Minutes of a Stated Meeting of the Senate of New York University
February 7, 2013

A stated meeting of the Senate of New York University was held on Thursday, February 7, 2013, at 2:00 p.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.

Faculty Senators Council Members Present: Ted Magder (Chair), Mark Adelman, Mark Alter, Efrain Azmitia (for Hasia Diner), Brookes Billman, Sylvain Cappell, Jennifer Carpenter, Sewin Chan (for Victor Rodwin), Pamela Cowin, Christine Harrington, Carol Hutchins, Jim Jacobs, Warren Jelinek, Mary Anne Jones, Angela Kamer, Rebecca Karl, April Klein (for Nicholas Economides), Bruce Kleiner (for Susan Antòn), Wen Ling, Achiau Ludomirsky, Charlton McIlwain, Allen Mincer, Marie Monaco, Mary Nolan, Laurin Raiken, Carol Sternhill, Raghu Sundaram, Arthur Tannenbaum, George Thurston, Nancy Van Devanter, and Daniel Zwanziger.


Deans Council Members Present: Charles Bertolami (Chair), Thomas Carew, Patricia Carey (for Mary Brabeck), Dennis Di Lorenzo, Trena Drayton (for Tyra Liebmann), Allyson Green (for Mary Schmidt Campbell), Randy Hertz (for Richard Revesz), Joanne Hvala (for Peter Blair Henry), Carol Mandel, Gabrielle Starr, Kathleen Talvacchia (for Lauren Benton), Lynn Videka, Diann Witt (for Geeta Menon), and Susanne Wofford.

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

University Administration Members Present: Bob Berne, Bonnie Brier, Martin Dorph, and David McLaughlin.

Review and Approval of the Minutes of the November 27, 2012 Meeting

Upon motion duly made and seconded, the Minutes of the November 27, 2012 meeting were approved unanimously as presented.
REPORT OF THE PRESIDENT AND PRESIDENT’S QUESTION TIME

Dr. Sexton 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. He noted the importance of reviewing these memoranda, which list the tremendous accomplishments of members of the NYU community. He then commended Professor Arthur Tannenbaum, who this year celebrates 50 years at New York University, noting that Dr. Tannenbaum has been the “heart” of the Senate for many years and recognizing his hard work on the Senate’s behalf. After a round of applause, Dr. Tannenbaum spoke briefly about the enormously positive changes he has seen at NYU over the past 50 years.

Dr. Sexton spoke to the complexity of a research university today. He noted, for example, the explosion of new disciplines, such as genomics, which did not exist 25 years ago, much less 50 years ago. He referenced some of the complicated issues that we deal with on a day-to-day basis that were not imaginable 50 years ago. He advised that one small indicator is the number of students who self-report as having a history of serious mental illness, including more than 100 who have volunteered that they have attempted suicide, and the significance of the University's decision to establish the Wellness Center to respond to this need.

Dr. Sexton addressed the importance of more robust communication and consultation in this increasingly complex environment. He acknowledged that despite many outreach efforts, including approximately 200 Saturday sessions with faculty, numerous dinners with students, the Senate interactions, and many other undertakings there needs to be a greater capacity for the University to avail itself of the wisdom of those at the University. To that end, he thanked the FSC, a prime voice, for its work in creating the five principles of joint shared governance between the administration and the FSC, which was approved by the Board in December and is now included in the Faculty Handbook. He reported briefly on the work of the University Space Priorities Working Group, which is expected to make recommendations on how we use the zoning envelope granted by the City Council. He discussed the creation of several new vehicles to obtain greater faculty guidance on academic issues relating to the GNU, including curriculum at the sites and integrating the sites and centers into the programs in New York. He also noted the new role of Linda Mills, Vice Chancellor for Global Programs and University Life, and her work with schools and departments as to how they would like to utilize the global sites.

