A stated meeting of the Senate of New York University was held on Thursday, April 22, 2021 at 9:00 a.m. by videoconference. The meeting was convened with President Andrew Hamilton in the chair.

Tenured/Tenure Track Faculty Senators Council (“T-FSC”) Members Present: Darcey Merritt (Chair), Mark Alter (for Fabienne Doucet), Shady Amin, Sylvain Cappell, Richard Cole (for Jane Friedman), Jill Conte (for Andrew Battista), Salo Coslovsky, Francisco de Leon, Rochelle Dreyfuss, André Fenton, Alexander Geppert, Anindya Ghose, Andras Gyorgy, Ryan Hartman, Bob Hoffman, David Irving, Anja Jauernig, Wen Ling, Danil Makarov, Allen Mincer, Marilyn Nonken, Niyati Parekh, Nicola Partridge (for Angela Kamer), Sara Pursley, Gwendolyn Quinn, Tamar Schlick, Joel Schuman (for Zhe Chen), Robert Seamans (for Nick Economides), Carol Sternhell, Amy Stimpfel, Robert JC Young, Alejandro Velasco (for Stephen Duncombe), and Judith Zelikoff.

Full-Time Continuing Contract Faculty Senators Council (“C-FSC”) Members Present: Ethan Youngerman (Chair), Angela De Bartolo, Carolynn Bruno (for Beth Latimer), Lauren Davis (for Gay Abel-Bey), Cora de Leon, Chris Dickey, Bruce Gelb, John Gershman, Steven Iams (for Yanyue Yuan), Scott Illingworth, Leila Jahangiri, Mary Killilea, Jung Kim, Noelle Molé Liston, Sylvia Maier, Ashley Maynor, Marlene McCarty, Ken Nielsen, Maria Patterson, Vincent Renzi, Agnes Tourin, Xingyu Wang, and Heidi White.

Student Senators Council (“SSC”) Members Present: Nicky Nenkov (Chair), Ayham Adawi, Mehrin Ali, Reese Antoinette, Tzivia Appleman, Gavin Arneson, Spencer Asch, Christina Beck, Jake Drucker, Paul Ibusor, Samuel Ison, Nayab Khan, Rachel Jiwon Kim, Shamon Lawrence, Isabelle Link-Ley, Demetri Lopez, Abby McConnell, Naim Mousa, Diego Quintana Licona, Margi Ruparelia, Mira Silveira, Cole Swartz, Christopher Van Demark, and Blake Whyte.

Deans Council Members Present: Eileen Sullivan-Marx (Chair), Steven Abramson (for Robert Grossman), Susan Antón, Charles Bertolami, H. Austin Booth, Allyson Green, Susan Greenbaum, Cheryl Healtyn, Randy Hertz (for Trevor Morrison), Gene Jarrett, Jack Knott, Antonio Merlo, Julie Mostov, Erin Potter (for Rangarajan Sundaram), David Schachter (for Sherry Glied), and Susanne Wofford.

Administrative Management Council (“AMC”) Members Present: Michael McCaw (Chair), Christina Avgerinos, Cassandra Bizzaro, Regina Drew, Carrie Meconis, Katie Santo, and Joseph Sierra.

University Administration Members Present: Lisa Coleman, Martin Dorph, Katherine Fleming, Andrew Hamilton, and Aisha Oliver-Staley.
President Hamilton welcomed members of the Senate to the meeting.

**PRELIMINARY MATTERS**

**Review and Approval of the Minutes of the March 25, 2021 Meeting**

Upon motion duly made and seconded, the minutes of the March 25, 2021 meeting were approved unanimously as presented.

**STANDING COMMITTEE REPORTS**

**Public Affairs Committee**

President Hamilton introduced SSC Senators Gavin Arneson and Rachel Kim to present the annual report on campus safety on behalf of the Public Affairs Committee. Mr. Arneson and Ms. Kim presented highlights from the reports received by the Student Health Center, Counseling and Wellness Services, Residential Life and Housing Services, and the Department of Public Safety. The full report is attached to these minutes as Exhibit A.

**Organization and Governance Committee**

President Hamilton introduced Senate Committee on Organization and Governance ("SCOG") Chair Mary Killilea and SCOG Vice Chair Cassandra Bizzaro. Dr. Killilea presented a proposed resolution for recognition of the Student Government Assembly in the University Bylaws.

Upon motion duly made and seconded, the following resolution passed with 76 in favor, 2 opposed, and 7 abstentions. The referenced attachment is appended to these minutes as Exhibit B.

WHEREAS, the Student Government Assembly ("SGA"), created by NYU students as the overarching student government at NYU, is composed of three constituent councils, including the Presidents Council, the Student Senators Council ("SSC"), and the Global Student Council; and

WHEREAS, the Senate Committee on Organization and Governance recommends that NYU’s Bylaws be amended in order to more accurately reflect the student government structure.

NOW, THEREFORE, BE IT RESOLVED, that the Senate recommends to the NYU Board of Trustees that NYU’s Bylaws be amended as set forth in the attached to acknowledge that the SSC is a constituent council of the SGA.
Financial Affairs Committee

President Hamilton introduced Cathie Nadeau, Vice President for Budget and Financial Planning and Analysis, to give a report on behalf of the Financial Affairs Committee. Ms. Nadeau said that the Committee reviewed budget proposals at a meeting held on March 16 and that its April 13 meeting focused on budget recommendations from the SSC. Ms. Nadeau also reported that the Committee discussed the federal financial support that NYU has received, noting that once the third round of support is delivered, the University will have provided aid to students in excess of $100 million.

President Hamilton reported that in recent weeks the SSC put forward a resolution on caregiving at NYU for students, but for various reasons, the resolution was not discussed at the committee level in time for the Senate meeting. He said that he appreciates the intent of the resolution and so would like to convene an Ad Hoc Working Group on Caregiving at NYU to address the topics it raised. President Hamilton then noted the goals of the working group, including aligning and coordinating existing support for caregivers; streamlining communication; exploring new opportunities; and listening to faculty, staff, and students. He said that the members of the Working Group would be drawn from the Councils of the Senate as well as relevant University offices such as the Work Life Office, Office of Student Affairs, and the Office of Finance and Budget, and that the Working Group would be asked to report back to the Senate during the next academic year.

COUNCIL REPORTS

Administrative Management Council

AMC Chair Michael McCaw reported that the AMC recently completed a pulse survey regarding a variety of topics including connectedness to NYU. Mr. McCaw said that the AMC plans to hold a presentation for senior leadership on the results of the survey, which had a robust response rate.

Student Senators Council

SSC Chair Nicky Nenkov reported that the SSC and Student Government Assembly (“SGA”) conducted all university elections and selected senators at-large and will be electing a chair for next year at their next meeting. They said that the SGA voiced its support for the graduate student union efforts, which may include going on strike.

Tenured/Tenure Track Faculty Senators Council

T-FSC Chair Darcey Merritt said that the T-FSC discussed strategies for anti-racism and anti-bias education and is in the process of identifying topics to focus on next year. She noted that council members are available to address issues relating to a wider re-opening of the NYU campus. Dr. Merritt reported that the T-FSC re-elected David Irving as Vice Chair and Marilyn Nonken as Secretary.
Full-Time Continuing Contract Faculty Senators Council

C-FSC Chair Ethan Youngerman reported that while the C-FSC has not met since the Senate’s last meeting, C-FSC committees have been busy working on everything from polling faculty about educational technology experiences and needs for the Fall semester to creating recommendations for how to match NYU arts classes and production with new industry COVID standards. He also reported that the C-FSC sent a message to all contract faculty reminding them to honor the long weekend in terms of coursework.

BRIEFINGS TO THE SENATE

Public Health Update

President Hamilton introduced Carlo Ciotoli, Associate Vice President, NYU Student Health and Executive Director, Student Health Center. Dr. Ciotoli said that the University enacted a plan based on multiple layers of safety including the following elements: social distancing; a public health ambassadors program; over a million daily screeners; creation of a COVID response team; contact tracing; and over 400,000 COVID tests. He noted that NYU maintained roughly a 0.5% positivity rate over the past year and avoided any significant outbreaks or clusters. The University’s experience showed that classrooms and residence halls were not significant sources of transmission. Dr. Ciotoli observed that more and more members of the University community are getting vaccinated and that the likely path back to routine in-person activities is through vaccination. He noted that the city provided the University its first supply of vaccine in April and the Student Health Center (“SHC”) reached out to students who are on campus regarding vaccine appointments. Dr. Ciotoli said that appointments for the first week filled up quickly. He mentioned that it is critical that the entire community get vaccinated heading into the summer. Dr. Ciotoli reported that the University just announced that students must be vaccinated for the Fall semester, as many other higher education institutions have done, and that the requirement currently applies to NYU’s campuses in New York City, Los Angeles, and Washington D.C. He said that vaccination is not currently required for employees, although that may change. He indicated that the SHC has developed a set of FAQs that are available on NYU’s website and that information about uploading proof of vaccination status will be forthcoming. Dr. Ciotoli said that the University’s safety protocols will remain in place for the remainder of the Spring semester, but that it will then discuss whether protocols such as testing requirements and space capacity restrictions should continue. He concluded his remarks by observing that the University had a very successful year overall.

President Hamilton thanked Dr. Ciotoli for his presentation and invited questions and comments from members of the Senate. The Senate engaged in discussion, including about implementation of the vaccination requirement for students; how the requirement will be applied to international students; and the potential for an employee vaccination
requirement.

**Update on Study Away and Go Local**

President Hamilton introduced Linda Mills, Vice Chancellor and Senior Vice Provost for Global Programs and University Life. Dr. Mills reminded the Senate that NYU’s global programs are central to its identity, particularly with respect to the undergraduate experience. She observed that the Go Local program has been successful and reported that Global Programs will soon be notifying students of programs that have been approved to go forward in the Fall. She noted that NYU’s program in Sydney will not open due to the Australia government’s restrictions. Dr. Mills reported that it is looking likely that the University will re-open all other global sites, but that NYU will follow science-based recommendations and government-based restrictions. She expressed hope that people will be able to get to New York City, but noted that the University has to plan for countries where students will not be able to get to New York. Dr. Mills observed that commercial flights and visa issuance seem to be flowing, but that China presents a notable concern as there is a large backlog in visa issuance there. The University intends to offer another semester of Go Local in Shanghai. Dr. Mills said that for undergraduates who cannot get to their home campus, including in New York, the University is opening up the option that they can go to another location for which they are able to obtain a visa.

