



**Minutes of a Stated Meeting of the
Senate of New York University
November 12, 2015**

A stated meeting of the Senate of New York University was held on Thursday, November 12, 2015, at 9 a.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street. The meeting was convened with President Sexton in the chair.

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

Allen Mincer (Chair), Everett Allgood, Sinan Antoon, Sylvain Cappell, Arlene Davila, Todd Disotell, Nick Economides, Warren Jelinek, Andrea Jones-Rooy, Angela Kamer, Wen Ling, Achiau Ludomirsky (for Bob Hoffman), James Martin (for Victoria Stanhope), Maurizio Porfiri, Carol Reiss (for Kwame Anthony Appiah), Nadrian Seeman (for Jim Uleman), Carol Sternhell, George Thurston, Frank Upham (for Mitchell Kane), Nancy Van Devanter, Sharon Weinberg, and David Zagzag.

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

Fred Carl (Chair), Amy Becker (by telephone), Joseph Borowiec, John Burt (by telephone), Martha Caprio, Joseph Carter (by telephone), Eugene Cittadino, David Elcott, John Gurrin, John Halpin, Mary Killilea, Brian Mooney, Peggy Morton, Randy Mowry, Ronald Rainey, Vincent Renzi, Ezra Sacks, Susan Stehlik, and Ben Stewart.

Student Senators Council (“SSC”) Members Present:

Michael Hengerer (Chair), Mahmoud Abugharbieh, Jaswinder Pal Singh Ahluwalia, Heba Allam, Mouli Chakravarty, Laraine Chiu (for Evelyn Cunningham), Caterina Dacey Ariani, Joseph Ehrenkranz, Yarden Elias, Mariam Elshenawy, Victoria Ettorre, Amanda Ezechi, Parrece Forest, James Carrington Gardner (replaced by Patrick Wee for part of meeting), Juan Gascon (for Tamara Cesaretti), Josy Jablons, Fahad Jamal, Stephen Kho (by telephone), Jarred Kubas (for Alexander Mayes), Constanza Mateos, Chukwuemeka Mba-Kalu, Eli Nachmany, Zach Newburgh, Steven Ramdilal, Amanda Regalado, Diana Rosenthal, Keagan Sakai-Kawada, Peter Shivery, Shawn Thibault (for Aponte Martinez), and Ryan Thomas.

Deans Council Members Present:

Tom Carew (Chair), Kurt Becker (for Katepalli Sreenivasan), Charles Bertolami, Patricia Carey (for Dominic Brewer), Anna Harvey, Cheryl Heaton, Randy Hertz (for Trevor Morrison), Fiona Jaramillo (for Dennis DiLorenzo), Ellen Lovitz (for Sherry Glied), Celeste Orangers (for Susanne Wofford), Gabrielle Starr, Michael Stoller (for Carol Mandel), Lynn Videka, and Diann Witt (for Geeta Menon).

Administrative Management Council (“AMC”) Members Present:

John DeSantis, Regina Drew, Justine Kelly-Fierro, Justin Lerner, Raymond Lutzky, and Kristi Schwindt Ramos (for Chair, David Vintinner).

University Administration Members Present: Robert Berne, Martin Dorph, David McLaughlin, Terrance Nolan, and John Sexton.

Senate Committee Chairs (not mentioned above) Present: Arthur Tannenbaum.

Presenters Present Not Members of the Senate: David Ackerman and Chris Bledsoe.

PRELIMINARY MATTERS

President John Sexton welcomed everyone in attendance in New York and, remotely, from Abu Dhabi, and Shanghai.

Review and Approval of the Minutes of the October 1, 2015 Meeting

Upon motion duly made and seconded, the Minutes of the October 1, 2015 meeting were approved unanimously as presented.

COMMITTEE REPORTS

Executive Committee

Dean Tom Carew, Dean of the Executive Committee, presented the Committee's report. He said that at its October 15th meeting, the Executive Committee withdrew the directive previously given to the Senate Committee on Governance (SCOG) to evaluate the size and composition of the University Senate, with the aim of reducing the Senate's size. It did not appear to the Committee members that the Senate's size has negatively impacted the work of the Senate. Given the recent creation of the College of Global Public Health, Dean Carew reported that the Executive Committee is supportive of SCOG undertaking an analysis around the appropriate representation for the College of Global Public Health, College of Nursing, and College of Dentistry in the University Senate.

