $2.5 million for the study titled "IRADS: The Study of Culture, Social Settings, and Child Development across School Transitions." The study is being led by four investigators from NYU Steinhardt’s Department of Applied Psychology: Professor Catherine Tamis-LeMonda, Associate Professor Diane Hughes, Professor Niobe Way, and Professor Hirokazu Yoshikawa. Focusing on urban, ethnically-diverse young children and adolescents who are undergoing the transition to formal schooling and high school, the work will advance research and theory on intersections among developmental domains and social settings.

The College of Dentistry’s Daniel Malamud, professor of basic science and craniofacial biology, has been awarded a five-year, $6.2 million grant from the National Institute of Dental and Craniofacial Research of the National Institutes of Health to head up a research collective consisting of four interrelated research projects with administrative/biostatistical and clinical core components.

NYU and The Palmer School of Library and Information Science at Long Island University have been awarded $700,000 in federal funds for their innovative dual-degree scholar-librarian program. The program confers two master’s degrees—one from NYU’s Graduate
School of Arts and Science and one in library and information science form the Palmer School. The grant from the Laura Bush 21st Century Librarian Program of the Institute of Museum and Library Services will provide scholarships of $480,000 over the next three years.

A $50,000 fellowship fund, honoring School of Social Work alumna Amy Pearson, has been established in her memory by her family and friends. Pearson, who earned her MSW in 1997, had taught troubled youths prior to studying social work. The fellowship will be granted to graduate students seeking a second career in social work.
EXHIBIT F
NYU GREEN

- Report 8 Recommendations
- 15 Funded Projects
  Force Creation of Sustainability Task
  Decision to Replace Co-Gen Plant
  Purchase of Wind Energy Credits

2006-07 Recap
# Sustainability Fund 2007 Grants

16 projects totaling $115,000

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bike to School</td>
<td>Replacement of Water Aspirators</td>
</tr>
<tr>
<td>Coles Lighting Efficiency</td>
<td>Residential Energy Challenge</td>
</tr>
<tr>
<td>Existing Building Inventory</td>
<td>Residence Hall Recycling Project</td>
</tr>
<tr>
<td>Greening of the Gallatin School</td>
<td>Revolution Door</td>
</tr>
<tr>
<td>Grow, Cook, Eat, Learn</td>
<td>Solar/Wind Generation Project at 244 Greene Street (Peter Woods &amp; David Holland)</td>
</tr>
<tr>
<td>Guide to Green Living</td>
<td>Solar/Wind Generation Project with TSOA ITP (Tom Igoe)</td>
</tr>
<tr>
<td>Healthy Landscape Demonstration Gardens</td>
<td>TerraPass Offsets</td>
</tr>
<tr>
<td>NYU EcoPod</td>
<td>Veggie-Powered Vehicle Project</td>
</tr>
</tbody>
</table>
2006-07 Recap

American College & University Presidents Climate Commitment

PlanNYC Climate Challenge
- NYU to reduce carbon footprint by 30% over 10 years

Environmental Studies
- New multidisciplinary program

Build Administrative Capacity:
- Assistant VP for Energy, Engineering & Technical Services
- Director of Energy & Sustainability
- Sustainability Task Force Administrator
NYU Greening in the News

The New York Times

Giving Abandoned Bikes New Life So Students Can Ride

NYU

THE GREEN ISSUE

Climate Change Is Upon Us. Now What?

Emily Allen
NEW YORK UNIVERSITY STUDENT
MUSEUM DEVOTED TO THE TERRORIST ATTACKS. THEY'RE SHOWN

David Holland
OCEANOGRAPHER, NEW YORK UNIVERSITY
The Year Ahead

- Academic Initiatives
  - Environmental Studies Program
    - 15 students signed up as majors; 6 minors
    - New core classes at maximum capacity
  - Masters Program in Bioethics (FAS)
    - 11 majors
  - “Educating for Sustainability” series
    - Public lectures, teaching workshops, research seminars with students
The Year Ahead

- Cogeneration Plant Construction Underway
- Renew large purchase of certified renewable energy credits
- Continue Task Force (and $250,000 Fund for competitive and other projects)
- Reissue RFP for Fund Projects
- Task Force Report
  - Posted online at nyu.edu/sustainability
  - 30 recommendations
- Directive to Administrative Units
  - Recycled paper, double-sided printing, Energy Star equipment, green certified office furniture
  - Reduce electricity consumption (computer, lights, thermostat)
  - NYU buildings to follow U.S. Green Building Council’s principles
  - Cooperate with Sustainability Advocates
Priorities 2007-08

EVP announced launch of 5 new initiatives:

