



**Minutes**  
**Meeting of a Stated Meeting of the**  
**Senate of New York University**  
**December 5, 2011**

A stated meeting of the Senate of New York University was held on Monday, December 5, 2011, at 2:00 p.m., in Room 914 of the Kimmel Center for University Life. The meeting was convened with Chief of Staff and Deputy to the President Diane Yu as chair, who was designated President Pro Tem for the meeting by Dr. Sexton as he was unable to attend.

**Faculty Senators Council Members Present:** Richard Borowsky, Sylvain Cappel, William Greene, Pamela Cowin, Rajeev Dehejia (for Victor Rodwin), Mary Driscoll (for Wen Ling), Nicholas Economides, James Fernandez, Ricki Goldman, William Greene (for Jennifer Carpenter), Carol Hutchins, Warren Jelinek, Mary Ann Jones, Carl Lebowitz, Ted Magder (Chair), Mary Monaco, Molly Nolan, Jason Phillips, Laurin Raiken, Robert Schacht, Karen Shimakawa (for Awam Amkpa), Eric Simon, Carol Sternhell, James Uleman, Nancy Van Devanter, and Anthony Vernillo.

**Student Senators Council Members Present:** Albert Cotugno (Chair), Mason Dettlof (for Malina Webb), Ozen Nergis Dolcerocca, Gregory Dussaq, Yvonne Feiger, Anderson Heinz, Kevin Jones (for John F. Boyd), Rhoen Pruesse-Adams, Rocco Puno, Seyed Ali Sajjadi (for Nara Kasbergen), Honda Wang, and May Zhan.

**Deans Council Members Present:** Charles Bertolami (Chair), Mary Brabeck, Thomas Carew, Trena Drayton (For Ellen Schall), Susan Greenbaum (for Geeta Menon), Joanne Hvala (for Peter Blair Henry), Mal Semple, Gabrielle Starr, Lynn Videka, and Susanne Wofford.

**Administrative Management Council Members Present:** Anita Dwyer (Chair), Marguerite Sharkey, Michael Summers, and David Vintinner.

**University Administration Members Present:** Michael Alfano, Bonnie Brier, David McLaughlin, Martin Dorph.

### **Review and Approval of the Minutes of the November 3, 2011 Meeting**

Upon motion duly made and seconded, the Minutes of the November 3, 2011 meeting were approved unanimously as presented.

### **REPORT OF THE PRESIDENT**

Ms. Yu referred to the memorandum that was circulated to each Senator, and is attached to these minutes as Exhibit A, outlining some of the individual and collective achievements at the University since the Senate's last meeting.

### **COMMITTEE REPORTS**

#### **Executive Committee**

Dean Bertolami moved for the adoption of the revised 2012-2013 Senate meeting schedule, which was included in the mailing and approved by the Senate Executive Committee by unanimous consent. Upon motion duly made, the schedule, attached to these minutes as Exhibit B, was approved unanimously.

#### **Academic Affairs Committee**

Ms. Yu reported that the Committee discussed and made recommendations regarding recipients for honorary degrees. She stated that more nominations are welcome and that all nominations should be sent to Ron Robin, Senior Vice Provost for Planning and Senior Vice Provost of NYU Abu Dhabi, via email.

#### **Financial Affairs Committee**

Mr. Dorph reported that at its last meeting, the Committee heard from Marilyn McMillan, Vice President for IT, and that the Committee will meet again today. He referred to Dr. Alfano's report later in the meeting.

#### **Committee on Organization and Governance**

Mr. Cotugno related that he and Yvonne Feiger, student Senator from the Steinhardt School, were named co-chairs of the Committee. He advised that at its last meeting, the Committee discussed proportional representation of the SSC in the Senate.

#### **Public Affairs Committee**

Professor Tannenbaum reported that the Student Senators' Council has withdrawn the resolution to ban Chick-Fil-A and the SSC has decided not to pursue the proposal

further. He advised that the Committee also discussed how to raise awareness of on-campus corporations' responsibilities regarding their philanthropic activities.

## **COUNCIL REPORTS**

### **Administrative Management Council**

Ms. Dwyer related that the AMC Executive Council and its Benefits Committee continue to work on salary recommendations to be sent to the Senate Financial Affairs Committee for the 2012-2013 year. She also reported on the successes of both the Thanksgiving Food Drive and the Annual Holiday Toy Drive.