Dr. Sexton responded to the AMC’s question regarding the recent changes to the University Leadership Team. He described how Diane Yu’s role as Chief of Staff and Deputy to the President has evolved since she joined NYU in 2001, with the addition of significant programmatic responsibilities, particularly in Abu Dhabi, where she manages the Sheikh Mohamed bin Zayed Scholars Program and the NYU Abu Dhabi Summer Academy. He explained that Ms. Yu is now Deputy President and Rich Baum, formerly the Chief of Staff to the Attorney General and Governor and most recently the Chief
Operating Officer of the New York Academy of Science, has assumed the duties of Chief of Staff to the President. Dr. Sexton spoke to additional new appointees, including Melody Barnes, former Director of the Domestic Policy Council in the Obama Administration, who is now NYU’s Vice Provost for Global Student Leadership Initiatives and Senior Fellow at the Robert F. Wagner School of Public Service; Cheryl Healton, who is Director of the Global Institute of Public Health and the Dean of Global Public Health; Jeffrey Lehman, who is Vice Chancellor of NYU Shanghai; Gabrielle Starr, who is the Dean of the College of Arts and Science; and Xiao-Jing Wang, who is Provost of NYU Shanghai. He noted that most of the changes to the ULT are the result of the usual ‘comings and goings’ of a large organization, or are additions to emerging areas such as global public health, global leadership, and NYU Shanghai.

In response to the AMC’s question regarding the University’s protocols in the event of a workplace shooting in the wake of the school shooting in Newtown, Connecticut, Dr. Sexton first expressed sadness and shock over the events that occurred in Newtown. He noted the importance of emergency preparedness for events, including workplace violence, natural disasters such as hurricanes and earthquakes, and individual mental health issues. He noted his involvement on two national committees that study safety and security, the continuing assessment of the University’s response to Superstorm Sandy and what we might do better next time, our collaborations with the NYPD, efforts to assess our facilities, and upcoming training initiatives. Dr. Sexton emphasized preemptive action, noting the importance of the “See Something, Say Something” public awareness initiative and asking Senators to reach out to other members of the University community who may be in need.

Dr. Sexton acknowledged the FSC’s question about potential implications of the scheduled vote of no confidence in the Faculty of Arts & Science. He expressed his belief that members of the University community should feel free to speak openly, although he hoped that they would do so with civility and respect. Dr. Sexton reaffirmed his commitment to improve broad and deep faculty engagement, acknowledging that faculty must be and feel central to the University mission and have a genuine voice.

A FSC Senator representing the School of Medicine stated that Sandy was devastating to the School of Medicine, and its teaching, research, and clinical care. He noted that the School is still struggling to recover as it continues to recruit faculty and students and seek philanthropy. He thanked the President and the administration for their outstanding leadership through the crisis, and expressed the view that the no confidence vote is hurtful to the School of Medicine. He advised that there is tremendous support for the President within the faculty at the Medical School and that the Medical School faculty council voted overwhelmingly to support Dr. Sexton’s leadership.
COMMITTEE REPORTS

Executive Committee

Dr. Magder referred to the list of revised committee assignments that was included in the mailing for today’s meeting, reporting that the Committee unanimously approved the changes by email ballot.

Academic Affairs Committee

Ms. Bell reported that the Committee met once this semester and is preparing an advisory response regarding the pending National Labor Relations Board ruling.

Financial Affairs Committee

Mr. Dorph reported that the Committee last met in December to discuss the budgets submitted by each of the Councils, and will meet again on February 14 to continue the discussion.

Committee on Organization and Governance

Dr. Jelinek reported that SCOG is currently considering two issues: the representation of non-tenure track, full-time faculty (NTTF) in University governance; and representation in the Senate of students, tenured and tenure-track faculty, and the Dean from NYU-Poly when it becomes a school of the University.

He noted the FSC passed two resolutions regarding NTTF representation, stating that, should NTTF seek representation, the FSC would support NTTF representation in University governance, and the FSC recommended that NTTF form a separate contract faculty council. Dr. Jelinek stated that, with regard to NTTF representation, SCOG, in collaboration with the Dean’s Council, developed a plan in which the Deans work within their schools’ governance structures to determine whether NTTF wish to be eligible for representation as a separate contract faculty council. He related that once SCOG has received feedback from these discussions, it will seek approval from the Senate to implement the wishes of the NTTF.

