



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

A stated meeting of the Senate of New York University was held on Thursday, December 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.

Tenure/Tenure Track Faculty Senators Council (“T/TT FSC”) Members Present:

Raghu Sundaram (Chair), Everett Allgood, Mark Alter, Awam Amkpa, John Archer, Ananda Dasanayake (for Nancy Van Devanter), Hasia Diner, Todd Disotell, Halina Frydman (for David Backus), Warren Jelinek, Mitchell Kane, Lynne Kiorpes (for David Pearce), Martin Klimke, Wen Ling, Allen Mincer, Arvind Rajagopal, Carol Reiss (for Anthony Kwame Appiah), Daniel Smith, Victoria Stanhope, David Stokes, Arthur Tannenbaum, and Daniel Zwanziger.

Full-Time, Non-Tenure Track/Contract Faculty Senators Council (“N/C-FSC”) Members Present:

Ann Marie Mauro (Chair), Joseph Borowiec, John Burt, Fred Carl, Joseph Carter, Eugene Cittadino, Patrice Derrington (for Brian Mooney), David Elcott, Gabriella Gold-Von Simson, John Gurrin, John Halpin, Mary Killilea, Randy Mowry, Ronald Rainey, Vincent Renzi (for Ben Stewart), Ezra Sacks, Larry Slater, Susan Stehlik, Ben Stewart, and Ethan Youngerman.

Student Senators Council (“SSC”) Members Present:

Jules O’Connor (Chair), Jonathan Bach, John Belknap, Sabrina Breher, Nikita Chaudhry, Anushua Choudhury (by telephone), Adrian Co, Victoria Ettore, Lynna Halilou, Jessica L. Hawk, Robert Haynes, Michael Hengerer, Kevin Jones, Magnolia Jorge, Hani Kfourri, Jeremy Lakin, Masha Leonov, Yaowan Lu, Leah McNally, Luis Morales Navarro, Keagan Sakai-Kawada, Kaja Schmidt, Griffin Simpson, Derek Tu, and Colin Waddell.

Deans Council Members Present:

Lynn Videka (Chair), Kurt Becker (for Katepalli Sreenivasan), Tony Bertelli (for Sherry Glied), Tom Carew, Patricia Carey (for Dominic Brewer), Allyson Green, Joanne Hvala (for Peter Blair Henry), Fiona Jaramillo (for Dennis DiLorenzo), Carol Mandel, Celeste Orangers (for Susanne Wofford), Andrew Spielman (for Charles Bertolami), Gabrielle Starr, Kathleen Talvacchia (for Lauren Benton), and Diann Witt (for Geeta Menon).

Administrative Management Council (“AMC”) Members Present:

David Vintinner (Chair), John De Santis, Regina Drew, Justine Kelly-Fierro, Tatum Soo Kim, and Kristi Schwindt Ramos.

University Administration Members Present: Robert Berne, Bonnie Brier, Martin Dorph, and David McLaughlin.

Review and Approval of the Minutes of November 13, 2014

Upon motion duly made and seconded, the Minutes of the November 13, 2014 meeting were approved unanimously as presented.

COMMITTEE REPORTS

Executive Committee

Mr. Vintinner reported that, in order to accommodate the newly-elected Senators from Abu Dhabi and Shanghai, the Committee previously advised that it was initiating a poll of Senators from those portal campuses asking them to indicate their availability if the time of the March 26, 2015 Senate meeting was changed to a time earlier that same day. He stated that, based on the results of the poll, the March 26, 2015 Senate meeting will be held from 9 a.m. to 11 a.m. in the Colloquium Room, in lieu of the usual 2 p.m. to 4 p.m. time slot.

