



**Minutes of a Stated Meeting of the  
Senate of New York University  
March 4, 2014**

A stated meeting of the Senate of New York University was held on Tuesday, March 4, 2014, at 2 p.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street. The meeting was convened with Dr. Sexton in the chair.

**Faculty Senators Council (“FSC”) Members Present:** Sylvain Cappell, Ananda Dasanayake (for Nancy Van Devanter), Rajeev Dehejia (for Victor Rodwin), Hasia Diner, Michael Dinwiddie, Miriam Ebsworth (for Mark Alter), Warren Jelinek, Angela Kamer, Mitchell Kane, Charlton McIlwain, Allen Mincer, Maurizio Porfiri, Arvind Rajagopal, Eero Simoncelli, Victoria Stanhope, Celia Stewart (for Wen Ling), and Arthur Tannenbaum.

**Student Senators Council (“SSC”) Members Present:** Mariam Ehrari (Chair), Anushua Choudnury, Griffin Dooling, Jessica L Hawk, Michael Hengerer, Harris Inskeep-Rosenfeld, Sameer Jaywant, Kevin Jones, Daniel Kao, Annie McWilliams, Brian Plaut, Danyal Syed, Patrick Ryan Totaro, and Colin Waddell.

**Deans Council Members Present:** Lynn Videka (Chair), Charles Bertolami, Thomas Carew, Patricia Carey (for Mary Brabeck), Dennis DiLorenzo, Randy Hertz (for Trevor Morrison), Joanne Hvala (for Peter Blair Henry), Ellen Lovitz (for Sharon Glied), Celeste Orangers (for Susanne Wofford), Gabrielle Starr, Ken Tabachnick (for Mary Schmidt Campbell), Kathleen Talvacchia (for Lauren Benton), and Diann Witt (for Geeta Menon).

**Administrative Management Council (“AMC”) Members Present:** David Vogelsang (Chair), John De Santis, Anita Dwyer, Cora Fung (for Tatum Soo Kim), Kristi Schwindt Ramos, and Tatum Soo Kim.

**University Administration Members Present:** Robert Berne, Bonnie Brier, Lynne Brown, Martin Dorph, David McLaughlin and John Sexton.

**Review and Approval of the Minutes of the February 6, 2014 Meeting**

Upon motion duly made and seconded, the Minutes of the February 6, 2014 meeting were approved unanimously as presented.

## **COMMITTEE REPORTS**

### **Executive Committee**

Mariam Ehrari reported that the Senate Executive Committee unanimously approved a change in committee assignment at the request of the AMC; specifically, that David Vogelsang replace Bernadette McHugh as its appointee to the Academic Affairs Committee as Ms. McHugh will be leaving the University this month.

### **Academic Affairs Committee**

Brian Plaut presented the Committee's proposal regarding the University calendar for AY 2015-16, 2016-17, and 2017-18, which was provided to all Senators in advance of the meeting. He advised that in developing the calendar, the Committee's goals were to maintain current calendar parameters, take holidays into account, limit the number of legislative days, maintain the breaks and reading period, and maintain the necessary requirements for accreditation. He explained that it proved difficult to meet all of these goals for Fall 2015 given that Labor Day falls on September 7, the latest date possible, and if school were to start after Labor Day as usual, it would not be possible to have certain rest or study periods, including fall break and the reading period. He reported that the Committee working on the calendar reviewed the calendars of peer institutions for their start dates and reading periods and consulted many different University constituencies to solicit their views. He reported that the final recommendation is that the 2015 academic year begin on September 2, the Wednesday before Labor Day, and include a one-day Fall Break tied to Columbus Day and, in lieu of the second day of Fall Break, that the Wednesday before Thanksgiving become a day off.

In response to a question regarding the relationship of the proposed calendar to the New York City school calendar, Mr. Plaut responded that the Committee took into consideration the fact that City schools do not resume until after Labor Day in weighing the advantages and disadvantages of a post-Labor Day start, but felt that the importance of a one-day October break, plus a December reading period and having the day before Thanksgiving off as breaks outweighed that disadvantage. In response to a question about whether a Saturday move-in date would cause any issues for the NYPD, Mr. Plaut responded that NYPD was consulted and the Committee did not see any issues.

Dr. Sexton thanked the Committee members for their work.

### **Approval of University Calendar 2015-18**

Upon motion duly made and seconded, the proposal of the Academic Affairs Committee regarding the calendar for AY 2015-18 was approved, with two abstentions.

