



**Minutes of a Stated Meeting of the
Senate of New York University
March 31, 2016**

A stated meeting of the Senate of New York University was held on Thursday, March 31, 2016, 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 Hamilton in the chair.

Tenured/Tenure Track Faculty Senators Council (“T-FSC”) Members Present: Allen Mincer (Chair), Everett Allgood, Sinan Antoon, Sylvain Cappell, Arlene Davila, Robert Hoffman, James Jacobs, Warren Jelinek, Steven Lehrer (by telephone for Andrea Jones-Rooy), Angela Kamer, Mitchell Kane, Jill Lane (for Todd Disotell), Robert Lapiner, Wen Ling, Julie Livingston, Ann Morning, Sonia Ospina, Maurizio Porfiri, Arvind Rajagopal, Adam Ramey (by telephone), Carol Reiss (for Kwame Anthony Appiah), Nadrian Seeman (for Jim Uleman), Victoria Stanhope, Sharon Weinberg, and David Zagzag.

Full-Time Continuing Contract Faculty Senators Council (“C-FSC”) Members Present: Fred Carl (Chair), Amy Becker, Jennifer Berg (for Randy Mowry), John Burt (by telephone), John Gurrin, Mary Killilea, Diane Mirabito (for Peggy Morton), Brian Mooney, Ronald Rainey, Vincent Renzi, Ezra Sacks, Iskender Sahin (for Joseph Borowiec), Larry Slater, Susan Stehlik, Ben Stewart, and Patrick Ying.

Student Senators Council (“SSC”) Members Present: Michael Hengerer (Chair), Na'eem Crawford-Muhammad (for Tamara Cesaretti), Rossella Dacomo, Joseph Ehrenkranz, Victoria Ettore, Amanda Ezechi, Parrece Forest, Elizabeth Idefonso, Josy Jablons, Fahad Jamal, Bianca Kapoor, Stephen Kho, Nishant Kumar, Chukwuemeka Mba-Kalu, Steven Ramdilal, Amanda Regalado, Peter Shivery, Ryan Thomas, and Alonso Villagomez (for Yarden Elias).

Deans Council Members Present: Thomas Carew (Chair), Kurt Becker (for Katepalli Sreenivasan), Charles Bertolami, Dominic Brewer, Allyson Green, Anna Harvey, Cheryl Heaton, Randy Hertz (for Trevor Morrison), Fiona Jaramillo (for Dennis Di Lorenzo), Beth Murray (for Peter Blair Henry), Celeste Orangers (for Susanne Wofford), Gabrielle Starr, Eileen Sullivan-Marx, Lynn Videka, and Diann Witt (for Geeta Menon).

Administrative Management Council (“AMC”) Members Present: David Vintinner (Chair), John DeSantis, Regina Drew, Justine Kelly-Fierro, Justin Lerner, and Raymond Lutzky.

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

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

Presenters Present Not Members of the Senate: Ellen Schall.

President Andrew Hamilton opened the meeting by welcoming members of the Senate.

Review and Approval of the Minutes of the February 18, 2016 Meeting

Upon motion duly made and seconded, the Minutes of the February 18, 2016 meeting were approved unanimously as presented.

COMMITTEE REPORTS

Executive Committee

Dean Tom Carew reported that at its meeting on March 11th, the Executive Committee approved additional revisions to the Senate's standing committee assignments.

Academic Affairs Committee

Chair of the Academic Affairs Committee Ben Stewart said that the Committee would meet after today's Senate meeting to discuss whether to advise that NYU continue to offer the Founders' Day Award in the future and, if so, what form it should take. Currently, graduating undergraduates with a 3.5 grade point average or higher receive the Award.

Financial Affairs Committee

Martin Dorph, Executive Vice President of Finance and Information Technology, reported that the SSC presented their budget recommendations at the Committee's meeting earlier in the week. He noted that the Committee also discussed President Hamilton's recent announcement of setting a minimum wage of \$15/hour for Work Study recipients and other student workers, to be fully implemented over the next three years. Mr. Dorph said that the Committee will consider the Faculty budget recommendations at its next meeting.

