A stated meeting of the Senate of New York University was held on Tuesday, November 27, 2012, at 2:00 p.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street. Because Dr. Sexton was delayed, the meeting was convened by Deputy President Diane Yu, who presided until Dr. Sexton arrived at 2:30 p.m.

Faculty Senators Council Members Present: Ted Magder (Chair), Mark Alter, Susan Antón, Brookes Billman, Sylvain Cappell, Jennifer Carpenter, Carol Hutchins, Warren Jelinek, Mary Anne Jones, Angela Kamer, Rebecca Karl, Wen Ling, Charlton Mcllwain, Marie Monaco, Mary Nolan, Laurin Raiken, Eric Simon (for David Stokes), George Thurston, Alexander Tuzhilin (for Raghu Sundaram), Matthew Wise (for Arthur Tannenbaum), and Daniel Zwanziger.

Student Senators Council Members Present: Malina Webb (Chair), Christian Acevedo, Alicia Bell, Anthony Beshay, Corey Blay, John Boyd, Tai Cooper, Steve Cordova (for Seyyed Ali Sajjadi), Mason Dettloff, Griffin Dooling (for Rhoen Prusse-Adams), Mariam Ehrari, Stephanie Gent, Brian Plaut, Daniel Porsa, Griffin Simpson, Nishant Thakkar, and Ashley Valencia.

Deans Council Members Present: Charles Bertolami (Chair), Mary Brabeck, Thomas Carew, Dennis Di Lorenzo, Randy Hertz (for Richard Revesz), Joanne Hvala (for Peter Blair Henry), Martin Kurth (for Carol Mandel), Tyra Liebmann (for Ellen Schall), Gabrielle Starr, Kenneth Tabachnick (for Mary Schmidt Campbell, Lynn Videka, Diann Witt (for Geeta Menon), and Susanne Wofford.

Administrative Management Council Members Present: David Vogelsang (Chair), Hilarie Ashton, Anita Dwyer, John De Santis, and David Vintinner.

University Administration Members Present: Mike Alfano, Bob Berne, Bonnie Brier, and David McLaughlin.

Review and Approval of the Minutes of the November 7, 2012 Meeting

Upon motion duly made and seconded, the Minutes of the November 7, 2012 meeting were approved unanimously as presented.
Ms. Yu referred to the memorandum that was circulated to each Senator, and is attached to these minutes as Exhibit A, outlining some of the individual and collective achievements at the University since the Senate's last meeting.

**Developments in Development**

Ms. Yu introduced Debra LaMorte, Senior Vice President for Development and Alumni Relations, who presented on the fundraising results for academic year 2011-2012. Ms. LaMorte reported that the University raised $400.6 million in the prior year, just in excess of our $400 million goal; and that this amount includes approximately $132 million for scholarships and fellowships and $30 million for the Fund for NYU, the University's annual campaign for unrestricted support. She reported that, with the exception of 2010, we have been able to raise on average more than $1 million dollars per day every year for the past ten years. In comparing last year's results to those from 2010-2011, Ms. LaMorte advised that there was a 13% increase in the number of gifts in excess of $100,000 and a 40% increase in the number of gifts of $5 million or more, as well as a record-setting $62.2 million in contributions from global alumni, parents, and friends, a 568% increase from 2011-2012 and a 217% increase from 2010-2011.

She reported that the University is launching a major new fundraising campaign – the largest in the University's history. We are currently in what is called the "quiet phase" of what will be an eight year, $5 billion campaign. There is some flexibility as to when to kick it off with a public announcement and UDAR will be monitoring incoming gifts and the state of the economy before deciding, but at the moment we are looking at FY 2014. She noted the importance of engaging international alumni, parents, and friends in order to reach that ambitious goal.

In response to questions from Senators, Ms. LaMorte advised that NYU's cost of fundraising is nine cents on the dollar and that the average for other organizations is 20 cents on the dollar; that the strong fundraising results in 2008, even during the recession, show the strength of the University's fundraising capacity; and that the losses suffered by the University, and particularly the NYU Langone Medical Center, during Hurricane Sandy may enhance fundraising efforts this year as the needs are greater and more obvious.