## **Committee on Organization & Governance**

Warren Jelinek reported on SCOG's proposal with respect to adding full-time contract faculty to the Senate. He advised that in developing its recommendation, SCOG took into account the requests and principles from the Board of Trustees, Senate Councils, Senate Executive Committee, and the Planning Committee on Contract Faculty Representation in the Senate ("Planning Committee").

He explained that SCOG's work was guided by four principles submitted by the Senate Executive Committee: (1) The AMC and the SSC should not be diluted beyond their current proportions in the Senate; (2) When considering proportionality, faculty should be considered as one group within the Senate, independent of structure; (3) No one group should have 50 percent or more of the Senate; (4) SCOG should keep the size of the Senate in mind, as well as the expected future additions of NYU Abu Dhabi ("NYUAD") and NYU Shanghai ("NYUSH"). He related that the Senate Executive Committee later asked SCOG to take NYU Abu Dhabi and NYU Shanghai into account now in constructing its proposal and to try to respect an upper limit of 110-120 members for the Senate. He advised that the Planning Committee voted for the Full-Time Non-Tenure Track/ Contract Faculty ("FTNTT/CF"), the interim name for this body, to have their own council, and also sought equal representation with the FSC (tentatively renamed the Tenured/Tenure Track Faculty (T/TTF) Senators Council), and these views were considered.

Dr. Jelinek reported that SCOG's recommendation for the Senate is as follows:

- 36 T/TTF (reached by eliminating the 3 FSC at-large seats by attrition)
- 27 FTNTT/CF (distributed proportionately among the schools and NYUAD and NYUSH, with each having at least one Senator and none having more than six)
- 35 SSC (increase of 12 to address proportionality)
- 6 AMC (increase of 1 to address proportionality)
- 18 Deans (increase of 2 to include Deans of NYUAD and NYUSH)
- 5 senior administrators of the University (no change)

He noted that the total number of representatives under this proposal is 127, which exceeds the Senate Executive Committee's recommended maximum size, but due to fairness concerns and the desire to reach a consensus under the time constraints imposed by the Board of Trustees, SCOG did not believe it could recommend a downsizing of the Senate at this time in order to add members to the new Council and observe the other guiding principles on proportionality. Dr. Jelinek emphasized that this is an interim proposal and that SCOG recommends a re-evaluation of the Senate's size in two years following the implementation of the proposal. He pointed out that while the FTNTT/CF Senators Council will be a bit smaller than the T/TTF Senators Council, SCOG is recommending that the FTNTT/CF have representation on the Senate Executive Committee and that it and the T/TTF each have equal membership on Senate standing committees, with total faculty membership not to exceed 50 percent on any committee. He related that while this is beyond SCOG's mandate, SCOG is encouraged

by the FSC Executive Committee's proposal that the FSC and the FTNTT/CF create joint committees at the council level.

Dr. Jelinek reported that he will circulate to the Senate SCOG's written report once it is finalized; and the proposal will be presented to the Senate for a vote at its April 17<sup>th</sup> meeting, and, if approved, will be placed on the agenda of the June Board of Trustees meeting.

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

### **Public Affairs Committee**

Arthur Tannenbaum reported that Dr. Sexton asked the Committee to consider a request from the head of NYU Stern's Center for Business and Human Rights for NYU to become a member of the Fair Labor Association ("FLA"). He noted that the FLA is a nonprofit trade association that provides guidance about labor rights and working conditions of organizations that manufacture goods (in NYU's case, mainly apparel sold at the book store) and has over 200 college and university members. He advised that NYU already belongs to a similar organization, the Workers' Rights Consortium (WRC), but many universities belong to both. The Committee hopes to make a recommendation by the next Senate meeting.

Mr. Tannenbaum reported on a moment in history: in 1975 on this day, the Quebecois held the first indoor game of hockey, and today the NYU ice hockey team is going to Nationals for the first time since 2007.

### **Financial Affairs Committee**

Martin Dorph reported that the Committee met earlier in the month and took up two topics: the strategy and budget for student financial aid, and a presentation by Vice President for Global Student Affairs Marc Wais regarding the student senators' budget recommendation. He advised that the Committee hopes by the next meeting to have a recommendation on both issues.

## **COUNCIL REPORTS**

### **Administrative Management Council**

David Vogelsang advised that at its March meeting, Senators reported on the activities of the Senate Academic Affairs Committee, SCOG, and the Senate Financial Affairs Committee, and that the AMC affirmed its support for the anticipated recommendations of these Senate committees. He related that the AMC also informed its representatives of the anticipated Space Priorities report, shared some of the highlights of the discussions involving space planning, and encouraged everyone to read the final report when it is made public.