Regarding the representation of the NYU-Poly constituencies, Dr. Jelinek, noted that the current plan provides for the addition of one SSC Senator and one Dean’s Council senator from NYU-Poly, and that SCOG continues to work to verify the number of tenured/tenure-track faculty from NYU-Poly in order to determine appropriate representation for NYU-Poly in the FSC. Dr. Sexton noted the time sensitivity of this issue as NYU-Poly is expected to become a school of NYU on January 1, 2014.
Public Affairs Committee

Dr. Tannenbaum reported that the Committee met last week with Executive Vice President for Operations Alison Leary and Assistance Vice President for Strategic Initiatives & Communications Beth Morningstar, who updated the Committee on the activities of the Emergency Preparedness Taskforce. He related that the Taskforce’s initial focus after Hurricane Sandy is on residential housing and he outlined various steps that will be taken before June 1, 2013, including:

- Establish and distribute NYU’s emergency communications protocol at the start of each semester and the first day of hurricane season.
- Collect email addresses for all residents by building and affiliation to facilitate focused electronic communications when viable.
- Establish “communication boards” in lighted areas for postings.
- Provide ways for residents to self-identify any special needs in the event of an emergency situation.
- At initial move-in and the beginning of each hurricane season, distribute instructions to all residents on how to prepare for hurricane season.
- Complete feasibility studies and subsequent planning for the installation of portable generators and/or photovoltaic panels.

COUNCIL REPORTS

Administrative Management Council

Mr. Vogelsang reported that AMC submitted its recommendations to the Senate Financial Affairs Committee regarding suggested salary increases and wage gaps, and encouraged representatives to submit comments and suggestions online regarding the recent report of the University Space Priorities Working Group. He noted that at the last AMC meeting, the Council heard from Linda Mills, Vice Chancellor for Global Programs, Associate Vice Chancellor for Admissions and Financial Support for NYU Abu Dhabi, regarding Global Programs, as well as from the Government and Community Affairs Committee on the upcoming Albany Day. Mr. Vogelsang also related that the AMC reinstated its newsletter to improve communications, and recently celebrated its 40th Anniversary, at which Senator John DeSantis was honored for his service to the AMC.

He reported that the AMC collected approximately 700 toys and books at its Annual Holiday Toy Drive, as well as hand-made scarves and hats to benefit Hurricane Sandy families, senior citizens, and the USO. Mr. Vogelsang encouraged members of the Senate to donate old greeting cards, eyeglasses, cell phones, and crutches for the AMC’s Recycling Collection Drive.

Deans Council

Dean Bertolami reported that the Dean’s Council has met twice so far this semester and discussed future agenda items and Council preferences in terms of balancing
discussion among the deans versus visitor presentations. He stated that the general sentiment was that after current commitments have been fulfilled to scheduled presenters, the bulk of Council meetings should consist of more open discussion among the deans and consideration of best practices as applied among the schools and institutes.

He noted that the Council also heard a presentation from Frank Rimalovski and Paul Horn on integrating crosscutting initiatives and entrepreneurship opportunities among the schools and institutes, and that Dean Susanne Wofford and Dean Gabrielle Starr initiated discussion of a prison education initiative. Dr. Bertolami reported that the Council appointed a delegation to join the University administration in its examination of possible improvements to the Student Information System.

**Faculty Senators Council**

Dr. Magder reported that the FSC is delighted that the Board of Trustees approved the Shared Governance Principles and that the FSC looks forward to continued conversations on how to strengthen the governance mechanisms at NYU.

He related that at its January meeting, the FSC approved the University’s new Weapons and Simulated Weapons Policy and completed a review of the School of Medicine’s tenure modification proposal for faculty whose research was affected by Hurricane Sandy. Dr. Magder noted that the FSC also is reviewing a new draft Policy on Social Media and has been asked to make recommendations for use of the approximately 6,000 square feet of space in Washington Square Village that the University has committed to the community as part of the Core Plan. He also advised that the FSC added members to the University’s Workplace Violence Prevention Committee and to the committee looking at the annual Conflict of Interest Statements for faculty.

**Student Senators Council**

Ms. Webb reported that the SSC discussed the pending NLRB case at its last meeting with Executive Vice President for Health Bob Berne and invited guests from the Graduate Student Union, and will continue the discussion at today's meeting. She related that the SSC submitted its budget recommendations to the Senate Financial Affairs Committee, and is looking forward to the upcoming Violet 100 spirit week, as well as a brunch to support the 1831 Fund. Ms. Webb also noted that the SSC was successful in its efforts to extend the add/drop deadline for students due to technical difficulties with Albert.

