



**Minutes of a Stated Meeting of the
Senate of New York University
October 6, 2016**

A stated meeting of the Senate of New York University was held on Thursday, October 6, 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), Mark Alter (for Sharon Weinberg), Awam Amkpa, Sylvain Cappell, Arlene Davila, Stephen Duncombe, Nick Economides, Stephen Figlewski, Robert Hoffman, James Jacobs, Dale Jamieson, Neville Kallenbach (for Julie Livingston), Angela Kamer, Robert Lapiner, Wen Ling, Béatrice Longuenesse, Darcey Merritt, Maurizio Porfiri, Adam Ramey (by telephone), Carol Reiss (for Kwame Anthony Appiah), Tamar Schlick (for Daniel Tranchina), Nadrian Seeman (for Jim Uleman), Robert Shapley, Paul Smoke, Arun Sundararajan, Amanda Watson, and Bradley Weslake.

Full-Time Continuing Contract Faculty Senators Council (“C-FSC”) Members Present: Fred Carl (Chair), Joseph Borowiec, John Burt (by telephone), John Gershman (for David Elcott), John Halpin, Neal Herman, Sam Howard-Spink, Mary Killilea, Jung Kim, Brian Mooney, Peggy Morton, Joshua Paiz, Larry Slater, Susan Stehlik, Ben Stewart, Huzefa Talib (for Leila Jahangiri), Heidi White, and Ethan Youngerman.

Student Senators Council (“SSC”) Members Present: Ryan Thomas (Chair), Michael Avgerinos, Apratim Bajpai, Husniye Cogur, Naeem Crawford-Muhammad, Caterina Dacey-Ariani, Riyanna Dasgupta, Joseph Ehrenkranz, Amanda Ezechi, Beamlek Hailemariam, Reed Hodkin (by telephone), Afraz Khan, Stephen Kho, Tatiana Lascu, Emeka Mba-Kalu, Joey Onwughalu, Matt Osbor, Angel Parker, Andres Rabellino (by telephone), Steven Ramdilal (for Rose Liu), Tara Ready, Amanda Regalado, Luis Sanchez (for Pradeep Mulani), Peter Shivery, and Louis Slade.

Deans Council Members Present: Thomas Carew (Chair), Chris Barker (for Gabrielle Starr), Charles Bertolami, Dominic Brewer, Rajeev Dehejia (for Sherry Glied), Cheryl Heaton, Randy Hertz (for Trevor Morrison), Louis Scheeder (for Allyson Green), Eileen Sullivan-Marx, Diann Witt (for Rohit Deo), and Susanne Wofford.

Administrative Management Council (“AMC”) Members Present: Katrina Denney (for Chair, Raymond Lutzky), John DeSantis, Regina Drew, Pamela Kavalam, and Juan Tie.

University Administration Members Present: Ulrich Baer (for Katherine Fleming), Robert Berne, Martin Dorph, Andrew Hamilton, and Terrance Nolan.

President Andrew Hamilton welcomed members of the Senate to the first meeting of the academic year.

In Memoriam

As is customary at the first meeting of the academic year, General Counsel and Secretary of the Senate, Terrance Nolan, read the names of members of the University community who died during academic year 2015-16. The list of names is attached to these minutes as Exhibit A.

Review and Approval of the Minutes of the April 28, 2016 Meeting

Upon motion duly made and seconded, the Minutes of the April 28, 2016 meeting were approved unanimously as presented.

EXECUTIVE COMMITTEE REPORT

Professor Fred Carl reported that at its meeting on September 15th, the Executive Committee elected the 2016-2017 Senate Officers, appointed members of the Senate to serve on the Senate Standing Committees, and confirmed the issues charged to the Senate Standing Committees for this year. The items approved were included in the materials distributed to the Senate in advance of the meeting and are attached to these minutes as Exhibits B, C, and D, respectively.

COUNCIL REPORTS

Administrative Management Council (AMC)

AMC Secretary Katrina Denney reported on behalf of AMC Chair Raymond Lutzky. The AMC held a welcome breakfast on September 21st and its first General Meeting of the year on September 27th. The Council discussed the upcoming Open Enrollment period and approved changes to its bylaws to correspond with recent changes to the University Bylaws that increased the size of the Senate and apportioned an additional Senator to the AMC.

Ms. Denney stated that the AMC Professional Development Committee's mentor program has expanded to include code 106 staff, Deans Level administrators, and administrators from the Abu Dhabi campus, and received support from Human Resources in the form of meal vouchers. She said that the AMC Community Service Committee will support the East Village Children's Halloween Parade on October 31st and noted that information regarding the Thanksgiving Food Drive will be announced soon. The AMC Benefits Committee hosted its first "Benefit Spotlight" event on October 5th which focused on the High Deductible Health Plan.

Deans Council

Deans Council Chair Tom Carew reported that the Deans Council held a retreat on

September 14th to discuss a wide range of issues of relevance to the University's schools. The topics included graduate education, the process of tenure across the University's schools, and challenges and successes in faculty recruitment the past year. Dean Carew said that those topics, as well as other issues that surfaced in their discussions, will provide the framework for future consideration at Deans Council meetings this academic year.