Mr. Vogelsang advised that he and the Vice Chair of the AMC met with Vice President of Human Resources Andrew Gordon and Senior Director of Global Compensation and Benefits Ann Kraus to better share the AMC's concerns and issues regarding benefits. They agreed to continue meeting to share ideas.

Mr. Vogelsang reported that the AMC is near the end of its annual drive for recycled personal items such as eyeglasses, soft goods, and greeting cards, and has begun a new collection drive of teddy bears for children in distress.

He noted that the AMC Nominations and Elections Committee is overseeing nominations for AMC officers, Senators, and representatives in preparation for its upcoming elections.

Mr. Vogelsang concluded by thanking Dr. Sexton for engaging with administrators at the annual AMC Town Hall on February 11th.

### **Deans Council**

Lynn Videka reported on the Council's latest meeting, which focused on inter-school communications. She related that this included: Fred Schwarzbach and Carol Mandel providing an update on SCOG's consideration of the composition and size of the future Senate; her reporting on her conversation with Senior Vice President for Development and Alumni Affairs Debra LaMorte regarding fundraising education for deans; and Susanne Wofford presenting an update on the Gallatin School, highlighting the Global Human Right Scholarship program, which is open to students from all academic units.

### **Faculty Senators Council**

Charlton McIlwain reported on behalf of Raghu Sundaram on the FSC's work on proposals for appointment and promotion of contract faculty, changes to the Faculty Handbook, and GNU issues. He advised that the FSC recently reelected Raghu Sundaram as Chair for another term.

### **Student Senators Council**

Ms. Ehrari reported that the SSC's Executive Committee was honored to participate in the first GNU-wide student government summit with leaders from Shanghai and Abu Dhabi at which several topics were discussed, including ideas for student governance across NYU's global network. She advised that separate from its academic advising recommendations, the SSC is working on a recommendation regarding academic coursework and course materials across the GNU that it hopes to pass over to the FSC. She announced that the SSC is excited to lead the Violet 100 and to celebrate Spirit Week, and that later tonight there will be a concert at Highline Ballroom. The annual Violet Ball will be held at Bobst Library on Saturday.

## **PRESENTATION TO THE UNIVERSITY SENATE FINAL REPORT OF THE UNIVERSITY SPACE PRIORITIES WORKING GROUP**

Ted Magder, Chair of the University Space Priorities Working Group (“Working Group”) and Associate Professor of Media, Culture and Communication at Steinhardt, introduced the faculty members who served as chairs of the Working Group’s subcommittees – Allyson Green, chair of the Space Subcommittee; Larry Maslon, chair of the Stewardship and Quality of Life Subcommittee; and Larry White, chair of the Finance Subcommittee. He noted that 26 dedicated University citizens participated in the Working Group for eighteen months and the final report of the Working Group, which contains its recommendation for construction on the Coles site, was just issued today. Dr. Magder described the Working Group’s findings with respect to the square footage needed at the Coles site for classrooms and other academic space, student study and student life space, student and faculty housing, and sports and community facilities. Alternatives to building on University-owned property – including reducing the size of the University, purchasing and renovating available buildings in close proximity to the Core, building in other neighborhoods, and repurposing administrative space near the Core – were considered and rejected. The Working Group believes that NYU’s Core at its Washington Square campus is a precious, irreplaceable asset. It also is indisputably less expensive for NYU to build on land that it already owns than to build on land it must purchase, a savings of approximately \$600 million for a building of the suggested size and complexity.

Dr. Magder noted that an architect has not been hired yet and that the Working Group recommends the establishment of a follow-up committee to review and advise on stewardship and quality of life issues on the superblocks before, during, and after construction and to advise on all aspects of any major construction on the south block.

Allyson Green, Chair of the Space Subcommittee, observed the significance of the fact that the members of the Working Group began with very different views but ultimately reached a consensus. The Subcommittee had as its starting principle the idea that the needs of students come first.

Laurence Maslon, Chair of the Stewardship and Quality of Life Subcommittee, said that his Subcommittee was tasked with considering how best to build while protecting residents and promoting good stewardship, including how to make the neighborhood in and around the superblocks a better place to live now and after the construction is completed. His Subcommittee also came to a consensus on the recommendations contained in that section of the final report.

Lawrence White, Chair of the Finance Subcommittee, thanked Mr. Dorph for the assistance he provided to the Subcommittee, which was tasked with determining whether the University could afford the project. He advised that the Subcommittee determined it first needed to understand the project as part of the University’s 10-year capital plan and to review that capital plan in the context of the 10-year budget planning

process as a whole, and ultimately concluded through its review that the University's financial plan was sound.

