Minutes of a Stated Meeting of the

Senate of New York University

November 1, 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, November 1, 2007. The meeting was convened with Dr. Sexton in the chair.

Present in addition to the President were members of the Faculty Senators Council Al-Askari, Anderson (for Hinojosa), Black, Cappell, David (for Bogart), Dent, Gans (for Ronell), Ginsberg (for Simonoff), Goodman, Hammack, Hutchins, Kovner, Lebowitz, Ling, Melnick (for Economides), Mikhail, Monaco (for Schacht), Moran, Raiken, Ramsey, Rosenberg, Simon, Sternhell (for Hendin), Tannenbaum, Thompson, Vernillo, White, and Zwanziger; members of the Student Senators Council Alvarez, Brooks, Cheatham, Chheda, Choo, Cyr, Desouki, Dwork, Hirawat, Hwang (for Alli), Kaufman, Eugenia Lee, Justin Lee, Leinheiser, Major, Morgan, Patel, Peaden, and Tong; members of the Deans Council Brabeck, Brathwaite (for Santirocco), England, Lapiner, Liebmann (for Schall), Scheeder (for Campbell), Stimpson, Stoller (for Mandel), Witt for (Blount-Lyon), and Wofford; members of the Administrative Management Council Cahill, DeSantis, Fauerbach, Moppeit, and Pender; and members of the University Administration Provost McLaughlin; Executive Vice President Alfano; and Acting General Counsel Nolan (for Acting Secretary Chamberlin), constituting a quorum.
Approval of Minutes

The minutes of the stated meeting of the Senate held on October 4, 2007, were approved.

Report of the President

Dr. Sexton referred to a memorandum, which was available at each Senator’s place and is 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 noted that on October 12, a formal announcement had been made regarding the completion of the agreement with representatives of the Emirate of Abu Dhabi to create "NYU Abu Dhabi," the first comprehensive liberal arts campus to be operated abroad by a major United States research university. Dr. Sexton expressed his appreciation for the input he received from members of the Senate in helping to shape the final proposal. Dr. Sexton stressed that this was the beginning of the process and that the University faces the challenge of creating a new campus requiring the support of the entire University community, particularly the faculty. Dr. Sexton noted that an overview of the University's global programs could be found on the Office of the Provost's website.

Upgrade on Construction of New Cogeneration Project

Vice President for Facilities and Construction Management Alison Leary gave an update on the University's cogeneration plant upgrade project. See Exhibit B (slide presentation).

Ms. Leary noted that the cogeneration plant upgrade was one of the most important projects that the University ever had undertaken. The project entails replacing and
enlarging the existing cogeneration facility and serves as the cornerstone of the University's overall energy strategy. This project also marks the first time that the University had undergone a comprehensive community review process, resulting in the endorsement of the project by Community Board Two.

Ms. Leary reminded the Senate that the five elements of the University's energy sustainability plan include conservation, efficiency, procurement, education and outreach, and alternative and renewable energy. One of the best sources of alternative and renewable energy is cogeneration, which also is one of the most environmentally-friendly forms of energy production. Cogeneration involves taking the waste heat that results from the production of power and recycling it to create thermal energy to produce hot and cold water. The University has operated a cogeneration facility for decades, but the plant has outlived its useful life and must be retired.

Ms. Leary pointed out that the University is making a capital investment of more than $100 million in a new facility that will expand the generation of clean, efficient energy to meet approximately 80 percent of the University's total energy needs. The current facility meets only 20 percent of the University's total energy needs. Operating and energy costs will be reduced by approximately $2 million per year initially after debt service, and the University will be able to increase its energy independence from Con Edison by increasing from 8 to 30 the number of buildings that will be served by the new facility.
Ms. Leary said that the environmental benefits of cogeneration include the reduction of greenhouse gases by approximately 50,000 tons per year and the reduction of regulated pollutants by approximately 1,200 tons per year. The combined impact is the equivalent of taking more than 10,000 cars off the road. This is in addition to the significant financial benefits that are expected to occur over the next 30 years as a result of the new cogeneration facility.

Ms. Leary noted that construction of the new facility began in August, 2007 and is scheduled to be concluded by December, 2009. The initial phase of "street work" taking place on the east side of Warren Weaver Hall along Mercer Street between West Third and West Fourth Streets is nearing completion, and excavation is expected to begin at the end of the year lasting approximately six months. The new plant will be installed in a subterranean vault with a depth of approximately 40 feet that will run the length of Warren Weaver Hall and most of the width from Warren Weaver Hall out to Mercer Street. Equipment vault construction lasting approximately six months will begin sometime in 2008, and new equipment will be installed in approximately one year's time. At the same time, brief periods of construction lasting two to three weeks will occur throughout the campus to expand the distribution network to the additional buildings that will be connected to the new facility. Finally, a new park situated between Warren Weaver Hall and Mercer Street on top of the new facility is scheduled to be installed in the fall of 2009.

