



**Minutes of a Stated Meeting of the  
Senate of New York University  
December 7, 2017**

A stated meeting of the Senate of New York University was held on Thursday, December 7, 2017, 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 Andrew Hamilton in the chair.

**Tenured/Tenure Track Faculty Senators Council (“T-FSC”) Members Present:** Wen Ling (Chair), Sylvain Cappell, Nick Economides, Alexander Geppert (for Brad Weslake), Bob Hoffman, Robert Lapiner, Julie Livingston, Beatrice Longuenesse, Michail Maniatakos, Darcey Merritt, Allen Mincer, Niyati Parekh, Maurizio Porfiri, Dara Regaignon, Carol Reiss (for Jim Uleman), Robert Shapley, Daniel Tranchina, Alejandro Velasco (for Stephen Duncombe), Amanda Watson, Sharon Weinberg, and Shamoan Zamir.

**Full-Time Continuing Contract Faculty Senators Council (“C-FSC”) Members Present:** Mary Killilea (Chair), Joseph Borowiec, Joseph Carter, Aysan Celik (by telephone), Lauren Davis, Michael Ferguson, Sam Howard-Spink, Scott Illingworth, Leila Jahangiri, Kirk James, Jung Kim, Noelle Molé Liston, Joshua Paiz (by telephone), Vincent Renzi, Ezra Sacks, Antonios Saravanos, Larry Slater, Scott Taitel (for John Gershman), Beverly Watkins, Heidi White, Andrew Williams, and Ethan Youngerman.

**Student Senators Council (“SSC”) Members Present:** Juan Calero (Chair), Jacob Abbott, Nicole Acero, Rose Asaf, Mike Avgerinos, Tamara Cesaretti, Ghania Chaudhry, Husniye Cogur, Christine Dah-In Chung (by telephone), Jaylan Daniels, Aishwarya Ajay Das, Nicolas Duque-Franco, Joseph Ehrenkranz, Selamawit Gashaw, Annie Gurvis, Christopher Hearn, Rachel Law, Tyla Leach, Shannon Morgan, Michelle Ng, Isaac Oseas, Max Pau, Steven Ramdilal (by telephone), Michael Sanders (for Asiya Vickers), and Pedro Tenreiro.

**Deans Council Members Present:** Eileen Sullivan-Marx (Vice Chair), Charles Bertolami, Thomas Carew, Julia Cartwright (for Cheryl Healton), Dennis Di Lorenzo, Rajeev Dehejia (for Sherry Glied), Phillip Harper, Gene Jarrett, Carol Mandel, Beth Murray (for Peter Henry), Celeste Orangers (for Susanne Wofford), Erin Potter (for Geeta Menon), and Karen Shimakawa (for Allyson Green).

**Administrative Management Council (“AMC”) Members Present:** Michael McCaw (Chair), Katrina Denney, Regina Drew, Carrie Meconis, Carolyn Ritter, and Pamela Stewart.

**University Administration Members Present:** Lisa Coleman, Martin Dorph, Andrew Hamilton, and Terrance Nolan.

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

President Hamilton welcomed members of the Senate to the meeting.

### **Review and Approval of the Minutes of the November 9, 2017 Meeting**

Upon motion duly made and seconded, the Minutes of the November 9, 2017 meeting were approved unanimously as presented.

## **STANDING COMMITTEE REPORTS**

### **University Judicial Board**

President Hamilton invited Michelle Ng, Student Senator and member of the University Judicial Board, to introduce the resolution provided to the Senate in advance of the meeting regarding updating the University's Student Conduct Rules and Procedures ("Rules and Procedures"). Ms. Ng said that members of the Student Senators Council (SSC) have been working closely with Craig Jolley, Director of Student Conduct and Community Standards, to update the Rules and Procedures, which are currently outdated. She indicated that the student body supports the resolution.

Ms. Ng then invited Mr. Jolley to provide additional background on the process that was undertaken to update the Rules and Procedures. Mr. Jolley explained that the endeavor was a collaborative process over 16 months with input from faculty, students, and administrators. Student affairs counterparts from each school were the first to provide input, followed by the University Judicial Board in January 2017 and presentations to each Senate council in the spring of 2017. Mr. Jolley then explained the approval timeline. He said that the first step is seeking the Senate's approval of the resolution updating the Rules and Procedures. Then, the University Board of Trustees would be asked to consider a related amendment to the University Bylaws. Next, individual schools would be engaged regarding any necessary changes. Finally, the policy would be in place effective Fall 2018.

President Hamilton invited questions and comments from members of the Senate. Vincent Renzi, a C-FSC Senator and Chair of the Senate Committee on Organization and Governance, noted that while he thought the effort to modify the Rules and Procedures was a good one and supported their modification, he could not support the current resolution without amendments. First, a concern was raised about approving the University Student Conduct Policy and repealing prior disciplinary policies and procedures without first establishing the new disciplinary procedures. In addition, it was noted that although the proposed University Student Conduct Policy carries forward many important provisions from the prior policies and procedures, it does not carry forward others like the right of students to issue speaker invitations to persons of their choosing.

