



NEW YORK UNIVERSITY

Financial Report

2008



Independent Auditors' Report



Report of Independent Auditors

PricewaterhouseCoopers LLP
PricewaterhouseCoopers Center
300 Madison Avenue
New York NY 10017
Telephone (646) 471 3000
Facsimile (813) 286 6000

To the Board of Trustees of
New York University

In our opinion, the accompanying consolidated balance sheet and the related consolidated statement of activities and cash flows present fairly, in all material respects, the consolidated financial position of New York University ("NYU") at August 31, 2008 and the results of their changes in net assets and their cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of NYU's management. Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit of these statements in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The consolidating information included on pages 26 through 32 in Appendix A - supplemental schedules is presented for purposes of additional analysis of the consolidated financial statements rather than to present the financial position and results of operations of the individual entities. The consolidating information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and, in our opinion, is fairly stated in all material respects in relation to the consolidated financial statements taken as a whole.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
December 18, 2008

Consolidated Balance Sheet

August 31, 2008

(in thousands of dollars)	University	NYU Langone Medical Center	Consolidated NYU
Assets			
Cash and cash equivalents	\$ 619,781	\$ 259,037	\$ 878,818
Short-term investments (Note 4)	31,556	184,303	215,859
Accounts and loans receivable, net (Note 5)	197,692	69,581	267,273
Patient accounts receivable	2,328	177,179	179,507
Contributions receivable, net (Note 6)	257,021	264,159	521,180
Other assets (Note 8)	109,837	128,943	238,780
Deposits with trustees (Note 7)	493,801	139,047	632,848
Collateral for securities loaned (Notes 4 and 20)	78,513	-	78,513
Long-term investments (Notes 4 and 20)	1,863,397	806,703	2,670,100
Assets held by insurance captive (CCC550) (Note 11)	-	115,449	115,449
Land, buildings, and equipment, net (Notes 2 and 9)	2,013,133	850,956	2,864,089
Total assets	<u>\$ 5,667,059</u>	<u>\$ 2,995,357</u>	<u>\$ 8,662,416</u>
Liabilities and Net Assets			
LIABILITIES			
Accounts payable and accrued expenses	\$ 218,150	\$ 460,506	\$ 678,656
Deferred revenue	566,838	42,973	609,811
Outstanding losses and loss adjustment expenses (Note 11)	-	141,807	141,807
Security loan agreements payable (Notes 4 and 20)	78,513	-	78,513
Bonds and notes payable (Note 10)	1,496,210	743,579	2,239,789
Federal grants refundable	64,189	10,332	74,521
Accrued benefit obligation (Note 12)	21,173	52,527	73,700
Accrued postretirement obligation (Note 13)	222,719	93,232	315,951
Asset retirement obligation (Note 2)	95,246	13,728	108,974
Total liabilities	<u>2,763,038</u>	<u>1,558,684</u>	<u>4,321,722</u>
NET ASSETS			
Unrestricted	1,650,305	905,743	2,556,048
Temporarily restricted (Note 18)	233,160	297,553	530,713
Permanently restricted (Note 18)	1,020,556	233,377	1,253,933
Total net assets	<u>2,904,021</u>	<u>1,436,673</u>	<u>4,340,694</u>
Total liabilities and net assets	<u>\$ 5,667,059</u>	<u>\$ 2,995,357</u>	<u>\$ 8,662,416</u>

Consolidated Statements of Activities

Year Ended August 31, 2008

(in thousands of dollars)	University	NYU Langone Medical Center	Consolidated NYU
Changes in unrestricted net assets			
OPERATING REVENUES			
Tuition and fees (net of financial aid awards of \$251,998)			
University; \$3,489 NYU Langone Medical Center)	\$ 1,188,907	\$ 30,187	\$ 1,219,094
Grants and contracts (Note 15)	121,267	199,519	320,786
Patient care (Note 3)	39,303	1,402,525	1,441,828
Insurance premiums earned	-	28,524	28,524
Hospital affiliations (Note 16)	-	246,019	246,019
New York State appropriation	4,830	-	4,830
Contributions	72,072	67,066	139,138
Endowment distribution and return on short-term investments (Note 4)	94,577	28,618	123,195
Auxiliary enterprises	319,610	33,312	352,922
Program fees and other	77,584	82,460	160,044
Net assets released from restrictions	92,080	71,409	163,489
Total operating revenues	2,010,230	2,189,639	4,199,869
OPERATING EXPENSES (NOTE 17)			
Instruction and other academic programs	1,085,009	146,947	1,231,956
Research and other sponsored programs	116,502	196,149	312,651
Patient care	39,639	1,167,958	1,207,597
Hospital affiliations (Note 16)	-	241,219	241,219
Libraries	56,282	9,824	66,106
Student services	106,131	4,427	110,558
Institutional services	192,242	338,180	530,422
Auxiliary enterprises	323,347	72,881	396,228
Total operating expenses	1,919,152	2,177,585	4,096,737
Excess of operating revenues over operating expenses	91,078	12,054	103,132
NONOPERATING ACTIVITIES			
Investment return less than endowment distribution, net (Note 4)	(109,355)	(43,427)	(152,782)
Other	3,749	655	4,404
Net assets released from restrictions for capital purposes	6,326	9,368	15,694
Changes in pension and postretirement obligations (Notes 12 and 13)	(4,832)	9,642	4,810
Decrease in unrestricted net assets	(13,034)	(11,708)	(24,742)
Changes in temporarily restricted net assets			
Contributions	90,964	149,310	240,274
Investment return, net (Note 4)	(2,101)	1,198	(903)
Other	(15,878)	-	(15,878)
Net assets released from restrictions	(90,870)	(80,777)	(171,647)
(Decrease)/increase in temporarily restricted net assets	(17,885)	69,731	51,846
Changes in permanently restricted net assets			
Contributions	79,318	15,812	95,130
Unrealized loss on deposits with trustees	(8,135)	-	(8,135)
Net assets released from restrictions	(7,536)	-	(7,536)
Other	-	4	4
Increase in permanently restricted net assets	63,647	15,816	79,463
Increase in net assets	\$ 32,728	\$ 73,839	\$ 106,567

Consolidated Statements of Cash Flows

Year Ended August 31, 2008

(in thousands of dollars)	University	NYU Langone Medical Center	Consolidated NYU
Cash flows from operating activities			
Change in net assets	\$ 32,728	\$ 73,839	\$ 106,567
ADJUSTMENTS TO RECONCILE INCREASE IN NET ASSETS TO NET CASH PROVIDED BY OPERATING ACTIVITIES			
Depreciation and amortization	118,615	81,643	200,258
Net loss on investments and deposits with trustees	112,237	36,024	148,261
Bad debt expense	1,938	36,580	38,518
Gain on sale of real estate	(7,251)	(655)	(7,906)
Other nonoperating changes	1,964	-	1,964
Pension and postretirement obligation change	4,832	(9,642)	(4,810)
Asset retirement obligation adjustment	44	493	537
Contributions restricted for permanent investment and capital	(82,911)	(27,935)	(110,846)
Contributed assets	(4,222)	(3,247)	(7,469)
CHANGES IN OPERATING ASSETS AND LIABILITIES			
(Increase) decrease in accounts and loans receivable, net	(24,043)	3,312	(20,731)
Increase in patient accounts receivable	(1,130)	(45,293)	(46,423)
Increase in nonendowment and noncapital contributions receivable	(2,506)	(102,380)	(104,886)
Decrease (increase) in other assets	5,419	(34,448)	(29,029)
Increase in accounts payable and accrued expenses	19,965	116,856	136,821
Increase in outstanding losses and adjustment expenses	-	37,094	37,094
Increase (decrease) in deferred revenue	30,251	(362)	29,889
Decrease in accrued pension obligation	(720)	(1,181)	(1,901)
Increase in accrued postretirement obligation	14,071	5,229	19,300
Net cash provided by operating activities	219,281	165,927	385,208
Cash flows from investing activities			
Purchases of investments	(2,001,424)	(602,455)	(2,603,879)
Sales of investments	2,042,457	714,690	2,757,147
Investment in physician practice plan	-	(29,881)	(29,881)
Proceeds from sale of real estate	8,251	726	8,977
Drawdowns of unexpended bond proceeds	410,509	33,059	443,568
Additions to land, buildings, and equipment, net of disposals	(478,896)	(124,388)	(603,284)
Net cash used in investing activities	(19,103)	(8,249)	(27,352)
Cash flows from financing activities			
Contributions restricted for permanent investment and capital	77,956	27,935	105,891
Increase in endowment and capital contributions receivable	(23,061)	(487)	(23,548)
Proceeds from short-term borrowings	100,525	-	100,525
Principal payments on short-term borrowings	(98,525)	-	(98,525)
Principal payments on bonds and notes payable	(122,662)	(66,620)	(189,282)
Increase in federal grants refundable	371	510	881
(Increase) decrease in deposits with bond trustees	(9,332)	4,274	(5,058)
Net cash used in financing activities	(74,728)	(34,388)	(109,116)
Net increase in cash	125,450	123,290	248,740
Cash			
Beginning of year	494,331	135,747	630,078
End of year	\$ 619,781	\$ 259,037	\$ 878,818
Bond proceeds	\$ 626,782	\$ 94,150	\$ 720,932
Interest paid	47,632	37,874	85,506

Notes to the Consolidated Financial Statements

August 31, 2008 (in thousands of dollars)

Description of New York University

Note

Founded in 1831, New York University (NYU) is a private institution of higher education, research, and patient care located primarily in New York City. NYU is recognized both nationally and internationally as a leader in scholarship and is a member of the distinguished Association of American Universities.

Beginning fiscal year 2008, the consolidated reporting entity for NYU consists of the University, which represents the consolidation of Washington Square and Polytechnic, and the NYU Langone Medical Center, which represents the consolidation of the NYU Hospitals Center, the NYU School of Medicine, and CCC550 as described below. Consolidating balance sheets and statements of activities for the University and the NYU Langone Medical Center are presented in Appendix A.

THE UNIVERSITY The Washington Square Campus (Washington Square) includes seventeen colleges and divisions in Manhattan, each with its own traditions, programs, and faculty. The schools, in order of founding date, are the College of Arts and Science, School of Law, School of Medicine, College of Dentistry, Graduate School of Arts and Science, Steinhardt School of Culture, Education, and Human Development, Leonard N. Stern School of Business, Courant Institute of Mathematical Sciences, School of Continuing and Professional Studies, Institute of Fine Arts, Robert F. Wagner Graduate School of Public Service, Post-Graduate Medical School, Silver School of Social Work, Tisch School of the Arts, Gallatin School of Individualized Study, College of Nursing, and the Institute for the Study of the Ancient World. Washington Square also operates academic program sites and research programs in other parts of the United States and abroad.

Effective July 1, 2008, Polytechnic University became affiliated with NYU under the name Polytechnic Institute of New York University (Polytechnic). On that date, NYU became the sole member of Polytechnic. Polytechnic is a private, co-educational institution founded in 1854, offering programs in engineering, applied sciences, and management. Polytechnic has its main campus in downtown Brooklyn. The University has not assumed any responsibility or liability for the financial obligations of Polytechnic.

THE NYU LANGONE MEDICAL CENTER Effective October 23, 2007, all necessary regulatory approvals were granted, and NYU was substituted for Mount Sinai-NYU Health, Inc. as the sole member of NYU Hospitals Center (the Hospitals Center). By resolution of the NYU Board of Trustees, NYU appointed members of the Hospitals Center Board and also named the same individuals as members of a newly created New York University School of Medicine Advisory Board. Management expects that this will result in greater integration and closer alignment of the goals and strategies of the Hospitals Center and the NYU School of Medicine which are referred to collectively as the NYU Langone Medical Center (the Medical Center). The University has not assumed any responsibility or liability for the financial obligations of the Hospitals Center.

The Hospitals Center represents one of the nation's premier centers of excellence in health care and encompasses three hospitals and an off-shore captive insurance corporation, CCC550. The central component of the Hospitals Center is Tisch Hospital, a 705-bed acute care facility and a major center for specialized procedures in cardiovascular services, neurosurgery, cancer treatment, reconstructive surgery, and transplantation. The Rusk Institute of Rehabilitation Medicine, a 174-bed unit, has earned worldwide recognition for its leadership in the treatment of the physically challenged. The Hospital for Joint Diseases, (HJD), is a 190-bed acute care facility specializing in orthopedic services. CCC550 is solely owned by the Hospitals Center and provides hospital professional liability and hospital general liability insurance to the Hospitals Center and professional liability insurance to voluntary attending physicians (VAPs) affiliated with the Hospitals Center. CCC550 is subject to taxation in accordance with section 29 of the Exempt Insurance Act in Barbados.

I

Note Summary of Significant Accounting Policies**2**

The financial statements of NYU are presented at August 31, 2008 and for the year ended August 31, 2008 using the pooling of interests method of accounting to provide the consolidated financial statements of Washington Square, Polytechnic, and the NYU Langone Medical Center. Under the pooling of interest method, the net assets of the Hospitals Center and Polytechnic have been incorporated into the NYU consolidated net assets reported as of September 1, 2007. Net asset balances for the consolidated entities as of the beginning of fiscal year 2008 were as follows:

Audited and as reported for NYU	\$ 3,877,343
NYU Hospitals Center.	203,121
Polytechnic University.	153,663
	<hr/>
Total Consolidated Net Assets at September 1, 2007.	\$ 4,234,127

Certain conforming adjustments relating to pooling of interests with the Hospitals Center totaled \$36,784.