Ms. Leary explained that construction is limited to the hours of 7:00 a.m. to 4:00 p.m. Mondays through Fridays, excluding holidays, except as required by the Department of
Transportation. Contractual work rules require mitigation of noise, dust, vibration, and other potential hazards, which are continuously monitored. Ms. Leary said that any questions or concerns should be forwarded to the Facilities and Construction Management Services Center at 212/998-1001 or by email to fcm.helpdesk@nyu.edu. In addition, information can be found at the Office of Facilities and Construction Management website at www.nyu.edu/fcm.

Dr. Sexton expressed his appreciation to Ms. Leary for her work on behalf of the new cogeneration facility, and the Senate responded with a warm round of applause.

NYU Plans 2031

Senior Vice President for University Relations and Public Affairs Lynne Brown explained that "NYU Plans 2031" is the University's plan for its physical growth over the next 25 years. This is the first time that the University had undertaken a comprehensive strategic look at what its future needs will be, what options exist to meet those needs, and what kind of choices must be made now for the future. Dr. Brown said that the administration welcomed input from the entire University community on this long range project. Dr. Brown described the plan's three main components. The "NYU Core" is the area within a five minute walk from Washington Square Park, in which the available capacity of existing property will be evaluated, appropriate new uses determined, and opportunities for improvement identified. The "Neighborhood" component, which is the area within a ten to fifteen minute walk from Washington Square Park, requires identifying uses and evaluating potential development areas within walking distance of the "NYU Core" and determining
what types of development would be most appropriate. The "New York City: Remote" component encompasses the five boroughs of New York City and requires developing a set of typologies and guidelines for the University to use in identifying and evaluating potential satellite campus sites and programs. Dr. Brown said it was important to remember that the amount of available space within the "NYU Core" is limited and that decisions must be made about the kinds of facilities that should exist there. Dr. Brown noted that this process had been transparent and had included input from the neighborhood community.

Associate Vice President for Planning and Design Lori Mazor continued the report on "NYU Plans 2031." See Exhibit C (slide presentation). Ms. Mazor explained that the purpose of "NYU Plans 2031" is to ensure that the University has a strategy, and available growth opportunities, to continue its academic mission in a manner consistent with being "in and of the City" with a vision towards the milestone year of 2031, which will be NYU's 200th anniversary. The reasons for planning for the next 25 years include the fact that the University's reputation is outpacing its facilities, the continued and increasing issues with the community over the expansion of the campus, the desire to achieve more efficient utilization of existing resources, unmet space needs from program growth, unprecedented real estate market pressures, and an over-dependence on using leased space. The University occupies approximately 15,000,000 square feet and has become increasingly dependent on leased space to meet its needs, including student housing and classroom space. The University currently leases approximately 16 percent of its space for a period of less than ten years, and many of these leases are not being renewed, making it
imperative that the University identify new real estate opportunities. The combined pressures of the University's academic mission and the real estate market have thrust the University into a position of unplanned and rapid expansion, resulting in serious repercussions within the community, which has called upon the University to begin planning for the future.

Ms. Mazor outlined the planning principles which include maintaining the campus core for academic and student-serving uses, maximizing the benefit of existing assets, respecting the character of surrounding communities, engaging the community, creating active mixed-use environments, promoting environmentally sustainable design, preserving and protecting historical resources, showcasing leading-edge urban and architectural design, respecting the limitations of the urban environment, supporting community sustainability, and creating additional gathering spaces and green spaces.

Ms. Mazor reported that the urban planning firm SMWM had been hired to be the University's design partner in conjunction with Grimshaw Architects, Toshiko Mori Architects, and Olin Partnership Architects. All three firms have experience in building academic facilities and in large scale planning. A final design is expected by early spring 2008. Ms. Mazor noted that a series of open houses had been held beginning in the winter of 2006 and will continue through the spring of 2008, and she encouraged members of the Senate to attend them in order to meet with internal and external groups and provide feedback on the overall process.
Ms. Mazor noted that the 25 year projections for academic space had been separated into three components and that it is estimated that 1.5 million square feet of space will be needed for science and research development, 1 million square feet for non-science academic development, and 500,000 square feet for student services and other development. The 25 year projections also include 1 million square feet for undergraduate student housing, 1.3 million square feet for graduate student and professional housing, and 700,000 square feet of housing for tenured and visiting faculty.