Mr. Vintinner related that, at its November 24 meeting, the Committee discussed the protocol for remote attendance at University Senate meetings as the Senate now includes members from NYU Abu Dhabi and NYU Shanghai, and other Senators who wish to participate from global sites. Mr. Vintinner explained that the Senate Rules of Procedure do not address remote attendance, but do provide that "Robert's Rules of Order shall be used to decide all questions of order not otherwise covered in these rules or in the Bylaws of the University," and that Robert's Rules of Order allow for electronic communications "so long as the meetings provide, at a minimum, conditions of opportunity for simultaneous aural communication among all participating members equivalent to those of meetings held in one room or area." He related that, currently, Senators in Abu Dhabi, Shanghai, or other GNU sites, may attend Senate meetings in person, or remotely, via live audio or video conference, that the present practice is to "mute" both the audio and video connections because of background noise issues, and that Senators participating remotely may submit any vote via email to Cara Terzulli, Director of the Office of the Secretary. Mr. Vintinner reported that, after discussing the issue, the Committee decided that the Senate's practice for remote attendance should continue to include a muted line, but with the Senator's ability to email Ms. Terzulli if the Senator wishes to speak. He advised that the Committee recommends that this protocol be expressly set forth in the Senate Rules of Procedure when the Rules are next amended. N/C-FSC Vice Chair Randy Mowry requested that the Senate make provisions for deaf students to participate remotely in Senate meetings.

Mr. Vintinner reported that the Committee also unanimously approved changes to the Senate Committee Assignments, as requested by the SSC. An updated list of Senate Committee Assignments was included with the meeting materials.

Academic Affairs Committee

Committee Co-Chair Tatum Soo Kim stated that the Committee received a request to reexamine the academic calendar for next two academic years with regard to the final exam schedule, which ends on December 23, 2015 and December 23, 2016, respectively, meaning that international students with finals on December 23 would have only one day to travel before the Christmas holiday. Dr. Sexton noted that the placement of Labor Day in the upcoming academic years is challenging as the New York State Board of Regents sets minimum requirements for class time, which affects Fall Break as well as exam periods. He urged faculty to be aware of these issues when scheduling exams.

Financial Affairs Committee

Martin Dorph, Chief Financial Officer and Executive Vice President for Finance and IT, reported that the Committee has not met since the last Senate meeting, but that the Divestment Working Group met twice and plans to bring its recommendations to the Committee early in the new calendar year, and then to the Senate during the spring semester. A Senator asked if the Working Group is looking beyond the single issue of fossil fuels, and Mr. Dorph responded that while the Working Group will not capture the full scope of the moral underpinnings of all University investments, it is part of the Working Group's discussions.

Committee on Organization and Governance

Mr. Hengerer provided the Senate with the following quote from Dr. Seuss: "Sometimes the questions are complicated and the answers are simple." He reported that SCOG met twice since the last Senate meeting and, with regard to SCOG's evaluation of the Senate, identified a set of deliverables for this academic year, as well as a time frame for finalizing the review and making recommendations next academic year. Mr. Hengerer stated that this year, SCOG will review the functionality of the Senate and its committees and research the senate operations of other universities, and will soon send a questionnaire to all Senate councils and committees to solicit input on this process. He noted that all responses are due by March 1.

Dr. Jelinek commented that SCOG is being sensitive to the size of the Senate, as well as the Senate Executive Committee's recommendations regarding the size of the Senate.

Public Affairs Committee

Mr. Tannenbaum provided the following moments in history on this date: In 1945, the U.S. Senate approved U.S. participation in the Cold War; in 1783, General George Washington bid farewell to his officers and informed them that he was resigning his commission; in 771, Austrasian King Carloman I died, and his brother Charlemagne became king of the Carolingian Empire. He then noted that Charlemagne appointed Alcuin, known as the first librarian, to head the Palace School; and Alcuin, in turn, organized the books and scrolls,

revolutionized the educational standards at the Palace School, introduced Charlemagne to the liberal arts, and created The Academy, a school renowned as a center of learning in the liberal arts, literature, science, and religion.

Mr. Tannenbaum also reminded the Senate of two of the goals of the University's Sustainability Initiative: to eliminate the use of plastic bottles on campus and to use sustainable containers in campus dining halls. Dr. Sexton noted that there was a Sustainability Task Force, which evolved into the University's Sustainability Office, which has significantly improved the University's sustainability quotient.