Polytechnic financial results have been included as of June 30, 2008 and for the twelve month fiscal year ended June 30, 2008. The effect of using this fiscal reporting period was not material to the consolidated financial statements.

BASIS OF PRESENTATION The accompanying consolidated financial statements include the accounts of NYU, as well as its separately incorporated affiliates. NYU and generally all of its affiliates are exempt from federal income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code.

NYU prepares its consolidated financial statements in accordance with the provisions of Statement of Financial Accounting Standards No. 117, *Financial Statements of Not-for-Profit Organizations* (SFAS No. 117). SFAS No. 117 focuses on the entity as a whole and requires classification of net assets as unrestricted, temporarily restricted, or permanently restricted, as determined by the existence or absence of restrictions placed on the assets' use by donors or by provision of law. A description of the net assets classifications follows:

Permanently Restricted net assets include gifts, pledges, trusts, and gains explicitly required by donors to be retained in perpetuity, while allowing the use of the investment return for general or specific purpose, in accordance with donor provisions.

Temporarily Restricted net assets include gifts, pledges, trusts, and gains that can be expended, but the donor restrictions have not yet been met. Contributions receivable that do not carry a purpose restriction are deemed to be time restricted. Temporary restrictions are removed either through the passage of time or because certain actions are taken by NYU that fulfill the restrictions. Donor-restricted cash gifts and investment return that are either spent or deemed spent within the same fiscal year as received or earned are reported as unrestricted revenues.

Unrestricted net assets are the remaining net assets of NYU that are used to carry out its educational mission and are not subject to donor restrictions.

OPERATIONS Revenues and expenses related to conducting programmatic activities and provision of services by NYU are classified as operating in the consolidated statement of activities. Investment return (realized and unrealized net gains or losses on investments, interest, and dividends) in excess of (or less than) NYU's approved endowment distribution as well as unusual or nonrecurring activity are classified as nonoperating in the consolidated statement of activities.

CONTRIBUTIONS Contributions, including unconditional promises to give, are recognized as revenue in the period received at their fair value. Contributions receivable are reported at their discounted present value (2.10%-5.21% in 2008) and an allowance for amounts estimated to be uncollectible is provided. Conditional promises to give are not recognized as revenue until they become unconditional, that is when the conditions on which they depend are substantially met.

COLLECTIONS The University does not assign values to collection items. Collection items are generally held for educational purposes and are not disposed of for financial gain or otherwise encumbered in any manner.

UNCOMPENSATED CARE As a matter of policy, the Medical Center provides significant amounts of partially or totally uncompensated patient care. For accounting purposes, such uncompensated care is treated either as charity care or bad debt expense.

Charity Care: The Hospitals Center's charity care policy, in accordance with the New York State Department of Health's guidelines, ensures the provision of quality health care to the community served while carefully considering the ability of the patient to pay. The policy has sliding fee schedules for inpatient, ambulatory, and emergency services provided to the uninsured and under-insured patients that qualify. Patients are eligible for the charity care fee schedule if they meet certain income and liquid asset tests. For accounting and disclosure purposes, charity care is considered to be the difference between the Hospitals Center's customary charges and the sliding charity care fee schedule rates. Since payment of this difference is not sought, charity care allowances are not reported as revenue. Total charity care for all patient services was \$8,672 in 2008.

Bad Debt Expense: Patients who do not qualify for sliding scale fees and all uninsured inpatients who do not qualify for Medicaid assistance are billed at the Hospitals Center's full rates and the balances are written off when deemed uncollectible. Similarly, at the School of Medicine, those balances which are deemed uncollectible based on an inability or unwillingness to pay are written off. Uncollected balances for these patients are categorized as bad debts and totaled \$36,580 for the year ended August 31, 2008.

CASH AND CASH EQUIVALENTS Cash and cash equivalents includes cash and all highly-liquid debt instruments with maturity of three months or less when purchased. This does not include investments with less than three months to maturity held within the long-term investment portfolio.

FAIR VALUE OF FINANCIAL INSTRUMENTS The following methods and assumptions were used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value:

Cash and cash equivalents, accounts receivable, accounts payable, and accrued expenses—The carrying amount approximates fair value due to the short-term maturity of the instruments.

Investments—Investments (including deposits with trustees) in marketable securities with readily determinable market values and all investments in debt securities are reported at fair value in the consolidated balance sheet, based on quoted market prices.

The fair value of private equity and absolute return investments is based on values reported by the respective external investment managers and consists primarily of readily marketable securities. NYU believes that the carrying amount of these investments is a reasonable estimate of fair value as of August 31, 2008. Certain securities underlying the private equity and absolute return investments are not readily marketable. Although the estimated value is subject to uncertainty and may differ from the value that would have been used had a ready market for the securities existed, management believes that any such difference would not have a material effect on NYU's consolidated financial position. In addition, a limited number of the investment vehicles included in these investments have liquidity restrictions which may defer redemption of the investment for a short period of time.

Investments in certain private equity funds are recorded at fair value as of the date of the last portfolio appraisal provided by external investment managers. These funds are then adjusted for capital contributions and redemptions made between the valuation date and year-end. Absolute return investments are limited partnerships and/or hedge funds that utilize a broad array of investment strategies including but not limited to market-neutral, events-driven, global-macro, distressed debt, or a combination thereof. These funds are recorded at fair value as provided by external investment managers.

Bonds and notes payable—The fair value of NYU's bonds and notes payable is estimated based on the quoted market prices for the same or similar issues or based on NYU's current incremental borrowing rates for similar types of borrowing arrangements.

Loans Receivable—A reasonable estimate of the fair value of loans receivable from students under government loan programs could not be made because the notes cannot be sold and can only be assigned to the U.S. Government or its designees. The fair value of loans receivable from students under NYU's loan programs approximates carrying value.

LAND, BUILDINGS, AND EQUIPMENT Land, buildings, and equipment are carried at their acquisition or construction cost. If donated, these assets are recorded at their fair value on the date of the gift. Buildings and equipment are depreciated over their estimated useful lives (buildings and building improvements 10–55 years, equipment 3–10 years) using the straight-line method.

ASSET RETIREMENT OBLIGATION NYU recognizes asset retirement obligations on future events, such as the abatement of asbestos, lead-based paint, and petroleum bulk storage tank removal from buildings. Asset retirement costs (net of accumulated depreciation) have been included in land, buildings, and equipment as of August 31, 2008. The asset retirement obligation was \$108,974 at August 31, 2008.

ACCOUNTING ESTIMATES The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingencies at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

NEW AUTHORITATIVE PRONOUNCEMENTS Effective September 1, 2007, NYU adopted Financial Accounting Standards Board (FASB) Interpretation No. 48, *Accounting for Uncertainty in Income Taxes* (FIN 48) which requires the recognition and measurement of the tax benefit taken or expected to be taken in an unrelated business activity tax return and disclosures regarding uncertainties in tax positions. No significant adjustments to the financial statements were required for the year ended August 31, 2008 as a result of the implementation of FIN 48.

Management is currently assessing the impact of the adoption of the following pronouncements in 2009:

In September 2006, the FASB issued Statement of Financial Accounting Standards No. 157, *Fair Value Measurements* (SFAS 157). SFAS 157 establishes a framework for measuring fair value and expands disclosures about its measurement. It is effective for financial statements issued for fiscal years beginning after November 15, 2007.

In February 2007, the FASB issued SFAS No. 159, *The Fair Value Option for Financial Assets and Financial Liabilities* (SFAS 159). SFAS 159 permits entities to choose to measure any financial instruments and certain other items at fair value. It is effective for fiscal years beginning after November 15, 2007.

Note Patient Care Revenue

3

Patient care revenue is reported at the estimated net realizable amounts due from patients, third-party payors, and others for services rendered and includes estimated retroactive revenue adjustments due to ongoing and future audits, reviews, and investigations. Retroactive adjustments are considered in the recognition of revenue on an estimated basis in the period the related services are provided and adjusted in future periods as adjustments become known or as years are no longer subject to such audits, reviews, and investigations.

The Hospitals Center has established estimates, based on information presently available, of amounts due to or from Medicare and non-Medicare payers for adjustments to current and prior years' payment rates, based on industry-wide and Hospitals Center-specific data. The net amount due to third party payers at August 31, 2008 is \$13,820. Additionally, certain payers' payment rates for various years have been appealed by the Hospitals Center. If the appeals are successful, additional income applicable to those years might be realized.

Medicare cost reports for the Hospitals Center, which serve as the basis for final settlement with the Medicare program, have not been finally settled as far back as 2001; revisions to final settlements also could be made. Other years remain open for settlement with the Federal Medicare program as are settlements with the New York State Medicaid program. As a result, there is at least a reasonable possibility that recorded estimates will change by a material amount in the near term.

The Hospitals Center grants credit without collateral to its patients, most of whom are insured under third-party agreements. The significant concentrations of accounts receivable for services to patients include 13% from Medicare, 5% from Medicaid, 62% from managed care companies, and 20% from commercial insurance carriers and others at August 31, 2008.

In 2008, approximately 32% and 7% of the Hospitals Center's net patient care revenue was from the Medicare and Medicaid programs, respectively.

Investments**Note**

The following table summarizes the fair value of investments at August 31, 2008:

	2008
Long-term investments	
Fixed income securities	\$ 553,019
Equity securities	1,023,308
Absolute return	856,442
Private equity	200,730
Real estate	23,893
Other	12,708
Subtotal long-term investments	2,670,100
Short-term investments (principally fixed income securities)	
Working capital	184,948
Other	30,911
Subtotal short-term investments	215,859
Total	\$ 2,885,959

4

NYU (with the exception of Polytechnic) maintains an investment pool for its long-term investments which include its endowment and similar funds. The pool is managed to achieve the maximum prudent long-term return. NYU's Board of Trustees has authorized a policy designed to allow asset growth while providing a predictable flow of return to support operations. This policy permits the use of total return at approved spending rates (5% in 2008). The rate is applied to the twelve-quarter moving average fair value of the investment pool. This amount, along with interest and dividends earned on short-term investments, is reported as operating revenues in the consolidated statement of activities. Investment return in excess of or less than NYU's approved endowment distribution is reported as nonoperating activity in the consolidated statement of activities.

Polytechnic has endowment and similar funds invested in a separate pool, which authorized a spending rate for 2008 of 5.5% of the three-year rolling average market value of the endowment. This amount is reported as operating revenues in the consolidated statement of activities.

At August 31, 2008, NYU had capital commitments of \$216,855.

Investment securities having a fair value of \$75,612 at August 31, 2008 were lent to various brokerage firms (see Note 20). The securities are returnable on demand and were collateralized by cash deposits of \$78,513 at August 31, 2008. The collateral is invested in short-term securities, and income is credited to the long-term investment pool.

Investment return for the year ended August 31, 2008:

	2008
Dividends and interest	\$ 72,877
Realized and unrealized losses, net	(97,745)
Investment expenses	(5,622)
Total investment return, net	\$ (30,490)
Endowment distribution approved for spending	\$ 123,195
Temporarily restricted investment return, net	(903)
Investment return less than endowment distribution, net	(152,782)
Total investment return, net	\$ (30,490)

Note Accounts and Loans Receivable**5**

Accounts and loans receivable consist of the following at August 31, 2008:

	<u>2008</u>
Student and other	\$ 52,330
Grants and contracts	50,871
Student loans	105,757
Housing loans and other loans to employees	55,233
Insurance premiums (CCC550)	22,927
	<u>287,118</u>
Allowance for uncollectible amounts	(19,845)
Accounts and loans receivable, net	<u>\$ 267,273</u>

The allowance for uncollectible amounts of accounts and loans receivable at August 31, 2008 consists of the following:

	<u>2008</u>
Student and other	\$ (10,595)
Grants and contracts	(3,032)
Student loans	(6,076)
Housing loans and other loans to employees	(142)
	<u>(19,845)</u>

Note Contributions Receivable**6**

Contributions receivable consist of the following at August 31, 2008:

	<u>2008</u>
Amounts expected to be collected in:	
Less than one year	\$ 104,837
One to five years	456,512
More than five years	90,986
	<u>652,335</u>
Discount to present value	(62,597)
Allowance for uncollectible amounts	(68,558)
Contributions receivable, net	<u>\$ 521,180</u>

Contributions receivable activity for the year ended August 31, 2008 was as follows:

	<u>2008</u>
Contributions receivable at beginning of year, net	\$ 433,621
Add discount to present value and allowance	125,892
Contributions receivable beginning of year, gross	559,513
New pledges received (undiscounted)	295,497
Adjustments and writeoffs	(14,982)
Pledge payments received	(187,693)
Subtotal	652,335
Deduct discount to present value and allowance	(131,155)
Contributions receivable at end of year, net	<u>\$ 521,180</u>

Conditional promises to give, not included in these financial statements, were \$624,822 at August 31, 2008.

Expenses related to fundraising activities were \$19,848 for the year ended August 31, 2008.

