Minutes of a Stated Meeting of the Senate of New York University
March 26, 2015

A stated meeting of the Senate of New York University was held on Thursday, March 26, 2015, at 9 a.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street. The meeting was convened with Dr. Sexton in the chair.

Tenure/Tenure Track Faculty Senators Council (“T/TT FSC”) Members Present: Allen Mincer (for Raghu Sundaram), Everett Allgood, Mark Alter, David Backus, Ananda Dasanayake (for Angela Kamer), Miriam Ebsworth, Nick Economides, Jeff Goodwin, Katherine Hurbis-Cherrier (for Awam Amkpa), James Jacobs, Warren Jelinek, Mitchell Kane, Wen Ling, James Martin (for Victoria Stanhope), Maurizio Porfiri, Carol Reiss (for Anthony Kwame Appiah), Daniel Smith, David Stokes, Arthur Tannenbaum, George Thurston, and Daniel Zwanziger.

Full-Time, Non-Tenure Track/Contract Faculty Senators Council (“N/C-FSC”) Members Present: Ann Marie Mauro (Chair), Joseph Borowiec, John Burt (by telephone), Fred Carl, Eugene Cittadino, John Gurrin, John Halpin, Neal Herman (for Larry Slater), Brian Mooney, Peggy Morton, Randy Mowry, Ronald Rainey, Vincent Renzi (for Ben Stewart), Ezra Sacks, Susan Stehlik, Patrick Ying, and Ethan Youngerman.

Student Senators Council (“SSC”) Members Present: Jules O’Connor (Chair), Samia Ahmed, Jonathan Bach, Sabrina Breher, Nikita Chaudhry, Anushua Choudhury (by telephone), Adrian Co, Victoria Ettorre, Jessica L. Hawk, Michael Hengerer, Magnolia Jorge, Hani Kfouri, Masha Leonov, Kaja Schmidt (by telephone), and Yaowan Lu.

Deans Council Members Present: Lynn Videka (Chair), Charles Bertolami, Tom Carew, Patricia Carey (for Dominic Brewer), Randy Hertz (for Trevor Morrison), Joanne Hvala (for Peter Blair Henry), Karen Krahlulik (for Gabrielle Starr), Louis Scheeder (for Allyson Green), Kathleen Talvacchia (for Lauren Benton), and Diann Witt (for Geeta Menon).

Administrative Management Council (“AMC”) Members Present: David Vintinner (Chair), Regina Drew, Justine Kelly-Fierro, Kristi Schwindt Ramos, and Cormac Slevin (for John De Santis).

Review and Approval of the Minutes of February 12, 2015

Upon motion duly made and seconded, the Minutes of the February 12, 2015 meeting were approved unanimously as presented.

COMMITTEE REPORTS

Executive Committee

Mr. Vintinner reported that at its last meeting, the Committee elected Pietrina Scaraglino, Deputy General Counsel and University Secretary, as the Associate Secretary of the Senate.

Academic Affairs Committee

Committee member Dean Tom Carew reported that after convening a subcommittee to review the University Calendar Policy on Religious Holidays, the Committee found the policy adequate and recommends no changes to the policy. He noted that the policy is in compliance with New York State law and that the Committee recommends that the policy be communicated to the faculty, via the Provost, and to students, via the school deans, each semester. It was recommended that language be added to the Provost's transmittal memo stating that questions about the application of the policy should be decided by faculty in consultation with the school dean and, if necessary, the Office of General Counsel.

Dr. Carew stated that Robert Berne, Executive Vice President for Health, attended the March 10 Committee meeting and presented a proposal to re-align the University's health-related academic units. The Committee voted unanimously to support the proposal.

Financial Affairs Committee

Martin Dorph, Chief Financial Officer and Executive Vice President for Finance and IT, reported that at its last meeting, the Committee discussed and approved the Report of the Divestment Working Group (to be discussed later in the meeting), as well as budget recommendations from the T/TT-FSC and the C-FSC.

Committee on Organization and Governance

Mr. Hengerer began with a quote from the new television show, \textit{The Unbreakable Kimmy Schmidt}: “Life begins when the world doesn't end.” He reported that SCOG has received input from all Senate Councils regarding the composition of the Senate and plans to share its findings on this issue at the next Senate meeting, as well as the principles that will guide SCOG's review of the Senate composition next academic year. Finally, Mr. Hengerer noted that at its last meeting, SCOG discussed the Senate meeting time and recommends that Senate meetings take place at a time more convenient for Senators in Abu Dhabi and Shanghai.
Public Affairs Committee

Mr. Tannenbaum provided the following moments in history: today in 1862, Wendell Phillips, an outspoken abolitionist, was booed and pelted with rocks and eggs while giving a lecture in Cincinnati, Ohio; in 1953, Jonas Salk announced the development of the polio vaccine; in 1965, Martin Luther King, Jr. led the march from Selma, Alabama to Montgomery, Alabama. He related that the Committee is working on the annual security report, which will be presented at the next Senate meeting.

COUNCIL REPORTS

Administrative Management Council

Mr. Vintinner reported that at the last AMC meeting, Executive Vice President for Finance and Information Technology Martin Dorph gave a presentation and answered questions regarding the University’s long-term financial planning. Mr. Dorph spoke about the relationship between capital reserves and expenses, the relationship between salary increases and benefits eligibility tiers, and ideal fringe rate levels.

Mr. Vintinner commented on the success of the AMC’s winter recycling drives and noted that the AMC looks forward to its April meeting with William R. Berkley, Chair Designee of the Board of Trustees, as well as the release of a report from the AMC Health Care Working Group.

