Minutes of a Stated Meeting of the Senate of New York University
April 17, 2014

A stated meeting of the Senate of New York University was held on Tuesday, April 17, 2014, at 2 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 (“FSC”) Members Present: Raghu Sundaram (Chair), Mark Adelman, Everett Allgood, Mark Alter, Efrain Azmitia (for Hasia Diner), David Backus, Sylvain Cappell, Jennifer Carpenter, Pamela Cowin, Ananda Dasanayake (for Nancy Van Devanter), Todd Disotell, Miriam Ebsworth (for Mark Alter), Halina Frydman (for Jennifer Carpenter), Jeff Goodwin, Jim Jacobs, Warren Jelinek, Mary Ann Jones (for Victoria Stanhope), Neville Kallenbach (for Sylvain Cappell), Mitchell Kane, Rebecca Karl, Kathleen Kinnally (for Angela Kamer), Julie Malnig (for Michael Dinwiddie), Charlton McIlwain, Arthur Miller, Allen Mincer, David Pearce (for Todd Disotell), Maurizio Porfiri, Victor Rodwin, Charlie Rubin (for Awam Amkpa), Eric Simon (for David Stokes), Eero Simoncelli, Celia Stewart (for Wen Ling), David Stokes, Arthur Tannenbaum (for Everett Allgood), and Thomas Wisniewski.

Student Senators Council (“SSC”) Members Present: Mariam Ehrari (Chair), Corey Blay, Jean-Claude Cantave, Anushua Choudury, Steve Cordova, Mason Dettloff, Griffin Dooling, Jessica L Hawk, Derek Hedbany, Michael Hengerer, Harris Inskeep-Rosenfeld, Sameer Jaywant, Kevin Jones, Daniel Kao, Ethan McCooper, Brian Plaut, Sathya Nellore Sampat, Yash Shah, Danyal Syed, Patrick Ryan Totaro, Colin Waddell, and Lisa Wang.

Deans Council Members Present: Lynn Videka (Chair), Charles Bertolami, Mary Brabeck, Joan Cangiarella (for Robert Grossman), Thomas Carew, Dennis DiLorenzo, Trena Drayton (for Sharon Glied), Allyson Green (for Mary Schmidt Campbell), Randy Hertz (for Trevor Morrison), Joanne Hvala (for Peter Blair Henry), Carol Mandel, Mary Schmidt Campbell, Gabrielle Starr, Diann Witt (for Geeta Menon), and Susanne Wofford.

Administrative Management Council (“AMC”) Members Present: John De Santis, Anita Dwyer, Kristi Schwindt Ramos, and Tatum Soo Kim.

University Administration Members Present: Robert Berne, Bonnie Brier, Martin Dorph, David McLaughlin, and John Sexton.
Review and Approval of the Minutes of the March 4, 2014 Meeting

Upon motion duly made and seconded, the Minutes of the March 4, 2014 meeting were approved unanimously as presented, with one correction regarding the inception of NYU's ice hockey program.

COMMITTEE REPORTS

Executive Committee

Mariam Ehrari reported on the Senate Schedule for 2014-15, a copy of which was provided in advance to all members of the Senate.

Approval of the Senate Schedule for 2014-2015

Upon motion duly made and seconded, the Senate Schedule for 2014-2015 was approved unanimously as presented.

Academic Affairs Committee

Brian Plaut advised that the Committee has no report, as it has not met since the Senate’s last meeting.

Public Affairs Committee

Arthur Tannenbaum reported on the Committee’s consideration as to whether NYU should join the Fair Labor Association (FLA), a nonprofit trade association that provides guidance about labor rights and working conditions related to organizations that manufacture goods. He explained that in NYU’s case, the issue principally involves apparel sold at the NYU Bookstore and that FLA has over 200 college and university members. NYU also is a long-standing member of the Workers’ Rights Consortium (WRC) which we have traditionally relied on for guidance on these issues. While the FLA and WRC focus on the same issues, they often take a different approach, which flows from a different set of members and mission. Mr. Tannenbaum reported that many universities belong to both organizations and that they are not in any way mutually exclusive. He advised that, after discussion, the Committee recommends that NYU join FLA. On motion duly made and seconded, the Senate endorsed the recommendation of the Public Affairs Committee and recommends that the University join FLA.

Mr. Tannenbaum then introduced Student Senator Jessica Hawk to make the annual report on campus security, noting that this report traditionally is made by a Student Senator member of the Committee. Ms. Hawk described the restructuring of the Public Safety Department at NYU; the public safety efforts undertaken in connection with the merger of the Polytechnic Institute of NYU into NYU; the new Command Center for Public Safety; and the safety and security of NYU portal campuses and GNU sites.
Mr. Tannenbaum concluded his report by relating two moments in history; (1) on April 17, 1492, Columbus signed a contract with King Ferdinand and Queen Isabella of Spain to go to Asia, ultimately landing in the Bahamas; and (2) on April 17, 1964, Geraldine Mock was the first woman to complete a solo flight around the world; she christened her plane the Spirit of Columbus, beginning and ending her trip in Columbus, Ohio.

Financial Affairs Committee

Executive Vice President for Finance and Information Technology Martin Dorph reported that the last meeting of the Financial Affairs Committee was on April 12 and was chaired by Vice President for Budget and Planning Tony Jiga in Mr. Dorph’s absence. The Committee discussed NYU classes, fringe benefits, tuition remission, and financial aid. He advised that at the final meeting of the Committee for this academic year, the Committee will refine its recommendations on budget policies.

COUNCIL REPORTS

Administrative Management Council

David Vogelsang reported that the AMC met on April 1, 2014, at which meeting Mr. Dorph and Mr. Jiga presented on the NYU budget and took questions from AMC members. He announced that the AMC also held its annual elections, and the 2014-15 officers are: David Vintinner from FAS was elected as Chair (moving up from Vice Chair); Melissa Lucas-Ludwig from Steinhardt was elected as Vice Chair; Andrea Fanelli from Steinhardt was reelected as Treasurer; and Carol Anne Hollingsworth from FAS was elected as Secretary.

Mr. Vogelsang advised that the AMC has been working with Vice President for University Enterprise Initiatives Rick Matasar and his office on the creation of a “Live Suggestion Box,” which it hopes to begin testing this summer, and recently formed an Affordable Care Act Working Group on the advice of Vice President of Human Resources Andrew Gordon. He issued an invitation to colleagues from the FSC and SSC to join the AMC in this endeavor.

He related that on April 23, the AMC will host retired administrators at an annual lunch and on May 8 will host its end of the year lunch and meeting where the AMC will hear from candidates for AMC Senator and continue with its annual “book and a buck” campaign to help the Riverdale Community School in Brooklyn.

Mr. Vogelsang thanked Anita Dwyer for her service as an AMC Senator these past six years, noting that she will be moving off the Senate, and he thanked the Senior Vice President for Global Student Affairs Marc Wais for his support. He related that it has been a wonderful experience to be a part of the Senate as AMC Chair and to work with and serve his fellow colleagues over the years.
Deans Council

Dean Videka reported that the Deans Council met on March 12. She related that the schools continue to make presentations to the Deans Council regarding their programs and new initiatives.

Faculty Senators Council

Raghu Sundaram reported that the Council met in April with Mr. Dorph and discussed an overview of the University’s finances over the past decade. He expressed the FSC’s gratitude to Mr. Dorph and his office for serving as a resource to the FSC.

Student Senators Council

Ms. Ehrari reported that the SSC finished the year on a high note, having in recent weeks held its final Town Hall with President Sexton, which was streamed online and over WSN radio; established guiding principles on sustainability; collaborated with CSALS to improve club leadership and enhance community life; heard from student groups about intern labor rights; and begun the SSC’s all-University elections process for school councils and student senators. She advised that on May 2, the SSC will elect its Senators-at-Large and next year’s Executive Committee. Ms. Ehrari, who is graduating, thanked the Senate for a wonderful experience over her three years of service.

PRESENTATION TO THE UNIVERSITY SENATE
1831 FUND & MOMENTUM CAMPAIGN UPDATE

Erin Dodd, the Executive Director of the Fund for NYU, and Harris Inskeep-Rosenfeld, SSC Vice Chair and Chair of the 1831 Fund, presented on the 1831 Fund and Momentum Campaigns.

The 1831 Fund was established in 2010 and launched in 2011, with the goal of addressing the two issues student leaders hear about most: financial aid and community. It is now led by a committee of students from across NYU; this year a similar fund was established at NYU Abu Dhabi and the Polytechnic School of Engineering. Nearly 150 stipends have been funded since 2011 to incoming freshmen and transfer students. Students, with particular focus on seniors, are asked to make a gift of $18.31. For every dollar students raised, President Sexton directs a dollar-for-dollar match up to $25,000; and NYU Trustees H. Dale Hemmerding and William Berkley each provide a dollar-for-dollar match up to $25,000. NYU Faculty and staff also have contributed. There are events to encourage participation in the Fund. Each year since its inception, both the amount of funds raised and the number of donors have increased.

The Momentum Campaign is the University’s billion dollar scholarship campaign, with over $280 million raised for scholarships since 2012. The University is running well ahead of last year, with $56 million raised to date versus $29 million last year at this
time. In terms of overall fundraising, funds designated for scholarships comprise 18% of total gifts raised for NYU this year (other funds raised include $122 million for research, $75 million for programmatic support, and $55 million in unrestricted funds). NYU anticipates reaching its $460 million fundraising goal for the year.

PROPOSAL BY THE COMMITTEE ON ORGANIZATION AND GOVERNANCE

Warren Jelinek summarized SCOOG’s Proposal for Representation of Full-Time Non-Tenure Track/Contract Faculty in the University Senate, attached as Exhibit A, and SCOOG’s Proposal on Standing Committees, attached as Exhibit B.

Dr. Jelinek spoke to the intensive process by which SCOOG came to make its proposals under a daunting timeframe. He advised that in developing its recommendations, SCOOG took into account the views of the Board of Trustees, Senate Councils, Senate Executive Committee, and the Planning Committee on Contract Faculty Representation in the Senate. He explained that SCOOG’s work was guided by four principles submitted by the Senate Executive Committee: (1) the AMC and the SSC should not be diluted beyond their current proportions in the Senate; (2) when considering proportionality, faculty should be considered as one group within the Senate, independent of structure; (3) no one group should have 50 percent or more of the Senate; and (4) SCOOG should keep the size of the Senate in mind, as well as the expected future additions of NYU Abu Dhabi and NYU Shanghai. He related that the Senate Executive Committee later asked SCOOG to take NYU Abu Dhabi and NYU Shanghai into account now in constructing its proposal and to try to respect an upper limit of 110-120 members for the Senate. He advised that the Planning Committee recommended that the Full-Time Non-Tenure Track/Contract Faculty (FTNTT/CF), the interim preferred name, have its own council, and sought representation equal to the FSC (tentatively renamed the Tenured/Tenure Track Faculty (T/TTF) Senators Council), and these views were considered. He acknowledged that, by necessity, the SCOOG proposal is a compromise of the views of the various constituencies, with no group receiving everything it sought but, in SCOOG’s view, one that provides substantial benefits to each group and to University governance at large.

Dr. Jelinek related that the two proposals and proposed conforming changes to the Senate Rules were distributed about two weeks ago with notice that there would be votes on five specific resolutions at the meeting (the resolutions were distributed in advance and again at this meeting), and with discussion by the Senate before each vote. He noted that the changes to the Bylaws and Senate Rules, assuming support by the Board of Trustees, would be effective September 1, 2014.

General Counsel and Secretary Bonnie Brier explained the procedure for voting and read out the names of the Senators entitled to vote or, in their absence, the Alternates entitled to vote.

Accepting the SCOOG Report

After discussion by members of the Senate, and upon motion duly made and
seconded, the following resolution passed with 65 Senators in favor, seven Senators opposed, and six Senators abstaining:

RESOLVED, that the University Senate accepts the Report of the Senate Committee on Organization and Governance ("SCOG") on "Representation of Full-Time Non-Tenure Track Contract Faculty in the University Senate," as set forth in SCOG’s Memorandum to the University Senate, including attachments, dated March 24, 2014, and is attached to these minutes as Exhibit C.

Amendments to University Bylaws Creating the FTNTT/CF Council and Other Changes Related to the University Senate

After discussion by members of the Senate, and upon motion duly made and seconded, the following resolution passed with 65 Senators in favor, seven Senators opposed, and six Senators abstaining:

RESOLVED, that the University Senate recommends that the University Board of Trustees amend the Bylaws of the University to implement Recommendations (a) through (h) of the Senate Committee on Organization and Governance “Proposal on Representation of Full-Time Non-Tenure Track/Contract Faculty in the University Senate.”

Major Reevaluation of the Senate

After discussion by members of the Senate, and upon motion duly made and seconded, the following resolution passed unanimously:

RESOLVED, that subject to the University Board of Trustees implementing Recommendations (a) through (h) of the Senate Committee on Organization and Governance “Proposal on Representation of Full-Time Non-Tenure Track/Contract Faculty in the University Senate” (the “Proposal”) on or before September 1, 2014, the University Senate adopts Recommendation (i) of the Proposal.

Suspension of the Senate Rules (requires a 2/3 vote)

After discussion by members of the Senate, and upon motion duly made and seconded, the following resolution passed with no Senators opposed and one Senator abstaining:

WHEREAS, it is necessary to amend the Senate Rules of Procedure (the “Senate Rules”) in order to assure that the Full-Time Non-Tenure Track/Contract Faculty can fully participate on Standing Committees of the University Senate at the beginning of the 2014-2015 academic year; and

WHEREAS, Senate Rule II.9 requires that an amendment to the Senate
Rules “be presented for discussion at a regular meeting of the Senate and voted on at a subsequent regular meeting of the Senate during the same academic year,” which, if followed, would not allow for the timely amendment of the Senate Rules.

NOW, THEREFORE, RESOLVED, that the Senate Rules are suspended to enable the University Senate to amend the Senate Rules at this meeting of the Senate.

Adoption of Amended Senate Rules (requires a majority vote)

After discussion by members of the Senate, and upon motion duly made and seconded, the following resolution passed with no Senators opposed and one Senator abstaining:

WHEREAS, the University Senate supports the Senate Committee on Organization and Governance “Proposal on Membership on Senate Standing Committees.”