Committee on Organization and Governance (SCOG)

Michael Hengerer, Chair of SCOG, said that the Committee's last few meetings have focused on incorporating the Faculty of Health, College of Nursing, and College of Global Public Health in the Senate. He reported that SCOG has determined that it is preferable to maintain the current proportionate representation of the University Councils on the Senate and thus will be recommending the addition of 2 seats each for the T-FSC, C-FSC, and SSC; 1 seat for the AMC; and 3 seats for the Deans Council to accommodate the 3 new Deans. Mr. Hengerer indicated that the Committee would present a formal resolution for consideration at the April Senate meeting. He also noted that the Committee has agreed to revisit the Senate representative system to ensure that the purpose of the Senate is clear and is being met in the most efficient way possible.

Public Affairs Committee (PAC)

Public Affairs Committee Chair Arthur Tannenbaum said that the Committee is working on its annual report on campus security, which will be presented at the April Senate meeting.

COUNCIL REPORTS

Administrative Management Council (AMC)

AMC Chair David Vintinner reported that Tony Jiga, Vice President for Budget and Planning, remotely joined the Council's March 1st meeting and shared the University capital and operating budget, particularly highlighting areas relevant to current affordability discussions. Mr. Vintinner noted that NYU has a more generous threshold for Pell eligibility than many peer institutions in that NYU students with family income less than \$50,000 are eligible, whereas most other schools limit Pell awards to those with incomes less than \$30,000.

Mr. Vintinner said that the AMC collected nominations for its officer positions, and elections will be held at their General Meeting next Tuesday morning.

Deans Council

Chair Tom Carew reported that at its March meeting the Deans Council met with a representative of the firm conducting the search for a new Chief Information Officer (CIO) at NYU with the goal of refining the position description to reflect the themes advanced by the Deans and other key NYU stakeholders. He said that Beverly Hyman, President of the NYU Alumni Association, and Brian Perillo, Associate Vice President for Alumni Relations, also visited the Council's meeting to discuss opportunities to further engage NYU alumni. Lastly, Dean Carew reported that the Interim Dean of the Graduate School of Arts and Science, Anna Harvey, led the Council in a discussion to consider the formation of a cross-school committee of program administrators to coordinate the oversight of Fulbright applications at the graduate level.

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

Chair Allen Mincer reported that the T-FSC approved the motion of its Governance Committee in support of changes to the Faculty Handbook, which included new sections on "The Global Network" and "Faculty Appointments in More Than One Unit." He said that the Council also approved the responses of its Personnel Policies and Tenure Modifications Committee to the Wagner School draft policy on Promotion and Tenure Standards and Procedures and Appointment and Promotion Standards and Procedures for Full-Time Continuing Contract Faculty.

The Council was happy to welcome President Hamilton at its meeting on February 25th where he discussed the issues he feels are a priority at NYU, and also responded to questions and concerns raised by the Senators. Dr. Mincer reported that at its meeting on March 24th, Awam Amkpa was re-elected as Vice Chair and Arvind Rajagopal was re-elected as Secretary for the next academic year. Dr. Mincer was also re-elected as Chair at an earlier meeting.

Dr. Mincer concluded his report by noting that the Council started discussing the question of Senators At-Large and plans to come to a decision at its next meeting.

Full-Time Continuing Contract Faculty Senators Council (C-FSC)

C-FSC Chair Fred Carl reported on the Council's most recent meeting on March 10th. The C-FSC's Governance Committee plans to distribute a questionnaire to continuing contract faculty to try to gain an understanding of their ability to be involved in the governance mechanisms of their schools, as well as insight into how included and welcomed they feel in their schools. Professor Carl noted that they also hope that the questionnaire will uncover the variety of roles and responsibilities of continuing contract faculty. Professor Carl reported that a separate survey developed by the Council's Finance Committee helped inform the C-FSC's recommendations to the Senate Finance Committee.

