Minutes of a Stated Meeting of the Senate of New York University
April 27, 2017

A stated meeting of the Senate of New York University was held on Thursday, April 27, 2017, at 9 a.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street. The meeting was convened with President Andrew Hamilton in the chair.

Tenured/Tenure Track Faculty Senators Council (“T-FSC”) Members Present: Allen Mincer (Chair), Juan Bello (for Arvind Rajagopal), Sylvain Cappell, Arlene Davila, Stephen Duncombe, Bob Hoffman, Dale Jamieson, Robert Lapiner, Wen Ling, Darcey Merritt, Niyati Parekh, Maurizio Porfiri, Carol Reiss (for Andre Fenton), Robert Shapley, Arun Sundararajan, Nancy Van Devanter, Amanda Watson, and Bradley Weslake.

Full-Time Continuing Contract Faculty Senators Council (“C-FSC”) Members Present: Fred Carl (Chair), Aysan Celik (by telephone), Michael Ferguson, John Halpin, Sam Howard-Spink, Leila Jahangiri, Mary Killilea, Jung Kim, Tommy Lee (for Joseph Borowiec), Brian Mooney, Peggy Morton, Joshua Paiz, Ezra Sacks, Susan Stehlik, Ben Stewart, Beverly Watkins, Heidi White, Patrick Ying, and Ethan Youngerman.


Deans Council Members Present: Thomas Carew (Chair), Charles Bertolami, Dominic Brewer, Rajeev Dehejia (for Sherry Glied), Allyson Green, Anna Harvey, Cheryl Healton, Randy Hertz (for Trevor Morrison), Fiona Jaramillo (for Dennis Di Lorenzo), Beth Murray (for Peter Henry), Celeste Orangers (for Susanne Wofford), Gabrielle Starr, Eileen Sullivan-Marx, and Diann Witt (for Geeta Menon).

Administrative Management Council (“AMC”) Members Present: Michael McCaw (Vice Chair for Raymond Lutzky, Chair), John DeSantis, Regina Drew, Pamela Kavalam, and Juan Tie.

University Administration Members Present: Robert Berne, Martin Dorph, Katherine Fleming, Andrew Hamilton, and Terrance Nolan.

Senate Committee Chairs (not mentioned above) Present: Arthur Tannenbaum.
President Hamilton welcomed members of the Senate to the meeting.

**Review and Approval of the Minutes of the March 30, 2017 Meeting**

Upon motion duly made and seconded, the Minutes of the March 30, 2017 meeting were approved unanimously as presented.

**STANDING COMMITTEE REPORTS**

**Executive Committee Report**

Professor Fred Carl reported that at its meeting on April 14th, at the request of the Full-Time Continuing Contract Faculty Senators Council (C-FSC), the Executive Committee approved appointing Aysan Celik to the Senate Ad Hoc Advisory Committee on Sexual Misconduct, replacing Susan Stehlik.

Professor Carl asked the Senate to consider a resolution to adopt the proposed University Senate meeting schedule for academic year 2017-2018, attached to these minutes as Exhibit A.

Upon motion duly made the following resolution passed:

WHEREAS, the Senate Rules of Procedure state that the Senate shall meet monthly during the months of October, November, December, February, March, and April in accordance with a schedule of dates and times adopted by the Senate upon recommendation of the Executive Committee.

NOW, THEREFORE, BE IT RESOLVED that upon the recommendation of the Executive Committee, the attached schedule of Senate meetings for academic year 2017-2018 is adopted as presented.

**Academic Affairs Committee Report**

Academic Affairs Committee Chair Ben Stewart notified the Senate that the Committee received the Student Senators Council (SSC) resolution to rename Fall Break as “Indigenous Peoples’ Day” and will discuss it at its next meeting.

Professor Stewart reported that the Committee’s Calendar Working Group met on April 13th to discuss the Fall 2020 calendar. The Working Group included representatives from the departments of Applied Physics at the Tandon School of Engineering, Biology, Chemistry, and Physics to consider calendar options that would accommodate logistical constraints in the lab sciences. Professor Stewart said that after considering various alternatives, the Working Group decided that a Fall 2020 calendar without a Fall Break would be the most suitable option for the lab sciences. Although this would result in Labor Day and Thanksgiving being the only days off in the Fall semester, the proposed calendar would
allow for the exam schedule to end a day earlier than any of the other options (December 21\textsuperscript{st} rather than December 22\textsuperscript{nd}).

Professor Stewart then asked the Senate to consider approving the proposed University calendar for academic year 2020-2021, which is attached to these minutes as Exhibit B.

Upon motion duly made and seconded, the following resolution passed:

WHEREAS, the University Bylaws state that the University Senate will fix the length of terms and vacations and define the University calendar; and

WHEREAS, the Rules of Procedure of the University Senate provide that the Senate Academic Affairs Committee shall be responsible for presenting to the Senate a University calendar prepared by a Subcommittee on the Calendar.

NOW, THEREFORE, BE IT RESOLVED that upon the recommendation of the Senate Academic Affairs Committee, the attached calendar for academic year 2020-2021 is adopted as presented.

Financial Affairs Committee Report

Anthony Jiga, Vice President for Budget and Planning, said that at the Financial Affairs Committee meeting on April 20\textsuperscript{th}, Executive Vice President Martin Dorph gave a presentation on the strategic outlook for the University. In addition, the SSC presented its recommendations for the Fiscal Year 2018 budget.

Committee on Organization and Governance Report

The Senate Committee on Organization and Governance (SCOG) Vice Chair Vincent Renzi summarized SCOG’s final report to the Executive Committee on recommendations for improving the function of the Senate, which was circulated to the Senate in advance of the meeting. He said that the recommendations were around four key areas: 1) proposing amendments to Sections 65-69 of the University Bylaws; 2) improving general Senate functions, including recommendations for how Councils, Committees, and Ad Hoc Committees report to the Senate; 3) increasing opportunities for dialogue between the Senate and the Board of Trustees; and 4) improving Senate communications, particularly web communications. Professor Renzi said that the overall recommendation is that SCOG should be charged with developing more detailed proposals for implementing the recommendations in the Committee’s final report in the next academic year.

Professor Renzi thanked President Hamilton, Provost Katherine Fleming, Senior Presidential Fellow Ellen Schall, and Vice President for Public Affairs John Beckman for meeting with members of the Committee and providing helpful insight. President Hamilton thanked the members of SCOG for their report and recommendations and invited questions and discussion from the Senate.
Professor Renzi asked the Senate to consider a resolution to recommend that, upon each Council’s approval of its respective section, the Board of Trustees amend Council descriptions in the NYU Bylaws as proposed.

Upon motion duly made and seconded, the following resolution passed:

WHEREAS, the Senate Committee on Governance (“SCOG”) was charged by the Senate Executive Committee with reviewing University Senate governance; and

WHEREAS, SCOG reviewed the descriptions of the five Councils comprising the University Senate in Chapter VIII of the Bylaws of New York University (the “Bylaws”) and referred the description of each Council to that Council for review; and

WHEREAS, each of the Tenured/Tenure Track Faculty Senators Council, Full-Time Continuing Contract Faculty Senators Council, Deans Council, Student Senators Council, and Administrative Management Council reviewed its Council’s description in the Bylaws and recommended changes; and

WHEREAS, SCOG reviewed the recommended changes from the Councils and suggested further conforming changes.

NOW, THEREFORE, BE IT RESOLVED, that the Senate recommends to the Board of Trustees that Chapter VIII of the Bylaws be amended as set forth in Exhibit A.¹

Public Affairs Committee Report

Public Affairs Committee Chair Arthur Tannenbaum invited Student Senators Ryan Thomas and Josy Jablons to present highlights from the annual report on campus security, which he noted would be distributed to the Senate as an attachment to the minutes (Exhibit D).

Mr. Thomas first reported on the Department of Public Safety. He said that restructuring of the Department is focusing on five key areas: 1) field operations; 2) technical operations; 3) emergency preparedness and communications; 4) external affairs and protective services; and 5) strategic initiatives. This restructuring will allow for additional capabilities in the areas of technological and physical security, emergency management, global security operations, communications, protective services, transportation, accreditation, and training. Mr. Thomas then provided information related to the five key areas referenced and noted that more details will be available in the full report.

Ms. Jablons then reported on the Student Health Center. She said that the Student Health Center provided 45,519 visits to 8,768 students in academic year 2015-16, and the

¹ The recommended amendments to Chapter VIII of the Bylaws are attached to these minutes as Exhibit C.
Wellness Exchange hotline received 22,000 calls last year. Compared with the previous two academic years, there was a six percent increase in student hospitalizations for mental health reasons. Ms. Jablons said that around 300 faculty and staff are trained annually in detecting changes in a student’s behavior that may signal a more serious problem. In addition, 300 Resident Assistants and all health peer educators are trained to refer peers to mental health services when appropriate.

Ms. Jablons next reported on residential life and housing. She said that there are 12,000 students living in 23 on-campus housing locations, which includes 21 locations in Manhattan and 2 in Brooklyn, and 7,000 students living in and around the Washington Square area. She said that there was a decrease this year in violations involving alcohol and other substances.

Finally, Mr. Thomas reported on the Office of Community Standards and Student Conduct. The Office’s core functions and responsibilities include student conduct, student activities and groups, global campuses, sexual misconduct adjudication, record retention, and consulting and advisement.

COUNCIL REPORTS

Administrative Management Council (AMC)

AMC Vice Chair Michael McCaw gave the AMC report on behalf of Chair Raymond Lutzky. He said that the AMC’s General Meeting on April 4th included a presentation from Sabrina Ellis, Vice President of Human Resources, on her strategy and vision for Human Resources at NYU. Craig Jolley also joined the AMC meeting to discuss a proposed revised student misconduct policy.

Mr. McCaw then announced the AMC officers for 2017-2018: Mr. McCaw was elected Chairperson; Juan Tie from Campus Services was elected Vice Chairperson; Katrina Denney from Tisch School of the Arts was elected Secretary; and Daniel Holub from Arts and Sciences was elected Treasurer. Mr. McCaw said that AMC Senator elections will continue through the final AMC meeting on May 4th.

Mr. McCaw next reported that the AMC Committee on Professional Development offered the second installment of the AMC WorkHACK series, which features presentations from NYU administrators about existing resources on campus they might not be familiar with, as well as external or third party applications that can help employees do more with less. He said that these events are open to all members of the NYU community.

Deans Council

Deans Council Chair Thomas Carew gave the Deans Council report of its most recent meeting on April 26th. He said the Council was joined by Mr. Dorph for a wide-ranging discussion around ways to improve the quality of administration at NYU. The Council also
voted to approve a resolution by SCOG for updating Council descriptions in the University Bylaws. In addition, Dean Carew reported that the Deans Council discussed the Community College Transfer Program and related programs that are in place in some NYU Schools. He said that these programs provide important paths for community college transfer students to join and succeed in a wide range of undergraduate communities at NYU.

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

T-FSC Chair Allen Mincer reported that at its meeting on April 13th, the T-FSC discussed the proposed Social Media Policy presented by its Administration and Technology Committee. In addition, the Council approved its Personnel Policies and Tenure Modifications Committee review of the Tandon School of Engineering Guidelines for Continuing Contract Faculty Appointment, Reappointment, Promotion and Grievance Procedures, and Voting Rights. Professor Mincer said that the T-FSC also passed a resolution proposing that NYU faculty members be added to the NYU Board of Trustees. Finally, he announced the T-FSC officers for 2017-2018: Wen Ling was elected Chair; Nick Economides was elected Vice Chair; and Robert Lapiner was elected Secretary.

**Full-Time Continuing Contract Faculty Senators Council**

C-FSC Chair Fred Carl provided the report of the Council’s most recent meeting on April 25th. He said that the Council approved a set of recommendations to the Tandon School of Engineering Guidelines for Continuing Contract Faculty Appointment, Reappointment, Promotion and Grievance Procedures, and Voting Rights. The Council also approved two resolutions. The first was to ratify the SCOG recommendation to modify language in Section 66 of the University Bylaws describing C-FSC functions in order to provide consistency with the other Senate Councils. The second resolution was to request that “the Office of the Provost develop, on behalf of the Board of Trustees, procedures for the implementation of University Bylaw 81(c) of December 14, 2016, that give reasoned justification for the policy of prohibiting faculty study toward degrees-in-course and the grounds for seeking the Board’s exceptional permission for such study.”

Professor Carl said that the C-FSC held its End of the Year Celebration the previous night and was pleased to have been joined by Board Chair Bill Berkley and Trustee Shelby White, as well as Andrew and Jennie Hamilton, Professor Schall, Rich Baum, Carol Morrow, Dean Carew, Professor Mincer and members of the executive committees of the AMC and the SSC.

On behalf of the C-FSC, Professor Carl expressed appreciation for the announcement from President Hamilton and Provost Fleming dated April 18, 2017 that base compensation for full-time continuing contract faculty will be raised to a minimum of $60,000/year by September 1, 2017 and asking all deans to promptly make clear how and for what purposes full-time continuing contract faculty can avail themselves of professional development funds. Professor Carl noted that this public statement of commitment underscores that continuing contract faculty members, like other faculty members, want to...
continue to grow as teachers, thinkers, and artists. He added that the new minimum base compensation is a real step toward correcting compensation issues, and that the announcement represents the value of the many conversations that have occurred and can occur between members of the C-FSC and various members of the University community.

Professor Carl said that the C-FSC will elect its Steering Committee for AY 2017-2018 at its final meeting on May 11th.

Professor Carl noted that this is his final Senate meeting as Chair of the C-FSC, and he expressed his appreciation to the members of the C-FSC and Senate. The members of the Senate recognized Professor Carl’s service as C-FSC Chair with a round of applause.

Student Senators Council

SSC Chair Ryan Thomas reported that there was a 26 percent increase in voter turnout for student elections from the previous year. He said that last week 21 Alternate and Senators At Large were elected, and elections for the SSC Executive Committee would take place later that day. Mr. Thomas congratulated the graduating seniors and thanked all members of the SSC for their incredible work in bettering the student experience, from championing issues of diversity and affordability to connecting communities across the global network.

EQUITY, DIVERSITY, AND INCLUSION ADVISORY TASK FORCE REPORT

President Hamilton invited Charlton McIlwain and Gabrielle Starr, Co-Chairs of the Equity, Diversity, and Inclusion Advisory Task Force, to provide an overview of the Task Force’s final report, which would be distributed to members of the NYU community in the coming weeks.

Professor McIlwain said that the Task Force tried to emphasize throughout its final report that diversity matters at the University’s core. He added that the University’s ability to achieve academic excellence hinges on its ability to maximize equity, diversity, and inclusion. He said that the University must think beyond representation and also consider how to produce an inclusive and equitable environment for learning.

