MINUTES OF THE T-FACULTY SENATORS COUNCIL MEETING OF APRIL 2, 2020

The New York University Tenured/Tenure Track Faculty Senators Council (T-FSC) met at noon on Thursday, April 2, 2020 via remote connection.

In attendance were Senators Battista, Cappell, Das, De Leon, Duncombe, Economides, Fenton, Frankl, Friedman, Gyorgy, Hoffman, Irving, Kamer, Lapiner, Ling, Merritt, Mincer, Nonken, Ompad, Quinn, Schlick, Smoke, Sternhell, Uleman, and Zamir; Active Alternates Alter, Dorsen, and Reiss; Alternate Senators Branski (for Makarov) and Hartman; and Observer Miao.

APPROVAL OF THE MINUTES

Upon a motion duly made and seconded, the minutes of the March 5, 2020 meeting were approved unanimously.

ELECTION OF T-FSC VICE CHAIRPERSON AND SECRETARY 2020-21

See attached Document C: Candidate Statements.

The election of the T-FSC Vice Chairperson and Secretary 2020-21 took place by online ballot from the following slate of candidates presented by the Nominating Committee. For the position of Vice Chairperson: David Irving of the Tisch of the Arts and Marilyn Nonken of the Steinhardt School and for Secretary: Sonia Das of the Faculty of Arts and Science and Danielle Ompad for the School of Global Public Health.

Nominating Committee Chair Mincer reported the results of the election: David Irving will serve as Vice Chairperson, and Sonia Das will serve as Secretary.

REPORT FROM THE CHAIRPERSON: NICK ECONOMIDES

Senate Executive Committee (SEC) Meeting

University Senate Meetings

The SEC unanimously voted to cancel the March 26 and April 23 University Senate meetings. In accordance with the Senate Rules of Procedure [III.2.b.(2)], the SEC shall act in the name of the Senate on urgent matters that arise while the full body of the Senate cannot be convened.

Move to Remote Instruction and Closure of the Student Residence Halls

Economides reported the University has moved to remote instruction for the remainder of the spring semester. The student resident halls were closed during the spring break. It was noted that there was discussion of the residence halls being used to host medical personnel, but no decision has been made at this time.

Other Discussions
The SEC discussed the possibility of pass-fail grading, issues of how to do exams remotely, and advocating leniency towards students during this semester.

**PRESENTATION, DISCUSSION, AND VOTE**

**Request on Grievances**

*See attached Document B.*

Co-Chair Quinn presented the Grievance Committee’s request that the Office of the Provost provide information regarding denial of tenure cases to the Committee.

The request was approved by vote of the Council.

**Updated Draft Letter to Provost on the Policy on C-Faculty as Principal Investigators**

*See attached Document C.*

Personnel Policies and Tenure Modifications Committee Co-Chair Frankl presented the revised letter regarding the policy on Continuing Contract Faculty as Principal Investigators of Sponsored Projects and Programs. The revisions incorporated comments in the last T-FSC meeting to clarify that there are continuing contract faculty positions in some schools that require research, but express the need for those research requirements be more clearly stated within contracts.

A Senator noted her concern in some schools, particularly Dentistry and Medicine, there are many continuing contract faculty who are required to meet research achievements for promotion. In the School of Medicine, there is a focus on research grants.

Senators expressed concern regarding the tone of the document and the depiction of continuing contract faculty in these roles and what is expressed as a conflict with the tenured/tenure track faculty.

Committee Co-Chair Lapiner noted the Committee’s concern regards the ambiguity of the language in the policy. For instance, appointment letters should specify the degree to which research is an expectation. Senators noted the difference among schools and need to clarify.

The Committee will collect further feedback from the Council and will present a new draft at the next Council meeting. They will also circulate a copy of the policy, effective October 15, 2019.

**SPECIAL PRESENTATION: PROVOST FLEMING**

The Council welcomed Provost Fleming.