Deposits with Trustees

Note

Deposits with trustees consist of the following at August 31, 2008:

	<u>2008</u>
Unexpended Bond Funds Held by the Dormitory Authority of the State of New York:	
Construction funds	\$ 516,534
Debt service funds	13,910
Debt service reserve funds	42,403
Capitalized interest funds	36,661
Other	1,359
Perpetual trust	21,981
	<u>\$ 632,848</u>

7

NYU is the income beneficiary of a perpetual trust. The income from this trust must be used for the support, maintenance, and utilization of Villa La Pietra and the Acton Collection located in Florence, Italy. The trust income is also to be used for the education, benefit, and assistance of faculty and students of the arts and crafts, architecture, literature, music, history of the arts, and all other arts either in the United States or in foreign countries.

Note Other Assets

8

Other assets at August 31, 2008 consist of the following:

	2008
Prepaid expenses and deferred charges	\$ 50,905
Third party payor receivables	43,719
Inventory	29,385
Unamortized bond issuance costs	26,801
Real estate held for sale	24,442
Donated royalty	18,317
Gift trust agreements	18,179
Other	27,032
Other assets	<u>\$238,780</u>

Real estate held for sale of \$24,442 at August 31, 2008 represents the remaining inventory of units in the Riverwalk Landing Condominium. The units are held by the University for sale to faculty and administrators.

Note Land, Buildings, and Equipment

9

Land, buildings, and equipment consist of the following at August 31, 2008:

	2008
Land	\$ 171,441
Buildings and building improvements	3,623,192
Equipment	1,029,160
Construction in progress	366,508
	<u>5,190,301</u>
Less accumulated depreciation	(2,326,212)
Land, buildings, and equipment, net	<u>\$2,864,089</u>

Depreciation expense was \$197,255 at August 31, 2008.

NYU capitalized software totaling \$6,301 for the year ended August 31, 2008.

Note Bonds and Notes Payable

10

Bonds and notes payable consist of the following at August 31, 2008:

	Washington Square	Polytechnic	Total University	School of Medicine	Hospital Center	Total NYU Langone Medical Center	Consolidated NYU
Issuer							
Dormitory Authority of the State of New York (DASNY)	\$1,268,653	\$ -	\$1,268,653	\$123,239	\$431,909	\$555,148	\$1,823,801
New York City Industrial Development Agency (NYCIDA)	62,852	105,313	168,165	-	-	-	168,165
Other Bonds and Notes Payable	43,827	15,565	59,392	141,632	46,799	188,431	247,823
Bonds and Notes Payable	<u>\$1,375,332</u>	<u>\$120,878</u>	<u>\$1,496,210</u>	<u>\$264,871</u>	<u>\$478,708</u>	<u>\$743,579</u>	<u>\$2,239,789</u>

In 2008, the Dormitory Authority of the State of New York (DASNY) issued \$616,465 of revenue bonds (Series 2008) on behalf of the University with interest rates ranging from 3.0% to 5.33%. There are four components of the Series 2008: 1) \$280,250 Series 2008A bonds maturing serially from July 2013 through July 2023, as well as July 2029, July 2038, and July 2048; 2) \$226,705 Series 2008B bonds maturing serially from July 2010 through July 2023, as well as July 2029, July 2038, and July 2048; 3) \$98,805 Series 2008C bonds maturing serially from July 2010 through July 2023, as well as July 2029 and July 2038; and 4) \$10,705 Series 2008D federally taxable bonds maturing serially July 2010 through July 2013.

In 2008, the outstanding balance of \$98,525 from the Series 2004B bonds was refunded with a drawdown from one of the University's lines of credit (see Note 14). The proceeds from the Series 2008C bonds were used to repay the balance drawn from the line of credit. The proceeds from the Series 2008A and 2008D bonds were used to acquire a student residence facility. The remainder of the bond proceeds will be used to purchase an office building for administrative use and to reimburse the University for costs incurred in connection with the reconstruction, renovation, and deferred maintenance of, and equipment and information systems purchases for, certain facilities at the Washington Square campus and certain other properties used by the University.

The principal amounts outstanding for bonds and notes payable consist of the following at August 31, 2008:

	Washington Square	Polytechnic	Total University	School of Medicine	Hospitals Center	Total NYU Langone Medical Center	Consolidated NYU
DASNY							
Series 1998A bonds, with interest rates ranging from 5.0% to 6.0%, maturing serially through July 2027 (including premium of \$14,690 in 2008)	\$222,580	\$ -	\$222,580	\$ -	\$ -	\$ -	\$222,580
Series 2000D bonds, with interest rates ranging from 5.3% to 6.8%, maturing serially through July 2026 (including premium of \$1,300 in 2008)	-	-	-	-	49,700	49,700	49,700
Series 2001A bonds, with interest rates ranging from 5.25% to 5.7%, maturing serially through July 2015 (including premium of \$2,354 and \$187 in 2008)	68,355	-	68,355	5,415	-	5,415	73,770
2001 Series 1 bonds, with interest rates ranging from 4.4% to 5.5%, maturing serially from July 2040 (including premium of \$4,146 and \$3,392 in 2008)	70,146	-	70,146	57,392	-	57,392	127,538
2001 Series 2 bonds, with interest rates ranging from 4.0% to 5.5%, maturing serially from July 2011 through July 2041 (net of discount of \$154 and \$0 in 2008)	39,939	-	39,939	54,207	-	54,207	94,146
Series 2003A bonds, with interest rates ranging from 1.5% to 5.0%, maturing serially through July 2011 (including premium of \$1,776 and \$798 in 2008)	26,879	-	26,879	6,225	6,516	12,741	39,620
Series 2003B bonds, with fixed interest rates at 5.0%, maturing in July 2011 (including premium of \$1,382 in 2008)	28,257	-	28,257	-	-	-	28,257

continued on next page

	Washington Square	Polytechnic	Total University	School of Medicine	Hospitals Center	Total NYU Langone Medical Center	Consolidated NYU
Series 2004A bonds, with interest rates ranging from 3.5% to 5.0%, maturing serially from July 2014 through July 2034 (including premium of \$1,113 in 2008)	55,898	-	55,898	-	-	-	55,898
Series 2006A bonds, with fixed interest rate of 4.8%, maturing varying dates through July 2026 (including premium of \$2,438 in 2008)	-	-	-	-	97,028	97,028	97,028
Series 2006B bonds, with fixed interest rate of 5.99%, privately placed with a commercial bank, maturing in July 2012	-	-	-	-	21,120	21,120	21,120
Series 2007A bonds, with fixed interest rate of 5.0%, maturing with varying dates through July 2036 (including premium of \$4,149 in 2008)	-	-	-	-	166,539	166,539	166,539
Series 2007A bonds, with interest rates ranging from 4.25% to 5.0%, maturing serially from July 2017 through July 2037 (including premium of \$3,705 in 2008)	129,850	-	129,850	-	-	-	129,850
Series 2007B bonds, with fixed interest rate of 5.6%, maturing with varying dates through July 2037 (net of discount of \$3,144 in 2008)	-	-	-	-	91,006	91,006	91,006
Series 2008A bonds, with interest rates ranging from 4.0% to 5.25%, maturing serially from 2013 through 2023. Thereafter, in July 2029, July 2038 and July 2048 (including premium of \$5,309 in 2008)	285,559	-	285,559	-	-	-	285,559
Series 2008B-1 bonds, with interest rates ranging from 3.0% to 5.25%, maturing serially from July 2010 through July 2023. Thereafter, in July 2029, July 2038 and July 2048 (including premium of \$3,697 in 2008)	218,732	-	218,732	-	-	-	218,732
Series 2008B-2 bonds, with interest rates ranging from 3.0% to 5.25%, maturing serially from July 2010 through July 2023. Thereafter, in July 2029, July 2038 and July 2048 (including premium of \$250 in 2008)	11,920	-	11,920	-	-	-	11,920
Series 2008C bonds, with interest rates ranging from 3.0% to 5.0%, maturing serially from July 2010 through July 2023. Thereafter, in July 2029 and July 2038 (including premium of \$1,028 in 2008)	99,833	-	99,833	-	-	-	99,833
Series 2008D bonds, with interest rates ranging from 4.24% to 5.330%, maturing serially from July 2010 through July 2013	10,705	-	10,705	-	-	-	10,705
Subtotal of DASNY bonds	1,268,653	-	1,268,653	123,239	431,909	555,148	1,823,801

	Washington Square	Polytechnic	Total University	School of Medicine	Hospitals Center	Total NYU Langone Medical Center	Consolidated NYU
NYCIDA							
NYCIDA Series 2001 bonds, with interest rates ranging from 4.1% to 5.4%, maturing serially from July 2011 through July 2041 (net of discount of \$1,358 in 2008)	\$ 62,852	\$ -	\$ 62,852	\$ -	\$ -	\$ -	\$ 62,852
NYCIDA Series 2007 bonds, with interest rates ranging from 4.35% to 5.25%, maturing serially from July 2011 through July 2037 (including premium of \$1,613 in 2008)	-	105,313	105,313	-	-	-	105,313
Subtotal of NYCIDA	62,852	105,313	168,165	-	-	-	168,165
Other bonds and notes payable							
Various with interest rates ranging from 3.0% to 16.5%, due through November 2017	1,460	-	1,460	119	46,799	46,918	48,378
Student Loan Marketing Association Term loans, 7.0% due December 2013, 8.4% due August 2012	24,900	-	24,900	141,513	-	141,513	166,413
Bank loan 3.8%	-	10,000	10,000	-	-	-	10,000
Capital leases	17,467	5,565	23,032	-	-	-	23,032
Subtotal of other bonds and notes payable	43,827	15,565	59,392	141,632	46,799	188,431	247,823
Total amounts outstanding	\$1,375,332	\$120,878	\$1,496,210	\$264,871	\$478,708	\$743,579	\$2,239,789

The fair value of NYU's bonds and notes payable is \$2,211,786 at August 31, 2008.

Interest expense on long-term debt totaled \$93,417 for the year ended August 31, 2008. This excludes \$6,530 of capitalized interest (net of income earned on deposits with bond trustees) for the year ended August 31, 2008, which is included in land, buildings, and equipment, net.

In conjunction with the current debt agreements, various security agreements were executed. The agreements include pledging, as collateral, a security interest in NYU's property, plant and equipment, and gross receipts and also place limitations on the use of certain assets.

Other agreements require that the Hospitals Center and Polytechnic maintain certain financial ratios. At August 31, 2008, NYU is compliant with all financial and administrative covenants.

FUTURE PRINCIPAL PAYMENTS The aggregate required principal payments on all bonds and notes payable for each of the next five fiscal years, and to maturity, are as follows:

Year ending August 31	
2009	\$ 73,285
2010	62,606
2011	90,470
2012	209,313
2013	45,262
Thereafter	<u>1,719,843</u>
Total principal payments	2,200,779
Unamortized premiums and discounts, net	39,010
	<u>\$ 2,239,789</u>

Polytechnic has a loan with a commercial bank. The bank loan is collateralized by certain of Polytechnic investments with a market value of \$12,502 at August 31, 2008. The amount outstanding at August 31, 2008 was \$10,000. The bank loan is payable on demand and has an interest rate of 3.8%.

During 2003, the Hospitals Center entered into a revolving accounts receivable financing agreement. Under the terms of the agreement, the Hospitals Center borrowed \$17,000. In 2004, the Hospitals Center refinanced the facility with another bank. Additionally, in 2004, HJD entered into a similar accounts receivable financing agreement for \$7,000. At August 31, 2008, the total amount outstanding was \$21,799. Interest is payable at LIBOR plus 80 basis points (4.36% at August 31, 2008). The agreement expires in June 2012.

In January 2007, the Hospitals Center entered into a loan agreement with two commercial banks for \$32,000. The proceeds were used to satisfy funding requirements for the Hospitals Center's defined benefit pension plan. Principal and interest are payable quarterly through December 31, 2011. Interest is payable at LIBOR plus 70 basis points (3.43% at August 31, 2008). At August 31, 2008, the total amount outstanding was \$25,000.

In April 2004, the Hospitals Center arranged for a bank syndicate to acquire all of its DASNY Series 2000D bonds, thereby removing the Series 2000D bonds from the 28-day auction mode for a period of five years. Interest is reset at a rate of LIBOR plus 70 basis points (3.17% at August 31, 2008). At August 31, 2008, the amount outstanding was \$49,700 under Series 2000D. The arrangement expires January 1, 2009.

Note Self-Insured Professional Liabilities

II

As described in Note 1, the Hospitals Center is self-insured for professional liability primarily through a wholly-owned segregated cell captive company, CCC550, created on April 20, 2005 pursuant to the Exempt Insurance Act of Barbados. Prior coverage for professional and general liability risks was provided through a multi-provider pooled insurance program that includes commercial coverage and a captive insurance program.

Self-insured loss reserves comprise estimates for known reported losses and loss expenses plus a provision for losses incurred but not reported. Losses are valued by an independent actuary and are based on the loss experience of the insured. In management's opinion, recorded reserves for self-insured exposures are adequate to cover the ultimate net cost of losses incurred to date, however, the provision is based on estimates and may ultimately be settled for a significant greater or lesser amount.

