

## Feedback to University Re-engineering Task Forces (as of 1/20/10)

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### **Task Force: IT**

**Comment:** Computing energy use is the fastest growing part of NYU's electricity and cooling bill. It would be very helpful to our efforts to constrain the rapid growth of the energy budget if efficiency and conservation in data centers, labs, and infrastructure were promoted as a priority.

NYU is estimated to spend about \$5-10M annually on electricity alone for computing needs; efficiencies, especially when reduced cooling loads are taken into account, could easily exceed \$1,000,000 per year.

These efficiencies might include:

- 1) Selection of hardware for efficiency (routers, wireless access points, servers, power supplies)
- 2) Data center best practices for operation and cooling
- 3) Virtualization and on-demand computing in server farms
- 4) Use of metrics/standards such as PUE (power usage effectiveness) and DCiE (data center infrastructure efficiency) and software such as DC Pro (Department of Energy)

A fuller analysis of these topics is being prepared for [REDACTED]; however, I thought it might be useful to get a rough outline to you of some of the included topics as soon as possible so it was possible to consider them before the deadline to submit your final report. Feel free to contact me or [REDACTED] with any questions.

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### **Task Force: IT**

**Comment:** I don't want to sound extremely nitpicky here, but choosing a sans-serif font for body copy and a serif font for headings is the wrong choice. It's actually really hard to read the final report because of these choices.

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### **Task Force: IT**

#### **Comment:**

For BLACKBORAD:

1. Bring back clear/separate Drop Box.
2. Make Discussion Board threads more accessible

For Media Smart Classrooms:

1. More more more more more
  2. Make using personal computer in the smart classroom easier. Having to register a computer for it to work in some classrooms means students can't bring in their own computers to present projects.
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### **Task Force: IT**

**Comment:** NYU needs a complete overhaul of existing intranet. The existing system is obviously one that was designed over a long period and consists of add-on after add-on with no clear linkage between sites.

There is no consistent theme to the intranet, multiple same log-ins passwords are required to access any number of different pages (ie password to enter mail to enter AIS to enter blackboard).

Intranet needs to be coordinated centrally with one consistent vision throughout. I have worked for several companies with effective intranets and I am blown away each time I access NYU's intranet at how archaic and absolutely unsophisticated/uncoordinated it is. It is embarrassing that we go to a school as prestigious as NYU and the intranet is this bad.

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**Task Force: IT**

**Comment:** I reviewed the Task Force report and agree with the findings and recommendations. One item that appears to have been out of scope for the Task Force is the financing of technology assets.

In addition to being a member of the NYU community [REDACTED], I am also a [REDACTED]. I would enjoy the opportunity to discuss how best to structure an efficient capital financing plan for NYU IT spend.

Please let me know if this would be of interest.

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**Task Force: IT**

**Comment:** Thank you for this comprehensive report. Has there been any research into IT sources and support for faculty to check to see if students' work is original?

As online services become more ubiquitous, the opportunities for students to plagiarize become more tempting. An article in today's New York Times "Psst, Need The Answer to Number 7? Click Here" lists several new sites where students can get the "answers" and where there are more essays available to download. I also just read about another new website called Scribd.com where people can post their writing for sale.

Some universities use a service called "TurnItIn.com." I think Stern might have a subscription to this already? Are there any plans to make a service like this available to the whole university?

Thank you.

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**Task Force: IT**

**Comment:** This feedback message is in response to the Information Technology Task Force Final Report document. One item really stood out for me... Investigate Outsourcing Email.

That made me think about Google...

<http://www.google.com/a/help/intl/en/edu/index.html>

It's hard to beat free, but Google's ubiquity is starting to disturb me. They seem pretty cool until they burn you. I learned that lesson the hard way. But meanwhile, I've seen co-workers opting to use Google to manage their NYU email and/or calendars. It's an interesting thing to discuss. I'm glad to see that the word "investigate" was used. Outsourcing email is something to consider, but is it in the best interest of NYU? That's tough question to answer!

Also, I'm wondering if the document had enough of a focus on Intranet / Internet systems for NYU. There seems to be a great opportunity for schools to collaborate and eliminate redundancy... saving the school money.

- Content Management Systems
- Media Servers
- Web Analytics
- Intranet systems

From what I've seen, some of the bigger NYU schools dedicate a tremendous amount of resources to solve these problems -- individually. What would happen if the schools collaborated? What if there was an NYU standard... one really great Content Management System, one really great Web Analytics tool, a standard for streaming video in order to form a university wide video library, a standardized way of collaborating with co-workers?

The report does acknowledge this issue -- should a problem be tackled university wide (ITS) or are some issues better left to the schools (local services)? I was impressed to read about that, and the guidelines to establish when university wide collaboration makes sense. That shows the experience of the task force -- a true willingness to address tough problems, but common sense of the challenges involved.

Overall, I thought that the conclusions seemed logical, conservative but forward-thinking, and helpful for NYU!

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**Task Force: IT**

**Comment:** I've been attending NYU Online for [REDACTED] from my home/work in [REDACTED]. I have been quite impressed with the method of attending a virtual live classroom and feel that it is an ideal method of learning for me. Although this year we have transitioned into asynchronous online classes, my hope is that you will continue to work to make the synchronous classes available once again. I believe that the lecture and live discussion facilitated by the synchronous classroom are invaluable in capturing all of the concepts and opinions offered by the professor and classmates alike. Thank you for continuing to improve a solid, quality program that benefits those of us who are unable to participate in a traditional on-campus program.

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**Task Force: IT**

**Comment:** I definitely support moving to a quota printing system. Everytime I'm in the lab I see loads of papers that people have printed and forgotten -- if we all had a limited amount we could print then I like to think that would not happen. However, as a [REDACTED] student, many of my professors assign lengthy readings that are posted on Blackboard and difficult to read on the computer. So, I would like for undergrads to have a lower limit than graduate students because I feel that graduate students need to print more. Also, if we're moving to the quota system, then I think that you should be charged per page, not per side of page. (The library currently charges per page on printing, but per side for copying.)

I also think the fee per page should be minimal (say, \$.05) to help students who are on a limited budget.

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**Task Force: Human Resources**

**Comment:** RE: Follow-up to John Sexton memo re Re-engineering II

Here is a way to conserve funds during the recession: offer an earlier retirement age to employees meeting the Rule of 70 (ie, 70 years combined age/service). Right now there is a 55 year age minimum. You can lower this to 50 or 52 for faculty and administrators looking to make a mid-life career change, which is not uncommon these days. Many of these employees are at the top of their pay scale. Offering earlier retirement allows for the possibility of bringing in new talent at lower salary levels and/or combining/restructuring job titles.