Chairperson Economides inquired on the issue of summer and fall applications with the current impact of COVID-19. Fleming stated they are looking at remote instruction for both summer sessions.

She noted for the fall session, deposits are due May 1 and between now and then, the plan is to send a statement out to prospective students on the status of the fall semester, including potential options to defer to January 2021 and specific communications to international students.

Fleming commented on the academic calendar and updating the summer session to be more like a regular semester. A Senator noted this would make sense as a temporary measure but expressed concern over the academic calendar permanently becoming a trimester.
A Senator expressed concern on the status of laboratory courses and other experiential learning over the summer. A Senator noted the importance of providing advanced information on summer instruction to faculty members, particularly for those running research programs if the summer is remote instruction and buildings are unable to be used.

A Senator noted the importance of planning for future quarantines if faculty or students’ contract COVID and how to accommodate remote instruction during absences if classes are held in person.

A Senator inquired on ways NYU is expressing support of faculty colleagues and NYU community members on the front lines. It was noted College of Nursing faculty members that have returned to clinical practice to help out and School of Medicine seniors who have graduated early to join efforts. Senators noted ways the academic community could assist in efforts during the crisis. Provost Fleming noted cross-disciplines initiatives. Senators noted faculty in public health fields are working to push out evidence-based information and recommendations to the media.

Fleming noted a summary update on COVID-19 developments will be sent shortly to the NYU Community. This includes information on pass/fail, the tenure clock, research, and a hiring pause.

The date by which students may elect to take a course on a pass/fail basis has been extended until May 12. The Provost's Office has put in place a one-year extension of the tenure clock for tenure-track faculty not currently under tenure review. There are no delays for regular faculty promotions. In regards to research, NYU suspended all non-essential, on-site research at Washington Square; however, grant submissions and awards remain steady, and many researchers have been able to conduct their studies remotely. Regarding budget-related and administrative issues, faculty and administrative hiring is curtailed. Offers that have already been extended will be honored; however, no additional offers should be made, with very few exceptions, and ongoing searches should be suspended. OTPS expenses should be reduced except for essential purposes, with particular attention to travel, including conference travel; meals; use of consultants; etc.

A Senator asked on pauses to capital spending. Fleming noted she would follow-up on the status.

The Council thanked Provost Fleming.

**T-FSC COMMITTEE REPORTS**

*See attached Document C.*

**Inclusion, Equity, & Diversity**

Committee Co-Chairs noted the Committee discussed next steps for 2020, including implementing a survey to assess the impact of the T-FSC OEO presentation, with an eye towards the Committee’s future agenda. They also discussed coordinating communications between all NYU groups concerned with similar issues relating to diversity, equity, and inclusion.

**Finance & Policy Planning**

Committee Chair Economides reported the Senate Financial Affairs Committee (SFAC) met twice since the last T-FSC meeting. In the first meeting on March 10, the administration informed the Committee that it expected the impact of the coronavirus on NYU to be minimal. They reviewed the details of the NYU budget and performance through January. One striking observation was that NYU spent considerably less (-50%) on current capital projects. The Committee was assured that the projects were going on the expected pace. They were also informed that the difference between budgeted and spent was because the budgeted amounts were too high. As a result of this discrepancy, NYU had an unexpected surplus of $200-250 million in January. The yearly budget of NYU, excluding the medical school and hospital, is
about $3.5-3.6 billion. In the second meeting on March 27, also attended by the Executive Committee of the Senate (heads of TFSC, CFSC, AMC, deans’ council, and students), the administration explained that NYU expected losses of at most $100-150 million because of closing the dorms, providing refunds for the period after the spring break, loss of revenue from the temporarily closed Dental School, and closing various campuses abroad. NYU has not finished calculating any benefits of cost-cutting relating to these closings. A concern was expressed in case the summer program is not well-attended. However, top administrators assured the Committee that both the summer and the fall applications and deposits were on track with no reductions visible. The summer program brings in $200 million revenue. The timing of decision on whether to have the summer program online or not has not been determined. To mitigate the losses, NYU will do the actions in the following memo, starting immediately: https://www.nyu.edu/employees/resources-and-services/financelink/budgeting.html.