Dr. Sexton thanked Mr. Magder and all the members of the Working Group for their hard work and dedication, and said the report reflected a high level of rigorous analysis and study of highly complex issues, from academic programming to land use and zoning to real estate and finance. He said he would take recommendations under serious review and offer a detailed response in short order.

At the conclusion of the presentation, the Senators asked a number of questions, which the Working Group leaders answered.

### **REPORT OF THE PRESIDENT & PRESIDENT'S QUESTION TIME**

Dr. Sexton 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.

In response to the FSC question concerning what the term "global professor" denominates, Dr. Sexton said that it likely referred to a title being discussed within FAS to refer to a faculty member with a primary appointment abroad who has a certain status within the cooperating department in New York that allows the faculty member to train graduate students based in New York and to be part of the pertinent department when in New York. Dean Carew concurred, adding that the exact nature of the relationship of the professor with the New York department will be defined at the local departmental level. Dr. Sexton noted that the term "global professor" also is used in other contexts, such as at the Law School, where it denotes a set of visitors with five-year appointments, and at Abu Dhabi, where the term usually denotes a distinguished visitor from another institution.

In response to the FSC question concerning the post-graduation plans of the first graduating class at NYU Abu Dhabi, Dr. Sexton said he felt that with this first graduating class, the University met the four initial goals it set out for itself: of matching NYUAD with the right students, retaining them, fulfilling them, and putting them on successful track for placement. He announced that 53 percent of the NYUAD students report that they primarily are looking for full-time work and the University is assisting them in that regard. A number have been admitted already to top medical schools, law schools, and Ph.D. programs. Three will be at Rhodes House at Oxford, and there are several others who will be on Fulbright, Truman and other fellowships. He advised that while only seven members of the graduating class are Emirati, 73 of the graduating students have indicated a desire to remain in Abu Dhabi after graduation. Dr. Sexton added that the Crown Prince has recognized the value to families of seeing their sons and daughters graduate and is subsidizing up to two trips to Abu Dhabi per family for those families who cannot afford the trip.

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

Respectfully submitted,  
Bonnie Brier  
Secretary

**REPORT OF THE PRESIDENT  
University Senate Meeting  
Tuesday, March 4, 2014**

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

**NEWS**

**The University Space Priorities Working Group will be releasing its final report this week,** culminating nearly two years of study. A link to the report, which will be posted on the working group's [web page](#), will be emailed to the NYU community. Thank you to chair Ted Magder; subcommittee chairs Allyson Green, Laurence Maslon, and Lawrence White; and the entire working group for the time, energy, and consideration they dedicated to this effort.

**In advance of NYU's re-accreditation review by the Middle States Commission on Higher Education, taking place on March 24-27, the Self-Study Committee and Working Groups have released their 2014 self-study,** reflecting more than two years of preparation. The report, found on the Accreditation and Self-Study [website](#), focuses on multischool, interdisciplinary programs in the areas of public health, cities and the urban environment, humanities and the arts, and data science. Thank you to the members of the committee and working groups, and especially to chair Norman Dorsen and coordinator Russ Hamberger, for their hard work.

**On March 31, NYU will launch PeopleSync, a new, integrated system to manage human resources, payroll, and benefits across the global network university.** Faculty, administrators, students, and retirees will be able to use PeopleSync, accessible through NYUHome, to update personal information, select and manage retirement benefits, view payslips, and manage direct deposit, among other capabilities. In addition, the PeopleLink Service Center, available through phone, email, and in person at 105 E. 17<sup>th</sup> Street, will serve as a single point of contact for inquiries about human resources, payroll, and benefits. Consolidating multiple existing systems into a single platform, PeopleSync will provide a more efficient, streamlined, and user-friendly experience for the entire NYU community.

**A number of NYU alumni and other community members have been named to key positions in Mayor de Blasio's administration.** The NYU appointees include:

- **Anthony Shorris (former Senior Vice President, Vice Dean, and Chief of Staff, Langone Medical Center; former Professor of Practice and Director, Rudin Center for Transportation Policy and Management, Wagner School),** First Deputy Mayor
- **Carl Weisbrod (Law '68),** chair of the City Planning Commission
- **Zachary Carter (Law '75; Life Trustee, School of Law; Former Board Member, Brennan Center for Justice),** Corporation Counsel
- **Gladys Carrión (Law '76),** commissioner of the Administration for Children's Services
- **Steven Banks (Law '81),** commissioner of the Human Resources Administration

- **Vicki Been (Law '83, the Boxer Family Professor of Law, and director of the Furman Center for Real Estate and Urban Policy)**, commissioner of the Department of Housing Preservation and Development
- **Stacey Cumberbatch (Law '86)**, commissioner of the Department of Citywide Administrative Services
- **Shola Olatoye (Wagner '01)**, chair of the NYC Housing Authority
- **Gary Rodney (Wagner '99)**, director of the Housing Development Corporation
- and **Mindy Tarlow, a student in Wagner's Executive MPA program**, director of the Office of Operations.