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**Task Force: Construction**

**Comment:** Your ""ubiquitous"" wireless plan is unclear... Does this include putting wireless in the dorms? I think that the biggest change NYU needs to make, technologically or otherwise, is putting wireless in the dorms immediately. Also they need to improve and extend wireless coverage on campus.

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**Task Force: IT**

**Comment:** I recently noticed that all of the computers on the 2nd floor of Kimmel were replaced with brand new ones, and while I understand they are newer and better, the computers there are used for 5-10 minutes at a time and for mere convenience. There was nothing wrong with the old computers and I think it was a complete waste of already scarce university funds to replace them.

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**Task Force: IT**

**Comment:** Hello,

My name is [REDACTED] and I'm a [REDACTED] at NYU. This comment may not fit here but my voice hasn't been heard very well despite my repeated contact with ITS. My last [REDACTED] years living in the dorms was terrific EXCEPT for the internet service. Frankly, the internet service was sub-par and in my eyes, disgusting. Yes, it was disgusting. It's disgusting that housing (which is an arm and a leg for a middle to middle-upper class family) is so luxurious, and that the prime method of communication among students is at a crawl. Simply put, the bandwidth allocated towards the residential community is not anywhere close to being enough. I've lived at [REDACTED] and [REDACTED] and during my stay, the internet connection has been extremely insufficient. I no longer live in NYU dorms, or plan to in the future, for that matter, but on the behalf of my fellow underclassmen who will be living at these locations in the future, please reconsider your bandwidth allocation per student, and take account of "peak times." The average bandwidth per student per 24 hours means absolutely nothing if one can receive 25000 kbps in the middle of the night but only 100 kbps during the evening. ISDN and 56k connections aren't far away from these speeds, which is embarrassing since these technologies are about a decade old. NYU is one of the best universities in the world. Its students shouldn't have one of the worst connections to the rest of that world.

Sincerely,

[REDACTED]

Also, when I did actually report this for the first time, I did get feedback, and I did see results. Those results, however, did not last very long. I don't know the circumstances surrounding that particular fix, but if it was performed at one point in time then I'm certain that what I am asking for is possible.

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**Task Force: IT**

**Comment:** I am concerned with suggestion 15, the conversion of general purpose computer labs. While I recognize that costs need to be cut, I fear that elimination of computer labs will cost more in the long run. It also seems to run counter to one of the other suggestions: to use ITS to develop economies of scale. I would think that economies of scale would be the result of eliminating/consolidating special purpose labs and keeping/expanding general purpose labs.

In my [REDACTED], we discuss several case studies in which an old system is supposed to be replaced by a new system. Unfortunately, the new system doesn't quite work as predicted or is late or both and so it is \*critical\* that the old system be maintained at least until the new system is working well. It seems to me that wholesale elimination of the general labs without having a working, tested solution for their replacement is akin to uninstalling a critical piece of software before its replacement is available, a recipe for disaster.

At the very least, the existing labs should be kept until:

- i) communication and discussion has progressed to the point that all of the current instructors using the labs understand the plan for change and agree that a suitable alternative for their current use of the labs exists.
- ii) a working and tested system for disseminating software directly to students' laptops (through NYU home or other mechanism) exists.
- iii) a feasibility study has been done with a sample set of students to determine whether the new system works well enough to warrant dismantling of the old system.

Failure to take a principled approach including these steps is a recipe for disaster.

Finally, I would like to point out that student laptops fail, get lost, and get stolen. It seems to me that at least one general purpose lab (at a minimum) is required to provide a way for students to do their work in such cases.

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**Task Force:** Construction

**Comment:** NYU housing internet is ridiculously slow. Schools like Rutgers and NJIT have T1 and T3 connections. For the money we are paying to go to this school, we should have the same (if not better).

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**Task Force:** IT

**Comment:** All the time and energy that went into this very extensive investigation and report and I would assume that some changes in handling calls for assistance could improve by now.

You place a call for assistance. It gets logged in and you get an email reponse, then no one responds to your request nor do you hear anything. It's a game. When you finally make a total pest out of yourself, you get told that there is always someone else, more important, some other crisis and no feedback to the person waiting. I understand that you cannot expect an immediate response but there should be a cap on how long you should have to wait. With one call we waited 3 weeks and the only way I got some sort of a response was to catch one of the technicians in the hall. If we need more staff, they should be hired. Feedback on when a service will actually occur has never been a priority here.

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**Task Force:** IT

**Comment:** Why is it that nobody in IT is looking at enterprise servers (mainframe) as they are good ie: more green if not better platforms to virtualize and or consolidate workloads?

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**Task Force:** IT

**Comment:** The University's software infrastructure for research accounting and payroll are, quite frankly, a disaster. As [REDACTED], there is no way to track the expenses and balances on my various accounts. There is no resource for me to be able to make projections. The central research accounting system is typically several months out of date. The department keeps a "shadow" database of all of the research accounts. And I keep a "shadow" of the "shadow" to make projections. Horribly inefficient and a recipe for making errors. Payroll is even worse. I can honestly say that in the [REDACTED] years I have been here, not a single personnel appointment (out of dozens) has gone through without a problem. Sometimes, people are not paid for months. Other times, they have been overpaid (which is worse than you might imagine when it comes time to ask them to pay it back). These are major IT challenges that need to be addressed if the University is to achieve its potential.

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**Task Force:** IT

**Comment:** Comprehensive review of the current and possible forward situations. Concern about spinning off email services for many reasons. Like idea that AD will be responsible for IT support during its daylight. This may leave a window, possibly Singapore site can fill in (reluctant to involve Beijing site) responsibility between NY and AD. Wireless should extend to all labs, classrooms, and offices, as well as all NYU-affiliated buildings including faculty and student housing. There could be cost-recovery from faculty/staff residing in housing for service.

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**Task Force:** IT

**Comment:** ESPN360.com is available to educational institutions. It should be made available to all students (not just in dorms). I study [REDACTED] and this would be nice to have.

We definitely need better wireless service. My classes are in [REDACTED] and only a handful of rooms there have wireless coverage. In some, the signal is very low and goes in and out. When I called tech support about it, they suggested I use Google to find hints for better coverage.

Also, if NYU could work with some retailers for free access to wireless, such as Starbucks, that would be great. Not just locations in Washington Square, but locations throughout NYC. For grad students, we live throughout the area, and it would be nice to have wireless service in multiple places. IT would be good for the businesses, too. Places like Cusi/Starbucks, Barnes & Nobles. etc. would benefit by giving us WiFi. We would consume their products whereas now, I stay in my apartment because that is where I have service.