COUNCIL REPORTS

Administrative Management Council

Mr. Vintinner, noted that tomorrow marks the first day of the AMC's Holiday Toy Drive to support the children of the 9th Police Precinct and the Herbert G. Birch Manhattan Early Childhood Center, encouraged Senators to contribute to the 32nd NYU Combined Campaign, which benefits the NYU Community Fund and the United Way of New York City, and advised that, after the holidays, the AMC will conduct recycling collections of used greeting cards for St. Jude's Children's Ranch, Used Eyeglasses for the Lens Crafters "One Sight" program, and used cell phones and gently used athletic footwear to raise funds for cancer patients through Chemo Comfort and the Max Cure Foundation for Pediatric Cancer.

Mr. Vintinner reported that at its December 2 meeting, the AMC discussed plans to hold special elections to elect representatives from Abu Dhabi and Shanghai, and that it expects to add two representatives from Abu Dhabi and one from Shanghai. He related that the AMC also reviewed the results of a recent AMC survey of administrators regarding benefits, received an update from its Health Care Working Group, and unanimously passed a resolution that "The University should reverse the 10% tuition remission employee cost share."

He explained that the resolution relates to the 2009 change in policy that reduced the tuition remission of employees earning more than \$50,000 to 90% remission, from 100% remission, when they or their dependents are enrolled in NYU programs qualifying for tuition remission. He said that although the AMC recognizes reverting to the pre-2009 policy would impact University revenue, the tuition remission policy is now out-of-step with policies at the New School and Columbia University, which has resulted in the departure of some employees for these other institutions. He also stated that the full tuition remission offered to NYU's office and clerical employees is a common reason that promising and ambitious individuals refuse opportunities for promotion into administrative ranks, and that some NYU personnel have rejected raises that would bring their earnings above the \$50,000 level to prevent the loss of this benefit. Mr. Vintinner stated that he and the AMC Executive Committee look forward to working with University leadership and the other Councils to explore how the current tuition remission policy might be changed.

Mr. Dorph noted that the 2009 change in policy was part of an overall reset of University benefits, was not a cost-cutting measure, and had no impact on University costs. A Senator advised to that end that the reset included an increase in the portable tuition benefit. Dr. Sexton noted that it is helpful to periodically review current benefits to find areas for improvement.

Deans Council

Dean Videka related that the Deans Council has not met since the last Senate meeting.

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

Dr. Sundaram reported that the T/TT-FSC has not met since the last Senate meeting and that at future meetings it plans to discuss the Social Media and Electronic Privacy Policies, the Faculty Handbook, revising the T/TT-FSC's electoral processes, reviewing the tuition remission policy with the Benefits Office, and strategies to alleviate faculty housing shortages. He also noted that relevant T/TT-FSC committees now include members of the N/C-FSC.

Full-Time Non-Tenure Track/Contract Faculty Senators Council (N/C-FSC)

Dr. Mauro reported that she and Council Vice Chair Randy Mowry met recently with Provost David McLaughlin and Senior Associate Provost and Chief of Staff Carol Morrow regarding the proposed Faculty Handbook revisions and the FTNTT/CF Appointment Guidelines, that the Coordinating Committee continues to meet with its counterpart committee of the T/TT-FSC regarding a shared committee structure, that the Council is working on its governance structure, and that the Naming Committee sent an email to constituents requesting feedback regarding an inclusive name for the Council. She noted that the N/C-FSC passed the following resolutions its meeting earlier today:

Resolution #1

- Each current N/C-FSC Council member will serve for a minimum of two years (including the current year.)
- At the end of two years (spring, 2016), one-third of the Council members' terms will expire (they can stand for re-election if they continue to be eligible and desire to do so).
- The following year (spring, 2017), the terms of another third of the Council will expire.
- The year after that (spring, 2018), the terms of the remaining third of the original Council members will expire.
- Thereafter, all members will have three-year terms with one-third of the Council elected each spring.
- Members may elect to run again. The initial division of the Council into "thirds" for rotational purposes will be chosen first by volunteer participation and then randomly.