- Sustainability Advocates
  www.nyu.edu/about/sustainability/advocates
- Environmental Assessment
  www.nyu.edu/about/sustainability/assessment
- Student Outreach Initiative
- Green Purchasing Standards & Guidelines
- Energy Reduction Strategy
  www.nyu.edu/about/sustainability/energy
NYU Energy Strategy

October 2007
FY08 Goal:

- Reduce consumption of purchased electricity by 5% and maintain commodity pricing at or below FY07 prices, thereby yielding at least $3 million in expense savings (6% of total energy budget).
Purchased Electricity Statistics

Energy Consumption by Commodity Type

- 67%
- 33%

Energy Budget by Commodity Type

- 55%
- 45%

□ Purchased Electricity
□ All Other Commodities
Energy Consumption Statistics

Comparison of Contracted Commodity Unit Rates

FY2007 Actual Consumption Compared to FY2008 Target

Comparison of Commodity Rates

Estimation of 2008 Financial Benefit if Consumption Target is Met
Benchmarking Energy Consumption

National Benchmarks

Energy Consumption

New York Benchmarks

Energy Consumption

Brown University
Carnegie Mellon University
Northeastern University
Rutgers University
Southern Methodist University
Temple University - Composite
The Johns Hopkins University
Tufts University - 3 Campuses
University of Chicago
University of Illinois - Chicago
University of Illinois - Urban/Champaign
University of Minnesota - Twin Cities

Adelphi University
CUNY - Bronx CC
CUNY - York
Hamilton College
LIU - Brooklyn
LIU - C.W. Post
Rensselaer Polytechnic Institute
St. Lawrence University
The Sage Colleges
Union College
Williams College

Source: Sightlines Report, November 2006

Printed on 30% Recycled Paper
Please Recycle

Confidential – For NYU Use Only
Strategy for Achieving the Goal

1. **Build the Team**
   - University Leadership Team
   - Sustainability Task Force
   - Inter-Residence Hall Council

2. **Technology**
   - On-line electricity metering

3. **Tools**
   - STF Outreach & Education
   - Commodity pricing agreements
   - Equipment and fixture efficiency standards
   - Building comfort zones
   - Building operating schedules
   - Occupancy sensors
   - Window replacements
   - New cogeneration plant

4. **Measure**

5. **Report**
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Potential Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residence Hall Re-</td>
<td>Electricity reduction of up to 75% for lighting. Additional savings from reduced</td>
</tr>
<tr>
<td>lamping</td>
<td>labor for lamp replacements.</td>
</tr>
<tr>
<td>Personal Computer</td>
<td>May contribute as much as 25% toward the overall reduction goal of 5% (1.25%</td>
</tr>
<tr>
<td>&quot;Hibernation Campaign&quot;</td>
<td>1.25% electricity consumption).</td>
</tr>
<tr>
<td>&quot;Lights Off&quot; Campaign</td>
<td>Not estimated to be a significant contributor to reduction goal (estimated to account</td>
</tr>
<tr>
<td></td>
<td>for only about 4% of goal, or 0.2% of total University electricity consumption), but is</td>
</tr>
<tr>
<td></td>
<td>not estimated to be among the most significant opportunities for reduction but also</td>
</tr>
<tr>
<td>Modify Hours of HVAC</td>
<td>Estimated to require the most effort to implement; may contribute as much as 35%-</td>
</tr>
<tr>
<td>Operation</td>
<td>40% of goal, or reduce total University consumption by as much as 2%.</td>
</tr>
<tr>
<td>Energy Usage Data</td>
<td>Not a direct contributor to reduction goal. Instead, by posting building-specific energy</td>
</tr>
<tr>
<td>Reports</td>
<td>usage data we can monitor results and encourage an increase in and enthusiasm within</td>
</tr>
<tr>
<td></td>
<td>University Community to encourage more consumption-reduction efforts.</td>
</tr>
</tbody>
</table>
EXHIBIT H
Update: The Campaign for NYU
University Senate Meeting
October 4, 2007
Fiscal Year '07 Total: $412.1 Million

Campaign Total as of August 31, 2007: $2.217 Billion

We need to raise $282.9 million by August 31, 2008 to reach our $2.5 billion goal.
## Campaign Progress by School