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

T-FSC Chair Allen Mincer said that the incoming and outgoing T-FSC committee chairs met on September 9th to discuss and establish priorities for the new academic year. The T-FSC's first meeting of the academic year was held on September 15th, at which time the T-FSC Inclusion, Equity and Diversity Committee reported on work done last year and plans for the upcoming year, and Larry Maslon, Chair of the Superblock Stewardship Advisory Committee, discussed construction at 181 Mercer and stewardship of the superblocks more generally. Professor Mincer noted that the T-FSC also passed the following resolution at its meeting: The Tenured/Tenure Track Faculty Senators Council of New York University deplores the lockout by the LIU administration and supports the faculty of the Brooklyn campus of Long Island University and its continued negotiations.

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

C-FSC Chair Fred Carl reported that the Council welcomed nine new Senators and seven new Alternate Senators at its meeting on September 13th. The Council is proceeding on action items identified and agreed to at its Spring Retreat, with the most immediate being the creation of a new Standing Committee for Communications. The C-FSC will next meet on October 20th and by then all committee chairs will have been chosen. Professor Carl stated that the C-FSC looks forward to continuing what has been a very productive and gratifying collegial relationship with the T-FSC, which has included engaging conversations between the T-FSC Executive Committee and the C-FSC Steering Committee and coordination between the Councils' committees.

Student Senators Council (SSC)

SSC Chair Ryan Thomas said that SSC representatives have met four times this year, including orientation. The Council's priorities for the year include contributing to University efforts around affordability; implementing recommendations from its own Diversity, Equity, and Inclusion Task Force; partnering with student-led organizations and University offices to share wellness resources and enhance access to physical and mental health services; and working with all components of student government to better disseminate and collect information and feedback from students. Some of the areas SSC committees are working on include supporting Syrian students, a budget recommendation around free menstrual hygiene products for the NYU community, better integrating its governance structure, and reviewing the SSC Bylaws. Mr. Thomas added that the Events Committee is already beginning to plan for Violet 100, the official Spirit Week of NYU.

AFFORDABILITY STEERING COMMITTEE REPORT

President Hamilton invited Ellen Schall, Senior Presidential Fellow and Chair of the Affordability Steering Committee, to provide an interim report on the progress of the Affordability Steering Committee and the Affordability Working Group. Professor Schall said that the Committee and Working Group have been working diligently to engage the whole University community and to explore a wide range of ideas and strategies for making NYU more affordable for more students. She reminded the Senate of the steps that were taken last semester: President Hamilton announced NYU's lowest tuition increase in 20 years, along with freezing housing and meal plan costs for AY 2016-17 and increasing lower-cost housing options by nearly 50 percent; the Affordability Steering Committee and Working Group were established in March 2016; the 'Affordability at NYU' site was launched to gather ideas from the NYU Community online; and President Hamilton committed to raising the minimum wage for students to \$15 per hour by AY 2018-19. Professor Schall said that in-person open sessions have been valuable for generating ideas but that online engagement has been particularly productive, with 1,203 ideas submitted, 602 comments made, 21,483 votes cast, and 4,694 users visiting the site.

Professor Schall gave an update on progress in affordability at NYU in six categories: 1) lower direct costs; 2) new resources; 3) savings; 4) access; 5) financial education; and 6) local benefits. A summary was distributed to the Senate and is attached to these minutes as Exhibit E.

Lower Direct Costs: Professor Schall stated that the cost of textbooks has been a pain point for many students, and that NYU's goal is to reduce the cost of textbooks for students by 50 percent over the next two years. NYU has explored mechanisms to address this such as the use of digital materials and the use of an online tool called Verba that searches for the most competitive pricing.

In an effort to reduce room and board costs at NYU, Professor Schall said that NYU is gathering input from student groups to restructure meal plans for first-year students. The goal is to announce the new meal plan options in early 2017, with roll-out in the fall. Professor Schall noted that NYU also provides six free meals per semester for students in need of immediate nutritional support. Resources have also been developed by student groups, including a mobile app that enables students to donate extra meal swipes to other students who are in need and a group that teaches students how to cook nutritious meals on a limited budget.

NYU plans to launch a pilot housing program through University Settlement House in fall 2017 that would pair graduate and perhaps upper-level undergraduates with residents of a nearby housing complex where there are older residents who have spare bedrooms. In regard to transportation, Professor Schall said that NYU has added 50 weekday shuttle trips between Brooklyn and Manhattan and an additional shuttle stop on the route going from Washington Square to NYU Langone Medical Center.

New Resources: NYU raised \$147.6 million for financial aid in FY 2016 as part of the

Momentum Campaign to raise \$1 billion for scholarships. NYU also tripled the “Yellow Ribbon” grants for U.S. military veterans from \$3,500 per year to \$10,000 per year.