Deans Council

Dean Videka reported that at its last meeting, the Council discussed educational technology strategies, program sharing across schools, and synergy in faculty hiring. The Council also heard from College of Arts and Science Dean G. Gabrielle Starr, who provided a report of the Senate Ad Hoc Committee on Sexual Misconduct.

Tenured/Tenure Track Faculty Senators Council (T/TT-FSC)

In Dr. Sundaram’s absence, Vice Chair Allen Mincer reported that the T/TT-FSC elected Dr. Mincer as Council Chair for the 2015-2016 academic year. He stated that at its last meeting, the Council met with Dr. Berne and Cheryl Heaton, Director of the Global Institute of Public Health and Dean of Global Public Health, regarding the health realignment plan, approved the University Access to Personal Digital Content Policy, and received a report on faculty housing.

Full-Time Non-Tenure Track/Contract Faculty Senators Council (N/C-FSC)

Dr. Mauro reported that since the last Senate meeting, the Council approved its operating procedures and voted to approve a new Council name, “Continuing Faculty Senators Council” (C-FSC). The name was the result of a thorough examination of other options,
including a review of names used in other institutions, and was an effort to convey more accurately the nature and role of this segment of full-time faculty in the University. She also announced that Fred Carl, Associate Arts Professor in the Tisch School of the Arts, was elected Council Chair for the 2015-2016 academic year and that Randy Mowry will continue as Vice Chair. Dr. Sexton commended the C-FSC for its hard work this year, thanked Dr. Mauro for her dedicated leadership of the C-FSC, and congratulated her on her new assistant deanship appointment at Rutgers University School of Nursing.

Student Senators Council

Ms. O’Connor reported that the SSC is preparing for elections next week and continues its work to improve the relationships between at-large senators and specific constituencies, and school presidents and senators. She related that the SSC also continues to work on integrating NYU Abu Dhabi and NYU Shanghai portal campuses, as well as the Global sites, into the SSC, particularly club life.

REPORT OF THE PRESIDENT

Dr. Sexton referred to the memorandum that was circulated to each Senator, and is attached to these minutes as Exhibit A, which outlines some of the individual and collective achievements at the University since the Senate’s last meeting.

Dr. Sexton emphasized that the University takes the issue of the mobility of its faculty, students and staff very seriously and noted two instances last month in which NYU faculty members were denied visas, one to enter the United States and the other to enter the United Arab Emirates. He related the University’s concern after these incidents and that it will continue to work with relevant decision makers regarding visa denials to students and faculty. Dr. Sexton noted that while the University is not the ultimate decision-maker – decisions about who can and cannot enter a country are made by that country – it can and does advocate for maximum mobility.

Dr. Sexton reported that Louis Nirenberg, a professor emeritus at the Courant Institute of Mathematical Sciences, was awarded the Abel Prize in Mathematics by the Norwegian Academy of Science and Letters for his work in the area of partial differential equations, which he will share with John Nash, a professor at Princeton University. Dr. Sexton noted that this is the fourth Abel Prize winner from Courant.

Dr. Sexton also reported on the progress of the Presidential transition, now that Oxford’s Vice Chancellor Andrew Hamilton has been named President-Designate. He commented on Dr. Hamilton’s strong credentials as an academic, and commended Senior Presidential Fellow Ellen Schall for her work in coordinating the search. Ms. Schall spoke about the selection process, acknowledged the work of the Search Committee, which included representation from both Faculty Senators Councils, the Student Senators Council, and the Administrative Management Council, and commented on the openness and inclusiveness of the search process. She noted that the Committee received more than 200 nominations and held 27 listening sessions in New York, Abu Dhabi, and Shanghai as well as some
through video conference. Ms. Schall also noted that Dr. Hamilton is committed to meeting with the Senate leadership before he takes office in January 2016.

FACULTY OF HEALTH

Dr. Berne presented a proposal to establish a new Faculty of Health and outlined the proposal’s goals of continuing to enhance the research, teaching, and service aspects of a part of the health component at NYU, which includes the Colleges of Dentistry and Nursing, and the Global Institute of Public Health. As part of the proposal, there would be three colleges whose faculty would comprise the Faculty of Health: the College of Dentistry; the College of Nursing, which has been part of the College of Dentistry and will now be on its own; and a new College of Global Public Health.

Dr. Berne noted that the Health Realignment Working Group worked diligently on the proposal during the Fall 2014 semester, and its report was endorsed by both faculty senators councils. He stated that if the proposal is approved by the Board of Trustees in June, each of the colleges in the Faculty of Health will be represented in University governance. Dr. Berne outlined the administrative and academic structure of the Faculty of Health and emphasized that the realignment will create academic synergies and administrative economy. He described the recent progress made by the Global Institute of Public Health, as well as the Colleges of Dentistry and Nursing, noting that both programs are renowned nationally, and described how the realignment also will augment academic programs at various global sites.

A Senator asked where the Faculty of Health will be located. Dr. Berne said that, although no decision has been made, once the Board approves the proposal, they will work quickly to implement the realignment and locate the Faculty of Health, possibly at Washington Square as well as in the Health Corridor. Dr. Berne’s presentation is attached to these minutes as Exhibit B.

NYU SUPERBLOCK STEWARDSHIP ADVISORY COMMITTEE

Senior Vice President for University Relations and Public Affairs Lynne Brown gave a brief update on the status of the litigation concerning the construction on the superblocks and introduced Laurence Maslon, Associate Arts Professor in the Tisch School of the Arts and Chair of the Superblock Stewardship Advisory Committee. Mr. Maslon referred to the Committee’s report, which was included in the meeting materials, and outlined the Committee’s composition and charges, as well as its major activities to date. He stated that going forward, the Committee will discuss quality of life issues on the superblocks and make recommendations to the University regarding open space, communications, governance, management, and residential life, and that the Committee will continue to provide input regarding the Coles Redevelopment project.