CCC550 has investment assets of \$115,449 at August 31, 2008 to fund related obligations. Also, within accounts payable and accrued expenses, the Hospitals Center has recorded obligations related to the multi-provider pooled program, obligations related to excess self-insured exposures not covered by CCC550, and other self-insured risks. CCC550 has total obligation for insurance exposure of \$141,807 as of August 31, 2008.

Note Retirement Plans

I2

Substantially all NYU employees are covered by retirement plans. These plans include various defined contribution plans, multi-employer defined benefit plans, and three NYU-sponsored defined benefit plans. NYU contributes to its defined contribution and multi-employer defined benefit plans based on rates required by union or other contractual arrangements. Expenses related to NYU's defined contribution plans were \$80,802 in 2008. Contributions to multi-employer retirement plans totaled \$9,856 for the year ended August 31, 2008.

Contributions to defined benefit plans are intended to provide not only for benefits attributed to service to date, but also for those expected to be earned in the future. Contributions to the three defined benefit plans are made in amounts sufficient to meet the minimum funding requirements set forth in the Employee Retirement Income Security Act of 1974 plus such additional amounts as the sponsors may deem appropriate, from time to time. Pension benefits under these three plans are based on participants' final average compensation levels and years of service. The measurement date for one of the three defined benefit plans is June 30 and will change to August 31 in 2009. The other two plans have measurement dates of August 31.

The following table provides information with respect to these plans as of and for the year ended August 31, 2008:

Plans' Funded Status:

	2008
Change in benefit obligation	
Benefit obligation at beginning year	\$ 475,657
Service cost	11,021
Interest cost	26,889
Actuarial gain	(38,159)
Benefits paid	(13,965)
Administrative expense	(414)
Funded status at end of year	<u>461,029</u>
Change in fair value of plan assets	
Fair value of plan assets at beginning of year	\$ 413,927
Actual return on plan assets	(24,305)
Employer contributions	12,086
Benefits paid	(13,965)
Administrative expense	(414)
Fair value of plan assets at end of year	<u>387,329</u>
Accrued benefit obligation	<u>\$ (73,700)</u>
Weighted average assumptions as of August 31	
Discount rate	6.75%
Rate of increase in compensation levels	3.50% - 4.00%

Net Periodic Benefit Cost:

	2008
Components of net periodic benefit cost	
Service cost	\$ 11,021
Interest cost	26,889
Expected return on plan assets	(30,611)
Amortization of prior service cost	436
Actuarial loss	2,449
Net periodic benefit cost	<u>\$ 10,184</u>
Other changes recognized in unrestricted net assets	
Prior service cost arising during period	-
Actuarial net loss arising during period	16,756
Amortization of prior service cost	(436)
Amortization of actuarial loss	(2,449)
Total recognized in nonoperating activities	<u>\$ 13,871</u>
Change in unrestricted net assets	
Amounts in unrestricted net assets as of August 31, 2007	\$ 67,120
Fiscal 2008 change in the amount recognized in nonoperating activities	13,871
Amounts in unrestricted net assets as of August 31, 2008	<u>\$ 80,991</u>

Amounts in unrestricted net assets expected to be recognized in net periodic pension cost in fiscal 2009

Actuarial gain	\$ 448
Prior service cost	395

Weighted average assumptions as of August 31

Discount rate	6.25% - 6.75%
Rate of increase in compensation levels	3.50% - 4.00%
Expected long-term rate of return on plan assets	8.00% - 8.75%

The accumulated benefit obligation for the pension plans was \$407,577 at August 31, 2008.

Plan Assets:

The plans' investment objectives seek a positive long-term total rate of return after inflation to meet NYU's current and future plan obligations. Asset allocations for the plans combine tested theory and informed market judgments to balance investment risks with the need for high returns.

The expected long-term rate of return assumption is determined by adding expected inflation to expected long-term real returns of various asset classes, weighting the asset class returns by the plans' investment in each class, and taking into account expected volatility and correlation between the returns of various asset classes. NYU management believes 8.00%—8.75% is a reasonable long-term rate of return on plan assets for 2008 and will continue to evaluate the actuarial assumptions and adjust the assumptions as necessary.

The plans' asset allocations as of August 31, 2008, by asset category are as follows:

	<u>2008</u>
Equity securities	47%
Fixed income securities	28%
Real estate	4%
Other	21%

Contributions:

Annual contributions are determined by NYU based upon calculations prepared by the plans' actuaries. Expected contributions for the 2009 fiscal year are \$22,324.

Benefit Payments:

The following benefit payments, which reflect expected future service, as appropriate, are expected to be paid:

Year ending August 31	
2009	\$ 19,606
2010	22,048
2011	24,070
2012	26,238
2013	28,468
2014–2018	173,057

Note Other Postretirement Benefits**I3**

NYU provides certain health care and life insurance benefits for eligible retired employees. NYU employees may become eligible for these benefits if they reach the age and service requirements of the plan while working for NYU. The costs related to these plans are accrued during the period the employees provide service to NYU.

Information with respect to these plans as of and for the year ended August 31, 2008 is as follows:

Plans' Funded Status:

	2008
Change in benefit obligation	
Benefit obligation at beginning of year	\$ 333,963
Service cost	16,304
Interest cost	20,138
Plan amendment	(4,193)
Actuarial gain	(18,350)
Participant contributions	2,724
Retiree drug subsidy receipts	1,330
Benefits paid	(16,614)
Benefit obligation at end of year	<u>335,302</u>
Change in fair value of plan assets	
Fair value of plan assets at beginning of year	\$ 18,631
Actual return on plan assets	720
Fair value of plan assets at end of year	<u>19,351</u>
Accrued postretirement benefit obligation	<u>\$ (315,951)</u>

A plan amendment was made in 2008, whereby certain Hospitals Center employees are no longer eligible to receive retiree health-care and life insurance benefits. This change resulted in a curtailment gain of \$1,333.

Weighted average assumptions as of August 31

Discount rate	6.40% - 6.75%
Expected long-term rate of return	8.25%
Ultimate retiree health-care cost trend	5.00%
Year ultimate trend rate is achieved	2016 - 2018

Net Periodic Benefit Cost:

Components of net periodic benefit cost

Service cost	\$ 16,304
Interest cost	20,138
Expected return on plan assets	(1,538)
Amortization of transition cost	22
Amortization of plan service cost	(4,494)
Actuarial loss	2,760
	<u>33,192</u>
Curtailment gain	(1,333)
Net periodic benefit cost	<u>\$ 31,859</u>

Other changes recognized in unrestricted net assets

Amortization of actuarial net loss	\$ (2,760)
Actuarial net loss arising during period	(17,533)
Amortization of prior service cost	4,494
Prior service cost arising during period	(4,193)
Amortization of transition obligation	(22)
Curtailment gain	1,333
Total recognized in nonoperating activities	<u>\$ (18,681)</u>

Amounts not yet reflected in net periodic benefit cost and included in unrestricted net assets

Transition assets	\$ 109
Prior service credit	(26,490)
Accumulated loss	51,940
Amounts in unrestricted net assets at August 31, 2008	<u>\$ 25,559</u>

Change in unrestricted net assets

Amounts in unrestricted net assets at August 31, 2007	\$ 44,240
Fiscal 2008 change in the amount recognized in nonoperating activities	(18,681)
Amounts in unrestricted net assets at August 31, 2008	<u>\$ 25,559</u>

Amounts in unrestricted net assets expected to be recognized in net periodic pension cost in fiscal 2009

Actuarial gain	\$ 1,527
Prior service credit	(4,642)
Transition (asset) obligation	22

In 2008, the effect of a 1% change in the health-care cost trend rate is as follows:

	1% Increase	1% Decrease
Effect on net periodic benefit cost	\$ 7,232	\$ (5,720)
Effect on postretirement benefit obligation	50,999	(41,811)
Net periodic benefit cost	<u>\$ 58,231</u>	<u>\$ (47,531)</u>

Plan Assets:

The plan's investment objectives seek a positive long-term total rate of return after inflation to meet NYU's current and future plan obligations. The asset allocation for the plan combines tested theory and informed market judgments to balance investment risks with the need for high returns.

The expected long-term rate of return assumption is determined by adding expected inflation to expected long-term real returns of various asset classes, taking into account expected volatility and correlation between the returns of various asset classes. NYU management believes that 8.25% is a reasonable long-term rate of return on plan assets for 2008 and will continue to evaluate the actuarial assumptions and adjust the assumptions as necessary.

The plan's assets were primarily invested in cash as of August 31, 2008.

Benefit Payments:

The following benefit payments (net of retiree contributions), which reflect the effects of the Medicare Act and expected future service, as appropriate, are expected to be paid:

	Benefit Payments
Year ending August 31	
2009	\$ 13,400
2010	14,544
2011	15,630
2012	16,919
2013	18,033
Thereafter	111,955

Obligations with Financial Institutions

At August 31, 2008, Washington Square's contractually committed bank credit agreements totaled \$400,000. These agreements generally provide for interest rates at a floating rate index plus a predetermined margin. A \$300,000 agreement extends through August 10, 2009. A \$100,000 agreement extends through June 24, 2011 and has a five basis point commitment fee payable monthly. At August 31, 2008, there were no amounts outstanding under these agreements.

Note**I4****Grants and Contracts**

Grants and contracts revenue represents reimbursements of costs incurred in direct support of research activities. Additionally, such sponsored grants and contracts generally provide for the recovery of indirect costs supporting the research effort. Indirect costs, included in grants and contracts revenues, are recovered at rates established in advance by the University through negotiations with the Federal Government and other private sponsors and amounted to \$79,701 for the year ended August 31, 2008.

Note**I5****Hospital Affiliations**

The School of Medicine has two affiliation agreements with the New York City Health and Hospitals Corporation (HHC) to provide general care and mental health services. One agreement is with Woodhull Medical and Mental Health Center and Cumberland Diagnostic and Treatment Center which terminates June 30, 2010. The other agreement is with Bellevue Hospital Center and Gouverneur Diagnostic and Treatment Center which terminates June 30, 2011.

Note**I6****Allocated Expenses**

Certain expenses incurred by NYU are allocated to specific program and support service activities on the basis of utilization of the underlying assets. Expenses included in this allocation are operation and maintenance of plant, interest on indebtedness, and depreciation and amortization. These expenses, which are included in total operating expenses for the years ended August 31, 2008, are presented below:

Note**I7**

	Operation and Maintenance of Plant	Interest on Indebtedness	Depreciation and Amortization	2008 Total
Instruction and other academic programs	\$ 72,714	\$ 31,717	\$ 58,088	\$ 162,519
Research and other sponsored programs	21,171	6,130	14,217	41,518
Patient care	912,823	672	1,262	914,757
Libraries	9,419	1,144	7,394	17,957
Student services.	13,357	629	10,862	24,848
Institutional services	236,526	25,614	59,758	321,898
Auxiliary enterprises	63,356	27,511	48,677	139,544
Total	<u>\$ 1,329,366</u>	<u>\$ 93,417</u>	<u>\$ 200,258</u>	<u>\$ 1,623,041</u>

Note Components of Temporarily and Permanently Restricted Net Assets**I8**

Temporarily restricted net assets are available for the following purposes at August 31, 2008:

	2008
Contributions and earnings for operating purposes	\$ 356,144
Contributions for buildings and equipment	149,758
Annuity trust agreements	22,445
Scholarships and fellowships	2,366
Total	<u>\$ 530,713</u>

Permanently restricted net assets at August 31, 2008 are retained in perpetuity to support the following activities:

	2008
Program support	\$ 431,841
Faculty and staff salaries	488,222
Scholarships and fellowships	289,813
Library books	11,056
Research and sponsored programs	29,678
Buildings and equipment	1,907
Student loans	1,416
Total	<u>\$ 1,253,933</u>

Note Commitments and Contingencies**I9**

In the normal course of business, NYU leases facilities under operating leases. Minimum rental payments under these agreements over the next five years and thereafter are as follows:

	Rental Lease Payments
Year ending August 31	
2009	\$ 121,191
2010	94,985
2011	89,225
2012	87,958
2013	80,448
Thereafter	357,540

Rent expense was \$127,843 for the year ended August 31, 2008.

The current Medicare, Medicaid, and other third-party payor programs are based upon extremely complex laws and regulations that are subject to interpretation. Additionally, noncompliance with such laws and regulations could result in fines, penalties, and exclusion from such programs. The Medical Center is not aware of any allegations of noncompliance that could have a material adverse effect on the consolidated financial statements and believes that it is in compliance with all applicable laws and regulations.

The Hospitals Center is self-insured for workers' compensation benefits. In connection with being self-insured, the Hospitals Center has stand-by letters of credit aggregating approximately \$12,100 at August 31, 2008. Cash and marketable securities collateralize the letters of credit.

NYU is a defendant in various legal actions arising from the normal course of its operations and amounts expended under government grants and contracts are subject to audit by governmental agencies. In addition, amounts received for patient care from Medicare and Medicaid are subject to audit. Although the final outcome of such actions and audits cannot be determined, management believes that eventual liability, if any, will not have a material effect on NYU's consolidated financial position.