Professor McIlwain then summarized the key recommendations of the Task Force’s report: enhance data collection and analysis infrastructure; increase faculty diversity by 100 percent in a local context over 10 years; increase diversity in undergraduate, graduate, and professional programs; identify partnerships one step back in the pipeline; support faculty development and research; create and promote student success effort to erase outcome differentials; increase diversity of staff and pipeline to leadership roles; establish a representative Advisory Body for the new Chief Diversity Officer; enhance Global Sites’ ability to engage with diverse communities locally and to integrate, fully, diverse students from around the world; enhance capacity to support students, faculty, and staff with disabilities; monitor Bias Response Line and explore alternatives, to ensure fairness as well as that there are no chilling effects; and administer Climate Survey at regular intervals.
Dean Starr next gave an overview of separate 10-year plans for student, faculty, and staff. She then shared a data snapshot of where NYU currently stands in terms of representation in undergraduate students, graduate and professional students, faculty, and administrators.

Finally, Dean Starr outlined next steps as follows: 1) announcing the new Chief Diversity Officer; 2) creating a new Advisory Board; 3) continuing with the Climate Survey and acting on the results; and 4) reporting annually on progress and goals.

The Senate engaged in discussion about the presentation. Dean Starr responded to a question about how the terms equity, diversity, and inclusion are defined. She said that there are some kinds of diversity that are visible, either to the eye or in data, and some that are not. She explained that there are recommendations in the Task Force’s final report around disability status, religion, gender identity, and other areas where NYU does not collect data. In terms of equity, Dean Starr said that this refers to what is measurable, such as differences in outcomes for students or differences in ways people experience space. Inclusion means that everyone feels they are fully present at the institution in the way they would like to be present. In response to a question about recommendations for changing the culture around recruitment, Professor McIlwain said that the Task Force’s report offers specific goals and methods for achieving those goals, such as looking at the constitution of search committees, providing training to search committees, best practices for where to recruit from, and methods for increasing candidate pools. The Senate engaged in discussion about how the report’s recommendations relate to the international student population at NYU. Dean Starr said that faculty and staff from NYU’s global sites participated on the Task Force, and there are point people at individual sites to think through these issues. She noted that the University relies on U.S. Census data for analysis, which presents a challenge when looking at the global sites. Dean Starr then spoke to areas they are looking at such as pre-departure events, linguistic diversity, and financial aid opportunities so that a diverse range of students are able to take advantage of studying at the global sites.

SEXUAL MISCONDUCT AD HOC ADVISORY COMMITTEE REPORT

Dean Starr, Co-Chair of the Sexual Misconduct Ad Hoc Advisory Committee, reviewed the draft policy on consensual and intimate relationships, which was circulated to the Senate in advance of the meeting. She said that the policy prohibits entering into a sexual, dating, or romantic relationship when one individual has power or authority over the other, and she provided examples of such relationships as outlined in the policy. Dean Starr added that the policy also recognizes that there may be instances where a relationship exists prior to someone taking on a position of authority, and in those cases the relevant director or dean should be notified in advance.
WORK-LIFE BALANCE AD HOC COMMITTEE UPDATE

President Hamilton invited Carrie Meconis, Co-Chair of the Work-Life Balance Ad Hoc Committee, to give an update on the Committee’s work. Ms. Meconis said that the Committee met 18 times over the course of 3 academic semesters and hosted 8 guest speakers. The Committee conducted a survey in March to evaluate the NYU community’s need for work-life balance services and is currently working with Institutional Research, Human Resources, and the Provost’s Office to analyze the survey data. While the Committee will provide the complete findings to the Senate in the fall, Ms. Meconis said that the initial results support the Committee’s recommendation for an on-campus work-life balance office.

Ms. Meconis said that the Committee has also been gathering an inventory of current work-life services at NYU and has found disparities with what is offered for faculty, staff, and students, as well as with what is offered at peer institutions. She noted that Columbia University has an office dedicated to work-life balance that offers services in the areas of housing information and referrals, wellness, and school and child care search services. The Committee recommends that NYU consider a similar model.

TUITION REMISSION AND PORTABLE TUITION AD HOC COMMITTEE REPORT

President Hamilton invited Ms. Ellis and Meredith Rendall, Vendor and Contract Management Analyst and AMC Alternate Senator, to give a report on the work of the Tuition Remission Committee. Ms. Ellis said that the Committee was launched in Spring 2016 in response to feedback from faculty and administrators to review current policies and recommend a roadmap for the future of NYU’s tuition remission and portable tuition benefits. As the Committee began its work, Ms. Ellis said that questions emerged around three main areas: 1) cost implications; 2) retention of NYU employees who pursue degree programs; and 3) the impact of NYU’s selectivity in admissions. The data shows that there was an annual spend on tuition remission as of 2016 of $25.1 million, paid from the fringe benefit pool. In terms of retention, between 2012 to 2016, 87 percent of employees who earned a degree using tuition remission stayed with the University. Lastly, on average, 57 percent of dependents using portable tuition remission applied to and were accepted by NYU.

Ms. Ellis then spoke about some of the Committee’s accomplishments, including the following: 1) developed guiding principles and statement of purpose for University’s tuition remission program; 2) inventoried current NYU tuition remission and portable tuition benefit plans; 3) reviewed tuition remission use, including costs, over the last several years; 4) reviewed tuition remission benefits plans at peer institutions; 5) reviewed select student aid policies with the Office of Financial Aid; and 6) completed a survey.

Compared to NYU’s top 12 peer institutions, Ms. Ellis said that NYU ranked first for its employee-only tuition remission, second for its spouse/partner tuition remission, is among the top third for its dependent tuition remission, and twelfth for its portable tuition benefit.
Ms. Rendall then reviewed some of the data around the use of these benefits at NYU, noting that there has been a steady decline in tuition remission use between 2014 to 2016 for dependents of faculty and administrators.

Ms. Ellis said that the Committee has also started to explore related topics such as: tax-advantaged alternatives to the current tuition remission model, including exploration of 529 accounts; improving the availability of helpful information regarding the University’s tuition remission benefits; the salary threshold (currently $50,000) for 100 percent employee tuition remission benefit; and the years-of-service requirements for NYU tuition remission.

Ms. Ellis reviewed some of the findings from the tuition remission survey sent to faculty, administrators, and researchers. She said that the Committee recommends that its work be extended by another year to allow time to consider alternative proposals in response to the survey data and to socialize alternatives with various University groups. The Committee aims to submit final recommendations to University leadership in spring 2018.

The Senate engaged in discussion about the presentation. There was an inquiry about how employee turnover compares between those employees who use and those who do not use the tuition remission benefit, and Ms. Ellis indicated this information had not been compiled but that it could be interesting to evaluate. There was a request for current employees to be grandfathered so that any tuition remission policy changes would not impact them, and Ms. Ellis said that the Committee is considering this. In response to a question about why there is a one-year service requirement before receiving tuition remission benefits, Ms. Ellis noted that NYU’s peer institutions also have a minimum service requirement.

**REPORT OF THE PRESIDENT**

President Hamilton began by thanking those who participated in the March for Science in Washington, DC on April 22nd. While in Washington, President Hamilton also participated in the first meeting of the Association of American Universities (AAU) since the election of President Donald Trump and had separate meetings with Senator Kirsten Gillibrand and Representative Nita Lowey.

President Hamilton reported that New York City Mayor Bill de Blasio spoke the previous night at an event organized by NYU College Democrats and NYU College Republicans focused on civic engagement.

President Hamilton then provided an update on the New York State Budget and Governor Andrew Cuomo’s proposal for free tuition at CUNY and SUNY schools for New York residents. He said that the most punitive components for private universities in the earlier drafts were removed from the final proposal, which he credited to pressure from the NYU community and groups who advocate for independent and private institutions in New York. More specifically, President Hamilton reported that the proposal approved by the New York State Legislature does not restrict eligibility for Tuition Assistance Program (TAP) funds for
students attending private institutions and does not restrict the eligibility of institutions to receive State “Bundy” Aid. However, he noted that the proposal still includes certain elements that are concerning for private institutions in New York State. President Hamilton said that there is still some confusion around how the policy will be implemented, and so he will report more at the first Senate meeting of next academic year.

President Hamilton said that the University will continue to pay close attention to announcements coming out of Washington around immigration, potential budget cuts, and tax reform. He noted that while it is still very early in the process, the recent White House announcement outlining the President’s tax reform proposals were promising in that they did not include the imposition of new regulations concerning university endowments or limits on the deductibility of philanthropic giving, both of which are areas of concern for NYU.

Next, President Hamilton announced that NYU received more than 67,000 applications for admission for its campuses in New York, Abu Dhabi, and Shanghai with an admittance rate of 27 percent – the lowest in at least 16 years. He said that the University also admitted the largest percentage of African-American and Latino/a students in more than 16 years, as well as the largest percentage of international students in its history, from a record-breaking 136 countries. Among admitted students, no ethnic group constitutes more than 27 percent. First generation college students remain steady at 17 percent.

President Hamilton closed the meeting by expressing thanks to members of the Senate for their work over the past year. He recognized Dean Starr, who is leaving NYU at the end of the academic year to become President of Pomona College, for her important work, as well as Professor Carl and Professor Mincer, who will be stepping down from their respective Council Chair positions. He thanked the graduating seniors who played a critical role in representing their fellow students on the Senate and recognized Mr. Thomas for his work as SSC Chair.

There being no further business, the meeting was adjourned at 11:00 a.m.

Respectfully submitted,
Jessica Graham
Director, Office of the Secretary
New York University Senate
AY 2017-2018 Schedule of Meetings

Thursday, October 5, 2017
9:00 a.m. to 11:00 a.m.

Thursday, November 9, 2017
9:00 a.m. to 11:00 a.m.

Thursday, December 7, 2017
9:00 a.m. to 11:00 a.m.

Thursday, February 15, 2018
9:00 a.m. to 11:00 a.m.

Thursday, March 29, 2018
9:00 a.m. to 11:00 a.m.

Thursday, April 26, 2018
9:00 a.m. to 11:00 a.m.

All University Senate meetings will take place in the Colloquium Room on the Fifth Floor of the Global Center for Academic and Spiritual Life located at 238 Thompson Street.
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**Exhibit B**

Minutes/University Senate
April 27, 2017
Academic Year 2020-2021 Proposed

Page 13
CHAPTER VIII

UNIVERSITY COUNCILS AND COMMISSIONS

65. The Tenured/Tenure Track Faculty Senators Council

(a) **Functions.** The Tenured/Tenure Track Faculty Senators Council may consider any matters of educational and administrative policy and will function as the Faculty Personnel Committee of the Senate with respect to the Tenured/Tenure Track Faculty. It will designate representatives on the other standing committees, and in appropriate instances on the ad hoc committees, of the Senate. It may bring to the attention of the various committees of the Senate any matters that it believes should be presented to the entire Senate. It may bring to the attention of the President and Chancellor any matters that it wishes to discuss with him or her. It will may perform such other educational functions as are assigned to requested of it by the President and Chancellor, or by the Board, or by the Senate.

(b) **Members.** The Tenured/Tenure Track Faculty Senators Council will consist of not more than thirty-eight members of the Tenured/Tenure Track Faculty elected by the voting members of the several faculties of the University in the manner prescribed by the rules adopted by the Council for its own governance and consistent with these Bylaws.

(c) **Elections and Appointments.** In order to best assure the effective operation of the Tenured/Tenure Track Faculty Senators Council, all elections for members of the Tenured/Tenure Track Faculty Senators Council should be held prior to the University Commencement in May. The name of each representative to the Senate should be transmitted to the Secretary of the Senate within five days of the University Commencement in May. The thirty-eight elected representatives will be selected as follows: one from the Division of the Libraries of the University; six from the School of Medicine; and thirty-one 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. Each year, the University Secretary and General Counsel will provide to the Tenured/Tenure Track Faculty Senators Council and the dean of each college and school and the vice chancellor 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 Tenured/Tenure Track Faculty Senator Council Senators to which each is entitled. A Tenured/Tenure Track Faculty Senators Council Senator whose term has expired will be eligible for reelection. For purposes of the election, any Tenured/Tenure Track Faculty member who is a member of more than one faculty will be assigned by the President and Chancellor to one faculty only, and any Tenured/Tenure Track Faculty member, otherwise eligible to vote, who is not formally attached to a faculty will be assigned by the President and Chancellor to one of the faculties of the University. Any Tenured/Tenure Track Faculty member
who holds an administrative office and whose administrative responsibilities encompass a college, school, portal campus, the Division of the Libraries, or the University will not be eligible for election to the Tenured/Tenure Track Faculty Senators Council. Final determination of eligibility for membership rests with the extant Tenured/Tenure Track Faculty Senators Council.

(d) Officers of the Faculty Senate. The Tenured/Tenure Track Faculty Senators Council will elect its own chairperson and such other officers as it may determine.

(e) Meetings. The Tenured/Tenure Track Faculty Senators Council will meet at least twice a year at the call and under the chairpersonship of the President and Chancellor and the Provost, and as many other times under its own chairperson as it may choose. It may meet from time to time with the Executive Committee of the Board.

(f) Rules. The Tenured/Tenure Track Faculty Senators Council will adopt for its governance rules of procedure not inconsistent with the Charter and these Bylaws.

66. The Full-Time Continuing Contract Faculty Senators Council

(a) Functions. The Full-Time Continuing Contract Faculty Senators Council may consider any matters of educational and administrative policy and will function as the Faculty Personnel Committee of the Senate with respect to the Full-Time Continuing Contract Faculty. It will designate representatives on the other standing committees, and in appropriate instances on the ad hoc committees, of the Senate. It may bring to the attention of the various committees of the Senate any matters that it believes should be presented to the entire Senate. It may bring to the attention of the President and Chancellor any matters that it wishes to discuss with him or her. It may perform such other educational functions as are assigned or requested of it by the President and Chancellor, or by the Board, or by the Senate.

(b) Members. The Full-Time Continuing Contract Faculty Senators Council will consist of not more than twenty-nine members of the Full-Time Continuing Contract Faculty elected by the voting members of the several faculties of the University in the manner prescribed by the rules adopted by the Council for its own governance and consistent with these Bylaws.

(c) Elections and Appointments. In order to best assure the effective operation of the Full-Time Continuing Contract Faculty Senators Council, all elections for members of the Full-Time Continuing Contract Faculty Senators Council should be held prior to the University Commencement in May. The name of each representative to the Senate should be transmitted to the Secretary of the Senate within five days of the University Commencement in May. Elections and transmission of the names of the members in the first year of operations may be delayed while the Full-Time Continuing Contract Faculty Senators Council is in formation. The twenty-nine elected representatives will be selected as follows: one from the Division of the
Libraries of the University; and twenty-eight 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 Continuing Contract Faculty Senators Council and the dean of each college and school and the vice chancellor 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 Continuing Contract Faculty Senators to which each is entitled. A Full-Time Continuing Contract Faculty Senator whose term has expired will be eligible for reelection. For purposes of the election, any Full-Time Continuing Contract Faculty member who is a member of more than one faculty will be assigned by the President and Chancellor to one faculty only, and any such faculty member, otherwise eligible to vote, who is not formally attached to a faculty will be assigned by the President and Chancellor to one of the faculties of the University. Any Full-Time Continuing Contract Faculty member who holds an administrative office and whose administrative responsibilities encompass a college, school, portal campus, the Division of the Libraries or the University will not be eligible for election to the Full-Time Continuing Contract Faculty Senators Council. Final determination of eligibility for membership rests with the extant Full-Time Continuing Contract Faculty Senators Council.