Starting December 1st, Professor Schall said there will be more opportunities for students to work on campus as the University reduces its reliance on temporary staffing agencies to fill short-term positions. Additionally, the digital platform, WayUp, will be used as an online bulletin board for members of the NYU community to directly hire students for off-campus jobs, such as babysitting, tech assistance, or handy-person work.

Savings: NYU has identified areas where administrative efficiencies could result in annual savings of \$10 million, and is now working on identifying the next \$10 million of savings. The savings already identified are in the areas of energy conservation, information technology, and procurement, among others.

Access: Professor Schall announced a new program that will make it easier for students to transfer credits earned at a community college. She said that NYU is also partnering with the online platform, Raise.Me, to award “micro-scholarships” of up to \$10,000 in select high schools for students with outstanding community and academic achievements who get accepted and enroll in NYU.

Financial Education: In an effort to help students make good financial choices, Professor Schall said that NYU has partnered with iGrad to provide financial education to students, alumni, and parents. The topics covered will range from questions about financial aid and student loans to advice about creating a monthly budget.

Local Benefits: Professor Schall said that they are also working to make sure students are aware of all the benefits that are already available to them, such as discounts on NJ Transit and discounts available through IDNYC, New York City’s free government-issued ID card. She said that NYU has also signaled its strong endorsement of Senator Chuck Schumer’s proposal to discount MTA fares by 25 percent for college students.

The affordability work will continue this year in these areas and others, such as accelerated pathways to graduation. While most of NYU students graduate in four years, Professor Schall noted that 17 to 19 percent of NYU students graduate in 3 or 3.5 years. She said that they are now in conversation with each undergraduate school about accelerated pathways and determining when this is feasible for students. Professor Schall thanked the members of the Affordability Steering Committee and the Affordability Working Group for their hard work and ongoing efforts.

REPORT OF THE PRESIDENT

President Hamilton said that he was happy to see many of the faces in the room at his inauguration on September 25th, as well as participating in the numerous events, both academic and social, held the week before the inauguration to celebrate the successes, strengths, and contributions of NYU. He gave a brief summary of his inauguration address, which touched on areas of academic excellence; innovation; affordability; equity, diversity,

and inclusion; the global network; and sustainability.

President Hamilton said that although NYU has built academic strength in many areas, the University has considerable opportunities for improvement in areas of science and engineering. There are also opportunities for innovation, he said, noting that the Brooklyn campus is bringing different parts of NYU's strengths together to create something even greater. He said his speech also touched on the progress made around affordability, as well as the critically important work of the Senate's Equity, Diversity, and Inclusion Advisory Task Force, which the Senate has been and will continue to be deeply involved. President Hamilton also addressed in his remarks what he sees as the next set of challenges for NYU's global network. The priority is not further expansion, he said, but rather consolidation so that what NYU has achieved is academically and financially sustainable. He added that he looks forward to discussions with colleagues in the coming months about the next phase of evolution of NYU's 13 sites. Finally, President Hamilton said his inauguration remarks addressed NYU's commitment to sustainability and making sure we continue to reduce our carbon emissions. He stated that now is the time for NYU to do even more to become one of the greenest urban campuses in the nation.

President Hamilton said that he looks forward to working with the members of the Senate to both refine and add to these priorities and to ensure that NYU continues on the remarkable trajectory that it has been on for the last several decades. Finally, President Hamilton highlighted a few items from the written President's report that was distributed to the Senate in advance of the meeting. He said that of the 23 MacArthur Fellow "genius grants" awarded this year, two went to NYU faculty members and a third went to an NYU alumnus.

There being no further business, the meeting was adjourned at 10:00 a.m.

Respectfully submitted,
Jessica Graham
Director, Office of the Secretary

NEW YORK UNIVERSITY IN MEMORIAM 2015-2016

NAME	TITLE	AFFILIATION	DATE OF DEATH
Adamo, H. Lee	Adjunct Clinical Associate Professor, Department of Endodontics	College of Dentistry	7/23/2016
Alpert, Murray	Research Professor of Psychiatry	School of Medicine	7/10/2016
Backus, David	Heinz Riehl Professor of Finance and Economics	Leonard N. Stern School of Business	6/12/2016
Barak, Jack P.	Adjunct Clinical Associate Professor, Department of Oral and Maxillofacial Surgery	College of Dentistry	9/1/2015
Baumann, F. Gregory	Research Professor of Cariothoracic Surgery	School of Medicine	5/26/2016
Begun, Martin S.	Former Senior Associate Dean and Vice President for External Affairs	School of Medicine	5/21/2016
Bertcher, Robert W.	Former Teaching Assistant in Clinical Medicine	School of Medicine	6/5/2016
Birnbaum, Bernard A. MD	Professor of Radiology; Vice Dean and Chief of Hospital Operations	School of Medicine	9/14/2015
Blenman, Claude	Director, Faculty Affairs	Steinhardt School of Culture, Education, and Human Development	1/13/2016
Bobst, Mamdouha	Life Trustee	NYU Board of Trustees and NYU Langone Medical Center Board of Trustees	9/10/2015
Bodenrader, Andrew	Student	Graduate School of Arts and Science	5/18/2016
Bosniak, Morton	Professor Emeritus of Radiology	School of Medicine	9/7/2016
Bowles, David	Former Senior Animal Care Technician	NYU Abu Dhabi	7/4/2016