Dr. Sexton encouraged Senators to disseminate the report to their constituents and commended the Committee and its staff for its work.
DIVESTMENT WORKING GROUP

Mr. Dorph presented the report of the report of the Divestment Working Group. The presentation is attached to these minutes as Exhibit C. Mr. Dorph reported the full report could be accessed online at https://wikis.nyu.edu/display/DivestmentWorkingGroup/.

Following Mr. Dorph’s presentation, Members of the Working Group provided their opinions regarding the report and Dr. Sexton opened the discussion to members of the Senate. In response to a question from a Senator about how divestment would affect the endowment’s performance, Mr. Dorph responded that investment returns could likely be maintained; however, the Working Group’s opinion was that dismissing 39 fund managers and divesting and reinvesting $1.3 billion of the endowment would not be prudent. Another Senator asked about divestment from the individual accounts. Mr. Dorph responded that the Working Group reviewed the rare instances in which the University divested in investments (e.g., apartheid in South Africa) and determined that divestment in fossil fuels was not equivalent. Mr. Dorph commented that the Working Group unanimously supports direct action by the University to reduce carbon emissions, improve sustainability, and reduce dependence on fossil fuels. A Senator commented that, based on his experience on the board of another non-profit, it is not difficult to screen out investments and encouraged the University to show leadership on the issue. Another Senator asked if the Working Group considered Stanford’s decision to divest of coal and thermal coal; Mr. Dorph said the Working Group considered a lot of research and documents and referred the Senator to the Working Group’s website, https://wikis.nyu.edu/display/DivestmentWorkingGroup/.

The discussion was tabled until the next Senate meeting.

There being no further business, the meeting was adjourned at 10:59 a.m.

Respectfully Submitted,
Terrance J. Nolan,
Secretary
REPORT OF THE PRESIDENT
University Senate Meeting
Thursday, March 26, 2015

NEWS

On March 18, the Board of Trustees announced the appointment of Vice Chancellor Andrew Hamilton—the University of Oxford’s senior officer, a noted chemist, a Fellow of the Royal Society, and the former provost of Yale—as the 16th president of New York University beginning January 2016. Professor Hamilton’s selection follows an eight-month, international search process conducted by a search committee of trustees, faculty, students, and administrators. The committee—which began the search with over 200 nominees—unanimously recommended Professor Hamilton to the Board of Trustees. Professor Hamilton plans to visit NYU regularly before taking up the presidency. In addition to his duties as president, he intends to maintain an active program at NYU of teaching and research. Please join me in extending a warm welcome to Andy Hamilton to the NYU community.

A building for nursing, dentistry, and bioengineering has opened at 433 First Avenue, a brand-new 11-story, 170,000 square-foot facility designed to create a 21st century interprofessional urban teaching, learning, and research community. The building, which will be the new home for the NYU College of Nursing, also expands research space for the Dental College and creates a space for the University’s emerging bioengineering program. Designed by Kohn Pederson Fox and EYP Architecture & Engineering, the building is designed to stimulate interaction among nursing, dental, and bioengineering students, and foster a new model of education, healthcare delivery, and scientific partnership among traditional academic disciplines.

In late February, the New York State Court of Appeals agreed to hear an appeal of the case against New York City and NYU’s redevelopment project on the Coles site. This follows last October’s unanimous ruling of the Appellate Division of the New York State Supreme Court which affirmed the validity of the approvals process for the project and overturned the lower court’s ruling that some parcels of land abutting proposed new facilities constituted implied parkland. The case will be heard in June.

NYU has launched an initiative to bring college education to incarcerated individuals at the Wallkill Correctional Facility, a medium-security prison in New York State’s Ulster County. Supported by a $500,000 grant from the Ford Foundation, the Prison Education Program (PEP) offers credit-bearing, university courses to enable incarcerated students to earn an Associate of Arts degree from NYU. The initiative began this semester with 36 students in two courses, taught by NYU faculty. Leadership for this initiative arose from faculty and deans in the College of Arts and Science and Gallatin School of Individualized Study. PEP is overseen by a faculty steering committee and is directed by Nikhil Pal Singh, associate professor of social and cultural analysis and history in the Faculty of Arts and Science.
FACULTY HONORS

It was my distinct honor to be named the recipient of the TIAA-CREF Hesburgh Award for Leadership Excellence last week. The award, which I accepted on behalf of the entire NYU community, is named after the late Rev. Theodore Hesburgh, the longtime leader of the University of Notre Dame who just recently passed away, and was bestowed at the American Council on Education’s Annual Meeting. In its presentation, TIAA-CREF saluted NYU’s transformation into a global university and its creation of important academic programs.

University Professor Anne Deavere Smith has been selected to deliver the 2015 Jefferson Lecture in the Humanities, sponsored by the National Endowment for the Humanities. The lecture, presented at the Kennedy Center for the Performing Arts, is among the highest honors the federal government bestows for distinguished achievement in the humanities. An actress and playwright, Professor Smith, who also received the National Humanities Medal in 2012, is a professor of performance studies at the Tisch School of the Arts and is affiliated with the School of Law.

Two faculty members – Michael Halassa, assistant professor of psychiatry, neuroscience, and physiology at NYU Langone Neuroscience Institute, and Jennifer Jacquet, assistant professor in the Department of Environmental Studies in the Faculty of Arts and Science – have been awarded fellowships from the Alfred P. Sloan Foundation. The $50,000 fellowships are given to early-career scientists and scholars whose achievements and potential identify them as “the next generation of scientific leaders.” Professor Halassa’s research aims to understand the basic circuit mechanisms of how information is routed in the brain. Professor Jacquet is an environmental scientist whose scholarship centers on large-scale cooperation dilemmas.