NOW, THEREFORE, RESOLVED, that subject to the University Board of Trustees implementing Recommendations (a) through (h) of the Senate Committee on Organization and Governance “Proposal on Representation of Full-Time Non-Tenure Track/Contract Faculty in the University Senate” on or before September 1, 2014, the University Senate adopts the amended Senate Rules of Procedure as presented.

Dr. Sexton thanked the SCOG Chair and Committee members for their hard work.

REPORT OF THE PRESIDENT

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

Dr. Sexton congratulated Corey Blay, a student Senator, who will be the student speaker at graduation. He also asked the students who are graduating to stand and receive a salute from the Senate, congratulating them on their accomplishments.

There being no further business, the meeting was adjourned at 4:00 p.m.

Respectfully submitted,
Bonnie Brier
Secretary
Effective September 1, 2014:

(a) a new Council, the Full-Time Non-Tenure Track/Contract Faculty (FTNTT/CF) Senators Council, composed of 27 members elected in the Schools by and from among the FTNTT/CF shall be added to the University Senate;

(i) the Full-Time Non-Tenure Track/Contract Faculty Senators Council shall function as the Faculty Personnel Committee of the Senate with respect to the Full-Time Non-Tenure Track/Contract Faculty;

(ii) those faculty eligible for election and to vote in elections shall include full-time faculty who do not have tenure and are not eligible for tenure, have renewable appointments, have non-'visitor' titles;

(iii) the twenty-seven elected representatives shall be selected as follows: one from the Division of the Libraries of the University; and twenty-six apportioned among the colleges, schools, and the Abu Dhabi and Shanghai portal campuses by the method of equal proportions, with the proviso that each college and school and each of the two portal campuses will be entitled to at least one elected Senator and none will have more than six elected Senators. Each year, the University Secretary and General Counsel will provide to the Full-Time Non-Tenure Track/Contract Faculty Senators Council and the Dean of each college and school and the vice chancellors of each of the two portal campuses the number of faculty members assigned to each for the purpose of Senate elections and will at the same time state the number of Full-Time Non-Tenure Track/Contract Faculty Senators to which each is entitled.

The inaugural group of elected Senators shall determine the means by which to stagger future elections to ensure that an equal number of seats will be vacated each year;

(iv) given the timing in confirming the members of the FTNTT/CF and the need for schools to create a mechanism for elections for this new constituency, the deadline for submitting names of elected FTNTT/CF Senators shall be extended to September 2, 2014 in the first year;

(b) the Faculty Senators Council shall be composed of 36 members, with one from the Division of the Libraries of the University, six from the School of Medicine, and twenty-nine apportioned among the colleges, schools, and the Abu Dhabi and Shanghai portal campuses by the method of equal proportions with the proviso that each college and school and each of the two portal campuses will be entitled to at least one elected Senator. The current 3 Senator-at-Large seats will be eliminated by attrition so that there will be 38 members in the 2014-15 academic year and 37 members in the 2015-16 academic year.

(c) the Faculty Senators Council shall be renamed the “Tenured/Tenure Track Faculty Senators Council”;
(d) the current Bylaws provision that states that “The Faculty Senators Council will function as the Faculty Personnel Committee of the Senate” shall be changed to provide that the Tenured/Tenure Track Faculty Senators Council shall function as the Faculty Personnel Committee of the Senate with respect to the Tenured/Tenure Track Faculty;

(e) the Student Senators Council shall be composed of 35 members, which shall include 21 allocated members elected in Schools and 14 at-large members;

(f) the Administrative Management Council shall be composed of 6 members, which shall be achieved by the addition of one member to the extant Administrative Management Council;

(g) the Deans Council shall be composed of 18 members, which shall be achieved by the addition of two members, one each from NYU Abu Dhabi and NYU Shanghai, to the extant Deans Council;

(h) the number of seats designated for senior members of the administration shall remain unchanged at 5;

(i) in 2 years the Senate shall undertake a major reevaluation of the Senate purpose and membership. Each Council shall be charged with developing plans for reapportioning its membership to achieve a reduction in the total membership of the Senate. Information gathering and research to support the rightsizing effort shall begin during AY 2014-15 so as to enable the process to begin promptly at the start of the AY 2015-16. Accordingly, the 127-member Senate recommended in this proposal shall be temporary between the time of approval by the Board of Trustees and the time of completion of the Senate reapportionment process. The ultimate size of the Senate shall be no larger than 110-120 members, but could be smaller.
SENATE COMMITTEE ON ORGANIZATION AND GOVERNANCE

PROPOSAL ON MEMBERSHIP ON SENATE STANDING COMMITTEES

Background

The Senate Committee on Organization and Governance (SCOG) recommends in its Proposal On Representation Of Full-Time Non-Tenure Track/Contract Faculty In The University Senate that: “a new Council, the Full-Time Non-Tenure Track/Contract Faculty Senators Council, composed of 27 members elected in the Schools by and from among the Full-Time Non-Tenure Track/Contract Faculty (FTNTT/CF) shall be added to the University Senate.”

In its Memorandum To Members of the Senate on Representation of Full-Time Non-Tenure Track Contract Faculty in the University Senate, SCOG proposes that Senate Standing Committees have equal numbers of members from the Tenured/Tenure Track Faculty Senators Council (T/TTFSC) and the Full-Time Non-Tenure Track/Contract Faculty Senators Council (FTNTT/CFSC).

SCOG considered the current composition of Senate Standing Committees and how to integrate new members from the FTNTT/CFSC on each Committee. An initial consideration was whether the Committees should grow in size to accommodate new members, or whether an equal number of current members should be eliminated and new members added so as to maintain the current sizes of the Committees.

A compromise was struck in which it is proposed that the Committees grow in size by an intermediate number of members. Accordingly, the number of faculty members on a given Committee will generally increase by approximately 50% to accommodate the addition of members from the FTNTT/CFSC. The number of members from the T/TTFSC and from the FTNTT/CFSC will be equal, necessitating that some seats presently occupied by the T/TTFSC be shifted to the FTNTT/CFSC, and some seats held by other Councils increased slightly so as to maintain the approximate balance of influence on the Committees. The rationale for this compromise was:

- most Senate Committees will benefit from the addition of new members;
- increasing the Committees’ sizes by too large a proportion all at once might be disruptive;
- the current proportional Council representation on each Committee should be approximately maintained to avoid undue dilution of influence;
- the proportional representation of the T/TTFSC and the FTNTT/CFSC, taken together, is considered to be the proportional representation of the “faculty”, as a single group, for the purpose of allotting proportional representation of all Councils on the Committees. It is therefore proposed that effective September 1, 2014:

(a) the Academic Affairs Committee shall be expanded from its current 12 members to 16 members;
(b) the Executive Committee shall be expanded from its current five members to six members;
(c) the current Faculty Affairs Committee shall be eliminated as its specified duties shall be performed by the Tenured/Tenure Track Faculty Senators Council, as specified by the University Bylaws;
(d) the Financial Affairs Committee shall be expanded from its current 18 members to 26 members;
(e) the Committee on Organization and Governance shall be expanded from its current 16 members to 23 members;
(f) the Public Affairs Committee shall be expanded from its current 14 members to 17 members;
(g) the Judicial Board shall be expanded from its current 23 members to 31 members;
(h) the Standing Committees shall be composed as indicated in the table below;
(i) this PROPOSAL ON MEMBERSHIP ON SENATE STANDING COMMITTEES shall be contingent on approval by the University Board of Trustees of SCOG’s PROPOSAL ON REPRESENTATION OF FULL-TIME NON-TENURE TRACK/CONTRACT FACULTY IN THE UNIVERSITY SENATE.
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MEMORANDUM

To: Members of the Senate
Cc: Members of the Full-Time Contract Faculty Planning Committee
From: Senate Committee on Organization and Governance
Re: Representation of Full-Time Non-Tenure Track Contract Faculty in the University Senate
Date: March 24, 2014

Background:

In January 2012 the Faculty Senators Council (FSC) passed two resolutions indicating that the Full-Time Non-Tenure Track/Contract Faculty (FTNTT/CF) should not be incorporated into the FSC but rather should be represented in university governance in its own Council (Appendix A).

As a result of these two FSC resolutions, during the AY 2012-13, the issue of representation for the FTNTT/CF was brought to the Senate Committee on Organization and Governance (SCOG) to develop a recommendation for FTNTTF/CF representation.

SCOG’s initial concern was whether the FTNTTF/CF desired representation in its own Council of the Senate, and surveyed the FTNTTG/CF to determine such (Appendix B). As the January 2012 resolutions of the FSC precluded representation of the FTNTT/CF in the existing FSC, that option was not included in the survey of the FTNTT/CF (see Appendix B).

The survey generated several e-mail responses from members of the FTNTT/CF indicating that the survey was flawed because it did not include an option in which the FTNTT/CF would be elected to the extant FSC.

SCOG, therefore, conducted a second survey of the FTNTTF/CF that included a write-in option in which respondents could indicate his/her choice as to the desired mechanism of representation (Appendix C), but it did not explicitly include an option for FTNTTF/CF representation in the existing FSC, as SCOG felt obliged to respect the FSC January 2012 resolutions.

The results of both surveys indicated that the FTNTTF/CF desired representation in their own Council of the University Senate.

On August 14, 2013, the Special Committee of the Board of Trustees (Special Committee) issued a memorandum to the entire NYU community entitled “Proposals and Plans on Governance, Voice, and Communications” that, among other topics, recognized and supported the activity related to assuring that the FTNTT/CF are involved in University governance. Since including the FTNTT/CF in the University Senate requires Senate and Board approval of amendments to the University bylaws, the Special Committee further
requested “...that an agreement on representation be reached in time for the Board to enact the appropriate changes to the University bylaws at the Board's June 2014 meeting.” Later that month, in his August 27, 2013 welcome message to the NYU community, President Sexton endorsed the Special Committee’s call for the submission of a proposal by the end of the current academic year to include the FTNTT/CF in the Senate.

SCOG sent a memo to the Councils of the Senate (Appendix D) requesting their comments on the inclusion of a FTNTT/CF Council in the Senate and asking their opinion on three questions:

1. How large can/should the Senate be in order to be effective?
2. How much, if at all, should the current proportion of representation from each council (e.g., students, faculty, AMC, etc.) be maintained in the Senate overall and on its Standing Committees?
3. What is the best model for representation to achieve desired balance and size?

In September 2013 the Executive Committee of the Senate sent a memo to the Deans asking that the Schools conduct elections of FTNTT/CF to a “Planning Committee on Contract Faculty Representation in the Senate” (Appendix E). In its memo, the Senate Executive Committee wrote: The Planning Committee’s charge will be solely to provide advice and counsel to SCOG in developing a proposal that is likely to be approved by the Senate.

After the Planning Committee on Contract Faculty Representation in the Senate (Planning Committee) was elected, SCOG sent a memo to its members inviting the Planning Committee to provide advice and counsel to the Senate Committee on Organization and Governance (SCOG) in developing a proposal for representation of the Full-time Contract Faculty (FTCF) on the University Senate. (Appendix F)

In developing its recommendation, SCOG took into account all the requests and principles that emanated from the Board of Trustees, the four Senate Councils, and the Senate Executive Committee (SEC), which included:

- To submit to the Senate for vote at its April 17th meeting a proposal likely to win approval for representation of the FTNTT/CF in the Senate, which after such approval, would then be placed on the Board of Trustee’s June meeting agenda

- To observe the comments of the four Senate Councils (Appendix G) and the “Four Guiding Principles” initially identified by the SEC:
  o The Administrative Management Council (AMC) and the Student Senators Council (SSC) should not be diluted beyond their current proportions in the Senate;
  o When considering proportionality, faculty should be considered as one group within the Senate, independent of structure.
  o No one group should have 50% or more of the Senate.
  o SCOG should keep the size of the Senate in mind, as well as the expected future additions of Abu Dhabi and Shanghai.
To consider the subsequent SEC directives that SCOG received after the process was underway:
  o To include in SCOG’s recommendation provision for representation in the Senate of NYU Abu Dhabi (NYUAD) and NYU Shanghai (NYUSH); and
  o Following a request for additional guidance from SCOG, to respect an upper limit of 110-120 for the overall size of the Senate.

To consider the recommendation of the FTCF Planning Committee (Appendix H).

**SCOG Recommendation:**

1. New membership totals for each, which will include representation for NYU Poly, NYUAD and NYUSH:

   - The Faculty Senators Council will have 36 seats (it will eliminate through attrition the current 3 at-large seats and admit 3 more seats to represent the Tenured/Tenure Track Faculty (T/TTF) at NYU Poly, NYUAD, and NYUSH), and will comprise 28.3% of the Senate
   - The FTNTT/CF Council will have 27 seats and will comprise 21.3% of the Senate
   - The Student Senators Council will have 35 seats consisting of 21 seats filled by elections in Schools and 14 at-large seats, an increase of 10 seats from its current 25 seats, and will comprise 27.6% of the Senate
   - The Administrative Management Council will have 6 seats, an increase from its present 5 seats, and will comprise 4.7% of the Senate
   - The Deans Council will have 18 seats, adding one each from NYUAD and NYU SH and will comprise 14.2% of the Senate
   - University Officials will remain at 5 seats and will comprise 3.9% of the Senate

The total number of Senate seats will equal 127 (129 in AY 2014-15 and 128 in AY 2015-16 as the 3 at-large seats of the Faculty Senators Council are eliminated through attrition).

2. The twenty-seven elected representatives will be selected as follows: one from the Division of the Libraries of the University; and twenty-six apportioned among the colleges, schools, and the Abu Dhabi and Shanghai portal campuses by the method of equal proportions, with the proviso that each college and school and each of the two portal campuses will be entitled to at least one elected Senator and none will have more than six elected Senators. Each year, the University Secretary and General Counsel will provide to the Full-Time Non-Tenure Track/Contract Faculty Senators Council and the Dean of each college and school and the vice chancellors of each of the two portal campuses the number of faculty members assigned to each for the purpose of Senate elections and will at the same time state the number of Full-Time Non-Tenure Track/Contract Faculty Senators to which each is entitled.