NEW YORK UNIVERSITY IN MEMORIAM 2015-2016

Brademas, John	President Emeritus and Professor Emeritus of Politics	NYU President's Office and Faculty of Arts and Science	7/11/2016
Brienza, Raymond J.	Former Associate Dean for Admissions and Financial Aid and Adjunct Professor of Medical School Administration	School of Medicine	11/6/2015
Brown, Roscoe C., Jr.	Former Professor of Education (Physical Education & Sport) and Former Director of the Institute of Afro-American Affairs	Steinhardt School of Culture, Education, and Human Development	7/2/2016
Bruner, Jerome S.	Former Sr. Research Scholar and University Professor Emeritus	School of Law	6/5/2016
Bruno, Michael S.	Clinical Professor of Medicine; Former Associate Dean for Lenox Hill Hospital	School of Medicine	11/16/2015
Byrne, Clare	Former Executive Assistant	NYU Abu Dhabi Provost's Office	1/29/2016
Capozzola, John M.	Professor Emeritus of Public Administration	Robert F. Wagner Graduate School of Public Service	1/29/2016
Cohen, Youssef	Associate Professor of Politics	College of Arts and Science	3/31/2016
Cosby, Kelly	Student	School of Law	11/18/2015
Crown, James T.	Former Professor of Politics	Faculty of Arts and Science	7/27/2016
Cucci, Cesare E.	Former Clinical Professor of Pediatrics	School of Medicine	4/29/2016
Cunningham, Willard (Kyle)	Director, Student Engagement	Leonard N. Stern School of Business	8/3/2016
Deguzman, Carla	Assistant Operations Manager	Financial Operations and Treasury	4/8/2016
Dwek, Joe H.	Former Clinical Associate Professor of Medicine	School of Medicine	12/25/2015
Feng, Ryan	Student	Tisch School of the Arts	6/8/2016

NEW YORK UNIVERSITY IN MEMORIAM 2015-2016

Fichandler, Zelda	Chair and Arts Professor, Graduate Acting	Tisch School of the Arts	7/29/2016
Frank, Beatrice S.	Former Clinical Associate Professor of Law	School of Law	4/21/2016
Friedman, Gary R.	Clinical Instructor in Medicine	School of Medicine	3/2/2016
Garcia-Rivera, Sergio A.	Clinical Associate Professor of Cariology and Comprehensive Care	College of Dentistry	3/11/2016
Glover, Barbara (Bobbie)	Former Director, Special Occasions	School of Law	2/4/2016
Goldfaden, Joshua M.	Senior Language Lecturer, Expository Writing Program	Faculty of Arts and Science	11/14/2015
Goode, Patricia	Former Policy Development and Departmental Coordinator	NYU Abu Dhabi	9/5/2015
Grant, Alfred D.	Clinical Professor of Orthopaedic Surgery	School of Medicine	5/26/2016
Green, Howard	Former Professor and Chair, Department of Cell Biology	School of Medicine	10/31/2015
Gurian, Anita S.	Clinical Assistant Professor of Child and Adolescent Psychiatry	School of Medicine	11/29/2015
Hameiri, Eliezer	Professor of Mathematics	Courant Institute of Mathematical Sciences	6/14/2016
Haque, Ziaul	Student	Tandon School of Engineering	8/22/2016
Healey, Patrick G.	Student	College of Arts and Science	7/14/2016
Hirsch, Charles S.	Former Professor of Forensic Medicine and Pathology; Former Chair, Department of Forensic Medicine	School of Medicine	4/8/2016
Hofer, David S.	Student	College of Arts and Science	3/1/2016
Huang, Xiaoyi	Global Academic Fellow in Mathematics	NYU Shanghai	3/23/2016

NEW YORK UNIVERSITY IN MEMORIAM 2015-2016

Kaye, Judith	Former Trustee	School of Law	1/6/2016
Krauskopf, John	Former Sr. Research Scientist and Research Professor, Center for Neural Science	Faculty of Arts and Science	2/3/2016
Lee, Jack	Teacher, Drama	Tisch School of the Arts	3/2/2016
Lewkowicz, Helene	Student	Tandon School of Engineering	7/29/2016
Ludlum, Michael	Former Clinical Associate Professor of Journalism	Faculty of Arts and Science	11/29/2015
Maturine, Anysia	Associate Director, Administration and Finance	Steinhardt School of Culture, Education, and Human Development	8/18/2016
Mayerson, Philip	Professor Emeritus of Classics and former Dean, College of Arts and Science	Faculty of Arts and Science	4/13/2016
Mcmillan, Chase A.	Student	NYU Shanghai	1/31/2016
Molof, Alan	Professor of Civil and Urban Engineering	Tandon School of Engineering	10/22/2015
Morales, Pablo A.	Professor of Urology and Former Chair of the Department of Urology	School of Medicine	8/12/2016
Moriarty, Diane	Clinical Instructor in Radiology	School of Medicine	10/3/2015
Mulani, Mohit Nandkumar	Student	College of Arts and Science	8/27/2016
Mullen, Thomas P.	Former Adjunct Associate Professor in the Executive MBA Program	Leonard N. Stern School of Business	2/1/2016
Myles, Martin B.	Former Assistant Professor of Clinical Medicine	School of Medicine	2/20/2016
Naidu, Rajeev Naidu Sura Purushotham	Student	Tandon School of Engineering	3/3/2016