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**Task Force:** IT

**Comments:** Single sign-on should be available. We also need a common calendar of events.

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**Task Force:** IT

**Comments:** I have some specific comments more in terms of executing the recommendations than the report itself. As a [REDACTED], I would very much support a ubiquitous optimized wireless system (specifically, one that works in basements) and as a [REDACTED] I would appreciate improved access to computing centers (wireless printing centers would be ideal). If outsourcing email, it would be essential to select an account that is capable of sending real-time mail notification. Thanks for your consideration.

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**Task Force:** IT

**Comment:** Importance of social networks for a global university

Increasingly community is not just defined by geographic location but by interest group. These groups form virtual communities of serious academic and professional interest in the midst of communities that may have a more personal and entertainment-oriented focus. It is important for NYU not to dismiss these virtual communities on account of these more visible superficial groups.

To upkeep an NYU community.

NYU should have a proactive role in supporting + maintaining that community of current students, alumni, faculty, researchers, visiting researchers/faculty and former visiting researchers/faculty.

Presently there are a multitude of groups on Facebook, LinkedIn and Second Life to name a few. While these mostly individual initiatives are a wonderful sign of an NYU spirit, I believe NYU is missing a chance to channel these positive energies into a more centralized "virtual home".

I would like to see NYU to maintain a university presence on the major social networks and have reciprocal links to all groups. In the case of Second Life, I wish NYU would own and maintain an Island like many major universities already do. At this point we have scattered small sublets not representative of the reputation of NYU.

I have taught [REDACTED] using Second Life and had to dismantle student work and exhibits due to lack of space and three moves to new temporary spaces. If you are interested, our Spring 09 [REDACTED] is at [REDACTED]

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**Task Force:** Construction

**Comments:** Easy to navigate. No complaints!

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**Task Force: IT**

**Comment:** Have we considered having selected student, faculty, and staff representation for the IT Leadership Council?

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**Task Force: IT**

**Comment:** Attempt to make all exams computer-based using the student laptops. This saves paper, toner, staples, and time and will also allow the elimination of Scantron OMR scanners and their maintenance contracts.

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**Task Force: Human Resources**

**Comment:** I would like to suggest that in terms of eliminating positions, the University look to retain top performers. Oftentimes in staffing reductions, companies cut entire departments or specific positions deemed unnecessary, regardless of who is in the positions. I would suggest instead cutting low-performing staff, and re-allocating remaining staff as necessary (moving valued workers from eliminated positions to other positions). In this way, you retain talent and have a more efficient workforce, not simply a smaller workforce.

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**Task Force: Human Resources**

**Comment:** Ask for donations to be withheld from the paycheck to help tide the University over.

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**Task Force: Finance**

**Comment:** Frequent flyer miles accumulated for business travel could be applied towards future business trips rather than personal trips/vacations.

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**Task Force: IT**

**Comment:** One of the many options listed in the recent email was replacing our computer labs with wireless lounges and collaboration software. I'd like to voice my concern that this is an unwise choice, and suggest an alternative.

One of the many things that prospective students look for is accessibility for public computer labs. It's an often-asked question during NYU tours, and it would reflect poorly on us to be lacking in a resource that every other major university offers. Labs provide valuable workspace in the same way that our great library provides valuable study space. Even students with their own computers use them to learn new/expensive software. They allow for classes to make use of workstations for hands-on learning, and provide a quiet environment with tech support on staff to help for any show-stopping technical issues. It would be crippling if we did away with something so valuable.

But, it's clear that labs are very expensive to run and maintain. To help limit the cost of running these labs, there are several things that can be done to limit the cost while keeping this resource intact.

-stop free printing. In our labs we offer free printing to students. This is unnecessary and encourages both paper and ink waste. Charging a few cents per page, like we do in Bobst for copies, would eliminate the cost of those supplies and encourage students to stop waste. It also would encourage instructors to allow students to email in their assignments, rather than print them out.

-standardize desktops university-wide. Within a single office in an NYU dept, we can have any number of different PC models. We could standardize that, select a model based on effectiveness and just stick with

it for three years across the board. Machines in labs and departments would be interchangeable, with the exception of specialized labs (MAT lab, graphics labs, etc) Computers that are outmoded can be recycled within NYU, rather than disposed. Or donated to NYC public schools for tax credit. They'd benefit from the tech as much as we'd benefit from the deductions.

-Force a university-wide shutdown of non-essential computers after office hours end (perhaps 7pm). Perhaps a script on the machines that would prompt the user, and shutdown if nobody was at the machine to tell it to stay on. The energy savings would be massive.

-Consolidate computer-based classrooms (for ex 194 Mercer) into the labs. It would free up more space for our classes and give a more centralized tech location for student use.

I'm sure you must have thought of these options already, and probably discounted them for reasons I haven't thought of. But even so, there must be a way to make it work. It'd be a terrible thing to do away with our labs, even while the university tightens its belt.

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**Task Force: Finance**

**Comment:** I am not sure if this is the appropriate Task Force, but my suggestion for reducing University-wide costs and improve efficiency is as follows:

Eliminate the requirement that all research proposals (including those that are still under review) undergo IRB review and approval, and instead require IRB approval only for funded grants. Currently all research grant submissions are required to seek IRB approval. This applies to studies that are still under review by the funding agency. Preparing this submission creates an IRB review process that is often slow moving. Importantly, most of the applications will not be funded. Faculty and College research administration/support staff spend considerable time and resources in preparing these submissions. Eliminating the requirement will create a more efficient, streamlined, system.

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**Task Force: IT**

**Comment:** As the IT department becomes more of a valuable business unit as indicated in the recommendations, IT efficiencies and savings become a critical way to contribute to the bottom line and to meet social responsibility policies. IT faces a big opportunity; not only can it contribute significantly to the bottom line through cost savings, but it can act as a champion for the entire organization to encourage reduced power usage and waste. I urge this working group to incorporate a guideline or mandate to purchase energy efficient devices, environmentally responsible products and reduce the amount of waste generated during expansion. There are many resources available, such as Dell's less material packaging shipping option to Electronic Product Environmental Assessment Tool which helps purchasers evaluate, compare and select electronic products based on their environmental attributes. These efforts will help the University reduce its carbon footprint and attain its 2017 Mayoral Challenge goal of reducing greenhouse gas emissions by 30%.

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**Task Force: Finance**

**Comment:** It may be wise to limit the printing for each NYU student - just as Stern does it for its students, thereby both cutting down waste and saving money on paper as well as constant computer use.

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**Task Force: Revenue**

**Comment:** Is outsourcing the NYU busses for late night to Coach USA the cheapest option?

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**Task Force:** Human Resources

**Comment:** offer incentives for people to leave their employment voluntarily?

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**Task Force:** Human Resources

**Comment:** At [REDACTED], we have a lean staff and rely heavily on our student work-study and project-assistant employees. We are hoping that with the increased financial aid initiatives will come increased work-study budgets so that we can tap into this pool of (often unappreciated) talent.