Subsequent Events

In September 2007, NYU entered into an agreement with the Executive Affairs Authority of Abu Dhabi to establish a research and degree-granting branch campus of NYU in Abu Dhabi. “NYU Abu Dhabi” is expected to be the first comprehensive liberal arts campus to be operated abroad by a major U.S. research university. This campus, when completed, is expected to serve upwards of 2,000 students, including students from the Middle East, South Asia, and Central Asia. A temporary facility in which NYU Abu Dhabi will operate is scheduled to open in the Fall 2009; the permanent campus for NYU Abu Dhabi is scheduled to be completed in 2012.

On December 1, 2008, the University purchased an office building for its own use with \$210,732 of proceeds from the 2008 Series B bonds (see Note 10).

Subsequent to August 31, 2008, the U.S. and global financial markets have experienced significant volatility and illiquidity due, in part, to current economic conditions and declines in the financial sector. NYU’s investment portfolio as well as investments held by CCC550 have experienced similar negative volatility. However, NYU has been able to maintain its liquidity, and its operations have not been significantly impacted. NYU halted its securities lending program and expects to reduce the balances outstanding by approximately 50% during the 2009 fiscal year.

The volatility and illiquidity in the U.S. and global financials markets has also had an effect on the value of the plan assets held by NYU’s defined benefit pension plans and postretirement benefit plans. However, NYU is able to meet the obligations of those plans with existing plan assets or any additional contributions as may be required under federal pension regulations.

Subsequent to August 31, 2008, the Hospitals Center arranged for the extension of a bank syndicate to hold \$49,700 DASNY Series 2000D bonds for a period of three years, commencing January 1, 2009. Interest is reset at a rate of LIBOR plus 200 basis points. The agreement is expected to close by December 31, 2008.

Note**20**

Appendix A:

Supplemental Schedules to the
Consolidated Financial Statements

Appendix Supplemental Schedules to the Consolidated Financial Statements**A**

(Consolidating Balance Sheet for the University)

August 31, 2008

(in thousands of dollars)

	Washington Square	*Polytechnic	NYU Langone Medical Center Eliminations	Total University
Assets				
Cash and cash equivalents	\$ 617,083	\$ 2,698	\$ -	\$ 619,781
Short-term investments (Note 4)	31,556	-	-	31,556
Accounts and loans receivable, net (Note 5)	221,064	12,252	(35,624)	197,692
Patient accounts receivable	2,328	-	-	2,328
Contributions receivable, net (Note 6)	256,523	498	-	257,021
Other assets (Note 8)	99,901	9,936	-	109,837
Deposits with trustees (Note 7)	486,279	7,522	-	493,801
Collateral for securities loaned (Notes 4 and 20)	78,513	-	-	78,513
Long-term investments (Notes 4 and 20)	1,737,178	126,219	-	1,863,397
Land, buildings, and equipment, net (Notes 2 and 9)	1,895,009	118,124	-	2,013,133
Total assets	\$ 5,425,434	\$ 277,249	\$(35,624)	\$ 5,667,059
Liabilities and Net Assets				
Liabilities				
Accounts payable and accrued expenses	\$ 243,722	\$ 10,052	\$(35,624)	\$ 218,150
Deferred revenue	566,180	658	-	566,838
Securities loan agreements payable (Notes 4 and 20)	78,513	-	-	78,513
Bonds and notes payable (Note 10)	1,375,332	120,878	-	1,496,210
Federal grants refundable	60,447	3,742	-	64,189
Accrued benefit obligation (Note 12)	21,173	-	-	21,173
Accrued postretirement obligation (Note 13)	210,234	12,485	-	222,719
Asset retirement obligation (Note 2)	93,708	1,538	-	95,246
Total liabilities	2,649,309	149,353	(35,624)	2,763,038
Net assets				
Unrestricted net assets	1,640,650	9,655	-	1,650,305
Temporarily restricted net assets (Note 18)	231,950	1,210	-	233,160
Permanently restricted net assets (Note 18)	903,525	117,031	-	1,020,556
Total net assets	2,776,125	127,896	-	2,904,021
Total liabilities and net assets	\$ 5,425,434	\$ 277,249	\$(35,624)	\$ 5,667,059

* As of June 30, 2008

Supplemental Schedules to the Financial Statements

(Consolidating Balance Sheet for the NYU Langone Medical Center)

August 31, 2008

(in thousands of dollars)

	Hospitals	CCC550	Hospitals Center Eliminations	Total Hospitals Center	School of Medicine	Medical Center Eliminations	Total NYU Langone Medical Center
Assets							
Cash and cash equivalents	\$ 136,373	\$ -	\$ -	\$ 136,373	\$ 122,664	\$ -	\$ 259,037
Short-term investments (Note 4)	10,827	-	-	10,827	173,476	-	184,303
Accounts and loans receivable, net (Note 5)	-	63,150	(40,223)	22,927	46,654	-	69,581
Patient accounts receivable, net (Note 3)	138,735	-	-	138,735	38,444	-	177,179
Due from NYU Hospitals Center	-	-	-	-	11,890	(11,890)	-
Contributions receivable, net (Note 6)	152,081	-	-	152,081	112,078	-	264,159
Other assets (Note 8)	92,733	1,701	(2,457)	91,977	36,966	-	128,943
Deposits with trustees (Note 7)	135,337	-	-	135,337	3,710	-	139,047
Long-term investments (Notes 4 and 20)	47,558	-	-	47,558	759,145	-	806,703
Assets held by CCC550 (Note 11)	-	115,449	-	115,449	-	-	115,449
Land, buildings, and equipment, net (Notes 2 and 9)	467,334	-	-	467,334	383,622	-	850,956
Total assets	\$1,180,978	\$ 180,300	\$(42,680)	\$1,318,598	\$1,688,649	\$(11,890)	\$2,995,357
Liabilities and Net Assets							
Liabilities							
Accounts payable and accrued expenses	\$ 262,878	\$ 163	\$ (4,350)	258,691	\$ 166,191	\$ -	\$ 424,882
Due to School of Medicine	11,890	-	-	11,890	-	(11,890)	-
Deferred revenue	-	37,273	(37,273)	-	42,973	-	42,973
Outstanding losses and loss adjustment expenses (Note 11)	-	141,807	-	141,807	-	-	141,807
Due to New York University	-	-	-	-	35,624	-	35,624
Bonds and notes payable (Note 10)	478,708	-	-	478,708	264,871	-	743,579
Federal grants refundable	-	-	-	-	10,332	-	10,332
Accrued benefit obligation (Note 12)	35,693	-	-	35,693	16,834	-	52,527
Accrued postretirement obligation (Note 13)	44,726	-	-	44,726	48,506	-	93,232
Asset retirement obligation	2,249	-	-	2,249	11,479	-	13,728
Total liabilities	836,144	179,243	(41,623)	973,764	596,810	(11,890)	1,558,684
Net assets							
Unrestricted net assets	172,894	1,057	(1,057)	172,894	732,849	-	905,743
Temporarily restricted net assets (Note 18)	163,178	-	-	163,178	134,375	-	297,553
Permanently restricted net assets (Note 18)	8,762	-	-	8,762	224,615	-	233,377
Total net assets	344,834	1,057	(1,057)	344,834	1,091,839	-	1,436,673
Total liabilities and net assets	\$1,180,978	\$180,300	\$(42,680)	\$1,318,598	\$1,688,649	\$(11,890)	\$2,995,357

Supplemental Schedules to the Financial Statements

(Consolidating Balance Sheet for NYU Consolidated)

August 31, 2008

(in thousands of dollars)

	Washington Square	School of Medicine	Eliminations	Subtotal	*Polytechnic	Hospitals Center	CCC550	Eliminations	Total Consolidated NYU
Assets									
Cash and cash equivalents	\$ 617,083	\$ 122,664	\$ -	\$ 739,747	\$ 2,698	\$ 136,373	\$ -	\$ -	\$ 878,818
Short-term investments (Note 4)	31,556	173,476	-	205,032	-	10,827	-	-	215,859
Accounts and loans receivable, net (Note 5)	221,064	58,544	(35,624)	243,984	12,252	-	63,150	(52,113)	267,273
Patient accounts receivable, net	2,328	38,444	-	40,772	-	138,735	-	-	179,507
Contributions receivable, net (Note 6)	256,523	112,078	-	368,601	498	152,081	-	-	521,180
Other assets (Note 8)	99,901	36,966	-	136,867	9,936	92,733	1,701	(2,457)	238,780
Deposits with trustees (Note 7)	486,279	3,710	-	489,989	7,522	135,337	-	-	632,848
Collateral for securities loaned (Notes 4 and 20)	78,513	-	-	78,513	-	-	-	-	78,513
Long-term investments (Notes 4 and 20)	1,737,178	759,145	-	2,496,323	126,219	47,558	-	-	2,670,100
Assets held by CCC550 (Note 11)	-	-	-	-	-	-	115,449	-	115,449
Land, buildings, and equipment, net (Notes 2 and 9)	1,895,009	383,622	-	2,278,631	118,124	467,334	-	-	2,864,089
Total assets	\$5,425,434	\$1,688,649	\$(35,624)	\$7,078,459	\$277,249	\$1,180,978	\$180,300	\$(54,570)	\$8,662,416
Liabilities and Net Assets									
Liabilities:									
Accounts payable and accrued expenses	\$ 243,722	\$ 201,815	\$(35,624)	\$ 409,913	\$ 10,052	\$ 274,768	\$ 163	\$(16,240)	\$ 678,656
Deferred revenue	566,180	42,973	-	609,153	658	-	37,273	(37,273)	609,811
Outstanding losses and loss adjustment expenses (Note 11)-	-	-	-	-	-	-	141,807	-	141,807
Security loan agreements payable (Notes 4 and 20)	78,513	-	-	78,513	-	-	-	-	78,513
Bonds and notes payable (Note 10)	1,375,332	264,871	-	1,640,203	120,878	478,708	-	-	2,239,789
Federal grants refundable	60,447	10,332	-	70,779	3,742	-	-	-	74,521
Accrued benefit obligation (Note 12)	21,173	16,834	-	38,007	-	35,693	-	-	73,700
Accrued postretirement obligation (Note 13)	210,234	48,506	-	258,740	12,485	44,726	-	-	315,951
Asset retirement obligation (Note 2)	93,708	11,479	-	105,187	1,538	2,249	-	-	108,974
Total liabilities	2,649,309	596,810	(35,624)	3,210,495	149,353	836,144	179,243	(53,513)	4,321,722
Net assets:									
Unrestricted	1,640,650	732,849	-	2,373,499	9,655	172,894	1,057	(1,057)	2,556,048
Temporarily restricted (Note 18)	231,950	134,375	-	366,325	1,210	163,178	-	-	530,713
Permanently restricted (Note 18)	903,525	224,615	-	1,128,140	117,031	8,762	-	-	1,253,933
Total net assets	2,776,125	1,091,839	-	3,867,964	127,896	344,834	1,057	(1,057)	4,340,694
Total liabilities and net assets	\$5,425,434	\$1,688,649	\$(35,624)	\$7,078,459	\$277,249	\$1,180,978	\$180,300	\$(54,570)	\$8,662,416

* As of June 30, 2008

Supplemental Schedules to the Financial Statements

(Consolidating Statement of Activities for the University)

Year Ended August 31, 2008

(in thousands of dollars)

	Washington Square	*Polytechnic	NYU Langone Medical Center Eliminations	Total University
Changes in unrestricted net assets				
Operating Revenues				
Tuition and fees (net of financial aid awards of \$223,184 Washington Square; \$28,814 Polytechnic)	\$ 1,140,594	\$ 48,313	\$ -	\$1,188,907
Grants and contracts (Note 15)	108,690	12,577	-	121,267
Patient care (Note 3)	39,303	-	-	39,303
New York State appropriation	4,592	238	-	4,830
Contributions	69,429	2,643	-	72,072
Endowment distribution and return on short-term investments (Note 4)	90,267	4,310	-	94,577
Auxiliary enterprises	313,925	5,685	-	319,610
Program fees and other income	83,380	1,725	(7,521)	77,584
Net assets released from restrictions	73,013	19,067	-	92,080
Total operating revenues	1,923,193	94,558	(7,521)	2,010,230
Operating Expenses (Note 17)				
Instruction and other academic programs	1,032,780	52,229	-	1,085,009
Research and other sponsored programs	103,224	13,278	-	116,502
Patient care	39,639	-	-	39,639
Libraries	56,282	-	-	56,282
Student services	97,486	8,645	-	106,131
Institutional services	183,302	16,461	(7,521)	192,242
Auxiliary enterprises	318,162	5,185	-	323,347
Total operating expenses	1,830,875	95,798	(7,521)	1,919,152
Excess (deficiency) of operating revenues over expenses	92,318	(1,240)	-	91,078
Non-operating activities				
Investment return less than endowment distribution, net (Note 4)	(98,354)	(11,001)	-	(109,355)
Other	5,287	(1,538)	-	3,749
Net assets released from restrictions for capital purposes	6,326	-	-	6,326
Changes in pension and postretirement obligations (Notes 12 and 13)	(5,299)	467	-	(4,832)
Increase (decrease) in unrestricted net assets	278	(13,312)	-	(13,034)
Changes in temporarily restricted net assets				
Contributions	85,872	5,092	-	90,964
Investment return, net (Note 4)	(3,173)	1,072	-	(2,101)
Other	(15,935)	57	-	(15,878)
Net assets released from restrictions	(79,339)	(11,531)	-	(90,870)
Decrease in temporarily restricted net assets	(12,575)	(5,310)	-	(17,885)
Changes in permanently restricted net assets				
Contributions	78,927	391	-	79,318
Unrealized loss on deposits with trustees	(8,135)	-	-	(8,135)
Net assets released from restrictions	-	(7,536)	-	(7,536)
Increase (decrease) in permanently restricted net assets	70,792	(7,145)	-	63,647
Change in net assets	\$ 58,495	\$(25,767)	\$ -	\$ 32,728