<table>
<thead>
<tr>
<th>School</th>
<th>Campaign Goal</th>
<th>Progress as of 8/31/07</th>
<th>% of Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courant Institute</td>
<td>15,250,000</td>
<td>9,078,580</td>
<td>60%</td>
</tr>
<tr>
<td><strong>College of Dentistry</strong></td>
<td><strong>34,000,000</strong></td>
<td><strong>42,217,316</strong></td>
<td><strong>124%</strong></td>
</tr>
<tr>
<td>SCPS</td>
<td>42,000,000</td>
<td>33,955,214</td>
<td>81%</td>
</tr>
<tr>
<td>Arts and Science</td>
<td>510,000,000</td>
<td>424,259,090</td>
<td>83%</td>
</tr>
<tr>
<td>Gallatin School</td>
<td>39,000,000</td>
<td>33,761,808</td>
<td>87%</td>
</tr>
<tr>
<td>Institute of Fine Arts</td>
<td>33,000,000</td>
<td>22,370,569</td>
<td>68%</td>
</tr>
<tr>
<td>School of Law</td>
<td>333,650,000</td>
<td>290,024,324</td>
<td>87%</td>
</tr>
<tr>
<td>University Libraries</td>
<td>45,000,000</td>
<td>32,683,847</td>
<td>73%</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>834,000,000</td>
<td>608,445,646</td>
<td>94%</td>
</tr>
<tr>
<td>NYUHC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>College of Nursing</strong></td>
<td><strong>26,000,000</strong></td>
<td><strong>34,314,806</strong></td>
<td><strong>132%</strong></td>
</tr>
<tr>
<td>School of Social Work</td>
<td>7,500,000</td>
<td>7,132,738</td>
<td>95%</td>
</tr>
<tr>
<td>Steinhardt School</td>
<td>90,000,000</td>
<td>78,818,648</td>
<td>88%</td>
</tr>
<tr>
<td>Stern School of Business</td>
<td>150,000,000</td>
<td>141,147,950</td>
<td>94%</td>
</tr>
<tr>
<td>Tisch School of the Arts</td>
<td>75,000,000</td>
<td>63,296,529</td>
<td>84%</td>
</tr>
<tr>
<td>University General</td>
<td>215,600,000</td>
<td>165,714,451</td>
<td>77%</td>
</tr>
<tr>
<td><strong>Wagner</strong></td>
<td><strong>50,000,000</strong></td>
<td><strong>51,798,085</strong></td>
<td><strong>104%</strong></td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$2,500,000,000</strong></td>
<td><strong>$2,217,001,353</strong></td>
<td><strong>89%</strong></td>
</tr>
</tbody>
</table>
The Annual Fund is well ahead of last year: **$23,682,153 from 44,280 donors!**

- Ahead of our 2006 total by $5,290,349, an increase of 28.7%
- Ahead by 3,327 donors, an increase of 8.1% compared to 2006
- Ahead of our 2007 goal by over $2.7 million
Annual Fund Progress

Breaking the $20,000,000 barrier one year ahead of schedule

In Millions

FY '02 $11.4  FY '03 $13.2  FY '04 $14.5  FY '05 $16.6  FY '06 $18.3  FY '07 $23.7

Fiscal Year
Class of 2006, which raised $137,723.

This is a 57% increase compared to the Wasserman Center for Career Development.

$21,500 to help fund internships for the seniors in the Class of 2007 raised.
# 175th Anniversary Scholarship Fund Campaign – Final Results

<table>
<thead>
<tr>
<th>Scholarship Type</th>
<th>Total Dollar Value</th>
<th>No. Scholarships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newly Created Scholarships</td>
<td>$71,612,803</td>
<td>222</td>
</tr>
<tr>
<td>Pre-Existing Scholarships</td>
<td>$26,309,689</td>
<td>338</td>
</tr>
<tr>
<td>Total*</td>
<td>$97,922,492</td>
<td>560</td>
</tr>
</tbody>
</table>

*Scholarship fundraising between September 1, 2005 and August 31, 2007*
Faculty, Staff, & Administrators Campaign

Building Our Community Together

- Launched this year by a leadership committee of faculty, staff, & administrators.
- Designed to invite all employees of NYU to become involved in the final year of the Campaign.
- Participation is voluntary.
- Over $22,000 in contributions to date.
Upcoming Events

EVENTS AT WASHINGTON SQUARE IN 2007-2008

- Speakers on the Square Lecture featuring Professor Joseph LeDoux – October 10, 2007
- Silver School of Social Work Convocation – October 24, 2007
- NYU Alumni Association Awards Dinner – November 8, 2007
- VIP Scholarship Luncheon – April 3, 2008
- Trustee Pre-Commencement Dinner – May 14, 2008
- Alumni Reunion Weekend – May 16-18, 2008

REGIONAL EVENTS IN FALL 2007

- San Diego, CA – October 15, 2007
- Garden City, NY – November 6, 2007
- Greenwich, CT – November 14, 2007

UPCOMING SPECIAL VIP EVENT

- Trustee Leadership Conference in Beijing and Shanghai – June 8-12, 2008