Ms. Mazor explained that the area designated as the "NYU Core" is comprised of three distinct districts. The "Loft Blocks" area consists primarily of 19th century loft and commercial spaces that the University uses for academic and administrative purposes such as the Silver Center and serves as the University's academic core. This area presents great opportunities for improving the streetscape, opening up ground floor spaces, and creating a greater sense of community. The "Park Side Blocks" area contains buildings surrounding Washington Square Park and is a blend of historic and modern characteristics. The "Southern Blocks" area is characterized by the development that took place during the 1960s as part of the Urban Renewal program and includes the high rise buildings comprising Washington Square Village and Silver Towers.

Ms. Mazor pointed out that the "NYU Core" has certain constraints because it is surrounded by the historic districts of Greenwich Village to the northwest, NoHo to the east, SoHo/Cast Iron to the south, and the newly proposed historic district of the South Village to the southwest. These constraints lead to limited as-of-right development opportunities
and a high level of competition for "core campus" space. There also exists a high level of scrutiny by the local community over new development, and the cost of construction is higher when integrating new construction with existing buildings. Ms. Mazor explained that "as of right" is a zoning term which gives the University the right to build to a specific height and density. One of the issues that has emerged from discussions with the community is determining when it would be appropriate for the University to use its full "as of right" capacity. Ms. Mazor stressed the importance of focusing on programmatic uses within the "NYU Core." Currently the "NYU Core" is broken down as follows: 47 percent for academic space, 32 percent for faculty housing, 11 percent for student housing, 5 percent for administrative space, and 5 percent for student facilities.

Ms. Mazor noted that the University already has a significant number of properties in the "Neighborhood" component, including a cluster of student housing located to the northeast of the "NYU Core." Currently, faculty housing and academic space is concentrated in the "NYU Core." Development of large scale buildings within the "Neighborhood" ideally should be concentrated along major avenues and thoroughfares.

Ms. Mazor said that the "New York City: Remote" sites identified by the University that fit the criteria for expansion include Polytechnic University in Brooklyn, which contains approximately 800,000 square feet of unused development rights; the Brookdale site located to the south of the medical center containing approximately 1,000,000 square feet of development potential, which is being put on the market by the City University of New York; and Governor's Island. Other "Remote" locations that have been identified by New
York City as areas targeted for educational expansion include Long Island City, Lower Manhattan, Downtown Brooklyn, and the Hudson Square area.

Ms. Mazor concluded her presentation by encouraging everyone to fill out the questionnaire that was at each Senator's place asking for feedback concerning the plan's three main components.

In response to a question by Mr. Peaden regarding the superblock site containing Washington Square Village, Silver Towers, and the Morton Williams supermarket, Dr. Sexton explained that the University has a maximum total of 1,500,000 million square feet of developable space on that site. Professor Goodman made the observation that Ms. Mazor's presentation had focused primarily on real estate and questioned what the University was doing to engage the community in an intellectual relationship on the issue of urban planning. Dr. Sexton responded by stressing that although the presentation had focused on real estate, it should be seen as developing space in service of an academic agenda in a manner consistent with the University being "in and of the City."

25th Anniversary of the NYU Community Fund

Director, America Reads and Federal Service Programs William Pfeiffer reported on the 25th anniversary of the NYU Community Fund, which is the University's charitable foundation that raises money through voluntary donations from full-time employees to provide small grants to local non-profit organizations. All administrative expenses are covered by the University, and every dollar contributed by employees goes directly to
neighborhood organizations. This year's campaign kicks off on November 15, and Mr. Pfeiffer presented a five minute video highlighting two of the organizations with which the Community Fund is involved: The Lower East Side Girls Club and Visiting Neighbors. The full video can be viewed on the NYU Community Fund website.

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

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

Report of the Committee on Organization and Governance
Ms. Moppett reported that the Committee was working on setting its agenda for the 2007-2008 academic year and would meet immediately following today's Senate meeting.

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

Report of the Financial Affairs Committee
Dr. Alfano reported that the Committee had initiated its deliberations with each of the constituent Councils and would meet immediately following today's Senate meeting. He suggested that reports from the Financial Affairs Committee be removed from the Senate agenda until the spring term when the Committee would have substantive matters to report to the Senate.
Upon motion duly made and seconded, the report of the Financial Affairs Committee was approved.

**Report of the Public Affairs Committee**

Professor Tannenbaum reported that the Committee did not know at this time whether Washington Square Park would be available for the University's 2008 Commencement Exercises. Therefore, the Committee recommends that a final decision on where to hold Commencement be approved by the Senate Executive Committee. Mr. Tannenbaum noted that 2008 would mark the tenth anniversary of the Grad Alley festivities that have become a traditional celebration held the evening prior to Commencement.