* For the year ended June 30, 2008

Supplemental Schedules to the Financial Statements

(Consolidating Statement of Activities for the NYU Langone Medical Center)

Year Ended August 31, 2008

(in thousands of dollars)

	Hospitals	CCC550	Hospitals Center Eliminations	Total Hospitals Center	School of Medicine	Medical Center Eliminations	Total NYU Langone Medical Center
Changes in unrestricted net assets							
Operating Revenues							
Tuition and fees (net of financial aid awards of \$3,489)	\$ -	\$ -	\$ -	\$ -	\$ 30,187	\$ -	\$ 30,187
Grants and contracts (Note 15)	3,210	-	-	3,210	196,309	-	199,519
Patient care (Note 3)	1,123,180	-	-	1,123,180	295,075	(15,730)	1,402,525
Hospital affiliations (Note 16)	-	-	-	-	246,019	-	246,019
Premiums earned	-	41,395	(12,871)	28,524	-	-	28,524
Contributions	13,631	-	-	13,631	53,435	-	67,066
Endowment distribution and return on short-term investments (Note 4)	907	-	-	907	27,711	-	28,618
Auxiliary enterprises	-	-	-	-	33,312	-	33,312
Program fees and other income	45,153	-	7,710	52,863	44,293	(14,696)	82,460
Net assets release from restrictions	10,201	-	-	10,201	61,208	-	71,409
Total operating revenues	1,196,282	41,395	(5,161)	1,232,516	987,549	(30,426)	2,189,639
Operating expenses (Note 17)							
Instruction and other academic programs	-	-	-	-	146,947	-	146,947
Research and other sponsored programs	-	-	-	-	196,149	-	196,149
Patient care	910,855	-	-	910,855	257,103	-	1,167,958
Hospital affiliations (Note 16)	-	-	-	-	241,219	-	241,219
Libraries	-	-	-	-	9,824	-	9,824
Student services	-	-	-	-	4,427	-	4,427
Institutional services	250,636	44,540	(12,871)	282,305	86,301	(30,426)	338,180
Auxiliary enterprises	-	-	-	-	72,881	-	72,881
Total operating expenses	1,161,491	44,540	(12,871)	1,193,160	1,014,851	(30,426)	2,177,585
Excess (deficiency) of operating revenues over expenses	34,791	(3,145)	7,710	39,356	(27,302)	-	12,054
Non-operating activities							
Investment return less than endowment distribution, net (Note 4)	445	(4,565)	-	(4,120)	(39,307)	-	(43,427)
Other	-	-	-	-	655	-	655
Net assets released from restrictions for capital purposes	9,368	-	-	9,368	-	-	9,368
Changes in pension and postretirement obligations (Notes 12 and 13)	7,306	-	-	7,306	2,336	-	9,642
Increase (decrease) in unrestricted net assets	51,910	(7,710)	7,710	51,910	(63,618)	-	(11,708)
Changes in temporarily restricted net assets							
Contributions	109,369	-	-	109,369	39,941	-	149,310
Investment return, net (Note 4)	-	-	-	-	1,198	-	1,198
Net assets released from restrictions	(19,569)	-	-	(19,569)	(61,208)	-	(80,777)
Increase (decrease) in temporarily restricted net assets	89,800	-	-	89,800	(20,069)	-	69,731
Changes in permanently restricted net assets							
Contributions	-	-	-	-	15,812	-	15,812
Other	4	-	-	4	-	-	4
Increase in permanently restricted net assets	4	-	-	4	15,812	-	15,816
Change in net assets	\$141,714	\$(7,710)	\$7,710	\$141,714	\$(67,875)	\$ -	\$ 73,839

Supplemental Schedules to the Financial Statements

(Consolidating Statement of Activities for NYU Consolidated)

Year Ended August 31, 2008

(in thousands of dollars)

	Washington Square	School of Medicine	Eliminations	Subtotal	*Polytechnic	Hospitals Center	CCC550	Eliminations	Total Consolidated NYU
Changes in unrestricted net assets									
Operating Revenues									
Tuition and fees (net of financial aid awards of \$251,998 University; \$3,489 Medical Center)	\$1,140,594	\$ 30,187	\$ -	\$1,170,781	\$48,313	\$ -	\$ -	\$ -	\$1,219,094
Grants and contracts (Note 15)	108,690	196,309	-	304,999	12,577	3,210	-	-	320,786
Patient care (Note 3)	39,303	295,075	-	334,378	-	1,123,180	-	(15,730)	1,441,828
Premiums earned	-	-	-	-	-	-	41,395	(12,871)	28,524
Hospital affiliations (Note 16)	-	246,019	-	246,019	-	-	-	-	246,019
New York State appropriation	4,592	-	-	4,592	238	-	-	-	4,830
Contributions	69,429	53,435	-	122,864	2,643	13,631	-	-	139,138
Endowment distribution and return on short-term investments (Note 4)	90,267	27,711	-	117,978	4,310	907	-	-	123,195
Auxiliary enterprises	313,925	33,312	-	347,237	5,685	-	-	-	352,922
Program fees and other	83,380	44,293	(7,521)	120,152	1,725	45,153	-	(6,986)	160,044
Net assets released from restrictions	73,013	61,208	-	134,221	19,067	10,201	-	-	163,489
Total operating revenues	1,923,193	987,549	(7,521)	2,903,221	94,558	1,196,282	41,395	(35,587)	4,199,869
Operating expenses (Note 17)									
Instruction and other academic programs	1,032,780	146,947	-	1,179,727	52,229	-	-	-	1,231,956
Research and other sponsored programs (Note 15)	103,224	196,149	-	299,373	13,278	-	-	-	312,651
Patient care	39,639	257,103	-	296,742	-	910,855	-	-	1,207,597
Hospital affiliations (Note 16)	-	241,219	-	241,219	-	-	-	-	241,219
Libraries	56,282	9,824	-	66,106	-	-	-	-	66,106
Student services	97,486	4,427	-	101,913	8,645	-	-	-	110,558
Institutional services	183,302	86,301	(7,521)	262,082	16,461	250,636	44,540	(43,297)	530,422
Auxiliary enterprises	318,162	72,881	-	391,043	5,185	-	-	-	396,228
Total operating expenses	1,830,875	1,014,851	(7,521)	2,838,205	95,798	1,161,491	44,540	(43,297)	4,096,737

continued on next page.

Supplemental Schedules to the Financial Statements

(Consolidating Statement of Activities for NYU Consolidated)

Year Ended August 31, 2008 (in thousands of dollars)

continued from the previous page

	Washington Square	School of Medicine	Eliminations	Subtotal	*Polytechnic	Hospitals Center	CCC550	Eliminations	Total Consolidated NYU
Excess (deficiency) of operating revenues over operating expenses	92,318	(27,302)		65,016	(1,240)	34,791	(3,145)	7,710	103,132
Nonoperating activities									
Investment return less than endowment distribution, net (Note 4)	(98,354)	(39,307)	-	(137,661)	(11,001)	445	(4,565)	-	(152,782)
Other	5,287	655	-	5,942	(1,538)	-	-	-	4,404
Net assets released from restrictions for capital purposes	6,326	-	-	6,326	-	9,368	-	-	15,694
Changes in pension and postretirement obligations (Notes 12 and 13)	(5,299)	2,336	-	(2,963)	467	7,306	-	-	4,810
Increase (decrease) in unrestricted net assets	278	(63,618)	-	(63,340)	(13,312)	51,910	(7,710)	7,710	(24,742)
Changes in temporarily restricted net assets									
Contributions	85,872	39,941	-	125,813	5,092	109,369	-	-	240,274
Investment return, net (Note 4)	(3,173)	1,198	-	(1,975)	1,072	-	-	-	(903)
Other	(15,935)	-	-	(15,935)	57	-	-	-	(15,878)
Net assets released from restrictions (Decrease) increase in temporarily restricted net assets	(79,339)	(61,208)	-	(140,547)	(11,531)	(19,569)	-	-	(171,647)
	(12,575)	(20,069)	-	(32,644)	(5,310)	89,800	-	-	51,846
Changes in permanently restricted net assets									
Contributions	78,927	15,812	-	94,739	391	-	-	-	95,130
Unrealized loss on deposits with trustees	(8,135)	-	-	(8,135)	-	-	-	-	(8,135)
Net assets released from restrictions	-	-	-	-	(7,536)	-	-	-	(7,536)
Other	-	-	-	-	-	4	-	-	4
Increase (decrease) in permanently restricted net assets	70,792	15,812	-	86,604	(7,145)	4	-	-	79,463
Change in net assets	\$58,495	\$(67,875)	\$ -	\$(9,380)	\$(25,767)	\$141,714	\$(7,710)	\$7,710	\$106,567

* For the year ended June 30, 2008

University Administration

John Sexton

B.A., M.A., PH.D., J.D.
President

David W. McLaughlin

B.S., M.S., PH.D.
Provost

Michael C. Alfano

D.M.D., PH.D.
Executive Vice President

Robert Berne

B.S., M.B.A., PH.D.
Senior Vice President for Health

Richard Foley

B.A., M.A., PH.D.
Chair, Faculty Advisory Committee on Academic Priorities; Anne and Joel Ehrenkrantz Dean, Faculty of Arts and Science

Diane C. Yu

B.A., J.D.
Chief of Staff and Deputy to the President

Jess Benhabib

B.A., M.PHIL., PH.D.
Senior Vice Provost for Planning (on sabbatical spring and summer 2009)

Lynne P. Brown

B.A., M.A., PH.D.
Senior Vice President for University Relations and Public Affairs

Martin S. Dorph

B.S., M.B.A., J.D.
Senior Vice President for Finance and Budget

Norman Dorsen

B.A., LL.B.
Counselor to the President

Pierre C. Hohenberg

B.A., M.A., PH.D.
Senior Vice Provost for Research

Debra A. LaMorte

B.A., J.D.
Senior Vice President for Development and Alumni Relations

Alison Leary

B.S.
Senior Vice President for Operations

Linda G. Mills

B.A., J.D., M.S.W., PH.D.
Senior Vice Provost for Undergraduate Education and University Life

Dianne Rekow

B.S., B.S.M.E., M.B.A., M.S.M.E., D.D.S., PH.D.
Senior Vice Provost for Engineering and Technology; Provost, Polytechnic Institute of NYU

Ron Robin

B.A., M.A., PH.D.
Acting Senior Vice Provost for Planning (to August 31, 2009)

Jeannemarie Smith

B.A., M.B.A.
Senior Vice President for University International Strategies

e. Frances White

B.A., M.A., PH.D.
Vice Provost for Faculty Development (on leave, spring and summer 2009)

Ulrich Baer

B.A., PH.D.
Vice Provost for Globalization and Multicultural Affairs

John Beckman

B.A.
Vice President for Public Affairs

Richard N. Bing

B.A., M.A., PH.D.
Vice President for Public Resource Administration and Development

Paul Boghossian

B.SC., PH.D.
Provost Fellow

Catherine Casey

B.S.
Vice President for Human Resources

Catherine DeLong

B.S.; C.P.A.
Associate Provost for Academic Financial Planning and Fiscal Affairs

Steven Donofrio

B.S., M.B.A.
Vice President for Administration and Chief of Staff to the Executive Vice President

Katherine Fleming

B.A., M.A., PH.D.
Vice Chancellor, Europe

Barbara F. Hall

B.A.
Associate Provost for Enrollment Management

Alicia D. Hurley

B.A., M.A., PH.D.
Vice President for Government Affairs and Community Engagement

Anthony P. Jiga

B.A., M.P.P.
Vice President for Budget and Planning

Robert S. Kivetz

B.A., M.S., PH.D.
Vice President for Campus Services

Rosemarie A. Loffredo

B.S., M.A., M.B.A.
Vice President for Financial Operations and Treasurer

Jules Martin

B.S., M.P.A., J.D.
Vice President for Global Security and Crisis Management

Marilyn McMillan

B.A.
Associate Provost and Chief Information Technology Officer

Carol Morrow

B.A., M.A., PH.D.
Associate Provost for Academic Operations Planning

Terrance Nolan

B.A., J.D., LL.M.
Acting General Counsel

Carolyn Sargent

B.A., M.A.
Special Adviser for Faculty Housing

Jane Tylus

B.A., PH.D.
Vice Provost for Academic Affairs

Marc L. Wais

B.S., M.B.A., M.A., ED.D.
Vice President for Student Affairs

Mariët Westermann

B.A., M.A., PH.D.
Vice Chancellor for Regional Campus Development

Deans and Directors

Roger Bagnall

B.A., M.A., PH.D.
Director, Institute for the Study of the Ancient World

Charles N. Bertolami

D.D.S., D.MED.SC.
Herman Robert Fox Dean, College of Dentistry

Sally E. Blount

B.S.E., M.S., PH.D.