The inaugural group of elected Senators shall determine the means by which to stagger future elections to ensure that an equal number of seats will be vacated each year.
3. This is an interim proposal. SCOG recommends that in 2 years the Senate undertake a major reevaluation of the Senate purpose and membership, and that all Councils be charged with developing plans for reapportioning its members and achieving a reduction in the total membership of the Senate. SCOG believes that a decrease in size will foster greater efficiency and smoother operations for the Senate, and that the information gathering and research to support the rightsizing effort can begin during AY 2014-15 so as to enable the process to begin promptly at the start of the AY 2015-16. In this light, SCOG views the 127-member Senate as temporary between the time of approval by the Board of Trustees and the time of completion of the Senate reapportionment process. The expectation is that the ultimate size of the Senate will be in accord with the Senate Executive Committee's recommended 110-120 members, but could decrease to an even smaller size.

4. SCOG recommends that there be equal numbers of FSC and FTNTT/CF Council members on the Senate Standing Committees. The Councils and Senate Executive Committee should limit total faculty membership on the Senate Standing Committees to not more than 50%.

5. Each Faculty Council will be renamed - currently, the suggested titles are: "Tenured/Tenure Track Faculty Senators Council" and "Full-Time Non-Tenure Track/Contract Faculty Senators Council."

6. While recognizing that this is an issue outside its direct purview, SCOG encourages the FSC and FTNTT/CF Senators Council to explore forming joint committees on all matters of common interest to the two Councils. SCOG understands that a suggestion to this effect has already been made by the FSC Executive Committee and believes it to be a positive mechanism to foster cooperation in areas of common interest to the two Faculty Senators Councils.

7. Given the timing in confirming the members of the FTNTT/CF and the need for the schools to create a mechanism for elections for this new constituency, the deadline for submitting names of elected FTNTT/CF Senators will be extended to Sept. 2, 2014 in the first year of the FTNTT/CF Council's existence.

Comparison to the Recommendation of the Planning Committee on Contract Faculty Representation in the Senate

The report of the Planning Committee recommended that the Faculty Senators Council (FSC) and FTNTT/CF Senators Council each hold 29 seats to attain numerical equality in a Senate having 125 total seats, with the seats held by other Councils adjusted to conform to the guiding principles of the Senate Executive Committee.
Comparison of the Planning Committee and SCOG Recommendations for the Distribution of Senate Seats Among Senate Councils

<table>
<thead>
<tr>
<th>Council</th>
<th>PRE-POLY</th>
<th>SCOG</th>
<th>PLANNING COMMITTEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Senators Council</td>
<td>36 : 42.8%</td>
<td>36 : 28.3%</td>
<td>29 : 23.2%</td>
</tr>
<tr>
<td>Full-Time Non-Tenure Tract/Contract Faculty Senators Council</td>
<td></td>
<td>27 : 21.3%</td>
<td>29 : 23.2%</td>
</tr>
<tr>
<td>Student Senators Council</td>
<td>23 : 27.3%</td>
<td>35 : 27.6%</td>
<td>38 : 30.4%</td>
</tr>
<tr>
<td>Administrative Management Council</td>
<td>5 : 6.0%</td>
<td>6 : 4.7%</td>
<td>8 : 6.4%</td>
</tr>
<tr>
<td>Deans Council</td>
<td>15 : 17.9%</td>
<td>18 : 14.2%</td>
<td>16 : 12.8%</td>
</tr>
<tr>
<td>Officers of the University</td>
<td>5 : 6.0%</td>
<td>5 : 3.9%</td>
<td>5 : 4.0%</td>
</tr>
<tr>
<td>Total</td>
<td>84 : 100.0%</td>
<td>127 : 100.0%</td>
<td>125 : 100.0%</td>
</tr>
</tbody>
</table>

Justification by the Planning Committee for its Recommendation (from the Planning Committee report – see Appendix H):

The need for representation of NTT/CF in university governance is recognized by all constituencies as integral to advance the NYU mission. This proposed model is premised on the following:

a. NTT/CF constitute 50% of the NYU faculty, and should have representation in university governance equal to the T/TT faculty;

b. T/TT and NTT/CF faculty have complementary, shared, and overlapping responsibilities and interests that could be effectively addressed in a joint committee structure; and

c. an institutionally flexible model is needed to facilitate a unified faculty voice

Justification by SCOG for its Recommendation:

- As SCOG reviewed the report submitted by the Planning Committee, it immediately appreciated the Planning Committee’s effort, but also realized some potential challenges in the approach the Planning Committee took to reach its recommendation.

- SCOG subscribes to the notion of "equity," but not to the notion that "equity" necessarily means exact equality of numbers. Acceptance of the notion that the number of FTNTT/CF Senate seats should equal the number of FSC Senate seats raises a controversial issue that SCOG is not in a position to resolve in light of the current limitations of time and participation of relevant parties. “Equity” would be better defined within a broader conversation that includes all potential constituencies, including Senators from NYUAD and NYUSH, and the Senators of
the FTNTT/CF Senators Council. Accordingly, SCOG asked the Senate Executive Committee to initiate a Senate self-evaluation, to be completed in two years’ time, and that, based on this self-evaluation, there would be developed a recommendation for the relative and appropriate proportional representation of the different Councils in the Senate that aligns the functions of their respective constituencies in the University with the functions of the Senate. That study would also entail a reapportionment process wherein all Councils would be charged with examining their proportional representation in the Senate (i.e., the sizes of their Councils) for the purpose of achieving an overall reduction in the size of the Senate.

- SCOG searched for a rationale on which to make a reasoned recommendation that could be presented within the time constraint in which to do so (by the April 17, 2014 meeting of the Senate, for inclusion on the agenda of the Board of Trustees June 2014 meeting).

- SCOG faced another significant issue, the ultimate size of the Senate. Recommendations from the Councils ranged from no growth in size to up to double the current size to no opinion on size.

- SCOG consulted the Senate Executive Committee, which indicated that the Senate should not grow to a size greater than 110 - 120 members, and that within that range was to be included provision for representation of all constituencies at NYUAD and NYUSH.

- As SCOG began to consider how the relative proportional representations of the various Senate Councils would change with the addition of a new Council within the constraints on the size of the Senate and the principle that no one “group” (with all Faculty considered as a single group), should exceed 50% or more of the Senate, it was obvious that only one Council, the FSC, would become subject to significant, immediate diminution while at the same time, the other Councils (except for senior members of the University administration) would be expanding (the Deans Council will gain two members, the AMC will gain one member, and the Student Senators Council will gain several members). SCOG believes that at this time the FSC should not be singled out for substantial (20 – 25%) size reduction required by the Planning Committee’s recommendation.

- Therefore, working within both the time constraint and the SEC recommendation on the ultimate total size and composition of the Senate, SCOG’s purpose is to develop a recommendation for the immediate representation of the FTNTT/CF that meets the deadline requested by the Board of Trustees, that it believes will be adopted by the Senate and subsequently ratified by the Board of Trustees, and that includes the recommendation that in two years’ time, the Senate will engage in a self-evaluation to examine the nature, purpose, and functioning of the Senate and develop a plan for reapportioning representation of the Councils and to reduce the size of the Senate to help it better achieve its goals. At that time, all Councils, not only the FSC, would be equally subject to equitable size reduction, or possible expansion, as the case may be. All potential constituencies will participate in the
self-evaluation, including the expected new representational additions of NYUAD, NYUSH, and the FTNTT/CF Senators Council, which will have both a significant presence in the Senate as well as a seat on the Senate Executive Committee, so that it can be fully engaged in the conversation.

- While the total number of 127 members of the Senate is larger than the cap requested by the SEC, the current SCOG proposal is an interim recommendation that bridges the present time and the time at which the self-study and reapportionment processes will have been completed, with updated and final recommendations on size and composition of the Senate. SCOG expects that the reapportionment process will recommend a Senate size smaller than its current 127-seat recommendation and Standing Committees of a size more conducive to effective functioning and operations.

- The Senate Executive Committee has agreed to initiate such a self-evaluation and reapportionment effort. SCOG recommends that the background research and necessary data collection commence during the 2014-15 academic year, that the process begin in the 2015-16 academic year, and that the resulting recommendations be implementation during the 2016-17 academic year.

- SCOG will make a recommendation to the Senate regarding the composition of each of the Senate Standing Committees in which the total Faculty membership will be composed of equal numbers of members from the Tenured/Tenure Track Faculty Senators Council and the Full-Time Non-Tenure Track/Contract Faculty Senators Council.

If this recommendation is adopted the FTNTT/CF will have gained:

- a Council of sufficient size to effectively represent its constituencies and to meet its responsibilities as a Council of the Senate in which it will have a significant representational presence;

- equal membership with the FSC on Senate standing committees (with a recommendation to the Senate Executive Committee that appointments to the Senate Standing Committees observe the proportional representation principle that no group, the two Faculty Councils considered together as one group, comprise more than 50% of any Standing Committee);

- its own seat on the Senate Executive Committee, where it will have an equal voice with respect to the other Senate Councils.
SCOG Encourages Cooperation Between the Two Faculty Councils:

SCOG understands that there has been discussion initiated by the FSC Executive Committee regarding joint committees between the FSC and a FTNTT/CF Council. This is not an issue within SCOG’s purview, but rather an agreement to be reached between the two Councils. However, SCOG encourages this cooperative arrangement as a means of fostering collegial working relationships between the two faculty groups.

Definition of FTNTT/CF:

*Eligible faculty will include full time faculty who do not have tenure and are not eligible for tenure, have renewable appointments, have non-‘visitor’ titles.*
APPENDIX A
MEMORANDUM

TO: President John Sexton
FROM: Ted Magder
Chairperson, Faculty Senators Council
A/Y 2011-2012

RE: Faculty Senators Council Resolutions regarding Participation of Non-Tenure Track Full Time Faculty (NTTF) in University Governance

At the January 26, 2012 meeting of the Faculty Senators Council, the attached resolution was approved.

CC: David McLaughlin, Provost
Carol Morrow, Associate Provost
Diane Yu, Chief of Staff and Deputy to the President
Marie Monaco, FSC Vice Chairperson
Mary Ann Jones, FSC Secretary
Robert Schacht, FSC Immediate Past Chair
Molly Nolan, FSC Personnel and Affirmative Action Committee Chair
Resolutions Regarding Participation of Non-Tenure Track Full Time Faculty (NTTF) in University Governance

Approved 1/26/12

At the January 26, 2012 meeting of the Faculty Senators Council, the Council approved the following resolutions:

IT IS RESOLVED: That should non-tenure track full time faculty (NTTF) seek to be eligible for representation, the FSC recommends that NTTF be eligible for representation in university governance.

IT IS RESOLVED: That should non-tenure track full time faculty (NTTF) seek representation, the FSC recommends that NTTF form a separate contract faculty council.
APPENDIX B
The NYU Senate Committee on Organization and Governance (SCOOG) is conducting a survey of the non-tenure track full time faculty (NTTF) to determine whether the NTTF wishes to be represented in university governance by a separate contract faculty Council of the University Senate.

The NTTF is currently not represented in the governance structure of New York University.

The Faculty Senators Council (FSC) adopted two resolutions regarding representation of the NTTF:

*That should non-tenure track full time faculty (NTTF) seek to be eligible for representation, the FSC recommends that NTTF be eligible for representation in university governance.*

*That should non-tenure track full time faculty (NTTF) seek representation, the FSC recommends that NTTF form a separate contract faculty council.*

As a result of these resolutions, SCOOG is conducting this survey and will make a recommendation to the University Senate based on the results.

All votes are anonymous.
No one except you will know how you vote or whether you vote.
The survey is open from 26 March 2013 until 5:00 pm on 2 April 2013.

Please vote on the following question (the "Submit" button is the ">>" in the lower right corner):

**Should the non-tenure track full time faculty be represented in university governance by a contract faculty Council of the University Senate?**

<table>
<thead>
<tr>
<th></th>
<th>Answer</th>
<th>Bar</th>
<th>Responses</th>
<th>%</th>
</tr>
</thead>
</table>
| 1 | Yes    |     | 647       | 88.75%
| 2 | No     |     | 47        | 6.45%
| 3 | Abstain|     | 35        | 4.80%
|   | Total  |     | 729       | 100.00% |
APPENDIX C
Initial Report

1. Please indicate your preference for representation of the Non-Tenure Track Full Time Faculty in university governance. Should the non-tenure track full time faculty be represented in university governance by a Non-Tenure Track Faculty Council of the University Senate?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Bar</th>
<th>Response</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td></td>
<td>413</td>
<td>72%</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td></td>
<td>15</td>
<td>3%</td>
</tr>
<tr>
<td>3</td>
<td>Other: If you have a different preference for representation in the University Senate, please specify your choice in the text box below.</td>
<td></td>
<td>128</td>
<td>22%</td>
</tr>
<tr>
<td>4</td>
<td>Abstain</td>
<td></td>
<td>20</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>576</td>
<td></td>
</tr>
</tbody>
</table>

2. If you chose "Other" please enter your other preference here (140 characters maximum).

Text Response

- Incorporation in FSC on salary & benefits where the interests of NTTF and TF are shared; separate representation for other matters of NYU governance.
- NTTF should be represented in university governance, by an expansion of the Faculty Senators Council to include NTTF.
- All full-time faculty should be represented on the University Senate as full voting members.
- Representation within the faculty senate. As we all have learned, separate is NOT equal.
- Should be part of the current FCS.
- A fair and clear and democratic discussion of this would be appropriate, I suspect. Maybe more than a tweet.
- It would be ideal if both the non-tenure track as well as the tenure track faculty are jointly represented as part of one unified faculty council.
- I believe the NTTF should have a spot on the FSC (so as to not endanger the jobs of those on a separate council).
- AAUP Union
- The original survey, this survey, the FSC attitude for the last 16 years—all are insulting. "NTTF" should be in FSC.
- Non-tenure track faculty should first meet to decide what would be their best option.
- Fair representation in the full FSC.
- Equal representation for arts professors on faculty senate itself. We are making an equal contribution on every way.
- This is difficult or rather impossible to do without a clear understanding of the full extent of our options.
- Non-Tenure Track Faculty should be eligible to vote in the FSC.
- NTTF should be represented in university governance through the existing Senate and not in a separate one. Proportional Representation.
- To do as FSC recommends, makes NTTF "separate but equal" which we know is not equal; but in the absence of nothing YES to the ?.
- Contract faculty should be included in existing governance structions--the current FSC--as per the recommendation of the national AAUP.
- No separate council; yes representation. The NTFT FT faculty should be fully incorporated into the Senate as other members are.
- The first thing that must happen is to have settings for NTTF to discuss this on their own rather than have FAS frame questions.
- Yes, as long as the new council has similar status to the SSC, AMC and has a sufficient number of representatives.
- We should have our own representation without any linkage to the TTF, the Faculty Senate in the past has shown a complete lack of respect for the NTF.
- NTTF should join the FSC.
- Separate form of representation.
- Steinhardt ha many NTFT directing programs with heavy administration, research/publishing/productions. Need a stronger respected voice.
- The creation of second-class (maybe third-class?) citizens of NYU is a sham—period. There is no simple solution.
- I want Non-Tenure and Tenured faculty represented on one council. They share same pedagogical and governance concerns.
- I would prefer being presented on the Senate. Any other form of representation should be decided by us faculty.
- FT NTTF should be represented by their own representative(s) on the FC of the Univ Senate according to the same rules as apply to any other faculty.
We should not be segregated. Separate but equal did not work in the Civil Rights movement and it won't work at NYU. We need to show a united front.