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

**Council Reports**

**Administrative Management Council.** Mr. Pender reported that the Council began the academic year with a breakfast reception for newly elected representatives and alternates on September 18 at the Torch Club. The Council's first general meeting was held on October 2, and Director of Energy and Sustainability Cecil Scheib gave an update on the University's Sustainability Advocate Program. The Council encourages all administrators to support and participate in NYU's Green Action Plan, and as part of this effort, a recyclable canvas bag was given to each Senator at the Senate's October meeting. The Council invites all Senators to attend a second screening of the Academy Award winning
documentary "An Inconvenient Truth" featuring Al Gore, winner of this year's Nobel Peace Prize. The screening will take place on November 14 and will be followed a brief question and answer session with Cecil Scheib and the Director of NYU's Environmental Studies Program and Associate Professor of Biology Tyler Volk. Last spring, the Community Service Committee, chaired by Alexis Rodriguez and Barbara Albrecht, began a program in conjunction with the NYU Bookstores of collecting unwanted books from the University's departments and faculty. Over $2,000 in proceeds realized from this effort over the summer was donated to the New York Restoration Project, an organization founded by Bette Midler which helps to restore parks and open spaces in New York City's underserved communities. Any books that cannot be resold are shipped to the University's donation partners which include "Bridge to Asia" and "Books for Africa."

Deans Council. Dean Brabeck reported that the Council continues to work on identifying ways to enhance diversity in the community and to develop individual and collective responses in connection with the University's global programs.

Student Senators Council. Mr. Lee reported that the Council held an orientation on September 10. The Council also met with Faculty Senator Robert Schacht, who serves as the student faculty liaison. A Town Hall meeting is scheduled to take place on November 5 with Dr. Sexton.
Faculty Senators Council. Professor Cappell reported that the Council had been busy with a range of academic matters including issues related to NYU Plans 2031 and the future NYU sites located outside of Manhattan, including Polytechnic and Abu Dhabi. The Council continues to work on updating the Faculty Handbook. On October 19, the Council acted as one of the sponsors of the women's leadership conference.

University Dialogue

NYU Framework 2031

Dr. Sexton reminded the Senate that the Executive Committee of the University's Board of Trustees had given him 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 will be submitted describing the likely challenges to the continued development of the University's academic mission over the coming decades and offering a framework for making the choices necessary to maximize that development. In addition, the trustees have requested that the framework expressly address the opportunities and challenges presented by what many believe will be dramatic changes in higher education in the decades ahead. Dr. Sexton noted that the ad hoc committee comprised of the Council Chairpersons and one other senator from each of the constituent Councils plus three additional faculty members had been formed and would hold its first meeting the following week. A first draft response to the request by the trustees will be shared with the Committee at this meeting. Over the next several months, the University will be encouraging all members of its community to review the draft document, participate in discussion forums and offer comments and
suggestions consistent with the draft document's intentions. The final document will be submitted to the Board of Trustees in March, 2008.

President's Question Time

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

Administrative Management Council. Mr. Pender read the following question:

We have been hearing a lot recently about the exciting expansion of NYU wherein NYU is transforming itself into a "Global Network University -- a university with a teaching and research presence around the world through sites connected to the main campus in New York and to one another, drawing in scholars and students of talent from around the globe." As well, there is the possible merger with Polytechnic University. Can you please speak to the role that you anticipate Polytechnic, particularly as it may eventually become a school of NYU, NYU Abu Dhabi, AUP, and ISAW should/will play within the University governance structure?

Dr. Sexton said that the role that any of the entities identified by Mr. Pender would have within the University governance structure such as membership on any of the constituent Councils or representation within the Senate would be determined by the Councils and the Senate. Dr. Sexton noted, however, that Polytechnic need not have a role in the University's governance structure during the transition period of affiliating with the University since it would remain a separate corporate entity. However, Dr. Sexton said that representatives from Polytechnic could be invited to attend Council meetings as guests at the discretion of the respective Councils, but that any formal role within the Senate would be subject to the approval of the Senate Committee on Organization and Governance.
Should Polytechnic become a school of the University sometime in the future, the Senate would revisit the matter of Polytechnic's representation at that time. Dr. Sexton anticipates a similar informal structure being considered with NYU Abu Dhabi and the American University of Paris as well, in light of the fact that they also would remain separate corporate entities for the foreseeable future. Dr. Sexton pointed out that the newly established Institute for the Study of the Ancient World ("ISAW") was in the process of hiring its first group of faculty members and that the Deans Council had not taken any steps to enlarge its membership to include the Director of ISAW Roger Bagnall.