*Dean, Undergraduate College;
Vice Dean, Leonard N. Stern
School of Business***Mary M. Brabeck**

B.A., M.S., PH.D.

*Dean, Steinhardt School of
Culture, Education, and Human
Development***Mary Schmidt Campbell**B.A., M.A., PH.D.; HON.: D.F.A.,
D.H.L., PH.D.*Dean, Tisch School of the Arts***Dennis S. Charney**

B.A., M.D.

*Dean, Mount Sinai School of
Medicine (affiliated)***Dalton Conley**

B.A., M.P.A., PH.D.

*Dean for Social Sciences, Faculty
of Arts and Science***Thomas F. Cooley**

B.S., M.A., PH.D.

*Dean, Leonard N. Stern School
of Business***Suzanne England**

B.S., M.S.W., PH.D., M.B.A.

*Dean, Silver School of Social
Work***Richard Foley**

B.A., M.A., PH.D.

*Anne and Joel Ehrenkranz
Dean, Faculty of Arts and
Science***Leslie Greengard**

B.A., M.D./PH.D.

*Director, Courant Institute of
Mathematical Sciences***Robert I. Grossman**

B.S., M.D.

*Saul J. Farber Dean, NYU
School of Medicine Chief
Executive Officer, NYU
Hospitals Center***Robert S. Lapiner**

B.A., M.A., PH.D.

*Dean, School of Continuing and
Professional Studies***Carol A. Mandel**

B.A., M.A., M.S.L.S.

*Dean of Libraries***Michele D. Marincola**

B.A., M.A.

*Interim Director, Institute of
Fine Arts (from June 1, 2008)***Richard L. Revesz**

B.S.E., M.S., J.D.

*Dean, School of Law***Matthew S. Santirocco**

B.A.; M.A. [CANTAB.], M.PHIL., PH.D.

*Seryl Kushner Dean, College
of Arts and Science; Associate
Provost for Undergraduate
Academic Affairs***Ellen Schall**

B.A., J.D.

*Dean, Robert F. Wagner
Graduate School of Public
Service***Daniel L. Stein**

B.S., M.S., PH.D.

*Dean for Science, Faculty of Arts
and Science***Catharine R. Stimpson**B.A.; B.A., M.A. [CANTAB.], PH.D.;
HON.: D.H.L., HUM.D., LITT.D., LL.D.*Dean, Graduate School of Arts
and Science***Edward J. Sullivan**

B.A., M.A., PH.D.

*Dean for Humanities, Faculty
of Arts and Science***Susanne L. Wofford**

B.A.; B.PHIL. [OXON.], PH.D.

*Dean, Gallatin School of
Individualized Study*

New York University Board of Trustees

Martin Lipton

CHAIR

*Partner, Wachtell, Lipton,
Rosen & Katz***William R. Berkley**

VICE CHAIR

*Chairman of the Board and
Chief Executive Officer, W. R.
Berkley Corporation***Laurence D. Fink**

VICE CHAIR

*Chairman and Chief Executive
Officer, BlackRock, Inc.***Kenneth G. Langone**

VICE CHAIR

*Chairman and Chief Executive
Officer, Invemed Associates,
LLC***Thomas S. Murphy**

HONORARY VICE CHAIR

*Retired Chairman and Chief
Executive Officer, Capital
Cities/ABC, Inc.***Larry A. Silverstein**

HONORARY VICE CHAIR

*President and Chief Executive
Officer, Silverstein Properties,
Inc.***Anthony Welters**

VICE CHAIR

*Executive Vice President
UnitedHealth Group***Leonard A. Wilf**

VICE CHAIR

*President, Garden Homes, Inc.***John Sexton***President, New York University***Phyllis Putter Barasch*****Maria Bartiromo****Anchor, CNBC Business News***Marc H. Bell***Managing Director, Marc Bell
Capital Partners, LLC***Daniel J. Brodsky****Partner, The Brodsky
Organization***Arthur L. Carter***President, Utilities & Industries
Management Corporation***Evan R. Chesler****Presiding Partner, Cravath,
Swaine & Moore LLP*

Michael R. Cunningham*
*President and Group Chief
 Executive Officer, DG3
 Diversified Global Graphics
 Group*

Florence A. Davis
President, The Starr Foundation

Barry Diller
*Chairman and Chief Executive
 Officer, IAC/InterActiveCorp*

Joel S. Ehrenkranz
*Senior Partner, Ehrenkranz &
 Ehrenkranz, LLP*

Jay M. Furman
*Principal, RD Management
 Corporation*

H. Dale Hemmerdinger
*President, The Hemmerdinger
 Corporation*

Mitchell Jacobson
*Chairman and Former Chief
 Executive Officer, MSC
 Industrial Direct Co., Inc.*

Richard D. Katcher
*Partner, Wachtell, Lipton,
 Rosen & Katz*

Richard Jay Kogan
*Retired President and Chief
 Executive Officer, Schering-
 Plough Corporation*

Jerry H. Labowitz*

Donald B. Marron
*Chairman, Chief Executive
 Officer, and Founder, Lightyear
 Capital*

Constance J. Milstein
*Principal and Co-Founder,
 Ogden CAP Properties, LLC*

**Khaldoon Khalifa
 Al Mubarak**
*Chairman of the Executive
 Affairs Authority of the
 Government of Abu Dhabi*

Brooke Garber Neidich

L. Jay Oliva
*President Emeritus, New York
 University*

David C. Oxman
*Senior Counsel, Davis Polk &
 Wardwell*

Lester Pollack
*Chairman and Founder, Centre
 Partners Management, LLC*

Catherine B. Reynolds
*Chairman and Chief Executive
 Officer, Catherine B. Reynolds
 Foundation*

E. John Rosenwald, Jr.
*Vice Chairman Emeritus,
 JPMorgan Chase Bank*

Courtney Sale Ross

William C. Rudin
*President, Rudin Management
 Company, Inc.*

Constance Silver
*Director, Special Training,
 Indian Creek Public Safety
 Department*

Lisa Silverstein
*Senior Vice President, Silverstein
 Properties, Inc.*

Joel E. Smilow
Chairman, Dinex Group, LLC

Jay Stein
Chairman, Stein Mart, Inc.

Joseph S. Steinberg
*President and Director, Leucadia
 National Corporation*

Judy Steinhardt

Michael H. Steinhardt
*Managing Member, Steinhardt
 Management, Inc.*

Daniel R. Tisch
Partner, Mentor Partners

John L. Vogelstein
*Vice Chairman, Warburg Pincus
 LLC*

Casey Wasserman
*Chairman and Chief Executive
 Officer, Wasserman Media
 Group*

Shelby White
*Trustee, The Leon Levy
 Foundation*

William D. Zabel
*Partner, Schulte Roth & Zabel
 LLP*

Life Trustees

Diane Belfer
Philanthropist

Mamdouha Bobst
*President, The Elmer &
 Mamdouha Bobst Foundation*

John Brademas
*President Emeritus, New York
 University*

Geraldine H. Coles
Philanthropist

John J. Creedon
*Former President and Chief
 Executive Officer, Metropolitan
 Life Insurance Company*

Maurice R. Greenberg
*Chairman and Chief Executive
 Officer, C.V. Starr and Co., Inc.*

Henry Kaufman
*President, Henry Kaufman &
 Company, Inc.*

Helen L. Kimmel

Herbert M. Paul
President, Herbert Paul, P.C.

William R. Salomon
Honorary Chairman, Citigroup

Marie Schwartz
*President, Arnold and Marie
 Schwartz Fund for Education &
 Health Research*

Sheldon H. Solow
*President, Solow Building
 Company*

Henry Taub
*Chairman, The Henry &
 Marilyn Taub Foundation*

Lillian Vernon
*Founding Chairman, Lillian
 Vernon Corporation*

Robert F. Wright
*President and Chief Executive
 Officer, Robert F. Wright
 Associates, Inc.*

**Baroness Mariuccia Zerilli-
 Marimò**

Trustee Associates

Bruce Berger
*President, Sutton Group
 Services, Inc.*

Leonard Boxer
*Chairman, Real Estate
 Department, Stroock & Stroock
 & Lavan LLP*

Jane Eisner Bram
Psychotherapist

Betty Weinberg Ellerin
*Senior Counsel, Alston & Bird
 LLP*

Norman Goodman
*County Clerk, Commissioner of
 Jurors, New York County*

Marvin Leffler
*President, Town Hall
 Foundation*

New York University School of Law Foundation Board of Trustees

Anthony Welters
CHAIR
*Executive Vice President,
United Health Group*

Thomas Reed Brome
VICE CHAIR
*Partner, Cravath, Swaine &
Moore LLP*

Michael Alfano
EX OFFICIO
*Executive Vice President,
New York University*

Paul S. Berger
Arnold & Porter LLP

Sheila L. Birnbaum
*Partner, Skadden, Arps, Slate,
Meagher & Flom LLP*

Leonard Boxer
Stroock & Stroock & Lavan

Murray H. Bring
*Vice Chairman and General
Counsel, Altria Group, Inc.*

Zachary W. Carter
*Partner, Dorsey & Whitney
LLP*

Kathryn Cassell Chenault

Evan R. Chesler
*Partner, Cravath, Swaine &
Moore LLP*

William T. Comfort, Jr.
*Chairman, Citicorp, Venture
Capital, Ltd.*

William T. Comfort, III
*Principal, Conversion Capital
Partners Limited*

Florence A. Davis
President, The Starr Foundation

Joel S. Ehrenkranz
*Senior Partner, Ehrenkranz &
Ehrenkranz, LLP*

Alfred B. Engelberg

Laurie R. Ferber

M. Carr Ferguson
*Senior Counsel, Davis, Polk &
Wardwell*

Karen J. Freedman
*Executive Director, Lawyers for
Children*

Alan L. Fuchsberg

Jay M. Furman
*Principal, RD Management,
LLC*

Barry Garfinkel
*Of Counsel, Skadden, Arps,
Slate, Meagher & Flom, LLP*

Jeffrey N. Greenblatt

Ronald Grossman
RG Advisory Services, LLC

Wayne R. Hannah
*Sonnenschein Nath & Rosenthal
LLP*

Rita E. Hauser
The Hauser Foundation

Mitchell L. Jacobson

Jerome Kern
Kern Consulting, LLC

Robert A. Kindler
*Vice Chairman of Investment
Banking, Morgan Stanley*

Charles Klein
*Managing Director, American
Securities, L.P.*

Sloan Lindemann

Bella L. Linden, Esq.
*Attorney, Law Offices of Bella
L. Linden*

Martin Lipton
*Wachtell, Lipton, Rosen &
Katz*

George T. Lowy
*Senior Counsel, Cravath,
Swaine & Moore*

David Malkin
*Law Offices of David Malkin,
P.C.*

Jerome Manning

David McLaughlin
EX OFFICIO
Provost, New York University

Ronald Moelis
*Principal and Real Estate
Developer, L & M Equity
Participants, Ltd.*

Francis J. Morison
*Senior Counsel, Davis Polk &
Wardwell*

Sara E. Moss
*Executive Vice President, and
General Counsel & Secretary,
Estee Lauder Inc*

Terrance Nolan
EX OFFICIO
*Acting General Counsel, New
York University*

Darilyn T. Olidge
Credit Suisse Securities LLC

Dwight Opperman
Chairman, Key Investments, Inc.

Norma Z. Paige

Martin D. Payson

Wayne M. Perry
Lester Pollack
*Chairman and Founder, Centre
Partners Management, LLC*

Hon. Stewart G. Pollock
*Of Counsel, Riker Danzig
Scherer Hyland & Perretti LLP*

Kenneth M. Raisler
*Partner, Sullivan & Cromwell
LLP*

Norman Redlich
*Of Counsel, Wachtell, Lipton,
Rosen & Katz*

Bonnie Feldman Reiss

Ingeborg Rennert

Richard Revesz
EX OFFICIO
*Dean, School of Law, New
York University*

Rachel F. Robbins

Eric M. Roth
*Partner, Wachtell, Lipton,
Rosen & Katz*

Brian L. Schorr

Andrew J. Segal
*President, Boxer Property
Management Corporation*

John Sexton
EX OFFICIO
President, New York University

O. Peter Sherwood
*Partner, Manatt, Phelps &
Phillips, LLP*

Warren J. Sinsheimer

Martha E. Stark
*Commissioner, NYC
Department of Finance*

Kenneth Ira Starr
*President, Starr & Co., CPA
P.C.*

Lewis R. Steinberg
*Global Head of Strategic
Solutions Group, Managing
Director, Investment Banking,
UBS Securities*

Daniel E. Straus
*President, Straus Capital
 Group, LLC*

Eileen Fitzgerald Sudler
*General Counsel, The Sudler
 Companies*

Peter D. Sudler
*President, The Sudler
 Companies*

David A. Tanner
*Executive Vice President,
 ContiGroup Companies, Inc.*

Vincent S. Tese
*Kramer Levin Naftalis &
 Frankel LLP*

Louis B. Thalheimer
*Chairman and Chief Executive
 Officer, Lord Baltimore Capital
 Corporation*

Herbert M. Wachtell
*Wachtell, Lipton, Rosen &
 Katz*

Leonard Wilf
President, Garden Homes, Inc.