**REPORT OF THE UNIVERSITY SPACE PRIORITIES WORKING GROUP**

Dr. Magder, Chair of the University Space Priorities Working Group, described the progress of the Working Group, stating that it is focused on the University’s Core Plan as approved by the City Council with special attention to the south block, given the University’s commitment to delay construction on the northern portion of the superbloc.
until 2022 at the earliest. He reported that the Working Group has met seven times so far and continues to gather information, all of which is available at http://www.nyu.edu/about/university-initiatives/space-priorities.html, and examine financial documentation provided by Executive Vice President for Finance and IT, Martin Dorph. Dr. Magder emphasized that the Working Group is charged with making recommendations regarding academic and non-academic space, as well as both student and faculty housing.

Dr. Magder introduced David Vintinner, Senior Director for Institutional Research in FAS, who reported as a member of the Working Group that the Working Group has formed three sub-committees to focus on the financial plan, academic and non-academic space, and quality of life. He emphasized that the rate of construction planned for the next 20 years is equivalent to the rate of construction the University has completed in the last 10 years.

Dr. Magder added that members of the Working Group are meeting with Deans to discuss their current space planning processes, and that the Working Group plans to meet with the SSC and the AMC, as well as faculty in various departments and schools. Any member of the community can offer comments via its website and all of the Working Group’s documents are available online. The Working Group will complete its report by the end of this academic year. A senator inquired as to where construction will begin and Dr. Magder answered that a final recommendation has not yet been made. Dr. Magder explained further that according to the plan approved by the City, the University can build first either on the Coles site or on the Morton Williams site, and in connection with the latter, the City’s Public School Construction Authority (SCA) has until 2014 to decide whether to build a school on that site. If it determines to do so, the University will have access to the below-grade space and the SCA will have access to the above-grade space. If the SCA chooses not to partner with NYU on the Morton Williams site, the University will have the right to build on the site, with a reservation of some above-grade space for a community use.

In response to a senator’s question about if and when Coles Sports Center will be demolished, Dr. Magder stated that the Working Group’s view on the course of action regarding Coles is not yet certain, and that if the Working Group does recommend that Coles be demolished, it also will include a recommendation that adequate alternatives are found to support the University’s athletic programs and recreational needs. Another senator asked if more students will be added to the Working Group as there are currently only two. Dr. Magder responded that the Working Group has been very conscious about working with students as they are among the main stakeholders in the space planning process. A senator asked about the financial implications of delaying construction versus beginning construction immediately, and Dr. Magder related that the Working Group’s finance subcommittee is currently looking into the issue of building on land the University already owns, as opposed to acquiring space outside of the Core, and assessing the extent of financial indebtedness the University can safely absorb.
Dr. Sexton emphasized that the Core Plan is necessary for NYU’s continued growth and success, and that utilizing property owned by the University results in substantial savings as compared to purchasing new property, which long-term can allow for a greater allocation for financial aid. Dr. Magder added that the current utilization rate for classroom space is extremely high and that the Working Group is looking into whether it is feasible to expand teaching on the weekends. Dr. Sexton concluded by commending the Working Group on its work so far.

There being no further business, the meeting was adjourned at 3:59 p.m.

Respectfully submitted,
Bonnie Brier
Secretary
As we begin the new semester, it is my pleasure to share with you announcements of the NYU community’s recent news, honors, and grants.

**NEWS**

The 7th annual Martin Luther King, Jr. Celebration Week will take place from February 4-9. Reverend Al Sharpton and other special guests will be featured at the annual university-wide event on February 7, along with presentation of the 2013 Humanitarian Award to Young Alumna Trustee Natalie Holder-Winfield (Steinhardt '97). At a reception on February 6, six faculty members -- Alina Das of the School of Law, Robert Chazan of the Department of Hebrew and Judaic Studies, Dolly Chugh of the Stern School of Business, David Elcott of the Wagner Graduate School of Public Service, Cathy Guerriero of the Steinhardt School of Culture, Education, and Human Development, Julianne Lutz Warren of Liberal Studies -- will be honored with the 2013 Martin Luther King, Jr. Faculty Award, given to outstanding faculty who exemplify the spirit of Dr. King. For more information about all of the week’s events, including an array of community service opportunities, please visit [http://www.nyu.edu/life/events-traditions/mlk-week.html](http://www.nyu.edu/life/events-traditions/mlk-week.html).