### **Deans Council**

Dean Bertolami reported on the Deans' Council meeting of November 16, where Alison Leary, Executive Vice President for Operations, presented to the Council. He advised that the discussion centered on human resources, faculty housing, construction and maintenance, and public safety. The Council also briefly discussed ways for departments and schools to further engage faculty in the Global Network University and that discussion of this topic will continue at a future meeting.

### **Faculty Senators Council**

Dr. Magder explained that the FSC Finance and Planning Committee will soon submit its recommendation for faculty compensation for the 2012-2013 year, which is for an increase of 6.20% intended to restore the real earnings of continuing faculty to their 2002 levels.

He reported that FSC committees continue to make progress on a number of issues, including Senate representation for non-tenure track faculty, renewal of the University's commitment to the Center for Teaching Excellence, allocation and upkeep of faculty housing, the Global Network University, and the impact of NYU 2031 on faculty who live in Washington Square Village.

### **Student Senators Council**

Mr. Cotugno reported that at its last meeting, the SSC voted to withdraw the resolution to ban Chick-Fil-A and passed a set of Guiding Principles for Assessing University Partnerships. The SSC continues to work on budget recommendations, which will be submitted to the Financial Affairs Committee on December 12.

### **PRESIDENT'S QUESTION TIME**

Executive Vice President Michael Alfano responded to the FSC's questions about the University's administrative costs over the past decade. The questions asked for information about the increase in the number of administrators and their salaries, major costs associated with the use of outside consultants, and how these costs compare to the increases in the total faculty salary pool and increases in tuition revenue, as well as whether the ratios are roughly the same as they were a decade ago. Dr. Alfano's PowerPoint presentation is attached to these minutes as Exhibit C. The presentation compares audited revenue and expense for the 10 years ending fiscal 2010, and changes in headcount and salaries for the fiscal years 2004 – 2010.

He noted significant changes in the field of higher education in the past decade including increased security needs following September 11, 2001, new requirements for digital infrastructures, and student health and wellness, all of which NYU has invested in heavily over the past decade. Dr. Alfano also stated that the University's near bankruptcy in the 1970's resulted in major deferred capital maintenance, which the University is still remediating. He gave other examples of administrative needs that require new annual spending: for example, two years ago, the University started independently processing student loans due to a change in Federal law.

Dr. Alfano reported that the largest increase in expenditures over the past decade has been for facilities maintenance. He also noted that the increase for "Auxiliary, G&A and Institutional Services" was 45% over the 10 year period, and actually declined by 5% between 2008 and 2010; this compares with increases in Instruction, Research & Library of 73% and 10%, respectively, during those same two periods. He also advised that the number of full-time University administrators decreased during the period from 2008 to 2010 due to reengineering, while the University made good on its promise to increase the number of faculty during this time. During fiscal years 2004 – 2010, the headcount for administrators in the schools and University offices increased by 16%, while the number of full-time faculty increased by 19%. Total wages paid to school and University administrators increased by 41% during this period, versus a 45% increase for full-time faculty.

Dr. Alfano related that he currently is unable to report on use of outside consultants as the information is not readily available.

There being no further business, the meeting was adjourned at 2:45 p.m.

Respectfully submitted,  
Bonnie Brier  
Secretary



**NEW YORK UNIVERSITY**

A private university in the public service

Office of the President

**REPORT OF THE PRESIDENT  
University Senate Meeting  
Monday, December 5, 2011**

It is my pleasure to share with you recent news and notes from across the university community.

**NEWS**

**Once again, NYU was one of the top institutions named in the Institute of International Education's annual "Open Doors" report.** For the ninth consecutive year, NYU reported the highest number of students who study abroad, with 4,156 in 2009-10 (up from 3,524 the previous year). Also, NYU attracted the third-highest number of international students (7,988 in 2010-11), behind the University of Southern California (8,615) and the University of Illinois at Urbana-Champaign (7,991).

**NYU's Proposal to New York City for a Center for Applied Science: After submitting the proposal for our Center for Urban Science and Progress last month, NYU was informed that it had made it to the next round of competition and was invited to make a presentation to the NYC Economic Development Corporation this past week.** As previously reported to the Senate, CUSP, led by NYU and NYU-Poly, includes an impressive array of university and corporate partners who will focus on developing engineering solutions to the problems of cities worldwide, with the aim of commercializing products and creating an entire new economic sector in which New York City can be a global leader. NYU's proposal also calls for locating the Center in downtown Brooklyn, in proximity to Poly and in a sector of the city poised for further high-tech development. The city has indicated it will be deliberating on the proposals during the rest of this calendar year and hopes to reach a set of decisions by the beginning of next year.