President Hamilton thanked Dr. Mills for her presentation and invited questions and comments from members of the Senate. The Senate engaged in discussion, including about the ability of students to take courses remotely at global locations.

**Enrollment Update**

President Hamilton introduced MJ Knoll-Finn, Senior Vice President for Enrollment Management and Student Success. Ms. Knoll-Finn reported that there were over 100,000 applicants for undergraduate admission, which is the largest number of applicants of any private university in the country. She noted that the greatest increase in applications came from underrepresented students, with a 24% increase year over year. Ms. Knoll-Finn said that approximately half of NYU’s applicants submitted SAT or ACT scores. She observed that the University’s test flexibility reflects its belief in holistic review of applications. She mentioned that a big change for this year is that the University asked prospective students to submit their grade trajectory, which can then be audited. Ms. Knoll-Finn said that her office spent two weeks training staff on how to review application materials, essays, and recommendations as well as how to understand bias when reviewing an application file. She indicated that the SAT median score for NYU’s students has been on a significant upward trajectory. In terms of demographics of admitted students, she reported that 29% identify as underrepresented students (including Black/African American, Hispanic/Latinx, and Native American/Alaska Native), 23% identify as white, and 22% identify as Asian American/Asian.
President Hamilton thanked Ms. Knoll-Finn for her presentation and invited questions and comments from members of the Senate.

**Office of Global Inclusion Update**

President Hamilton introduced Lisa Coleman, Senior Vice President for Global Inclusion and Strategic Innovation and Chief Diversity Officer. Dr. Coleman expressed her appreciation for all of the Office of Global Inclusion’s (“OGI”) partners. She said that her office has been working with University Development and Alumni Relations (“UDAR”) on development-related programs. Dr. Coleman reported that OGI is working on a Foundations for Global DEI Excellence module that will focus on anti-racism and micro-aggressions and that is expected to be rolled out before the end of 2021. She indicated that her office then plans to create versions of the module for Abu Dhabi and Shanghai. Dr. Coleman then described a number of OGI’s current initiatives including: the Global Reads program; Anti-racism and Innovation microgrants; NYUWomxn100; NYU BeTogether; Environmental Justice; International Day of Persons with disabilities; and OGI Inclusive Leadership. She mentioned that the slides accompanying her presentation would be available on the OGI website.

President Hamilton thanked Dr. Coleman for her presentation and invited questions and comments from members of the Senate.

**University Sustainability Update**

President Hamilton introduced Cecil Scheib, Chief Sustainability Officer. Mr. Scheib reported that NYU received a gold rating from the Sustainability Tracking Assessment and Rating System (“STARS”) and ranks in the top 30% of institutions internationally. He added that NYU is ranked #43 in Princeton Review’s Top 50 Green Colleges and #4 in the Times Higher Education list for sustainable and ethical purchasing in the United States. In terms of NYU’s climate action plan, Mr. Scheib said that the University’s goals are a 50% reduction in building related CHC emissions by 2025, carbon neutrality by 2040, and a 25% reduction in food-related CHC emissions by 2030. This reflects an expansion of NYU’s climate commitments beyond buildings to food-based emissions. Mr. Scheib reported that through a program sponsored by Grubhub, 38% of users opted not to receive utensils. He said that the University has entered into partnerships with 24 farms in the Tri-state area to increase local procurement. Mr. Scheib observed that the return of the campus community from remote work presents an ideal opportunity to take a look at the issue of when administrators need to be on campus. As an example, he asked whether we may unnecessarily be running buildings on Sundays for a few administrators who might come in. Mr. Scheib reported on the results of a 2019 transportation survey, the key findings of which were that safety concerns deter cycling; that more bike parking is needed; there is a lack of awareness regarding the University’s transit programs and benefits; and that local air travel accounts for 25% of employee air travel.

President Hamilton thanked Mr. Scheib for his presentation and invited questions and
comments from members of the Senate.

**University Construction Update**

President Hamilton introduced Linda Chiarelli, Senior Vice President for Capital Projects and Facilities. Ms. Chiarelli reported on several building projects that have been completed, including Chemical Biology Brown 3 and 4, which provides additional research space and three principal investigator (PI) offices; Chemical Biology Waverly 3-6; and the NYU Dentistry Brooklyn Patient Care building in City Point (Albee Square), which includes 36 new dental chairs and will house a new type of dental practice with practicing dentists and dental students. She said that 370 Jay Street is in phase 2 of construction, both MTA entrances are open, and she expects the building to wrap up shortly. Ms. Chiarelli reported that 404 Lafayette/708 Broadway will be the new home for the School of Global Public Health. Ms. Chiarelli stated that the Co-generation Power Plant update project is currently in the approval process, which will not only enable upgraded electrical and heating service for 181 Mercer Street, but also has the capacity to connect to new buildings on campus. Regarding 181 Mercer Street, she reported that construction is still ongoing but the walls are closed on the building. She also mentioned that significant progress has been made on the faculty housing tower. Finally, Ms. Chiarelli said that NYU Shanghai is building a whole new campus that will accommodate 2,000 undergraduate and 500 graduate students and comprises 1.2 million square feet of space. NYU Shanghai will move to the new campus in Summer 2022.

President Hamilton thanked Ms. Chiarelli for her presentation and invited questions and comments from members of the Senate.

**Government Relations Update**

President Hamilton introduced Lynne Brown, Senior Vice President for University Relations and Public Affairs. Dr. Brown summarized three recent major federal stimulus bills, which collectively have provided NYU with almost $130 million in funding. She said that she is keeping an eye on the federal infrastructure bills currently under consideration, which may provide significant funding for research and development. Dr. Brown noted that the University’s other 2021 advocacy priorities include revisions to the Title IX regulations and supporting robust visa processing. She reported that the New York State budget has been finalized and as a result of the federal stimulus package, significant anticipated budget gaps did not materialize. She noted in particular that TAP awards for students were increased. With respect to New York City government, Dr. Brown said that the New York City budget process is underway, the Democratic mayoral primary is scheduled for June 22, and 35 seats on the New York City Council will also be up for election.

President Hamilton thanked Dr. Brown for her presentation and invited questions and comments from members of the Senate.
REPORT OF THE PRESIDENT

President Hamilton expressed his gratitude to the University community for its efforts in what has been an incredibly difficult year. In particular, he offered his appreciation to the Council chairs for their contributions throughout the year; to students for their perseverance in continuing their academic work and complying with stringent rules; to faculty for unflappably serving the University’s students; and to staff, without whom the University could not work.

There being no further business, the meeting was adjourned at 11:03 a.m.

Respectfully submitted,
William Miller
Associate General Counsel
COVID-19

NYU Returns Public Health Workstream

Student Health Center leadership chairs the Public Health Health Workstream of the NYU Returns Committee, which provides recommendations to University Leadership on policy, infrastructure, process, and communications that are needed to support in-person learning, research, and operations while minimizing the transmission of COVID-19 within the NYU community.

The Public Health Workstream advised on and/or developed the following strategies:

- a robust testing program in which all members of the NYU community must be tested at least every 14 days (7 days for residential students)
- data systems to support the COVID-19 Prevention & Response Team’s screening, case identification and investigation, contact tracing, and responding to people with symptoms, exposure, or recent travel
- the COVID-19 Daily Screener for Campus Access, compliance mechanisms, and response protocols
- ventilation, implement enhanced cleaning schedules, install physical barriers, and reconfigure spaces.
- density management
- communications, marketing, and signage
- classroom policies and practices including standards for classroom set-up
- vendor, affiliate, and visitor access, testing, screening, and tracing policies and procedures
- employee policies
- residence hall safety
- large-scale quarantine management

COVID-19 Health and Safety Policies

- Restrict density, including who is allowed on campus
- Require completion of the Daily Screener by everyone, everyday they are coming on-campus and testing at least every 14 days (7 days for residential students)
- Limitations on gatherings and in-person activities
- Mask requirements
- Physical distancing requirements

NYU COVID-19 Prevention & Response Team

The COVID-19 Prevention & Response Team (CPRT) is NYU’s newly established and principal public health unit that is responsible for:
- Facilitating COVID-19 diagnostic testing and reporting of diagnostic test results
- Leading NYU's case investigation and contact tracing initiative which encompasses:
  - identification of new cases
  - tracing close contacts of individuals with a confirmed diagnosis of COVID-19
  - coordination of support for individuals with COVID-19 or close contacts
  - initiating quarantine and isolation protocols
- Coordinating with the New York City and New York State Departments of Health
- Tracking and communicating campus-level COVID-19 infection trends

Response Protocols

### Health Protocol for Individuals with COVID-19

<table>
<thead>
<tr>
<th>Notification and outreach</th>
<th>Isolate the individual with the positive result</th>
<th>Contact tracing</th>
<th>Clearance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notification</td>
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<tr>
<td>- Self Reporting Form</td>
<td>Isolation = stay home, away from others until the individual is not infectious.</td>
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<td>- Failed Daily Screener</td>
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<td>- Test results through NYU Testing Programs</td>
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<tr>
<td>Outreach from COVID-19 Prevention &amp; Response Team</td>
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<td></td>
<td>CPRT: EDUCATES the individual, ASSESSES for supports needed to successfully isolate (e.g., housing, food), and REFERS to resources as appropriate</td>
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<td></td>
<td>CPRT initiates other health and safety protocols as appropriate</td>
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</table>

- Case investigation to identify close contacts (within 6 feet for at least 10 minutes)
- Only individuals who meet criteria for close contact are notified
- Identity of index case is not shared
- Quarantine period for close contacts is 10 days after exposure

Only the COVID-19 Prevention & Response Team can clear an individual for building access.