Full-time contract and tenure-track faculty should be represented by the same body.

Why can't we be represented on current faculty council?

representation along with other constituencies of the university on the Faculty Senate, not as a separate body.

Yes, and postdocs should also be represented on the NTT Faculty Council

The SCPS faculty need meaningful representation as to the terms of our employment, whether at the Senate or elsewhere.

NTTF should be represented within the main faculty council -- no two-tiered system. NTTF are faculty too.

There should be one body representing all full time faculty whether tenured or not.

All full-time faculty should be able to serve on the Faculty Senators Council.

Non-tenure track FT faculty should be represented by NTT FT faculty in the same Univ Senate Council with Tenure Track FT faculty - not separately.

I have no desire to sit on a body, the FSC, whose members repeatedly impugn my credentials, devalue my work, and treat me disrespectfully.

The NTTF should join the FSC.

I think the non-tenure track full time faculty should have representation, but each school should send their own.

I do not believe that NTTF should be treated as second class citizens and should be enfranchised in the same manner at tenure track faculty.

Non Tenure and Tenure should be at the same table.

full representation of the NTTF on the FSC.

NTTF should be represented in the FSC! I was a NTTF faculty senator at my previous university, and was welcomed. Why the divide at NYU?

I believe contract and clinical line faculty should be recognized as other NYU faculty are.

Like other faculty, they should be eligible to represent their schools on the faculty senate—especially for schools with few TT faculty.

NTTF need to be represented on the Faculty Senate and they also need their own governance body. NTTF power strengthens tenure.

representation on the same council as tenure track.

Actually, I have rethought. It should all be the same senate!

There should be one body representing all full time faculty whether tenured or not.

Equal representation similar to TTF.

Full time faculty is full time faculty. In my department the chair, the associate chair, and three of the four discipline area heads are non tenured.

We should be represented in the Faculty Senate. We are faculty. And our interests follow our convictions, not administrative directives.

I think there should be representation in the regular faculty council, not a separate council that will be powerless.

They should join the current FSC along with the tenured faculty.

Non-tenure track full-time faculty should be represented on the existing Faculty Senate Council— not this "separate but unequal" recommendation.

If a NTT Faculty Council is my only choice, fine. But I have to say I distrust that option.

One Faculty Council with the number of NTTF seats determined by same formula for TTF (i.e. 1 NTTF rep per 10 NTTF in unit)

I think that NTTF and Tenured/tenure track faculty should be in the same governing body.

If you believe in shared governance (as the recent vote on President Sexton suggests), NTTF faculty should be represented in the Faculty Senate.

Non-tenure track faculty should have direct representation on the University Senate, just as tenure-track faculty do.

represented in same senate as tenured faculty

Inclusion in the Senate via a reconstitution of the by-laws if necessary - to reflect the changed reality of faculty structure at NYU.

Forum with TTF & NTTF to discuss the pros & cons of an integrated vs. separate council for representation.

I do not think that a NTT Faculty Council would have any influence to protect their own interests because of their underprivileged position at NYU.

I think NTTF faculty should stop the bs and form a union and not weaken the tenured faculty with this bs.

If a NTT Faculty Council is my only choice, fine. But I have to say I distrust that option.

I believe contract and clinical line faculty should be recognized as other NYU faculty are.

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They should join the current FSC along with the tenured faculty.

Non-tenure track full-time faculty should be represented on the existing Faculty Senate Council— not this "separate but unequal" recommendation.
Text Response

Non-Tenure Track Faculty should participate fully with Tenure-Track Faculty

I would prefer to have regular full-representation in the Faculty Senate Council per the AAUP Jan 2013 guidelines on contingent faculty.

Non-tenure track faculty should have representation on the existing FSC.

Representation on the current FSC

Representation on the FSC.

Does this include teachers or is it just meant for arts professors?

There should just be one Faculty Council that represents all faculties, tenure track and non-tenure track

By-laws should be changed to accommodate non-tenure track faculty into the FSC adding another governing body disempowers the marginalized groups.

All full-time faculty on long-term contracts should be represented together in the Senate Faculty Council.

I believe that Full Time people should all be represented in the FSC.

It is preposterous to propose a segregated council; only representation on the senate would be worth anything.

FSC-dividing into tenure and non tenure track, when they are working towards the same goal, is deadly, unfair and promotes segregation

non tenure track, full time faculty should have regular voting rights on the faculty council.

NTTrack AND adjunct faculty should join the Faculty Senate, immediately becoming the majority. Which is precisely what don’t want.

Joan the current body

non-tenure faculty should be part of regular faculty council, not separate

I want Non-Tenure Track Full Time Faculty to be represented on the Faculty Senators Council

representation on the existing FSC rather than a separate council

Perhaps a NTTF Council is fine but its role in faculty governance is not clear

non-tenure full time faculty should be represented in university governance and be part of the university senate, not a separate non-tenure council.

NTTFT Faculty should be represented within the established Council

NT should be represented within existing governance to have part in discussions, not as solely a separate entity, but may also meet separately.

Non-tenure track faculty should be represented in the existing Senate, voting on issues like teaching, curriculum improvement etc.

Non-tenure track fulltime faculty should have representation on the existing FSC, not a separate council.

Non-Tenure Track Faculty should participate fully with Tenure-Track Faculty

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I believe that Full Time people should all be represented in the FSC.

It is preposterous to propose a segregated council; only representation on the senate would be worth anything.

FSC-dividing into tenure and non tenure track, when they are working towards the same goal, is deadly, unfair and promotes segregation

non tenure track, full time faculty should have regular voting rights on the faculty council.

NTTrack AND adjunct faculty should join the Faculty Senate, immediately becoming the majority. Which is precisely what don’t want.

Joan the current body

non-tenure faculty should be part of regular faculty council, not separate

I want Non-Tenure Track Full Time Faculty to be represented on the Faculty Senators Council

representation on the existing FSC rather than a separate council

Perhaps a NTTF Council is fine but its role in faculty governance is not clear

non-tenure full time faculty should be represented in university governance and be part of the university senate, not a separate non-tenure council.

NTTFT Faculty should be represented within the established Council

NT should be represented within existing governance to have part in discussions, not as solely a separate entity, but may also meet separately.

Non-tenure track faculty should be represented in the existing Senate, voting on issues like teaching, curriculum improvement etc.

Non-tenure track fulltime faculty should have representation on the existing FSC, not a separate council.

This table has more than 100 rows. Click here to view all responses

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Responses</td>
<td>131</td>
</tr>
</tbody>
</table>

Report powered by

APPENDIX D
DATE: 7 October 2013

TO: The Councils of the NYU Senate

FROM: The NYU Senate Committee on Organization and Governance

SUBJECT: Representation of NYU Poly and the Full-time Contract Faculty in the Senate

In accordance with its charge, the Senate Committee on Organization and Governance (SCOG) will make recommendations to the Senate on how to achieve representation for NYU Poly and the Non-Tenure Track Faculty (hereafter referred to as “Full-time Contract Faculty” or “FTCF”) in the Senate. SCOG requests the Senate Councils’ views on the Senate’s size and allocation of Seats. SCOG will also consult with a soon-to-be formed “Planning Committee” comprised of FTCF elected in each School to seek input regarding their desired model of representation.

This letter provides background information and asks the Councils, in light of the background information below, to consider three questions:

1. How large can/should the Senate be in order to be effective?
2. How much, if at all, should the current proportion of representation from each council (e.g., students, faculty, AMC, etc.) be maintained in the Senate overall and on its Standing Committees?
3. What is the best model for representation to achieve desired balance and size?

Background: Current size and proportional representation of the Senate

The Senate currently comprises 84 members, as shown in the table below.

<table>
<thead>
<tr>
<th>Council</th>
<th>Number of Council Members</th>
<th>Number of Senators* (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Senators Council</td>
<td>36 (33 elected in Schools + 3 at-large)</td>
<td>36 (42.8)</td>
</tr>
<tr>
<td>Deans Council</td>
<td>15</td>
<td>15 (17.8)</td>
</tr>
<tr>
<td>Student Senators Council</td>
<td>23</td>
<td>23 (27.4)</td>
</tr>
<tr>
<td>(1 per School except 2 each from Tisch and Steinhardt + 8 at-large)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Management Council</td>
<td>120</td>
<td>5 (5.9)</td>
</tr>
<tr>
<td>Officers of the University</td>
<td>5</td>
<td>5 (5.9)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>84</td>
<td>84 (99.8)</td>
</tr>
</tbody>
</table>
* Section 59, NYU Bylaws (September 1, 2011)
**Background: NYU Poly representation**

NYU Poly will become the NYU School of Engineering on January 1, 2014, or soon thereafter. SCOG proposes to add new members from the School of Engineering to the Senate, according to now-current paradigms of representation, for the interim between the time when NYU Poly becomes a School and the Bylaws of the University are amended to include representation for the FTCF in the University Senate, which is expected to occur at the June 2014 meeting of the Board of Trustees. At that time, the School of Engineering will be represented according to the then-extant procedures of representation.

SCOG anticipates recommending as an interim measure the addition of one new member to the Faculty Senators Council from the School of Engineering, two new members to the Student Senators Council from the School of Engineering, and the Dean of the School of Engineering to the Deans Council. This would add four new members to the Senate, bringing the total size of the Senate to 88 members until such time as the Bylaws are further amended.

**Background: NTTF representation**

In his 14 August 2013 *Memo to the University Community*, Trustee Chair, Martin Lipton, asked the Senate to develop its proposal for Senate representation of FTCF in time for the Board of Trustees to enact appropriate changes to the University Bylaws at the Board’s June 2014 meeting. To meet that timetable, the proposal would need to be approved by the Senate no later than the final meeting of the Senate for the AY 2013-14, which is April 17, 2014.

During the 2012-2013 Academic Year, SCOG surveyed the FTCF to determine its preferred Senate representation and whether the FTCF wished to be represented by its own council. The majority of respondents favored representation by an FTCF Council in the Senate.

If the FTCF faculty were represented in the Senate in the same proportions currently in effect for the Faculty Senators Council, approximately 38-40 representatives would be added to the Senate. This would bring the total Senate size to approximately 130 members.

**Possible models for FTCF representation in the Senate**

1. *Representation according to the Faculty Senators Council (FSC) model*. FTCF representatives from each school would be elected following current formulas for numbers of faculty representatives, i.e., based on the number of FTCF in each school. This would increase the size of the Senate as noted above, and greatly increase the overall proportion of combined faculty to other groups (students, deans, administrators).

2. *Representation that maintains the current overall proportion of faculty*. The total number of faculty seats in the Senate would be divided proportionally between tenure/tenure-track faculty and full time contract faculty based on numbers in each school. Each would form a separate council. (The FSC has recommended that the two groups not be incorporated together into the FSC.)
3. **Representation following the Administrative Management Council model in which a subset of elected Council members serves as Senators.** The AMC is a university-wide body of 120 members, represented in the Senate by five elected members.

4. **Representation following the Student Senators Council (SSC) model in which there is only one representative from most schools plus at-large members.** The SSC also oversees a University Committee on Student Life, which has broader representation for various School-based councils and provides input to the Council. This model maintains a school-based orientation while containing the size of the SSC.

*SCOG asks each Council to consider how these models or another model it may wish to propose would affect the Senate and participation of the Councils in university governance. SCOG seeks comments from each Council, in writing or via the Council’s representative to SCOG, by 15 November 2013. If Council members wish to convey their views individually they may do so by e-mail to scog@nyu.edu. Thank you for your input.*
APPENDIX E
TO:            Deans and Directors of Institutes  
FROM:      Senate Executive Committee  
RE:            Formation of a Planning Committee on Contract Faculty Representation in the Senate  
DATE:       September 19, 2013

The Special Committee of the NYU Board of Trustees has stated that it believes the contract (non-tenure track) faculty should be granted the right to be represented in NYU’s representative bodies, and recognized that the Senate Committee on Organization and Governance (SCOG) has been in discussion with the contract faculty with respect to representation in the Senate. The Special Committee requested that an agreement on representation be reached in time for the Board to enact the appropriate changes to the University bylaws at the Board's June 2014 meeting. The proposal for contract faculty representation in the Senate would need to be recommended by SCOG and then presented by SCOG to the full University Senate. The Senate recommendation would be submitted to the President and Provost, who would submit the proposal to the Board for action.

The Senate Executive Committee - consisting of the chairs of the Faculty Senators Council (Raghu Sundaram), Student Senators Council (Mariam Ehrari), Administrative Management Council (David Vogelsang), and Deans Council (Lynn Videka), the President of the University (John Sexton) and the Secretary of the Senate in a non-voting capacity (Bonnie Brier) - is requesting that each School (or designated Institute) hold an election to select contract faculty members who will serve on a Planning Committee on Contract Faculty Representation in the Senate (Planning Committee). The Planning Committee’s charge will be solely to provide advice and counsel to SCOG in developing a proposal that is likely to be approved by the Senate. The expectation is that the Planning Committee will complete this task in time for the matter to be considered by the full Senate no later than its final meeting of the year on April 17, 2014, and the Planning Committee will expire at the end of the 2013-14 academic year.