Academic Affairs Committee

Chair of the Academic Affairs Committee Ben Stewart presented the report of the Committee. He reported that the Committee, which met on October 1st, considered nominations for honorary degrees and sent its recommendations to the Board of Trustees. Professor Stewart also reported that several members of the Committee expressed an interest in discussing writing instruction at NYU and that, at its next meeting, the Committee would look at the Undergraduate Academic Affairs Committee's Spring 2015 advisory report on undergraduate writing.

Financial Affairs Committee

Martin Dorph presented the report of the Financial Affairs Committee, which met the previous week. He said that the Committee was looking at a number of topics and would be focusing on the theme of affordability. He said that the Committee hoped to develop recommendations in this area. President Sexton suggested that the Committee consider, among its options, increased government support, especially since there has been activity on this front.

Committee on Organization and Governance

Chair of the Committee on Organization and Governance Michael Hengerer presented the report of the Committee. He reported that Bob Berne had addressed the Committee to provide information about the creation of the new Faculty of Public Health, College of Global Public Health, and the College of Nursing so that the Committee can consider their respective representation on the Senate. Mr. Hengerer also reported that the Committee would recommend a modification to the Senate Rules regarding the time of the Senate meetings. He said that the Committee recommended deleting the requirement that the meetings occur at a specific time and, instead, asking the Executive Committee to establish a schedule for the Senate to adopt. A resolution will be presented at the next meeting of the Senate.

Public Affairs Committee

Arthur Tannenbaum presented the report of the Public Affairs Committee. He asked the Senate to approve the resolution regarding the date of Commencement that was included with the Senate's materials. Upon motion duly made and seconded, the Senate adopted the following resolution, with one abstention by a Senator and Met fan:

WHEREAS, the University Bylaws state that the Senate will determine the time, place, and manner of the University's Commencement Exercises; and

WHEREAS, the Rules and Procedures of the University Senate provide that the Senate Public Affairs Committee shall be concerned with matters relating to the timing and location of the Commencement exercises.

NOW, THEREFORE, BE IT RESOLVED that upon the recommendation of the Public Affairs Committee, the 2016 All-University Commencement Exercises will take place on Wednesday, May 18, 2016 in Yankee Stadium. Accordingly, Grad Alley will take place on Tuesday, May 17, 2016.

Mr. Tannenbaum went on to provide moments in history for the month of October that included the beginning of production by Thomas Edison of the electric lamp, Ford's unveiling of the Model T in 1908, and NYU's party in 1975 to kick-off the Bicentennial.

COUNCIL REPORTS

Administrative Management Council (AMC)

In the absence of the AMC Chair David Vintinner, Kristi Schwindt Ramos presented the report of the AMC. She said that on November 3rd, the AMC formally launched the OpenAMC online platform for governance and that the AMC celebrated the first anniversary of its Professional Development Committee. In addition, Ms. Ramos announced the launch of the AMC Community Service Committee's first University-wide Thanksgiving food drive in support of the Xavier Mission in Manhattan and the Recovery House of Worship in Brooklyn. She urged people to look for the nearest donation boxes.

Ms. Ramos also discussed the resolution to create the Ad Hoc Committee to Explore Issues Related to Student, Faculty, and Staff Work-Life Balance that had been introduced at the last Senate meeting. She noted that the closing of NYU's Family Care Office had left gaps in information and services related to work-life balance and that different University constituencies had been left to develop their own resources. Ms. Ramos said that in order to help retain the best faculty, staff, and students and to remain competitive with peer institutions, the AMC supported the creation of the ad hoc committee to explore and recommend ways to expand and strengthen resources to support the University community in seeking work-life balance. One Senator noted that the ad hoc committee should be sure to define family broadly and not exclude single people. Another Senator urged the committee to include in its analysis of work-life balance the workplace environment.