The Committee asked for dollar amounts for each cost-cutting action, and expects to receive these figures soon. NYU has an aggressive program of capital investment, with a number of projects that have not started yet, are not urgent, and can be easily postponed, and he expects most of the cost savings will come from there.

The Committee also asked whether next year’s merit increase (about $27 million at 3% increase for tenured and tenured track faculty on about $900 million total yearly pay or $54 million for all faculty or $108 million for faculty and administrators together, in our calculation) was considered to be cut. We were assured that unless there is a new major additional loss of revenue, NYU is financially OK with the measures announced, especially with a reduction of the extent of investment in projects that have not started yet, and by being more precise in budgeting.

A Senator inquired on the effect on the university endowment. Economides noted the endowment is about 4% of the budget. He noted for a long-life institution, the considerations of the short-run have a smaller impact. It was also noted the endowment is largely restricted use.

A Senator inquired on the expected loss of tuition revenue, especially from international graduate students in the fall, and whether the University has any intentions to lobby for visa requirement changes. Economides noted they did not discuss this, but it was noted that applications and deposits are still on track. It was also noted the effect on schools might differ. For instance, some schools might see a growth in applications and others, a decline.

Faculty Benefits & Housing

Committee Co-Chair Ling reported due to the impact of COVID, the Retirement Plan Investment Committee and Retirement Plan Administration Committee made the decision to put the investment fund menu change of the NYU retirement program on hold.

Governance

Committee Co-Chairs noted the T-FSC resolution regarding the “Draft Proposal for Future Senate Representation” submitted by the Senate Committee on Organization and Governance (SCOG) was sent to SCOG Co-Chairs and Chairs of the AMC, C-FSC, and SSC. With all non-emergency University Senate items being put on hold for the remainder of the academic year, they anticipate this will be reviewed in the fall of 2020.
Academic Affairs

Committee Member Lapiner reported the Committee’s main agenda item was a review of the 2021-2024 academic calendar.

He noted resolutions from student groups regarding the calendar, including addressing religious holidays and a resolution to establish a university holiday on election day. It was noted the students have asked to present at T-FSC meetings, but there is often not time on the agenda for these presentations. It was suggested to work on the committee level instead, particularly with the Educational Policies and Faculty/Student Relations Committee to review these proposals.

It was noted the academic calendar will be voted on by the Senate Executive Committee. Senators should send Chairperson Economides any further comments or suggestions.

NEW BUSINESS

Summer Meetings

A Senator suggested the Council meet remotely over the summer, perhaps including members of the administration to receive updates. The Council will consider this suggestion.

ADJOURNMENT

The meeting adjourned at 2:00 PM.
I have enjoyed my role this past year as Secretary of the Executive Committee. I would be honored to continue to serve as Vice Chair of our Council.

New York University's mission is to be a top quality international center of scholarship, teaching and research. Implicit in the position of a tenured professor at NYU is stewardship of that mission. Shared governance is key for sustaining the University's mission. Partnering with the administration and embracing the diverse expertise of the faculty should be advocated. As senator from the Tisch School of the Arts I am currently co-chair of the Educational Policy Committee and a member of both the SAAC and Grievance Committee, all of which have given me valuable insight and exposure to the workings of the University at large.

Having chaired three departments here at NYU, including a two-year stint in Singapore, working with the entire spectrum of participants – administrators, faculty, and students – I am familiar and comfortable with a vice-chairmanship role. Based on my book *Elements of College Teaching* I have lectured on teaching effectiveness at many of our study away sites including Shanghai, Prague, Johannesburg, Havana and Florence. As a film director, working all sides of the aisles has become second nature.