### Health Protocol for Close Contacts

<table>
<thead>
<tr>
<th>Notification and outreach</th>
<th>Quarantine the close contact</th>
<th>Testing</th>
<th>Clearance</th>
</tr>
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<tr>
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<td>CPRT: EDUCATES the individual, ASSESSES for supports needed to successfully quarantine (e.g., housing, food), and REFERS to resources as appropriate</td>
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<tr>
<td></td>
<td>CPRT initiates other health and safety protocols as appropriate</td>
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</tbody>
</table>

- Even with a negative test(s) during quarantine, close contacts need to complete the full 10 day quarantine after their exposure

Only the COVID-19 Prevention & Response Team can clear an individual for building access.
CPRT Data Highlights

- 1.1 million screenings for covid-19 were completed. The CPRT responded to over 4000 failed daily screenings -- determined whether these individuals needed to quarantine, isolate, or be referred for testing.
- > 375,000 on-campus COVID-19 tests administered
- 6,377 self report of a positive test, close contact, travel, and/or symptoms.
- 2,890 positive cases
- 3,513 episodes of quarantine due to close contact exposure

Public Health Ambassadors

For Fall 2020, in direct response to COVID-19, the Public Health Ambassador (PHA) program was developed to establish behavioral health protocols as social norms at NYU. The program's mission is to inspire the NYU community to comply with public health guidelines and keep each other safe through a community of PHAs. PHAs are on-campus students hired and trained to model positive health behavior, provide PPE (masks and hand sanitizer), and answer public health questions at NYU.

The PHA program team and the PHAs are united in a shared goal of keeping COVID-19 at bay so our campus could remain open. The Public Health Ambassador program is a collaboration across many areas of NYU Student Affairs. There have been ~330 PHAs, eight Graduate Coordinators, and ~15 members of the training community. The Student Health Center was instrumental in researching other public health initiatives, developing the program’s goals, developing training curriculum and presentations, presenting information, and assisting in creating post-training surveys.
There are five initial onboarding trainings and currently six supplemental sessions (Halloween, Flu, PDA, etc.) we have provided the students since August. The curriculum, which is adjusted based on observations the PHAs provide from the field and survey data they provide after each session, includes many aspects, including foundational communication, intervention, and de-escalation strategies. Our training has continued defining and reminding students of their primary three roles as PHAs – be ROLE MODELS through their behavior, be CONVEYORS of information and supplies, and be thoughtful OBSERVERS.

Public Health Ambassadors consistently reported "high" compliance by community members with respect to wearing masks (above 90%) and physical distancing (near 90%)

Access to Student Health Center Services
The Student Health Center -- which offers comprehensive medical, mental health, health promotion, ancillary, and accessibility services -- aims to enhance the health and wellbeing of NYU students in support of their learning and success, while contributing to a healthier and safer campus. Prevention and early detection of communicable diseases and mental health disorders are core functions of the SHC, and easy access to SHC services is a priority. Since March 2020, the Student Health Center (SHC) shifted to a largely remote model of clinical operation in response to the pandemic. Of note, 96% of students accessing medical services since March 2020 reported satisfaction with their clinical visit.

Vaccination
Immunization Compliance
New York State Public Health Law 2165 requires all students taking six credits or more in a degree granting program to provide proof of immunization to measles, mumps, and rubella. The SHC, in collaboration with multiple offices across the University, continues to achieve over 99.9% compliance with the state-imposed deadlines. This level of vaccination coverage minimizes the risk of spreading vaccine-preventable disease to the NYU community. Confirm with patty

Influenza
Despite the more limited number of students on campus, the SHC continued to have a proactive flu vaccine program with administration of flu vaccine at clinical appointments and several outreach events. The SHC administered 4,119 flu vaccines to students during the 2020-2021 influenza season.

Alcohol and Other Drugs
AlcoholEdu
NYU requires all incoming undergraduate students to complete AlcoholEdu for College, an online alcohol and drug education module. This evidence-based, interactive course provides students with basic knowledge of the effects of alcohol, potential problems, and ways to reduce
risk and resources for students to help themselves and others. In addition to providing new information and correcting false expectations, the course outlines University policies and provides available resources.

**Action Zone Bystander Intervention**

*Action Zone* trainings empower participants to dismantle rape culture, foster a caring community, and actively intervene to prevent sexual assault. *Action Zone* participants consistently report feeling prepared and empowered to make a difference in their communities, feeling as though their actions matter. In January 2020, *Action Zone* was awarded a Bronze NASPA Excellence award in the Athletics, Recreation, Counseling, Health, Wellness, and related programs category. When NYU transitioned to hybrid learning due to COVID-19, we developed an asynchronous version of our training to meet the campus' needs.

**Residence Life Collaborations**

**Quit & Win**

*Quit & Win*, our individualized, confidential smoking and vaping cessation service, is available to all NYU students at no cost and provides an opportunity to experience the benefits of a nicotine-free life. We provide information, coaching, and other support to help students address cravings, urges, withdrawal symptoms, and life without smoking or vaping. Virtual consultations and NRT dispensing through local pharmacies or the SHC pharmacy (as opposed to during an in-person session) were offered from Spring 2019 through Fall 2020. Our pilot with virtual sessions provides an opportunity to continue offering this option to students from now on, expanding access to students at the Brooklyn campus and perhaps even at the study-away sites.

**Targeted Residential Student Outreach and Prevention Initiatives**

The Health Promotion Office and NYU Residence Life (ResLife) collaborate each semester to conduct outreach programs during times of higher student risk, such as Halloween and Spring Break. This collaboration aims to promote risk-reduction resources and strategies, including general safety advice (e.g., using the 'buddy system' when walking around the city and safer drinking strategies, limiting the number of drinks, eating before and while drinking, alternating alcoholic beverages with water, etc.). In March 2020, we worked with ResLife for some of our respiratory hygiene posters' earliest distribution as part of NYU's response against COVID-19. Ideally, increased knowledge leads to fewer unwanted and risky outcomes as students integrate these risk-reduction practices into their lives. These strategies can improve their safety, strengthen the NYU community, and create a safer NYU.

**Mental Health**

To be provided as a separate report.
Mental Health

Report on Academic Year 19/20, Fall 2020

April 7, 2021

Utilization:

- NYU Counseling and Wellness Services provided 41,090 visits to 8,686 unique students in the ‘19-‘20 academic year. This data does not include utilization at global sites where we saw 2,858 unique patients and provided 12,745 visits.
- The 24/7 Wellness Exchange hotline received 20,624 calls.
- There were 263 hospital transports in 19-20.
- Our chat service received 3,506 clinical cases.

Staff Updates:

- CWS was granted three new clinical positions beginning in Sept 2020. Those positions have been filled. All 3 new hires identify as of color.
- The search for the new CMEP counselor has been completed. Jude Elysee has replaced Jonathan McClain.
- A new satellite was established at the School of Social Work and Stern.
- Counseling and Wellness Services has counselors in 12 cities (Paris, London, Florence, Shanghai, Berlin, Abu Dhabi, Prague, Buenos Aires, Sydney, Washington DC, Madrid, Los Angeles). We also have a retained counselor in the community in both Tel Aviv and Accra.
- London and Paris have a second PT position at their sites due to higher student population and patient volume.

Health and Wellness Orientation:

- CWS assists in guiding the content for three versions of our award-winning health Orientation that comes in the form of a theatrical production: “The Reality Show” that teaches students about health and safety in their cities and on their campuses.
- Decisions are still being made as the modality of the shows in Fall 2021. In Fall 2020, the shows were offered as videos on all 3 campuses.
- For our global sites, we continue to have a uniform, on-hour long orientation for both upper class and freshman students in the form of an online module and an in-person debrief with the Student Affairs and Counseling staff on site.

Training:

- Training continues to assist faculty and staff in detecting changes in a student’s behavior that may signal a more serious problem.
- We have delivered this training to a number of administrative units and academic departments at NYU. We estimate that 300 faculty and staff are trained annually.
- Student leaders, including all Resident Assistants along with many other student leaders – are also trained. This year, RAs also participated in Mental Health First Aid as hosted by Thrive NYC.
- CWS staff also trained public health ambassadors and Isolation/Quarantine Coordinators during the COVID-19 pandemic.
COVID-19:

- On March 17 2020, most mental health services moved to remote. Our full scope of services (individual treatment, group treatment, wellness workshops, psychiatry services, virtual drop ins, hotline, chat, and emergency response) continue to be offered.
- CWS operated at 89% capacity during the pandemic in Fall 2020.
- Psychiatry kept appointments were in fact 18% higher than in 18-19.
- 70% of students, in 2 patient satisfaction surveys, reported that remote care was “as good or better” than in-person services.
- Our counselors participated in a number of University wide events on managing stress during uncertain times geared toward faculty, staff, students and their parents.

Response to Racial Injustice:

- Counseling staff participated in a number of gatherings to provide support to NYU community members.
- A number of new support groups were created including the AAPI Support Space, Stress Management during Uncertain Times, Biculturalism: Understanding Self and Others for International Students, Students of Color Process & Support Group and Transgender, Gender Nonconforming & Non-Binary Group.
- A new clinical team was created which will focus on the impact of race in the provision of student mental health services.

New CWS Offerings:

- CWS put in place a new counseling offering in Spring 20 called Single Session Counseling - is a 30-minute counseling session that students can schedule online via the student portal.

Communications:

- The CWS website was recently updated to include significantly more clarity in the offerings we provide and the type of care we provide to students.
Sexual Misconduct Prevention and Response

Report on AY 19/20

April 7, 2021

NYU is committed to fostering a community
- in which sexual misconduct, relationship violence, and stalking are not tolerated
- in which all its members are well informed and feel safe in reporting prohibited misconduct;
- in which those reporting incidents of sexual misconduct, relationship violence, and stalking are thoroughly and compassionately supported
- in which the investigative and disciplinary processes are guided by fairness and respect for all individuals.

Laws and Policies

- The NYU Sexual Misconduct policy – which applies to students, faculty, administrators, staff, and third parties at NYU’s campuses in New York, Abu Dhabi, and Shanghai, as well as all our global sites – can be found at nyu.edu/sexual-respect; and is effective as of September 30, 2014.
- On May 6, 2020, The Dept. of Education introduced new federal Title IX guidance that took effect in Aug 2020. NYU has implemented the new guidance.