NEW YORK UNIVERSITY IN MEMORIAM 2015-2016

Nakamura, Miho K.	Student	Steinhardt School of Culture, Education, and Human Development	3/3/2016
Nyambi, Phillipe N.	Associate Professor of Pathology	School of Medicine	2/9/2016
Parker, Elena	Adjunct Instructor, ITP	Tisch School of the Arts	12/26/2015
Perrin, Mary C.	Assistant Professor of Psychiatry	School of Medicine	7/13/2016
Pollack, Lester	Life Trustee; Chair Emeritus	NYU Board of Trustees; NYU School of Law Foundation Board of Trustees	12/9/2015
Riley-Wasserman, Jacob	Student	Tisch School of the Arts	1/26/2016
Schorr, Alvin L.	Former Professor and Dean of the School of Social Work	Silver School of Social Work	2/13/2016
Serban, George	Former Clinical Associate Professor of Psychiatry	School of Medicine	6/16/2016
Silverman, Robert E.	Assistant Dean and Department Chair	College of Arts and Science	1/3/2016
Song, Yong Hao	Student	Tandon School of Engineering	7/6/2016
Swados, Elizabeth	Arts Professor, Department of Undergraduate Drama	Tisch School of the Arts	1/5/2016
Tashjian, Richard	Adjunct Professor, Department of Information, Operations, and Management Sciences	Leonard N. Stern School of Business	11/10/2015
Valevich, Gary	Former Student Network Services Coordinator, ITS	School of Law	1/30/2016
Vernon, Lillian	Life Trustee	NYU Board of Trustees	12/14/2015
Wang, Justin Z.	Student	College of Arts and Science	6/2/2016
Ward, Aileen	Former Albert Schweitzer Professor of the Humanities	Faculty of Arts and Science	5/31/2016

NEW YORK UNIVERSITY IN MEMORIAM 2015-2016

Washington, Aneesah	Student	Steinhardt School of Culture, Education, and Human Development	8/2/2016
Wu, Cheryl J.	Student	Gallatin School of Individualized Study	1/21/2016
York, Nora	Teacher in the Clive Davis Department of Recorded Music	Tisch School of the Arts	9/3/2016
Zerilli-Marimò, Baroness Mariuccia	Life Trustee	NYU Board of Trustees	10/17/2015
Zucker-Franklin, Dorothea	Professor Emerita of Medicine	School of Medicine	11/24/2015

2016-2017 University Senate Officers

Andrew Hamilton	President (ex-officio)
Fred Carl*	Vice President
Terrance Nolan*	Secretary
Pietrina Scaraglino*	Associate Secretary

**Elected by the Senate Executive Committee*

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Administrative Management Council Officers

Raymond Lutzky	Chairperson
Kristi Schwindt Ramos	Vice Chairperson
Katrina Denney	Secretary
Daniel Holub	Treasurer

Deans Council Officers

Tom Carew	Chairperson
Dominic Brewer	Vice Chairperson

Tenured/Tenure Track Faculty Senators Council Executive Committee

Allen Mincer	Chairperson
Awam Amkpa	Vice Chairperson
Arvind Rajagopal	Secretary

Full-Time Continuing Contract Faculty Senators Council Steering Committee

Fred Carl	Chairperson
Mary Killilea	Vice Chairperson
Joseph Borowiec	Member
John Halpin	Member
Larry Slater	Member
Susan Stehlik	Member
Patrick Ying	Member

Student Senators Council Executive Committee

Ryan Thomas	SSC Chair/UCSL Chair
Amanda Ezechi	SSC Vice Chair
Emeka Mba-Kalu	Global Vice Chair
Mahmoud "AG"	UCSL Vice Chair
Abugharbieh	

