



**Minutes of a Stated Meeting of the
Senate of New York University
November 7, 2019**

A stated meeting of the Senate of New York University was held on Thursday, November 7, 2019, at 9 a.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street, New York, New York. The meeting was convened with President Andrew Hamilton in the chair.

Tenured/Tenure Track Faculty Senators Council (“T-FSC”) Members Present: Nick Economides (Chair), Mark Alter (for Fabienne Doucet), Chris Barker, Andrew Battista, Sylvain Cappell, Francisco De Leon, Stephen Duncombe, Alexander Geppert (by phone), Stephen Gillers (for Rochelle Dreyfuss), Kristin Gunsalus (for Allen Mincer), Andras Gyorgy (by phone), Ryan Hartman (for Phyllis Frankl), David Irving, April Klein, Robert Lapiner, Wen Ling, Danil Makarov, Danielle Ompad, Nicola Partridge (for Angela Kamer), Sara Pursley, Gwendolyn Quinn, Carol Reiss (for Jim Uleman), Tamar Schlick, Judith Siegel (for Darcey Merritt), Paul Smoke, Carol Sternhell, Jacquelyn Taylor, Susan Waltzman, and Shamoon Zamir (by phone).

Full-Time Continuing Contract Faculty Senators Council (“C-FSC”) Members Present: Larry Slater (Chair), Michael Breaux (for Marlene McCarty), Joseph Carter, Lauren Davis, Angela De Bartolo, Lucretia Depaola-Cefola, John Gershman, Scott Illingworth, Leila Jahangiri, Mary Killilea, Jung Kim, Ashley Maynor, Robin Mitnick, Ken Nielsen (for Deepak Unnikrishnan), Maria Patterson, Shaline Rao, Vincent Renzi, Antonios Saravanos, Geoff Shullenberger (for Noelle Molé Liston), Agnes Tourin, Xingyu Wang (by phone), Beverly Watkins, Heidi White, and Ethan Youngerman.

Student Senators Council (“SSC”) Members Present: Jakiyah Bradley (Chair), Bennett Adams (for Riazul Islam), Gavin Arneson (for Chris Hsiao), Gabby Barry (for Beth Pontes), Michael Bearman, Taylah Bland, Dylan Brown, Catherine Cano, Ghania Chaudhry, Revital Chavel, Swati Dixit (for Radhika Kerur), Jermaine Graham, Alex Hunter, Samuel Ison, John Kallas, Antonio Kieschnick, Raj Kittusamy, Kosar Kosar, Tina Krulec, Karen Lemus, Moyo Ogbe, Abraham Onifade, Laura Palmer, Stephanie Santo, Deets Sharma, Quentin Turner, Anchal Vaish (for Palak Agarwal), and Christopher VanDemark (by phone).

Deans Council Members Present: Eileen Sullivan-Marx (Chair), Charles Bertolami, H. Austin Booth, Mehmet Darakcioglu (for Susanne Wofford), Susan Greenbaum, Randy Hertz (for Trevor Morrison), Gene Jarrett, Lynne Kiorpes (for Phillip Harper), Jelena Kovačević, Ana Abraido Lanza (for Cheryl Healton), Antonio Merlo, Pamela Morris, Julie Mostov, Erin Potter (for Rangarajan Sundaram), and David Schachter (for Sherry Glied).

Administrative Management Council (“AMC”) Members Present: Cassandra Bizzaro (Chair), Regina Drew, Michael McCaw, Carrie Meconis, Katie Santo,

D Simmons Jendayi, and Juan Tie.

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

President Hamilton welcomed members of the Senate to the meeting.

PRELIMINARY MATTERS

Review and Approval of the Minutes of the October 3, 2019 Meeting

Upon motion duly made and seconded, the minutes of the October 3, 2019 meeting were approved unanimously as presented.

STANDING COMMITTEE REPORTS

Public Affairs Committee

Public Affairs Committee Co-Chair Regina Drew asked the Senate to consider a resolution confirming the dates of the All-University Commencement in New York for 2020 and 2021 that was included in the materials circulated to the Senate in advance of the meeting. She said that the Committee is proposing that the 2021 date be approved now for long-range planning purposes. Upon motion duly made and seconded, the following resolution passed unanimously:

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

WHEREAS, the Rules of Procedure 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 2020 All-University Commencement Exercises will take place on Wednesday, May 20, 2020 in Yankee Stadium. Accordingly, Grad Alley will take place on Tuesday, May 19, 2020; and be it

FURTHER RESOLVED, that upon the recommendation of the Public Affairs Committee, the 2021 All-University Commencement Exercises will take place on Wednesday, May 19, 2021 in Yankee Stadium. Accordingly, the 2021 Grad Alley will take place on Tuesday, May 18, 2021.