These experiences have informed the collegial temperament that I would bring in service to the work of our Council and our members with your support.

Sincerely,

David K Irving

David Kenneth Irving
TSOA
March 20, 2020

To my Colleagues:

I am delighted to be nominated for the position of Vice Chair of the T-FSC. I am an Associate Professor of Music at the Steinhardt School of Culture, Education, and Human Development, Department of Music and Performing Arts, where I am Director of Piano Studies and Doctoral Affairs. I am a music historian and concertizing artist, deeply engaged in interdisciplinary work that bridges performance and scholarship, education and outreach, and theory and practice. As a pianist focusing on the music of the twentieth and twenty-first centuries, I perform internationally and have recorded more than thirty discs. As a historian, I write about the music that I perform and the performance practices it has engendered, considering the social, political, and technological factors influencing its reception. My writings on music are published by academic presses such as Cambridge and Oxford University Presses, as well as scholarly journals. Outside the University, I serve on the boards of major grant-giving organizations, including the Fromm Music Foundation at Harvard University and Composers Now (New York), and, for fifteen years, I was the artistic director of a non-profit contemporary music group based in New York, which I co-founded. I have served on the Tenure/Tenure-Track Faculty Senate Council for the past three years and currently serve as Co-Chair of the Inclusion, Equity and Diversity and Governance committees and a member of the Academic Affairs Committee.

Our University faces unprecedented challenges, as we seek to expand our educational initiatives nationally and globally while maintaining academic and institutional integrity. As Vice-Chair, I hope to intensify my work as a liaison among committees and communities within the University, in a position which will enable me to more forcefully articulate our urgent concerns regarding research, teaching and learning, and the challenges faced by the constituents of a truly diverse, evolving academic environment. If elected, I will advocate for the interests of my Faculty colleagues while engineering and establishing durable safeguards to protect the academic freedoms and excellence for which NYU is renowned and respected. I will emphasize transparency in communication, efficiency, and progress over polemics – all increasingly necessary during this time of administrative and capital expansion, as well as international crisis. I look forward to working with you to amplify the voice of the Faculty and advocate for our most vulnerable students, faculty, and staff.

Thank you for your consideration.

Marilyn Nonken, PhD
Associate Professor of Music
March 30, 2020

Dear Fellow Colleagues and Senators:

I am thrilled to have been nominated to serve as T-FSC Secretary. I am an Associate Professor in Anthropology in the Faculty of Arts and Sciences at NYU, and serve as Director of Graduate Studies. I am also an affiliated faculty in Linguistics and French Studies. I have served on the Tenured/Tenure-Track Faculty Senators Council and as a member of the Inclusion, Equity, and Diversity committee for more than one year, and the Educational Policies and Faculty/Student Relations committee for one year.

Trained as a linguistic and cultural anthropologist, I have extensive research experience investigating the political economy of inequality. In particular, my scholarship analyzes how diverse language practices and ideologies produce racial, ethnic, gender, and class-based differences, and how processes of cultural and linguistic change unfold in post/colonial contexts. My interests range from the linguistic nationalist politics of transnational immigration and heritage language education, the sociality and communicative practices of commercial seafarers working under neoliberal regimes, and the dynamics of police-civilian interactions and racial bias in the U.S. criminal justice system. I am Co-Editor-in-Chief of the *Journal of Linguistic Anthropology* and a Junior Fellow in the Mellon Society of Fellows in Critical Bibliography.

I believe that the Senate Executive Committee and the T-FSC committees stand in a unique position to guide the university during these unprecedented times of crisis and precarity. I propose four areas of focus for the T-FSC. One, the powers of faculty governance should be exercised to the fullest extent to assist the administration in responding to pandemics, climate change, racial/sexuality/gender biases, and economic precarity. Second, we must remain committed to academic freedom and reject all attacks on scientific and humanistic inquiry, while remaining sensitive to the pragmatic limitations of free speech in situations involving incendiary language. Third, we should maintain and strengthen our community relations across the university, starting with the Student Senators Council and C-FSC, and yet insist on full representation in NYU's governance structure. Fourth, we should develop a social justice platform to support NYU's vulnerable populations in light of the current political and economic climate. Finally, we should renew our commitment to education against "-isms" and model these best practices in the T-FSC.