Resolution #2:

- The Steering Committee will continue with seven members.
- Each member's term will be for one year (with the exception of this initial term, which will run for two years).
- Council members will elect the Steering Committee in May (2016) and the Steering Committee will take office in September. The newly elected members of the Steering Committee will choose its own Chairperson and Vice Chairperson.
- Any Council member may nominate someone to run for the Steering Committee. Self-nominations also are acceptable.

Student Senators Council

Ms. O'Connor reported on a number of initiatives that the SSC is working on, including budget recommendations, a publicity overhaul, the Student Employee and Employer Guidelines and professional development opportunities, planning the Violet 100, and its first Hackathon.

Report on Global Student Life

Dr. Sexton introduced Jonathan Bach, SSC Global Vice Chair, who spoke to the role of the SSC in integrating student affairs throughout the GNU and described the SSC's four new committees - International Student Affairs Committee, Global Operations Committee, Site Ambassadors Committee, and Global Policy Committee - which were created to increase global student engagement and provide more comprehensive services to students regardless of their location in the GNU. Mr. Bach stated that the SSC hopes to create an environment that is free of location, so that there are global clubs that circulate through the GNU as students do. He asked the deans, faculty, and administrators for their support in rolling out these new initiatives.

REPORT OF THE PRESIDENT

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

Update on the NYU Alumni Association

Dr. Sexton introduced Brian Perillo, Associate Vice President for Alumni Relations, who he advised would report on the University's alumni relations efforts, and he asked Dr. Sundaram to first make a few remarks about the topic. Dr. Sundaram commented that he has recently learned many fascinating facts about NYU alumni, including: NYU has a huge alumni base, with more than 500,000 alumni; more than 100,000 NYU alumni live in the New York area; approximately 8% of dentists in the country graduated from the NYU College of Dentistry; and Stern has more than 100,000 alumni and is fifth in the country in terms of the number of billionaire alumni.

Mr. Perillo reported that email continues to be the primary method of communication with alumni, and that NYU now has email addresses for approximately 232,000 alumni and parents. The monthly Alumni Connect e-newsletter has seen a 6% increase of the rate at which the newsletter is opened, which compares well to NYU's peers, and the monthly average of visits to the alumni website has increased to over 45,000. Mr. Perillo hypothesized that much of this growth is probably related to the website's use as a source of information on events and programs. He also noted that social media continues to be a significant means of engaging with alumni, and NYU has determined that the alumni who participate in NYU social media are much more likely to give to NYU (49.3% versus 9%).

Mr. Perillo advised that, in 2014, NYU hosted 262 alumni programs (not including events hosted by individual schools), which represents an increase of 36.4% over the prior year, and that attendance at events was up by 21%. He related that alumni career development events and seminars remain popular and that the number of alumni clubs has grown 38% over FY13. Mr. Perillo described new initiatives such as a new alumni card, which was sent to all alumni and provides them with benefits such as merchant discounts and other programs; he stated that over 416,595 cards were mailed domestically. He advised that his team developed analytics that enable them to evaluate the effectiveness of various initiatives in increasing alumni engagement and opinions regarding new programs.

Mr. Perillo outlined his six main objectives: emphasizing the value of NYU to alumni; strengthening the presence of alumni in the NYU community; strengthening alumni awareness of NYU and its needs and values; supporting NYU; creating connections between students and alumni; and being inclusive of all NYU constituents. He explained that within each broad objective, his team has numerous specific tactics for achieving that objective, which then are monitored for their progress.

There being no further business, the meeting was adjourned at 3:40 p.m.

Respectfully Submitted,
Bonnie Brier,
Secretary



**REPORT OF THE PRESIDENT
University Senate Meeting
Thursday, December 4, 2014**

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

NEWS

NYU has been ranked No. 1 in both the number of international students studying at NYU and the number of students studying abroad, according to the annual “Open Doors” study by the Institute of International Education. While NYU has long been a leader in both categories, this is the first time one university has ranked first in both areas since 1996. The report found that in the 2013-14 academic year, NYU attracted 11,164 international students, a 19% increase over the previous year. In the 2012-13 academic year—the latest for which data are available—4,274 NYU students studied abroad.