**NYU has joined the National College Advising Corps (NCAC),** a consortium of colleges and universities that hires, trains, and places full-time college advisers in underserved high schools throughout the U.S. NYU's twelve advisers – all NYU graduates funded by the Helmsley Trust Foundation, the Social Innovation Fund, and New York Life – will be housed in the Steinhardt School of Culture, Education, and Human Development and will be assigned to New York City schools. NYU is currently the only NCAC partner serving New York State.

**HONORS**

**Catharine Stimpson, University Professor and Dean Emerita of the Graduate School of Arts and Science, will receive the March Award for "Distinguished Service to the Profession" at the Modern Language Association's annual meeting in January 2012.** The award is named after Francis Andrew March, who was the first professor of English in the United States. Professor Stimpson is also affiliated with the Steinhardt Institute for Higher Education Policy.

**Edward Fisher, the Leon H. Charney Professor of Cardiovascular Medicine at the School of Medicine, recently completed a term as the 2010-11 Eastman Professor at Oxford University.** Established in 1929 by George Eastman, the Eastman Professorship funds a visiting appointment for one year by a senior American scholar of the highest distinction. Past Eastman Professors have included Felix Frankfurter, George F. Kennan, and Lionel Trilling. Professor Fisher also directs NYU's Center for the Prevention of Cardiovascular Disease and the Marc and Ruti Bell Program in Vascular Biology.

**The Steinhardt School's Marion Nestle was included on Forbes' list of "The World's 7 Most Powerful Foodies,"** compiled by journalist and activist Michael Pollan. Professor Nestle, who is the Paulette Goddard Professor of Nutrition, Food Studies, and Public Health, came in second after First Lady Michelle Obama.

**Jian Li, a postdoctoral fellow in the Department of Psychology and the Center for Neural Science, has been awarded the Peter and Patricia Gruber International Research Award in Neuroscience.** The award, given by the Society for Neuroscience, recognizes two young scientists annually for outstanding research and educational pursuit in an international setting. Li plans to return to his native China next year to start a faculty position at Peking University.

**Yuanchen Liu, a 2010 graduate of the Arthur L. Carter Journalism Institute's News and Documentary program, has been awarded the Margaret Mead Filmmaker Award** for his documentary, "To the Light," which chronicles the lives of miners in Sichuan, China. The award was announced at the Margaret Mead Film & Video Festival and recognizes filmmakers who display artistic excellence, originality of technique, and a new perspective on a remote culture or community. The film's score was composed by another NYU alumnus, **Edward Underhill**, who graduated from the Scoring for Film and Multimedia program at Steinhardt.

**The NYU Alumni Magazine was honored earlier this year with two awards from the Council for Advancement and Support of Education (CASE),** a professional association which serves educational institutions and their advancement professionals. In CASE's annual Circle of Excellence Awards, NYU received two bronze medals: in the College and University General Interest Magazine category and in the Excellence in Design category for its Spring 2010 cover.

## **GRANTS**

**The NYU College of Nursing (NYUCN) has recently received a number of major grants:**

- **The National Institute on Drug Abuse has awarded a five-year, \$7.56 million grant to Senior Research Scientist Marya Gwadz and her team** to evaluate the efficacy and cost-effectiveness of a peer-driven intervention to seek out heterosexuals at high risk for HIV in their communities, test them for HIV, and link them to care if necessary. Over the course of the study, the research team will work to enroll 3,400 individuals in central Brooklyn in the program.

- **The NYUCN and Professor Ann Kurth have received two grants for projects in Africa:**
  - **The National Institute on Drug Abuse has awarded a five-year, \$4.16 million grant** to demonstrate the degree to which a combination of structural, biomedical, and behavioral interventions can reduce rates of HIV infection among injecting drug users in sub-Saharan Africa. Professor Kurth is co-principal investigator of a team that includes Kenyan policy leaders, addiction/behavioral scientists, and modelers.
  - **The National Institute of Allergy and Infectious Diseases has awarded a four-year, \$2.8 million grant** for a study of “Combination HIV Prevention for Kenyan Youth.” Professor Kurth will lead the research team, in collaboration with the University of Nairobi and Impact-RDO, a nongovernmental organization in Kenya, in developing, piloting, and assessing an HIV prevention package specific for female and male youth in western Kenya.
- **The Human Resources & Services Administration has awarded a three-year, \$1.02 million grant to support the new Doctor of Nursing Practice (DNP) program at NYUCN, directed by Clinical Associate Professor Jamesetta Newland.** The DNP prepares advanced practice nurses to assume clinical leadership positions in health care organizations and become clinical faculty in advanced nursing education programs.