I would be delighted to join the leadership of the T-FSC, and I thank you for considering my candidacy.

Sincerely,

Sonia N. Das, Ph.D.
Associate Professor
Director of Graduate Studies
Department of Anthropology
New York University
March 30, 2020

Dear Colleagues:

I am delighted to have been nominated to serve as T-FSC Secretary. I am an Associate Professor at the NYU School of Global Public Health (NYU GPH) and the Deputy Director of the school’s Center for Drug Use and HIV/HCV Research. I am an infectious disease epidemiologist whose work is focused in the areas of urban health, HIV, illicit drug use, and adult access to vaccines. With respect to illicit drug use, my work has spanned the entire natural history of drug use – from initiation to cessation, with particular attention paid to risk for infectious diseases such as HIV, hepatitis B and C, and sexually transmitted infections. I have primarily worked with people who use heroin, crack, cocaine, and/or club drugs.

I have served on the Tenure/Tenure-Track Faculty Senate Council for the past three years, first as an alternate senator and now as the senator for NYU GPH. I currently serve on the Inclusion, Equity, and Diversity committee for the T-FSC, and as a member of SCOG and the Ad Hoc Committee on Sexual Harassment for the University Senate.

NYU, like many intuitions, is at a crossroads right now. The COVID-19 pandemic will shape our university and community for years to come. The Senate Executive Committee, now more than ever, needs to continue to provide strong leadership and voice for our faculty colleagues. Policy changes are happening rapidly at NYU in response to both the public health and financial crises COVID-19 has presented. The T-FSC and the Senate need to continue our commitments to ensuring faculty governance in these uncertain times. As a public health researcher, and specifically as an infectious disease epidemiologist, I am uniquely positioned to help us think through the short- and long-term implications of this crisis.

Inclusion, equity, and diversity are important not only to my work but also to broader public health research agendas and the educational environment at universities. I bring with me a focus on the social determinants of health, which aligns closely with our commitment to inclusion, equity, and diversity. These principles need to be integral to the decisions we make moving forward.

I would welcome the opportunity to represent my colleagues as Secretary of the T-FSC. Thank you for your consideration.

Sincerely,

Danielle C. Ompad, Ph.D.

Associate Professor
College of Global Public Health

Deputy Director
Center for Drug Use and HIV Research
MEMO TO: Nick Economides, Chair T-FSC

MEMO FROM: Gwendolyn Quinn, Grievance Committee Chair, T-FSC and Members of the Grievance Committee

RE: Request to Provost

CC: Darcey Merritt, Vice Chair T-FSC

DATE: 3.24.20

In the spirit of shared governance, the T-FSC Grievance Committee requests the Office of the Provost to provide information regarding denial of tenure cases to our committee.

Each grievance case requires an enormous amount of work and our charge is to review the case to examine if procedures for tenure decision and the appeal were followed. In the majority of cases the committee has found proper procedures were in fact followed, but concerns remain.

This is particularly true in cases where a faculty member has been approved for tenure at the department/school/and external review level, but the applicant was denied tenure at the provost level. We would like a sense of the impact of the efforts of the grievance committee.

This data will not be shared with the entire Senate but rather we will report whether the information received was satisfactory or not. We request the following:

1. How many tenure track faculty were denied tenure (time frame: 2017-2019)
2. Of those denied how many filed a grievance
3. Of those grievances filed and reviewed by the T-FSC grievance committee, how many decisions to deny tenure were upheld after the committee report.
FOR DISCUSSION: DRAFT LETTER TO PROVOST on THE POLICY RE C-FACULTY AS PRINCIPAL INVESTIGATORS.