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

> What's the current status of NYU's discussions with AUP? In particular, is it envisioned that NYU resources might be used there, and if so, on what scale?

Dr. Sexton said that issues remained concerning the University's partnership with the American University of Paris. Provost Fellow Katherine Fleming is currently living in Paris overseeing the academic part of the Paris project and working towards the possibility of assimilation. He explained that questions remain concerning previously perceived advantages of proceeding with AUP under French law. Dr. Sexton said that even if the partnership with AUP did not materialize, he anticipates that the University will go forward with a site somewhere else in Paris and might establish a regional campus somewhere in Europe similar to the arrangement the University has in Shanghai. Dr. Sexton said that the AUP Board was scheduled to meet in January to address the remaining issues and that he anticipates that a final decision will be made at that time.
Student Senators Council. Mr. Chheda read the following question:

NYU Admissions has become increasingly competitive in recent years. Yet the school still does not interview prospective applicants. Why not? It appears that while the University looks better and better on paper, employers and graduate schools complain of the two-dimensional nature of many students.

Dr. Sexton noted that the University has one of the largest applicant pools of any university and that it would not be possible to interview all prospective applicants. However, there are some schools that do engage in individual interviews, including students who audition for admission into the Tisch School for the Arts. Dean Brabeck added that the Steinhardt School engages in portfolio reviews of studio art and offers music auditions, and Dr. Sexton noted that the School of Medicine also conducts interviews. In response to a comment by Mr. Lee, Dr. Sexton noted that interviews form part of the University’s consideration of the top applicants for its Scholars Programs.

Mr. Cheatham read the following question:

What is your vision for the General Studies Program?

Dr. Sexton stressed that any vision he has for the General Studies Program was not dispositive inasmuch as the future structure of the program will be determined by the University’s deans and faculty. Dr. Sexton said that he was a huge fan of the General Studies Program, the two-year, full-time program that allows students to complete an Associate in Arts degree, which forms the first half of a conventional bachelor’s degree program at NYU. The three ways that students may undertake a liberal arts curriculum at
the University include the Gallatin School of Individualized Study, whereby students are given the opportunity to design programs of study tailored to their own needs and interests; the College of Arts and Science, which offers two years to explore a core curriculum and discover a wide variety of subjects followed by two years of more specialized study; and the General Studies Program, which is based on a broadly defined interdisciplinary core curriculum offering a comprehensive liberal arts background. Currently, students may not apply directly to the General Studies Program, and the Admissions Office selects highly-qualified students to refer to the General Studies Program. Dr. Sexton would like students to be given the opportunity to apply directly to the General Studies Program, and he noted that students enrolled in the General Studies Program are among the most satisfied students at the University. Dr. Sexton also would favor renaming the General Studies Program after a past, preferably female, luminary of the University.

Mr. Kaufman read the following question:

Would President Sexton provide an explanation and/or reason for the NYU's Class of 2011 Yield Rate? Reading off the information handed out at the last University Senate meeting the Admissions Activity reported the number of accepted students was 12,250 and only 4,689 students (38.3%) of those students enrolled. What would be some of the reasons for that percentage of students actually enrolling at NYU? Do President Sexton and the administration see that as a positive, negative, or status quo? What, if anything, is the University doing to bring up the number of students enrolling to equal the number of students accepted by the University?

Dr. Sexton said that the rates of acceptance and yield vary school by school and are the products of a number of factors. The University is highly selective in terms of the number of students that it accepts, and the acceptance rate is determined principally by decisions
made within each school to increase or decrease its student body. The University's yield rate has been fairly stable over the last three years. Dr. Sexton reminded the Senate that five years ago the University's attrition rate was approximately 30 percent. Dr. Sexton attributed this gain to the emphasis he had placed on enhancing the quality of student life at the University by measures such as the establishment of cluster housing for freshmen, Faculty-in-Residence programs where faculty reside in student housing facilities, and the Wellness Exchange, which addresses the many health-related issues that students may face during their time at the University.

There being no further business, the meeting was adjourned at 4:00 p.m.

Terrance J. Nolan
for
Leona S. Chamberlin
EXHIBIT A
NEW YORK UNIVERSITY
A private university in the public service
Office of the President

UPDATES FROM PRESIDENT JOHN SEXTON
University Senate Meeting
Thursday, November 1, 2007

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

APPOINTMENTS

I am delighted to report that Mariët Westermann, who has served with distinction as Director of NYU’s Institute of Fine Arts since 2002, has been named a Vice Chancellor for Regional Campus Initiatives as she assumes leadership of initiatives related to our new campus in the Middle East. We congratulate Mariet and her new Associate Vice Chancellor Hilary Ballon on their appointments and offer the appreciation of the entire NYU community as they undertake this important new assignment.