NYU Langone Medical Center has received two recent recognitions. For the third consecutive year, the Human Rights Campaign named NYU Langone a **Leader in LGBT Healthcare Equality** for its patient and employee non-discrimination policies, guarantee of equal visitation for same-sex partners and parents, and LGBT health education for key staff members. In addition, the Joint Commission, the leading accreditor of health care organizations in the U.S., recognized NYU Langone as a **2013 Top Performer on Key Quality Measures** in the following categories: heart attack, heart failure, pneumonia, and surgical care.

FACULTY HONORS

Two faculty members – Danny Reinberg, professor of biochemistry and molecular pharmacology at the School of Medicine, and Yuri Tschinkel, professor of mathematics at the Courant Institute of Mathematical Sciences – have been named Fellows of the American Association for the Advancement of Science (AAAS). Election as an AAAS Fellow is an honor bestowed upon the association’s members by their peers.

A collection edited by John Shovlin, associate professor of history, and Thomas Truxes, clinical associate professor of history and Irish studies, has been selected to receive the Prix Brives Cazes, awarded by the Académie Nationale des Sciences Belles-Lettres et Arts de Bordeaux. The book, *The Bordeaux-Dublin Letters, 1757: Correspondence of an Irish Community Abroad*, co-edited by Trinity College emeritus professor Louis Cullen, consists of 125 letters seized by an English privateer from a ship sailing between Bordeaux and Dublin in 1757.

Helen Nissenbaum, professor of media, culture, and communication and computer science at the Steinhardt School of Culture, Education, and Human Development and director of

the Information Law Institute at the School of Law, has been awarded the 2014 Barwise Prize from the American Philosophical Association for her significant contribution in research areas relevant to philosophy and computing. Professor Nissenbaum investigates the social, ethical, and political dimensions of information technology and digital media.

The American Heart Association has awarded its 2014 Clinical Research Prize to NYU Langone's Judith Hochman for her leadership in the landmark clinical trials created to test the formulation of national guidelines for the management of ischemic heart disease. Dr. Hochman is the Harold Snyder Family Professor of Cardiology in the Department of Medicine, director of the Cardiovascular Clinical Research Center, and Senior Associate Dean for Clinical Services.

Martha Kanter, distinguished visiting professor of higher education and senior fellow at Steinhardt, has received the Morris T. Keeton Award from the Council for Adult and Experiential Learning. The award is presented annually to an individual who has made significant contributions to the field of adult or experiential learning or workforce development. Professor Kanter served as U.S. Under Secretary of Education from 2009 to 2013. Previously, she served as a community college president and chancellor of a community college district.

Steinhardt's Pedro Noguera, the Peter L. Agnew Professor of Education and executive director of the Metropolitan Center, is the 2014 recipient of the SAGE-CASBS Award. Given by SAGE Publications and the Center for Advanced Study in the Behavioral Sciences at Stanford, the award recognizes outstanding achievement in advancing the understanding of the behavioral and social sciences as they are applied to pressing social issues.

Thomas Philippon, professor of finance at the Stern School of Business, has been named winner of the 2013 Germán Bernácer Prize for Promoting Economic Research in Europe by the Observatory of the European Central Bank, awarded annually to European economists under the age of 40 who have made outstanding contributions to the fields of macroeconomics and finance. Professor Philippon was recognized in particular for his policy-relevant research in the design of optimal interventions in debt markets and the efficiency of the financial sector.

The Institute of Electrical and Electronics Engineers (IEEE) recently honored two faculty members:

- **Claudio Silva – professor of computer science and engineering at the Polytechnic School of Engineering and head of disciplines at the Center for Urban Science and Progress – has won the Visualization Technical Achievement Award.** Professor Silva was recognized for his seminal contributions to data visualization and analysis, popularly known as data science.
- **Ted Rappaport – the David Lee/Ernst Weber Professor of Electrical Engineering at the School of Engineering, professor of computer science at Courant, professor of radiology at the School of Medicine, and director of NYU WIRELESS – has received the IEEE Donald G. Fink Award.** The award is given to the outstanding paper from any IEEE publication from the previous year; Professor Rappaport was recognized for his paper titled, “Millimeter Wave Mobile Communications for 5G Cellular: It Will Work.”