COUNCIL REPORTS

Student Senators Council

SSC Chair Jakiyah Bradley reported that all Alternate Student Senator At-Large seats have now been filled. In addition, she said that the SSC approved letters in support of accommodations for NYU students observing Ramadan and official recognition by NYU of World AIDS Day. The SSC also approved a letter to the U.S. Department of Education in support of academic freedom at the Duke-UNC Consortium for Middle East Studies. Ms. Bradley thanked Executive Vice President Martin Dorph for presenting to the SSC on the University finances and budget. She said that the SSC looks forward to hearing from additional members of the University community at future meetings.

Tenured/Tenure Track Faculty Senators Council

T-FSC Chair Nick Economides reported that the T-FSC meeting on October 24th included a presentation from Assistant Vice President for Global Benefits Patricia Halley who outlined benefits changes for this year's annual enrollment and discussed other benefits matters, including retirement funds. Professor Economides said that the T-FSC also met with the Senate Financial Affairs Committee to discuss faculty concerns such as compensation for long-serving faculty and the importance of research.

Administrative Management Council

AMC Chair Cassandra Bizzaro said that the AMC meeting on October 8th included presentations from Samantha Fudge, Deputy Director of Global Benefits Operations, and Grace Cosachov Protos, Executive Director of Work Life. She reported that the AMC also hosted a "Fireside Chat" with President Hamilton on October 29th and more than 200 administrators participated. Ms. Bizzaro highlighted the AMC Thanksgiving Food Drive and encouraged members of the Senate to participate by spreading the word and donating items online or at the numerous drop-off locations across campus.

BRIEFINGS TO THE SENATE

School Update – Tandon School of Engineering

President Hamilton introduced Jelena Kovačević, Dean of the Tandon School of Engineering ("Tandon"). Dean Kovačević said that the engineering school has undergone a transformation following the initial affiliation between Polytechnic University and NYU in 2008 and the merger in 2014. Over the last decade, Tandon moved up in the U.S. News & World Report rankings from #80 in 2009 to #40 in 2019. In addition, 46% of first-year students this year are women, whereas the national average is in the low 20s. Dean Kovačević said that while Tandon is small compared to other engineering schools, it is able to do a lot more with less.

Dean Kovačević said that Tandon is focusing on areas of research that impact urban and global communities because by 2050, seven out of ten people across the globe will live in an urban environment. Tandon's research will work to make these communities creative and smart; connected and secure; and sustainable and healthy. Dean Kovačević then shared Tandon's mission statement and said that the school's strategic plan is focused on four pillars: research, students first, community, and foundation. She said that recruiting high-quality faculty who excel in research and teaching is critical, as is cultivating and retaining strong faculty.

Dean Kovačević said that Tandon is focusing on fields in seven research areas and the intersections between them, as follows: communications/IT; cybersecurity; data science/AI /robotics; emerging media; sustainability; urban; and health. The research is carried out through a number of centers and institutes, such as AI Now, Center for Advanced Technology in Telecommunications, the Center for Urban Science and Progress, C2SMART, GovLab, Center for Cybersecurity, NYU Wireless, and Visualization and Data Analytics, among others. When recruiting new faculty, Dean Kovačević said that they look for individuals whose research fits and intersects across those seven areas. She then highlighted some faculty accomplishments over the past year, including six Tandon faculty members receiving the prestigious National Science Foundation ("NSF") Career Awards, which are given in support of early-career faculty members who demonstrated potential to serve as academic role models and to lead advances in the mission of their department or organization. Dean Kovačević also highlighted entrepreneurship programs at Tandon, including the Institute for Invention, Innovation, and Entrepreneurship and the Future Labs.

Dean Kovačević reported that this year Tandon received the highest number of applications in the history of the school. In addition, the median SAT score increased to 1450 and the admit rate decreased to 26%. She noted that Tandon's undergraduate curriculum has traditionally been fairly rigid compared to other engineering schools, so changes have been made to allow for more flexibility for students to pursue their interests outside of their majors. A new global honors program has also been created where students identify a global challenge and spend time at one of NYU's global sites. Dean Kovačević said that Tandon also continues to advance its online programs, and she highlighted Bridge to Tandon, Cyber Fellows, as well as the Cyber Security Risk and Strategy online Master's program in partnership with the School of Law.