Anything that can be done to relieve the stress of our work-load during this challenging time, such as the above, will be greatly appreciated.

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**Task Force:** IT

**Comment:** NYU [REDACTED] has invested heavily in IT systems over the past year, in an effort to become more efficient and save time for staff who thus can devote time to more strategic efforts as opposed to managing outdated IT systems.

I suggest that wherever possible, funding for these initiatives be saved or that cuts be minimal. We are already losing a couple of temp employees who assist us w/ database maintenance, technical initiatives, etc. But keeping these systems in tact and updated (even if relying on temporary human capital) saves a great deal in the long run.

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**Task Force:** Human Resources

**Comment:** Re-Engineering Task Force:

I am writing because I am committed to NYU's future. Today's email was alarming because there are a number of questions about NYU's finances and intentions as a university that have long gone unanswered and without enough open discussion.

I am writing as part of a growing movement of people who want to see transparency at NYU in the interest of assuring donors, alumni, tuition paying students as well as faculty and staff.

[http:// \[REDACTED\]](http://[REDACTED])

We are calling for the top administration to share in the sacrifices of the university. Those who have been highly paid during the periods of large revenues have benefited from the amazing success of NYU. We believe that NYU will send a powerful message when the president decides to take a \$1 salary until the academic financial crisis is over. We believe significant savings would be realized when other executives in the university follow suit.

Such a move, coupled with the promise of transparency, would build a tremendous reserve of goodwill and political capital with students, faculty and the community at large.

On the other hand, the image of the University President cashing a \$70,000-Per-Month paycheck while slashing secretaries' jobs and vital research budgets does not reflect well on the university's commitment to its mission and its people.

This group is not affiliated in any way with TB-NYU. We started this as an idealistic, but serious "modest proposal." We hope that it will be taken in the spirit of respect and dialogue in which it was intended.

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**Task Force:** Construction

**Comment:** My research for well over a decade has focused on outsourcing, and has led me to conclude that extreme care must be taken in calculating the costs versus the benefits of contracting out. While contracting out is often a cost-saver, it often either does not save much or is more costly than in-house service delivery. Much hinges on measuring appropriately the costs on both sides (in-house and outsourced). Moreover, it is often a presumption that outsourcing provides an equal-quality service. The quality issue, too, needs to be explicitly addressed.

In short, I believe the task force's intention to explore outsourcing deserves to be pursued. I am just cautioning against reaching a wrong conclusion because of inaccurate measures of cost-saving.

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**Task Force:** Construction

**Comment:** I am writing as a concerned member of the New York University community. We understand the university faces difficult financial realities. However, a growing number of us are increasingly wary that cuts to the academic budget of NYU will threaten our educations, research, and the reputation of NYU.

We are asking for the top executives at the university share the pain and help shoulder this sacrifice. The first step is for President John Sexton to take a symbolic salary in the amount of \$1 until this academic crisis ends. [http:// \[REDACTED\]](http://[REDACTED])

It is unconscionable that the president of this university cash a \$70,000-per-Month paycheck while the university cuts jobs, research, and student opportunities.

Equally important is transparency. NYU must understand that the only way to assure its donors, alumni, and tuition-paying students that NYU's leaders are doing everything they can to preserve the mission of the school is to strike a new tone of honesty and clarity in the administration of its finances.

Thank you for your openness to public comment. We hope that you will continue to listen to the voices of the community throughout the Re-Engineering process.

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**Task Force:** Construction

**Comment:** I am glad to see that ITS is moving towards "ubiquitous" wireless service. From my work with students in the [REDACTED], this is one of the chief wants and concerns from our [REDACTED] students. Thank you to all of you for the hard work on this vision.

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**Task Force:** Finance

**Comment:** Accounts Payable has been extremely behind paying invoices to vendors that charge late charges. Many payments get held up by A/P for whatever reason and others by audits. Quite a bit of money was paid to American Express and Verizon for example in late charges just by our department. If this situation is school wide, I can see that this could equal a lot of savings. Please consider looking into this.

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**Task Force:** IT

**Comment:** I am highly impressed at today's UDAR presentation on the new iModules system that is being developed for UDAR by DAIS and ITS.

I was glad to read about the ITS task force goals and it is clear that the iModules project aligns with these goals perfectly. I hope there will be strong support for individual schools to take advantage of the iModules project as quickly as possible, despite the economic crisis. I know iModules will save a tremendous amount of financial and human resources in the long run.

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**Task Force: IT**

**Comment:** I have read your report on the Global Network University and I think something should be done with Facebook as a platform offering for faculty and students to share information and collaborate through social networking. Faculty can present "open office hours," live webcasts, seminars, lectures, and then be able to share that information amongst friends and family.

Stanford has recently begun doing this with a Facebook Page - <http://www.facebook.com/stanford>. A great article was written recently in their newspaper that details what the Page means for the education community - <http://www.stanforddaily.com/cgi-bin/?p=1030842>.

I am a recent graduate that has begun working at [REDACTED] and I would like to see this developed in Abu Dhabi and throughout the satellite campuses.

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**Task Force: Finance**

**Comment:** To whom it may concern,

I believe that by putting LSP students on an academic probation instead of dropping them immediately during the transfer period, from sophomore to junior year, because of the 3.0 gpa requirement for CAS transfer could help with the university's financial situation.

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**Task Force: Construction**

**Comment:** I read the executive summary, and I think the problem with IT support at NYU is more basic. As a faculty member for [REDACTED] years, I find NYU IT support primitive in comparison to the other three universities I've work at. In fact, local middle schools have better IT set ups.

The centralized system does not work. At my other institutions I had IT help down the hall. When I try to access NYU's centralized system, I never get relevant service. It is also a labyrinth. There are also far too few smart rooms with sophisticated set ups.

Just one example of how backward NYU is: I was submitting my grades online [REDACTED] years ago at another university. At NYU we have a primitive paper and pencil system in which we have to fill out grade sheets and submit them. I suspect NYU is the last university in the country where faculty do not submit grades online. Who's being held accountable for this backwardness at NYU?

I'd suggest NYU stop trying to be global and polishing its "brand," and spend more time back home implementing the kinds of basic IT support that peers at even second tier universities enjoy.

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**Task Force: IT**

**Comment:** I'd like to congratulate you and the task force on a thoughtful report. Its strong push in the direction of making IT planning and operations more central to the University is certainly welcome from my point of view.

I have a number of observations and concerns on points of detail, which I will lay out briefly in what follows.

(1) The task force has recommended that university leadership establish NYU-wide policies and practices to for coordination of IT planning and purchasing by schools and other units, and for tracking activity and collecting statistics. While this sounds unexceptionable, I do have concerns about who exactly is supposed to do all of this work, especially tracking and reporting. That costs time and money. Are those costs going to be pushed down to the schools as an unfunded mandate? If so, they will come at the expense of substantive work.