The Senate engaged in extended discussion and debate. Representatives of the SSC said that the SSC worked very hard on the proposed policy and believes the policy will help students. In response to the questions and concerns raised, Mr. Jolley clarified that an individual school would have the option to establish its own procedures for enforcement around non-academic misconduct, or they could elect to utilize the centralized process

under the Office of Student Conduct. He also explained that separate University guidelines more fully address student protest and dissent.

Professor Renzi noted that although he did not oppose centralizing student disciplinary processes, he was concerned that the proposed amendment to Bylaw 80 of the University Bylaws devolved the authority of the Senate to an administrative office. In response, a Senate representative of the SSC argued that the proposed Policy provided a framework for establishing procedures and that the Office of Student Conduct was well-equipped to implement such procedures.

Professor Renzi proposed an amendment from the floor regarding the Resolution's proposed amendment to Section 80 of the University Bylaws (Exhibit B of the resolution presented to the Senate). Rather than amending the Bylaws as presented, it was proposed that Section 80 be amended, instead, as follows:

Student Conduct. Academic misconduct shall be governed by the policies and procedures established by each individual college or school. All non-academic misconduct shall be governed by the university-wide Student Conduct Policy. In matters involving non-academic misconduct, the college or school of an accused student may establish its own procedures for enforcement or elect to utilize the NYU Student Conduct Procedures established by the Senate.

In response to a question by President Hamilton, Ms. Ng said that she considered the proposed amendment to be unfriendly. The Senate engaged in extended discussion of the proposed amendment, including whether the Senate should have oversight over the procedures. President Hamilton further clarified that under the original proposal, any future changes to the University Student Conduct Policy would be brought to the Senate for approval, but the implementation procedures would reside in the Office of Student Conduct.

Upon motion duly made and seconded, the proposed amendment passed with 38 in favor and 33 opposed.

Professor Renzi proposed a second amendment from the floor regarding the Resolution's proposed amendment to Section II.C.1.b. of the Rules for the Maintenance of Public Order (Exhibit C of the resolution presented to the Senate). Rather than amending the Rules as presented, it was proposed that Section II.C.1.b be amended, instead, as follows:

b. If the allegation relates to a matter of non-academic misconduct (e.g. theft or destruction of University property, bullying, harassment, residence hall violations), discipline shall be governed by the university-wide Student Conduct Policy. In matters involving non-academic misconduct, the faculty of the school of an accused student may establish its own procedures for enforcement, or elect to utilize the NYU Student Conduct Procedures established by the Senate.

In response to a question by President Hamilton, Ms. Ng declared the proposed amendment to be unfriendly. Further discussion of the proposed amendment followed. It was noted that this second amendment brings the language in alignment with the first amendment.

Upon motion duly made and seconded, the proposed amendment passed with 45 in favor and 26 opposed.

The Senate engaged in further extended discussion, including about the role of the Senate in student disciplinary proceedings. At the conclusion of the discussion, a motion to approve the resolution as presented (modified to the extent approved earlier in the meeting) was made and seconded. The amended resolution failed to pass with 29 in favor, 31 opposed, and 13 abstentions.

### **Public Affairs Committee**

Arthur Tannenbaum, Public Affairs Committee Chair, reported that the Public Affairs Communications Task Force that was formed at the recommendation of the Senate Committee on Organization and Governance (SCOG) has been reviewing improvements to Senate communications, primarily around Senate webpages. He thanked Vincent Renzi (SCOG Chair), Eric Bross (Senior Web Director), and Wilnelia Gutierrez (Chief of Staff, University Relations and Public Affairs) for their help with the Task Force's work.

## **COUNCIL REPORTS**

### **Student Senators Council**

Juan Calero, SSC Chair, summarized the SSC written report that was distributed to the Senate in advance of the meeting. He thanked President Hamilton for formally responding to the SSC resolution to change the name of the Elmer Holmes Bobst Library. He thanked the University for its initiative to help students in Puerto Rico whose education has been disrupted by the recent hurricane. Mr. Calero also thanked the Division of Libraries and Department of Public Safety for creating systems in the Bobst Library to deter fascist and nativist speech.

Mr. Calero reported that the SSC passed a resolution in support of a student trustee nearly unanimously with one abstention, and that SSC plans to work with faculty members on this matter. The SSC also passed a letter in support of the University creating a South Asian Studies program.

Mr. Calero said that student groups are beginning to look at defining what "global" means to students. He said that student government continues to encourage participation in the Being@NYU assessment. Mr. Calero concluded by noting those seeking student representation on University committees should contact student government by emailing student.government@nyu.edu.

### **Administrative Management Council (AMC)**

AMC Chair Michael McCaw referred to his written report distributed to the Senate in advance of the meeting. He said he wanted to highlight the AMC Annual Toy Drive and encouraged members of the Senate to participate by donating items online or at the drop-off locations across campus.