**UNIVERSITY SENATE STANDING COMMITTEES
 2016-2017**

COMMITTEES	SSC	T-FSC	C-FSC	AMC	DEANS	SENIOR UNIV. ADMIN.
Academic Affairs	A. Bajpai	D. Jamieson	P. Morton	J. Lerner	T. Carew	U. Baer** (for Provost)
	C. Dacey-Ariani	R. Lapiner	E. Sacks	<i>S. Michels</i>	S. Wofford	L. Brown** (for President)
	E. Mba-Kalu	N. Van Devanter	B. Stewart			J. Metzler***
	A. Parker					
Executive	R. Thomas	A. Mincer	F. Carl	R. Lutzky	T. Carew	A. Hamilton*,** T. Nolan** (non-voting)
Financial Affairs	M. Avgerinos	N. Economides	<i>J. Bianco</i>	J. DeSantis	D. Brewer	R. Berne***
	A. Das	A. Fenton	L. Jahangiri	<i>C. Meconis</i>	D. Di Lorenzo	A. Hamilton*,**
	J. Ehrenkranz	M. Porfiri	<i>T. Lee</i>	<i>M. Rendall</i>	T. Morrison	A. Jiga** (for CFO)
	A. Ezechi	A. Ramey	<i>J. Ritter</i>			M. Wais** (for Provost)
	R. Liu	A. Sundararajan	S. Stehlik			
	J. Onwughalu					
P. Shivery						
Organization & Governance	T. Cesaretti	S. Cappell	<i>J. Gershman</i>	<i>K. Denney</i>	A. Bloom	R. Baum** (for President)
	R. Hodkin	J. Jacobs	B. Mooney	P. Kavalam	S. Glied	P. Scaraglino** (for Secretary)
	S. Kho	S. Logan	<i>V. Renzi</i>	<i>N. Kenigsberg</i>	<i>F. Schwarzbach</i>	C. Trowbridge***
	T. Lascu	J. Uleman	L. Slater			
	A. Regalado					
<i>E. Silverman</i>						
Public Affairs	H. Cogur	<i>M. Alter</i>	<i>M. Casey</i>	R. Drew	P. Henry	A. Peralta
	J. Jablons	<i>A. Tannenbaum</i>	M. Ferguson	J. Tie	E. Sullivan-Marx	L. Kail
	B. Kapoor	F. Upham	V. Steeves			M. Lynch***
	R. Thomas					J. Metzler***
University Judicial Board	N. Crawford-Muhammad	A. Davila	<i>L. Depaola-Cefola</i>	<i>T. DePena</i>	C. Bertolami	W. Miller***
	A. Khan	A. Kamer	N. Fefferman	<i>R. Dylenski</i>	C. Heaton	
	F. Khan	<i>I. Selesnick</i>	P. Morton	A. Fair	C. Mandel	
	T. Ready	R. Shapley	S. Stehlik	<i>D. Holub</i>	T. Morrison	
	P. Mulani	<i>A. Tannenbaum</i>	A. Williams		R. Deo (Fall 2016) / G. Menon (Spring 2017)	
	M. Osubor	T. Wisniewski	E. Youngerman		K. Sreenivasan	
	A. Seaman					
J. Wiltsee						

Names of Alternate Senators appear in *italics*
 * Committee Chair
 ** Ex-Officio
 *** Advisor

Issues Charged to the University Senate Standing Committees 2016-2017

Academic Affairs Committee

- Compilation of University Calendar for 2018-2019, 2019-2020, 2020-2021
- Honorary Degrees
- Future of Founders' Day Awards
- Class Scheduling, Cross-Registration Issues, and Classroom Space
- Global Network University/Study Abroad Experiences
- Multi-school Academic Initiatives
- Academic Integrity
- Online Learning and Technology

Financial Affairs Committee

- Specific Financial Aspects of University Operations (to be determined by the Committee)

Committee on Organization and Governance

- Review of Senate Mission

Public Affairs Committee

- Commencement
- Quality of Life Issues at Washington Square and Brooklyn Campuses
- Campus Security
- Sexual Assault, Domestic Violence, and Stalking
- Fire Safety Issues
- Government Relations
- Emergency Preparedness



Affordability Steering Committee and Working Group

OCTOBER 2016 INTERIM UPDATES

Lower Direct Costs

Textbooks. We have heard loudly and clearly that the price of books is a pain point for too many students, both undergraduate and graduate. NYU has already implemented techniques that allow students to purchase textbooks below retail prices, including accessing digital materials—which provide as much as a 60% savings. We also offer Verba, an online tool that searches for the most competitive pricing for textbooks when they log in to the NYU Bookstore website. Verba has allowed students to reduce their textbook and course material costs by as much as 25%. This tool will also be available to all faculty in January of 2017 to allow them to review course costs at the time they are submitting syllabi and book orders. NYU intends to go further. We recognize that the traditional “in-store full retail price” business model is no longer acceptable given the price advantages offered through e-retailers. Therefore, we have asked leading university bookstore retailers to provide proposals to NYU that reduce the costs of in-store textbooks and materials to match those available online. It is too early to state the savings to students, but our goal is a reduction of 50%. If successful, the savings to the average student for the cost of textbook and materials will be approximately \$500 per year compared to retail prices. In addition, our bookstore and library are working with faculty to make sure they are aware of other options, including open sourced and publicly available readings and online materials available through the library versus “required” books to be purchased.