Peter Henry, Dean of the Stern School of Business, was awarded the Foreign Policy Association Medal last month. The medal is the highest honor bestowed by the Foreign Policy Association, which was founded to promote public awareness, understanding, and informed opinion of American foreign policy and global issues. Dean Henry has also been elected to the Board of Directors of Citi; his term begins in July. An economist, Dean Henry’s expertise is in the areas of emerging markets and international finance.

Lynn Videka, Dean of the Silver School of Social Work, has been elected chair of the board of the New York Council of Nonprofits. With nearly 3,000 members, the council provides a collective policy voice for the nonprofit sector, helps inform philanthropic giving, and conducts research to demonstrate relevance and impact. Dean Videka, who was appointed dean in 2009, has served on the council’s board since 1990 and will be its first chair from New York City.

Thomas Crow, the Rosalie Solow Professor of Modern Art at the Institute of Fine Arts, will deliver the Annual A.W. Mellon Lectures in the Fine Arts at the National Gallery of Art in Washington this spring. Inaugurated in 1949, the lectures are intended to present the best in contemporary thought and scholarship on the subject of the fine arts. Professor Crow will deliver a series of six talks on “Restoration as Event and Idea: Art in Europe, 1814-1820.”
The Law School’s Stephen Gillers, the Elihu Root Professor of Law, has been honored with the Outstanding Scholar Award by the American Bar Foundation (ABF). Presented by the ABF Fellows, the award is in recognition of his dedication to the regulation of and ethics in the legal profession. Professor Gillers, an expert in legal and judicial ethics, has served the Law School community for 37 years.

Nasir Memon, professor and head of the Department of Computer Science and Engineering at the Polytechnic School of Engineering, was named a fellow of the international society for optics and photonics, SPIE. The SPIE fellows were selected for their significant scientific and technical contributions in the multidisciplinary fields of optics, photonics, and imaging. Professor Memon also founded and directs NYU’s Information Systems and Internet Security Lab, Center for Interdisciplinary Studies in Security and Privacy (CRISSP), and CRISSP Abu Dhabi.

University Professor Arthur R. Miller was presented with the Champion of Justice Award by the Alliance for Justice. Professor Miller is one of the nation’s foremost legal scholars in the field of civil procedure and a renowned commentator on the law and society. He is also associate dean and director of the Tisch Institute for Sports Management, Media, and Business at the School of Professional Studies.

Xi Chen and Arun Sundararajan, both from the Stern School’s Department of Information, Operations, and Management Sciences, have been granted 2015 Google Faculty Research Awards. Professor Sundararajan received the award to support his research on trust in the sharing economy. Professor Chen will conduct a research project, “Statistical Learning and Decision-Making for Complex Crowdsourcing Tasks.”

Dana Burde, assistant professor of international education at the Steinhardt School of Culture, Education, and Human Development, received the Jackie Kirk Award from the Comparative and International Education Society. Professor Burde was recognized for her book Schools for Conflict or for Peace in Afghanistan.

Finbarr Barry Flood, a professor in the Department of Art History and the Institute of Fine Arts, has received a Collaborative Research Fellowship from the American Council of Learned Societies. Professor Flood will work with Beate Fricke of the University of California, Berkeley, in drawing from case studies in the medieval European and Islamic worlds to tackle issues of writing histories of unique artifacts or images, found without context.

Russell Winer, the William H. Joyce Professor of Marketing at the Stern School, was recently named an inaugural fellow of the American Marketing Association. The 31 fellows were recognized for their significant contributions to the research, theory, and practice of marketing, and for their longstanding service to the association.

Daniel Potts, professor of ancient near eastern archaeology and history at the Institute for the Study of the Ancient World, received an honorable mention in the PROSE Awards for his book, Nomadism in Iran: From Antiquity to the Modern Era. The PROSE Awards, the American Publishers Awards for Professional and Scholarly Excellence, recognize books, journals, and electronic content in over 40 categories.
Additional faculty news is available in the Faculty News Brief, emailed regularly to faculty members. To view the latest issue online, visit nyu.edu/fnb.

STUDENT HONORS

Makini Brice (GSAS ’15), a graduate student in a joint master’s program between the Arthur L. Carter Journalism Institute and the Institute of French Studies, has been awarded the Flora Lewis Scholarship through the Overseas Press Club Foundation. Brice was honored with the award for her winning essay on the plight of child migrants in France who age out of the foster care system. She will begin her fellowship at the Reuters bureau office in Senegal.

Katie Hahn (SSSW ’15), a graduate student at the Silver School of Social Work, has been named as one of 24 American and European recipients of the Diplomacy and Diversity Fellowship, presented by Humanity in Action. The Fellows will participate in an intensive summer program on international relations and global diversity in Washington, DC, Berlin, Paris, and the Hague. Hahn’s master’s program in social work includes a concentration in macro practice and international social work.

Fifteen students from the School of Engineering were among the 205 students to receive scholarships from the Society of American Military Engineers (SAME) New York City Post Scholarship Fund this month. The fund is presided over by retired U.S. Army colonel Fletcher “Bud” Griffis, professor of construction engineering and management at the School of Engineering. The scholarship awardees are: Leifu Wang, Mark Milkis, Judith Zhao, Tomasz Bartosiewicz, Colby C. Bennardo, Rosa Lo, Kris Perez, Nissim Elmann, Danielle Mohammed, Elizabeth Jule, Jimmy Liang, Camila Cavalcante, Clement Pikner, Shannon Lynn Karttowsky, and Wantian Lin.