**The National Institute of Dental and Craniofacial Research has awarded a four-year, \$2.2 million grant to a research team from the College of Dentistry.** Principal investigators Page Caufield, professor of cariology and comprehensive care, and Yihong Li, professor of basic science and craniofacial biology, will use whole-genome sequencing to identify the strains of Lactobacilli bacteria that contribute to the development of severe early childhood caries.

**Olugbenga Ogedegbe of the NYU Langone Medical Center has been awarded a five-year, \$1.2 million training grant from the National Institutes of Health’s Fogarty International Center in support of the NYU/UG Cardiovascular Research Training Program (CaRT).** CaRT, a collaborative program between the School of Medicine, the College of Nursing and Dentistry, the Wagner School, and the Global Public Health Program at NYU, in partnership with the University of Ghana, aims to train the next generation of researchers committed to careers in cardiovascular epidemiology in Ghana.

**NYU University Senate**

**Meeting Dates**

**2012-2013**

Thursday, October 4, 2012

Thursday, November 8, 2012

Thursday, November 29, 2012 (from December 6, 2012)

Thursday, February 7, 2013

Thursday, March 7, 2013

Thursday, April 18, 2013 (from April 25, 2013)

NOTE: All meetings are scheduled to begin at 2:00 p.m. in Room 914 of the Kimmel Center for University Life, 60 Washington Square South.



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# **New York University**

## Ten Year Budget Analysis

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University Senate  
December 5, 2011