67. The Deans Council

(a) Functions. The Deans Council may consider any matters of educational and administrative policy, and will make appropriate recommendations to the President and Chancellor and other University officers. It may designate representatives on other standing committees, and in appropriate instances on the ad hoc committees, of the Senate. It may bring to the attention of the various committees of the Senate any matters that it believes should be represented to the entire Senate. It may bring to the attention of the President and Chancellor any matters that it wishes to discuss with him or her. It may perform such other functions as are assigned to it by the President and Chancellor, or by the Board, or by the Senate.

(b) Members. The Deans Council will consist of the President and Chancellor, the Provost, The Executive Vice President for Health, other vice presidents, and the twenty-one deans and portal campus vice chancellors as follows: the deans of the College of Arts and Science; Faculty of Arts and Science; Faculty of Health; School of Law; School of Medicine; College of Dentistry; College of Global Public Health; Rory Meyers College of Nursing; Graduate School of Arts and Science; Steinhardt School of Culture, Education, and Human Development; Leonard N. Stern School of Business, Undergraduate College; Leonard N. Stern School of Business, Graduate Division; School of Professional Studies; Robert F. Wagner Graduate School of Public Service; Silver School of Social Work; Tisch School of the Arts; Gallatin School of Individualized Study; Tandon School of
Engineering; and Division of the Libraries; and the vice chancellors of the Abu Dhabi and Shanghai portal campuses. The academic members may name a substitute for a particular meeting if unable to attend in person.

(c) Officers. The Deans Council will elect its own chairperson and such other officers as it may determine.

(d) Rules. The Deans Council may adopt for its governance rules of procedure not inconsistent with the University Charter and these Bylaws.

(d)(e) Meetings. The Deans Council will meet at least once a year under its own chairperson, and once a month at the call and under the chairpersonship of the President and Chancellor and or the Provost.

68. The Student Senators Council

(a) Functions. The Student Senators Council may consider any matters in which the interests, needs, rights, or responsibilities of students are involved, and will take special responsibility for bringing to the attention of the Senate all matters concerning students’ extracurricular life at the University. For this purpose, the Council will invite the presidents of student governments in the several colleges, schools, and portal campuses, and such faculty members and administrative officers, and student constituency leaders as necessary as may be specified in the rules of the Council, to function together as the University Committee on Student Life. The Committee Council may work through such local units as may be appropriate at the various geographical centers of the University, and will reporttransmit to the Senate, through the Student Senators Council, its policy recommendations concerning student life. The Student Senators Council will designate representatives on the standing committees and, in appropriate instances, on the ad hoc committees of the Senate. It may bring to the attention of the various committees of the Senate any matters that it believes should be presented to the entire Senate. It may bring to the attention of the President and Chancellor any matters that it wishes to discuss with him or her. It will may perform such other functions as are assigned to requested of it by the President and Chancellor, by the Board, or by the Senate.

(b) Members. The Student Senators Council will consist of not more than thirty-seven members. There will be twenty-three regular student Senators, elected as follows: two from each of the Steinhardt School of Culture, Education, and Human Development and the Tisch School of the Arts; and one from each of the other colleges and schools and each of the Abu Dhabi and Shanghai portal campuses, except that for this purpose the School of Medicine and the Post-Graduate Medical School will be considered one school. There will be in addition not more than fourteen student Senators appointed at large by the Executive Committee of the Senate in accordance with the rules of procedure adopted by the Senate. The name of every student Senator should be transmitted to the Secretary of the Senate within five days of the University Commencement in
May. Should no student Senator be elected from a college, school or portal campus by the date of the October meeting of the Senate, the dean of that college or school or the vice chancellor of that portal campus is authorized to appoint a Senator who will serve until replaced by a duly elected Senator.

(c) Officers. The Student Senators Council will elect its own chairperson and such other officers as it may determine. It will meet once a month at the call and under the direction of its chairperson, and at other times according to such procedures as it may devise; at least one meeting each semester will be held with the President and Chancellor and the Provost in attendance.

(d) Rules. The Student Senators Council will adopt for its governance rules of procedure not inconsistent with the University Charter and these Bylaws.

69. The Administrative Management Council

(a) Functions. The Administrative Management Council of the Senate will be the liaison in the Senate for the Administrative Management Council of the University, which is composed of elected representatives from the professional and administrative staffs of each college, school and division of the University. The Administrative Management Council of the University functions as an initiative, deliberative, and responsive body concerning policy issues, serves as a vehicle for promoting the continued professional growth and development of its constituents, and has a commitment to community service. The Administrative Management Council of the Senate will designate representatives on the standing committees of the Senate and, where appropriate, on any ad hoc committees of the Senate. The Administrative Management Council of the Senate may bring to the attention of the various committees of the Senate any matters of concern to the University's professional and administrative staffs that it believes should be presented to the entire Senate. It may bring to the attention of the President and Chancellor any matters that it wishes to discuss with him or her. It may perform such other functions as are requested of it by the President and Chancellor, by the Board, or by the Senate.

(b) Members. The Administrative Management Council of the Senate will consist of not more than seven members. Representatives to the Administrative Management Council of the Senate are the current chair of the Administrative Management Council of the University and five others elected from within the Administrative Management Council of the University. An Administrative Management Council Senator whose term has expired will be eligible for reelection.
Department of Public Safety:
Report to the University Senate Public Affairs Committee

Department of Public Safety
New York University

Marlon Lynch
Vice President, Global Campus Safety
April 17, 2017
EXECUTIVE SUMMARY
Department of Public Safety
New York University
Department of Public Safety: Report to the University Senate Public Affairs Committee

The NYU Department of Public Safety (DPS) faces unique security challenges due to NYU’s dense urban campus environment and the University’s need to provide an open atmosphere for community members to foster academic and professional growth. NYU maintains property throughout Manhattan and Brooklyn, in addition to Portal Campuses and Global Academic Centers. Navigating the distinctive safety concerns for students and community members actively engaged with external entities and discerning threats in this environment can be difficult. DPS employs a systematic approach to detect, assess, and prioritize public safety concerns within the NYU global enterprise.

Over the last year, the Department of Public Safety has undergone a transition in leadership and functionality. Significant changes in staffing, in concert with the globalization of DPS services, have allowed DPS to expand responsibilities based on strategic initiatives and additional expertise within the Department. DPS was restructured to focus on five key areas: Field Operations, Technical Operations, Emergency Preparedness and Communications, External Affairs and Protective Services, and Strategic Initiatives. As a result, the following functions and capabilities have been added or expanded within DPS:

- Technology and Physical Security
- Emergency Management
- Global Security Operations Center
- Communications
- Protective Services
- Transportation
- Accreditation
- Training

As the role of Public Safety continues to evolve within the NYU global enterprise, DPS is committed to continuing to advance staff roles and capabilities in order to address and mitigate areas of vulnerability. DPS remains dedicated to improving and providing effective and dependable security control measures through technology and personnel for the NYU community.
TABLE OF CONTENTS

I. Department of Public Safety ................................................................. 2

II. Field Operations Division ................................................................. 4

  Investigative Services ................................................................. 5

III. Technical Operations Division ..................................................... 6

  Information Systems and Workflow .............................................. 7
  Access Control & Alarms ............................................................... 8
  Physical Security in New Construction and Renovation Projects .......... 9
  Security Video ........................................................................... 9
  Campus Communications ........................................................... 10
  NYU Card Services .................................................................. 11

IV. Emergency Preparedness and Communications Division .............. 12

  Emergency Management ............................................................. 13
  Global Security Operations Center ............................................ 14
  Communications ..................................................................... 17

V. External Affairs and Protective Services Division ......................... 18

  Protective Services .................................................................. 19
  Events ..................................................................................... 19

VI. Strategic Initiatives Division ......................................................... 19

  Transportation Services .......................................................... 19
  Professional Standards ............................................................ 22

VII. Appendix ................................................................................. 27

  Organizational Chart ............................................................... 28
  Transportation Ridership Analysis ............................................. 29
I. Department of Public Safety

The NYU Department of Public Safety (DPS) is committed to providing safety and security for NYU’s community and property, enabling the pursuit of academic and professional goals. As NYU academic operations have expanded overseas, ensuring the well-being of members of the NYU community has brought new challenges. DPS works in collaboration with many departments within the University and with external global, federal, state, and local partners to address crime and safety concerns across NYU.

As part of our collaborations, DPS conducts threat, hazard and vulnerability assessments at the Global Academic Centers to account for unique safety and security challenges and opportunities. These assessments are paired with ongoing capability reviews and technical design standards to prioritize and inform security enhancement efforts. In addition to providing safety and security enhancements, the Department of Public Safety recently assumed financial responsibility for contract security services at the Global Academic Centers.

DPS services reach beyond New York, supporting NYU’s global footprint through partnerships with Portal Campuses and Global Academic Centers. These partnerships are critical to creating consistent global security and emergency management operations, allowing the Department Public Safety to be more responsive to the needs of the University’s global network.

Organizational Change

In September 2016, NYU President Hamilton appointed Marlon Lynch as Vice President for Global Campus Safety. In this role, Marlon oversees safety, security, and emergency management and preparedness globally for NYU, as well as transportation services in New York.

Marlon, a decorated public safety professional with 24 years of experience (19 of them in university settings), began his career as a police officer in Michigan. Most recently, Marlon spent the last seven years at The University of Chicago where he was the Associate Vice President in charge of public safety, transportation, environmental health and safety, and emergency management, among other areas of responsibility. Prior to his post at The University of Chicago, he served in top public safety positions at Vanderbilt University and other institutions of higher education. Marlon received his Bachelor’s degree from Michigan State University and earned his Master’s degree in Criminal Justice from Boston University. He has served on numerous law enforcement and public safety bodies, including as a Commissioner for the Commission on Accreditation for Law Enforcement Agencies and as President of the International Association of Campus Law Enforcement Administrators in 2009-10.

The Department of Public Safety has experienced significant change and growth over the past year. With the development of new strategic initiatives, goal setting, and the Department’s increased global responsibilities, DPS has been reorganized under Marlon’s leadership. DPS was restructured to focus on five key areas: Field Operations, Technical Operations, Emergency Preparedness and Communications, External Affairs and Protective Services, and Strategic Initiatives.

(See Appendix A for the Department of Public Safety’s organizational chart.)
Accountability

In January 2017, DPS implemented an accountability process across the Department to facilitate information sharing, support decision making, and improve organizational culture. DPS assesses public safety efforts through spatial and temporal analysis of crimes, stakeholder feedback, and community engagement. Data collected from these efforts is discussed at DPS’s internal biweekly CompStat accountability meetings that help the Department identify deficiencies and recommend process improvements.

CompStat is modeled after NYPD’s accountability process and has been implemented in public safety departments across the country. Every unit within the NYU Department of Public Safety participates in CompStat to evaluate trends, determine best practices, and continually implement and improve crime control initiatives. CompStat meetings monitor and track changes on a weekly, monthly, and yearly basis. Through constant analysis and historical comparisons, DPS is able to identify and allocate resources to areas of concern quickly to improve the safety culture at NYU.

Security Advisory Committee

New York State law requires all colleges and universities in the State to appoint an advisory committee on campus security with specific composition and articulated responsibilities. The Committee must consist of at least six members. The Committee must have balanced gender composition and include students appointed by the student governance organization, faculty members appointed by the largest faculty organization, and other members chosen by the institution’s president or chief administrative officer.

The Security Advisory Committee is responsible for:

- Polling and reporting to their constituencies about campus safety and security issues;
- Reviewing, and making recommendations regarding, current and proposed Public Safety policies and procedures related to:
  - educating the campus community about personal safety and crime prevention
  - referring complaints to appropriate authorities
  - counseling victims
  - responding to inquiries from concerned persons;
- Providing input regarding potentially contentious and/or forward-looking issues and considerations;
- Becoming knowledgeable in selected security topics to enhance their ability to inform other members of the NYU community;
- Advising on the development of effective communication strategies to reach members of the NYU community;
- Creating greater awareness among key University stakeholders about how Public Safety works to protect the University’s people, property, and reputation.

Regulatory requirements pertaining to advice and input on University policy, procedures and education efforts concerning sexual assault, domestic violence, and stalking, have been assigned to a separate University Ad Hoc Advisory Committee on Sexual Misconduct.
The Security Advisory Committee was established in May 2015. DPS will be working in conjunction with internal stakeholders for the upcoming 2017-2018 Academic Year to secure nominations to the Committee from all required participants.

II. Field Operations Division

Through active community collaboration, the Field Operations Division (FOD) Team strives to sustain a safe environment in which academic pursuits may be freely and rigorously sought. Providing security and protection to the open, urban, multicultural and densely populated NYU environment requires at the core, a strong commitment to the philosophy of community-based public safety practices. Additionally, the Division employs innovative crime prevention practices and state-of-the-art technology to provide effective security services to the NYU community. As New York University continues to grow and expand, the Field Operations Division must be prepared to meet the increasing service demands of such growth.

In January 2017, NYU welcomed Fountain L. Walker as the Associate Vice President of Public Safety. In the role of Associate Vice President for DPS, Fountain is responsible for the oversight of the Field Operations Division to include uniformed personnel, investigative services, and crime prevention at both NYU’s Washington Square and Brooklyn campuses. Fountain has served as Chief of Police at Davidson College and The University of Chicago. With 14 years of public safety experience in higher education administration, Fountain has collaborated with operational, academic, governmental, and community partners to foster and maintain an atmosphere of safety and security in furtherance of the University’s higher objectives.

The Field Operations Division consists of approximately 350 Public Safety Officers and supervisors that work 24 hours a day, 7 days a week, 365 days a year to ensure the highest level of security across NYU. Public Safety Officers maintain 96 seated Public Safety Posts throughout campus, including 24 residence halls and 72 academic buildings. Additionally, the Field Operations Division staffs roving patrols throughout campus and is responsible for additional regularly staffed contract security guard posts.

Public Safety Officers are the face of the Department; they detect and deter unauthorized access to University buildings, direct community members in the event of an emergency, and routinely patrol the Washington Square and Brooklyn campuses and facilities. This year we will see a change in organizational structure that enhances the administrative functions, as well as allows for developmental opportunities for management level personnel. After reorganization, the Washington Square and Brooklyn campuses will each have a Captain assigned to lead and function as the DPS operations leadership representatives. To ensure a uniformed and reasonable span of control, DPS has added one Lieutenant position to each shift tour at both the Washington Square and Brooklyn campuses to support the administrative function. The Field Operations Division is actively recruiting for the next hiring class of Public Safety Officers as DPS strives to improve the level of service to the NYU community.