We ask that the Planning Committee election be completed by November 1st and follow appropriate processes consistent with the practice of each School or Institute. If a School has multiple members to elect, it has the flexibility to carve out a seat for a particularly large constituency and hold a sub-election if that works better in the School context. Please send the results of your School’s or Institute’s Planning Committee election to Cara Terzulli in the Office of the Secretary to the Senate at cara.terzulli@nyu.edu.

We have recommended a Planning Committee comprised of 30 contract faculty allocated as follows:

If the School or Institute has:

* 1 - 99 contract faculty = 1 member to be elected (number in parentheses is the number of contract faculty as of Sept. 1):

{00015248.1}
• Courant (43)
• Gallatin (18)
• IFA & ISAW together (1 & 4)
• Law (30)
• Libraries (8)
• Poly (71)
• NYUAD (31)
• SCPS (98)
• NYUSH (18)
• SSSW (16)
• Steinhardt (98)
• Stern (61)
• Wagner (9)

* 100 - 199 contract faculty = 2 members to be elected
  • Dental/Nursing (170)

* 200 - 299 = 3 members to be elected
  • Tisch (201)

* 300 - 399 = 4 members to be elected
  • 400 - 499 = 5 members to be elected
    • FAS (442)

* 500 - 749 = 6 members to be elected
* 750 or more = 7 members to be elected
  • Medicine (922)

If you have any questions, please feel free to contact us c/o Cara Terzulli in the Office of the Secretary to the Senate at cara.terzulli@nyu.edu. Thank you for your anticipated cooperation.
APPENDIX F
DATE: November 14, 2013

TO: The Full-time Contract Faculty Planning Committee (Planning Committee)

FROM: The NYU Senate Committee on Organization and Governance

SUBJECT: Representation of the Full-time Contract Faculty in the Senate

We ask the Planning Committee, over the next few months, to provide advice and counsel to the Senate Committee on Organization and Governance (SCOG) in developing a proposal for representation of the Full-time Contract Faculty (FTCF) on the University Senate. We seek a plan that is likely to be approved by the Senate and that SCOG can bring before the Senate no later than the Senate’s March 4, 2014 meeting.

SCOG is pleased to serve as a resource to the Planning Committee by explaining the organization of the Senate, the procedure for becoming a Council of the Senate, and the rights and responsibilities of a University Council. SCOG will try to answer questions by e-mail and can meet with members of the Planning Committee once it is formed, if the Planning Committee wishes.

**Current representation in the Senate**

The University Senate is made up of four Councils and five officers of the University, including the President and Chancellor, the Provost, the Executive Vice President, the Executive Vice President for Health, the Secretary and General Council. The [Bylaws of New York University](#) authorize the Senate (Chapter VII, page 27) and its Councils (Chapter VIII, page 29). Councils are defined by their respective purposes and function in university governance, their criteria for membership, their procedures for nomination and election of members and officers, rules, etc.

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<td></td>
</tr>
</tbody>
</table>

* Section 59, NYU Bylaws (September 1, 2011); when NYU-Poly becomes a school (January 1, 2014) the Faculty Senators Council will gain one new member, the Student Senators Council will gain two new members and the Deans Council will gain one new member
Possible models for Full-Time Contract Faculty (FTCF) representation in the Senate

1. Representation according to the Faculty Senators Council (FSC) model. FTCF representatives from each school would be elected following current formulas for numbers of faculty representatives, i.e., based on the number of FTCF in each school. This would increase the size of the Senate by approximately 36-38 members.

2. Representation that maintains the current overall proportion of faculty. The total number of faculty seats in the Senate would be divided proportionally between tenure/tenure-track faculty and full time contract faculty based on numbers in each school. Each would form a separate council. (The FSC has recommended that the two groups not be incorporated together into the FSC. For the report of the FSC Personnel and Affirmative Action Committee see Representation of Non-Tenure Track Full-time Faculty.)

3. Representation following the Administrative Management Council (AMC) model in which a subset of elected Council members serves as Senators. The AMC is a university-wide body of 120 members, represented in the Senate by five elected members.

4. Representation following the Student Senators Council (SSC) model in which there is only one representative from most schools plus at-large members. The SSC also oversees a University Committee on Student Life, which has broader representation for various School-based councils and provides input to the Council. This model maintains a school-based orientation.

5. Other model(s). During discussions a more preferable model(s) than those indicated in 1-4 may arise and is/are welcome for consideration.

SCOG looks forward to collaborating with the Planning Committee in the establishment of its Senate representation and proposes the following to help facilitate the process:

- To meet its deadline for presenting a recommendation to the University Senate at the Senate’s March 4, 2014 meeting, SCOG asks the Planning Committee to convey to SCOG no later than February 10, 2014 the Planning Committee’s proposal for the number of members in its Council, and the procedure used to determine that number, i.e., the mechanism for determining how many members are to be elected.

- SCOG asks that the Planning Committee keep SCOG informed as to its progress during the course of its deliberations.

- SCOG offers to meet with members of the Planning Committee, as the Planning Committee desires and by whatever mechanism the Planning Committee wishes.

- Cara Terzulli (cara.terzulli@nyu.edu) and Laura Russo (laura.a.russo@nyu.edu), in the Office of the Secretary of the Senate, will be able to provide limited administrative support to the Planning Committee, e.g., helping to set up meetings and securing rooms in which to meet.
APPENDIX G
MEMORANDUM

TO: Senate Committee on Organization and Governance

FROM: Mariam Ehrari
Chairperson, Student Senators Council
A/Y 2013-2014

RE: Student Senators Council Resolutions regarding Full-Time Contract Faculty Representation on the University Senate

At the October 31, 2013 meeting of the Student Senators Council, the attached resolution was resolved unanimously.

CC: John Sexton
Bonnie Brier
Mariam Ehrari
Raghu Sundaram
Lynn Videja
David Vogelsang
Laura Russo
Cara Terzulli
Diane Yu
NYUSSC
Student Senators Council

University Committee on Student Life
Kimmel Center for University Life
60 Washington Sq. South, Room 708
New York, NY 10012
Telephone: (212) 998-2230
www.nyu.edu/stugov
student.government@nyu.edu

Full-Time Contract Faculty Representation on the University Senate Resolutions
Resolved Unanimously on 10/31/2013

IT IS RESOLVED: That the Full-Time Contract Faculty should be eligible for representation in University Governance.

IT IS RESOLVED: That the Student Senators Council maintains that Tenure Track Faculty, Tenured Faculty, and Full-Time Contract Faculty are collectively categorized as “The Faculty”, regardless of representative structure.

IT IS RESOLVED: That “The Faculty” representative structure(s) should not increase the total Faculty voting power on the University Senate beyond its current 41%.
TO: Senate Committee on Organization and Governance

FROM: Mariam Ehrari
Chairperson, Student Senators Council
A/Y 2013-2014

RE: Student Senators Council Resolution on Senate Representation

On November 26th, the Student Senators Council passed the attached resolution.

CC: John Sexton
   Bonnie Brier
   Mariam Ehrari
   Raghu Sundaram
   Lynn Videja
   David Vogelsang
   Laura Russo
   Cara Terzulli
   Diane Yu
Resolution on Senate Representation

Guiding Principles

In examining the question of University Governance and the representation of new and changing constituencies within the University Senate, the Student Senators Council resolves that the following principles should guide the formulation of the University Senate:

1. Equity
The University’s representative structure shall reflect the equitable distribution of voting power among the four Key Constituency Groups: The Faculty (including Tenure Track Faculty, Tenured Faculty, and Full-Time Contract Faculty), The Students (including graduate and undergraduate students), The Deans, and The Administration (including both the Administrative Management Council and the University Leadership Team).

2. Scalability
The University’s representative structure shall be reasonably designed to accommodate the potential future growth of the University with the application of consistent rules and procedures for admitting new Communities into the Key Constituency Groups on an equitable basis, such as in the event that a new School joins the University.

3. Flexibility
The University’s representative structure shall incorporate sufficient flexibility to maintain equity and scalability when applied to the varied Key Constituency Groups, understanding that each contains internal sub-constituencies whose needs and interests vary significantly.
Solution: School-Based Model

Given the above principles and federal nature of the university governance structure, the SSC proposes that the University Senate voting power be distributed among the Faculty, Students, and Deans/Administration in equal increments of \( \frac{1}{3} \); and that the apportionment of seats per council ultimately be based on the number of schools recognized in the University Bylaws. There shall be two seats allocated per school to the Faculty and the Students, one seat allocated per school to the Deans, and one seat per school to the Administration. This method of seat allocation is intended only to apply a logical mathematical derivation for the number of seats per council. Each Constituency Group may allocate these seats among their various councils as they see fit, therefore each school may not explicitly receive two Senate representatives.

In the event that a school is added to the University community, such a model allows for simple and straightforward scalability of governance to integrate this new population. The Faculty shall receive an additional two seats (apportioned pursuant to the rules outlined below under “Additional Considerations”), the Students shall receive two additional seats, the Dean’s council shall receive one additional seat, and the Administration shall receive one additional seat (apportioned pursuant to the rules outlined below under “Additional Considerations”).
NYUSSC
Student Senators Council

Application of the School-Based Model

Schools Represented in Representation Calculations
The below allocation of representation is designed to accommodate the 14 schools in the University Bylaws, as well as NYU Poly, NYU Abu Dhabi, and NYU Shanghai, for a total of 17 schools.

Distribution of Representation
Applying the school-based model to the distribution of University Senators results in the following distribution of representatives:

<table>
<thead>
<tr>
<th>Key Constituency Group</th>
<th>Senators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>34</td>
</tr>
<tr>
<td>Students</td>
<td>34</td>
</tr>
<tr>
<td>Deans</td>
<td>18</td>
</tr>
<tr>
<td>Administration</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
</tr>
</tbody>
</table>

Impact of the School-Based Model on the Key Constituency Groups with 17 Schools

The Deans: The Dean’s Council shall retain their current structure of essentially one dean per school, plus one seat for the Division of Libraries for a total of 18.

The Faculty: The Faculty as a constituent group shall receive 34 seats. The seats would be apportioned between the Tenure / Tenure Track Faculty, and Full-Time Contract Faculty. *

The Students: The Students as a constituent group shall receive 34 seats. The seats would be apportioned between the graduate and undergraduate students. *

The Administration: The Administration in tandem with the Dean’s Council will not directly utilize the school-based model. The Administration shall receive 16 seats (the remainder of the 34 seats that are not filled by The Deans). The ULT and AMC should divide the seats as equally as possible between the two councils. *

*See Appendix: Suggested Additional Recommendations of this model
Appendix: Suggested Additional Recommendations

The recommendations below are intended to provide guidance to the individual constituencies in their distribution of their Voting Seats, with the understanding that each constituency has a variety of unique needs which must be taken into account.

**Faculty Distribution**

The SSC recommends that representation for Faculty be distributed between the Tenure / Tenure Track Faculty and Full-Time Contract Faculty based on a delegate model rather than the current population model. Each school of faculty shall have an elected faculty council for representation. The delegate senator shall be chosen from within the council, and will represent and be held accountable to the council and their faculty. It is our belief that neither the tenure/tenure track faculty nor the full time contract faculty should be significantly underrepresented, with University Senate seats being allocated to each of these two sub-constituencies as needed to achieve equitable representation.

While the SSC recommends a school based model, Faculty will have to equitably determine how senator positions are apportioned between the Tenure/ Tenure Track Faculty, and Full-Time Contract Faculty.

**Student Distribution**

The SSC recommends that it ensures proper representation for graduate and undergraduate schools and divisions within schools. For schools which do not have a graduate or undergraduate population, that second seat should be placed into an at-large senator pool.

**Administration Distribution**

The SSC recognizes that the Administration play a distinct role within the University, and that the school based model proposed for the other Key Constituency Groups would not be wholly applicable here. The Administration defined above includes both the University Leadership Team and representatives from the Administrative Management Council.

Following the basic principle of equity, seats should be apportioned as equally as possible between these two groups. With growth, we recommend that additional seats issued to the Administration (such as in the event that a school is added to the University) be allocated first to the AMC, and then to the ULT, on an alternating basis.

**Implementation**

We recommend that the representation policies above be implemented as swiftly as possible, but recognize that the tenure of existing representatives on the Councils of the University Senate may require a phased roll-out of the new governance structure.
MEMORANDUM

TO: Senate Committee on Organization and Governance

FROM: David Vogelsang, Chair

RE: AMC Recommendations

As per your memo regarding recommendations to the Senate on how to achieve representation for NYU Poly and Full-Time Contract Faculty in the Senate, the Executive Committee of the Administrative Management Council:

- Supports representation for the students, faculty and administrators at NYU Poly in the NYU University Senate.

- Supports the formation of a model of representation in the NYU Senate for Full-time Contract Faculty (FTCF).

- Suggests that in order for the Senate to be effective, there is no functional reason to put a cap on its size. As the Senate is a deliberative body for University wide policies and proposed changes in University practices and structure, we do not believe it is necessary to reduce existing voice to make room for new representation from new segments of the University community.

- Suggests that SCOG use this as an opportunity to review the number of seats afforded each Council both on the Senate and on Committees. The AMC has a constituency of over 3000 administrators whose dedication to the future of the university is no smaller than that of other segments of the university, and does not currently have representation proportionate to their dedication, experience, or numbers.

- Suggests the following sample model for the overall Senate size (from 84 to at least 96) based on a minimum representation of one Senator for every Senate Committee, although not a model for optimal FTCF and AMC representation:

  - **FSC**: 37 (39%), **SSC**: 25 (26%), **Deans**: 16 (17%),
  - **FTCF**: 6 minimum (6%), **AMC**: 6 minimum (6%), **University Officers**: 6 (6%)

We look forward to continuing this discussion.

Cc: AMC Executive Committee
MEMORANDUM

DATE: November 15, 2013

TO: Warren Jelinek, The NYU Senate Committee on Organization and Governance

FROM: Raghu Sundaram
Chairperson, Faculty Senators Council
A/Y 2013-2014

RE: Faculty Senators Council Resolution regarding Representation of the Full-time Contract Faculty in the Senate

At the November 14, 2013 meeting of the Faculty Senators Council, the attached resolution was approved.