Such an impressive lineup is a reflection of the high talent pool at NYU across a diverse set of fields and endeavors.

## **HONORS**

**Two alumni have won Academy Awards** for their work on the film *12 Years a Slave*. **Steve McQueen (TSOA '94)**, who directed the film, won for Best Picture. **John Ridley (Gallatin '87)** won for Best Adapted Screenplay.

**Pete Hamill, Distinguished Writer in Residence at the Arthur L. Carter Journalism Institute, has been awarded the George Polk Career Award in recognition of his lifetime contributions to journalism.** Author of more than 20 books, Hamill is former editor of the *New York Post* and the *New York Daily News* and has been a columnist for multiple New York newspapers. The Polk Awards in Journalism, administered by Long Island University, are conferred annually to honor special achievement in the profession. Two NYU alumni also won 2013 Polk Awards: **Matthieu Aikins (GSAS '11)** won the Polk Award for Magazine Reporting, and **Glenn Greenwald (Law '94)** received the Polk Award for National Security Reporting.

**Two faculty have been awarded fellowships from the Alfred P. Sloan Foundation, given to early career scientists identified as potential "rising stars": Roozbeh Kiani, assistant professor at the Center for Neural Science, and Nicholas Stavropoulos, assistant professor of neuroscience and physiology at NYU Langone Medical Center.** Professor Kiani's research focuses on the neuroscience behind the decision-making process; Professor Stavropoulos studies the genes, molecular pathways, and brain circuits that control sleep.

**Three members of the Tisch School of the Arts community have received NAACP Image Awards,** which celebrate outstanding performances and achievements of people of color in the arts, as well as those who promote social justice through their creative endeavors. NYU's winners this year are:

- **Steve McQueen ('94)**, Outstanding Directing in a Motion Picture for *12 Years a Slave*
- **Millicent Shelton ('95)**, Outstanding Directing in a Comedy Series for *The Hustle – "Rule 4080"*
- **Deborah Willis, University Professor and chair of the department of photography and imaging,** Outstanding Literary Work for *Envisioning Emancipation: Black Americans and the End of Slavery*.

**Ann Kurth, professor at the College of Nursing and Associate Dean for Research at the Global Institute of Public Health, has been appointed to the U.S. Preventative Services**

**Task Force.** The task force is an independent panel of 16 national experts in prevention and evidence-based medicine, elected to four-year terms by the Agency for Healthcare Research and Quality, a part of the U.S. Department of Health and Human Services.

**Lyle Ashton Harris, associate professor of art and art education at the Steinhardt School of Culture, Education, and Human Development, has been named the 2014 recipient of the David C. Driskell Prize by the High Museum of Art in Atlanta.** The Driskell Prize recognizes an early- or mid-career scholar or artist whose work makes an original and important contribution to the field of African-American art or art history.

**The College Art Association has awarded Glenn Wharton, clinical associate professor in the Museum Studies Program, its CAA/Heritage Preservation Award for Distinction in Scholarship and Conservation.** The CAA noted Professor Wharton's work in conservation of archaeology, outdoor sculpture, and contemporary art, citing in particular his research for the conservation of the monumental painted brass statue of King Kamehameha I in Honolulu.

**Barry Hersh, clinical associate professor at the Schack Institute of Real Estate at the School of Continuing and Professional Studies, has been named a Distinguished Fellow by the NAIOP (Commercial Real Estate Development Association) Research Foundation** for his research on environmentally sustainable real estate. Professor Hersh has been committed to sustainability throughout his career; among the courses he teaches at NYU is Green Building and Sustainable Development.

**NYU Abu Dhabi sophomores Lingliang Zhang, Moiri Gamboni, and Mariko Kuroda were the first place winners – and recipients of a \$21,000 cash prize – in the worldwide Google Cloud Developer Challenge** for their website Travellog (<http://www.travellog.io>). The Challenge is open to contestants from six regions around the world to build an application using Google's Cloud Platform. Travellog enables people who travel to share their stories and experiences.

*For additional faculty news and honors, read the latest Faculty News Brief available online at <http://www.nyu.edu/fnb>.*