Upon motion duly made and seconded, the Senate adopted the following resolution, with one abstention:

WHEREAS, NYU has certain strong services and resources to support students, faculty, and staff in the balancing of their personal and professional/academic lives ("Work-Life Services"), but which services may be difficult for members of the NYU community to identify; and

WHEREAS, the Administrative Management Council has proposed the creation of an ad hoc Senate committee to investigate and consider ways to improve, streamline, or expand current Work-Life Services offered by NYU to better serve the NYU community.

NOW, THEREFORE, BE IT RESOLVED that the Senate Executive Committee establish, prior to the end of calendar year 2015, an ad hoc Senate committee to explore NYU's Work-Life Services, including in the areas of childcare, benefits, adoption, and elder care, that includes representation from each Council comprising the University Senate.

Deans Council

Deans Council Chair Carew presented the Council's report. He reported that at its November 11th meeting, the Senior Vice President for University Relations and Public Affairs Lynne Brown and her colleagues discussed two items with the Committee: (1) changes to NYU's web to better enable what is called "global navigation," and (2) an update on the "community service/outreach" inventory that has been developed for each school and how the Deans might best use this inventory as an opportunity for NYU to extend and enhance its role as a good neighbor in the Greenwich Village community and beyond. Dean Carew also reported that the Council continued its ongoing discussion of identifying ways for NYU's schools to engage in joint initiatives to enhance their respective teaching and research missions.

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

T/TT-FSC Chair Professor Allen Mincer reported that Dick Foley had presented the Council with an update on the Provost search. He also read a resolution passed by the Council recognizing President Sexton for his tenure as President and thanking him for his many years at NYU as a faculty member, Dean of the School of Law, and President.

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

C-FSC Chair Professor Fred Carl provided the report of the Council. He said that, at its October 6th meeting, the Board of Trustees approved changing the name of the Council to the "Full-Time Continuing Contract Faculty Council;" the change will be reflected in an amendment to the University's Bylaws which the Board will be asked to approve in December, as well as in the Faculty Handbook. Professor Carl said that for continuity, as well as for elegance, the Council would continue to abbreviate its name as the C-FSC.

Professor Carl further reported that the C-FSC last met on Thursday, October 29th and that each of the Council's committees were meeting. More specifically, the Personnel Policies and Contract Issues committee is currently reviewing four school policies on Appointment, Reappointment and Promotion for Continuing Contract Faculty: Stern, Wagner, Gallatin and CUSP, the Center for Urban Science and Progress.

In anticipation of the approval of the Resolution on work-life balance put forward by the AMC, Professor Carl reported that the Council has proposed representatives to the Ad Hoc Committee, as well as to the Provost's Advisory Working Group to develop disciplinary and grievance procedures not related to appointment, reappoint and promotion for continuing contract faculty, joining representatives from the T-FSC, the Provost's Office and the Office of General Counsel.

Finally, Professor Carl said that following an initiative that came out of the Council's Retreat in September, the C-FSC will create a document, The State of Joint Shared Governance at NYU, particularly as it pertains to continuing contract faculty, as a way to gain a clear, university-wide, school by school, and division by division, current and on-the-ground picture of the mechanisms for governance participation of continuing contract faculty.

Student Senators Council (SSC)

SSC Chair Michael Hengerer reported that the SSC met four times since the last meeting of the Senate and made much progress. He said that the SSC Affordability Task Force started a conversation about broadening Stern's "Ghost Credit" program to allow students throughout the university to pay a small fee to take internships for credit rather than being forced to use credits worth thousands of dollars on unpaid internships. Mr. Hengerer further reported that the SSC's Gender Understanding and Inclusivity task force began investigating gender neutral spaces and will present a resolution outlining a comprehensive plan to increase both the awareness and the amount of gender neutral spaces on campus. He noted that the SSC Student Activities Board intends to create a new allocations model which would change the way All-University Clubs are funded.

Mr. Hengerer advised the Senate that the SSC Executive Committee held a virtual summit with the student leadership of Abu Dhabi and Shanghai in which it discussed the SSC's Global Site Ambassador Program and Abu Dhabi and Shanghai's representation. Finally, he reported that SSC's Organization and Governance Committee developed a process for evaluating the SSC's internal structure and is working on a new model for Student Governance at NYU.