Crime Prevention

The Department of Public Safety’s Team provides training and programs to educate students, faculty, and staff on a variety of topics aimed to increase personal security and awareness across campus space. DPS
provides a "Safety in the City" presentation to educate community members on best practices that include, but are not limited to, protection of personal property, transportation safety, identity theft protection, internet safety, criminal schemes, and general tips on staying safe in New York City. Since August 2016, DPS has provided crime prevention programs and presentations to 3,509 students, faculty, and staff in New York City. In addition, DPS has continued to partner with NYPD to increase participation in the Operation ID program, allowing community members to register valuable items in a database maintained by the NYPD. If these items are reported lost or stolen and are recovered by the NYPD, proper contact information is on file to identify the owner.

Investigative Services

The NYU Public Safety Investigative Services Team is responsible for investigating crimes that happen on campus or that impact the members of the NYU campus community. Investigating 600 cases each year, the Investigative Services Team has more than 50 years of experience and expertise that focus on aiding the University community in incidents such as larcenies, harassment, social issues and special victim cases.

The Director of Investigative Services is responsible for the investigation of crimes committed against students, faculty and staff, occurring both on- and off-campus. While the Investigations team does not conduct investigations that fall under the purview of Title IX; the team actively investigate assaults, property crimes, fraud, incidents of harassment and/or domestic violence, and investigations of property damage and vandalism to University buildings. The Director of Investigative Services reviews all investigative reports and factual determinations reached by DPS staff members for accuracy and completion in order to effectively manage work flow, ensure optimal case outcome, and partner effectively with other University stakeholders.

The Investigative Services Team reviews reports of incidents and related materials to assist in determining the appropriate response; collecting surveillance camera footage, card access information, and audio recordings; and interviewing involved parties within an immediate timeframe. The Investigative Services Team prepares factual, accurate, thorough, and timely investigative reports on all cases.

Special Victim Services

The Department of Public Safety assists victims of sexual assault, relationship violence, harassment, stalking, assault and other crimes. The DPS Team ensures that any NYU student, faculty, or staff member who has been victimized, either on or off campus, is treated in a supportive and respectful manner throughout their association with the criminal justice and University judicial processes. Adhering to the highest degree of discretion and sensitivity, DPS meets with victims of sexual assault, relationship violence, harassment, stalking, assault and other crimes to assist them in understanding and accessing the criminal justice system, including police and prosecutors’ offices.

Special Victim Services deliver information and assistance to victims of crime with regard to the criminal complaint process and their rights as victims. In partnership with NYU’s Wellness Exchange, the Title IX Office, and Student Community Standards; DPS is able to address the needs of victims and act as an advocate for victims with law enforcement agencies in jurisdictions where NYU has campuses. Specifically, Special Victims Services works closely with sex crimes and/or special victims units within law enforcement.
Special Victim Services represents DPS in University and external community committees related to victims’ rights and services and conducts presentations related to victims’ rights and victim liaison services for internal NYU audiences, including students, faculty, staff, and external audiences.

III. Technical Operations Division

In January 2017, DPS named Carlos García as the Assistant Vice President of Technical Operations. In this role, Carlos is responsible for the Department's technology operations and strategy, the University's technical security design standards, physical security for University-wide capital projects, global Card Services, and access management at both NYU’s Washington Square and Brooklyn campuses. Carlos's team is the liaison for DPS with NYU IT and external partners who provide technology services to the department.

Carlos joined DPS as the Senior Director for Site Strategies in 2015. Prior to that, he was the Director of NYU IT’s Program Management Office - overseeing the teams responsible for enterprise IT Project Management and international service delivery. During that time, he led numerous strategic enterprise initiatives, including transforming NYU’s global network architecture to meet the fast-evolving needs of NYU’s Teaching & Learning, Research, and Administrative operations. Carlos has worked extensively with the University's global operations and contributed to the launch and development of technology services.
for many of NYU’s international programs, including: NYU Abu Dhabi; NYU Shanghai; NYU Washington, D.C.; NYU Tel Aviv; NYU Buenos Aires; and NYU Berlin. He has a Master of Business Administration from NYU’s Stern School of Business.

This year, the Technical Operations Division remained focused on two parallel streams of effort to maintain and enhance the University’s safety and security capabilities through technology: maintaining systems and devices across campuses to ensure their continued effectiveness and appropriate use; and expanding the Department’s use of many technologies – both to support the current and future needs of the-evolving operations and to enhance NYU’s physical security capabilities in New York City and globally.

The major elements of security technology utilized by DPS include: security video (cameras and monitors); access control (card readers, turnstiles, elevator controls); and alarms (panic buttons, intrusion detection, and other devices). As the DPS Technical Operations Division has partnered with NYU Information Technology (NYU IT) and other parties to improve the functioning and reliability of security technology in the field, the Team’s focus has broadened this year to include more strategic consideration of information systems, communications technology, desktop computing, and mobile computing.

Information Systems and Workflow

Dispatch & Records Management

DPS currently utilizes a Records Management System (RMS) for the limited purpose of documenting incidents, facilitating investigations, Federal and State regulatory compliance, and trend analysis/reporting. This year, DPS is in the process of formalizing a dedicated dispatch function that is increasingly focused on taking service calls and dispatching security personnel. In support of this transition, DPS also conducted a Request for Proposals process to acquire software integrating both Computer-Aided Dispatch (CAD) features and RMS together on a single platform. The new solution will:

- Support the full lifecycle of day-to-day public safety activities from real-time patrol resource management and dispatch logging through incident documentation, investigations management, compliance reporting, and analysis;
- Provide new features and/or modules that facilitate documentation and reporting requirements driven by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) and other federal and/or New York State regulations applicable to private institutions of Higher Education;
- Support real-time usage by supervisory, patrol and fixed-post personnel either in the field or at fixed locations;
- Produce both pre-built and custom reports on calls taken, incidents logged, and other key information about the Department’s security operations;
- Provide automated workflow and notification features that enable efficient assignment of activities between teams, both for DPS-internal Uniform and Incident/Investigations purposes, and facilitate notification and reporting to both NYU-internal departments and external agencies;
- and-
Integrate with standard enterprise technology platforms already in place at NYU, including telephone systems, systems of record, and other security systems.

The RFP completed in March 2017, and the project to implement this new platform is set to begin in April. Implementation will progress through the remainder of calendar year 2017.

**Technology at Fixed Posts**

Over the past year, DPS completed a collaboration with NYU IT to enhance the capabilities of 66 fixed security posts through the placement of specially-configured computers at those locations.

The computers enable Public Safety Officers based in residence halls, classroom buildings, and administrative facilities to perform enhanced monitoring of both alarms and cameras local to their Posts.

This creates opportunities to improve response time to incidents within the impacted locations. The computers also enable more efficient communication bi-directionally between the Posts and either the DPS Communications Center or their supervisors – for example by capturing and reporting incident details, and/or transmitting and receiving critical bulletins.

The computers are configured for reliability and security, with consideration for the fact that many of them will be used 24 hours/day – across all three DPS operational shifts. An additional 12 posts are slated to receive computers in the remainder of the 2017 calendar year. The project is a prerequisite for enhanced visitor management processes that DPS and many stakeholders are seeking at high-traffic locations.

**Access Control & Alarms**

DPS’ Enterprise Access Control & Alarm System enables members of our community who hold active NYU Cards – of which there are over 82,000 – to access NYU facilities by tapping their NYU ID cards at doors, turnstiles, and reception desks across NYU locations globally. This recently upgraded system enhances security of University facilities by restricting access – so that only those from the NYU community may enter locations that are private to NYU – and provides DPS with notifications of security access vulnerabilities and violations (e.g., panic buttons activated, doors forced open) as they occur.

The system is now supporting:

- over 2,500 electronic access control points
- over 80 turnstiles at 29 locations
- over 1,500 panic buttons (aka duress alarms), and
- over 800 intrusion detection points across the New York City facilities.

Over the past 12 months, the system granted access by NYU cardholders to NYU spaces nearly 27 million times.

**Persona Non-Grata (PNG) Enhancements**

Building on the completed upgrades and support structures announced in last year’s report, DPS has partnered with NYU IT and other areas to implement new measures enhancing both security and
performance of the Access Control & Alarm System. For example, the system is now capable of electronically enforcing building-specific PNG (*Persona non Grata*, sometimes called “ban”) designations for persons temporarily or permanently prohibited from entering individual buildings on campus. Moving beyond the campus-wide PNG capability already enabled by the system, this new capability notifies local Public Safety Posts within a given building when an unauthorized person has attempted to enter—enabling DPS to refer the intercepted persons to appropriate resources, depending on the specific reason for their PNG designation.

*Global Architecture: NYU Abu Dhabi*

DPS and NYU IT also partnered with NYU Abu Dhabi (NYUAD) this year to fully integrate the NYUAD access control system into a unified, global access control system architecture for the University. The integration provides benefits of security, convenience, and efficiency by regularly and automatically updating NYUAD’s local access control system with a feed providing the latest set of active and inactive cardholders. This reduces the work required for Abu Dhabi staff to grant access to its local facilities for NYU community members, and it enhances security by more rapidly removing from the Abu Dhabi system persons who have separated from the University and are therefore no longer authorized to access secure on-campus facilities. A similar integration for NYU Shanghai is currently in planning stages and anticipated to be completed during Summer 2017, and opportunities to similarly integrate Global Academic Centers will follow.

**Physical Security in New Construction and Renovation Projects**

The Department of Public Safety has actively partnered over the past year with the Office of Construction Management (OCM) to become more deeply integrated into the processes surrounding the University’s capital facilities projects. A role within the Department has been identified and formalized as the liaison between DPS and Construction Management for all capital facilities projects.

This new role, Assistant Director for Security Project Engineering, is responsible for evaluating all new capital facilities projects to determine any physical security considerations that must be included in the project scope. The Assistant Director manages defining the physical security scope, engaging vendors to bid on the security project, managing those vendors in implementing technology and other measures, and ensuring that provided security solutions are completely commissioned before NYU personnel take occupancy of a new or changed University space.

A critical focus of the role is to maintain strong, positive relationships with the OCM, as the success of security scope within these projects depends on close partnerships from the project managers and executive leadership of that division.

**Security Video**

DPS operates over 2,700 cameras throughout NYU’s New York City locations. These cameras serve three broad purposes: 1) to deter and detect crime; 2) to reconstruct the details of criminal acts, which aids in investigations; and 3) to provide situational awareness to DPS in managing security for events and incidents.
that occur on campus. Employed correctly, cameras enable fundamental capabilities—outlined in our technical security design standards—to mitigate reasonably foreseeable risks.

As referenced in last year’s report, DPS actively partnered with NYU IT to upgrade, stabilize, and enhance NYU’s security video recording systems. A new, consolidated video management system has been launched, utilizing NYU’s IT data centers to deliver improved reliability, privacy, and performance of security video being gathered across campus.

The transition of cameras onto this new centralized system is ahead of schedule. Whereas last year’s report projected initial support of ~1,000 cameras upon launching, the system has already been extended to support over 2,500 of DPS cameras across all NYC locations. The ahead-of-schedule migration has also enabled DPS to conclude use of a redundant, outdated enterprise system for security video - streamlining the use of both live and recorded video for the various departmental units that rely on it to carry out their mission.

In parallel with launching this new system, DPS continues to partner with NYU IT and stakeholders across the academic and administrative units to baseline and enhance the condition and usefulness of video cameras “in the field.” DPS has transitioned onto the new video management system:

- 315 cameras from isolated recorders that were accessible only from 28 remote campus locations;
- 192 cameras across 9 buildings transitioned from antiquated “analog” wiring onto standard IP networks; and
- over 100 aging cameras upgraded to provide improved image quality and reliability.

In addition to above, and as anticipated by last year’s report, DPS completed the refresh and integration of over 150 obsolete cameras throughout the Brooklyn facilities and 55 cameras previously operated by the Stern School.

As the few remaining “one-off” recorders are being decommissioned, and as ongoing annual refresh and maintenance of security video cameras continues, DPS is shifting its focus to a proactive maintenance program and planning new system features. As both the threat landscape and the use of University facilities continually evolve, new features being considered include dynamic camera mapping, cost-saving new camera technologies, and mobile capabilities.

**Campus Communications**

*Emergency Call Boxes*

The Department of Public Safety’s Emergency Call Boxes, sometimes called “blue light” stations, provide the NYU community an additional means of communicating with DPS to report immediate threats, unsafe conditions, and other urgent matters from on campus.

The Emergency Call Boxes are an alternative to dialing 212-998-2222. When activated, they immediately indicate to DPS the location of a caller. They are part of a communications strategy in which fixed technology and increasingly popular mobile solutions, such as campus safety “mobile apps,” complement each other.
This year, the Department undertook a project to refresh and upgrade the 14 oldest Emergency Call Boxes on campus. The project replaced failing equipment with a new and more visible design that provides both improved call quality and increased reliability. The Emergency Call Boxes have been redesigned for better visibility to persistently signal the presence of DPS around the NYU campus - they are painted with NYU's readily-identifiable purple color and they are equipped with visible blue lights that flash brightly when activated.

### Before:  
![Before Image]

### After:  
![After Image]

Taken together, the improvements are intended to improve the efficiency of DPS’ response to the NYU community when the Emergency Call Boxes are activated.

#### 2-Way Radio Communications

DPS depends on 2-way radio communications for real-time coordination among Public Safety Officers and personnel both in the field and at fixed Public Safety Posts across campus.

This year, DPS conducted an extensive health assessment of its radio communications infrastructure across New York City. The assessment revealed equipment distributed across campus to be functioning in a very poor state, with as little as 40% of intended campus radio coverage being online.

The Technical Operations Division Team proceeded to conduct a site-by-site review of all radio receivers and transmitters on campus to identify specific failures in need of repair. DPS subsequently partnered closely with NYU Facilities to direct targeted, urgent repairs to the failing infrastructure. In addition to failures, coverage gaps were also identified and addressed through the placement of new equipment. The radio system is now functioning at 100% of intended radio coverage, and additional sites are being considered for inclusion in the campus radio network. DPS has since implemented a status reporting solution that enables direct monitoring of the health and functioning of this critical infrastructure, so as to avoid future recurrence of even minor failures.

#### NYU Card Services

The Department of Public Safety offers ID card services and access permissions to members of the NYU community 24-hours per day, 7-days per week. The NYU Card Center’s primary location at 7 Washington Place operates Monday through Friday, from 8:00 AM to 6:00 PM. Outside of those times, DPS personnel
provide additional coverage for ID card issuance. Card Services also maintains a satellite office at 2 Metrotech Center in Brooklyn.

The Card Center produced 59,000 NYUCards globally for students, faculty, staff, and affiliates during the past year. Included in that number are the NYUCards produced during the school year’s busiest periods—summer and winter—when the addition of new students, visiting students, and summer residents causes the Card Center’s card production to spike. Those periods are outlined in more detail below:

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**Global Site Badging**

In addition to the above, Card Services partnered this year with NYU IT and Global Programs staff to create a new capability supporting students at the Global Academic Centers. In the past, Card Services printed NYUCards in large batches at Washington Square and shipped them globally for use at the Global Academic Centers. This costly, inefficient process was vulnerable to shipping issues such as packages being lost, and it required students to wait for days before receiving replacements for lost or stolen cards.