(2) The recommendation that school IT officers be accountable to the CITO is not acceptable to us in any except the most attenuated fashion. There is no way that the CITO will be in a position to evaluate my staff's performance in a meaningful fashion. Better communication would be good, and the proposed

council may serve that purpose if it avoids becoming just another meeting, but any kind of reporting structure that transfers responsibility for positions we fund to anyone outside ISAW would be completely unacceptable.

(3) We have already had to outsource some of our needs because ITS would not give us root access to virtual machines or the ability to make configuration changes in a timely fashion, so we recognize the need for looking at such sourcing as an option. Nothing gives me any confidence that central ITS can do this any better than we can do it ourselves.

(4) It is disturbing to read that ITS-managed "core shared, administrative and academic applications" will not be fully postured for disaster recovery on the basis of an offsite mirror until 2014. This seems like a pretty urgent matter.

(5) The suggestion that some research overhead might be allocated away from schools to central ITS does not commend itself. I do not see why IT should be different from other services in this respect, particularly because it has no accountability to the people from whom these resources would be siphoned off.

(6) We agree strongly that the University's grant administration processes are unreasonably burdensome. (This has affected us most with the utterly insane process involved in redistributing staff time and salary between grants.) We do not think that more centralized reporting requirements are the solution.

(7) The suggestion that e-mail be outsourced may have merit, but a major change in this utility would have significant costs in management and training for units. If it meant that there was only one way to use email (ruling out clients like Thunderbird, say), I would find that a significant detraction from productivity as well. And any deal that involved users having to put up with advertising as the price of saving the University money on e-mail would be really despicable.

(8) Even though the committee felt that the current reporting relationship works well, I think that structurally it sends the wrong signal about the importance of IT for the CITO to report to the provost through an intermediary.

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**Task Force: IT**

**Comment:** I am concerned by the proposal to close the general purpose computer labs. My concern, which stems from my perspective as a [REDACTED], is that this does not take account of the need for multiple platforms.

Thus many of our popular non-major courses are taught on the Mac platform and use software that it would not be reasonable to expect students to purchase. I am not convinced that it will be possible to set up a licencing system which permits students to access such software from their own computers (particularly if they want to access Mac software from a PC).

Of course, one could argue that such labs should be provided by the school or department, but I am far from sure that this is realistic, and unquestionably it is ITS that currently has the expertise to run such labs. Further, were the school to take on the running of a suitable lab, this would be a matter of shifting expenses rather than achieving savings.

Perhaps, if one wants to avoid labs being used for general purpose printing and other activities that do not call for lab resources, one could tie lab access to registration in approved classes. This might provide some scope for a reduction in the number of lab seats, while still gaining from economies of scale in provision by ITS.

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**Task Force: IT**

**Comment:** This all sounds excellent. However, I think you're missing an additional area where IT could be useful. What's discussed here falls mostly into either university-wide services such as budgeting or SIS or IT tools for individual research and communication (professor to students, or professor to professor). It seems to me that IT services could also be very useful at intermediate levels of management. As a department chair [REDACTED], I find myself looking for better ways to do things we currently do with "paper" technology: plan our course schedules (and teaching assignments), track

student progress towards completion of the major etc. (These things get recorded post-facto in ASIS, but that is not useful for planning.) I would also like the students to be able to make appointments for office hours online, instead of having to come in to write their names in a notebook. Ideally it would be nice to get IT assistance with this. In the meantime, I'm looking for off the shelf solutions such as Filemaker Pro, or some kind of online service (for the appointments). What would be great, though, would be a centralized office like the [REDACTED] office that helped us set up our web site a couple of years ago. They did the heavy lifting on actually programming the web site, but we are able to do changes and updates internally, without going back to them. This would be an excellent model for making more IT services available to departments.

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**Task Force: IT**

**Comment:** I read through the entire IT report and virtually all of it is sensible and timely. However, I am concerned there appears no reference to the issue of NYU IT Security in the document. Am I correct about that?

There is a mention of the importance of expanded backup mechanisms (which would be an enormous benefit to NYU), but that is not the same thing as pro-active IT Security methodologies.

I urge the folks on the IT Task Force to ask themselves why NYU's network security is given short shrift in the document.

For folks who perform IT work every day, network and computer security is a phenomenal and chronic aspect of IT. \*\*The more NYU can do centrally at the higher level of IT infrastructure, the safer NYU's data.\*\* This is a critical area where centralization increases efficiency and reduces institution-wide costs.

IT security is a critical issue that should be at least be explicitly mentioned in the Task Force's report! I find the absence of mention disconcerting.

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**Task Force: IT**

**Comment:** Dear ITS Taskforce,

Thank you for all the work you put into your thoughtful report.

As a member of the [REDACTED], I'm concerned about the recommendations on "Student Computer Labs" (pages 14-15, echoing themes from a subcommittee report on page 21). The [REDACTED] maintains its own computer network, with specialized software that is used by virtually all [REDACTED] students (as well as [REDACTED]) in their coursework and research. While most PhD students have offices with computers on their desktops, our many MS students do not. Therefore we maintain lab space (recently reconfigured on the 2nd floor of [REDACTED]), which provides students with easy access to the scientific software they need.

The ITS report would seem to call for the dismantling of these labs. I question whether this is a good idea, for the following reasons:

(a) It is a substantial inconvenience to students to require that they carry their laptops with them all day, if they wish to do any scientific computing anytime during the day.

(b) Some types of scientific activity are much easier to do with a large screen (larger than typically provided by a laptop light enough to be carried around all day).

(c) A site licence that permits unlimited use by remote users is different from a site licence that permits installation on selected computers. Therefore some software packages are presently available only on certain machines rather than through the network.

(d) Since our network has a lot of specialized software, reconfiguration of the [REDACTED] lab is unlikely to reduce the degree to which students use the network. Instead, it would simply require them to access it remotely. But they can already access it remotely, from any location on NYU-NET (including, for example, the CIMS library and the 13th floor lounge). They can also print through the network (to printers located in the labs, and in some other areas of [REDACTED]). So the only effect of reconfiguring the lab would be to

create a differently-configured student workspace. I am not convinced that the value of what would be gained is greater than the value of what would be lost. And I particularly question whether it would achieve any monetary savings.

The ITS report discusses “educational computing” and “research computing” as if they were separate. Actually, for advanced undergraduates and MS students they are not really separate at all. The concerns expressed above originate mainly from this fact.

I appreciate the Committee's effort, and I agree with many of its recommendations. But I think the reconfiguration of a specialized computer lab like ours (as opposed, for example, to the ITS Microcomputer Labs) may do more harm than good.