ADMINISTRATOR HONORS

Carlo Ciotoli, Associate Vice President for Student Health and Executive Director of the Student Health Center, has been selected as an American College Health Association (ACHA) Fellow. The ACHA Fellows are recognized for providing outstanding service to the association and demonstrating superior professional stature and performance in the college health field. Dr. Ciotoli, who is board certified in internal medicine and pulmonary medicine, oversees the Student Health Center, which has over 225 employees and generates over 130,000 patient visits annually.

GRANTS

NYU’s Materials Research Science and Engineering Center (MRSEC) has received a $14.4 million, six-year grant from the National Science Foundation. The grant, which is double the size of the NSF’s founding grant in 2008, will allow NYU’s MRSEC to expand its mission; the Center’s overall goal is to understand and improve the properties of the complex materials of everyday life. The Center’s faculty investigators hail from several NYU schools, including the Faculty of Arts and Science, Courant Institute of Mathematical Sciences, School of Engineering, and College of Dentistry.
Juliana Freire, a professor in the Department of Computer Science and Engineering at the School of Engineering, has been awarded $3.6 million by the U.S. Defense Advanced Research Projects Agency (DARPA) to develop methods to locate and explore hard-to-find information on the web surface and on the deep web. The contract is part of DARPA’s Memex program, which will initially seek to address human trafficking. The project will also include Torsten Suel, professor of computer science and engineering at the School of Engineering, and Ari Juels from Cornell Tech.

Srikanth Jagabathula, assistant professor of information, operations, and management sciences at the Stern School, received a Faculty Early Career Development Award from the National Science Foundation. As part of this award, Professor Jagabathula will receive a total of $500,000 over the next five years to further his research in developing data-driven modeling and learning techniques with the goal of improving the accuracy of operational decision-making.

The College of Nursing’s Christine Kovner has been awarded a $338,800 grant by the Robert Wood Johnson Foundation to conduct a national study of newly licensed registered nurses. Professor Kovner will be the principal investigator of the study, which will assess the impact of a number of initiatives sponsored by the foundation on the nurses’ educational status, leadership capacity, and knowledge of quality improvement and patient safety.
NYU Health Realignment: a Presentation to the NYU Senate

Bob Berne, Executive Vice President for Health

March 26, 2015
Goals of the Proposal

To produce outstanding teaching and research, to enrich our reputation and stature in nursing, dentistry and global public health, and to formalize a structure to promote cooperation, creativity and excellent outcomes extending throughout the health field more generally.

Proposal Elements

• To create a new College of Global Public Health

• To create a Faculty of Health containing the College of Dentistry, the College of Nursing, and the College of Global Public Health; and

• To change the status of the College of Nursing so that it is no longer part of the College of Dentistry, but instead equivalent in status to the College of Dentistry and the new College of Global Public Health.


## Review Process to Date

**Winter-Spring 2014**
Initial discussions with faculty and deans

**Fall 2014**
Proposal reviewed by working group of 9 schools and 27 faculty

**Nov. 2014**
Working group submitted its conclusions

**Dec. 2014**
Report sent to the T-FSC and N/C-FSC

**Feb. 2015**
N/C-FSC endorsed the proposal with recommendations

**March 2015**
T/TT FSC approved proposal with recommendations
Health Realignment Working Group

- 27 faculty
- representing 9 schools
- Includes both deans and faculty
- Met 3 times (Oct. 8, Nov. 11, Nov. 22)

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Conclusions of the Working Group

• A new college of global public health (CGPH) will be created at NYU as a natural evolution in the development of the Global Institute of Public Health (GIPH).
  – it is anticipated that the 6 T/TT faculty in public health in Steinhardt will choose to move to the new CGPH, with the requisite consideration of the individual faculty member transitions and the fiscal effects on the Steinhardt School.

• The College of Nursing will no longer be a component of the College of Dentistry.

• The three colleges – the new College of Global Public Health, the College of Dentistry, and the College of Nursing – will be linked together in a structure to be named the “the Faculty of Health” (FoH).
  – each of the three colleges will be at the “school-college” level in the NYU lexicon with appropriate autonomy
  – will create academic and administrative synergies to take advantage of inter-disciplinary opportunities and to establish a distinctive edge
Conclusions of the Working Group (cont’d)

• The current expectation is that the FoH will have a dean and modest staffing to provide oversight and support in areas that include strategic planning, budget/finance, faculty recruitment, retention and promotion, human resources, research and grant management, and IT
  – In these areas, significant economies of scale might be achieved that will place the Faculty of Health at an advantage in securing faculty, students, and research funding.

• It is also expected that there will be a national search for the Dean of the Faculty of Health with a faculty-majority search committee
1. Creation of the College of Global Public Health

• Continue positive academic momentum of public health over past eight years
  – Ten combined UG majors with FAS, Steinhardt, Social Work and Nursing
  – Expansion of the MPH
  – Redesign of the PhD with 4 areas of concentration
  – Over 100 affiliated and associated faculty from across NYU
  – 5 joint faculty hires with Dentistry, Engineering, FAS, Medicine, Wagner
  – Core of clinical and non-tenure faculty
  – Highlighted by the Middle States Commission as a success

• Challenges of “institute” status
  – Remaining competitive for students, faculty, and research funding in the market
  – Limits comprehensive coverage of different dimensions of global public health
  – Funding restrictions – government and private
  – Perception by prospective faculty and students – used against us by competitors
  – Inability to grant tenure
2. The College of Nursing in the FoH