Reducing the Required Minimum Meal Plan Cost for First-Year Students. Although a variety of price points and meal plan options are available to NYU students, we require that first year students living in traditional residence halls without kitchens participate in the dining program, with a minimum of 225 meals per semester (approximately fourteen meals per week) and with a default meal plan of 300 meals per semester (nineteen meals per week). NYU Dining is working with student groups and its food service provider to restructure both options and the pricing so incoming students may select a meal plan better suited to their dining needs and budgets. These options will be rolled out for the fall of 2017. Although it is too soon to state a precise amount of savings, we are confident that students will be able to save several hundreds of dollars per year. Additionally, through the Courtesy Meal Program, NYU provides six free meals per semester for students in need of immediate nutritional support. If a student needs short-term assistance obtaining meals or food, they can visit one of three locations in Manhattan—the Wellness Exchange, Student Resources Center, or Dining Services—and one of two locations in Brooklyn—Student Health Center or the Office of Student Activities. Students are simultaneously working on complementary resources: Share Meals allows NYU students with extra meal swipes to donate them to students who are in need using a mobile app. Club E.A.T (Eating. Affecting. Talking.) is a student group that reaches out to the public through volunteer work and teaches students to cook nutritious meals on a limited budget.

Housing: Piloting Low-Cost Intergenerational “Homestay” Option. Housing in NYC is expensive. We are launching a pilot for intergenerational “homestay” options that we hope will cut the cost

of student housing by at least half for those participating. (Average yearly housing rates in NYU residence halls are roughly \$13,000.) In partnership with University Settlement House, NYU’s pilot will match students—mature juniors and seniors, or graduate students—with senior citizens living in a nearby housing complex who have a spare bedroom. We hope to launch a pilot by the fall of 2017.

More Free Shuttles Between Campuses. We added 50 free weekday shuttle trips between Brooklyn and Manhattan, going from six to sixteen trips daily Mondays through Fridays. The new schedule also provides extended service to accommodate the first and last class periods of the day. This schedule should have a positive effect for 90% of cross-registered students. NYU Transportation has also added an additional shuttle stop on route E—at 14th Street and Irving Place—to allow students using mass transit to travel to and from the medical corridor.

New Resources

Raised \$147.6 Million for Financial Aid in 2015-16. As part of the Momentum campaign to raise \$1 billion for scholarships, NYU raised \$147.6 million in FY16, the single best year ever for raising scholarships. NYU is particularly proud of several gifts including Howard Meyer’s (Stern BS ’64) \$30 million gift to name the Rory Meyers College of Nursing, of which \$23 million was completely dedicated to scholarships for first generation nursing students. In addition, a \$15 million gift was secured from Lorenzo (Stern MBA ’93) and Frank Fertitta to support veterans who attend the NYU Stern School of Business. This record means that NYU has raised a total of \$651.8 million towards the campaign goal of \$1 billion. We expect to complete the \$1 billion goal within the next two academic years. Raising scholarship funds for students remains at the top of NYU’s fundraising priorities.

Tripled Undergraduate Scholarship Aid for U.S. Military Veterans. In May, NYU announced it would triple “Yellow Ribbon” grants from \$3,500 per year to \$10,000 per year. The larger grants take effect this year for both entering students and current students. In addition to the increase for NYU’s undergraduate programs, the Wagner School, the School of Professional Studies, and the Gallatin School also increased their graduate studies “Yellow Ribbon” grant amounts, and the Stern School of Business and Meyers College of Nursing removed restrictions on the number of “Yellow Ribbon” students they would accept.

More On-Campus Jobs for Students. We will increase opportunities for students to earn money. By re-targeting some of the funds currently spent on outside temp agencies, and using WayUp as a platform, starting December 1, 2016, NYU will create an additional pool of on-campus jobs available exclusively to students for short-term temporary positions. WayUp—the leading digital platform helping college students and recent grads get hired for internships, part-time, and full-time jobs—already has over 10,000 NYU students and recent alumni users. WayUp will also support a new marketplace for off-campus “gig” jobs where students could be employed by members of the NYU community (e.g. babysitting, tech assistance, tutoring, or handy-person work).

Crowdfunding Platform to Engage Donors in New Ways. NYU is launching our first crowdfunding platform, Rising Violets. Similar to Kickstarter, this customized portal will bring to life the all-too-real financial challenges that students face. Debut campaigns will raise funds for scholarships through our student-led 1831 Fund, as well as game-changing programs in Gallatin (funding scholarship and research grants), Nursing (assisting students to get necessary training tools), and both the NYU Leadership Initiative (funding service research grants) and the NYU Opportunities Program (providing counseling, tutoring and financial assistance). Future projects will include areas such as Global Public Health, sustainability, and libraries. By engaging volunteers as fundraising advocates and utilizing their personal networks for outreach, NYU will identify new ways to reach largely untapped audiences. Donors can direct donations to the issues that seem most compelling to them. We hope to increase both the number of annual donors and money raised for students. Our goal is to launch with 10 projects, bring in 500 new donors, and raise money that will go directly to students in need.

Free Access to \$50 Million in Potential Scholarships. NYU is partnering with Scholly to offer all current NYU students free access to a portfolio of \$50 million in scholarships. Scholly matches students with scholarships for which they are eligible; for example, an interest in a particular profession (health, engineering, social work) or their background (child of a veteran, first generation college student), or a special talent (artistic, athletic). Average awards are between \$500 and \$1,000.