## Changes in University Revenue and Expenditures

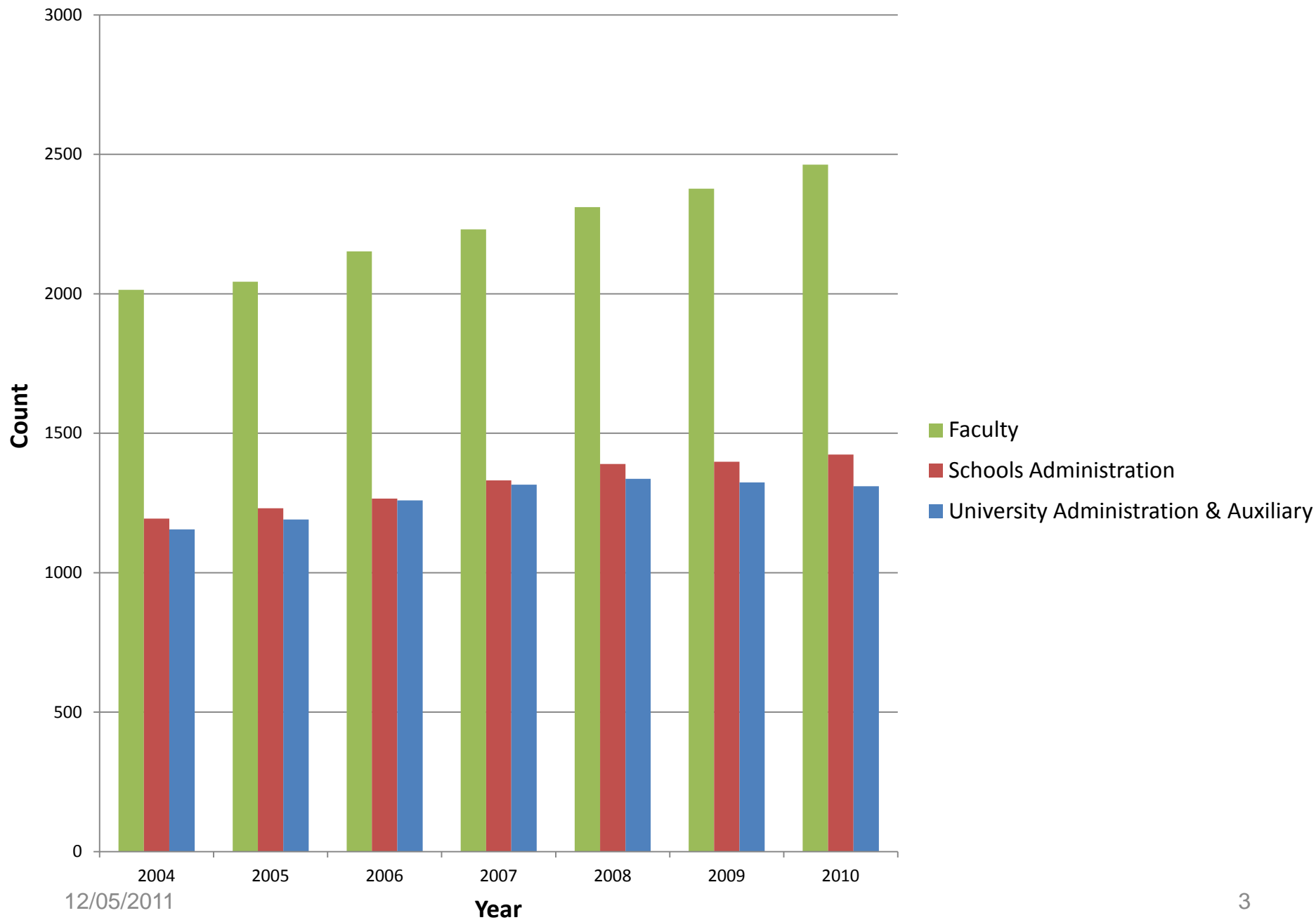
Fiscal 2001 vs. Fiscal 2010

(dollars in thousands)

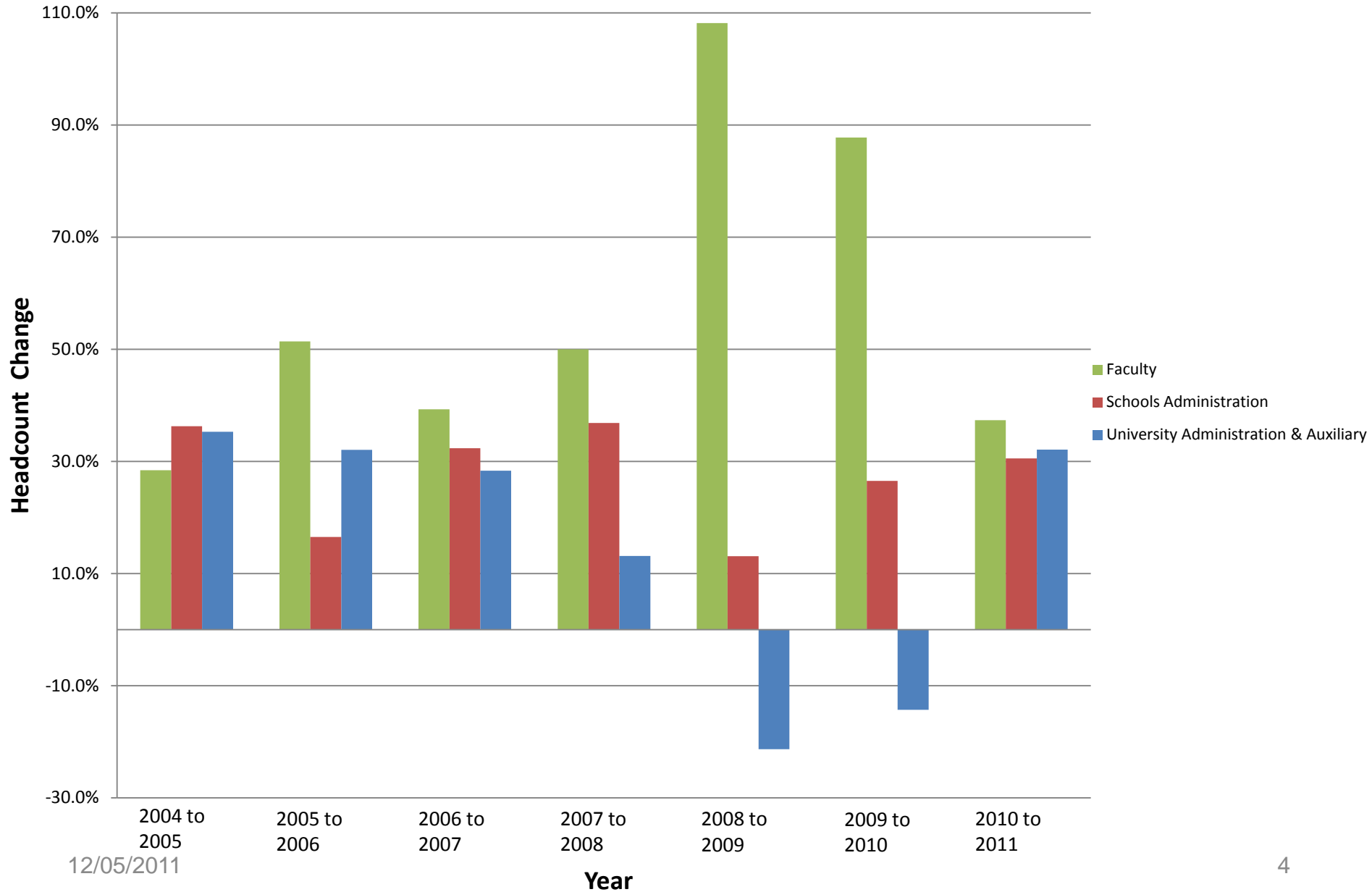
|   | <u>Fiscal 2001</u> | <u>Fiscal 2010</u> | <u>As % of Total<br/>Operating<br/>Expenses 2001</u> | <u>As % of Total<br/>Operating<br/>Expenses 2010</u> | <u>% change<br/>FY2001 -<br/>FY2010</u> | <u>% change<br/>FY2008 -<br/>FY2010</u> |
|---|--------------------|--------------------|--|--|---|---|
| <b>Revenue</b>                            |                    |                    |  |  |   |   |
| Tuition & Fees Net of Financial Aid       | \$ 682,630         | \$ 1,225,062       |  |  | 79.5%                                   | 7.0%                                    |
| Other Revenue                             | \$ 501,126         | \$ 893,355         |  |  | 78.3%                                   | 14.2%                                   |
| Total Operating Revenue                   | \$ 1,183,756       | \$ 2,118,417       |  |  | 79.0%                                   | 9.9%                                    |
| <b>Expense</b>                            |                    |                    |  |  |   |   |
| Instruction, Research & Library           | \$ 661,452         | \$ 1,141,538       | 57.5%  | 57.1%  | 72.6%                                   | 10.3%                                   |
| Auxiliary, G&A and Institutional Services | \$ 331,514         | \$ 481,599         | 28.8%  | 24.1%  | 45.3%                                   | -5.0%                                   |
| Plant Operations and Maintenance          | \$ 82,736          | \$ 134,562         | 7.2%   | 6.7%   | 62.6%                                   | 0.1%                                    |
| Interest on Debt                          | \$ 32,072          | \$ 76,720          | 2.8%   | 3.8%   | 139.2%                                  | 49.4%                                   |
| Depreciation                              | \$ 43,196          | \$ 165,139         | 3.8%   | 8.3%   | 282.3%                                  | 54.4%                                   |
| Total Operating Expense                   | \$ 1,150,970       | \$ 1,999,558       | 100.0%   | 100.0%   | 73.7%                                   | 9.0%                                    |