• In 2005-6, the Division of Nursing moved from Steinhardt to a College of Nursing within a College of Dentistry
  – In 2005, Nursing was barely ranked in NIH research funding; by 2010, it was ranked #11. In 2014, #3 ($8.1 million NIH)
  – recognition as a National League for Nursing Center for Education Excellence
  – offers all levels of nursing degrees - BS, BS accelerated, MS, DNP, and PhD
  – Recently ranked #6 for graduate schools of nursing by USNWR

• Opportunities as a College within a Faculty of Health arrangement
  – the College of Nursing has developed in infrastructure, faculty size, processes for recruitment and retention, partnership across all schools, and in university committees and infrastructure
  – Nursing’s current status within another College given its current size and maturity as a school, is somewhat operationally awkward
  – Being part of a FoH rather than a College within a College, would smooth operations and efficiencies
  – more consistent with the expectations of accrediting bodies
  – recruitment of students and faculty would be further enhanced
3. A Faculty of Health

- **Purpose**: to create academic and administrative synergies by fostering excellence within and across all three colleges and throughout the health domain at NYU

- A newly created over-arching structure that will be composed of the College of Nursing, the College of Dentistry, and the proposed College of Global Public Health
  - All three colleges will have “school-college” status, will be equal constituent members, and have the appropriate level of autonomy
  - Will take advantage of emerging interdisciplinary/professional opportunities and establish a distinctive edge
  - Will be led by a dean appointed by the President and EVP for Health after a national search by a faculty-majority search committee
  - The aim will be to creatively and dynamically balance autonomy of constituent colleges with the academic advantages and administrative economies of scale achievable through a Faculty of Health
3. A Faculty of Health (cont’d)

• The dean of the Faculty of Health, along with modest staffing, will provide oversight of the three colleges
  – will report to the EVPH and, while the three college deans will report directly to the dean of the FoH, each of these deans will maintain ties with the EVPH and the President
  – will oversee the long term strategic planning, faculty staffing, and budget-fineses of the three colleges
  – while college level processes for assessment will be in place, there will be a Faculty of Health-wide tenure and promotion committee composed of tenure/tenure track and non-tenure/contract faculty who will make recommendations on these matters to the dean of the Faculty who, in turn, will make a recommendation to the University

• It is anticipated that significant economies of scale will be achieved in several areas, with functions designed to address both efficiency and autonomy
  – examples include: faculty recruitment, retention and promotion, budget/finance, human resources, research and grant administration, and IT
  – there are systems and policy parameters that are best addressed at the FoH level, still leaving considerable flexibility for decision-making at the college level
3. A Faculty of Health (cont’d)

• Additional benefits and opportunities of a FoH
  – Enhance faculty recruitment
  – Achieve creative synergies in areas that would otherwise remain undeveloped
  – Through the FoH, the NYU College of Dentistry is aiming to compete on an equal footing with the best health schools in the basic sciences
  – The FoH will benefit students by a strong inter-professional orientation that will allow NYUCD to further differentiate itself from other dental schools with whom we compete for the best applicants
  – Will foster academic synergy in both research and teaching
  – Opportunity to align population health efforts and direct delivery of patient services as a continuum with the potential to improve health outcomes more so than if the two approaches remained unaligned
  – There may be an opportunity to create several health sites among the study away sites and the portals where all three colleges collaborate on global education, research and student placement
Issues Raised by Faculty Councils

• Budget/Finance
  – It is expected that there will be added benefits in terms of both overall lower costs and higher quality of services
  – Each college and the Faculty of Health will have a budget, and research ICR will continue to flow to the colleges
  – The budgeting for the three colleges and Faculty of Health will follow the usual NYU model
  – All three colleges will have both research funds and tuition as major revenue sources and there is the clinical operation in the College of Dentistry

• Governance
  – We expect that all three colleges will be considered as “schools/colleges” within the NYU governance system
  – Each of the deans (and the FoH dean) will be represented on the ULT and all three colleges will be considered for Senate representation for students, faculty and administrators, subject to NYU Board approval.
  – Each college will have its own governance, with the appropriate committees at the FoH.
  – We would expect that tenure/tenure track and non-tenure track/contract faculty will be represented across the committees of the three colleges and the FoH, including dean search committees when they are formed
Issues Raised by Faculty Councils (cont’d)

• Faculty
  – At this time, no tenure track (untenured) faculty planning to move to the CGPH
  – As has been discussed, the public health faculty in Steinhardt have been given the option of moving to the new CGPH and have opted to move
    • because we understand the special circumstances, the EVPH and Dean Brewer have agreed that if for some reason for the first 5 years after the move that the tenure is not secure in the College of Global Public Health then the faculty can return their tenure home to Steinhardt
  – For other faculty who choose to move their tenure home to the CGPH, the deans (leaving and receiving and FoH dean) will be consulted fully and the faculty member will need to initiate the move
  – The expectations for TTF in the CGPH are similar in form to the expectations for TTF at WS: faculty will be hired on 9-month contracts with expectations for teaching and for research (including funding) as determined by college policies and by the dean
  – The proposed FoH and the three colleges will be a model of interdisciplinary and inter-professional collaboration and will develop faculty review processes that take this into account
N/C-FSC Recommendations

• The N/C-FSC is supportive of the health realignment plan, and requests inclusion of the following recommendations to enhance this proposal:
  – more specific language added to the proposal regarding budgets; sharing research grants and indirects; and restructuring of positions in the existing GIPH, and Colleges of Dentistry and Nursing
  – specific language added regarding the inclusion of full-time non-tenure track/contract faculty on FoH joint committees
  – the addition of explicit language stating that faculty, students, and deans from each of the three colleges will have their own University Senate representation subject to approval of the University Board of Trustees
  – a process be created that routinizes the documentation and recognition of interdisciplinary collaborations and achievements for faculty advancement and promotion
  – more specific language be included in the proposal that clarifies how the assets of the GNU will be leveraged by the new FoH model
Summary of T-FSC Recommendations on Appointments, Promotion and Tenure