Vittoria Flamini, industry assistant professor in the Department of Mechanical and Aerospace Engineering at the School of Engineering, has been awarded the Biomedical Engineering Society's 2014 BME Innovation and Career Development Award. Professor Flamini received the award for research in cardiovascular biomechanics and fluid mechanics that might lead to the development of non-invasive and patient-specific diagnostic tools.

Marion Nestle, the Paulette Goddard Professor of Nutrition, Food Studies, and Public Health at Steinhardt with an affiliated appointment in the Department of Sociology, has been named winner of the 2014 Media Award by the Public Health Association of New York City. The award is given to those who have made major contributions to public health in New York through coalition building and advocacy.

Beth Simone Noveck – visiting professor at the School of Engineering and director of The Governance Lab – has been given an Internet and Society Award from the Oxford Internet Institute. Professor Noveck, whose work addresses the use of technology to create more open and collaborative institutions, was honored for exploring and implementing new applications of technology that improve people's lives by changing the way institutions govern.

Mariela Alfonzo, research assistant professor in the Department of Technology, Culture, and Society at the School of Engineering, has been named to the Urban Land Institute's 2014 "40 Under 40" list of the best land use professionals from around the globe. Professor Alfonzo focuses on issues related to walkability, social interaction, and consumption behavior within the context of retail, mixed-use, and neighborhood revitalization.

Three faculty members have been elected to the American Law Institute (ALI): Florencia Marotta-Wurgler, professor of law and faculty director of NYU Law in Buenos Aires; Jill Manny, adjunct professor of law and executive director of the National Center on Philanthropy and the Law at the School of Law and adjunct associate professor of public administration at Wagner; and John Gleeson, adjunct professor at the School of Law. The three were among 50 new members of the ALI, an organization producing scholarly work to clarify, modernize, and improve the law.

Kathryn Smith, professor in the Department of Art History at FAS, has been named one of the "15 Notable Art Professors in New York City" by the Art Career Project. Professor Smith specializes in early Christian and medieval art, especially medieval illuminated manuscripts.

Additional faculty news is available in the Faculty News Brief, emailed regularly to faculty members. To view the latest issue online, visit <http://nyu.edu/fnb>.

STUDENT & ALUMNI HONORS

Rush Holt (GSAS '74, '81), congressman from New Jersey, has been chosen as Chief Executive Officer of the American Association for the Advancement of Science (AAAS). Congressman Holt will join the prestigious scientific society this spring, after he concludes his eighth term in the House of Representatives. He received his Masters and Ph.D. in physics at

NYU and went on to the Princeton Plasma Physics Laboratory and then a 16-year career in Congress, where he was a champion of higher education and federal support for research.

A team of five Stern MBA students have won first place in the inaugural National Low Carbon Case Competition hosted by the Yale School of Management. Eleven student teams were judged on their strategies to lower the carbon intensity of a hypothetical university's investment portfolio. **Janul Hernandez, Russell Karas, Dillon Lanius, Juan Gonzalez Paris, and Sebastian Vanderzeil** took home the \$10,000 top prize with an investment plan that divested from companies that owned or extracted fossil fuels while simultaneously practicing shareholder engagement with utility companies and energy-intensive manufacturers.

Two current students and one alumna from the Tisch School of the Arts' Graduate Film program have been awarded filmmaking grants from the Kenneth Rainin Foundation, in partnership with the San Francisco Film Society. **Jonas Carpignano** and **Chloé Zhao**, both of whom are slated to graduate this year, each received \$60,000 post-production grants. **Elena Greenlee ('14)** received a screenwriting grant of \$35,000.

GRANTS

Bijan Pesaran, associate professor at the Center for Neural Science, and colleagues have received a three-year, \$1.6 million grant from the National Institutes of Health to develop enhanced methods in the field of neuroscience. The award is part of the White House's Brain Research through Advancing Innovative Neurotechnologies (BRAIN) Initiative.