**Report of Dr. Sexton**

Dr. Sexton arrived at 2:30 p.m. from Washington, DC, where he participated in a panel at the Brookings Institution entitled "Innovation Imperative: The Future of Higher Education." He related that the panel reviewed the results of a new national survey commissioned by Northeastern University that examined Americans' attitudes about the future of higher education. Dr. Sexton stated that the survey indicated that Americans care deeply about higher education and place great value on obtaining higher education, especially as we move into the new century; but also that while college
graduates believe their education was worthwhile in terms of cost and time, cost is a concern and 61% of the 18 to 30 year olds surveyed (49% of all those surveyed) agreed that an online college degree provides a similar quality of education as compared to traditional colleges or universities. Dr. Sexton emphasized the need to be cognizant of the changes in higher education, including those related to technology, and the importance of both continuing to strive to assure the high quality of an NYU education in an ever-changing global environment and also to be able to demonstrate the value proposition of an NYU education.

Dr. Sexton responded to the SSC’s question about the University’s contingency planning for students, faculty, and staff at global sites. He stated that there always are risks and we have well-developed contingency plans, whether resulting from regional conflicts, physical disasters, or individual physical or mental crises. He spoke to the internal team approach we employ, and the external experts we rely on. He advised that the students in Tel Aviv were moved to London before Thanksgiving, and we then worked with each student to provide a choice of sites where their coursework could be completed. He discussed the 2011 evacuation of students and faculty from Egyptian archaeological digs. He discussed the large team involved here at the Square during and after Hurricane Sandy, and the smaller team involved in the Tel Aviv evacuation. Dr. Sexton mentioned the value of NYU Traveler in providing the information that is critical to identifying members of the NYU community at risk, executing emergency travel arrangements, and notifying parents. In response to a question, Dr. Sexton advised that there is a site-specific contingency plan for each global site.

COMMITTEE REPORTS

**Academic Affairs Committee**

Dr. Antôn reported that the Committee met on November 26 and discussed the pending National Labor Relations Board decision about graduate student unionization. She advised that Robert Berne, Executive Vice President for Health, Terrance Nolan, Deputy General Counsel and Director of Labor Relations, and Lauren Benton, Dean of the Graduate School of Arts and Sciences, also were in attendance and contributed to the discussion. She noted that the Committee plans to gain further perspective on this issue at its next meeting when a graduate student representative will present in favor of unionization.

**Financial Affairs Committee**

In Mr. Dorph’s absence, John DeSantis reported that the Committee met on November 14, where Anthony Jiga, Vice President for Budget and Planning, presented on the University’s FY 2013 operating and capital budgets, as well as key budget parameters for FY 2014. He related that Mr. Dorph also reported on financial information related to University space planning. Mr. DeSantis stated that the Committee will meet on December 11, when the SSC will present draft recommendations for the FY 2014 budget.
Committee on Organization and Governance

Dr. Jelinek reported that the Committee will meet for the first time tomorrow, November 28.

Public Affairs Committee

In Dr. Tannenbaum's absence, John Boyd, II reported that the Committee at its first meeting of the year discussed emergency preparedness with Alison Leary, Executive Vice President for Operations, and will continue the discussion. He expressed gratitude on behalf of the Committee for the University's excellent handling of the situation during Hurricane Sandy, noting that we can always learn from these situations and do even better next time.

COUNCIL REPORTS

Administrative Management Council

Mr. Vogelsang reported that the AMC Community Service Committee held its annual canned food drive for the Xavier High School Mission Pantry and is preparing for its annual Toy Drive, which benefits the children of the 9th Precinct and the Birch Manhattan Early Childhood Center. On behalf of the AMC, he thanked the University for creating the emergency loan program to assist University employees who were affected by Hurricane Sandy.

Deans Council

Dean Bertolami advised that the Council has not met since the last Senate meeting.