DPS has now activated NYUCard printers at six Global Academic Centers: London, Florence, Prague, Paris, Washington, D.C., and Sydney. The Card Services staff at Washington Square now has the ability to remotely print an NYUCard that will appear within minutes at any of these six Global Academic Centers. Similar capability is being pursued for the five remaining Global Academic Centers, with a target for completion by the end of calendar year 2017.

**IV. Emergency Preparedness and Communications Division**

The Assistant Vice President, Emergency Preparedness and Communications is responsible for the emergency management functions, Global Security Operations Center, and the Communications Center for the Department of Public Safety. The Emergency Preparedness and Communications Division consists of two Directors, one Lieutenant, an Emergency Management Analyst, and an Open Source Analyst.

In July 2017, Jack Briggs will assume the role of Assistant Vice President, Emergency Management & Communications. Jack is in the process of transitioning from the United States Air Force where he is currently a Major General and the Director of Operations for the US Northern Command. He has over 20 years of experience commanding and directing planning, operations, and emergency management. Jack also has extensive domestic and international experience with FEMA, the Department of Homeland Security, and other federal and large city emergency management agencies— including New York City. Jack obtained his Bachelor’s degree as a distinguished graduate of the US Air Force Academy and Master’s degrees from Budapest University, Troy State University, and the US Air War College.
Emergency Management

The Department of Public Safety’s Emergency Management (EM) Team is committed to providing robust, all-hazards emergency management functions to the NYU global community aimed at reducing disaster risk, improving response capability, enhancing individual preparedness, and protecting lives.

The Emergency Management function returned to DPS in 2016. The EM Team’s recent focus has been to centralize the emergency management function and provide greater service to all schools and departments within NYU. DPS EM has also been working to identify shortfalls and build capabilities on both the system and individual levels.

System Level Capabilities

The EM Team is concentrated on assessment, planning, training and technology of emergency management responsibilities on the system level. Assessment has been focused on identifying strengths and areas of improvement throughout NYU’s global network to facilitate enhancement in NYU’s all-hazards preparedness. This includes assessing the current level of knowledge, training, and plan understanding of all stakeholders and the NYU Community as a whole.

In March 2017, in conjunction with internal partners, DPS EM partnered with the Department of Homeland Security’s Protective Security Advisors to perform Critical Infrastructure Surveys at eight high profile buildings around campus. These assessments are on-going but will assist DPS and internal stakeholders in strengthening DPS’ ability to protect the NYU Community.

Additionally, DPS EM planning has been a significant area of development for NYU’s emergency management program. DPS engaged a consultant to assist in the development of a Comprehensive Emergency Management Plan (CEMP). Previously, all schools and units were asked to utilize a template and create individualized emergency management plans. However, the creation of a centralized plan that accounts for the unique needs and features of the University allows DPS to provide enhanced response coordination and avoid duplication of effort.

Over the course of the last year, the DPS EM Team has continued to work on the development of a mobile campus safety app that is conversant across NYU’s global enterprise. Slated for deployment for the start of the 2017-2018 Academic Year, the mobile campus safety app will put safety and preparedness information and tools in the hands of the NYU community while also improving customer service. The app will support the global nature of NYU by automatically changing contact numbers and information as the user travels the world.

DPS EM continues to strengthen stakeholder involvement in EM planning and strategic development. The DPS EM Team created a new strategic council, the Emergency Management Advisory Council (EMAC), to update the previous individual programs and reimagine the use of Emergency Coordinators already assigned within NYU schools and departments. EMAC engages diverse stakeholders from the NYU community, including students, faculty, and staff, to advise on the strategic direction of the University’s emergency management program. The inaugural meeting was held on February 24, 2017 and covered a number of topics to include natural and man-made hazards that affect the University, high hazard/high profile buildings, and the implementation of updated emergency procedures. EMAC will continue to meet quarterly to assist the EM Team as DPS remains steadfast in creating a more prepared University.
**Individual Level Capabilities**

The DPS EM Team concentrated on two initiatives designed to increase individual’s emergency preparedness at NYU, #PrepareNYU and Active Shooter Training. During the last week of September 2016, DPS launched the #PrepareNYU campaign that focused on actions that individuals could take to become better prepared. This campaign allowed the EM Team to significantly increase DPS’ social media engagement and drove over 65,000 impressions of Facebook.

The DPS EM Team also worked with the FBI’s Active Shooter Coordinator from the New York Field Office to present “Active Shooter Survival Strategies” to over 600 NYU students, faculty, and staff members. “Active Shooter Survival Strategies” surpasses the standard “Run. Hide. Fight.” training and discusses the various methods a person can employ in an active shooter situation to increase their chance of survival. DPS will continue to provide this opportunity and drive attendance to increase awareness throughout the NYU community.

In coordination with NYU entities and the DPS EM Team, numerous incident response operations have been performed with the goal of reducing impact to the University. Since September 2016, the DPS EM Team has responded to more than 21 incidents including hurricanes, snow, protests, utility failures, and terrorism. The University closed twice in accordance with our updated Adverse Weather Policy due to snow storms and their impact on New York City.

While Emergency Management’s incident response is crucial, a reactionary strategy does not help improve the University’s future capabilities. Therefore, DPS EM has implemented a robust after action reporting process that includes a corrective action database. The database allows the EM Team to track the identified improvement items to ensure that NYU is progressing to become more resilient from any hazard.

Finally, DPS EM, with the support of ITS and Public Affairs, made significant improvements to NYU’s emergency notification capabilities. First, EM standardized DPS’ approach to alerting and re-branded the alert system as “NYU Alert.” The re-branding provided NYU community members with increased clarity by displaying that the alert originated from NYU and that user action is needed. Second, EM improved the reach of NYU’s alerting by integrating various University social media accounts into the alerting system. The EM Team worked closely with the alerting vendor to improve the global capabilities of the Emergency Notification System (ENS). The improvements to the ENS have allowed DPS to confidently alert throughout NYU’s global enterprise with speed and accuracy. During EM’s most recent test in 2017, text messages were sent to 90% (approximately 61,000 different phone numbers) of NYU registered users across campus in 3 minutes 49 seconds. E-mails were sent to 90% (approximately 123,000 different e-mails) of NYU registered users across campus in 5 minutes 9 seconds. Overall, in addition to normal testing, the ENS was used 10 times across NYU’s global enterprise to alert a total of 212,741 individual users.

**Global Security Operations Center**

The DPS Global Security Operations Center (GSOC) is tasked with providing safety and security support to NYU’s Global Academic Centers, NYU Traveler users, and NYU-associated programs around the world. The GSOC Team continuously assesses ongoing events, while identifying and analyzing trends and patterns at
the global, regional, state, and local level for potential impacts to NYU travelers and facilities. This analysis, combined with the GSOC Team’s interactions with regional, country, and local entities enables the development of a holistic understanding of potential risks to NYU travelers regardless of where they are. The GSOC Team is comprised of a Director and an Open Source Analyst and is located at the 24/7 Command Center at 7 Washington Place.

The GSOC Team also provides situational awareness, trend analysis, and assessments for events that may impact New York City in support of DPS’ uniformed and special event response elements. This situational awareness ensures that normal University operations can occur without significant disruption. The team also analyzes developments globally for any potential impact to the campus in New York City.

Globally, the GSOC Team is able to provide a robust suite of products and services for travelers and the University at large, aimed at accomplishing both proactive and responsive goals. The GSOC Team proactively provides a services ranging from travel program assessments examining larger geopolitical trends affecting a potential location for research, to collaborating with individual Global Academic Center site staff and the Office of Global Programs to provide safety and security messages to local attendees, to pre-departure briefings for travelers that detail what individuals can anticipate when on their trip. GSOC products distil a blend of resources compiled from NYU’s third party travel vendor, the U.S. State Department Embassy security personnel on the ground in the country of interest, subscription-based safety, security, and geopolitical publications, as well as news media and press reporting. This compilation of resources enables the GSOC Team to provide the most complete and accurate safety picture before travelers depart.

An example of GSOC’s success occurred in Fall 2016 when the GSOC Team supported the “Black Portraits III Conference” in Johannesburg. The Conference was an intercollegiate event that included faculty from Harvard, Cornell, NYU, and was partially sponsored by Witwatersrand University in South Africa. Event organizers were concerned that the event might be impacted because it was scheduled to occur during ongoing student protests in Johannesburg. The GSOC Team provided an overall assessment, recommending a change in venue, as well as weekly situation reports in the run-up to the event, thus allowing the conference to successfully occur without disruption from the ongoing protests.

The GSOC team also continually monitors events and situations in real time for potential impacts to travelers while they are in country. Again, drawing from a variety of sources including a third party social media aggregator, the GSOC Team is able to quickly catch, alert, and respond to events before they appear on mainstream media outlets. On average, the GSOC Team reviews and analyzes over 350 timely alerts, warnings, and developments occurring around the world. The GSOC Team’s ability to sift through and catch events as they occur enables DPS to alert other entities on campus, such as the Office of Global Programs and Enterprise Risk Management, while simultaneously conducting safety check-ins with impacted travelers to establish communication, ensure safety, and provide tailored security guidance. Depending on the severity of the incident, the GSOC Team has the ability to contact NYU entities via email, phone, and/or social media.

During attempted coup in Turkey in July 2016, the GSOC Team detected the start of the situation roughly 30 minutes after it began. The GSOC Team immediately alerted University stakeholders, made contact with individuals in three separate locations, to include 2 dig sites, and gained almost 100% accountability of NYU entities in under two hours. While the coup attempt concluded in less than 24 hours, the GSOC
Team remained in communication with the dig site leaders, as well as the U.S. Embassy in Ankara, to monitor situational developments on the ground and determine if additional assistance was required.

**NYU Traveler**

NYU Traveler is the central repository for all NYU-associated travel. The GSOC Team works with the Office of Global Programs to ensure that staff are trained and educated in entering trip information, program details, and data protection. In 2016, there were 11,103 registered travelers and 15,573 unique trips registered in Traveler to 145 different countries. This is a significant increase in participation compared to 2015 that totaled 7,776 travelers and just over 10,000 unique trips.

**NYU TRAVELER RISK SUMMARY**

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<th>Percentage</th>
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Note: Country Security Assessment Ratings (CSAR) are established independently by NYU’s 3rd Travel vendor and computes an overall score compiled from individual scoring on crime, security services, civil unrest, terrorism, kidnapping, and geopolitical considerations.

**CSAR 5** – Very High,
**CSAR 4** – High,
**CSAR 3** – Moderate,
**CSAR 2** – Low,
**CSAR 1** – Minimal.

Lastly, the GSOC Director participates as a standing member of the Geopolitical Risk Working Group. Comprised of members from the Office of Global Programs, DPS, and Enterprise Risk Management; the Geopolitical Risk Working Group meets quarterly to discuss and respond to geopolitical risk trends and events that have the potential impact the NYU community. In Fall 2016, the Working Group convened to discuss the recently announced state of emergency in Ethiopia and the impact to an NYU traveler. As a result, the Working Group decided to reach out to the traveler to inform and advise on the increased risk in Ethiopia and worked with the traveler to determine and address safety and security concerns. The traveler, based on guidance and input from the working group, elected to reschedule the trip for a later point in time.
GSOC continues to promote and provide outreach and travel safety support to schools throughout NYU’s global enterprise. GSOC remains committed to improving the NYU Traveler program to increase functionality and ease of use for users and drive greater participation for travel related activities. Additionally, the GSOC Team is working towards a seamless integration into the preliminary planning stages of research programs to provide enhanced safety considerations and assessments.

**Communications**

DPS Communications is currently housed in the Command Center, located at 7 Washington Place. Under the current DPS model, a uniformed Shift Sergeant and one Public Safety Officer functioning in the dispatcher role, are responsible for the day to day operations of the DPS Communications Center. Under the direction of the Assistant Vice President, Emergency Preparedness and Communications, DPS is in the process developing a new state of the art Communications Center in Brooklyn.

In the case of a critical incident, the Communications Center may serve as the critical bridge between NYU community members before emergency personnel arrive on scene. Reliable technology, operations, and facilities for the Communications Center are imperative to the DPS mission.

DPS recently contracted with a consultant to produce an assessment of the functionality and capabilities of DPS’ current Command Center. Consultant recommendations, in conjunction with internal reviews, identified several areas of needed improvement. The current Command Center is too small to adequately house emergency call center dispatch functions, the Global Security Operations Center, and Emergency Management requirements. Additionally, current personnel are expected to perform duties that include answering calls on the telephone and radio, responding to alarms within the alarm systems utilized by DPS, dispatching Public Safety Officers, and managing requests for breaks and meal periods. Dispatchers are also expected to use video surveillance cameras when needed to manage or review an incident.
With the development of a new Communications Center and formal structure, personnel assigned to the dispatch role will receive professionalized training to increase their effectiveness. NYU will use and provide a level of training that is similar and consistent with accredited Public Safety 911 Telecommunicators. Additionally, the new Communications Center will allow all telephone lines to be recorded for accountability, rapid replay, and training purposes.

Increased training and functionality within the Communications Center will significantly improve the level of service that DPS provides to the NYU community. Improved technology will aid in capturing necessary metrics required for analysis and accurate decision making.

V. External Affairs and Protective Services Division

External Affairs and Protective Services Division was established in March 2017. The Division is responsible for managing relationships with external law enforcement agencies; delivering protective services for the University President, Provost and visiting dignitaries; and providing logistical and safety support for University events.

The Assistant Vice President, External Affairs & Protective Services serves as the primary liaison to all external law enforcement agencies and as the administrator responsible for managing Protective Services and Events for NYU DPS. The External Affairs & Protective Services Division consists of two Directors, ten Sergeants, four Loss Prevention Specialists, and one Protective Services Assistant.

In March 2017, the Department of Public Safety named Carl Barchus as the Assistant Vice President, External Affairs & Protective Services. Carl joined DPS in January 2017 as the Director of External Affairs. Carl brings 31 years of experience and relationships to this role. He is a graduate of John Jay College of Criminal Justice and was previously a member of the NYPD. Additionally, Carl has experience in safety and security administration in an academic environment (K-12 Schools) as well as private and governmental safety and security roles. Most recently, Carl served as Director, Public Safety for the Times Square Alliance.

The External Affairs and Protective Services Division cultivates the NYU community and external stakeholders to the interdependence, value, and importance of DPS, enhances the DPS image, and enlist the public’s support for the programs, projects, services, operations, and departmental needs. The Division works in collaboration with all DPS units to enhance crime control strategies through shared intelligence and event coordination of resources with both internal & external partners. In addition to numerous NYU internal stakeholder relationships, the Division maintains partnerships with local, state, and federal public safety and emergency management agencies to ensure coordination for all DPS efforts. The core responsibility of this Division lies in the day-to-day duties associated with the protection details for the University’s President, Provost and visiting dignitaries.