CC: Awam Amkpa, FSC Vice Chairperson
Charlton McIlwain, FSC Secretary
Ted Magder, Immediate Past FSC Chair

Lynn Videka, Chair of the Deans Council
Mariam Ehrari, Chair of the Student Senators Council
David Vogelsang, Chair of the Administrative Management Council

David W. McLaughlin, Provost
Diane Yu, Deputy President
Ulrich Baer, Vice Provost for Faculty, Arts, Humanities and Diversity
Carol Morrow, Associate Provost for Academic Operations
Resolution regarding Representation of the Full-time Contract Faculty in the University Senate

Approved 11/14/13

At the November 14, 2013 meeting of the Faculty Senators Council, the Council approved the following resolution:

Resolution:

IT IS RESOLVED: The Faculty Senators Council recommends that the Full-time Contract Faculty receive 15 seats in the University Senate and that the size of the University Senate be increased by 15 seats for this purpose.
To: NYU Senate Committee on Organization and Governance

From: Lynn Videka, Chair, NYU Senate Deans Council

Date: November 14, 2013

RE: Your request for comment on Representation of NYU Poly and the Full-time Contract Faculty in the Senate

Thank you for the opportunity to comment on matters pertaining to the inclusion of NYU Poly and full-time contract faculty in the NYU Senate. The Deans Council discussed your memorandum and the questions that you posed at its meeting on November 6. We had a full and fruitful discussion and the ideas and positions expressed are organized by the 3 questions that you posed and are laid out below.

1. **How large can/should the Senate be in order to be effective?**
   
   The Deans Council is neutral on the size of the Senate. We do not see a larger Senate as a problem so long as governance rules allow for orderly work and consideration of the agenda at hand.

2. **How much, if at all, should the current proportion of representation from each council (e.g., students, faculty, AMC, etc.) be maintained in the Senate overall and on its Standing Committees?**
   
   Whatever the size of the future new Senate, we agree with the Student Senators Council that the proportionality of student representation should remain similar to what it is now (about 27.4% of the total Senate membership).

   We do not call for additional dean representation on the Deans Council or on the Senate. The Deans Council membership should remain at 15, plus 1 dean for NYU Poly. The total Deans Council membership would be 16.

   We think that the tenure track faculty and the full-time contract faculty should be represented at a level that is reasonably proportionate to their numbers on the faculty, which we understand to be about 50% each. Thus, if the Senate and trustees decide that the Senate should remain similar to its current size (grow minimally), then there could be 18 tenure-track faculty and 18 full-time contract faculty on either one or two Councils. The size of the other Councils would not change under this scenario.

   If the decision is to grow the Senate size, then there can be a roughly equal number of tenure track and full-time contract faculty elected to one or two councils. The AMC and Student Senators Council would grow proportionate to the total size of the faculty (e.g., double if the
size of the total faculty, combined tenure track and full-time clinical faculty, representation doubles).

We think that the Administrative Management Council size should remain at its current proportion to student and faculty (combined tenure track and full-time contract) Senate composition.

We presume that the Officers of the University would remain at 5.

3. **What is the best model for representation to achieve desired balance and size?**

   In sum, our recommendation is that the size of representation for tenure track faculty and full-time contract faculty be equal. Student senator representation and administrative management representation should remain as close as possible to their current proportions. We recommend that the officers of the University and deans remain close to their current numbers, without change other than adding the NYU Poly dean.

   Thus, we can envision a Senate that is up to nearly twice its current size or one that is close to its current size. If the Senate doubles its size, clearly, rules of operation and order will need to be reconsidered in order to maintain order and efficiency of the Senate’s work.

   Thank you for giving the Deans Council the opportunity to consider this important matter of the size and composition of the NYU Senate as we look toward the future of our university.

cc: Senate Executive Committee
Report of the Planning Committee on Full-Time Contract Faculty Representation in the Senate

February 7, 2014

Submitted By:

Claudia Angelos, School of Law
Amy Michelle Becker, NYU Shanghai
Maria Benedetto-Anzai, School of Medicine
Hannah Brueckner, NYU Abu Dhabi
Gordon Campbell, Wagner Graduate School of Public Service
Martha Caprio, School of Medicine
Fred Carl, Tisch School of the Arts
Joseph Carter, School of Medicine
Lawrence Chiarelli, NYU Polytechnic School of Engineering
Nancy Fefferman, School of Medicine
Gabrielle Gold-Von Simson, School of Medicine
John Michael Halpin, Faculty of Arts and Science
Neal G. Herman, College of Dentistry
Jessie Keyt, Tisch School of the Arts
Mary E. Killilea, Faculty of Arts and Science
Matthew Leingang, Courant Institute of Mathematical Sciences
Silvia Maier (Co-Secretary), School of Continuing and Professional Studies
Prashiela Manga, School of Medicine
Ann Marie P. Mauro (Co-Chair), College of Nursing
Brian J. Mooney, School of Continuing and Professional Studies
Randolph L. Mowry (Co-Chair), Steinhardt School of Culture, Education, & Human Development
Vasuki Nesiah, Gallatin School of Individualized Study
J. Ward Regan, Faculty of Arts and Science (Liberal Studies)
Dina J. Rosenfeld, Silver School of Social Work
Ezra Sacks, Tisch School of the Arts
Nina R. Servizzi, Division of Libraries
Susan Stehlik (Co-Secretary), Stern School of Business
Benjamin W. Stewart, Faculty of Arts and Science
Frederic Viguier, Faculty of Arts and Science
William W. Wesbrooks, Steinhardt School of Culture, Education, & Human Development
Patrick Ying, School of Medicine

Approved by the Planning Committee on Full-Time Contract Representation in the Senate on February 3rd, 2014
Background

This report was produced at the direction of the Board of Trustees, President John Sexton, and the University Senate Executive Committee to develop a recommendation for the representation of full-time non-tenure track/contract faculty (NTT/CF) in the University’s governance. In an August 14th, 2013 email, Board President Martin Lipton stated the Trustees’ position that NTT/CF be granted the right of representation. President Sexton had advocated for NTT/CF representation for a number of years. Study and debate on NTT/CF representation has occurred in the Faculty Senators Council and the University Senate over several years.

Subsequent to the Board’s directive, in the Fall 2013 semester, the schools and divisions of NYU elected delegates to an advisory committee, the Planning Committee on Full-Time Contract Faculty Representation in the Senate (Planning Committee). Thirty-one delegates from 17 schools and divisions were elected to the Planning Committee. As the committee that handles issues related to governance, the Senate Committee on Organization and Governance (SCOG) directed the Planning Committee to give “advice and counsel to…[SCOG] in developing a proposal for representation…” (see Appendix A). SCOG further charged that the proposal should be one that had a likelihood of approval by the Senate. The committee was directed to submit a proposal by February 10th, 2014, so that SCOG could review it and bring its recommendation to the University Senate for its March 4th, 2014 meeting.

At the first meeting of the Planning Committee on November 20th, 2013, President Sexton reiterated the Board’s desire to act and resolve the issue of NTT/CF inclusion in governance by the end of the 2013-2014 academic year. He emphasized the importance of our work and his support for the representation of NTT/CF in university governance.

A joint meeting of the University Senate Executive Committee, SCOG, and the Planning Committee was held on December 9th, 2013. During this meeting Dr. Warren Jelinek, Co-Chair of SCOG, provided a historical review of the University Senate and changes in its composition over time. The Senate Executive Committee stated its guiding principles for incorporating NTT/CF into the University Senate:

a. The Administrative Management Council (“AMC”) and the Student Senators Council (“SSC”) should not be diluted beyond their current proportions in the Senate.
b. When considering proportionality, faculty should be considered as one group within the Senate. This is independent of structure.
c. No one group should have 50% or more of the Senate.
d. We should keep the size of the Senate in mind, as well as the expected future additions of Abu Dhabi and Shanghai.

Process

Since November 20th, the Planning Committee has met a total of twelve (12) times as of February 3, 2014, including six (6) plenary group meetings, four (4) subgroup meetings, a joint meeting with the University Senate Executive Committee and SCOG, and a meeting between the Co-Chairs and the Faculty Senators Executive Committee (see Appendix B). All Planning Committee
plenary meetings had about two-thirds of the membership present. Notably, the Planning Committee’s work was undertaken within a short timeframe at an exceptionally busy and challenging period during the academic year. Moreover, committee delegates participated in meetings from multiple sites geographically removed from Washington Square, including Abu Dhabi and Shanghai.

Minutes of the plenary group meetings are posted on the University Governance website at http://www.nyu.edu/about/leadership-university-administration/university-senate/membership/committees.html.

The Planning Committee was deliberative in its fact-finding and decision making processes. The committee reviewed multiple documents, including, but not limited to, the:

- Memo from SCOG with charge related to Full-Time Contract Faculty Representation in the Senate (see Appendix A);
- Report on Non-Tenure Track Full Time Faculty at New York University (Faculty Senators Council, October 16, 2008);
- AAUP Report on Inclusion in Governance of Faculty Members Holding Contingent Appointments (January, 2013);
- Head Count of Tenure Track and Non-Tenure Track Faculty For AY 2013-14 as of Nov 4, 2013 (see Appendix C);
- Full-Time Contract Faculty Titles Counted in the FTCF Headcount By School Academic Year 2013-14 [dated 2014-01-16] (see Appendix D);
- Memo from Bonnie Brier & Cara Terzulli Regarding the Process for the Election of Faculty Senators (dated January 10, 2014);
- Governance structures within the schools reported by Planning Committee members;
- University Bylaws 64, 79, & 84;
- Memo with an attachment from Warren Jelinek (dated November 22, 2014) with the responses and resolutions by the existing University Senate Councils regarding full-time non-tenure track/contract faculty representation in the Senate (see summary table developed by the Planning Committee in Appendix E);
- Presentation by SCOG Co-Chair Warren Jelinek on History of University Senate at Joint Meeting of the Full-time Contract Faculty Planning Committee, University Senate Executive Committee, and University Senate Committee on Organization and Governance (Dated December 9th, 2013); and
- Proposed New York University Guidelines for Full-Time Contract Faculty Appointments by the Ad Hoc Faculty Advisory Committee (Dated October 30, 2013).

The Planning Committee was composed of individuals with diverse school specific experiences with NTT/CF representation in governance. Therefore, there were multiple perspectives on the ideal model for NTT/CF representation in the University Senate that enriched our collective deliberations. The committee reviewed and considered the guiding principles from the University Senate Executive Committee noted above.
The Planning Committee also developed its own guiding principles:

1. Tenured/tenure track faculty and non-tenure track/contract faculty have complementary and overlapping roles within the university.
2. An integrated faculty is central to the role of NYU as a private university in the public service, and to the synergistic relationship of theory and application.
3. Both T/TT faculty and NTT/CF tracks should have an equal number of representatives in governance.
4. Non-tenure track/contract faculty should vote on all matters, except those matters specific to tenure.

There were ongoing discussions of various governance models. Summary tables were developed outlining the advantages and disadvantages of each proposed model. A subgroup worked on representation models and generated charts examining multiple configurations for representation of the NTT/CF, and its impact on the other councils in the University Senate.

The summary tables and charts are posted along with the plenary group meeting minutes at [http://www.nyu.edu/about/leadership-university-administration/university-senate/membership/committees.html](http://www.nyu.edu/about/leadership-university-administration/university-senate/membership/committees.html).

**Proposed Representational Model**

On the first day of the spring semester, January 27th, 2014, a strong majority (n = 17) of the Planning Committee members present (n = 21) voted to recommend separate faculty councils for the T/TT and NTT/CF in the University Senate as opposed to one unified faculty council (n = 4). The committee members present unanimously (n = 21) voted to recommend unified faculty council committees with an equal number of T/TT and NTT/CF representatives.

On February 3rd, 2014, a strong majority of the Planning Committee members present (n = 18) voted to recommend a representational model that increases the University Senate size to 125 members (16 in favor, 0 opposed, 2 abstentions). The proposed representational model provides equal representation for T/TT and NTT/CF, keeps total faculty representation at less than 50% of the Senate, and increases the representation of the AMC and SSC (see Figure 1 below). The Planning Committee members present at that meeting also unanimously approved this report.

The Planning Committee proposes a hybrid structure for the representation of NTT/CF in university governance that includes ALL four (4) of the following constitutive components:

1. Establishment of a separate NTT/CF council with the same number of senators as the T/TT faculty council. Each separate faculty council will meet, deliberate, and vote independently.
2. Minimally, each school should have one NTT/CF senator. Apportionment should follow the established formula used for the T/TT faculty.
3. Committees of the faculty councils will be joint bodies with equal T/TT and NTT/CF membership that meet, deliberate, and vote collectively on all matters, with the exception of issues specific to tenure or those specific to NTT/CF.
4. Each faculty council will have equal and independent representation on the University Senate Executive Committee and on all University Senate committees.

**Figure 1. Representational Model for Non-Tenure Track/Contract Faculty Representation in the University Senate Proposed by the Planning Committee**

The need for representation of NTT/CF in university governance is recognized by all constituencies as integral to advance the NYU mission. This proposed model is premised on the following: a) NTT/CF constitute 50% of the NYU faculty, and should have representation in university governance equal to the T/TT faculty; b) T/TT and NTT/CF faculty have complementary, shared, and overlapping responsibilities and interests that could be effectively addressed in a joint committee structure; and c) an institutionally flexible model is needed to facilitate a unified faculty voice.

The proposed model:

- Meets the SCOG request for submission of a recommendation by February 10th, 2014, for “a plan that is likely to be approved by the Senate”;
- Conforms to the guiding principles of the University Senate Executive Committee;
- Conforms to the guiding principles of the Planning Committee; and
- Satisfies the concerns of the AMC and the SSC regarding the relative weight of each council.

After careful consideration of all issues and extensive deliberation within our committee, we determined that this proposal offers a fair, representative, and immediately workable model for NTT/CF participation in university governance.
Should the proposed hybrid model not be approved, the Planning Committee recommends a single faculty council composed of equal numbers of T/TT and NTT/CF from each school. The NTT/CF senators in the single faculty council would be apportioned following the established formula used for the T/TT faculty, regardless of the University Senate size.