Life Trustees

John Creedon
*former President and Chief
 Executive Officer, Metropolitan
 Life Insurance Co.*

Ciro Gamboni
*Partner, Cahill Gordon &
 Reindel*

R. May Lee
*Managing Director and Chief of
 Staff, Merrill Lynch*

Jose Maldonado
AmeriChoice

Catherine Rein
*Senior Executive Vice President
 & Chief Administration Officer,
 MetLife*

Hon. Rose Luttan Rubin

Ellen Schall
*Dean, Robert F Wagner
 Graduate School of Public
 Service*

William J. Williams, Jr.
Partner, Sullivan & Cromwell

New York University Institute of Fine Arts Board of Trustees

Judy Steinhardt
 CHAIR

Phyllis Lambert
*Founding Director, Centre
 Canadien d'Architecture*

David W. McLaughlin
 EX OFFICIO
Provost, New York University

Sheldon H. Solow
 CHAIRMAN EMERITUS
*President, Solow Building
 Company*

Michael C. Alfano
 EX OFFICIO
*Executive Vice President, New
 York University*

Abby Leigh
*Trustee, Abby and Mitch Leigh
 Foundation; Trustee, The
 Drawing Center; Artist (Painter)*

Philippe de Montebello
 EX OFFICIO
*Director, Metropolitan Museum
 of Art*

Maurice Tempelman
*Senior Partner, Leon
 Tempelman & Son; Chairman
 of the Board, Lazare Kaplan
 International, Inc.*

Catherine Coleman Brawer
*President, Ida and William
 Rosenthal Foundation*

Michele D. Marincola
 EX OFFICIO
*Interim Director, Institute of
 Fine Arts, New York University
 (from June, 1, 2008)*

Alexandra Munroe
*Senior Curator, Solomon R.
 Guggenheim Museum*

Mariët Westermann
 EX OFFICIO
*Director, Institute of Fine Arts,
 New York University (to May
 31, 2008)*

Deborah Loeb Brice
*President, Deborah Loeb Brice
 Foundation*

James R. McCredie
*Sherman Fairchild Professor
 Emeritus of Fine Arts and
 Director Emeritus, Institute of
 Fine Arts, New York University*

Terrance Nolan
 EX OFFICIO
*Acting General Counsel, New
 York University*

James Nowell Wood
*President and Chief Executive
 Officer, The J. Paul Getty Trust*

Suzanne Deal Booth

Gail Engelberg
*Co-Trustee, Engelberg
 Foundation*

Robert S. Pirie

John Sexton
 EX OFFICIO
President, New York University

**Baroness Mariuccia Zerilli-
 Marimò**

NYU Hospitals Center and New York University School of Medicine Advisory Board

Kenneth G. Langone
CHAIR
President and Chief Executive Officer, Invemed Associates

Laurence D. Fink
COCHAIR
Chairman and Chief Executive Officer, BlackRock

Michael C. Alfano
EX OFFICIO
Executive Vice President, New York University

Dwight Anderson
Ospraie Management

Marc H. Bell
Managing Director, Marc Bell Capital Partners LLC

William R. Berkley
Chairman and Chief Executive Officer, W.R. Berkley Corporation

Robert Berne
EX OFFICIO
Senior Vice President for Health, New York University

Edgar Bronfman, Jr.
Chairman and Chief Executive Officer, Warner Music Group

Kenneth I. Chenault
Chairman and Chief Executive Officer, American Express Company

Marshall S. Cogan
Generation III Partners

Gary D. Cohn
President and Cochief Operating Officer, Goldman Sachs

William J. Constantine
Managing Director, Legg Mason Investment Counsel

Elizabeth B. Dater
Chief Investment Officer, AG Asset Management

Jamie Dimon
Chief Executive Officer and Chairman of the Board, JPMorgan Chase & Co.

Fiona Druckenmiller

Norman Eig
Managing Member, EXOP Capital LLC

Alvin H. Einbender
Einbender Management Corp.

Lori Fink

Louis P. Friedman
President, Private Equity & Longer Term Investments, P. Schoenfeld Asset Management LLC

Jay M. Furman
Principal, RD Management Corporation

Michael Gardner
Managing Member, Baytree Capital Associates, LLC

Steven J. Gilbert
Chairman, Gilbert Global Equity Partners

Robert I. Grossman,
EX OFFICIO
Saul J. Farber Dean, NYU School of Medicine, and Chief Executive Officer, NYU Hospitals Center

George E. Hall
President, The Clinton Group

Sylvia Hassenfeld

Stanley H. Kaplan
President, Rita & Stanley H. Kaplan Foundation

Helen L. Kimmel

Martin S. Kimmel

Sidney Lapidus
Retired Partner, Warburg Pincus LLC

Thomas H. Lee
President, Thomas H. Lee Capital, LLC

Martin Lipton
Partner, Wachtell, Lipton, Rosen & Katz

Carla S. Magliocco

Louis Marx, Jr.
President and Chief Executive Officer, Brae Capital

Deryck Maughan
Managing Director and Chairman of KKR Asia, Kohlberg Kravis Roberts & Company

David W. McLaughlin
EX OFFICIO
Provost, New York University

Edward H. Meyer
Chairman, Chief Executive Officer, and Chief Investment Officer, Ocean Road Advisors, Inc.

Heidi G. Miller
Head, Treasury and Security Services, JP Morgan Chase & Co.

Edward J. Minskoff
President, Edward J. Minskoff Equities, Inc.

Darla Moore
Executive Vice President, Rainwater, Inc.

Thomas S. Murphy
Chairman and Chief Executive Officer (Retired), Capital Cities/ABC, Inc.

Brooke Garber Neidich

Frank T. Nickell
President and Chief Executive Officer, Kelso & Company

Terrance Nolan
EX OFFICIO
Acting General Counsel, New York University

Michael E. Novogratz
President and Director, Fortress Investment Group LLC

Debra Perelman
MacAndrews & Forbes Holdings, Inc.

Ronald O. Perelman
Chairman and Chief Executive Officer, MacAndrews & Forbes Holdings, Inc.

William A. Perlmuth
Stroock & Stroock & Lavan

Laura Perlmutter

Douglas A. Phillips
CPA, Weiser, LLP

Robert W. Pittman
Founding Member, Pilot Group

Alan Rappaport
Vice Chairman, US Trust Bank of America Private Wealth Management

Frank E. Richardson
Chairman and Chief Executive Officer, F.E. Richardson & Co.

Linda Gosden Robinson
Chairman, Robinson, Lerer & Montgomery

E. John Rosenwald, Jr.
Vice Chairman Emeritus, JP Morgan Chase Bank

Michael P. Schulhof
Chairman, GTI Group

Alan D. Schwartz
Rothschild Inc.

Bernard L. Schwartz
Chairman and Chief Executive Officer, BLS Investments LLC

John E. Sexton
EX OFFICIO
President, New York University

Stanley Shopkorn
Managing Partner, Shopkorn Management LLC

Henry R. Silverman
Chairman and Chief Executive Officer, Realogy Corporation

Larry A. Silverstein
President and Chief Executive Officer, Silverstein Properties, Inc.

Joel E. Smilow
Chairman, Dinex Group, LLC

Norma Smith

Robin L. Smith
Chief Executive Officer and Chairman of the Board of Directors, NeoStem, Inc.

William C. Steere, Jr.
Chair Emeritus, Pfizer Inc.

John M. Stewart

Alice M. Tisch

Thomas J. Tisch
Managing Partner, Four Partners Chancellor, Brown University

Bradley J. Wechsler
Co-Chief Executive Officer and Co-Chairman, IMAX Corporation

Alan G. Weiler
Partner, Weiler, Arnow Management Co., Inc.

Anthony Welters
Executive Vice President, UnitedHealth Group

Life Trustees

Mamdouha S. Bobst
President, The Elmer and Mamdouha Bobst Foundation

Geraldine H. Coles
Philanthropist

Arnold Greenberg

Felix Kaufman, Ph.D.

Bernard A. Marden

Eleanor J. Piel
Attorney at Law

Associate Trustees

Doris Farrelly

Lola Finkelstein

Irma Hilton
Professor of Psychology and Director of Research Training, Clinical Psychology, Yeshiva University Graduate School of Psychology

Laurence C. Leeds, Jr.
Chairman, Buckingham Capital Management

Miriam Lubling

Daniel Rosenbloom
Senior Managing Director, First Manhattan Company

Marcia Ross

Michael Stoler

Polytechnic Institute of NYU Board of Trustees

Officers

Ralph Alexander
CHAIRMAN
Managing Director, Riverstone Holdings LLC

Jeffrey H. Lynford
VICE CHAIRMAN
Chairman, Wellsford Real Properties

Michael R. Corey
SECRETARY/TREASURER
Treasurer (Retired), J. P. Morgan Investment Mgmt. Inc

Craig G. Matthews
IMMEDIATE PAST CHAIRMAN
Vice Chairman and Chief Operating Officer, (Retired), Keyspan

Jerry M. Hultin
PRESIDENT
Polytechnic Institute of NYU

Trustees

Walter C. Bell
Consultant

Daniel H. Berry
Operating Partner and Industrial Consultant, Riverside Partners LLC

Israel Borovich
Chairman, El Al Airlines

Glenn A. Britt
President and Chief Executive Officer, Time Warner Cable

Aviva D. Budd
Manager, Commercial Real Estate Investments

Mario Cardullo, PE
Managing Director, The Belfield Group, Inc

Gerald Dawes
General Manager, Consolidated Edison of NY, Inc

Deborah L. Devedjian
Founder and Managing Partner, Copernicus Learning Fund & Consultants

Ruth A. Fattori
Chief Administrative Officer, Metropolitan Life Insurance Co.

Richard Fishbein
Partner Emeritus, Cortec Group, Inc.

Randy Frey
Chief Executive Officer, Lens AR, Inc.

William L. Friend
Treasurer, National Academy of Engineering

Patrick A. Garzillo
*Vice President, Domestic
 Telecom Finance Group
 Verizon*

Leila B. Heckman
*Senior Managing Director,
 Bear Stearns*

Charles J. Hinkaty
*President and Chief Executive
 Officer (Retired), Del
 Laboratories Inc.*

Paul M. Horn
*Distinguished Scientist in
 Residence, New York
 University*

Linda K. Jacobs

Michael H. Kappaz
*Chairman and Chief
 Executive Officer, K & M
 Engineering & Consulting
 Group*

Lawrence Katz
*Financial Advisor
 Katz Family Financial
 Advisors*

John Kirksey
*President
 Kirksey Group*

William K. Kramer
*Partner
 SJ Realty Associates, LLC*

Jeffrey H. Lynford
Chairman, Reis, Inc.

Michael J. O'Brien
*Corporate Partner, Wilmer,
 Cutler, Pickering, Hal &
 Dorr, LLP*

Leonardo Pomata
*Consultant—Information
 Technology*

Robert Prieto
*Senior Vice President, Fluor
 Corp.*

Steven M. Rittvo
*Chairman, The Innovation
 Holdings Group*

Mark Ronald
Chairman, BAE Systems, Inc

John P. Schaefer
President, LSST Corporation

David M. Schweiger
*BPF Foundation Professor
 of Strategic Management;
 Managing Director, Schweiger,
 Lippert & Assoc.*

Leonard J. Shustek
*Chairman, Computer History
 Museum*

James M. Smith
*Chairman, President, and
 Chief Executive Officer
 (Retired), Edo Corporation*

Donald N Weisstuch
*Senior Vice President of
 Transportation (Retired),
 Sverdrup Corp.*

Advisory Trustees

Henry L. Bachman
*Director of Technical
 Marketing (Retired),
 BAE Systems*

Franklin H. Blecher
*Executive Director (Retired),
 Technical Information Systems
 Division, AT&T Bell Labs*

Robert D. Dalziel
*Vice President (Retired),
 AT&T Global Networks*

Richard W. Foxen
*Senior Vice President (Retired)
 Rockwell Intl Corp.*

Herbert Henkel
*Chairman, President, and
 Chief Executive Officer,
 Ingersoll-Rand Company*

Michael Hora
*Vice President (Retired),
 A.T. Kearney*

George Likourezos
*Partner, Carter, DeLuca,
 Farrell & Schmidt LLC*

Thomas Mauro
*Thomas A. Mauro Law
 Offices, PC*

Jerry M. Sudarsky
*Chairman and Chief
 Executive Officer, Alexandria
 R.E. Equities*

Harry C. Wechsler
President, Boston Systematics, Inc.

Emeritus Trustees

Arthur Martinez
*Chairman and Chief
 Executive Officer (Retired),
 Sears Roebuck & Co.*

William F. May
*President (Retired), Statue
 of Liberty/Ellis Island
 Foundation, Inc.*

John S. Mayo
*President Emeritus, Lucent
 Technologies*

Henry J. Singer
*President, Reg-Nis, LLC,
 Vice President—Area
 Management and Sales,
 General Electric (Retired)*