The PPTM committee enthusiastically supports contract faculty engaging in research, and we warmly welcome their contributions to knowledge and scholarship. However, we are concerned that the new provostial policy easing the authorization of C-Faculty to be principal investigators lacks sufficient clarity and nuance to preserve important distinctions within and among our schools, institutes, and departments--principally because it contains problematic ambiguities and omissions that risk setting unintended and divisive precedents.

We seek to engage the Provost’s office in developing a revised document that clarifies the intent and expectations of the policy with respect to T-faculty, who are principally charged with the conduct of research across our university, as well as the impact on reviews, promotion and contract renewal for the C-faculty, who are charged largely with teaching.

We believe that, as written, the new policy may compromise both of our faculty communities and engender unproductive tensions among us.

In the spirit of shared governance, we would welcome the opportunity to work with the Provost’s office to develop a better articulated and more carefully delineated policy.

These are our concerns:

1) The somewhat ambiguous authorization for C-faculty to serve as PI's in "basic, applied, and experimental research." This is the scholarly and intellectual space where most tenured and tenure-track faculty reside, and which has been central to our calling as research faculty. Yet, we also recognize that in many NYU schools there are also non-tenured faculty who are exclusively supported by external research grants and whose appointments have been contingent upon continued funding.

2) Assigning the responsibility for authorization to department chairs and deans, and identifying that certain conditions must be met—but overlooking others. In particular, we note that among the several enumerated “conditions,” there is no statement whatsoever about how the research project may/must align with or be distinct from the research projects of the tenured or tenure-track colleagues in their departments or schools. The ambiguity inherent in this omission is potentially problematic in these ways:
   a. It could pit contract faculty against tenured faculty. In rare cases of malign intent, it could transform the basis of support to productive long-serving tenured research faculty, by eroding the opportunities and established relationships with funding agencies and the global community
of research scholars for those of our faculty who have been heretofore responsible for conducting and overseeing basic, experimental, and applied research—as well as mentoring of doctoral students.

b. In a like vein, given the exigency of our research infrastructure in the sciences, the consideration for the need to provide departmental resources, space, and personnel for the conduct of such research (even if underwritten by grant funding for the duration of the C-faculty member’s grant and term of appointment) must take into account the expectation of availability of such constrained resources for the T-faculty.

3) We also perceive ambiguities in the policy that could prove deleterious for some of our C-faculty colleagues, especially in schools in which C-faculty have a range of responsibilities, including teaching and research.
   a. These could be remedied in part by having the policy stipulate that the efforts of C-faculty as approved PI’s must be memorialized in their letters of appointment, and include how much weight their serving as PI’s will represent in their reviews, consideration of promotion and/or renewal.
   b. We also think it would be prudent to affirm in the policy that creating a framework in which some C-faculty may serve as PI’s, does not mean that “evidence of original research, or securing external research-funding” will become a new threshold in the processes for the appointment, reappointment, or promotion for all C-faculty.

Because of the historic role of the T-faculty as the academic body principally charged with the generation and conduct of basic, experimental, and applied research across our university, we hope the revised policy clarifies intent and expectations while establishing the rights the policy wishes to codify. We look forward to a conversation with the Provost to lay out the substantive bases of our reservations in greater detail and to contribute to appropriate revisions.
INCLUSION, EQUITY, DIVERSITY MEETING
March 23

Present: Darcey Merritt, Marilyn Nonken, Danielle Ompud, André Fenton, Guillermina Jasso

Feedback on OEO T-FSC Presentation
1. All concur that this was a valuable presentation.
2. DM, AF, DO, JF: Many senators who attended the OEO presentation conveyed to committee members that they become newly aware of their responsibilities and the practices of the OEO, which were contrary to what they had assumed.
3. AF proposes language to be used in the future, emphasizing Faculty responsibility and education, with an eye towards compliance with University policy.
4. DO suggests Departments future trainings may help the University avoid lawsuits/litigation.