Communications

- Website – nyu.edu/Sexual-Respect highlights key aspects of the policy, procedures, and resources and is the umbrella under which all information and resources related to sexual misconduct appear at NYU.
- A meeting where key individuals in OCS, OEO, DPS, CWS/WE, and SPACE come together to formally review the progress and procedures related to sexual misconduct matters took place via Zoom in Fall 2020.
- Wellness, in partnership with the Office of Equal Opportunity continue to offer Consent Zone training to NYU community members.

Assessment

- In accordance with NYS law, NYU implemented our third (2020) Campus Climate Survey to elicit students’ experiences as it relates to sexual misconduct. The results will be posted at www.nyu.edu/sexual-respect.
- We are in the process of creating an assessment tool for faculty/staff climate on this subject.

Ad Hoc Senate Subcommittee

- The Ad Hoc Senate committee on the topic of sexual misconduct, allows us to evaluate our prevention and response programs and policies from the perspective of the faculty, administrators, and NYU students. The committee has been crucial in reviewing and advising on streamlining procedures, strengthening programs, and developing our Campus Climate Surveys.
- The current subcommittee co-chairs are Andrew Williams, JD, Director, Lawyering Program, NYU. And Meghan Beattie co-President for NYU Students for Sexual Respect.
- The committee met three times in the Fall 2020 semester and once thus far in Spring 2021.
The current focus of the committee’s work is ensuring a sustainable process for all student leaders to be trained beyond the online module by participating in Consent Zone or Bystander Intervention training.

Rights and Resources:
- We have devised a protocol internally within CWS to confidentially send students a written communication after they report a sexual assault to a counselor via our electronic health record.
- We have also constructed a Students’ Bill of Rights advising and notifying students of their rights and resources, both internal and external to NYU.

Educational programs:
- Required for all incoming NYU students (grad, undergrad and professional school except the SOM) including at our global campuses continues.
- NYU will hold registration in the following semester if students do not comply with the requirement to complete the online module.
- Approximately 17K new students participate in this training every year.
- This year, we created an online opt out request feature for students who feel triggered due to previous experiences.
- Student leaders from certain designated groups are required to complete a version of the in-person training focused on sexual misconduct (either Consent Zone or Bystander Intervention). The student leaders include: Resident Assistants and members of Residence Hall Councils, all Varsity Athletes, all members of Greek organizations, leaders of student clubs and organizations, and members of student government bodies.
- OEO, SPACE and OCS continue to offer Consent Workshops for the entire NYU student community, covering issues of affirmative consent, NYU policy, alcohol intoxication and incapacitation, and resources.
- NYU responded to mandate from NYS requiring faculty and staff to be trained on sexual misconduct incidents and impact on students; NYU policies including the new Relationships Policy and the AntiHarassment policy, procedures, and resources; and their role and responsibilities as employees in direct support of students.

Clinical Services:
- Screening: We have a Screening Protocol for all Student Health Center clinical areas. This selfadministered screening proactively identifies students experiencing sexual violence and/or dating or intimate partner violence. It is administered to students seeking clinical services at SHC, which will be followed by a clinical interview and referral to resources.
- CWS now offers 4 support groups for survivors of sexual misconduct: There are 2 sections for those identifying as female, one section for those identified as Male and one for Non-Binary/Non-Conforming students.

Clinical Staffing:
- Sexual Misconduct Support Services has hired a new Associate Director in March 2020. Danielle Elleman comes to NYU from Bellevue Hospital where she directed the Victim Services Program.
• Additionally, in the 2019 budget process we were granted a recently hired a second clinical position for Sexual Misconduct Support Services. Colleen MacPhee, who previously was the Relationship Abuse Prevention Program Coordinator at STEPS to End Family Violence.

COVID-19

• Sexual Misconduct Support Services were converted to remote on March 17, 2020. All clinical services including the support groups are currently operating remotely. While many clinical services will remain remote in the Fall, we are currently exploring how to safety offer the sexual misconduct support groups in person in the Fall 2021.
Senate Public Affairs Committee Report: Updates on Actions to Address Gaps Identified by the 2020 Trans+ Health Resolution

Prepared by Chris Woods, Carlo Ciotoli, and Allison Smith

Due to the COVID-19 pandemic, several streams of this work were not feasible. However, we used this time to strengthen collaboration between the Student Health Center, LGBTQ+ Center, and students, and together, we are creating a strong foundation of a plan to work from moving into the next academic year. Below are highlights:

COLLABORATION WITH STUDENTS
The LGBTQ+ Center and Student Health Center (SHC) met with the student authors of the resolution at least monthly through the end of Summer 2020 at which point student leadership was transitioned to Nicky Nenkov with whom monthly meetings persisted throughout Fall 2020 and Spring 2021. We identified different structures, roles, and strategies for supporting effective student leadership and engagement in this work moving forward, including involvement in the Triple Aim Coalition and strategic leadership, creating short-term project-specific opportunities, more intentionality to how best to collaborate with existing student organizations and leaders, and the exploration of paid fellowships.

DATA AND ASSESSMENT
In Spring 2021, the LGBTQ+ Center, Student Health Center, and Nicky Nenkov launched the Misgendering and Deadnaming Survey, in which a cohort of trans, non-binary, and gender expansive students signed up to report their experiences of misgendering and deadnaming each week including details about the number and nature of these occurrences. This information has been invaluable for identifying problem-prone areas and collaborating with the appropriate units to fix the issues. On April 21, 2021, we will meet with the students who contributed data to collectively review the data and co-produce a narrative of the data that can be shared with University partners.

Additionally, the Student Health Center launched its biennial health survey in April 2021. Historically, these data have been important in building an understanding of the differences in experiences and outcomes between cisgender, heterosexual students and their LGBTQ+ peers. Past data have revealed significant health inequities across many health outcomes among LGBTQ+ students, particularly trans students, as well as important assets, such as high rates of engagement in treatment and certain aspects of campus life, of this community—which are crucial for developing effective improvement strategies.

TRAINING
The SHC is committed to ongoing training of its staff. As of March 2020, all Student Health Center staff completed Safe Zone training. Due to the COVID-19 pandemic, additional training was not feasible this year but will be prioritized for the next academic year. With feedback from students and in partnership with the LGBTQ+ Center, areas of potential focus for ongoing training include: trauma/consent informed care; cultural humility; counseling skills for
non-counseling professionals; and motivational interviewing and the use of different training modalities, such as simulations and case studies.

**PATIENT ADVOCATE AND PROCEDURE FOR REPORTING CONCERNS**
The students were unaware that the Student Health Center has a formal Patient Advocate role, as well as policies and procedures in place to report concerns and instances of suboptimal care and treatment. We identified opportunities to build upon existing resources and assets within the Student Health Center including: uplifting the visibility and outreach of the current Patient Advocate role and SHC Gender and Sexuality Team; expanding the referral network with clear delineation of trans/non-binary and gender affirming counseling and health care providers for short and longer term care; and increasing awareness of Wellfeet's Insurance Navigator and case management programs for students seeking trans healthcare.

**GENDER INCLUSIVE CLINICAL SERVICES**
This semester focused on a comprehensive benchmarking effort to identify best practices in inclusive service delivery and language used for Trans Health and what has traditionally been referred to as “Women’s Health.” The LGBTQ+ Center is in the process of finalizing a report with this benchmarking information to present to the Student Health Center staff for review and to identify next steps in more gender inclusive clinical services focusing on language in the name and communications used to describe services and redesigning systems and pathways for service delivery.

**UNIVERSITY-WIDE COALITION AND STRATEGY**
LGBTQ+ Center, SHC, and student leadership collectively agreed to continue to leverage the Triple Aim Coalition as the sustainable structure to support this work long-term and to build off of the current theory of change, which encompasses many of the same improvement priorities outlined in the resolution. The Triple Aim Coalition is about the simultaneous pursuit of: better *population health* and wellbeing; *better experiences* of programs, services, and conditions that influence wellbeing; and *lower cost* of care—with a focus on improving these outcomes within the NYU LGBTQ+ student community.

While the full Coalition did not meet this year due the pandemic, the core leadership team identified opportunities for improvement including: (1) reassessing and reconstituting the membership of the current Triple Aim Coalition to ensure diversity in identities, University positionality, and experiences. Particular attention will be paid to increasing student and faculty representation, trans representation, and QTPOC representation; (2) identify and increase communication and transparency of the Triple Aim’s work to the student and university community; and (3) iterate the Triple Aim theory of change as the needs and priorities of students evolve (see below for the current theory of change).
<table>
<thead>
<tr>
<th>Overall Theory of Change</th>
<th>Primary Drivers of Improvement</th>
<th>Secondary Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement Aim</td>
<td>SOGI, Name, and Pronouns</td>
<td>Prone to field in Albert that is viewable to faculty and administrators that assess Albert and develop resources for students, faculty, and administrators on how to use this information.</td>
</tr>
<tr>
<td></td>
<td>LGBTQ care and support pathways</td>
<td>Preferred name integration across University systems and communications.</td>
</tr>
<tr>
<td></td>
<td>Identification of students at increased risk and intervening</td>
<td>Documenting sexual orientation, gender identity, chosen name, and pronouns across SHC systems. Alternative mechanisms to ensure students are not outed and their preferences regarding their identity are respected for situations in which technology limitations, legal challenges, or student privacy concerns prevent documentation in information systems.</td>
</tr>
<tr>
<td></td>
<td>Campus-wide capacity for prevention &amp; equity</td>
<td>Team-based approach that may involve clinical, academic, and student life as appropriate to support more comprehensive and holistic student-centered support.</td>
</tr>
<tr>
<td></td>
<td>Co-production with LGBTQ+ Students</td>
<td>Care-case management for trans students.</td>
</tr>
<tr>
<td></td>
<td>Waste &amp; inefficiencies in service delivery</td>
<td>Adequate Insurance coverage.</td>
</tr>
</tbody>
</table>

**Primary Drivers of Improvement**

- **SOGI, Name, and Pronouns:**
  - Reliable documentation of sexual orientation, gender identity, pronouns, and chosen name data across university information systems, questionnaires, and surveys.
  - Standard processes across NYU to ensure all students are always called their chosen name and pronouns.