Conclusions

Non-tenure track/contract faculty have a strong commitment and investment in the scholarly endeavors of the NYU community. The vital roles and responsibilities of this constituency were documented in the proposed New York University Guidelines for Full-Time Contract Faculty Appointments by the Ad Hoc Faculty Advisory Committee (dated October 30, 2013). These include, but are not limited to: teaching, scholarship, student advising, service, and additional academic roles and administrative responsibilities. The contributions of NTT/CF in the performance of these roles and responsibilities are at the highest levels of excellence.

The Planning Committee recognizes the concerns raised by the patterns of change in faculty composition within the university. The committee acknowledges the critical role of tenure at NYU, and the importance of a strong tenured faculty to the university. All faculty are equally important in advancing the mission of NYU as a "private university in the public service." Although this report addresses issues of NTT/CF in university governance, the Planning Committee affirms the value of full participation by all stakeholders in shared governance.

Issues for Consideration

In the process of our deliberations, a number of issues emerged that were outside the purview of the committee’s charge. These issues described below should be further considered and discussed by the university.

- The nomenclature for faculty who are not on a tenure track has included: non-tenure track, contract, or contingent faculty. Each term has negative connotations. A process to determine an appropriate designation for this faculty track should be undertaken.

- The Deans Council and the Faculty Senators Council had an opportunity to comment on the Guidelines for Full-Time Contract Faculty Appointments. The Provost should delay any final decision on these guidelines until the NTT/CF are also represented in university governance.

- Per the Provost’s memo on January 17th, 2014, the Planning Committee welcomes the opportunity to participate in the process to translate its recommendations into proposed amendments to the NYU Bylaws, including Bylaws 64, 79, and 84. Bylaws changes should reflect that NTT/CF must fully participate in school governance. If we have separate councils, our functions must be the same as for T/TT faculty, for example as specified in Bylaw 64, with the exception of matters specific to tenure.

- Given that the NYU College of Nursing (NYUCN) has a designated member on the Deans Council, it is recommended that NYUCN be allocated its own T/TT and NTT/CF representation in university governance separate from the NYU College of Dentistry.
List of Appendices

A. Memorandum from the NYU Senate Committee on Governance dated November, 14, 2014

B. Schedule of Planning Committee on Full-Time Contract Faculty Representation in the Senate Meetings

C. Head Count of Tenure Track and Non-Tenure Track Faculty For AY 2013-14 as of Nov 4, 2013

D. Full-Time Contract Faculty Titles Counted in the FTCF Headcount By School Academic Year 2013-14 [dated 2014-01-16]

E. Summary of Recommendations on Full-Time Non-Tenure Track/Contract Faculty Representation by Existing University Senate Councils
Appendix A

Memorandum from the NYU Senate Committee on Governance dated November, 14, 2014

DATE: November 14, 2013

TO: The Full-time Contract Faculty Planning Committee (Planning Committee)

FROM: The NYU Senate Committee on Organization and Governance

SUBJECT: Representation of the Full-time Contract Faculty in the Senate

We ask the Planning Committee, over the next few months, to provide advice and counsel to the Senate Committee on Organization and Governance (SCOG) in developing a proposal for representation of the Full-time Contract Faculty (FTCF) on the University Senate. We seek a plan that is likely to be approved by the Senate and that SCOG can bring before the Senate no later than the Senate’s March 4, 2014 meeting.

SCOG is pleased to serve as a resource to the Planning Committee by explaining the organization of the Senate, the procedure for becoming a Council of the Senate, and the rights and responsibilities of a University Council. SCOG will try to answer questions by e-mail and can meet with members of the Planning Committee once it is formed, if the Planning Committee wishes.

Current representation in the Senate

The University Senate is made up of four Councils and five officers of the University, including the President and Chancellor, the Provost, the Executive Vice President, the Executive Vice President for Health, the Secretary and General Council. The Bylaws of New York University authorize the Senate (Chapter VII, page 27) and its Councils (Chapter VIII, page 29). Councils are defined by their respective purposes and function in university governance, their criteria for membership, their procedures for nomination and election of members and officers, rules, etc.

<table>
<thead>
<tr>
<th>Council</th>
<th>Number of Council Members</th>
<th>Number of Senators* (%)</th>
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</thead>
<tbody>
<tr>
<td>Faculty Senators Council</td>
<td>36</td>
<td>36 (42.8)</td>
</tr>
<tr>
<td>(33 elected in Schools + 3 at-large)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deans Council</td>
<td>15</td>
<td>15 (17.8)</td>
</tr>
<tr>
<td>Student Senators Council</td>
<td>23</td>
<td>23 (27.4)</td>
</tr>
<tr>
<td>(1 per School except 2 each from Tisch and Steinhardt + 8 at-large)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Management Council</td>
<td>120</td>
<td>5 (5.9)</td>
</tr>
<tr>
<td>Officers of the University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>84 (99.8)</td>
</tr>
</tbody>
</table>

* Section 59, NYU Bylaws (September 1, 2011); when NYU-Poly becomes a school (January 1, 2014) the Faculty Senators Council will gain one new member, the Student Senators Council will gain two new members and the Deans Council will gain one new member.
Possible models for Full-Time Contract Faculty (FTCF) representation in the Senate

1. **Representation according to the Faculty Senators Council (FSC) model.** FTCF representatives from each school would be elected following current formulas for numbers of faculty representatives, i.e., based on the number of FTCF in each school. This would increase the size of the Senate by approximately 36-38 members.

2. **Representation that maintains the current overall proportion of faculty.** The total number of faculty seats in the Senate would be divided proportionally between tenure/tenure-track faculty and full time contract faculty based on numbers in each school. Each would form a separate council. (The FSC has recommended that the two groups not be incorporated together into the FSC. For the report of the FSC Personnel and Affirmative Action Committee see [Representation of Non-Tenure Track Full-time Faculty.](#)

3. **Representation following the Administrative Management Council (AMC) model in which a subset of elected Council members serves as Senators.** The AMC is a university-wide body of 120 members, represented in the Senate by five elected members.

4. **Representation following the Student Senators Council (SSC) model in which there is only one representative from most schools plus at-large members.** The SSC also oversees a University Committee on Student Life, which has broader representation for various School-based councils and provides input to the Council. This model maintains a school-based orientation.

5. **Other model(s).** During discussions a more preferable model(s) than those indicated in 1-4 may arise and is/are welcome for consideration.

SCOG looks forward to collaborating with the Planning Committee in the establishment of its Senate representation and proposes the following to help facilitate the process:

- To meet its deadline for presenting a recommendation to the University Senate at the Senate’s March 4, 2014 meeting, SCOG asks the Planning Committee to convey to SCOG no later than February 10, 2014 the Planning Committee’s proposal for the number of members in its Council, and the procedure used to determine that number, i.e., the mechanism for determining how many members are to be elected.

- SCOG asks that the Planning Committee keep SCOG informed as to its progress during the course of its deliberations.

- SCOG offers to meet with members of the Planning Committee, as the Planning Committee desires and by whatever mechanism the Planning Committee wishes.

- Cara Terzulli ([cara.terzulli@nyu.edu](mailto:cara.terzulli@nyu.edu)) and Laura Russo ([laura.a.russo@nyu.edu](mailto:laura.a.russo@nyu.edu)), in the Office of the Secretary of the Senate, will be able to provide limited administrative support to the Planning Committee, e.g., helping to set up meetings and securing rooms in which to meet.
Appendix B

Schedule of Planning Committee on Full-Time Contract Faculty Representation in the Senate Meetings

1. November 20\textsuperscript{th}, 2013 from 11am – 12:30pm: Plenary Meeting

2. December 2\textsuperscript{nd}, 2013 from 10am – 11:30am: Plenary Meeting

3. December 9\textsuperscript{th}, 2013 from 11am – 12pm: Joint Meeting of the Planning Committee, University Executive Committee, and Senate Committee on Governance

4. December 16\textsuperscript{th}, 2013 from 2:30pm – 4:15pm: Plenary Meeting

5. January 13\textsuperscript{th}, 2014 from 11am – 1pm: Plenary Meeting

6. January 15\textsuperscript{th}, 2014 from 2pm – 3:30pm: Planning Committee Co-Chairs and the Faculty Senators Council Executive Committee Meeting

7. January 16\textsuperscript{th}, 2014 from 3:30pm – 5:30pm: Representational Models Subgroup Meeting

8. January 24\textsuperscript{th}, 2014 from 10:30am – 12:30pm: Representational Models Subgroup Meeting

9. January 27\textsuperscript{th}, 2014 from 10am – 12pm: Plenary Meeting

10. January 29\textsuperscript{th}, 2014 from 4pm – 6:30pm: Co-Chairs and Report Subgroup Meeting

11. January 31\textsuperscript{st}, 2014 from 9am – 2:30pm: Co-Chairs and Report Subgroup Meeting

12. February 3\textsuperscript{rd}, 2014 from 12pm – 2pm: Plenary Meeting
## Appendix C

**HEAD COUNT OF TENURE-TRACK AND NON-TENURE TRACK FACULTY FOR AY 2013-14 AS OF NOV 4, 2013**

<table>
<thead>
<tr>
<th>Institution</th>
<th>NTT</th>
<th>TT</th>
<th>School Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIMS</td>
<td>43</td>
<td>82</td>
<td>125</td>
</tr>
<tr>
<td>Dental</td>
<td>140</td>
<td>87</td>
<td>227</td>
</tr>
<tr>
<td>FAS</td>
<td>439</td>
<td>567</td>
<td>1006</td>
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<tr>
<td>Gallatin</td>
<td>20</td>
<td>36</td>
<td>56</td>
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<tr>
<td>IFA</td>
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<tr>
<td>ISAW</td>
<td>3</td>
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<tr>
<td>Law</td>
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<td>Libraries</td>
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<tr>
<td>Medicine</td>
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<td>Nursing</td>
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<td>NYUAD</td>
<td>124</td>
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<td>NYU Poly</td>
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<td>NYU Shanghai</td>
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<td>32</td>
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<tr>
<td>SCPS</td>
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<tr>
<td>Steinhardt</td>
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<tr>
<td>Stern</td>
<td>61</td>
<td>174</td>
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<td>Tisch</td>
<td>198</td>
<td>69</td>
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<tr>
<td>Wagner</td>
<td>9</td>
<td>31</td>
<td>40</td>
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</tbody>
</table>

**Univ. Totals**

|        | 2420 | 2106 | 4526 |

Data on faculty counts provided by OAA and HR, as reported in the HRIS system. Appointments for Spring 2014 that are not yet in the system are not included.
### Appendix D

**Full-Time Contract Faculty Titles Counted in the FTCF Headcount By School Academic Year 2013-14 [dated 2014-01-16]**

<table>
<thead>
<tr>
<th>Title</th>
<th>CIMS</th>
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<th>FAS</th>
<th>Gallatin</th>
<th>IFA</th>
<th>ISAW</th>
<th>Law</th>
<th>Libraries</th>
<th>Medicine</th>
<th>Nursing</th>
<th>NYUAD</th>
<th>Engineering</th>
<th>SCPS</th>
<th>Shanghai</th>
<th>Social Work</th>
<th>Steinhardt</th>
<th>Stern</th>
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Prepared by the Office of Academic Appointments, January 16, 2014
## Appendix E

### Summary of Recommendations on Full-Time Non-Tenure Track/Contract Faculty Representation by Existing University Senate Councils*

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| **Student Senators Council**                 | • Tenured/tenure track and FT nontenure track/contract faculty should be collectively categorized as “The Faculty”  
• “The Faculty” representative structure(s) should not increase the total faculty voting power beyond its current 41% |
| **Administrative Management Council**        | • Supports representation for students, faculty, & administrators at NYU Poly in the University Senate  
• No functional reason to put a cap on University Senate size  
• Suggests SCOG review # of seats for each Council on University Senate & its committees  
• Suggested model to increase University Senate from 84 to 96, with minimum representation of 1 Senator for every Senate committee, although not a model for optimal FT NTT/CT faculty & AMC representation:  
  o FSC: 37 (39%), SSC: 25 (26%), Deans: 16 (17%), FT NTT/CT: 6 minimum (6%), University Officers: 6 (6%) |
| **Faculty Senators Council**                 | • Separate council for FT nontenure track/contract faculty  
• FT nontenure track/contract faculty receive 15 seats in the University Senate  
• University Senate be increased in size by 15 seats |
| **Deans Council**                            | • Neutral on size of University Senate & do not see larger Senate as a problem so long as governance rules allow for orderly work  
• Student Senators Council representation should remain similar to current (about 27%)  
• Deans Council membership should remain at 15 plus 1 dean for Poly (total 16)  
• Tenured/tenure track & FT nontenure track/contract faculty representation should be proportionate to their numbers (about 50% each)  
• *If University Senate remains at its current size*, there should 18 tenured/tenure track & 18 FT nontenure track/contract faculty on either one or two councils.  
• *If University Senate grows in size*, the AMC & Student Senators Council should grow proportionate to the total size of the faculty (e.g., double if size of total faculty with T/TT & FT NTT/Contract faculty combined doubles)  
• AMC should remain at its current proportion to student & faculty (combined T/TT & FT NTT/Contract) Senate composition |

*NOTE: All agree nontenure track/contract faculty should be eligible for representation in the University Senate*
As we conclude the spring semester, we are proud to share a wealth of University news and accolades earned by our faculty, students, alumni, and staff.

COMMENCEMENT

The University will confer degrees upon the Class of 2014 at our 182nd All-University Commencement Exercises on Wednesday, May 21 in Yankee Stadium. As many as 10,000 students are expected to attend along with 25,000 guests.

At the ceremony, we will present a distinguished group of honorary degree recipients:
- **Janet Yellen**, Chair of the Federal Reserve, who will deliver remarks on behalf of her fellow honorees
- **Mariano Rivera**, former New York Yankees pitcher
- **Elena Kagan**, U.S. Supreme Court Justice
- **Aretha Franklin**, “the Queen of Soul”
- **Martin Edelman**, international real estate and corporate attorney

The University will also recognize two special medalists at a pre-commencement event:
- The Albert Gallatin Medal, given to a member of the University family for their outstanding contributions to society, will be presented to NYU Trustees **Michael and Judy Steinhardt**.
- The Rudin Award, given in honor of exemplary service to New York City, will be presented to **Daniel L. Doctoroff**, CEO of Bloomberg LP.