Additional Financial Aid Funds. To maximize the use of endowment funds in support of undergraduate financial aid, we have identified \$7.5 million in various programmatic accounts that can be added to our endowment—the income from these will increase the annual budget for undergraduate financial aid by approximately \$300,000.

Savings

Administrative Savings. Following its formation in June, the Administrative Efficiencies Working Group reviewed all of the IdeaScale ideas for administrative efficiency and met with senior administrators in six University administrative units to identify opportunities for improved operational efficiency. We then focused on three areas that have the potential for feasible annual savings totaling approximately \$10 million: energy conservation, information technology, and procurement.

Energy. Some of the ideas for energy conservation would require significant one-time capital investments. The University's Office of Sustainability, Energy and Technical Services will provide careful engineering analysis for each of the ideas to determine the payback period for required capital investments. This analysis should be completed in spring 2017. Some operating budget savings may be realized beginning in fiscal 2018, with full savings at a future date to be determined.

Information Technology. The ideas include, but are not limited to, removing hard-wired telephone service in student residence halls, eliminating non-University email services, and consolidating equipment in the University's data centers. Some savings will be realized beginning in FY17, with full annual savings in FY18.

Procurement. The potential for improved pricing for goods and services exists if the University can offer to its vendors higher volume and engage them in price negotiation. The NYU Procurement Office will analyze recent years' purchasing practices to identify contracts that can be consolidated and contracts whose terms have not been recently negotiated to secure best pricing. Some savings will be realized beginning in fiscal 2017, with full annual savings in fiscal 2018.

Access

Additional Pathway and Aid for Transfer Students. In addition to two existing NYU programs—the Community College Transfer Opportunity Program and the Pipeline for Intercollegiate Stem Education—we are pleased to announce a new partnership with American Honors, a national organization that links certain academically-gifted community college students with top universities

across the country. Students will be able to transfer to NYU with two years worth of credits earned at a community college to graduate from NYU after two more years here. We will begin with a pilot of ten students entering the College of Arts and Science in the fall of 2017. Through articulation agreements with their academic partners, American Honors provides academic advising to community college students to support their successful transition to four-year institutions, which includes a guarantee of financial aid.

Raise.Me “Micro-Scholarships.” Getting an early start is one strategy that could make college more affordable for more students. NYU has announced a partnership with Raise.Me, an online platform that encourages high school students to earn “micro-scholarships” for achievements during high school, such as maintaining a strong high school GPA, or participating in leadership roles. The University has chosen to work with ten tri-state area high schools that serve students from low-income areas. The goal is to establish ties between students and NYU early, and to encourage students to start recognizing the power they have to contribute to their own financial success in school well before they start the formal college application process. NYU is committed to supporting the scholarship amounts “raised” by students through this program, if they are admitted.

Financial Education

Helping Students with Financial Choices. We want our students to make good financial choices and have easily accessible resources to inform and expand their knowledge of personal finances. We also recognize our educational role in supporting students who have chosen to invest in an NYU education. Beginning this fall, we will partner with iGrad to provide financial education to all NYU students, alumni, and families—whether they are receiving financial aid, are from another country or U.S. citizens, or are part of our broader community. iGrad will expand our online resources to assist students with the full spectrum of questions they may have about how to afford an NYU education—from responding to questions about financial aid packages, to helping students and their parents navigate options for loans, to providing advice and tips about paying off student loans after graduation, including information about income driven repayment plans and federal loan forgiveness programs. iGrad will also help students manage their day-to-day financial needs, including advice about how to set up a bank account and create a monthly budget.

Helping Students Manage Deadlines. We heard from our students that often missing financial aid deadlines puts them out of the running to receive funds. We are conducting a two year trial, during which we will allow the Financial Aid office to text reminders about important deadlines related to receiving aid.

Local Benefits

NJ Transit Discount. NYU already participates in NJ Transit's student discount program which offers a 25% discount for bus, rail and light rail monthly passes. NJ Transit—not NYU—offers the discount to students who are enrolled full-time (as verified through Albert) as well as to students participating in internships that are required as part of their academic program. For details, click here.

NYC Discounts. IDNYC is New York City's free government-issued ID card for residents. It provides benefits such as free museums memberships, discounts to recreation centers and CitiBike memberships, and more. NYU partnered with IDNYC to reach eligible students and employees during the citywide “Day of Action” on September 21, 2016. The University continues to collaborate with the city to ensure all students living on NYU's campus are eligible, and will coordinate a pop-up enrollment center on campus in the spring semester.

MTA Discount. We are trying to lower the cost of local transportation for students. In fall of 2015, Senator Chuck Schumer proposed a federal bill to discount MTA fares by 25% for college students. This bill proposes that federal funding will be provided to the MTA to cover the cost of the discount. NYU has signaled its strong endorsement of this initiative through conversations with Senator Schumer, and will continue its advocacy efforts through 2017.