Dean Kovačević said that she has put an emphasis on connecting with students, including having regular meetings with student leadership. For example, students brought to her attention that they would like more funds to be available to attend professional conferences, and as a result of these conversations, the funding was significantly increased. Dean Kovačević also highlighted accomplishments in the area of career services, as well as the work of the Alumnae Advisory Council. She said that Tandon has put a lot of effort into marketing and communications, including a revamped website and more than 700 news stories published in reputable venues.

To conclude her presentation, Dean Kovačević said that moving forward Tandon will be

focusing on the following: creating research moonshots to tackle groundbreaking global challenges; creating more Tandon bridges through partnerships with key industry leaders; reimagining Tandon's Master's program by developing a Global Master's Program; creating a Tandon Global Leaders Program; putting students first; and growing Tandon's career services.

Dean Kovačević invited questions and comments from members of the Senate. In response to a question about synergies between Tandon and other NYU schools, Dean Kovačević highlighted the new Biomedical Engineering Department formed to promote collaboration between Tandon and the School of Medicine. In response to a question about diversity efforts at Tandon, Dean Kovačević noted that a large percentage of the students who participate in Tandon's high school programs are women and underrepresented minorities, and Tandon has partnered with enrollment management to develop these programs to serve as a gateway to undergraduate studies at Tandon and NYU. As the high school population begins to decline, she said that engineering schools are thinking of creative ways to get students interested in STEM fields. In response to a question about her two primary objectives for the next few years, Dean Kovačević said that she is focused on research and students. As Tandon's name becomes more and more associated with quality research, it will be able to attract more outstanding faculty and students. She said that she wants students to think of their time at Tandon as an opportunity to learn about the world and grow, in addition to learning academically. In response to a question, Dean Kovačević spoke about some of the challenges of being one of the smallest engineering schools in the nation, including how size impacts rankings.

President Hamilton thanked Dean Kovačević for her presentation.

First-Year Class Overview

President Hamilton introduced Lynn Higinbotham, Associate Vice President for Enrollment Management, to give an update on undergraduate admissions and an overview of the profile of the first-year class. He noted that MJ Knoll-Finn, Senior Vice President of Enrollment Management, was currently in Washington, DC for a professional conference but was also joining by phone so that she could answer any questions from members of the Senate following the presentation.

Ms. Higinbotham said that NYU's campuses in New York, Abu Dhabi, and Shanghai had a record-breaking total of 84,174 applications from more than 180 countries for first-year admission in fall 2019. She added that 20% of the applicants were underrepresented minorities and 27% were international (non-U.S. passport holders). Ms. Higinbotham then gave an overview of the Class of 2023 for the New York campus, noting that the group is the most diverse and most selective ever admitted. The New York Class of 2023 has no ethnic majority, is 20% first-generation college students, has a median SAT score of 1460, is 28% underrepresented minorities, and is 24% international.

Ms. Higinbotham reported that there is a strong upward trend for applications to NYU New York overall, as well as for early decision applicants. She said that NYU has been lowering its admit rate over the past few years as the number of students interested in attending NYU has increased. She noted that as NYU becomes more selective, it also takes great care to ensure it maintains access for a diverse range of students. Ms. Higinbotham reported that NYU's yield rate has also improved in recent years, reaching 45% for fall 2019. NYU's goal is to have a 50% yield rate in the next couple years.

Ms. Higinbotham said that a number of factors are considered during the admissions process, with the SAT serving as just one measure of strength. In 2014, the average SAT score for applicants was 1290, as compared to 1370 for 2019. Ms. Higinbotham then shared the top five states and top five countries for both applications and enrollment, noting that NYU will continue to work to ensure geographic diversity domestically and globally.

Ms. Higinbotham said that shaping a class is a combination of holistic application review and data analysis and strategy. She then shared an overview of what the admissions office looks for in applications, including academic achievement, extracurricular impact, community support, individual stories and perspectives, and interest and match to NYU. Most of this information is found in the applicant's transcript and school profile, test scores, common application, recommendation letters, and artistic/athletic talent reviews. Ms. Higinbotham said that once a counselor reads a file, it will generally be reviewed by another colleague and then potential admits will be shared with admissions leadership to determine which applicants would be a good fit at NYU.

