I. Adam handed around a chart classifying the elements of the REI and REII reports into three groups: human resources; physical resources; financial resources. He asked that at this meeting the committee draw up a list of specific items on which it hoped to comment (separate from general comments).

Discussion led to a list of ideas on how to evaluate such items:

A. judge the impact on the NYU community of each proposal
B. ensure there are systematic protocols for periodic reviews
C. communicate the University goals in each case
D. provide channels for feedback
E. encourage comparison with and development of best practices

Mike noted that the REII reports were due to be available to the RAC by September 15th. He anticipated that savings targets would, in fact, be exceeded. He repeated that the overarching goal was equal or better service at equal or better cost.

II. Jerry asked how recent news suggesting some improvement in the economy affected the Re-engineering efforts at NYU. Mike responded that the threats are still present and NYU must remain cautious. Continuing concerns included unemployment levels, student loan availability, and an increase in enrollment in public university systems.

III. We then reviewed the Task Force Reports (excepting Human Resources Policies) from REI.

A. Construction and Facilities Management Optimization
Incremental changes have already been implemented. Periodic review is recommended. There is a focus on sustainability.
B. Information Technology
The theme is integration and centralization. This said, there are four key areas to be supported centrally—but also locally as far as special applications which are mission-critical to departments are concerned. The four are: communications, research, administrative systems, and instructional. Also discussed was sharing information and feedback with the Student Advisory Committee on IT. More broadly, it was felt that a lot could be learned from the students about best practices.

C. Revenue Programs
There is a need to develop support functions to expedite and enhance faculty entrepreneurship. One item is incentives for teaching at non-peak times. (But, it was not clear that this is a good idea.) Another is removing barriers to interdisciplinary programs and partnerships. The idea was raised of distributing clinical services outside the traditional NYU catchment area.

D. University Finance Systems
A new cost allocation model is undergoing its first iteration. It will provide metrics/formulas for charges, and offers more transparency. It is to be adjusted periodically (every 2-3 years). The ultimate goal is to improve decision-making and create changes in behavior. The new model hopes to remove the disincentive for schools to generate additional revenue. Mike said that he would share the new system with the RAC to solicit feedback, once the Deans’ review was completed.

IV. The next meeting was set for Monday, 09/21, 4-6pm in PCR. Mike Alfano agreed to invite Charles Bertolami and Katie Casey to that meeting, to review proposals of the Human Resources Policies Task Force. Committee members were to review the REII reports when submitted by Steve Donofrio on 9/15.