REPORT OF THE PRESIDENT

President Sexton referred the Senate to the President's written report that was distributed prior to the meeting, and asked for additional time at the end of the meeting.

OTHER BUSINESS

Interim Report of the Senate Sexual Misconduct Review Committee

Professor Gabi Starr provided an interim report of the Ad Hoc Senate Sexual Misconduct Review Committee. She explained that the Committee had been charged with the review of University policies regarding sexual assault and misconduct in order to make sure, among other things, that the processes set forth in the policies were fair. Professor Starr said that the Committee had met five times since December 2014 and focused, among other things, on getting a sense of what was happening on NYU's campus and other campuses nationwide and reviewing the University's Sexual Misconduct, Relationship Violence, and Stalking Policy (the "Policy"). She noted that one difficult conversation the Committee had related to sanctions for violations of the Policy, which was discussed over the course of three meetings. After much discussion, including about the purpose of the disciplinary process and the standard of proof applicable to the process, the Committee determined that it was better to provide a certain amount of discretion to those levying sanctions rather than to compel uniform sanctions. Professor Starr reported that this year, the Committee will focus on training and education intended to help prevent sexual misconduct. President Sexton reminded members of the Senate to provide any input they may have to Professor Starr.

An Academic Snapshot

Provost Dave McLaughlin provided the Senate with an academic snapshot of the University, focusing on faculty. His presentation complemented an earlier report to the Senate that focused on student admissions. Dr. McLaughlin noted that while NYU had a strong faculty fifteen years ago, it has an even stronger faculty in each school today. He said that NYU was able to accomplish this first because its already strong faculty attracted strong colleagues. Dr. McLaughlin reported that other factors that helped NYU build a strong faculty included NYU's location in New York City, the resources that NYU was able to invest in the effort, the creation of new schools and centers, and the creation of the Global Network University.

Dr. McLaughlin reviewed the timeline of new schools and academic units that helped the University make great strides in strengthening its faculty. As an example, he noted that moving Nursing into the College of Dentistry allowed it to improve dramatically; it now ranks

in the top five nursing schools and is now an independent college. Dr. McLaughlin also spoke about the new schools and institutes that have contributed to the success of the University including: (1) the Institute for the Study of the Ancient World, which is a small, high quality institute in the humanities that studies the ancient world across time and geography and has brought 13 new faculty to the University; (2) the return of engineering to the University accomplished through an affiliation with Polytechnic in 2008 and culminating in it becoming a school of NYU in 2014; the school became the Tandon School of Engineering in the fall of 2015 as a result of a transformative \$100 million gift from Chandrika and Ranjan Tandon; (3) the creation of the Global Institute of Public Health in 2012 which brought together public health activities at the University and led to the establishment of the College of Global Public Health in 2015; (4) the creation of the Faculty of Health in 2015 to bring together the College of Dentistry, College of Nursing, and College of Global Public Health; and (5) the unprecedented opportunity to create two portal campuses, NYU Abu Dhabi and NYU Shanghai, each of which is founded in the liberal arts and sciences, attracts exceptionally qualified students, conducts research, added faculty, and provided teaching and research opportunities to faculty in New York. In addition, the growth of the University's global network to include sites in many cities around the world has expanded opportunities for the University's faculty and students.

Dr. McLaughlin noted that the Partners Plan, funded by the University's trustees to develop faculty in the arts and sciences across the University, enabled the University to expand the faculty by 100 over a seven-year period. He also noted that the significant growth of a large umbrella of full-time continuing contract faculty in a wide range of disciplines including liberal studies, the arts, music education, and health sciences clinical training has added to the expansion of the faculty over the last decade. Dr. McLaughlin emphasized that the expanding faculty is of the highest quality, evidenced by, among other things, the number of faculty awards received, academic and school rankings (including many in the top ten), department and program rankings (including many in the top five), and the increase in research expenditures.

Dr. McLaughlin noted the development of academic synergy and connectivity University-wide, with much work being done across schools. He noted that such University-wide collaboration is important to the future of NYU and can be enhanced in many ways, including through the creation of multi-discipline, cross-school centers. Dr. McLaughlin highlighted three such centers, the Center for Urban Science (CUSP), the Center for Data Science, and MAGNET (Media and Games Network).