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**Task Force: IT**

**Comment:** I think all these suggestions are great - the IT Task Force really tried to articulate ways that we can meet the challenges we face. I worry that some of the more radical suggestions will not be addressed as we face looming budget cuts.

I'd be interested to see what the 'Outsourcing Email' investigation concludes. I think that it's possible NYU email users are used to a higher level of service when it comes to email support than they will get with an outsourced solution.

However, I think now is a good time to ask the question: why and to what end do we provide email services to the University?

If Senior University leadership is going to provide more guidance, that guidance would be more useful and applicable if it was also informed by IT trends and practicalities.

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**Task Force: Human Resources**

**Comment:** Request a reduction of work hours (3.5 hours per week). Thank you.

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**Task Force: IT**

**Comment:** While I can see the ideal behind disposing of student computer labs, it seems very dangerous to do that, for a number of reasons:

1. Not all students have laptops, and they generally do not carry them around all day.
2. The computers in the labs can be managed, maintained and updated centrally - it is straightforward for ITS to ensure that software required for the courses is installed and running on the machines. It would be a nightmare to try to support and maintain software on the laptop of every student in the university who had one.
3. The idea of cutting back such a fundamental resource for our undergraduates, who essentially fund this university directly, does not bode well for NYU's future. i.e. if we want to compete with the best universities in the country, you have to be able to show students and parents the physical resources. Can you imagine what visiting parents and students will think when told that NYU has moved to do a way with computer labs? It will be painfully obvious, no matter how one attempts to turn that bug into a feature, that it's still a big bug.

In summary, sometimes cost-cutting measures lead to new efficiencies, technologies and ways of doing things that are actually better in every way. I'm afraid this measure is NOT one of them.

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**Task Force: IT****Comment:** To Whom It May Concern:

I find that the ITTF final report comprehensively and fairly addresses the current and anticipated IT needs of the University community. However, there is little mention of the sustainability of these systems and the data that reside therein and no mention of the ultimate disposition of these systems and data. I am particularly concerned with the disposition of those records and systems with enduring "historical, legal, fiscal, and/or administrative value" to the University--records that now fall under the University Archives' collecting policy. (The phrase in quotations is copied from the University Archives core mission statement.)

The Task Force's charge recognizes that IT is essential to the University's successful endeavors in the decades ahead and "integra[...to the planning of all academic and business practices at the University." How will the proposed changes in IT policy and practice affect the transfer of records to the Archives, and what technological changes should we make to accommodate such records?

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**Task Force: IT**

**Comment:** I would like to see the Task Force add to its recommendations on Academic/Educational computing. There needs to be a system that allows faculty to communicate their need for technology in the classroom and have it considered in making room assignments. For [REDACTED] course, I've been assigned to a room with no Internet connectivity. I've been assigned to a room with only one light switch, which would have forced me to choose whether students would clearly see the screen or take notes. [REDACTED], has been wonderful in helping arrange for room changes, but a more efficient system is needed. We all recognize that upgrading all rooms will take time, so a better way of matching need to available equipment is essential for the effective use of technology.

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**Task Force: IT**

**Comment:** I'm a couple days late to respond to the IT Task Force report, but here's hoping you're still accepting comments. In general I approve, especially of the decision to prioritize wi-fi and better classroom technology. However, one glaring omission is technology TRAINING, which is in scandalously short supply at NYU. Peer universities offer free introductory workshops in basic software and skills to the entire university community, everything from MS Office and other basic desktop apps to HTML, CSS, Flash, how to digitize documents and images, and so on. Please, please take this need into consideration. Thanks.

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**Task Force: IT**

**Comment:** As [REDACTED], I am extremely concerned at the prospect of closing some or all of the ITS computer labs.

First some history: it was the [REDACTED] department who, taking the initiative, first arranged (in the 1980s) to open a PC lab on the 2nd floor of the Education Building (as it was then known), to serve students (majors, minors and others) taking [REDACTED] courses. After a few years, the ACF (forerunner of ITS) saw the value of the lab, opened its own labs, and eventually took over responsibility for running our lab as well.

The committee is quite right of course that times have changed now that virtually every student has a laptop. What has NOT changed is the need for the university to provide the latest cutting edge hardware and software, often commercially priced, so that our students can continue to have access to the best technology in the world.

Closing the labs would cause great difficulties for us and, instead of cutting costs, would simply shift the costs and, inevitably, without the economies of scale offered by ITS, substantially increase the costs for our department and other departments who also rely on cutting edge technology - which is to say, MANY departments.

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**Task Force:** Construction

**Comment:** Where can I locate to print out all of the taskforce reports (except IT's) that were due around May 15th?

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**Task Force:** IT

**Comment:** Your words:

ITS has already procured a larger data center in New York, based on anticipated central ITS future needs as well as the potential needs of member schools for data space. This is another area where NYU should take advantage of the economies of scale that the central University can offer. It was recommended that the University develop a system to align the disparate IT needs of the various independent schools with this shared service, and coordinate with the planning for the GNU.

My comments: While disaster recovery, adequate air conditioning, continuous power, and network bandwidth are becoming major issues for our school systems, folding our systems into ITS' data center has to be cost effective for a school without a lot of financial resources.

With regard to those "centrally allocated" services,

ITS needs better coordination among its service divisions and better training of staff to support and troubleshoot and respond to users on these systems. For centralized systems should they be sending users back to the local unit's support team?

Your words:

Upgrade and improve the centralized data warehouse to address the needs of schools and units in reporting, trend analysis, and decision-support.

My comments:

To accomplish this we need a replacement for Brio.

Your words:

Examine opportunities for improving the process and saving money related to software licensing and hiring consultants.

My comments:

NYU software licensing: YES!

To reduce # of consultants, We need to increase efficiency of hiring process; offer competitive salaries.

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**Task Force:** IT

**Comment:** suspend bonuses awarded (if any) across the board

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**Task Force:** Revenue

**Comment:** I am very grateful for the opportunity to have attended last week's presentation on the progress of Re-engineering I and II offered through NYU's Office of Professional Development. The presentation offered valuable insights on the impact of the initiatives to date. It also offered great insights on the recommendations being offered from the various task forces.

I appreciate the efforts undertaken under the re-engineering initiatives. I was concerned to see the recommendations from the Revenue Programs Task Force did not appear to include development considerations. There is a great deal of unrealized revenue potential in alumni and parent relations ñ this

is a strategic opportunity of which the University should take advantage. The primary task at hand for those examining revenue programs seemed to aim at diversifying the University's income beyond tuition. Yet, many of the recommendations presented last week did not offer significant increases in non-tuition revenues. One noted recommendation was increasing summer and winter session academic programming which is a great idea but increases tuition revenues and does not diversify revenue sources. Other recommendations like renting more event space may not be the most efficient method for significantly increasing income (there's a great deal of cash outflows in these efforts).