Note: In the audited financial statements, operations and maintenance of plant, interest on indebtedness, and depreciation and amortization are allocated to the respective functional expense categories.

## Full Time Faculty (Code 102) & Administrators (Code 100)



# Headcount Growth as a % of Total Headcount Growth



## FT Faculty and Administrator Salary and Head Count Analysis Fiscal Years 2004 - 2010

|                                       | Change<br>2004 - 2010 | % change<br>2004 -<br>2010 | % of total<br>faculty and<br>admin in<br>2004 | % of total<br>faculty and<br>admin in<br>2010 |
|---------------------------------------|-----------------------|----------------------------|---|---|
| <b>Head Count</b>                     |                       |                            |   |   |
| University Administration & Auxiliary | 155                   | 13.4%                      | 26.5%   | 25.2%   |
| Schools Administration                | 230                   | 19.3%                      | 27.4%   | 27.4%   |
| Subtotal                              | 385                   | 16.4%                      | 53.8%   | 52.6%   |
| Full-time Faculty                     | 449                   | 22.3%                      | 46.2%   | 47.4%   |
| Total                                 | 834                   | 19.1%                      | 100.0%  | 100.0%  |
| <b>Base Salaries</b>                  |                       |                            |   |   |
|                                       | (\$000)               |                            |   |   |
| University Administration & Auxiliary | \$34,857              | 40.9%                      | 24.2%   | 23.5%   |
| Schools Administration                | \$30,630              | 40.1%                      | 21.7%   | 21.0%   |
| Subtotal                              | \$65,487              | 40.5%                      | 45.9%   | 44.5%   |
| Full-time Faculty                     | \$92,675              | 48.7%                      | 54.1%   | 55.5%   |
| Total                                 | \$158,162             | 44.9%                      | 100.0%  | 100.0%  |

\*Slide revised December 13, 2011 with the addition of Change in Base Salaries