1. Current faculty members must not be pressured to move their primary appointment from their current schools to the CGPH or to accept joint appointments

2. If a faculty member is asked to move a primary appointment from his/her current school and declines to move, he or she must not experience discrimination, nor must his/her status be diminished

3. If a tenured faculty member moves a primary appointment from his/her current school to CGPH there must be a mutual understanding of the administration’s and faculty’s expectations/requirements/rights

4. There must be established policy that specifies the University’s responsibilities toward tenured faculty who complete such a move if the CGPH were to fail, be terminated, or reorganized

5. If the pre-tenure probationary period is different in the CGPH than that currently in effect faculty member’s current school, the faculty member must be given a choice to either remain in the pre-tenure probationary timeframe of his/her current school or change to the pre-tenure probationary timeframe of the CGPH
T-FSC Questions for EVPH

Why do you expect the proposed realignment will make NYU much more competitive for MPH applicants and for those who decide to matriculate compared to our competitors?
  – The major players in public health are schools, not programs
  – Students and parents are surprised to learn that MPH programs exist outside of SPH. Conforming with applicants’ expectations will enhance the success of the NYU global public health enterprise

Why is this moment in time considered the most propitious for creation of the CGPH/FoH?
  – The momentum is significant
  – Were we to wait at this time, our student and faculty recruitment as well as our reputation would suffer, as might our prospects for significant philanthropy
  – There are certain federal grants that are available only to schools of public health
T-FSC Questions for EVPH (cont’d)

What is the advantage of creating the Faculty of Health, which will have its own Dean and administrative structure?

– Academically, the level of collaboration is likely to be higher among faculty in their teaching and research roles, and student movement among classes is likely to be greater

– On the fiscal side, there is the potential for efficiencies in many administrative areas, given the similarity of the issues facing the three units

– The Faculty of Health can leverage and coordinate funding efforts and collaborations in ways that other places cannot

Will the faculty of the Colleges of Dentistry and Nursing, and of the GIPH be consulted (by an online poll) regarding their opinions?

– Not by an online poll

– There have been separate school discussions, I have appeared at faculty meetings, deans have consulted with their faculty councils, and we have the recommendation of a working group consisting of both faculty and deans from the involved schools as well as from all other interested NYU schools
T-FSC Questions for EVP Herbert (cont’d)

Have lessons been learned, either positive or negative, from the creation of the Dentistry/Nursing organization that could usefully inform the creation of the Faculty of Health?

– Yes, as we try to balance the ideas of synergies across the colleges and the need for autonomy, we will draw on the Dental-Nursing experience

– There is also a tie-in with my office where I can function more effectively with the presence of a dean of the Faculty of Health

Will the College of Global Public Health/Faculty of Health be financially self-sustaining?

– Each college will have certain financial objectives that need to be met, as will the Faculty of Health

– CGPH will likely be in a growth mode for a while, as was the College of Nursing when it was initiated
Will its success or its sustainability hinge on its ability to garner extramural grant funding?

- All three units are in fields where grant support is correlated with success and that will be the case here
- I expect that within a reasonable period of time, our CPGH will be in the top ten in NIH funding
- Sustainability goes beyond research funding alone. As with the Colleges of Dentistry and Nursing, teaching and tuition revenue play a significant role in their continuing success

Regarding Faculty from Steinhardt, will their tenure and current requirements to attain tenure be preserved when (if) they move to the CGPH?

- There are currently no faculty who are tenure track but not tenured, to my knowledge
Where will other faculty for the new College of Global Public Health come from, other Schools, current GIPH faculty, new hires (how many), and and will the current tenure clocks and current requirements to attain tenure be maintained for current faculty? Will physical location change?

– CGPH will continue to rely on associate and affiliated faculty, of which there are already nearly 100.

– CGPH will also have a core faculty

– Regarding new hires, we will need to examine the GIPH plan and adjust it accordingly with the parameters of a college and accreditation standards for SPH

– I do not know of any untenured tenure track faculty who would be affected, but each case will be dealt with in a collaborative and sensitive fashion

– The plan is for GIPH’s new home to be in the Forbes Building. Once a decision is made on a college and faculty, space decisions will follow
T-FSC Questions for EVPHE (cont’d)

Will all members of the current Global Institute of Public Health be allowed/required to join the College of Global Public Health, and in what capacity, change of school, adjunct appointment, etc.?

– anticipated that virtually all GIPH current faculty will be faculty of the College of Global Public Health in their current status
– Steinhardt faculty who are key to the MPH and PhD program of GIPH will transfer
– There are several joint appointments and these will need to be reviewed with each faculty member and home units

Regarding the faculty in the College of Dentistry and of Nursing, how will expectations of the tenure-eligible faculty for attaining tenure be affected?

– There is already a well-functioning APT committee in the College of Dentistry that covers Dentistry and Nursing; I would expect this would evolve to the FoH with balanced inclusion for dental, nursing and public health and inclusion of both tenure/tenure track and non-tenure/contract faculty
– We would always be sensitive to faculty who are far along in the tenure process.
– Generally, responsibilities are determined at the college level and I would expect that to continue
Will all current faculty in the College of Nursing and the College of Dentistry become faculty in the Faculty of Health?

- My expectation is yes in addition to maintaining their faculty home in one or more of the three colleges

What will be the University’s responsibility to the faculty of the CGPH if the College of Global Public Health/Faculty of Health fails/is dissolved?