Dr. McLaughlin concluded by emphasizing the importance of continuing to build the University's academic strengths, even in the face of limited resources. Among challenges the University faces are increasing financial aid, enhancing diversity, facilitating faculty engagement in University-wide decision-making, establishing the "right" size for graduate enrollment, advancing teaching and learning through the use of technology, and strengthening cross-school programs.

Given the limited time available for the presentation, Dr. McLaughlin will distribute an expanded version to the Senate in the coming weeks.

President Sexton thanked Dr. McLaughlin for the presentation and expressed gratitude to

him and Executive Vice President for Health Bob Berne for nurturing the academic conscience of the University.

LaGuardia Co-op and Studio

Chief Digital Officer and Associate Vice President David Ackerman provided an overview of the new LaGuardia Co-op, a space that is meant to foster student collaboration around the use of technology through a variety of specialized resources. Mr. Ackerman said that there were many to thank but wanted to especially recognize SSC Chair Michael Hengerer for helping to bring students' voices to bear on the establishment of the Co-op.

Mr. Ackerman described the resources of the Co-op. He said that it contained the next generation of computer labs which were designed with students and included spaces where the University could host workshops and events and tutoring sessions and provided access to software. Mr. Ackerman invited everyone to the grand-opening of the LaGuardia Co-op scheduled for November 17th at 4 p.m.

Mr. Ackerman explained that the Co-op contained workstations with furniture designed to be flexible and movable. The Co-op also has group study rooms, a computer classroom with 24 computers, and video-recording booths where students can create their own videos. He noted that the Co-op also has a Collaboration Space to provide students with new outlets for connection with technology and each other, as well as on-site support specialists.

Mr. Ackerman noted that NYU has the number one 3D printing program in the United States, with examples of works on display. He said that they were now collaborating with the Tandon School to open a space in Brooklyn.

Mr. Ackerman took questions from Senators, providing information about how students could request software and how department could obtain access to resources of the Co-op.

Purchasing Spring Memberships for the NYU Fitness Network

President Sexton introduced Chris Bledsoe, Director of Athletics, Intramurals & Recreation, noting that Mr. Bledsoe was one of the country's leading athletic directors who strikes a good balance between athletics and academics. Mr. Bledsoe announced that the University would begin selling fitness memberships for the Palladium, 404 Lafayette Street, and the Brooklyn Athletic Facility on Monday, November 16th for the period February 9, 2016 to August 31, 2016. He said that people who purchase memberships will not be charged for the period November 16, 2015 through February 8, 2016. Mr. Bledsoe confirmed that Coles will be closing on January 22, 2016 and that 404 will open on January 25, 2016.

Closing Remarks

President Sexton closed the Senate meeting with a discussion about diversity and inclusiveness. He said that he found it deeply troubling that our country was still struggling with racism after all this time and that it was not clear that our leaders get it. In recent

weeks, President Sexton said, this continuing struggle has manifested itself on college campuses. President Sexton noted that NYU's history evidenced a deep commitment to inclusiveness; NYU was founded on the notion that education should not just be for elites. He emphasized, though, that we should not think that we are anywhere near where we should be. The University needed to continue to work, he said, to ensure respect for all voices, including those we may not be accustomed to hearing.

President Sexton related that there have been conversations about inclusiveness and diversity within the Councils and that the Deans will be canvassing the University community to determine how we can ensure that NYU is as good as it can be. President Sexton said that he was confident that the University community was capable of it. He noted that the academic leadership would be issuing a statement on this pressing issue within the next day.

President Sexton announced that conversations about diversity and inclusiveness would continue to be conducted around the University and asked each Council to do the same. He emphasized, though, that these conversations be focused not on symbols, but on real action. In essence, he said, this dialogue is about, and action should be focused on, respect, inclusiveness, and social justice.

There was discussion by the members of the Senate. One Senator noted that the University needed policies and funding to transform the University. Another Senator noted that in addition to being known as a "global university," NYU should strive to be identified for its diversity and that there should be conversations around that.

There being no further business, the meeting was adjourned at 10:17 a.m.

Respectfully submitted,
Pietrina Scaraglino
Associate Secretary