### **PRESENTATION AND DISCUSSION ON STUDENT SUCCESS**

President Hamilton introduced MJ Knoll-Finn, Senior Vice President for Enrollment Management, and invited her to present on the University's student success initiative. Ms. Knoll-Finn began her presentation by laying out the University's overall undergraduate student success goals. She said that NYU is aiming for a first-year retention rate for New York-based students of 96 percent by 2020 and a six-year graduate rate for New York-based students of 90 percent by 2026. NYU's first-year retention rate is currently at 93 percent, and its six-year graduation rate is at 85 percent, which are both above the national average but well below NYU's peer institutions.

Ms. Knoll-Finn said that NYU has identified four areas to focus on as a first priority: international students, low and no-need students, strivers, and students in moderate distress. She noted that about 10 percent of NYU's international students in New York leave the University after their first year. She explained that low and no-need students (students who do not receive any financial aid) are more difficult to retain than those who receive financial aid. NYU has launched financial education tools that are available to the NYU community as one mechanism that may help in this area. Ms. Knoll-Finn described strivers as those who transfer to schools they perceive as better. Faculty can identify these students early because they ask for letters of recommendation in order to transfer. NYU is exploring the best way to engage with these students to understand why they feel transferring to another university is preferable to staying at NYU. Finally, Ms. Knoll-Finn described the students who are in moderate distress. She said these students are not failing nor completely isolated, but have not quite connected to the NYU community.

Ms. Knoll-Finn reported that NYU is also partnering with external research groups through the Climb Initiative, led by Raj Chetty at Stanford University whose work on access and mobility was referenced in the *New York Times* a year ago. She said that NYU has a high mobility index and so the research will help in understanding what elements at NYU help students succeed after graduation. NYU is also part of the American Talent Initiative, which is a coalition of colleges and universities working to expand access and opportunity for lower-income students. Ms. Knoll-Finn said that member institutions share best practices and learn from each other while also contributing to research.

Next, Ms. Knoll-Finn shared insights from the Purdue-Gallup Index, which examined survey results from approximately 30,000 graduates across all 50 states reflecting on their college experience. The research pinpointed six elements of an undergraduate experience ("the Big Six") that graduates reported as having had a high impact on their post-graduation success. The Big Six are identified as follows: 1) at least one professor made the student

excited about learning; 2) professors cared about the student as a person; 3) a mentor encouraged the student to pursue their goals and dreams; 4) the student worked on a project that took a semester or more to complete; 5) the student had an internship or job that allowed them to apply their learning; and 6) the student was extremely active in extracurricular activities. Ms. Knoll-Finn said that research shows that too few students have these kinds of experiences, with only three percent of graduates nationally reporting they had all six high-impact experiences. She added that the University is looking at how to ensure the Big Six are a part of the student experience at NYU in addition to other areas that the University identifies as critical components of an NYU education, such as having a global experience.

NYU is also examining the unique challenges that first-generation students face. Ms. Knoll-Finn said that first-generation graduates report fewer experiences than others with respect to mentors, exposure to extended projects, and engagement with extracurricular activities.

Ms. Knoll-Finn next invited discussion from members of the Senate, particularly around identifying the barriers to students engaging in high-impact experiences with faculty and identifying what could be done to support more high-impact faculty/student learning experiences. Recommended actions and observations included the need for faculty members to be more accessible to students, the need to provide support to faculty members so that they understand how to mentor students, recognizing the importance of clinical experiences outside of the classroom to help facilitate a stronger connection, utilizing University administrators as resources/mentors, and identifying technology tools that can enhance student success.

Ms. Knoll-Finn concluded the discussion by inviting members of the Senate to visit the NYU Student Success Forum Wiki, which has information about upcoming working group sessions and general forums, as well as presentations and research. She said that questions and comments can also be submitted to [studentsuccess@nyu.edu](mailto:studentsuccess@nyu.edu).

President Hamilton thanked Ms. Knoll-Finn for her presentation.

## **REPORT OF THE PRESIDENT**

President Hamilton updated the Senate on the progress of the tax bill being considered by Congress. He referenced his communication to the NYU community about the potential impact of several provisions on NYU and other higher education institutions. He said that the University is lobbying against those provisions that target higher education. He urged the members of the University Senate to contact their Senator or Congress member to express their view on the proposals.

In addition to the tax bill, President Hamilton said that the Higher Education Act Reauthorization Bill is also moving through the House of Representatives with some troubling provisions. He said that an early version of the bill suggests capping the amount of student loans available from the federal government, which would push students into higher-cost private loans. Other areas of concern include an elimination of the Public

Service Loan Forgiveness program, as well as an end to Obama-era constraints on for-profit colleges.

President Hamilton concluded his remarks by encouraging everyone to take the Being@NYU Assessment. He noted that as of December 5<sup>th</sup> only 15 percent of the 10,215 eligible participants had completed the assessment. He said that the University is seeking at least 30 percent completion.

There being no further business, the meeting was adjourned at 11:04 am.

Respectfully submitted,  
Jessica Graham  
Director, Office of the Secretary