During the first quarter of the Division’s inception, the Team strengthened potential outcomes of DPS initiatives through the pledge of expert support and participation from the NYPD’s Community Affairs Bureau, Counterterrorism Bureau, and Crime Prevention Section. Additionally, the Division provided the
NYPD Officers stationed in-country, an awareness of the NYU Global Academic Centers and initiated conversations relating to safety collaborations.

**Protective Services**

The Protective Services Unit (PSU) was created in 2017 to ensure the safety of the NYU President, Provost and visiting dignitaries through executive protection. The PSU is comprised of a Director, six Sergeants, and one Protective Services Assistant. Through the use of best practices in executive protection, risk assessments, plan development, and after action reviews; the PSU Team supports the safe movement of the University’s Principals on campus and within New York City. Additionally, through the use of strategic planning and collaboration with the DPS Events Unit, the PSU Team assist in the development of fortified safety plans for campus events.

The Protective Services Unit also includes a Sergeant and four Loss Prevention Specialists that are assigned at the NYU Bookstore to provide loss prevention strategies and administer security protocols to protect Bookstore assets from shoplifters and internal theft.

**Events**

The Events Unit (EU) is responsible for maintaining event security and loss prevention for the Department of Public Safety. The EU Team includes a Director and three Sergeants. The EU Teams coordinates with event organizers to review safety and security logistics, develop Incident Action Plans, and manage the departmental staffing needs necessary to maintain the safety and security of NYU entities during events on campus. Four loss prevention specialists are assigned at the NYU Bookstore to provide loss prevention strategies and administer security protocols to protect Bookstore assets from shoplifters and internal theft.

**VI. Strategic Initiatives Division**

In March 2017, Nicole Collins joined DPS as the Assistant Vice President, Strategic Initiatives. Nicole is primarily responsible for the oversight of Transportation Services, Administration, and Professional Standards for the Department of Public Safety. Nicole brings to the Department, 28 years of work experience, that includes University policing, University administration, and service in the U.S. Navy and Marine Corps Reserves. She was previously the Executive Captain at the Vanderbilt University Police Department where she was charged with similar areas of responsibility. Nicole obtained her Bachelor's degree in Criminal Justice from Savannah State University.

**Transportation Services**

Public Safety provides four primary transportation programs: 1) daily shuttle service during the academic year to connect student residential properties with major academic locations; 2) nightly Safe Ride service
during the academic year; 3) airport shuttle service; and 4) contracted charter transportation to any department in the University requiring transportation. Campus Shuttles, Safe Ride, and charter services are provided through a Transportation Agreement with Academy Express LLC. Airport Shuttle Service is provided through a similar agreement with SuperShuttle.

**Campus Shuttles**

The DPS Transportation Services Unit operates 7 scheduled routes connecting the Washington Square main campus with Residence Halls, the 1st Avenue Medical Corridor, and the Tandon School of Engineering in Brooklyn. During the Fall and Spring semesters when classes are in session, the system operates from 7:30 AM to 12 Midnight on weekdays and 10:00 AM to 12 Midnight on weekends. The average ridership on the network is 3,600 passengers per day.

**Brooklyn Service (Route A):**

In furtherance of President Hamilton’s initiative, NYU in Brooklyn, Campus Shuttles increased daily trips to NYU’s Brooklyn Campus by adding 10 daily trips to Brooklyn including the addition of scheduled shuttle services on Fridays. The enhanced schedule accomplishes the following:

- Delivers service for the first and last class periods of the day
- Accommodates 90% of cross-registered students (those registered at both Washington Square and Brooklyn) within 10-15 minutes of class periods. The remaining 10% of cross-registered students have the ability to utilize shuttle services with an extended wait period between shuttles.
- Provides shuttles for evening NYU club events.

Through March 31st, 2017, ridership on the Brooklyn Service (Route A) was 30,507; a 198% increase compared to the same time last year.

Additionally, in partnership with Public Affairs, 6 buses were branded with “NYU in Brooklyn” advertising to promote the initiative.

(See Appendix B for Transportation Services Ridership Analysis.)

**Technology Enhancements:**

During the beginning of the Spring 2017 term, the bus fleet’s Automated Passenger Counting (APC) units were upgraded with new technology providing increased accuracy and precision. The new APC units allow students to use their NYUCards to tap into buses. The technology delivers an enhanced level of ridership information for the detailed analysis of University needs by including residential status, school, and class year. The system also provides an additional layer of security to NYU community members, as bus drivers are presented with a visual cue of any passenger restrictions associated with a rider’s NYUCard.

This technology is expected to increase ridership accuracy counts to 92-99% and allow knowledge based changes to be made. The system also features a schedule adherence feature that provides visual cues to bus drivers on route status to include “on time”, “late”, or “ahead” of scheduled times.
Community Engagement

DPS Transportation Services partnered with the Student Senators Council to assemble a Transportation Advisory Committee. The Committee, scheduled to kick off in May 2017, will discuss and address transportation related issues and concerns of the student body to assist DPS in prioritizing transportation needs. The Committee will meet twice a semester: at the beginning of the term to discuss issues and create action plans at the end of term to analyze results and effectiveness. The Committee will represent the University’s diverse student body and will include Washington Square and Brooklyn residents/commuters and undergraduates/graduates.

Safe Ride

Safe Ride is an on-demand, shared ride service that is available for transportation between 72 NYU facilities, and to 3 local mass transit stations during the Academic Term from 12 Midnight to 7:30 AM. Service is requested by phone or through the NYU Mobile app. The NYU Mobile app provides users with estimated wait time, vehicle tracking capabilities, and notifications when the vehicle is in-route and on location for pickup.

In the second year of utilizing the Safe Ride on-demand software at NYU, the request for service have continued to increase. As of March 31, 2017, Safe Ride ridership totaled 18,054 passengers. This represents a 29% increase from this same time period last year. Despite the growth in service demands, the average wait time for a Safe Ride shuttle has remained constant at 17 minutes. With the increased demand of the service, DPS Transportation Services will be using the Transportation Advisory Committee to discuss and pilot a new Safe Ride program. The two proposed alternatives are:

1. Fixed route: converting the entire program from on-demand services to fixed route schedule. This would guarantee a specified wait time at each stop.

2. Hybrid service: Data shows that 39% of Safe Ride service requests originate at Bobst Library. Fixed route services would be provided from Bobst Library to major residence halls. The remainder of the Safe Ride requests would be handled by the current on-demand service thus alleviating strain to the on-demand service, reducing wait times, and increasing efficiency.

Airport Shuttle Service

Through a partnership with SuperShuttle, DPS began offering shuttle services for NYU students, faculty, and staff between residence halls and the Kimmel Center to LaGuardia and JFK International airports. The Service is available prior to and after major University breaks including prior to the start of the academic term, Thanksgiving break, winter break, spring break, and the end of the academic year. Since its inception at the start of Winter Break in December 2016, NYU members have utilized the service 1,552 times:

<table>
<thead>
<tr>
<th>Service Period</th>
<th>Passengers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter Break Outbound</td>
<td>906</td>
</tr>
<tr>
<td>Winter Break Inbound</td>
<td>314</td>
</tr>
<tr>
<td>Spring Break Outbound</td>
<td>232</td>
</tr>
<tr>
<td>Spring Break Inbound</td>
<td>100</td>
</tr>
</tbody>
</table>
Professional Standards

**CALEA (Commission on Accreditation for Law Enforcement Agencies) Accreditation**

The Department of Public Safety is seeking CALEA Campus Security Accreditation in an effort to improve the delivery of public safety services, primarily by developing a comprehensive and uniform set of written directives and practices that support the achievement of administrative and operational goals. Accreditation is a means to limit the Department’s liability to risk exposure because it demonstrates compliance with best practices established through the collaboration of governing entities like the Police Research Executive Forum, National Sheriff’s Association, International Association of Chiefs of Police and the National Organization of Black Law Enforcement Executives. Accreditation also provides guidance of key focal areas that are integral to the implementation of strategic initiatives.

The Department’s directives are guided by the Commission’s established and internationally recognized standards. The standards are developed by public safety professionals to promote and support the implementation of a wide range of public safety initiatives that strengthen a Campus Security agency’s accountability, clearly defining authority, performance and responsibility. The Campus Security program requires compliance with approximately 294 standards, divided in 34 chapters covering the following topics:

1. Organization, management and administration
2. Direction and supervision
3. Human resources and personnel process
4. Training and Professional Development
5. Critical Incidents and Special Operations
6. Traffic Operations
7. Technical Services and Contractual Agreements

The accreditation process does not stop at the development and implementation of policies and initiatives; instead, the process requires a continuing self-assessment, document collection, and regular organizational reviews and inspections. Upon enrolling in the program, the Department will have up to two-years to conduct the self-assessment phase. This phase is followed by a formal on-site assessment, conducted by CALEA assessors who will review the Department’s written directives and documentation evidencing the implementation and practice of written policies.

Professional Standards is leading the accreditation initiative. The Department’s Policy Review Committee, chaired by the Director, Professional Standards, is charged with the development and review of departmental policies and has met regularly since January 2017. The Committee is comprised of nine members representing all divisions of the Department.

**PowerDMS**

In December 2016, the Department acquired the PowerDMS document management system to target two identified issues within the Department’s administration—communication gaps and inconsistent job performance. All DPS employees across all divisions have access to PowerDMS, which serves as the Department’s primary mode of communication and central repository for all policies, announcements,
forms and general Department-wide communications, allowing transparency and efficiency in administration. It is any Department’s goal for personnel to meet the expectations of their respective roles and PowerDMS is an asset and resource that furthers this goal.

The PowerDMS system also supports the accreditation process by providing the CALEA standards electronically, facilitating the compliance, survey, audit and assessment process. Approved policies are communicated to the Department using PowerDMS. The Department launched the system in March 2017 and trained the Department administration and uniformed personnel with a 100% completion rate.

PowerDMS has been used to disseminate eight memoranda, including a General Order outlining the Department’s Written Directive System that is designed to provide personnel with a clear understanding of constraints and expectations relating to the performance of their job duties and responsibilities. The Written Directive General Order has been reviewed and signed by almost 90% of the Department since its release on April 5, 2017. There are additional policies, reviewed by the Policy Review Committee, scheduled for release using the system.

*Field Training Program*

In March 2017, the Department of Public Safety’s Training Program was approved and certified by the New York State Division of Criminal Justice Services (DCJS) to offer on-site training to its personnel. The Training Unit is preparing to launch the Public Safety Officer Training Program in June 2017. The training program includes four weeks of in-class practical training on DCJS mandated training topics, University policies and orientation, and Public Safety administration. More specifically, Public Safety Officers will receive training on the following topics:

1. Introduction to Law Enforcement and Public Safety
2. Laws of New York State
3. Public Safety Skills
4. Using Technology to Perform Job Functions
5. Community Relations
6. Major Incidents
7. Investigations
8. Criminal Justice
9. Defensive Driving
10. Cultural Sensitivity, Diversity and Implicit Bias
11. Fire Life and Safety Director Certification

Instructors from within the Department of Public Safety, the University and external law enforcement, city, state and federal agencies have been invited to participate. Confirmed instructors include an Assistant District Attorney, members from NYPD Shield, NYC Office of Emergency Management and NYPD Community Relations.

The in-class training component is followed by a six week Field Training Program where Public Safety Officers in training will be assigned to different shifts for two week periods and receive field training in the security patrol function. Field Training Officers (FTOs) will evaluate the progress of new Officers by
completing daily, midpoint, and end of phase reports. Successful completion is determined after final assessment by the Field Training Program Coordinator. New Public Safety Officers are evaluated on:

1. Job Knowledge
2. Quality of Work
3. Written Reports
4. Response to Incidents
5. Decision Making
6. Communication / Interaction
7. Initiative
8. Reliability / Punctuality
9. Appearance
10. Cultural Competency

In March 2017, the Training Unit solicited and identified members within the Uniformed Patrol (Lieutenants, Sergeants and Security Officers) function to serve in the FTO capacity. The Unit has also secured an on-site one-week 40 hour training, scheduled for May 8-12, 2017, to receive New York State DCJS Instructor training. Upon completion of the training, the Department of Public Safety will have within the Uniformed division a total of 11 instructors. Also scheduled for May, FTOs will receive an additional three-day training in the evaluation and training process. Using the talent from within the Department, the goal is to pair every new Public Safety Officer with an FTO for one-on-one training and evaluation.

Annual In-Service Training

All Uniformed personnel receive annual in-service training on topics mandated by the New York State Division of Criminal Justice Services. In addition to the state mandated training program, since January 2017, Security Officers have received and completed training in the following areas—Active Shooter Response, Emergency Preparedness, Security Camera / Access Control and CPR / AED. The next installation of the In-Service Training program, scheduled for May 2017, was announced using PowerDMS.

Professional Development

In collaboration with Wellness, the Department has endorsed and registered nine (9) Security Officers, two (2) Sergeants, one (1) Captain and the Training Manager to attend a training on *Unpacking Trauma-Informed Care: Neurobiology and Sexual Violence* on April 27. The training will be presented by Dr. Jim Hopper from Harvard Medical School and will be followed by a skill-building workshop, based on the morning’s lecture.

Federal Regulatory Compliance – The Clery Act

Colleges and universities are required by the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (The Clery Act) and the Higher Education Opportunity Act (HEOA) to publish and distribute an Annual Security and Fire Safety Report (ASFSR) containing (i) campus security and student residence fire safety policies and procedures and (ii) campus crime and fire statistics. The ASFSR is designed to inform the public, campus community, and perspective students of crime in or around our campuses. Compliance with the Clery Act is required for all NYU Campuses and a separate
ASR is produced and issued for each of the University’s three campuses – New York, Abu Dhabi and Shanghai.

The crime statistics included in the Annual Security Report (ASR) are broken down into the categories of on-campus, on-campus residence halls, non-campus, non-campus residence halls, and public property. The ASFSR includes three years of campus crime statistics and approximately 114 campus security policy statements. The Department of Public Safety in New York is responsible for producing and issuing ASRs for each of the University’s three campuses -- in New York, Abu Dhabi, and Shanghai. The Global Academic Center crime statistics are also published and will be appended to the NYU New York report.

The incidents included in the ASFSR have been initially reported to Public Safety, other NYU employees, and local law enforcement. All members of the Department of Public Safety and University officials who have significant responsibility for student and campus activities are Campus Security Authorities (CSAs). The CSA training program has been revised to allow online dissemination of the curriculum to all identified CSAs—across all three NYU campuses. The online CSA training is scheduled to launch Summer 2017.

Since Fall 2016, the Department of Public Safety has actively collaborated with external departments in Clery data collection efforts—namely Title IX/OEO, Student Community Standards, and Wellness. In January 2017, Public Safety hosted a Clery Act Compliance event to discuss the regulatory changes announced by the US Department of Education in 2016. Members of the Office of General Counsel, Wellness, Title IX/OEO, Public Safety and Student Community Standards were all in attendance and the event was well-received.