Spring 2020 Reboot: Possibilities
1. As Spring 2020 plans for a second OEO inter-departmental presentation are scrapped, we floated the idea of designing and implementing a survey to assess the impact of the T-FSC OEO presentation, with an eye towards our committee’s future agenda.
2. DO presents a framework for survey design, timeline, and analysis.
   a. This is easily done on her end using Qualtrics.
   b. Practically, it makes most sense to survey only those who attended the presentation and limit the scope of the inquiry.
   c. We should design now (remotely, in consultation with one another) but wait to disseminate to the T-FSC until after the present emergency.
   d. MN will approach Mary Signor to secure any OEO post-seminar/post-presentation questionnaire or survey material they have used in the past.
3. MN suggests coming up with an email list/listserv which could enable freer communication of NYU groups (smaller as well as large) concerned with similar issues of relating to diversity, equity, and inclusion, such as
   - Steinhardt Equity, Diversity, and Inclusion Task Force
   - Administrative Management Council’s Inclusion, Diversity, and Equity (AIDE) Committee
   - Inclusion, Equity, and Diversity Committee of the Tenured/Tenure Track Faculty Senators Council
   - Diversity, Equity, and Inclusion Committee of the Full-Time Continuing Contract Faculty Senators Council
   - Faculty Resource Network
   - Native Studies Forum
• Pride at Work - LGBTQ+ Faculty and Staff Network

• Scholars at Risk Network

New Business for Next Meeting

1. DM proposes examining how the present health crisis has adversely or unequally impacted students in underserved, underrepresented, at-risk populations at the University.
2. Further discussion of our post-OEO survey (design and implementation).
TFSC Finance Committee Report, March 30, 2020

The SFAC met twice since the last TFSC meeting. In the first meeting of March 10, the administration told us that it expected the impact of the coronavirus on NYU to be minimal. We went through the details of the NYU budget and performance through January. One striking observation was that NYU spent considerably less (-50%) on current capital projects. We asked if the projects are going slow. We were assured that the projects were going on the expected pace. We were told that the difference between budgeted and spent was because the budgeted amounts were too high. As a result of this discrepancy, NYU had an unexpected surplus of $200-250 million in January. Keep in mind that the yearly budget of NYU, excluding the medical school and hospital is about $3.5-3.6 billion.

In the second meeting of March 27, also attended by the Executive Committee of the Senate (heads of TFSC, CFSC, AMC, deans’ council, and students), the administration explained that NYU expected losses of at most $100-150 million because of closing the dorms, providing refunds for the period after the Spring break, loss of revenue from the temporarily closed Dental School, and closing various campuses abroad. NYU has not finished calculating any benefits of cost-cutting relating to these closings. Additionally, any revenues might be received from the City and State if they use the dorms to house hospital employees or patients will make the NYU loss lower.

A concern was expressed in case the summer program is not well-attended. However, top administrators assured us that both the summer and the fall applications and deposits were on track with no reductions visible. The whole summer program brings in $200 million revenue. The timing of decision on whether to have the summer program online or not has not been determined yet.

To mitigate the losses, NYU will do the actions in the attached memo, starting immediately (see detailed memo attached and also available at https://www.nyu.edu/employees/resources-and-services/financelink/budgeting.html under FY20 Expense Actions). Please note that there are no dollar amounts associated with each of these actions in the memo. We asked for dollar amounts for each cost-cutting action, and we were promised these soon. My sense is that the largest dollar amounts will come from the capital investment budget. NYU has an aggressive program of capital investment, with a number of projects that have not started yet, are not urgent, and can be easily postponed, and I expect most of the cost savings will come from there.