**HONORS**

Jan Vilcek, professor of microbiology at NYU Langone Medical Center, has been named a recipient of the prestigious National Medal of Technology and Innovation by President Barack Obama. This year 11 individuals will receive the medal, the highest honor bestowed by the United States Government upon scientists, engineers, and inventors. Dr. Vilcek, co-inventor of the rheumatoid arthritis drug Remicade®, is being recognized for his pioneering work on interferons and monoclonal antibodies. He received his award from President Obama at a White House ceremony last month.

Anna Deavere Smith, University Professor in the Department of Performance Studies at the Tisch School of the Arts with an affiliated appointment at the School of Law, has been named the 19th winner of the prestigious Dorothy and Lillian Gish Prize. The annual award recognizes an individual as a trailblazer in the arts who has redefined his or her art and pushed the boundaries of excellence in the field. The honor comes with a $300,000 cash prize, one of the largest monetary awards in the arts.

The American Association for the Advancement of Science has awarded four NYU professors the distinction of AAAS Fellow: Jane Carlton, professor of biology in the Department of Biology and adjunct professor in the School of Medicine; Nicholas Geacintov,
professor of chemistry; Laurence Maloney, professor of psychology and neural science; and Xiao-Jing Wang, professor of neural science and Provost of NYU Shanghai. This year, 702 scholars have been named Fellows because of their scientifically or socially distinguished efforts to advance science or its applications.

Four faculty members and one alumna from the Clive Davis Institute of Recorded Music at the Tisch School are among the nominees for 2013 Grammy Awards. The nominees are:

- Jim Anderson, professor, for Best Surround Sound Album, Modern Cool
- Holly George-Warren, instructor, for Best Album Notes, The Pearl Sessions
- Errol Kolosine, assistant arts professor of recorded music, represents band nominated for Best Dance/Electronica Album, Don’t Think, The Chemical Brothers
- Ahmir “Questlove” Thompson, instructor, for Best Rap Album, Undun, The Roots
- Elle Varner (TSOA ’08), for Best R&B Song, Refill, from Perfectly Imperfect

Four Tisch School alumni have been nominated for 2013 Academy Awards:

- Lucy Alibar (’05) for Writing – Adapted Screenplay, Beasts of the Southern Wild
- Philip Seymour Hoffman (’89) for Best Actor in a Supporting Role, The Master
- Tony Kushner (’84) for Writing – Adapted Screenplay, Lincoln
- Ang Lee (’84/Hon. ’01) for Best Picture and Best Director, Life of Pi

Tom Bishop, the Florence Lacaze Gould Professor of French Literature, professor of French and comparative literature, and director of the Center for French Civilization and Culture, has been named a Commandeur in the French Ordre des Arts et des Lettres. Commandeur is the highest rank bestowed by the Ordre, in recognition of significant contribution to the enrichment of French cultural inheritance.

Andrew Majda, Samuel F.B. Morse Professor of Arts and Sciences at the Courant Institute of Mathematical Sciences, has been named the winner of the 2013 Norbert Wiener Prize in Applied Mathematics, awarded every three years by the American Mathematical Society and the Society for Industrial and Applied Mathematics. Professor Majda was recognized for “his groundbreaking work in theoretical fluid mechanics and its applications to problems in atmospheric science and oceanography.”

Bryan Stevenson, professor of clinical law at the School of Law, has been named winner of Smithsonian Magazine’s American Ingenuity Award in the category of social progress. One of nine winners of the Ingenuity Award, which celebrates “the most innovative individuals working today,” Professor Stevenson was honored for his influential advocacy this past year on behalf of incarcerated minors, which led to a Supreme Court ruling effectively barring mandatory life sentences without parole for minors. Professor Stevenson was also named Criminal Justice Person of the Year for 2012 by the Crime Report, a criminal justice news service.

Irshad Manji, director of the Moral Courage Project housed at the Wagner School’s Research Center for Leadership in Action, has won the Ethical Humanist Award, the New York Society for Ethical Culture’s highest honor. The award was established in 1970 to honor individuals who have acted with exceptional moral courage, and has been presented just 16 times
since then. The Moral Courage Project works to enable people to become empowered global
citizens by speaking up in the face of intimidation.