- **LGBTQ care and support pathways:** LGBTQ+ students reliably receive the wellbeing support they need when, where, and how they need it.

- **Identifying students at increased risk and intervening:** Proactive identification of LGBTQ students at increased risk for emotional distress, worse health outcomes, reduced quality of life, and/or lower academic achievement due to health concerns and connecting those at-risk students to the appropriate resource(s).

- **Campus-wide capacity for prevention & equity:** Student leaders, faculty, staff/administrators, and parents/families who are equipped to proactively contribute to conditions (e.g., climate, norms, practices) across NYU settings that foster wellbeing and equity of LGBTQ+ students.

- **Co-Production:** Sustainable structures and resources that increase 1) student-initiated innovations and outreach; and 2) co-production of systems-improvement with LGBTQ students.

- **Waste & inefficiency:** Reduce waste & inefficiencies in service delivery.
In the fall semester, there were approximately 6,000 students living in 20 locations in Manhattan and 2 locations in Brooklyn. Each residence hall is staffed 24/7 with several levels of individuals involved in student safety, including public safety officers, Resident Assistants (RAs), Residence Hall Resource Managers, Residence Hall Assistant Directors, and Residence Hall Directors. Furthermore, student and live-in professional staff members are on call 24/7 to assist residents and respond to emergencies. Residence hall staff members are trained in crisis response protocols and work closely with the Department of Public Safety, the Counseling and Wellness Services, and the Student Health Center. Approximately 250 RAs received such training for the 2020-2021 academic year.

Role of Residence Life Staff in Regard to Key Health and Safety Considerations:

I. Access to residence halls: Access is granted only by showing hall-specific University identification or swiping through turnstiles. Turnstiles have been installed in all residence halls. Individuals whose presence in a residence hall is considered to jeopardize the well-being of the residence hall community are declared Persona Non Grata and, as enforced by the Department of Public Safety, are denied entrance to University residence halls. The guest policy was amended during the 2020-2021 academic year in order to reduce the risk to the health and safety of our community members and to support a responsible reopening of the Residence Halls, with a plan to implement the policy in stages as public health guidance allows. The stages are as follows; we are currently in Stage 1.

1. In Stage 1, no guests will be permitted in rooms. Meaning no outside guests will be permitted in the residence halls, and no students, including those living in the same building, are permitted to visit your suite or room. This will support the quarantine period upon moving into the hall and allow time for staff to assess how things are going as time progresses. In consultation with the appropriate University officials, it will be determined when we can move to Stage 2.

2. In Stage 2, same hall guests will be permitted under certain conditions (TBA) and with the confirmation that it is safe to move to Stage 2. Same hall guests are defined as visitors who are New York University students and reside in the same residence hall as the person they are visiting. Non-residents such as commuters, residents residing in other halls and non-NYU individuals will not be permitted.

3. In Stage 3, other hall guests will be permitted under certain circumstances (TBA) and with the understanding that it is safe to move to Stage 3. Other hall guests are defined as visitors who are New York University students who reside in another University residence hall. Other hall guest may be eligible to enter the residence hall of the person they are visiting by swiping/tapping in with their NYU ID card and proceeding directly to the room of that student.

II. Alcohol and Other Substances: The number of fall semester alcohol related violations and substance related violations decreased significantly in the past year. During the fall of Fall 2019, there were 760 alcohol policy violations and 129 violations involving other substances. In the fall of 2020, there were 24 alcohol policy violations and 26 violations involving other substances. This marks the eighth consecutive year where
alcohol related violations have decreased (a decrease of 96.8% from last year). Substance related violations decreased by 79.8%.

I. Emergency Transports: The number of residential students transported to the hospital from the beginning of the fall semester to March 31, 2021 for substance-related medical emergencies decreased to 20 (down from 60 during the same time period last academic year). This is a decrease of 66.6%.

III. Assistance with Mental Health Concerns: The Residence Life staff work in conjunction with other University offices to address matters involving concerns around students well-being and/or safety. The role of Residence Life involves referrals of students to wellness services (including students who may feel unsafe as the result of being a victim of an incident as well as for other reasons), “check-ins” to assure the safety of students, and assistance with transports to the hospital.

IV. Fire Safety and Education: Each student is sent a fire safety plan which highlights evacuation procedures and fire safety information for their specific residence hall when they receive their room assignment. Annually, the office of Residential Life and Housing Services coordinate residential fire drills and fire safety education initiatives. Professional Staff and RAs are trained around fire safety and conducting fire drills. The drills are conducted four times per year. The drills represent a collaborative effort between Residential Life and Housing Services, Moses Center, Public Safety, and Facilities. During the 2020-2021 academic year, fire drills were non-evacuating due to physical distancing requirements. Fire safety education is centered on two weeks in the fall semester during which Residential Life staff conduct passive and active educational campaigns designed to foster knowledge and safety strategies. The staff also assists the departments of Public Safety and Facilities & Construction Management in tracking the number of incidents involving fire safety (numbers are maintained by Public Safety) that occur in the residence halls each year.

V. General Programs: Each year, the Residence Life staff educates residents on matters of personal and community safety through floor meetings, bulletin board displays, newsletters and social media outlets, and floor/hall workshops. A wide variety of related issues have been addressed in this way.
Report to the University Senate
Public Affairs Committee

Fountain Walker, Vice President, Global Campus Safety

April 2021
Executive Summary

The NYU Department of Public Safety (DPS) is committed to providing safety and security for our community and property, enabling the pursuit of academic and professional goals. We achieve our mission by blending people, process and technology and carrying out strategic initiatives while adhering to our core values:

**Professionalism**: Exemplifying trusted, professional service with integrity, compassion and respect.

**Excellence**: Providing exceptional service through strategic planning and high-level performance, advancing preparedness in our diverse environments.

**Community**: Fostering diversity by cultivating strong partnerships with all members of our community.

In an increasingly complex safety and security landscape, NYU's Department of Public Safety, in partnership with the global University community, takes pride in serving as the friendly face and support network for our community, the steady hand in an emergency, the vigilant presence on campus ready to respond when called upon and a leader in campus security technology.

The Department has gone through a period of organizational change after the departure of its Vice President, Global Resiliency and Security in Fall 2020. DPS now comprised of divisions and units reporting to the Vice President, Global Campus Safety. The highlights below represent completed and ongoing initiatives from the past 12 months (April 2020 - March 2021).

The **Office of the Vice President** enables consistent, responsible, and high-quality service delivery for the Department of Public Safety in support of the NYU community by preserving the integrity of the Department, optimizing processes and services, and cultivating relationships internally and externally.

- Developed, revamped, and delivered new-hire, field-training, and annual in-service instructional programming for 300+ uniformed personnel.

- Partnered with Via to relaunch the Safe Ride program with enhanced service in Spring 2021.

- Improved internal communications and information sharing among team members through the development of an internal department-focused website and weekly update bulletins.

- Completed the first annual reaccreditation submission as part of the DPS accreditation program.
Campus Safety Operations provides a safe and secure environment for the University community through well-trained staff, thorough investigations, and consistent service delivery in an evolving landscape.

- Community Engagement Personnel pivoted to **virtual programming** to provide safety tips and information on Public Safety resources to more than 1,100 community members during the pandemic.
- Victim Services **maintained partnerships with New York City agencies** to increase awareness about resources available to crime victims during the pandemic
- **Continued to produce the You Matter! Podcast**, now with more than 50 episodes across 4 seasons.

Focused on the University missions of teaching, research, and public service, **Global Resiliency and Security** is the go-to institutional office guiding global university constituencies as we prepare for, mitigate, respond to, and recover from any potential impacts to university governance, operations, and business.

- Became the focal point within DPS for the **University’s pandemic response**, specializing in planning, logistics, and operations.
- Completed a **THIRA (Threat and Hazard Identification and Risk Assessment)** for NYU’s New York City facilities and locations.
- Continues to work with divisions and units to **produce and refine continuity plans** to prepare the University in case of disruptions to operations.

**Global Card Services and Security Systems** provides Public Safety and the NYU community with consistent, reliable, and advanced security technology solutions, services, and subject matter expertise to proactively enhance global campus safety while continuously pursuing industry-leading standards and maintaining strong collaborative relationships with partners throughout the University.

- Commissioned a **specialized training server** to augment training activities and competencies on DPS software programs for new and current team members.
- Collaborated with University colleagues to **manage access control procedures and integrate technology** in response to the COVID-19 pandemic.
- Replaced **more than 200 legacy cameras** in New York with upgraded technology.
TABLE OF CONTENTS

I. Department of Public Safety......................................................................................... 2

II. COVID-19 Pandemic................................................................................................. 7

III. Campus Safety Operations...................................................................................... 14
   - Investigative Services............................................................................................... 16
   - Public Safety Events................................................................................................ 18
   - Protective Services.................................................................................................. 19

IV. Global Resiliency and Security .............................................................................. 20
   - Emergency Management.......................................................................................... 20
   - Global Security Operations Center......................................................................... 24
   - Continuity ................................................................................................................ 27

V. Global Card Services and Security Systems ............................................................ 28
   - Information Systems and Workflow......................................................................... 28
   - Communications Center.......................................................................................... 32

VI. Office of the Vice President .................................................................................... 33
   - Professional Standards ............................................................................................ 33
   - Transportation Services........................................................................................... 37

VII. Appendix .................................................................................................................. 40
I. Department of Public Safety

The NYU Department of Public Safety (DPS) is committed to providing safety and security for NYU’s community and property, enabling the pursuit of academic and professional goals. DPS seeks to achieve its mission by adhering to its core values:

- Professionalism: Exemplifying trusted, professional service with integrity, compassion and respect.
- Excellence: Providing exceptional service through strategic planning and high-level performance, advancing preparedness in our diverse environments.
- Community: Fostering diversity by cultivating strong partnerships with all members of our community.

In an increasingly complex safety and security landscape, DPS, in partnership with the global University community, takes pride in serving as the friendly face and support network of our community, the steady hand in an emergency, a vigilant presence on campus ready to respond when called upon, and a leader in campus security technology.