We also asked whether next year’s merit increase (about $27 million at 3% increase for tenured and tenured track faculty on about $900 million total yearly pay or $54 million for all faculty or $108 million for faculty and administrators together, in our calculation) was considered to be cut. We were assured that unless there is a new major additional loss of revenue, NYU is financially OK with the measures announced, especially with a reduction of the extent of investment in projects that have not started yet, and by being more precise in budgeting.
Memo: FY20 Expense Actions

To: Senior Leadership Team

Cc: Fiscal Officers, Human Resources Officers

Date: March 27, 2020

The University has taken several decisive actions in the most recent weeks to help combat the spread of COVID-19. With these measures now in place to promote the health of students, faculty and staff and academic continuity, we must take additional actions to protect the financial health of our institution. Our goal is to ensure that we have the resources necessary to operate remotely and suspend all expenses that are no longer appropriate or fiscally prudent under our current circumstances and operations. Towards this goal, the following actions, effective immediately, are in place until further notice:

Research
NYU must now restrict ongoing onsite research solely to that which is deemed critical. Critical research is defined on the Research website. Allowances, flexibilities, and restrictions on externally funded and internally funded research budgets are also presented at that site.

Administrative Hiring Freeze
Hiring is suspended for all administrative positions (new or replacement). Effective immediately, no new offer can be extended to applicants. Hiring offers that have already been made will be honored and not retracted. Requests for exceptions, which should be rare, should be submitted to Sabrina Ellis, VP of Human Resources and Cathie Nadeau, VP of Budget and Financial Planning. The freeze does not apply to positions supported by sponsored projects as long as work can be undertaken in accordance with the scope of work proposed and approved by the sponsor and within university guidelines for conducting critical onsite research and sponsored activities.

Faculty Hiring Review
All full-time faculty hires (Tenured/Tenure Track, Continuing Contract, and Visiting Faculty) must be approved individually and in advance, by the Provost’s Office, even if the proposed hire is part of the faculty hiring plan that was approved in the fiscal 2020 budget and financial plan. This review includes any planned waiver/target of opportunity hires. This means that for all current searches that are intended to fill new lines or to fill vacancies resulting from retirements or resignations, the Provost’s Office must give formal approval for the hire before an offer can be made. Where appropriate, instead of new hires, course schedules should be adjusted or adjunct faculty should be used to replace faculty hiring.

Requests for hires should be sent to Kelly Long in the Provost’s Office accompanied by a brief statement as to the impact of delaying the planned hire for one academic year hiring cycle.

Hiring offers that have been made will be honored and not retracted. Where discussions are underway with a candidate, but no offer has been made, that prospective hire is subject to review.
Suspension of all non-essential temporary labor and overtime not required to enable remote academic programs, critical onsite research, or ensure public safety
Agreements for non-essential temporary labor should be ended not later than April 7th. Overtime hours for all non-public safety positions should not be approved effective immediately.

Eliminate all discretionary OTPS expenses not necessary to maintain remote academic programs or critical onsite research activities
Discretionary OTPS expenses should be discontinued or delayed unless directly related to essential University operations or in support of remote teaching. Expenses related to the following should be minimized to the greatest extent possible:
- Travel - except for local transportation for essential personnel
- Meals and Catering
- Discretionary Space Rental
- Consultants and Professional Services
- Furniture Replacement
- Office Supplies
- Employee Recruitment
- Any other discretionary expenses

The Controller’s Office is currently evaluating options to modify approval paths to reflect greater oversight from school and unit fiscal officers and the University’s Budget Office.

Restriction on new long-term contractual obligations
In general, the University will not enter into any new long-term contractual obligations (new or renewals) until further notice.

FY20 Capital Spending
Capital projects that are not yet in active construction, and a few other major initiatives, will be paused for a minimum of 60 days. The Space Priorities Working Group or the Budget Office will communicate directly with each affected school or unit.

This University has already made significant progress in confronting unprecedented challenges. We’re asking for your continued assistance to help ensure NYU remains financially strong, while maintaining a commitment of excellence to our students, faculty and staff.