Also joining our global leadership team is Ulrich Baer, professor of German and comparative literature and chair of the German Department, who will serve as Vice Provost for Globalization and Multicultural Affairs. He will have responsibility for global sites abroad and some multicultural institutes and centers. Uli will serve together with Yaw Nyarko over the next two transition months before Yaw returns to his teaching and research in the Department of Economics. We thank Yaw for his able and energetic service in this position.

ACADEMIC INITIATIVES

In my last report to the Senate, I was not at liberty to identify the location of our anticipated campus in the Middle East. On October 12, I joined Martin Lipton, Chair of NYU’s Board of Trustees, and His Excellency Khaldoon Al Mubarak, Chairman of the Executive Affairs Authority of the Emirate of Abu Dhabi, to announce an agreement to create NYU Abu Dhabi. NYU Abu Dhabi will be the first comprehensive liberal arts campus established by a major U.S. research university, and is projected to enroll its first class of students in 2010. This is a major step in the evolution of NYU as a “global network university” – a university with a teaching and research presence around the world through sites connected to the main campus in New York and to one another, drawing in scholars and students of talent from around the globe.

I want to express deep thanks to the many people who worked so hard to bring this wonderful partnership about, including Cheryl Mills, Jeanne Marie Smith, Yaw Nyarko, and Robert Berne from NYU; Thomas Jackson, the president emeritus of the University of Rochester, whose guidance was indispensable; our valued advisor Martin Edelman; Mariët Westermann; and, most especially, our partners in Abu Dhabi.
As I announced last month, our School of Social Work has been renamed the **Silver School of Social Work** in honor of **NYU Trustee Constance Silver and her husband Martin Silver**. In what is the largest private donation to a school of social work in the United States, the Silvers have pledged $50 million to the NYU School of Social Work. The gift will be used to support the Constance McCatherin-Silver Fellowship, which provides financial aid to M.S.W. students in need who are dedicated to helping minority populations; to establish an endowed professorship for a junior faculty member researching poverty; to promote other initiatives dedicated to the study of poverty; and to better allocate funding, administration, and services. The funds also will help lay the groundwork for a planned McSilver Institute for Poverty Policy and Practice.

As Provost McLaughlin and I stated in an announcement on October 11, **NYU's Board of Trustees and the Board of Trustees of Polytechnic University have both approved our continuing to move forward toward a merger of NYU and Polytechnic University**, with the long-range goal of Poly becoming a school of engineering and technology within NYU. We now commence a period of a few months during which both universities will conduct due diligence and work on creating the definitive agreement, the document that will more fully define the relationship between the institutions and outline each party's responsibilities and obligations. We hope and expect a successful outcome from this process.

**TSOA officially opened in Singapore on October 8** with a ribbon cutting ceremony and reception. On hand were Dean **Mary Schmidt Campbell** and vice dean **Pari Shirazi**, my deputy **Diane Yu**, and members of the Tisch Asia board of directors, including Jennie Chua, chairman of the Singapore Film Commission. Representing the Republic of Singapore was the minister of state for Trade and Industry, Lee Yi Shyan.

**Faculty Honors**

The American Association for the Advancement of Science (AAAS) has named four NYU faculty as 2007 fellows. Election as a fellow is an honor bestowed upon AAAS members by their peers and awarded in recognition of scientifically or socially distinguished efforts to advance science or its applications. Our new fellows:

- **Moses Chao** (Professor of Cell Biology, Physiology, Neuroscience, and Psychiatry, School of Medicine): For outstanding contributions to cellular and molecular neuroscience, particularly to our understanding of the mechanisms of action of neurotrophic factors;
- **Claude Desplan** (Professor of Biology, Faculty of Arts and Science): For distinguished contributions to the field of developmental biology, particularly for the genetics of color vision and the evolution of insect development;
- **Paul Glimcher** (Associate Professor of Neural Science, Psychology and Economics, Faculty of Arts and Science): For fundamental contributions to our understanding of the neural bases of behavior, including eye movements and decision making;
- **Guillermina Jasso** (Professor of Sociology, Faculty of Arts and Science): For pioneering contributions to theories of justice evaluation and socio-behavioral forces, and for leadership in the conduct and analysis of the New Immigrant Survey.
In addition to the primetime Emmy Award winners included in last month’s report, our faculty at the Tisch School of the Arts’ Kanbar Institute for Film and Television garnered several honors:

- At the Creative Arts Primetime Emmys, Spike Lee, Artistic Director of the Graduate Film Program and the Amy and Joseph Perella Chair, received the Emmy for Outstanding Directing for Nonfiction Programming, for *When the Levees Broke: A Requiem in Four Acts*.
- For the same film, Sam Pollard, professor of film and television, won an Emmy for Outstanding Picture Editing for Nonfiction Programming. The film was also recognized with a juried award for Exceptional Merit in Nonfiction Filmmaking, received by both Lee and Pollard in their roles as producers.