The University has made laudable improvements in its alumni and parent relations programs over the years which have resulted in record-setting fundraising revenues. A standard business management tenet is to invest in your most successful programs and it would be strategic for the University to build on the momentum of the development efforts to significantly improve revenues. The continued advancement of the University's development initiatives is a critical component of revenue diversification and improved sustainability of the University's future growth. In order for the Revenues Programs Task Force to come up with recommendations to further build on the success of this re-engineering process, it is pivotal to include considerations of the University's development efforts. It would be appropriate to have a constituent member of the Revenue Programs Task Force from the University's Office of Development and Alumni Relations.

I applaud the successes of the re-engineering initiative and hope that this feedback provides constructive input for your continued work. Thank you for your consideration.

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**Task Force:** Human Resources

**Comment:** In consideration of reductions in benefits-related expenses, consider keeping the current 401K match in place, and the monthly employee contribution to each medical plan low.

Instead, expense reductions could target benefits that do not pertain to every administrator (i.e. child care, portable tuition remission, spouse benefits, etc). Benefits pertaining to all administrators should be maintained at current levels if possible.

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**Task Force:** Human Resources

**Comments:** I do not think an administrator or faculty should be hired by NYU be without medical insurance until after several months of work/probation. And I believe NYU has an even stronger obligation to retirees, who should not be subject to reductions in their medical coverage.

Current employees' out-of-pocket costs such as co-pays should not increase during a salary freeze.

Cost-saving changes to tuition reimbursement practices would be acceptable to me, since not all employees take advantage of these, while all are required to have health insurance.

The priority for necessary budget cutting by the University should be to maintain benefits at a competitive level and avoid creating second and third-tier employees.

Information about proposed cuts was poorly disseminated, as is evidenced by the paltry response to the website feedback forms. Town hall meetings, where cuts are proposed and discussed, followed by substantive deliberation, are a minimum for transparency. Otherwise, they look like a fait accompli and fail to do justice to the ideals of shared governance and shared sacrifice.

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**Task Force:** Human Resources

**Comments:** As a [REDACTED], I would attest to the enduring value and wisdom of tuition remission for staff. This has been properly conceived of as professional development, rather than as an employment benefit. While I realize that there are costs involved, the benefits to the university in terms of increased productivity, retention, and satisfaction are significant. Our department, [REDACTED], was able to recruit a very capable administrator from a better compensated position at [REDACTED]. The tuition remission was a salient factor. As the university cuts staff positions, quality becomes an ever more important factor and professional development is key to meet increased demands.

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**Task Force:** Human Resources

**Comments:** I have just read the recommendations on HR benefits and want to comment on a few of the suggestions.

1. I am shocked that with Health Care Reform on the fore front of national debate that NYU can even entertain the notion of a 3 month waiting period for health care. The notion that COBRA is a viable alternative is a fantasy. The cost for most COBRA (including NYU's) is astronomical. Second, what about faculty and admin coming from part time jobs with no health insurance? How can we remain competitive in attracting new faculty, admin, and staff of the highest quality with this provision? To deprive any of our full time employees of health care is unacceptable.

2. Raising co-pays is one of the few ideas that seems like a good one.

I would like to point out though that our out of network costs are so high that I feel like I have had a significant pay cut in salary. (I have been at NYU [REDACTED] years) Most employees choose the point of service with an extremely high deductible high and the reimbursement only 60% at most. To not acknowledge that our health care costs have sky-rocketed makes me distrust the recommendations about health care. Many NYU Doctors don't even take United health Care and the nyu plan.

Last year I switched to my husband's plan at [REDACTED] and am saving at least [REDACTED] a year. The United Health Care out of network deductible is \$400 and reimbursement is 80%. I could not believe the difference.

3. NO to getting rid of mortgage assistance. This assistance is so low already and all that those of us without University housing have to help us. The [REDACTED] in points allowed me to lower my interest rate which has made a difference. As someone who lived in NYC when I was hired, this has been my only housing support. Maybe just get rid of this for people with University Housing since they get housing subsidy already.

4. I am also against Tuition Remission & portable tuition cutbacks. Faculty and staff do not make the kind of salary necessary to attend the institution we work at or ones at the same cost level. the Univ. should do everything possible to make attendance possible. And I say this as a person with no children.

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**Task Force:** Human Resources

**Comments:** Please don't change tuition remission!

I was forwarded an email that stated that you are thinking about changing the tuition remission program to 75%. In a time where raises are out of the question, no new hires, and no bonuses or promotions this is a very bad idea. I left my company to come work for [REDACTED] because I plan on going back for my MBA next semester. I took a massive pay cut because I know the value of the NYU education and wanted to work here and earn my degree. I just took a GRE course and am studying every night to get into the program. If the tuition remission is cut then I will not be able to afford going back to school and my entire reason for coming to NYU will be lost.

I know many people in my office who are planning or are currently taking courses and they are very worried as well. This is a very significant change at a very bad time that will effect many people who care very much about NYU. Its also been mentioned that this is a way of "getting rid" of employees by making them angry and upset in the hopes that they will leave. I hope this is not the case, but when you overhear people saying this about the school in general it really effects moral across the board.

I urge you to reconsider this change to tuition remission. While I understand that money is tight right now, there has to be better ways to save money then to cut this much needed benefit. If this passes it will really effect the school in a negative way.

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**Task Force:** Human Resources

**Comments:** My medical costs have increased while my salary hasn't. To implement the proposed changes would mean that I'm getting less and less while working harder than ever. Please do not increase the costs for health care/medication. While I can't afford to retire soon, to change retirement

benefits means breaching the agreement I was hired under. Having lost a large portion of my retirement savings, I can not afford any additional costs or loss of benefits during my retirement.

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**Task Force:** Human Resources

**Comments:** I am concerned at what I understand to be the suggestion that new faculty and staff should have to wait six months before health benefits would begin. For almost every person over the age of 35 there are medications we need to keep going from asthma to arthritis and cholesterol, all of which prevent serious illness and reduce health care costs long term. I expect it would be a serious impediment to senior recruitment to have this kind of a waiting list. It is unseemly for a major university to ask people to gamble on their good health in order to accept a position.

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**Task Force:** Human Resources

**Comments:** I find it rather dismaying that NYU plans to cut medical and tuition benefits while there is a salary freeze. This will hit faculty living in university housing particularly hard, as rents are increasing rapidly. Since not everyone has a job before being hired, it is simply wrong to leave them three months uncovered before they are eligible for medical insurance. yes, I know, this is America and health insurance is a luxury not a right, but one would expect more for a university. And why are childcare scholarships being cut. They presumably go to the most needy. All in all, I can see why this report has not been widely circulated.