As NYU continues to operate as an international research university, DPS will work to ensure the well-being of members of the NYU community as they study and travel abroad. DPS collaborates with many departments within the University and with external global, federal, state, and local partners to address crime and safety concerns across NYU.

As part of those interactions, DPS continues to conduct threat, hazard, and vulnerability assessments at Global Academic Centers to account for unique safety and security challenges and opportunities. These assessments are paired with ongoing capability reviews and technical design standards to prioritize and inform security enhancement efforts. In addition to providing safety and security enhancements, DPS has financial responsibility for contract security services at the Global Academic Centers.

DPS services reach beyond New York, supporting NYU’s global footprint through partnerships with Portal Campuses and Global Academic Centers. These partnerships are critical to creating consistent global security and emergency management operations, allowing the DPS to be responsive to the needs of the University’s global network.

Organizational Change

In February 2020, the Department of Public Safety decoupled from Campus Services and Safety, a conglomerate organization composed of NYU’s Campus Services Division and the Department
of Public Safety. After this split, Public Safety was organized into two larger divisions, Global Campus Safety and Global Resiliency and Security for the remainder of the 2019-2020 academic year.

Partners in Abu Dhabi and Shanghai remained in the Global Campus Safety division along with administrative and security services functions, while the Global Resiliency and Security division oversaw Public Safety Operations, including Emergency Management and Continuity, the Global Security Operation and Communication Centers, and Global Card Services and Security Systems.

In the early weeks of the 2020-2021 academic year, the Department reorganized its divisions and units under a single lead, the Vice President, Global Campus Safety. The Public Safety - New York Division was renamed to Campus Safety Operations, and the Public Safety Operations Unit was subsumed under the Global Resiliency and Security umbrella.

As an agile organization, the Department of Public Safety regularly reviews its organizational structure with the intent of maximizing its effectiveness at providing service to the community.

Please See Appendix A on page 41 for the current DPS organizational chart.

**Accreditation**

NYU’s Department of Public Safety was awarded Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) in March 2020, becoming the largest Campus Security Agency to be recognized with the achievement.

To introduce Accreditation to the NYU community, DPS created a webpage and video describing the process. Community members were also involved in a public information session, giving students, faculty, and staff the opportunity to address the on-site assessors with questions and comments about the accreditation program.

This effort included the launch of the DPS Policy Review Committee. The Committee, composed of representatives from DPS divisions and units, is responsible for the development of over 60 published DPS policies, procedures and written directives, and the collection of several hundred documents demonstrating compliance with the nearly 300 industry-specific standards set forth by CALEA.
The Committee meets regularly to review and recommend policies and procedures that are presented, reviewed, and approved by DPS leads and University partners, and ultimately signed into effect by the Vice President, Global Campus Safety. Once the review process has concluded, all policies are distributed to DPS employees via the Department’s digital document management system, PowerDMS.

Policies and procedures address many different aspects of DPS operations, including oaths of office, training requirements, and operational standards.

With initial accreditation complete, Public Safety moved into CALEA’s four-year Accreditation cycle that includes four, annual, remote, web-based file reviews and a site-based assessment during the fourth year.

The annual assessments involve the collection and regular review of documents demonstrating compliance with industry standards, ensuring that Public Safety is continuing to operate within its designated policies and protocols. The Professional Standards team has implemented a monthly standards compliance plan to ensure that relevant documents are current and available for compliance review during the annual filing period.

The Department’s Policy Review Committee and Department leadership continue to develop and review general orders, procedural orders and written directives to ensure that they’re in line with current practices and revised industry standards.

The annual assessment filing was completed and submitted to CALEA in March 2021 for review.

Accountability

Implemented in 2017, CompStat accountability meetings have created a culture of information sharing, supported decision-making, and improved organizational culture through increased communication.

Modeled after typical law enforcement accountability programs, CompStat has been implemented in public safety departments across the country. Every division and unit within DPS participates in CompStat to evaluate trends, determine best practices, and continually implement and improve crime-control initiatives. CompStat meetings monitor and track changes on a weekly, monthly, and yearly basis. Through constant analysis and historical
comparisons, DPS is able to identify and allocate resources to areas of concern efficiently to improve the safety culture at NYU.

CompStat meetings assess public safety efforts through spatial and temporal analysis of crimes, stakeholder feedback and community engagement. The meetings help DPS identify deficiencies and recommend process improvements and allow team members to communicate across divisions and units and provide updates on upcoming projects and events. These bi-weekly meetings have continued virtually during the pandemic.

With three years of complete data stemming from these meetings, DPS uses the material to analyze trends and proactively prepare for upcoming periods that have consistently presented safety and security challenges, including Welcome Week, midterms and finals, and others.

DPS also continues to develop its Key Performance Indicators (KPIs) to allow for measurement of success across divisions and units over a set period of time. Division and Unit leads are working to hone the identified KPIs to ensure maximum efficacy. These KPIs assist DPS in determining effectiveness of operations and programming.

Global Safety Services

In an effort to create more consistent safety services across NYU’s Global Academic Centers, DPS has created standardized contracts and post orders for the 11 GACs. By standardizing the contracts and providing partner security vendors with similar materials, DPS and NYU are better able to serve the community members studying and working at the GACs.

In addition to standardizing security contracts, processes and procedures, DPS has also pared down the number of contract security vendors employed across all of the GACs. By reducing the number of providers, the Department is able to maximize the consistency, continuity and efficiency of security services across our GACs. The results of these efforts reduced the number of individual contract security vendors by nearly 50 percent during AY 2019-20.

Behavioral Intervention Team

DPS, in partnership with several University departments, leads the Behavioral Intervention Team (BIT), whose mission is to assess concerns that: an individual poses, or may reasonably pose; a threat of violence to self, others, or the University community; and to initiate an intervention designed to avert the threat if it exists. The purpose of the team is to respond appropriately to concerns expressed about behaviors exhibited by anyone - students, employees, tenants, visitors,
and unaffiliated persons - before a critical incident so that the campus remains a safe and secure
working and learning environment.

The BIT meets quarterly throughout the year, and as-needed when concerns arise. These
meetings have continued virtually throughout the pandemic. The team is composed of members
from DPS, Student Affairs, the Office of the Provost, Human Resources, the Wellness Exchange,
Community Standards, the Office of General Counsel and the Office of Equal Opportunity.

Public Safety Advisory Committee

DPS hosts the Public Safety Advisory Committee (PSAC), a group of twelve NYU community
members from all levels and areas of the University who are dedicated to improving public
safety services. The PSAC meets once each semester to learn about DPS initiatives and priorities
and provide input and feedback on how DPS can serve the NYU community in a more effective
manner. The committee has continued to meet virtually through the pandemic to fulfill its
responsibilities. The PSAC also reviews public reports, like this one, for input before
dissemination to the broader NYU community.

Women in Public Safety Initiative

DPS has continued its Women in Public Safety (WiPS) initiative with a mission to provide an
environment that encourages growth, wellness, professional development and success for women
across public safety disciplines at NYU through education, volunteering, information sharing, and
networking opportunities.

Last winter before the pandemic, Women in Public Safety programmed a number of smaller
events (at right) encouraging camaraderie and the opportunity to learn more about team members
from all parts of the Department. During the pandemic, the Women in Public Safety steering
committee has been working on finalizing a curriculum to support the professional development
of Women in Public Safety members.
Internal Communications / DPS Google Site

In an effort to provide more resources, news, and transparency across divisions and units, DPS launched the Weekly Update, an internal department-wide communication tailored for the fast-changing environment during the COVID-19 pandemic. Information for the Weekly Update is culled from DPS team members from all divisions and units each week and shared out in a bulletin-type format.

After being sent out as a separate digital document each Friday, the Weekly Update communication was added to the Department’s Google Site, which allows for more frequent updates throughout the week and provides the opportunity to include additional resources and information.

In addition to the Weekly Update, DPS team members visiting the Google Site can retrieve the latest procedural orders, access DPS resources such as contact sheets and project descriptions, visit links to university resources including mental health and wellness material, and much more.

In order to make the site easily accessible for all team members, shortcut links were placed on the desktop of each Public Safety Officer post computer with the assistance of NYU Information Technology. The shortcut provides team members who are on post with one-click access to all the information the site has to offer.

II. COVID-19 Pandemic

Pre-Pandemic Preparation and Information

The COVID-19 pandemic was the most significant external force to impact New York University and its operations since Hurricane Sandy in 2011.

In response to Sandy, the DPS and the University have worked to ensure plans and processes were established to mitigate the impact of these and other similar types of events on the University community and its property. These planning efforts are in line with Emergency Management and Continuity best practices and established protocols. In 2018, the University incorporated an enterprise-wide focus to Emergency Management and Continuity Planning and expanded the response framework to envision dual capabilities locally and globally. This planning reflects a collaborative, cooperative approach incorporating the strengths of the Global Security Operations Center.
Established in 2016, the DPS Global Security Operations Center regularly tracks world events and synthesizes information into digestible reports, ensuring that the Department and University leadership both have the latest information with which to make decisions.

When the initial COVID-19 outbreak was identified and there was a strong possibility of impact at NYU Shanghai, DPS worked with teammates at the portal campus to understand the breadth of the concern and how best to mitigate the impacts of the virus. This work came on the heels of a well-timed functional exercise conducted in October 2019 between Public Safety teammates in New York and Shanghai that focused on infectious diseases and how to reduce impact.

NYU and DPS began tracking COVID-19 with a New York focus in full force in mid-January 2020. Soon after, the delivery of regular situational reports became commonplace and still continue, with monitoring across the world.

Concurrently, there was a push for departments and units to complete continuity plans in early 2020. It was later determined that those who had plans in place prior to the pandemic had a more successful transition to remote learning.

Key to the initial and ongoing information gathering was establishing partnerships with external organizations including the International Association of Emergency Managers (IAEM), PULSE – the Patient Unified Lookup System for Emergencies, and the IVY+ Network. The partnerships allowed NYU to share information with peer institutions and understand baselines on what was happening from school to school. NYU was also the hub for early coronavirus updates through a managed digital spreadsheet detailing peer institution information that was continuously refreshed with data inputted by institutions and organizations from all over the country. Developments shared via the spreadsheet laid the groundwork for leaders to make decisions together and have awareness of actions taken by others. For example, these exercises helped NYU to make an early call to move community members from NYU Florence in advance of Italy’s lockdown.