**Alumni Honors**

Four alumni of the **Center for Advanced Digital Applications** at SCPS have earned screenings at the 2007 MetroCaf (Metropolitan Area College Student Animation Festival):

- Santosh S. Gunaseelan for “Metamorphosis”
- Tomas F. Salles for “Equilibrio”
- Chung-Hua (Amy) Wang for “Pepsea”
- Zeth Willie for “The Needful Head”

CADA alumnus Matthew Kushner’s animated music video for indie singer Justin Catalino’s “When the Sky is Falling” received the Animation Prize as part of the FameCast competition and also earned a screening at the LA Shorts Fest, the largest short film festival in the world.

**Research Grants/Gifts**

NYU’s Center for Genomics & Systems Biology has received a $4.4 million National Science Foundation grant to seed new research in plant systems biology. A team of NYU researchers will seek to identify genes on a genome-wide scale that underlie crop traits selected when farmers began cultivating rice 10,000 years ago. Michael Purugganan, the Dorothy Schiff Professor of Genomics (Department of Biology, Faculty of Arts and Science), is the project’s Principal Investigator.

The Steinhardt School has announced a $1 million gift from the Dolan Family Foundation for a scholarship fund for students in the school’s acclaimed jazz program. The fund will provide scholarships for undergraduate and graduate students enrolled in the jazz studies program within the Department of Music and Performing Arts Professions; the program will begin in the 2008-09 academic year.
The Greening of NYU

NYU has received a 2007 Green Power Leadership award from the U.S. Environmental Protection Agency. The annual awards recognize leading national green power purchases for their commitment and contribution to helping advance the development of the nation’s green power market. NYU was recognized for purchasing more than 118 million kilowatt-hours of green power annually, representing 100 percent of the school’s purchase of electricity use for fiscal year 2007. In 2007, NYU was the largest purchaser of green power in New York City and among colleges and universities. The award was presented to Cecil Scheib, the director of Energy and Sustainability for the Division of Facilities and Construction Management, at an awards ceremony last month.
NYU Cogeneration Plant Upgrade Project

Presentation to University Senate
November 2007
Energy Management Strategy

Center:
- Energy Sustainability Plan

Branches:
- Conservation
- Efficiency
- Education & Outreach
- Procurement

Sub-Branches:
- Alternative & Renewable Energy
Project Summary

- Co-generation is one of the most environmentally-friendly forms of energy production.
- NYU has operated a co-generation facility for decades, but the plant has outlived its useful life and must be retired.
- NYU is making a significant capital investment in a new co-generation facility that will:
  - expand the generation of clean, efficient energy (meeting about 80% of our total energy needs),
  - reduce operating and energy costs (by about $2 million per year initially, after debt service),
  - increase energy independence from Con Edison (expanding from 8 to 30 the number of buildings served by the new plant).
Environmental Benefits of Cogeneration

Greenhouse Gases

Regulated Pollutants

Tons

Equal to taking more than 10,000 cars off the road
What Can You Expect?

- **Schedule**
  - Construction began in August, and the new plant is scheduled to be in service by December 2009.
  - The initial phase of "street work" is finishing up.
  - Excavation will begin around year-end and last about six months.
  - Equipment vault construction begins 2Q08 and lasts about six months.
  - New equipment will be installed about one year from now.
  - Simultaneously, there will be brief periods of construction scattered around campus to tie-in additional buildings.
  - New park between Warren Weaver Hall and Mercer Street is scheduled to be installed in fall of 2009.
What Can You Expect?

- Construction Mitigation Efforts
  - Construction is limited to 7:00 a.m. to 4:00 p.m. Monday through Friday, excluding holidays, except as required by DOT.
  - Contractual work rules require mitigation of noise, dust, vibration and other potential hazards, as well as graffiti, and enforcement of traffic controls. All potential hazards are being continuously monitored.
  - Questions and concerns should be forwarded to FCM Client Services Center at 8-1001 or fcm.helpdesk@nyu.edu.

- Updated information can be obtained from www.nyu.edu/fcm; sign-up for the mailing list!
EXHIBIT C
• NYU Plans 2031
• Why Plan?
• Growth
• NYU Core
• Neighborhood
• Remote Locations
NYU’s long term plan will ensure that the University has a strategy, and available growth opportunities, to continue our academic mission in a manner consistent with being “in and of the City” with a vision towards the milestone year of 2031, NYU’s 200th Anniversary.
WHY PLANNING FOR 25 YEARS?