In Fall 2017, the Department will formally announce and invite University partners to participate in a University Clery Compliance Committee. The Committee will allow for a continued collaborative approach to compliance with the federal regulation and will be charged with the primary function of identifying and evaluating processes, procedures and practices to manage compliance with the Act.

The table below includes incidents reported to the Department of Public Safety in 2016 from the Washington Square, Brooklyn and Dental School campuses. All 2016 data is subject to further analysis and revision prior to the October 1st publication of the ASFSR.
<table>
<thead>
<tr>
<th>Incident Type</th>
<th>2015</th>
<th>2016</th>
<th>Differential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol Law Violations (arrests)</td>
<td>140</td>
<td>Pending Data Collection*</td>
<td>TBD</td>
</tr>
<tr>
<td>Alcohol Law Violations (disciplinary referral)</td>
<td>1252</td>
<td>Pending Data Collection*</td>
<td>TBD</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>2</td>
<td>1</td>
<td>1 fewer</td>
</tr>
<tr>
<td>Arson</td>
<td>2</td>
<td>1</td>
<td>1 fewer</td>
</tr>
<tr>
<td>Arson</td>
<td>2</td>
<td>1</td>
<td>1 fewer</td>
</tr>
<tr>
<td>Burglary</td>
<td>16</td>
<td>24</td>
<td>8 more</td>
</tr>
<tr>
<td>Dating Violence **</td>
<td>4</td>
<td>10</td>
<td>6 more</td>
</tr>
<tr>
<td>Domestic Violence **</td>
<td>6</td>
<td>1</td>
<td>5 fewer</td>
</tr>
<tr>
<td>Controlled Substances (arrests)</td>
<td>79</td>
<td>Pending Data Collection*</td>
<td>TBD</td>
</tr>
<tr>
<td>Controlled Substances (disciplinary referral)</td>
<td>122</td>
<td>Pending Data Collection*</td>
<td>TBD</td>
</tr>
<tr>
<td>Fondling **</td>
<td>8</td>
<td>6</td>
<td>2 fewer</td>
</tr>
<tr>
<td>Motor Vehicle Theft</td>
<td>1</td>
<td>1</td>
<td>No Change</td>
</tr>
<tr>
<td>Murder/Manslaughter</td>
<td>0</td>
<td>0</td>
<td>No Change</td>
</tr>
<tr>
<td>Rape (forcible penetration w/any body part or object, incl. oral penetration)</td>
<td>15</td>
<td>8</td>
<td>7 fewer</td>
</tr>
<tr>
<td>Robbery</td>
<td>1</td>
<td>3</td>
<td>2 more</td>
</tr>
<tr>
<td>Stalking **</td>
<td>10</td>
<td>5</td>
<td>5 fewer</td>
</tr>
</tbody>
</table>

* Public Safety has not yet received the NYPD reports on crimes on the Washington Square and Brooklyn campuses.

** These reflect cases reported to Public Safety in 2015. A review of the reports to the NYU Title IX Coordinator of sexual offenses, dating violence, domestic violence and stalking, and receipt of the NYPD records may result in an increased numbers of incidents in these categories.
VII. APPENDIX
Appendix B

FY 17 Budget Allocation ($2.08M)

<table>
<thead>
<tr>
<th>Route</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$155,342</td>
</tr>
<tr>
<td>B</td>
<td>$559,245</td>
</tr>
<tr>
<td>C</td>
<td>$46,635</td>
</tr>
<tr>
<td>E</td>
<td>$630,550</td>
</tr>
<tr>
<td>G</td>
<td>$56,061</td>
</tr>
<tr>
<td>W</td>
<td>$151,881</td>
</tr>
<tr>
<td>SR</td>
<td>$373,182</td>
</tr>
</tbody>
</table>

Ridership & Cost per Passenger as of 3/31/17

<table>
<thead>
<tr>
<th>Route</th>
<th>AY16-17 Ridership</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>30,507</td>
</tr>
<tr>
<td>B</td>
<td>124,086</td>
</tr>
<tr>
<td>C</td>
<td>14,037</td>
</tr>
<tr>
<td>E</td>
<td>157,528</td>
</tr>
<tr>
<td>F</td>
<td>72,093</td>
</tr>
<tr>
<td>G</td>
<td>3,993</td>
</tr>
<tr>
<td>W</td>
<td>8,060</td>
</tr>
<tr>
<td>Safe Ride</td>
<td>18,054</td>
</tr>
</tbody>
</table>

Dated: 4/17/2017
Access

The community health model with open access for primary care, mental health, and health promotion services, implemented in the fall of 2006, has resulted in an increase in the number of unique patients visiting the Student Health Center (SHC) for ten consecutive years. We anticipate over 30,000 students having contact with the SHC this year. This is a significant increase in student utilization over the past decade and broadens health access for NYU students. As our primary public health concerns have been prevention and early detection of communicable diseases and mental disorders, the increased usage by students has led to multiple opportunities for a positive impact on both priorities. This, in turn, contributes to a healthier and safer campus. At the start of the fall 2015 semester, we opened the Student Health Center at 6 MetroTech Center in Brooklyn. During the 2016-2017 academic year we have seen an approximately 25% increase in visits at the Brooklyn SHC.

Alcohol and Other Drugs

Incoming first-year undergraduate students are required to complete the two-part, three-hour online course, AlcoholEdu for College. The course provides students with information about high-risk drinking behaviors and associated harms, debunks myths about college drinking, and points students toward tools and resources for staying safe and looking out for friends (e.g. Bystander Intervention through Action Zone, Wellness Exchange hotline, etc.). Students who do not complete the first part of the course have a hold put on their spring semester course registration. In fall 2016, 6648 incoming students completed the course (parts 1 and 2) or a 96% compliance rate.

In fall 2016 and spring 2017, Health Promotion led 11 workshops reaching 216 students in the Higher Education Opportunities Program. These one-hour workshops called "Dicey Decisions" and "Imagine That" are formatted as interactive quizzes and deliver health and safety information to traditionally underserved, low-income, first-year students. In addition to reinforcing risk-reduction strategies regarding various health behaviors—with the goal of encouraging wellness and healthy living—the workshops also serve to inform students about health and wellness resources available at NYU.

In keeping with national trends to curb the overuse of alcohol on college campuses and the misuse of prescription drugs, SHC has partnered with several stakeholders to find ways to identify students and intervene with students who may be at risk. We continue to partner with the NYU School of Medicine Department of Population Health to pilot innovative technology based methods for screening and treating those at risk.

Communicable Disease:

In response to New York State Public Health Law 2165 that requires all students taking six (6) credits or more in a degree granting program to provide proof of immunization to
measles, mumps, and rubella the SHC, in collaboration with multiple offices at the University continues to achieve over 99.9% compliance with the state imposed deadlines. This degree of vaccination coverage will minimize the risk of spreading communicable disease to the NYU community.

As in years past, there have been communicable disease outbreaks that have put our community at potential risk. We continue to have a very active flu vaccine program with administration at the SHC and several outreach events held across campus. During 2016-2017, we administered 9304 flu vaccines, an increase of 3% over the prior year. We also had an 88% vaccination rate of the SHC staff, which is higher than average for a healthcare facility where the vaccine is not mandated.

Pre-exposure prophylaxis, or PrEP, is a medication that prevents HIV infection. The SHC’s efforts to expand access for students, as part of a comprehensive HIV testing and prevention efforts, to this important medication resulted in a 120% increase in students who are high-risk for contracting HIV who are now on PrEP.

**Bystander Intervention:**
Action Zone is a Bystander Intervention initiative for all members of the NYU community. Bystander Intervention is thought to be a promising prevention weapon against sexual misconduct and binge drinking, as well as other safety and health-related topics. Action Zone consists of a one to two-hour training program, and provides a framework for understanding bystander behavior, and tools for intervening safely on behalf of others. This training is available through the Health Promotion Office upon request. Additionally, at least once per semester, the Health Promotion Office hosts an open Action Zone training for the NYU community; staff, students and faculty are encouraged to attend these open trainings. However, information about Bystander Intervention, including resources and tools on how to be an active bystander, is also readily available online.

In the 2015-2016 academic year, NYU instituted a requirement for student leaders from certain designated groups to complete a version of the in-person training in order to introduce a more robust prevention effort around sexual misconduct. The student leaders included: Resident Assistants and members of Residence Hall Councils, all Varsity Athletes, all members of Greek organizations, leaders of student clubs and organizations, and members of student government bodies. This initiative has continued into the 2016-2017 academic year. As of April 17th, 576 members of the NYU community have participated in Action Zone this academic year. From September 2016 through April 14th, 2017, the Bystander Intervention information offered online received 3,269 page views.

**Student Involvement:**
Stressbusters, a program designed to provide and promote stress relief to NYU students, continues to be a popular, student-led, student-facing program, housed in and supported by the Health Promotion Office. Volunteers are dispatched to give backrubs and stress self-management tools and tips, as well as information about health and wellness resources (like the Wellness Exchange) and healthy ways to alleviate stress, to other
students across campus. There are currently 37 active student volunteers. Since the beginning of the academic year in September 2016, 909 backrubs have been provided to undergraduate and graduate students through this initiative.

Paid student workers are an essential component to the functionality and mission of the Health Promotion Office. The integration of students into the department creates a direct line for student feedback and input. These students relay the health and wellbeing needs of their peers, give voice to HPO’s social media platforms, suggest and inform topics addressed within the Health Library, brainstorm ideas for new activities and outreach initiatives, and help with other events (e.g. Fuel Your Finals programming). All student workers work a minimum of 10 hours a week and maximum of 20 hours a week. Since September 2016, the Health Promotion Office has employed a total of six student workers.

The Wellness Expo, an annual outreach event that takes place in the fall, educates new and returning students about the many health and wellness resources available to them at NYU. Professional staff and students staff the event, which includes informational booths on University services provided by the SHC, Public Safety, the Wellness Exchange, Public Safety, Residence Life, and the Center for Multicultural Education and Programs, among others. By partnering with these different departments to showcase various services, this event supports the SHC’s whole-person approach to health and wellness, and demonstrates the interconnected and symbiotic relationship of wellness with safety, with the built environment, etc. This event is also an opportunity for students to receive the flu vaccine. The fall 2016 Wellness Expo was attended by 1,722 students and 451 students received the flu vaccine.

**Mental Health**

Utilization:

NYU Counseling and Wellness Services provided 45,519 visits to 8,768 unique students in the ‘15-‘16 academic year. This represents a decrease of less than 0.1% in visits from ‘14-‘15 and an increase of 6.6% in unique students. This data includes utilization at global sites. Additionally, our 24/7 counseling and emergency Wellness Exchange hotline received 22,000 calls last year. In addition, there has been a 6% increase in student hospitalizations for mental health reasons comparing the ‘14-‘15 (166) and ‘15-‘16 (176) academic years.

New Staff:

The Staff of Counseling and Wellness Services now has colleagues in 11 different countries (Paris, London, Florence, Shanghai, Berlin, Abu Dhabi, Prague, Buenos Aires, Sydney, Washington DC, and Madrid). These are mental health clinicians who are full employees of NYU who have been hired to treat students at our Global sites. These professionals are credentialed by the SHC and are therefore able to use our electronic health record. By having clinicians working at our sites abroad we are able to provide students with a much improved quality of care.
This year, to ensure quality of care, we have also sent counselors from Paris to London to assist in our response to the attack that occurred in that city.

All new global counselors are trained in New York for a minimum of two weeks when possible prior to beginning work at a site in order to ensure that they fully understand centrally established procedures and protocols and that they know how to appropriately access resources in New York for their students abroad. All global counselors also meet weekly as a group with a senior member of the CWS team based in New York to discuss high-risk cases.

Health and Wellness Orientation:

CWS assists in guiding the content for three versions of our award-winning health Orientation that comes in the form of a theatrical production: “The Reality Show” that teaches students about health and safety in their cities and on their campuses. For our global sites, we continue to have a uniform, one-hour long orientation for both upper class and freshman students in the form of an online module and an in-person debrief with the Student Affairs and Counseling staff on site.

Training:

Training continues to assist faculty and staff in detecting changes in a student’s behavior that may signal a more serious problem. We have delivered this training to a number of administrative units and academic departments at NYU. We estimate that 300 faculty and staff are trained annually. We also trained student leaders – all 300 Resident Assistants along with all health peer educators – to be able to detect peers in distress and refer them appropriately to mental health services. This training is now routinely scheduled and advertised via HR Talent, Learning & Organizational Development division and is also mentioned at the conclusion of the campus wide Preventing Campus Violence training currently being delivered to all NYU staff.
Student Safety in Residence Halls

In the fall semester, there were approximately 12,000 students living in 21 locations in Manhattan and 2 locations in Brooklyn, with around 7,000 students located around the Washington Square and Union Square areas. Each residence hall is staffed 24/7 with several levels of individuals involved in student safety, including public safety officers, Resident Assistants, Residence Hall Resource Managers, Residence Hall Assistant Directors, and Residence Hall Directors. Furthermore, student and professional staff members are on call 24/7 to assist residents and respond to emergencies. Residence hall staff members are trained in crisis response protocols and work closely with the Department of Public Safety, the Counseling and Wellness Services, and the Student Health Center. Approximately 305 RAs received such training for the 2016-2017 academic year.

Role of Residence Life Staff in Regard to Key Health and Safety Considerations:

A. Access to residence halls: Access is granted only by showing hall-specific University identification or swiping through turnstiles. Turnstiles have been installed in all residence halls. The turnstile system allows a residential student to swipe into any residence hall. Any guest to a residence hall must have valid photo identification and be signed in and out by a resident of that building. Individuals whose presence in a residence hall is considered to jeopardize the well-being of the residence hall community are declared Persona Non Grata and, as enforced by the Department of Public Safety, are denied entrance to University residence halls.

B. Alcohol and Other Substances: Both the number of fall semester alcohol related violations and substance related violations decreased in the past year. During the fall of 2015, there were 1,116 students found responsible for alcohol policy violations and 199 violations involving other substances (mostly marijuana). In the fall of 2016, there were 1,048 alcohol policy violations and 130 violations involving other substances. This marks the fifth consecutive year where alcohol related violations have decreased (6% from last year) and where substance related violations are back on the decline (35% from last year).

1. Emergency Transports: The number of residential students transported to the hospital from the beginning of the fall semester to March 31, 2017 for substance-related medical emergencies decreased to 87 (down from 89 during the same time period last academic year); a 2% decrease.