**COVID-19 Response**

Once it became clear that there would be a significant impact on the University’s New York operations, DPS instituted a Level 3 Comprehensive Emergency Management Plan (CEMP) activation: Limited Activation, which was then upgraded to a Level 2 activation (Partial Activation) where it has remained throughout most of the COVID-19 response.
By activating the CEMP, DPS and the University created the opportunity to gather Incident Management Teams (IMT) with constituents from across campus. The IMT then designated Incident Command Structure, activating Planning, Logistics, Operations, and Finance, and scaled them up with personnel to accommodate the size and scope of the necessary response. DPS staff were among those filling key Incident Management Team (IMT) roles including the Operations, Logistics and Planning sections for the University. Their efforts, working collaboratively with team members from across the campus provided critical support to NYU and its pandemic response and return to campus.

The Operations Section addressed the key on-the-ground needs of the response, working with a cross-disciplinary team on projects ranging from quarantine and isolation planning, campus access, and Research Returns which kicked off in early June and became the pilot for Fall Returns. The Operations Section was supported by Planning, Logistics and Finance in their efforts.

Despite all the challenges, NYU was able to welcome a reduced number of students, faculty, and staff to New York and other global sites beginning late August 2020.

**Planning**

The DPS Global Security Operations Center became the Planning arm of the IMT. Among the many responsibilities of the Planning Team, a key focus was providing updates on situational awareness for the University and keeping track of everything that was happening across the world and on campus. The Planning team took notes for all the Incident Management Team calls and created Incident Action Plans, noting the working groups, their tasks and who were the principal players involved.

Planning also analyzed scenarios, identifying critical vulnerabilities and understanding mitigation plans for whatever was coming the University’s way.

Planning provided support to NYU Abu Dhabi and NYU Shanghai as they navigated their responses to the pandemic and the team became an integral part of the Travel Review Committee. This committee was responsible for assessing the merits of exemptions to the ban on non-essential travel, and since March, the committee has evaluated more than 50 requests.

In a similar way, the Planning team monitored the local areas around NYU’s other global sites, ensuring that the latest information was available so that leaders could make important decisions surrounding the return to campus in Fall 2020.
Additional support for NYU Shanghai included a discussion and review of the activation of their continuity plans. Once the plans were activated, bi-weekly calls were held with NYU Shanghai Public Safety to review NYU Shanghai’s recovery efforts. As it became time to bring students back to NYU Shanghai, separate meetings were coordinated with NYU Shanghai stakeholders to learn about recovery efforts and measures being implemented for a safe return. Lessons learned from the experience at NYU Shanghai were reflected in updates to their continuity plans.

**Logistics and Operations**

As information was being gathered and disseminated, the Logistics and Operations teams were focusing on how to get the University back up and running after sending students, faculty, and non-essential staff away from campus in March 2020.

**Logistics**

The Logistics team tackled two main projects during the spring and summer: the Researchers’ Return to Campus and the Procurement of PPE (at right). The researchers’ return to campus in June 2020 was the first opportunity for community members to come back to the New York campus and work from approximately 70 labs in NYU facilities.

Training manuals and protocols were developed for returning community members in consultation with Research leadership and access management controls were put in place to ensure only those community members who needed to be on campus were granted entry.

In order to have a safe return to campus, a significant stockpile of PPE was needed. As part of a team with personnel from Procurement, Campus Services and others, Public Safety helped acquire and develop distribution channels for PPE on the New York campus. This included initially running distribution through Public Safety front-line personnel to ensure quick access, and slowly transitioning to an on-site and then an off-site warehouse.

**Operations**

Likewise, to encourage social distancing and allow students to return to, and live on, campus, an effort was undertaken by the Operations team to determine the appropriate capacity of residence
halls and to identify additional space near campus that would be suitable for temporary residences. Public Safety personnel were part of a team that reviewed leased facilities in order to find additional space to accommodate students, while ensuring that facilities were safe and up to NYU standards. This project included both surveys and on-site reviews of locations that could house University community members in an appropriate manner.

Similarly, Public Safety personnel assisted in a space review for study and remote learning locations, offering community members a safe place to work on their academics outside of their residence rooms. This space review uncovered possibilities across Manhattan and Brooklyn to create distanced opportunities for studying.

Protocols, Procedures, and Training

In support of the University’s efforts as part of NYU Returns, Public Safety’s Professional Standards Unit developed COVID response policies and procedures in line with campus security standards and delivered Department wide compliance training programs, including scenario based drills, on NYU Returns guidelines and access control procedures.

Achievements

Personal Protective Equipment

In partnership with the University’s procurement team, the IMT identified and acquired approximately 400,000 disposable masks, 100,000 4-ounce bottles of hand sanitizer, and 200,000 reusable face coverings. The IMT developed an on-site temporary and then off-site long-term system for distributing PPE to community members.

Access and Security Technology

- Facilitated 3,500+ one-time access requests to campus for NYU community members to retrieve items for remote work, online teaching, retirement, onboarding, and more.
- Designed the platform to maintain access for key and essential personnel to ensure operations continued. Contributed to the tracking of unauthorized access to campus. Developed the essential employee and housing process.
- Collaborated with 42 departments and units to identify an initial cohort of 3,800 community members requiring access to 112 buildings, including staff, faculty, researchers, and vendors as part of the Researchers’ Return to Campus in June 2020.
• Assisted Residential Life and other units with tap data to gauge occupancy in campus buildings. Built out reporting capabilities to see daily reports on the number of people tapping into residence halls.
• Provided ongoing support for card related issues related to COVID compliance.
• Integrated the Daily Screener with access control, helping to ensure a healthy campus by deactivating cards on a failed screener submission or lack of compliance.
• Continued ID card operations to facilitate access control – open normal business hours since the last week of August to assist with access control, friendly and accessible team to help with access and COVID-19 questions.
• Maintained security equipment and access control devices throughout campus.

**Information and Planning**

• Organized and disseminated more than 250 situational reports on both local and global COVID developments. These reports were issued daily to senior University Leadership, the Incident Management Team and all supporting working groups.
• Conducted critical security and safety review of 126 buildings to ensure proper entry wayfinding and health signage was in place before the NYU community returned to campus. In partnership with Facilities and Construction Management, more than 100,000 COVID-related signs were posted and 600 clear partitions were assembled and distributed.

**Quarantine Meal Deliveries**

Aided in the meal delivery process for 2,700+ students for the New York State precautionary quarantine and the continuing support to the meal delivery efforts for our ongoing quarantine and isolation students.

**Transportation**

• Oversaw the transportation efforts for the consolidation of the residence halls at the beginning of the pandemic.
• Established daily disinfecting processes across transportation services and Public Safety fleets.
• Upfitted Shuttles and Public Safety vehicles with driver partitions and Keep Each Other Safe branded signage.
Global Programs Support

Assisted Global Programs with the departure and travel of 1,500 community members at global sites during the initial onset of the pandemic in March, including students from Shanghai in January and February, Florence in late February, and the majority of NYU’s remaining global locations in March and April.

Investigations and Victim Services

Opened 256 investigations, remotely communicated with 242 victims, remotely interviewed 184 victims and witnesses, and reviewed 2,788 hours of video footage.

Virtual Programming

Continued outreach to the NYU community to provide virtual Safety in the City training; 18 trainings conducted and approximately 1,100 participants reached.

Move-In Day

Planned, staffed, and managed a successful 4-day Move-In event without incident and also managed the security component for the COVID-19 Testing Tent.

Next Steps

In spring 2021, the University began to plan for how it could operate a vaccination site on campus if the University was provided doses of the COVID-19 vaccine. Collaborators from across the University began the conversation and work around integrating current campus sites and formulating logistics and plans. This effort continues into the latter parts of the spring 2021 semester.

The workstream leaders also combined forces on updates to the University’s daily screener, specifically working on how to use technology to help limit community members accessing campus facilities to only approved students, faculty and staff. These efforts included integrating the screener with data from several University partners and communicating directly with divisions and units to confirm community members’ access.
III. Campus Safety Operations

Through active community collaboration and flexibility, Campus Safety Operations strives to be the model public safety entity by providing a safe and secure environment for the University community through well-trained staff, thorough investigations, and consistent service delivery in an evolving public safety landscape. Providing security and protection to the open, urban, multicultural, and densely populated NYU environment requires, at its core, a strong commitment to the philosophy of community-based public safety practices. Additionally, Campus Safety Operations employs innovative crime prevention practices and state-of-the-art technology to provide effective security services to the NYU community.

Campus Safety Operations consists of more than 300 uniformed Public Safety Officers and supervisors who work 24 hours a day, 7 days a week, 365 days a year to ensure the highest level of security across NYU. DPS maintains 96 posts throughout campus, including 24 residence halls and 72 academic buildings. The unit also includes roving patrols throughout campus and is responsible for regularly-posted contract security guards.

Public Safety Officers detect and deter unauthorized access to University buildings, direct community members in the event of an emergency, and routinely patrol the Washington Square and Brooklyn campuses and facilities.

Campus Safety Operations has continued its programs during the pandemic, and realized reductions in commonly-reported incidents, including larcenies.

Larcenies often occur when property is left unattended, whether in a public place, or a residence hall. DPS maintains several initiatives in order to help remind community members to take belongings with them, or keep them safe.

- Lock Your Door: In partnership with NYU Residential Life, this campaign initially began with hanging door hangers on each residence hall room door and office door reminding community members to lock their doors when they leave, and pivoted to stickers in AY 2019-2020. In late 2019 into early 2020, a fifth residence hall received stickers. Post pandemic, DPS aims to outfit all proprietary residence halls with stickers.
- Regular Patrols: DPS uniformed personnel continue to regularly patrol high-traffic areas to ensure that belongings are not left behind, and take the opportunity to educate community members before they leave items, even for just a few minutes.
• Education Programs: Safety in the City presentations include specific points regarding larcenies and how to prevent them from a personal preparedness level. These presentations have pivoted to virtual zoom events during the pandemic.