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**Task Force:** Human Resources

**Comments:**

1. Keep Retiree Tuition Remission benefits.

2. Limit employee and spouse/DP to one degree at each level under TR. If by each level, you mean one masters, one PhD, fine.

3. DISAGREE WITH: For all object codes, dependent children who apply for tuition remission benefits for undergraduate or graduate study or portable tuition benefits for undergraduate study must be matriculated and enrolled in a degree program by the end of the calendar year in which age 25 is attained. (Rationale: this parallels eligibility for medical and dental coverage.) Doesn't account for what really happens with delayed decisions.

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**Task Force:** Human Resources

**Comments:** So, once again, the disciplined are expected to bail out the undisciplined, untalented, inept. untrustworthy...WRONG!

As my Quaker grandmother would have said " those that MAKE the mess must clean it up!" A wage-freeze is humiliating enough, and now your showing me a benefit DECREASE - leveled against the most vulnerable. You should be ashamed of yourselves!!

I suggest that our top-heavy and lazy and ridiculously over-paid Administration shoulder this mess! To do otherwise is immoral! If I performed at their level, I would expect to be jobless, at a homeless shelter!

Back to the drawing boards, guys!

Make some personel changes and start this process over - this time with competent people.

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**Task Force:** Human Resources

**Comments:** My suggestion is for NYU to leave untouched the benefits offered its employees upon employment and for NYU to bite the bullet during what is now being called economic hard times rather than generate cost savings on the backs of its faithful employees who saw no incremental benefits to themselves during those years when NYU was reaping its considerable financial gains.

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**Task Force:** Human Resources

**Comments:** NYU is a prestigious university. All employees should have medical coverage at all times. It would be a public scandal (not to mention an inhumane practice) if an NYU employee (of any category or rank, whether on probation or not, etc.) suffered a medical/life/economic crisis because denied medical coverage by NYU. I believe, even during this economic downturn, it is best for NYU to prioritize people over things (new real estate, construction, etc), to find all other places to cut the budget before impacting salaries and other forms of compensation, job security, etc (except those with salaries that already exceed \$250,000). Increasing anxiety and decreasing confidence in (not to mention suggesting a lack of appreciation of) the institutional community can only threaten us during stressful times of any sort. Hence, I also believe there should be no increases in out of pocket expenses for benefits (rents or anything else that NYU oversees) during a salary freeze, because ! this is tantamount to a decrease in overall compensation. What kind of a self-portrait do you want to send not only to employees, but also to students, their families, and the outside world? Pragmatism necessarily includes ethics.

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**Task Force:** Human Resources

**Comments:** Being somewhat new and having such dark news arise concerning our university is a bit disheartening.

A few things I am most concerned about is the amount of money coming out of my pocket (as in co-pay) while we are still in a pay raise freeze. How is that fair or even doable? I am at the lowest end of the pay scale and am struggling to make ends meet as it is. When will our pay raise return? Why is the university over buying real estate (much like Harvard) when every dept. at [REDACTED] is asked to cut from their budgets?

Why is the university stealing from the middle men? There is only so much we can give or cut from our budgets without sacrificing the students education. As it is in the [REDACTED] dept. we are being cut for space which means overcrowded classes and soon to be less productions. How do we rationalize that to parents at \$50,000 per year tuition?

Within this university a structural hierarchy has been built. Give more to the "rock stars" and less to those are show up everyday and give 150%. Are we following the rules of government? Is this not an open society, where all create the community?

I am concerned for my future at NYU/[REDACTED] and wholeheartedly dedicated to my job, position and service for this community.

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**Task Force:** Human Resources

**Comments:** There should be no cost saving changes to tuition remission for employees, their spouses and their children. It is unprincipled after [REDACTED] years of service to NYU and the expectation for tuition remission for both spouses and our children to change this benefit.

There should be no increase in out of pocket expenses during a salary freeze.

Retirees with a minimum of 7 years service should be guaranteed continued medical benefits after retirement

I feel new hires should not have a waiting (probational) period for their medical benefits to kick in. If they are fired they will obviously lose them.

The language is vague and difficult to understand on the website. We should have representatives from each Department in the various Schools at the Senate meeting discussing these proposals to report back to the various Departments -- communication is key and the meetings should be opened to have representation from each department in each school.

I have been a [REDACTED]. Many of us have given years of support and thoughtfulness to the growth and integrity of our departments and this is not a time to send a message that reads as lack of support and lack of interest in our welfare as devoted employees to the University.

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**Task Force:** Human Resources

**Comments:** I was very saddened to see that NYU is even considering cutting back tuition remission for employees and their dependents. For many of us this has been the single most important benefit and certainly my primary reason for staying at NYU as long as I have.

I can't understand how it is even legal for NYU to consider this action, it's renegeing on the most important promise it has made to it's employees with children

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**Task Force:** Human Resources

**Comments:** In considering cuts to tuition remission benefits, I recommend that focus be placed on determining a per employee tuition remission "allocation" and letting the employee determine how best to use that allocation - whether to seek education for him/herself, spouse or child. This gets the University out of the business of trying to choose which type of TR benefit to downsize, when achieving fairness on this matter is extremely difficult. With this proposal, the University can still cut TR benefits overall, thereby saving money, but still giving the employee much valued and needed flexibility.

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**Task Force:** Human Resources

**Comments:** I am very much against many of the cuts in benefits that are being proposed. This is completely the wrong message to faculty, staff and potential hires in these difficult times.

The proposed 3-month waiting period for new faculty and administrators to receive health benefits is exceptionally misconceived and, not to mince words, idiotic. As a [REDACTED], I would be expected to explain this policy to [REDACTED] that I am trying to recruit??? While this might be acceptable in the corporate world it is not acceptable in the academic world in which we are competing for the best [REDACTED]. We are assured that there would be no coverage gap since the person would be covered by COBRA! Did the task force not think about how expensive and annoying this would be for the potential recruit, or how, in the case of a foreign hire, simply inapplicable?

In general, the main message of the task force seems to be: cut, cut, cut, and wrap it up with niceties. It is terrible that NYU is going down to this level.

Unfortunately, in all the re-engineered areas: Benefits, ITS, Accounts Payable, etc., the result of the reorgs has been that their help desks no longer function properly. Our faculty and staff have to wait long periods of time on hold and have received terse feedback from their stressed-out staff that are trying to deal with the extra workload. This has not streamlined the process but instead has added delays and frustration.

In brief, most of the re-engineering is False Economy. Cuts that are achieved result in greater costs later, not least to faculty and staff morale and a general feeling of helplessness in the face of threats.