Professor Carl expressed his thanks to President Hamilton for joining the last C-FSC meeting for a lively session on a variety of topics. He said that the Council's Diversity, Inclusion and Equity Committee has begun meeting, and a C-FSC Retreat has been scheduled for May 25th. Professor Carl concluded his report by noting that the Council's end-of-the-year celebration will take place on April 28th, and their last meeting will be held on May 12th.

Student Senators Council (SSC)

SSC Chair Michael Hengerer reported that the SSC met four times since the last meeting of the Senate. He said that the Black and Brown Coalition gave a presentation to the SSC on their list of demands. The Council also heard from the architects of the 181 Mercer Street project and discussed the impact of the new building on the University campus.

Mr. Hengerer reported that the SSC presented its finalized budget recommendations for FY17 to the Senate Financial Affairs Committee on March 29th. He added that this year SSC included recommendations that addressed the growing interest and engagement in community at NYU, including showing support for a senior-level position focused on diversity, as well as addressing the difficulties international students may face in balancing their home country's economic state with the cost of attending NYU, among others. Mr. Hengerer offered to provide a copy of the recommendations to anyone who is interested.

The SSC hosted its fifth annual Violet 100 Spirit week at the end of February and Mr. Hengerer said it was a great success, underscoring the importance of attention to student life and community at NYU. In closing, Mr. Hengerer stated that the SSC will administer elections for all school representatives during the week of April 11th. Applications for Student Senators At-Large are open until April 13th with elections taking place on April 21st. The new Executive Committee will be elected on April 28th.

REPORT OF THE PRESIDENT

President Hamilton began his report by noting that he continues to meet with various groups across the University. He said that earlier in the week he presided over the induction ceremony of the newest Silver Professors, a prestigious award for outstanding faculty in Arts and Science. Dr. Hamilton stressed the importance of declaring and celebrating academic excellence at NYU. He also noted that he held his first Town Hall Meeting with students three weeks ago and would host another one that afternoon. In

addition, Dr. Hamilton had the opportunity to present his own scientific research at NYU Abu Dhabi and at NYU Tandon School of Engineering, offering another way to connect to the University community.

Dr. Hamilton stated that there are three issues that he feels are of critical importance and that need to be raised in priority at NYU: (1) diversity and inclusion; (2) affordability; and (3) the academic vision of NYU in Brooklyn.

Dr. Hamilton thanked the members of the Diversity and Inclusion Advisory Task Force for their hard work and focus on this important task. He said he has learned a lot from his conversations around the University and decided to send a letter to the Task Force with some thoughts around initial actions that he feels could be advanced in the short term. He emphasized that his goal in doing so was not to preempt the Task Force's forthcoming recommendations, but rather to signal the University's commitment to working closely with the Task Force to accelerate progress in this area.

Dr. Hamilton provided highlights of his letter to the Task Force. First, he said that he noted in his letter his belief that the University needs a senior-level professional who will have overall responsibility and accountability for leading efforts related to diversity, equity, and inclusion affecting all segments of the University. He indicated that his initial view is to suggest that the position report directly to the President, but noted that he welcomes further discussion with the Task Force around the structure and responsibilities of the position.

Secondly, Dr. Hamilton said he conveyed his feeling that NYU should institute robust mechanisms for assessing how race, diversity, and equity are experienced and felt at the University.

Next, Dr. Hamilton said he addressed the issue of additional resources for existing programs to build on current efforts and progress. He highlighted the efforts of Cybele Raver, Vice Provost for Research and Faculty Affairs, to develop the pipeline for scholars from underrepresented groups, as well as those of Ulrich Baer, Vice Provost for Faculty, Arts, Humanities and Diversity, to support recruiting, retraining, and promoting NYU faculty from underrepresented groups. Dr. Hamilton stated that NYU has already increased staffing and funding for the Center for Multicultural Education and Programs (CMEP), led by Monroe France, Assistant Vice President for Student Diversity, and they are currently interviewing candidates for an Associate Director position and will launch a search for a Director in April.