Ms. Higinbotham said that 20% of the first-year students in New York receive Federal Pell Grants, which are awarded to those students with the highest financial need. Within the last three years, NYU has increased the average grant aid package to Pell students by nearly \$10,000 to an average package of almost \$45,000 in scholarship aid before the Pell grant is applied to an award. In addition, the average NYU scholarship to all aid recipients has increased over the past few years to its highest level of \$34,707. Ms. Higinbotham said that NYU has also focused on helping students weigh their financial options when they are making a decision about whether to attend.

Ms. Higinbotham said that the enrollment office also works hard to ensure that students have a positive experience while at NYU. The enrollment management team does this by putting the students first, keeping it simple, and communicating effectively. Ms. Higinbotham reported that NYU's first-year retention rate has increased to 94.3% this year. In addition, the University launched NYU Connect to help provide a holistic approach to ensuring student success. Ms. Higinbotham emphasized that the purpose of NYU Connect is to help students navigate the academic space and support services, whereas the Wellness Exchange remains the best place to go for matters related to a student's health, mental health, or safety. She reported that more and more students, faculty, and administrators are utilizing NYU Connect, with more than 9,300 shared notes this semester, helping to ensure that students do not have to repeat the same story to multiple administrators and allowing administrators to see what has already

been done to assist the student. In addition, students have used NYU Connect to request more than 9,500 advising appointments so far this semester. Ms. Higinbotham said that NYU Connect also allows users to express kudos to provide positive reinforcement to students. She noted that Holly Halmo, Director of Student Success Initiatives, was present to answer questions related to NYU Connect.

President Hamilton thanked Ms. Higinbotham for her presentation and invited questions and comments from members of the Senate. There was discussion about the NYU Connect platform, including how it would be useful to see the utilization rates for faculty and students, plans for a more targeted roll-out of the platform at the school level in the spring, and the importance of consulting faculty during the roll-out process. A Senator said that it would be useful to have data on what percentage of faculty are using NYU Connect versus the use of other platforms available at NYU. Another request was made for an NYU Connect flowchart to be created that shows the route of messages within the system when various buttons are utilized so that it is clear who will be seeing the messages once created. In response to a question about national admissions trends among peer institutions and the wider academic community, Ms. Knoll-Finn said that some schools have seen downward trends in the number of applications because birth rates are going down, but prestigious schools like NYU and its peer institutions continue to see an upward trend in applications. There was also discussion about the financial aid process and how it would be useful for NYU to offer additional assistance to students in completing financial aid forms. It was noted that Georgia Tech offers a helpful FAQ document to students. Ms. Knoll-Finn indicated that her team would look into ways to decrease barriers for students throughout the financial aid process. She also noted that NYU is rolling out a new award letter format that aims to present enrollment package information more clearly for students and parents.

REPORT OF THE PRESIDENT

President Hamilton reported that Congress is currently considering reauthorization of the Higher Education Act (“HEA”). He said that NYU is joining higher education organizations like the Association of American Universities (“AAU”) and the American Council on Education (“ACE”) in making strong arguments in favor of the provisions that would improve access to higher education by expanding federal aid to students but opposing other troubling provisions, such as those that would lead to the federalization of the higher education accreditation process.

President Hamilton said that he joined other presidents and chancellors of universities throughout New York in writing a letter to the New York Congressional Delegation to express concerns about a growing set of visa and immigration processing challenges being faced by international students and faculty. Students and workers have experienced increased processing delays for visas, increased processing delays for applications for the Optional Practical Training (“OPT”) program, and increased requests for evidence for H1-B visas.

President Hamilton said that another critical issue for NYU in the coming weeks is the federal budget review process because the outcome could impact student aid and research funding. The FY20 appropriation bills will need to pass before November 21st or else the federal government will need to pass another continuing resolution in order to avoid a government shutdown. President Hamilton said that another continuing resolution would mean that research funding would remain flat, and that the sector would prefer the higher levels contained in the specific appropriation bills.

Lastly, President Hamilton reported that NYU joined 18 other universities in filing an amicus brief with the United States Supreme Court in support of students in the Deferred Action for Childhood Arrivals (“DACA”) program, which is currently before the Court.

There being no further business, the meeting was adjourned at 10:53 a.m.

Respectfully submitted,
Jessica Graham
Director, Office of the Secretary