- Our reputation is outpacing our facilities;
- We have continued and increasing issues with the community over expansion of our campus;
- We can achieve more efficient utilization of existing resources;
- We have unmet space needs from program growth;
- We are experiencing unprecedented real estate market pressures; and
- We have become dependent on leased space to meet our long term need.
NYU PLANS 2031: PLANNING PRINCIPLES

- Maintain Campus Core for Academic and Student-Serving Uses
- Maximize the Benefit of Existing Assets
- Respect the Character of Surrounding Communities
- Engage the Community
- Create Active Mixed-Use Environments
- Promote Environmentally Sustainable Design
- Preserve and Protect Historical Resources
- Showcase Leading-Edge Urban and Architectural Design
- Respect the Limitations of the Urban Environment
- Support Community Sustainability
- Create Additional Gathering Spaces and Green Spaces
NYU PLANS 2031: TIMELINE

2006
- WINTER
  - PHASE 1
    - MEET WITH INTERNAL AND EXTERNAL GROUPS
    - DEVELOP GUIDING PRINCIPLES FOR FUTURE GROWTH
    - DESIGN PARTNER SELECTION

- SPRING

2007
- SUMMER
- FALL
  - PHASE 2
    - DISCOVERY AND ANALYSIS
    - IDENTIFY MODELS FOR GROWTH
    - CONTINUE DISCUSSIONS WITH INTERNAL AND EXTERNAL GROUPS

- WINTER
- SPRING
  - PHASE 3
    - DEVELOP PREFERRED STRATEGY
    - REVIEW AND SOLICIT FEEDBACK FROM GROUPS

NEW YORK UNIVERSITY
<table>
<thead>
<tr>
<th>ACADEMIC*</th>
<th>2006</th>
<th>2031 Projection</th>
<th>25 Year GSF Need</th>
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</thead>
<tbody>
<tr>
<td>Science/Research</td>
<td>5yr Need: 300,000 GSF</td>
<td></td>
<td>1,500,000</td>
</tr>
<tr>
<td>Non-Science</td>
<td>5yr Need: 200,000 GSF</td>
<td></td>
<td>1,000,000</td>
</tr>
<tr>
<td>Student Services/Other</td>
<td>5yr Need: 100,000 GSF</td>
<td></td>
<td>500,000</td>
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<tr>
<td><strong>HOUSING</strong></td>
<td></td>
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<tr>
<td>Undergraduate</td>
<td>53% Housed (11,000)</td>
<td>60% Housed (14,500)</td>
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<tr>
<td>Graduate/Professional</td>
<td>14% Housed (2,400)</td>
<td>24% Housed (5,400)</td>
<td>1,300,000</td>
</tr>
<tr>
<td>Tenure/Visiting Faculty</td>
<td>56% Housed (1,050)</td>
<td>70% Housed (1,650)</td>
<td>700,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>6,000,000</strong></td>
</tr>
</tbody>
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*Includes administration
NYU PLANS 2031: OBJECTIVES

<table>
<thead>
<tr>
<th>NYU Core</th>
<th>Neighborhood</th>
<th>New York City: Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td>To evaluate available capacity of existing property, determine appropriate new uses and identify opportunities for improvement.</td>
<td>To identify uses and evaluate potential development areas within walking distance of the core and to determine what types of development would be most appropriate.</td>
<td>To develop a set of typologies and guidelines for NYU to use in finding and evaluating potential satellite campus sites and programs.</td>
</tr>
</tbody>
</table>
NYU CORE: CONSTRAINTS

- Surrounded by Historic Districts
- Limited as-of-right development opportunities.
- High level of competition for "Core Campus" space.
- High level of scrutiny by local community over new development.
- Cost of construction is higher when integrating new construction with existing buildings.
Current Breakdown of uses w/in 5 min walk
NEIGHBORHOOD: EXPLORATION

- Student housing is clustered within and northeast from NYU Core
- Faculty housing is concentrated in NYU Core
- Academic space is concentrated in NYU Core
REMOTE LOCATIONS: EXPLORATION

Remote locations identified by NYU that meet the criteria:

- Brookdale
  (Medical/Dental/Science/Research)
- Polytechnic University
  (Academic)

Remote locations identified by New York City as areas targeted for educational expansion:

- Long Island City
- Lower Manhattan
- Downtown Brooklyn
- Governors Island
http://www.nyu.edu/nyu.plans.2031/

Email us:
nyuplans2031@nyu.edu