Faculty Senators Council

Dr. Magder reported that the FSC is working with the University administration to clarify the procedures for revision to the Faculty Handbook. In addition, he stated that the FSC and administration have reached agreement on guidelines for shared governance, which the University plans to submit for review to and approval by the Board of Trustees in December. As part of the shared governance initiative, he noted that FSC representatives have joined various University-wide committees including: the Undergraduate Curriculum Advisory Committee, the On-Line Teaching and Technology Committee, the Committee on Conflict of Interest, the Committee on Intellectual Property Policy, the Grand Challenge Initiative, and Committee on Non-Tenure Track Faculty NYU Appointment Guidelines. Dr. Magder related that the FSC will sponsor a lunch event in February, along with the SSC and NYU Abu Dhabi, for the Abu Dhabi students studying this year at NYU Washington Square.
Student Senators Council

Ms. Webb reported that on November 16, the SSC facilitated a memorial for John Votta, the unofficial University timekeeper, and on November 19, the SSC held a Hurricane Sandy “Thank You” reception for the University employees who assisted students and other members of the University community during Hurricane Sandy. She noted that the SSC is drafting its University-wide budget recommendations, which are due to the Senate Committee on Financial Affairs on December 11. Ms. Webb related that the University Committee on Student Life (UCSL), heard from Assistant Vice President for Outreach and Engagement Allen McFarlane recently, who presented about his work with international students, and at its next meeting the UCSL will hear from Katepalli R. Sreenivasan, Acting President and Provost of NYU-Poly and Senior Vice Provost for Science and Technology for the Global Network University. She stated that the Council discussed the NLRB case with Robert Berne, Executive Vice President for Health, and will be discussing the matter with an invited guest from the Graduate Student Organizing Committee. She reported that immediately following today’s Senate meeting, the SSC will host its first Town Hall of the year with Dr. Sexton. Dr. Sexton noted that the FSC and other faculty groups are providing consultation on the graduate student union issue before the NLRB renders its decision, and he would welcome the SSC making suggestions as to how we might also seek student input.

Dr. Sexton asked the Senate to salute Debra LaMorte for her fundraising successes, which are so important to the University. He concluded with a salute to outgoing Executive Vice President Michael Alfano, noting some of his many achievements as Dean of the Dental School and as EVP, including the restructuring that resulted in saving $60-70 million in administration expenses per year that have been dedicated to academic uses. He advised that Dr. Alfano will continue to accept special assignments as a Senior Presidential Fellow.

There being no further business, the meeting was adjourned at 3:15 p.m.

Respectfully submitted,
Bonnie Brier
Secretary
It is my pleasure to share with you recent news and notes from across the university community.

**UPDATE ON HURRICANE SANDY AFTERMATH**

NYU Langone continues to make major progress in its phased recovery. Significant work to restore damaged areas is already underway. The medical center's priority is to become fully operational as soon as is safe and feasible, and it expects to announce the reopening date for Tisch Hospital in the near future. Key recovery efforts most recently accomplished include the following:

- With the recent approval provided to re-occupy the Schwartz Health Care Center in the main hospital campus, as of Monday, November 26, all of the medical center's relocated physician offices—for all specialties including primary care, surgery, medicine, and a complete list of subspecialties—will be back on the main campus. In addition, NYU Langone received approval from the Department of Buildings to reopen the Joan and Joel Smilow Research Center.
- NYU Langone re-opened its Skirball building, located at 530 First Avenue, where a number of its Faculty Group Practice (FGP) offices are located, resuming the treatment of patients on its main campus. Select FGPs continue to see patients at temporary locations in other NYU Langone facilities. A list of all practices can be found at [http://fgp.med.nyu.edu/#list](http://fgp.med.nyu.edu/#list).
- NYU Langone’s Hospital for Joint Diseases, Center for Musculoskeletal Care, Clinical Cancer Center, and other offsite buildings remain open, many with extended hours of service.
- In addition to making progress in clinical areas, accomplishments have also been made in the medical center’s educational and research areas. NYU Langone has been in close communication with the Federal Emergency Management Association and the National Institutes of Health, who have made commitments to assist research programs during the upcoming months.
- NYU School of Medicine’s medical education programs have successfully resumed, and students working towards their MD degrees are making good academic progress. Clinical training for students on their clerkships, residents and fellows has also continued, thanks to the generous support and facilitation of many institutions and affiliate hospitals in the greater New York area.