Finally, Dr. Hamilton expressed the importance of the University having a clear statement of its ongoing commitment to diversity and inclusion and indicated his intention to post his letter to the Task Force on NYU's website. Dr. Hamilton emphasized that these steps are just the beginning and expressed his hope to work collaboratively.

Dr. Hamilton then opened the discussion to the floor for questions and comments. Several Senators thanked Dr. Hamilton for his initiative and strong leadership on this topic and noted the importance of including all members of the community in the conversation. Eileen Sullivan-Marx, Dean of the College of Nursing, noted that the College of Nursing has also initiated its own statement on diversity and inclusion that it plans to post on its website. Dr.

Hamilton encouraged this and said he hopes that the schools coordinate with the Task Force so that they are aware of these statements. Lynn Videka, Dean of the Silver School of Social Work and Co-Chair of the Diversity and Inclusion Advisory Task Force, stated that the Task Force will be holding Town Hall meetings around campus in various locations, with a number taking place before the end of the Spring semester. Dean Carew commented that he attended a meeting with other Deans from around the country the previous week and many had watched NYU's "listening session" on diversity and inclusion, meaning that NYU students are also informing the country on this topic.

Dr. Hamilton concluded the discussion on diversity and inclusion and invited Ellen Schall, Senior Presidential Fellow, to provide an update on the work of the Affordability Steering Committee, which was formed to consider long-range solutions for making NYU more affordable.

Professor Schall said that the Committee's first task, which will continue through the remainder of the Spring semester, is to engage the entire University community and generate ideas. The Committee will then begin to review, analyze, and refine the ideas during the Summer with an aim to announce early recommendations for creating efficiencies and cutting costs in the Fall.

Professor Schall then displayed the website created for the Committee where members of the University community can submit ideas, as well as vote and comment on ideas put forward by others. As of 1 p.m. on March 30th, 2,194 members of the NYU community had visited the site, generating 7,417 votes for 122 ideas and inspiring 193 comments. Professor Schall shared that five open sessions have also been scheduled for members of the community to gather in person to generate ideas. She noted that she was also invited to lead a discussion on affordability at an Administrative Management Council meeting on May 5th.

Professor Schall indicated that the website has eight categories for visitors to explore, including the following: other than tuition costs (housing, food, transportation, books, and supplies); administrative efficiencies; policy changes (NYU, local, state, federal, global); educational efficiencies; revenue and fundraising strategies; Masters and Graduate Professional programs; time to degree; and employment. If visitors have ideas that do not fit one of those categories, they have the option of selecting "other."

Professor Schall shared some of the ideas that have been submitted through the website, including offering discounted or free MetroCards to students; working with faculty, the bookstore, and the library to decrease the cost of textbooks; looking at administrative efficiencies such as standardizing purchasing; and employing shared office spaces or hoteling, among others. She then opened the discussion to the floor for questions and comments. Members of the Senate offered additional suggestions for making NYU more affordable for students, including amending the NYU policy around medical leave to apply tuition credit for when students return; providing free laundry for students in residence halls; and automatically placing course textbooks on reserve in the library to more easily allow book-sharing. There was also discussion about concerns related to international students, including issues of currency fluctuation, and decreasing costs for students versus shifting costs to other parts of the University. It was noted that both areas are important and that

shifting costs could impact a student's overall wellbeing. Finally, it was noted that any cost-cutting initiatives should not lessen the quality of education at NYU.

Professor Schall thanked the members of the Senate for their excellent feedback and urged the group to visit the website to see other ideas that have been generated.

There being no further business, the meeting was adjourned at 10:40 a.m.

Respectfully submitted,
Jessica Graham
Director, Office of the Secretary