2. Informed Choices: Informed Choices Marijuana (ICM) and Informed Choices Alcohol (ICA) are group educational interventions for students who are found responsible for low-level alcohol or marijuana policy violations. The program was developed to assist students in making more responsible decisions surrounding their substance use to emphasize harm reduction at both the individual and community level. Over the past several years, there is evidence that lower recidivism rate than those who received only a written warning or probation. In addition, self-report data suggests that students become more aware of the impact of their use of alcohol and
marijuana upon the community and incorporate that awareness into their related decision-making.

a. Informed Choices Alcohol – Since September 2016, 326 residents have been sanctioned to Informed Choices-Alcohol. This is a decrease from the 362 residents who were sanctioned to ICA during the same timeframe last academic year, which is reflective of the decrease in alcohol policy violations in the past year. ICA appears to be an effective opportunity for educating students about alcohol in a group setting.

b. Informed Choices Marijuana - Since September 2016, 60 residents have been sanctioned to Informed Choices-Marijuana. This is a decrease from 114 residents who were sanctioned to ICM during the same timeframe last academic year. This is also reflective of the decrease in substance related policy violations in 2016-2017 compared to 2015-2016.

C. Assistance with Mental Health Concerns: The Residence Life Staff works in conjunction with other University offices to address matters involving students in regard to whom there are concerns about their well-being and/or safety. The role of the residence life program involves referrals of students to Wellness Services [including students who may feel unsafe as the result of being a victim of an incident as well as for other reasons], “check-ins” to assure the safety of students, and assistance with transports to the hospital. During the academic year, approximately 6-8 such check-ins are conducted weekly. With respect to hospitalizations, as of the end of March 2016, 65 residential students have been transported and admitted for inpatient psychiatric treatment. [At this point during the 2015-2016 academic year, there had been 52 such hospitalizations. This represents approximately a 20% increase in residential student psych hospitalizations from the corresponding period from last year.]

D. Fire Safety: Each year, the Office of Residential Life and Housing Services coordinate residential fire drills and fire safety education initiatives. Professional Staff and RAs are trained around fire safety and conducting fire drills. The drills are conducted four times per year; twice in the fall, once in the spring, and once in the summer at a time during which students are likely to be home. The drills represent a collaborative effort between Residential Life and Housing Services, Public Safety, and Facilities. Fire safety education is centered on two weeks in the fall semester during which Residential Life staff conduct passive and active educational campaigns designed to foster knowledge and safety strategies. During the fall semester, Residential Life staff also conducted fire safety inspections of each student room to remove hazardous objects from the residence halls. The staff also assists the Departments of Public Safety and Facilities & Construction Management in tracking the number of incidents involving fire safety (numbers are maintained by Public Safety) that occur in the residence halls each year.

E. General Programs: Each year, the residence life staff educates residents on matters of personal and community safety through floor meetings, bulletin board displays, and floor/hall workshops. A wide variety of related issues have been addressed in this way.

F. Upcoming for 2017-2018: Rolling out of in-house online roommate agreement app to all residence halls. In the app, RAs and Professional Staff will have access to photo rosters of residents, which will aid in accurately documenting students’ information during incidents.
Office of Student Conduct and Community Standards  
Report to the University Senate Public Affairs Committee  
April 2017

A) Mission: The function of the Office of Student Conduct and Community Standards (OSC) is to support the educational mission of the University by addressing and resolving situations in which the behavioral choices of students are negatively impacting others, as well as themselves. Efforts are made to educate those students on the rights and responsibilities of community membership and to support their success at New York University.

B) Student Development Focus: The OSC staff strives to address incidents of behavior that disrupt others or violate University policies by taking steps to encourage offenders to be more aware of the importance of community standards and the related procedures, to recognize the impact of their behavior on others, to become more respectful of the rights and interests of others, and to refrain from engaging in further behavior that compromises the academic, personal or social wellbeing of others or themselves.

C) Administrative Structure: Incidents that arise within an academic program/setting are managed by the school in which the student is enrolled. Student conduct cases that transcend the interests of more than a single academic school are considered through the Office of the Senior Vice President for Student Affairs, specifically by OSC. Conduct issues that arise within a University residence hall are managed by the Office of Residence Life and Housing Services under the guidance of OSC. Cases that arise at Global sites are managed by the staff at that site in consultation with the Global Programs Office and OSC.

D) Core Functions:

1) Student Conduct: OSC has jurisdiction over matters where the interests of more than one school are affected. The Office oversees the management of violations of University-wide policies, including the Rules for the Maintenance of Public Order (1969) and the University Policy on Student Conduct (1978). The Office also coordinates the resolution of cases at the residence hall level by providing guidance to the hall staff and directly adjudicating the more serious cases (utilizing Office of Residence Life and Housing Services procedures) as the circumstances warrant.

2) Student Activities and Groups: OSC assists in the management of allegations that a recognized student group has engaged in behavior that violates University standards for group recognition or activities or University conduct policies either by coordinating the management of such cases through the Center for Student Activities, Leadership, and Service (CSALS) or by directly adjudicating cases in OSC as the circumstances warrant. This involves Fraternities and Sororities as well as other CSALS student groups.

3) Global Campuses: OSC provides support in the form of advisement/consultation to Study Away site staff in matters in which a student at a site has engaged in behavior that violates University student conduct policies. OSC staff members provide advice on procedures, sanctions, and related matters and also may, as the circumstances warrant, directly adjudicate cases through the use of video meetings, etc.
4) **Sexual Misconduct Adjudication:** Under the NYU Sexual Misconduct, Relationship Violence, and Stalking Policy, OSC is responsible for adjudicating claims of sexual misconduct through a formal hearing process. After a thorough investigation is completed by the Office of Equal Opportunity, a full report is provided to OSC. OSC will appoint an experienced and specially-trained Adjudicator (most commonly the Director of OSC). The Adjudicator then holds a formal in-person hearing with the relevant parties and makes a determination, based on the preponderance of evidence, as to whether the NYU policy has been violated. Where a violation of the sexual misconduct policy has been found, the Adjudicator will issue sanctions.

5) **Record Retention:** OSC maintains records associated with all student conduct matters. Such records are covered under the standards set forth in the Family Educational Rights and Privacy Act (FERPA). Student conduct records may be kept for a minimum period of time or permanently, depending upon the nature of the disciplinary action in which the student was involved. OSC works closely with the Registrar’s Office to respond to record requests under FERPA.

6) **Consulting and Advisement:** OSC serves as a central resource to the academic schools by providing administrative, consultative, record management and other forms of support to administrators in other University offices as well as those at global campus centers who are charged with managing matters of student conduct.

E) **Statistics:** NYU-NY: Between June 1, 2016 and as April 1, 2017, the Office of Student Conduct and Community Standards received and reviewed 4,308 reports of incidents involving possible student conduct related issues that had arisen at New York University. These reports were filed by residence life staff members as well as by administrators in other University offices. Initial reports include the names of all students who have some degree of involvement, because they were the complainant/reporter, were present during an incident, were a witness, or ultimately were accused of a violation. Thus, each of these reports has to be reviewed to determine whether student conduct action is warranted in relation to each student mentioned in a report. Ultimately, 4,060 students were alleged to have violated a policy. The management of each such case involved at least one meeting with that student, interviews with witnesses (as applicable), and a review of the circumstances. Individual meetings were conducted by a professional staff member with each of those students to determine the appropriate response by the University. Most of those meetings took place and the issues resolved at the residence hall level through discussions with the Residence Hall Director or Assistant Director. The most serious cases were addressed in meetings with administrators in the Office of Student Conduct and Community Standards. Of those cases, 2,736 students ultimately were determined to be responsible for violating a student conduct policy.

F) **Key Developments and Activities for 2016-17:**

1) **Change in Leadership:** In 2016, NYU’s long-standing Director of Community Standards, Dr. Thomas Grace, retired after nearly 30 years of service. In August 2016, Craig Jolley assumed responsibilities as the new Director. Craig has been employed at the University for the past twenty years, holding positions in Residential Life, Student Conduct, and the Office of Equal Opportunity.
2) Student Development Function: For the 2016-17 academic year, OSC has begun to realign the core functions of the Office to focus more intentionally on student development and success. As such, a number of non-student-development functions that the office had previously maintained were reassigned to more appropriate offices within the University, including: a) responsibility for the Student Grievance Procedure has been shifted to the Office of the President; b) responsibility for compliance-based functions have been shifted to the Office of Compliance.

3) Proposal for new Student Non-Academic Misconduct Policy: Currently, NYU manages its student conduct program under policies and procedures that were written nearly four decades ago. Over the course of the 2016-17 academic year, a working group comprised of school representatives and members of the University Senate Judicial Board committee (which includes representatives from SSC, T-FSC, C-FSC, and AMC) have been developing a proposal to modernize our student conduct policies and procedures. After several months of discussion and development, the working group has drafted a new University-wide Student Non-Academic Misconduct Policy. This new policy is clear and concise, while also comprehensive to include the contemporary student conduct issues facing campuses today. In addition to the new University-wide policy, accompanying procedures will allow the option for schools to utilize a centralized student conduct process, which will promote consistency in our application and enforcement. During the months of April and May, the OSC staff gave presentations about the new proposed policy to the Student Senators Council (SSC), the Tenured Faculty Senators Council (T-FSC), the Full-Time Contract Faculty Senators Council (C-FSC), and the Administrative Management Council (AMC). The proposal is currently being finalized with the goal of presenting it to the University Senate (via the Judicial Board Committee) at the October 2017 Senate meeting. The new policy is projected to be in effect beginning the 2018-19 academic year.
Sexual Misconduct Prevention and Response

NYU is committed to fostering a community in which sexual misconduct, relationship violence, and stalking are not tolerated; in which all its members are well informed and feel safe in reporting prohibited misconduct; in which those reporting incidents of sexual misconduct, relationship violence, and stalking are thoroughly and compassionately supported; and in which the investigative and disciplinary processes are guided by fairness and respect for all individuals.

Laws and Policies

The NYU policy – which applies to students, faculty, administrators, staff, and third parties at NYU’s campuses in New York, Abu Dhabi, and Shanghai, as well as all our global sites – can be read at nyu.edu/sexual-respect; and is effective as of September 30, 2014.

Signed into law on July 7, 2015, NYU abides by the NYS Enough Is Enough law which further mandates NYS private colleges to follow SUNY schools in adopting specific sexual misconduct policy language and prevention efforts.

Among the most noteworthy changes that result from the new law are:

- A uniform definition of affirmative consent
- An amnesty policy to protect students reporting incidents of sexual misconduct
- A Students’ Bill of Rights, clearly explaining students’ rights and resources, both internal to the university as well as legally and criminally
- Additional comprehensive training requirements for administrative, staff, and students
- Additional reporting requirements of aggregate data on sexual misconduct incidents and their adjudication to the State Education Department

Communications

Website – nyu.edu/Sexual-Respect highlights key aspects of the policy, procedures, and resources and is the umbrella under which all information and resources related to sexual misconduct appear at NYU.

Weekly Sexual Misconduct Case Review Meeting where key individuals in OCS, OEO, DPS, CWS/WE, and SPACE come together to formally review the progress and procedures related to each case of sexual misconduct known to NYU. The weekly team meeting allows for oversight and to ensure that each office collaborates and communicates effectively in meeting guidelines and standards for response, investigation, adjudication, and resolution of each case.

Assessment

In accordance with NYS law, NYU implemented our first Campus Climate Survey to elicit students’ experiences as it relates to sexual misconduct. NYU partnered with National Campus Climate Survey
(NCCS) to develop and implement the survey focusing on key experiences, knowledge, and behaviors that relate to sexual misconduct. The results can be found at www.nyu.edu/sexual-respect.

**Staff**

We added a new confidential Case Manager, Kara Cohen, within the Sexual Misconduct Support Services team to assist students in obtaining resources, support, and accommodations in response to their experience of sexual violence. This staff person is a licensed Social Worker with experience in case management, supportive counseling, and knowledge of the impact of trauma and sexual violence on students.

**Ad Hoc Subcommittee**

We continue to update, improve, and assess the efficacy of the new sexual misconduct policies that we announced in Fall 2014, and updated in the Fall of 2015. To this end, the Ad Hoc Senate committee on the topic of sexual misconduct, allows us to evaluate our prevention and response programs and policies from the perspective of the faculty, administrators, and NYU students.

The committee has been crucial in reviewing and advising on streamlining procedures, strengthening programs, and developing our National Campus Climate Survey.

**Training**

New Title IX and Enough is Enough guidelines require colleges and universities to educate their student body on their rights and responsibilities following a sexual assault. We have devised a protocol internally within CWS to confidentially send students a written communication after they report a sexual assault to a counselor via our electronic health record. We have also constructed a Students’ Bill of Rights advising and notifying students of their rights and resources, both internal and external to NYU.

A number of trainings are in place to train the judicial board appeals panelists, legal counsel, support facilitators and counselors offering Complainant and Respondent Services.

The mandatory online educational program for all incoming NYU students (grad and undergrad) including at our global campuses continues. We are the only institution of which we are aware that holds registration in the following semester if students do not comply with the requirement to complete the online module.

In the 2015-2016 academic year, NYU instituted a requirement for student leaders from certain designated groups to complete a version of the in-person training focused on sexual misconduct in order to introduce a more robust prevention effort around that topic. The student leaders include: Resident Assistants and members of Residence Hall Councils, all Varsity Athletes, all members of Greek organizations, leaders of student clubs and organizations, and members of student government bodies.

OEO, SPACE and OCS continue to offer Consent Workshops for the entire NYU student community, covering issues of affirmative consent, NYU policy, alcohol intoxication and incapacitation, and
resources. All NYU student leaders are required to attend an in-person training as they hold key positions in our community, acting as ambassadors for education and change. These workshops are also tailored to key student groups such as Women Only, Men Only, and LGBTQ.

Training is also being offered to faculty/staff on a voluntary basis regarding their reporting responsibilities. Faculty and staff are also being cross trained via the Preventing Campus Violence trainings and the Students in Distress trainings so that they hear about sexual misconduct requirements even if they are participating in these other types of trainings on campus.

To meet additional requirements for training set forth by Enough Is Enough NYS Law, NYU is exploring further platforms and content to train and educate faculty/administrators/staff on sexual misconduct incidence and impact on students; NYU policy, procedures, and resources; and their role and responsibilities as employees in direct support of students.

New initiatives

Screening: Our climate survey revealed that at NYU, 19.4% of survey participants reported experiencing intimate partner violence in the past 12 months (e.g. jealousy, verbal abuse, physical assault). Additionally, 52% of the 11.4% of students who reported experiencing a non-consensual sexual incident in the last 12 months reported that they did not tell anyone.

In an attempt to positively affect this concerning data, we intend to implement a new Screening Protocol for all Student Health Center clinical areas. This self-administered screening will proactively identify and support students experiencing sexual violence and/or dating or intimate partner violence. It will be administered to students seeking clinical services at SHC, which will be followed by a clinical interview and referral to resources.

We have had success in screening within primary care related to depression and alcohol use and therefore anticipate success by implementing a similar protocol for this screening as well.

Training: We plan to schedule specific educational training events in collaboration with both the LGBTQ Students Services Center and the Office of Greek Life to address these two student populations specifically given that our climate survey revealed that they are higher risk populations.