NYU has established a small emergency loan program to provide support to full-time faculty, administrators, and staff in the aftermath of Hurricane Sandy. The loan program will provide short-term “bridge financing” for reasonable and necessary medical, temporary housing, and/or transportation expenses incurred as a result of Hurricane Sandy, if the expenses are not reimbursed by insurance. The program went into effect on Tuesday, November 20 and is
expected to be in place until the end of January 2013. The application form and additional details are available online at: http://www.nyu.edu/employees/hr-at-your-service/employee-relationsconsulting/hurricane-sandy-emergency-resources.html.

The NYU community continues to respond to Hurricane Sandy with an outpouring of service and donations for those still deeply affected by the storm. Volunteer projects have included the effort by teams of students and faculty from the College of Nursing, who visited elderly and home-bound residents in more than 100 apartments in the neighborhood during the power outage; a Day of Action organized in cooperation with the Clinton Foundation and Clinton Global Initiative, through which hundreds of volunteers traveled on 15 buses to the Rockaways to offer help; the “Stuff the Trolley” and “Stuff the Turkey” day-long drives to collect donated clothing, food, and other goods; a Hurricane Sandy Relief benefit show held by comedian Rob Delaney (TSOA ’99) at the Skirball Center; work by the faculty and students of the Institute of Fine Arts’ Conservation Center to stabilize and recover damaged art and archives in low-lying gallery and artist neighborhoods; and two emergency blood drives to help counteract the shortfall caused by the storm. Through these and other gestures large and small, our “private university in the public service” has much to be proud of.

NEWS

NYU continues its streak as one of the top institutions named in the Institute of International Education’s annual “Open Doors” report. For the tenth consecutive year, NYU claimed the highest number of students who study abroad, with 3,799 in 2010-11, ahead of second-place Michigan State University and third-place University of Minnesota. NYU also attracted the third highest number of international students in 2010-11 with 8,660, behind the University of Southern California and the University of Illinois at Urbana-Champaign.

Congratulations to the women’s volleyball team and the men’s soccer teams – both won their respective Eastern College Athletic Conference (ECAC) Metro Championships. The title marked the volleyball team’s eleventh straight postseason appearance in the championship, and its first win since 2008. The soccer team won its ECAC title in a penalty kick shootout finish.

HONORS

Dan Littman, the Helen L. and Martin S. Kimmel Professor of Molecular Immunology, a professor of pathology and microbiology, and a faculty member in the Molecular Pathogenesis program in the Skirball Institute of Biomolecular Medicine, has been elected a member of the Institute of Medicine (IOM). Election to the IOM is considered one of the highest honors in the fields of health and medicine and recognizes individuals who have demonstrated outstanding professional achievement and commitment to service. Professor Littman is the School of Medicine’s ninth faculty member to be elected into the IOM.

Richard Tsien, the Druckenmiller Professor of Neuroscience, chair of the Department of Physiology and Neuroscience, and director of the Neuroscience Institute at NYU Langone Medical Center, has been awarded the 2012 Julius Axelrod Prize by the Society for Neuroscience. The prize recognizes exceptional achievements in neuropharmacology or a
related field and exemplary efforts in mentoring young scientists. Professor Tsien joined NYU’s faculty in January 2012.

The American Mathematical Society has named an impressive 25 faculty or emeritus faculty from the Courant Institute of Mathematical Sciences and NYU-Poly its inaugural class of fellows. The AMS Fellows from Courant include Provost David McLaughlin as well as: Sylvain Cappell; Jeff Cheeger; Martin Davis; Percy Deift; Harold Edwards; Robert Kohn; Andrew Majda; Henry McKean, Jr.; Cathleen Synge Morawetz; Assaf Naor; Charles Newman; Louis Nirenberg; Charles Peskin; Ricky Pollack; Joel Spencer; Jean Taylor; Yuri Tschinkel; Srinivasa Varadhan; and Margaret Wright. The AMS Fellows from NYU-Poly are: Erwin Lutwak; Lesley Sibner; Deane Yang; Yisong Yang; and Gaoyong Zhang.