Six NYU scholars have been placed on Foreign Policy magazine’s list of the “Top 100
Global Thinkers 2012.” They include: danah boyd, research assistant professor of Media,
Culture and Communication, Steinhardt; Chen Guangcheng, School of Law; Jonathan Haidt,
Thomas Cooley Professor of Ethical Leadership, Stern; Beth Noveck, visiting professor,
Wagner; Paul Romer, professor of economics, Stern, and director of its Urbanization Project;
and Nouriel Roubini, professor of economics and international business, Stern.

Robert Quinn, executive director of NYU’s Scholars at Risk Network (SAR), was this
year’s recipient of the Lisl and Leo Eitinger Prize, awarded by the University of Oslo in
recognition of personal effort and active involvement in human rights. A network of 280
universities and colleges in 34 countries, SAR provides sanctuary to scholars who are threatened
because of their words, their ideas, and their place in society; advocates on behalf of imprisoned
scholars; and undertakes research promoting understanding of academic freedom.

School of Law Professor Jeanne Fromer has been elected to the American Law Institute as
one of 68 new members named this year. The ALI, a leading independent organization
dedicated to producing scholarship that clarifies and modernizes the law, has more than 4,300
top attorneys, judges, and law professors in its membership.

A discovery by NYU physicists has been cited by Applied Physics Letters as “one of the
most notable articles the journal has published over the past four years. The article reveals
a new type of “spin-based memory” that has the potential to replace all conventional memory,
such as the semiconductor memory in computers and portable devices. The NYU authors are
Huanlong Liu, a doctoral student; post-doctoral researchers Daniel Bedau and Dirk Backes;
and Physics Professor Andrew Kent.

Jessica Mason (SSSW ’10) has been named a Marshall Scholar for 2013. Each year, the
Marshall Commission names up to 40 Marshall Scholars, who receive full funding for one or two
years of graduate study in the UK. Jessica will pursue two consecutive Master’s degrees, the first
in Global Politics at the London School of Economics, and the second in Social Science of the
Internet at the University of Oxford.

GRANTS

The New York State Energy Research and Development Authority (NYSERDA) has
awarded $15 million to NYU-Poly, Columbia University, and High Tech Rochester to
create “Proof-of-Concept” Centers (POCCs) dedicated to helping inventors and scientists
turn their high-tech, clean-energy ideas into successful businesses. The institutions, winners
of a competitive proposal process announced by Governor Cuomo last May, will each develop a
Center using $5 million in seed money over five years. NYU-Poly will partner with CUNY and
NYU’s Center for Urban Science and Progress (CUSP) to create a POCC devoted to accelerating
the commercialization and market readiness of cleantech inventions and technology solutions
emerging from research at the participating institutions.
Richard Arum, professor of sociology and education at Steinhardt, professor of sociology at the Department of Sociology, and Interim Director of the Institute of Human Development and Social Change, has been awarded a $2.4 million grant by the MacArthur Foundation. The grant supports the study of outcomes for participants in digital learning initiatives, including the New York City public school Quest to Learn, which integrates game design into its curriculum.

Panagiotis Ipeirotis, associate professor of information, operations and management sciences at Stern, has received a $1.5 million grant from Google to develop a program for integrating crowdsourcing with machine learning algorithms to improve the ability to search and identify visual media. Professor Ipeirotis shares the grant with researchers from UC San Diego and Caltech.

James Jaccard, professor and Associate Dean for Research at the Silver School of Social Work, has been awarded a three-year, $750,000 grant from the Office of Population Affairs of the Department of Health and Human Services. The grant will fund the research project “Improving Contraceptive Counseling in the U.S.,” which will aim to reduce unintended pregnancies among young women.

Maja Djukic, assistant professor at the College of Nursing, has won a three-year, $350,000 grant from the Robert Wood Johnson Foundation Nurse Faculty Scholars. Given to junior faculty who show outstanding promise as future leaders in academic nursing, the grant will support Professor Djukic’s research aiming to further implantation of evidence-based disease prevention and treatment strategies by clinicians.