- The university has rules on the meaning of tenure in relationship to an academic unit
- Dean Brewer and I are discussing the Steinhardt faculty who move
- I do not expect this new venture to be anything but a huge success
Fossil Fuel Divestment Working Group

Report Summary

NYU University Senate

March 26, 2015
• Working Group of the Senate Financial Affairs Committee

• Comprised of eight Senators: 2 Students, 2 T/TT Faculty, 2 FT NTT Contract Faculty, 1 AMC, 1 University Officer

• Met through Fall 2014. All materials and presentations available at:

  https://wikis.nyu.edu/display/DivestmentWorkingGroup/Divestment+Working+Group

• Included meetings and discussions with NYU Divest representatives

• The Working Group’s report will be posted on the Wiki today after the Senate meeting.
Working Group Charge:

1. Is Divestment from the Fossil Fuel Industry an appropriate step for NYU to take in response to climate change?

2. Can fossil fuel divestment be done in a manner that is consistent with the University’s fiduciary obligations?
Is Divestment from the Fossil Fuel Industry an appropriate step for NYU to take in response to climate change?

- University’s mission includes responsibility to “[invent] new ways to meet humanity’s challenges”.

- NYU has the responsibility to be a thoughtful and public-minded steward of its resources and of the resources beyond its direct control that bear on its mission.

- The Working group accepts that the impacts of global warming are apparent, and the ongoing risk to the environment of continuing growth of carbon emissions into the atmosphere is significant.

- Therefore, regardless of the underlying reasons for global warming, mitigation of the use of fossil fuels is in our best interest and consistent with the University’s mission.
The working group believes that NYU can have its greatest impact on global warming and sustainability through direct action and through its teaching and research mission.

- NYU has built an impressive record of energy conservation, sustainability, and reduced dependence on fossil fuels.
  - Reduction of CO2 emissions per sf and greenhouse gases by 30% since 2006;
  - 21% reduction in energy consumption per sf;
  - Increased energy efficiency, reduced emissions due to the new cogeneration plant;
  - Use of state of the art energy conservation measures
  - Goal of a 50% reduction in carbon emissions by 2017.

- The working group believes that NYU should also support other areas of possible direct action.
  - Funding for research in development of alternative energy sources
  - Support for entrepreneurial programs for concepts with commercial potential.
Direct political action or speech by the University has not been part of the NYU mission, other than to create an atmosphere that embraces the diversity of political thought and action, and to encourage its exercise by individual members of the community.

- A direct statement by the University in support of a public policy issue could be interpreted as having a chilling effect on the academic freedom of those in the community who have chosen to research or advocate for a different point of view.

- The working group also questions whether divestment meaningfully advances the goal of reducing fossil fuel emissions – particularly in comparison to the direct actions discussed above.
The working group recognizes that NYU has in the past undertaken divestment from companies on the basis of public policy issues on rare occasions.

- Is fossil fuel divestment comparable to those situations?
- The working group proposes the principle that divestment is appropriate in the rare instances when there is a compelling moral or humanitarian objective and that there are few or no alternatives for action by the institution.
- This principle is admittedly open to interpretation.
- Based on application of that principle, a minority of the members of the working group believes that divestment is justified in this instance.
The working group has concluded that supporting divestment is primarily a political action or statement that expresses the University’s opposition to the fossil fuel industry’s role in global warming or climate change - and there is not sufficient justification for such an action or for enactment of a policy of the University.

However, the working group is unanimous in its support for continuing direct action by NYU to reduce its carbon emissions, improve sustainability, and reduce dependence on fossil fuels.
The University’s officers and trustees have a fiduciary responsibility. With regard to the investment of funds, these individuals therefore have the legal duty to act solely in the best interest of the University.

- Investment of NYU’s funds are governed by the New York Prudent Management of Institutional Funds Act (“NYPMIFA”)

- NYPMIFA states the following standard (often referred to as the “prudent man” standard):

  "Each person responsible for managing and investing funds “shall manage and invest the fund in good faith with the care an ordinarily prudent person in a like position would exercise under similar circumstances”."
NYU does not directly purchase investment securities, but instead invests with investment managers.

NYU selects managers based on many criteria (experience, track record, investment style).

Investment managers do not take specific direction from clients on which investments to make or not make.

Investment managers usually use a fund or partnership structure in which its investors own a share of the manager’s entire portfolio (a “commingled account”).

Some managers operate with a different model and create individual accounts for each investor so that the securities are held in the name of NYU, not the manager.
Can fossil fuel divestment be done in a manner that is consistent with the University’s fiduciary obligations?

- NYU’s endowment market value as of 12/31 was ~ $3.4 billion.
- $139 million, or 7 percent, of the endowment was comprised of investments in fossil fuel 200 companies.
- Of that amount, approximately $700,000, or two-hundredths of one percent, was in manager accounts held in NYU’s own name.
- In order to divest of securities held in comingled accounts, NYU would have to redeem their total investment with the managers since those managers cannot customize individual portfolios.
- That would require that NYU “fire” 39 managers who collectively manage 38% of the endowment (about $1.3 billion).
- The working group unanimously agreed that redeeming and reinvesting 38% of the endowment portfolio to accomplish divestment of $139 million of securities would not be prudent.
- NYU could notify managers of individually named accounts to not hold fossil fuel 200 stocks. This would not require a total redemption from these managers. A minority of the working group supported this move.
Based on these considerations, the working group unanimously agrees that it is not prudent to divest of investments in the fossil fuel 200 from comingled accounts.

A minority of working group members do consider it prudent to divest of investments in the fossil fuel 200 in individually named accounts.