Xavier Gabaix, the Martin J. Gruber Professor of Finance at the Stern School of Business, was awarded the 2012 Lagrange-CRT Foundation Prize for his research in complex systems, in particular for his work on power laws in financial markets and macroeconomics. Each year, the international prize is awarded to a scientist or scientists under the age of 50 for their achievements, theoretical and experimental, relevant to the progress, applications, and dissemination of the science of complex systems. Professor Gabaix shares the €50,000 prize with Lara Adamic of the University of Michigan.

Lina Meruane, a Master Teacher in the Liberal Studies Program, has won the prestigious Guadalajara International Book Fair’s Sor Juana Inés de la Cruz Prize for her novel Sangre en el Ojo (Blood in the Eye). The award, which includes a $10,000 cash prize, recognizes female novelists who write in Spanish. Sangre en el Ojo recounts the journey of a writer who goes blind upon her arrival in New York City.

James Fraser, Professor of History and Education in the Steinhardt School of Culture, Education, and Human Development, has been elected president of the History of Education Society. He is the third Steinhardt faculty member to be elected to the position, following Harold Wechsler, Professor of Jewish Education and Educational History, and Jonathan Zimmerman, Professor of History and Education.

Mitchell Joachim, Clinical Associate Professor in the Gallatin School of Individualized Study, and a team of students captured a bronze medal at the International Genetic Engineering Machine competition for creating a full-scale synthetic biological chair. A first of its kind, the chair is formed of a novel, sustainable biopolymer. Gallatin students Josue Ledesma, Jesse Hull, Justin Kim, and Greg Pucillo and James Schwartz, a student in the Steinhardt School, rounded out the design team.

George Thurston, Professor in the Department of Environmental Medicine at NYU Langone Medical Center, has won the Haagen-Smit Prize, awarded annually by the journal Atmospheric Environment to two papers previously published in the journal. Professor Thurston was honored for a 1985 paper presenting a novel method for air pollution analysis.
GRANTS

George Thurston, Professor in the Department of Environmental Medicine at NYU Langone Medical Center, has been awarded a four-year, $1.5 million grant from the National Institutes of Health. The grant will fund study of the health effects of long-term air pollution exposure in the U.S., including an evaluation of which sources and types of air pollution are most damaging to human health.

Banco Santander has awarded $500,000 grants to the College of Nursing, the Steinhardt School, and the Wagner Graduate School of Public Service to implement their portions of The Ghana Wins! Project, a major initiative designed to promote leadership skills in Ghanaian women. Developed by NYU in collaboration with Fundación Mujeres Por África, the University of Ghana, and Banco Santander, the project builds on the relationship between NYU and the University of Ghana, which includes NYU’s study abroad site on the university’s campus in Accra. The NYU schools’ projects will include a four-year Ghanaian Nurse Leaders Program, the Ghanaian Institute for the Future of Teaching and Education Women’s Fellowship Program, and the Research Center for Leadership in Action, a leadership development program for women working in public service across Ghana.

Prasanna Tambe, Assistant Professor of Information, Operations and Management Sciences at Stern, has been awarded a three-year, $400,000 grant from the Alfred P. Sloan Foundation to fund research on the economics of information technology labor markets. The project’s aim is to better understand how the acquisition of new skills by IT workers affects productivity growth and labor outcomes, with an emphasis on the emerging big data workforce and the economic health of regions.

GIFTS

Larry Silverstein (ARTS ’52), a member of NYU’s Board of Trustees, and his wife Klara have donated $5.25 million to create the endowed Silverstein Scholarship Fund at NYU School of Medicine. The gift will provide, on an annual basis, full tuition and room and board costs for up to five Silverstein Scholars based on demonstrated academic merit.

A $2 million gift from the estate of philanthropist Brooke Astor will enable the Steinhardt School to develop a new program to reward New York City public school teachers through international study and travel. A long-time friend of NYU Steinhardt, Mrs. Astor supported various programs for the professional development of teachers until her death in 2003.