We are delighted to announce that **Corey Blay (Stern/Wagner ‘14)** has been selected as this year’s student speaker. Corey, a Student Senator, is receiving a joint MBA/MPA degree and will speak on behalf of all the graduating students.

In addition, **NYU Abu Dhabi’s inaugural commencement** ceremony will take place on Sunday, May 25 at the new campus on Saadiyat Island. **President Bill Clinton**, who spoke at NYU’s 2011 Commencement, will address NYU Abu Dhabi’s 140 graduates and their guests.

Congratulations to all our graduates!

NEWS

For the seventh year in a row, NYU received a record number of applications for the freshman class: **52,727**. Much of the difference between last year’s applications – 48,606 – and
this year’s was propelled by the addition of applications to the Polytechnic School of Engineering. However, even after adding the number of 2013 NYU-Poly applications to last year’s total, there was an absolute increase of 1.3 percent. Of the total applications, 96 percent expressed interest in New York, 24 percent expressed interest in NYU Abu Dhabi, and 26 percent expressed interest in NYU Shanghai.

In a speech given in March at Peking University, Michelle Obama highlighted NYU Shanghai and specifically NYU Shanghai freshman Royale Nicholson. Speaking of the importance of increasing study abroad opportunities for students from all backgrounds, the First Lady mentioned that Royale is a first-generation college student whose parents work multiple jobs to support the family, and quoted her as saying, “This city oozes persistence and inspires me to accomplish all I can.” Mrs. Obama even wished Royale a happy birthday!

On Thursday, April 17, Mayor Bill de Blasio (WSC ’84) will visit campus for an event sponsored by the NYU Alumni Association and NYU Leadership Initiative. The Mayor will take part in a conversation with NYU Trustee Maria Bartiromo (WSC ’89), followed by a panel discussion with NYU students.

Of Many, a film about the relationship between Khalid Latif, Executive Director and University Chaplain for the Islamic Center and Adjunct Assistant Professor of Public Administration, and Yehuda Sarna, University Chaplain and Rabbi at the Edgar M. Bronfman Center for Jewish Student Life, has been chosen as one of only 29 short documentaries chosen for inclusion in the 2014 Tribeca Film Festival. The film was directed by Linda Mills, Vice Chancellor for Global Programs and University Life, and executive produced by Chelsea Clinton. Mills and Clinton worked together with Imam Latif and Rabbi Sarna to found NYU’s Of Many Institute for Multifaith Leadership, which was inspired by student interest and cultivates cross-cultural leadership experiences.

The American Council on Education, in a recent resolution by its Board of Trustees, cited NYU as an example of a school at the forefront of tracking its graduates and their progress in finding employment after leaving NYU. The report cited the Wasserman Center for Career Development’s “Life beyond the Square” survey, available here: [http://www.nyu.edu/content/dam/nyu/wasserman/documents/LifeBeyondTheSquare_2014.pdf](http://www.nyu.edu/content/dam/nyu/wasserman/documents/LifeBeyondTheSquare_2014.pdf)

FACULTY HONORS

Congratulations to the winners of NYU’s 2013-14 Distinguished Teaching Awards, which recognize faculty who have contributed significantly to the intellectual life of the university through their teaching. This year’s awardees are:

- **Susan Anton**, professor of anthropology, Faculty of Arts and Science
- **Brett Gary**, associate professor, Department of Media, Culture, and Communication, Steinhardt School of Culture, Education, and Human Development
- **Leila Jahangiri**, clinical professor and chairperson, Department of Prosthodontics, College of Dentistry
- **Louis Scheeder**, arts professor; associate dean of faculty; director and founder, The Classical Studio, Tisch School of the Arts
- **e. Frances White**, professor and former dean, Gallatin School of Individualized Study
Two NYU faculty members have been awarded Pulitzer Prizes. Annie Baker, an adjunct professor of dramatic writing at the Tisch School, won in the category of Drama for her play *The Flick*. Dan Fagin, a professor in the Arthur L. Carter Journalism Institute and director of its Science, Health, and Environmental Reporting Program, won the General Nonfiction prize for his book *Toms River: A Story of Science and Salvation*.

Twelve NYU faculty members have been awarded 2014 Guggenheim Fellowships – nearly doubling last year’s total of seven. The John Simon Memorial Guggenheim Foundation chose this year’s 178 recipients from nearly 3,000 applicants. The twelve NYU recipients are:

- **Rania Attieh**, adjunct professor of film aesthetics, Tisch
- **Annie Baker**, adjunct professor of dramatic writing, Tisch
- **Kathy Butterly**, adjunct professor of art and art professions, Steinhardt
- **Thomas Crow**, the Rosalie Solow Professor of Modern Art, Institute of Fine Arts
- **Emily Fragos**, adjunct professor of poetry, Gallatin
- **Sarah Kay**, professor of French, FAS
- **Rashaun Mitchell**, assistant arts professor, Dance Department, Tisch School of the Arts
- **Meghan O’Rourke**, faculty member, Creative Writing Program, FAS
- **Rayna Rapp**, professor of anthropology, FAS
- **Lynne Sachs**, adjunct professor, Kanbar Institute of Film & Television, Tisch
- **Daniel Stein**, professor of physics, FAS; professor of mathematics, Courant Institute of Mathematical Sciences
- **Marco Williams**, arts professor, Kanbar Institute of Film & Television, Tisch

Joseph LeDoux, University Professor, the Henry and Lucy Moses Professor of Science in the Center for Neural Science, and director of the Emotional Brain Institute, has been named a recipient of the William James Fellow Award, in recognition of his research on the brain mechanisms of memory and emotion. Bestowed by the Association for Psychological Science, the Award honors individuals for their lifetime of significant contributions to the basic science of psychology.

Tomáš Halík, former faculty member at NYU Prague who still lectures there occasionally, has won the 2014 Templeton Prize, honoring a person “who has made an exceptional contribution to affirming life’s spiritual dimension.” Professor Halík is a Czech priest and philosopher who risked imprisonment for advancing religious and cultural freedoms after the Soviet invasion of his country, and has since become an international advocate for dialogue among different faiths. Sometimes called the “Nobel Prize for Religion,” the Templeton Prize carries a cash award of nearly $2 million.

Patrick Cousot, professor of computer science at the Courant Institute, is the recipient (with Radhia Cousot) of the 2014 Harlan D. Mills Award of the IEEE Computer Society. The award recognizes researchers and practitioners who have demonstrated long-standing, sustained and meaningful contributions to the theory and practice of the information sciences, focusing on contributions to the practice of software engineering through the application of sound theory.
Eleanor Fox, the Walter J. Derenberg Professor of Trade Regulation at the School of Law, has received the Antitrust Law Section Public Service Award from the New York State Bar Association. She was honored for her scholarly articles and achievements, her pivotal role in a large number of organizations that have furthered the influence and integrity of competition law throughout the world, and her trailblazing role as a female antitrust lawyer.

Myles Jackson, professor of the history of science at the Gallatin School of Individualized Study and professor of history at FAS, has been named one of two winners of the Reimar Lüst Award for Scholarly and Cultural Exchange. Awarded by the Alexander von Humboldt Foundation and the Fritz Thyssen Foundation, the award honors outstanding humanities scholars and social scientists from abroad who have made an exceptional contribution to the enduring promotion of bilateral relations between Germany and their own countries.

Two Silver School of Social Work faculty members were recently honored by the Social Work Hospice & Palliative Care Network. Susan Gerbino, clinical associate professor and the founder and director of the Zelda Foster Studies Program in Palliative and End-of-Life Care, received the 2014 Project Death in America Career Achievement Award. Christine Wilkins, adjunct lecturer, was recognized with the Emerging Leader in Professional Practice and Education Award.


The American Society of International Law has selected a book co-authored by Ryan Goodman, the Anne and Joel Ehrenkranz Professor of Law, as the recipient of its annual award for a preeminent contribution to creative scholarship. The book, Socializing States: Promoting Human Rights through International Law, advocates for increased emphasis on international law’s social influence.

Emily Fragos, adjunct instructor of poetry at Gallatin, has won an American Academy of Arts and Letters Award for exceptional achievement in literature. The author of two collections of poetry, her poems have appeared in the New Yorker, Poetry, and Best American Poetry, among other publications.

Vincenzo Varano, a frequent global visiting professor at the School of Law, has been elected to the American Law Institute (ALI). Professor Varano is among a mere four percent of ALI members who are based outside of the U.S.

Susan Neuman, professor of early childhood and literacy education, has been named a fellow of the American Educational Research Association. Professor Neuman’s research interests include early childhood policy, curriculum, and early reading instruction for children who live in poverty.

Additional faculty news is available in the Faculty News Brief, emailed regularly to faculty members. To view the latest issue online, visit http://www.nyu.edu/fnb.
ADMINISTRATOR & STAFF HONORS

The Division of Student Affairs has received five National Association of Student Personnel Administrators (NASPA) Excellence Awards for 2013. NYU now has more NASPA Excellence Awards, which are based on excellence and innovation in student life programs and services, than any other college or university in the history of the program. NYU’s 2013 awards were: a Gold Award for “HashtagNYU,” two Silver Awards for “LiveWellNYU” and “Writers in Residence,” and two Bronze Awards for “Explore New York, Explore the World” and “Project Pay Attention.”

STUDENT & ALUMNI HONORS

Four students at the Wagner Graduate School of Public Service have won the National Invitational Public Policy Challenge hosted by the University of Pennsylvania and Governing Magazine. The winners – Grace Boone, Ruchi Hazaray, Jose Renato Navarrete Perez, and Ran Qin, all 2015 candidates for the Master of Public Administration – received a $10,000 first prize for their proposal to create safe and sanitary community places in New York City where mothers can nurse their newborns.

Students and alumni from Tisch swept the top two categories at the 2014 SXSW Film Festival in Austin, Texas, and received additional awards for short film and emerging female director. The Tisch winners are:

- **Sarah-Violet Bliss** (’14) and **Charles Rogers** (’14), directors of *Fort Tilden*, Grand Jury Winner in the Narrative Feature Competition
- **Margaret Brown** (’04), director of *The Great Invisible*, Grand Jury Winner of the Documentary Feature Competition
- **Steve Girard** (’10) and **Josh Chertoff** (’10), directors of *Wawd Ahp*, Winner in the Short Film Jury Awards
- **Jen McGowan** (’97), winner of the SXSW Gamechanger Emergent Woman Director Award

Two startups led by NYU students and alumni have been named to *Inc.* magazine’s list of the top 16 “Coolest College Startups.” Developed by **Ryan Fant** (Stern ’14) and **Nayeem Hussain** (Stern ’13), Keen Home builds hardware devices that enhance the core functions of the home, such as a wirelessly networked air vent that increases room comfort and reduces the run time of heating and cooling systems. Suneris, founded by **Joe Landolina** (ENG ’14) and **Isaac Miller** (Stern ’12) produces Veti-Gel, an invention that stops uncontrollable bleeding in just a few seconds.

Meaghan Tobin (Steinhardt ’12) has been named one of 18 Luce Scholars chosen from across the country. The Luce Scholars Program provides stipends, language training, and individualized placement in Asia in order to enhance the understanding of Asia among potential leaders in American Society. Meaghan studied food studies, nutrition, and public health at NYU.

The Kennedy Center American College Theater Festival has awarded Natyna Osborne (TSOA ’14) its Undergraduate Playwriting Award for her play *Gray’s Ferry*. Scenes from *Gray’s Ferry* were performed at the Kennedy Center’s National Festival on April 16.
Two School of Law students, Salmah Rizvi ’16 and Sarahi Uribe ’16, have been named 2014 recipients of Paul & Daisy Soros Fellowships for New Americans. The fellowship program, founded in 1998, supports up to two years of graduate study in any advanced degree-granting program in the United States.

Bryan Harkins, an M.B.A. student at Stern, was named to Crain’s New York Business’s “40 Under Forty,” an annual list of 40 New Yorkers who have achieved success before turning 40. Bryan is head of U.S. markets at BATS, a stock exchange that has become one of the leading places to trade. Also making the list were two Wagner alumni, Shola Olatoye (’01), chairwoman and CEO of the New York City Housing Authority, and Sana Hashmi (’11), director of health care reform strategy and product design at EmblemHealth.

GRANTS

In a research initiative funded by a four-year, $2.8 million grant from USAID and a one-year, $258,000 grant from the Danish International Development Agency, faculty from Steinhardt and the Wilf Family Department of Politics will examine Afghanistan’s schools and help its Ministry of Education assess the sustainability of community-based schools. Led by Dana Burde, assistant professor of international education at Steinhardt, the team will study schools in 220 villages, focusing on teacher recruitment efforts and strategies for continuing to increase girls’ academic performance.

Four Steinhardt faculty members—Perry Halkitis, professor of applied psychology, public health, and medicine and also associate dean of academic affairs at the Global Institute of Public Health; Farzana Kapadia, assistant professor of public health and population health; Danielle Ompad, research associate professor of public health; and Rafael Perez Figueroa, assistant professor and faculty fellow of public health—have received a $3.1 million grant from the National Institute on Drug Abuse. The grant will fund a five-year continuation of their cohort study of HIV transmission among emergent adult men.

Maryam Modjaz, assistant professor of physics, has received a National Science Foundation CAREER Award, the most prestigious NSF award for junior faculty. Under the five-year, $500,000 grant, Professor Modjaz will observe the host environments of different kinds of stellar explosions in order to investigate which kinds of stars have exploded and why.

GIFTS

Steinhardt’s Georgiou Library and Resource Center for Children and Literature has received a $1.3 million gift from the E.H.A. Foundation. The gift has been used to create the Linda May Media Specialist at the 3,500-volume library, which is devoted to children’s literature and open to faculty and students, families from the community, and researchers. Established in 2002 under a gift from the E.H.A. Foundation, the library is named after Constantine Georgiou, a professor at Steinhardt for more than 50 years.