Through these efforts, DPS has seen a 28 percent reduction in reported larcenies from AY 2019-20 to AY 2020-21, with just over 200 reported for the full year. DPS also saw year over year reductions in burglaries and disorderly conduct.

One challenge identified during the pandemic was students attempting to gain access to residence halls where they did not live by passing IDs with the appropriate access between each other. Public Safety monitors and records these attempts and communicates them to the Office of Student Conduct.

The statistics above are inclusive of the time period when the University pivoted to remote learning due to the pandemic, and therefore, some statistical data may lie outside traditional levels.

**Community Outreach**

DPS provides training and programs to educate students, faculty, and staff on a variety of topics aimed to increase personal security and awareness across campus space. "Safety in the City" presentations educate community members on best practices that include, but are not limited to, protection of personal property, transportation safety, identity theft protection, internet safety, criminal schemes, and general tips on staying safe in New York City.

During Summer 2020, the Department of Public Safety adapted to the COVID-19 pandemic by restructuring its “Safety in the City" program so that it could be delivered virtually over Zoom. During the fall and spring welcome programs, the team offered 18 programs to more than 1,100 new and returning students. Shifting to virtual presentations provided additional opportunities for students to conveniently join the events, and DPS saw a significant increase in attendance.

The presentation includes tips for those returning to campus as well as those who are studying remotely, covering topics such as: Safety on Campus, Safety on the Subway, Safety at Night, Safety Online, Scam Awareness, the Safe NYU App, Transportation Services, and other Public Safety Services.
Students from across the University were given the opportunity to ask questions and learn more about how they could improve their safety, no matter where they chose to study during AY 2020-2021.

These presentations will continue virtually until in-person presentations are permitted.

The team has also made efforts to bring programs to community members, specifically Operation ID (shown at right, pre-pandemic). DPS recommends participation in the Operation ID program, where community members can register valuable items so if these items are reported lost or stolen and are recovered by the NYPD, proper contact information is on file to identify the owner. In AY 19-20 more than 1,000 devices were registered as part of the program, exceeding the 1,000-item threshold for the second straight year. In light of the pandemic, the team has created a virtual Operation ID form where community members can register their items safely from the comfort of their residences.

Investigative Services

The DPS Investigative Services (IS) team is responsible for investigating crimes that happen on campus or that impact the members of the NYU campus community. Investigating approximately 250 cases in 2020, IS employs more than 50 years of experience and expertise that focuses on aiding the University community in incidents such as larcenies, harassment, social issues and special victim cases.

Investigative Services is responsible for the investigation of crimes committed against students, faculty and staff, occurring both on- and off-campus. While IS does not conduct investigations that fall under the purview of Title IX, the team actively investigates assaults, larcenies, fraud, incidents of harassment and/or domestic violence, and investigations of property damage and vandalism to University buildings. IS reviews all investigative reports and factual determinations reached by DPS staff members for accuracy and completion in order to effectively manage workflow, ensure optimal case outcome, and partner effectively with University stakeholders.

IS reviews reports of incidents and related materials to assist in determining the appropriate response; collecting surveillance camera footage, card access information, and audio recordings; and interviewing involved parties within an immediate time frame. IS prepares factual, accurate, thorough, and timely investigative reports on all cases.
**Special Victims Services**

DPS assists victims of sexual assault, relationship violence, harassment, stalking, assault and other crimes. DPS ensures that any NYU student, faculty, or staff member who has been victimized, either on or off campus, is treated in a supportive and respectful manner throughout the criminal justice, and University judicial processes.

Special Victim Services delivers information and assistance to victims of crime with regard to the criminal complaint process and their rights as victims. In partnership with NYU’s Wellness Exchange, the Title IX Office, and the Office of Community Standards, DPS addresses the needs of victims and acts as an advocate for victims with law enforcement agencies in jurisdictions where NYU has campuses. Specifically, Special Victims Services works closely with sex crimes and/or special victims units within law enforcement.

While COVID-19 moved many employee operations to remote work, the Victim and Investigative Services team continued to meet with complainants, and supported reporting to law enforcement and relief agencies.

The team remained as, if not more, responsive to the community after the pandemic began, and worked with external partners to ensure that relationships were maintained and services available for NYU community members who needed them.

Prior to the pandemic, Victim Services partnered with city agencies on events like Put the Nail In It (at right, pre-pandemic). As part of Domestic Violence Awareness Month, Safe Horizon – an organization which provides support, prevents violence, and promotes justice for victims of crime and abuse, their families and communities – was on campus for their #PutTheNailInIt event. Food, manicures, and information on programs were provided to those in attendance.

Special Victim Services represents DPS in University and external community committees related to victims’ rights and services and conducts presentations related to victims’ rights and victim liaison services for internal NYU audiences, including students, faculty, staff, and external audiences.
You Matter! Podcast

Now in its fourth season with more than 50 episodes launched, the You Matter! podcast informs the NYU community about resources that are available to victims, both on and off campus, and details first-hand experiences of victims and those in the community who assist them.

Hosted by Associate Vice President, Campus Safety Operations Karen Ortman, the weekly podcast goes in depth with survivors of incidents. A retired law enforcement professional, Ortman has been at NYU for five years, coordinating field operations, investigations, and special victims services within DPS. As part of her role, she meets with victims of incidents and assists them in obtaining resources and assistance from NYU offices and local law enforcement.

The podcast is self-produced and new episodes are released weekly during the academic semesters. Episodes include conversations with survivors of domestic violence, attempted murder, cyberstalking, and bullying. The podcast also details resources available to the NYU and New York City communities, including the Safe NYU app, Safe Horizon, and the Family Justice Center. Most recently, guests have included motivational speaker Eric LeGrand, Vice President, Global Campus Safety Fountain Walker, Former Major League Baseball Player Billy Bean, and many more. The You Matter! podcast is available on Apple Podcasts, Google Podcasts, Spotify, Stitcher, and TuneIn.

Public Safety Events

Public Safety Events (PSE) is responsible for maintaining event security and logistics for DPS. The PSE coordinates with event organizers to review safety and security logistics, develop Event Action Plans (EAPs), and manage departmental staffing needs necessary to maintain the safety and security logistics of the NYU community at on campus events. During the pandemic, the Public Safety Events team adapted its approach to support the regular uniformed personnel shifts during restructured staffing periods and helped to coordinate security at the University’s COVID-19 testing sites.

For the period of April 2020 - March 2021 PSE oversaw:

- 6 events staffed - most notably the ongoing staffing provided for the COVID-19 testing site at the Bonomi Center
• Approximately 2436 total hours worked
• 234 DPS personnel and contract guards hired
• 0 NYPD officers hired

In a typical year, Public Safety Events team members will additionally coordinate staffing for University-wide events including the Children’s Halloween Parade, Strawberry Festival, Grad Alley, and many others.

Protective Services

The Protective Services Unit utilizes proactive digital, physical, and intelligence practices to help mitigate risk to University Principals and visiting dignitaries.

This uniquely-qualified and well-trained unit - six sergeants and one protective services assistant - uses an Executive Protection (EP) platform to help manage and secure controversial speaker appearances, corporate and governmental VIP campus visits, and the daily movement of the NYU leadership throughout the local area. This specialized accommodation helps to optimize safety outcomes, but also elevates the range of DPS services available to our campus partners. NYU hosts many national and international dignitaries throughout the academic year. Through productive and cooperative working relationships with school administrators, and the use of advance site inspections to develop strategic plans, the unit produces comprehensive safety plans designed to ease the threat of personal harm. Often, this unit collaborates with external law enforcement agencies during campus visits associated with these VIPs - the U.S. Marshals Service, U.S. Diplomatic Security Service, United Nations Department of State, and the U.S. Secret Service, to name a few. Their mutually aligned methodologies in EP have helped to increase campus safety for the entire NYU community.
IV. Global Resiliency and Security

Focused on the university missions of teaching, research and public service, Global Resiliency and Security is the go to institutional office guiding global university constituencies as we prepare for, mitigate, respond through, and recover from any potential impacts to university governance, operations, and business.

Emergency Management

*Threat and Hazard Identification and Risk Assessment (THIRA)*

Emergency Management and Continuity (EM) has been building upon initial assessments conducted during AY 2017-18 to create a resilient enterprise.

DPS conducted a Threat and Hazard Identification and Risk Assessment (THIRA) for NYU’s NYC facilities and locations. This assessment was completed in Summer 2020 and is a three-step process that helps communities answer the questions:

- What threats and hazards can affect our community?
- If they occurred, what impacts would those threats and hazards have on our community?
- And based on those impacts, what capabilities should our community have?

The Department sought input from New York City Emergency Management (NYCEM) and engaged a consultant group to conduct the official assessment for the University in New York City and the Department’s Global Security Operations Center staff conducted assessments for equities globally. The coordinated effort was in accordance with the principles of the Emergency Management Accreditation Program (EMAP).

As part of the effort to complete the assessment, the Department hosted NYCEM and campus partners at a workshop to review the plans to conduct the THIRA. The workshop included a conversation regarding hazards and threats applicable to NYC, and attendees talked about how the situations would affect each of the partners’ operations and activities. The main areas of focus included effects on people, place, power and information technology.

NYCEM was included so that the University could understand what concerns the city has, and what NYU could expect in terms of city capabilities during large-scale incidents, such as terrorism.

By including external stakeholders, the Department is confident that the resulting report, which includes the assessment of, and recommendations for, 16 potential threats to the University
community, will increase the overall preparedness of the Department and the University as a whole.

With the THIRA complete, the Department will work to define mitigation strategies for the risks identified through the process.

**Comprehensive Emergency Management Plan (CEMP)**

First completed in Fall 2017, NYU’s Comprehensive Emergency Management Plan (CEMP) was updated with changes in 2020, most notably adding a layer to the workflow dictating the process for managing large scale incidents across the University. The plan lays out an overall university-wide approach to all-hazards incident management. It creates activation levels and outlines overall responsibilities to ensure an effective response. The CEMP also aims to further reduce duplication of effort seen in previous emergencies.

The CEMP provides details and instructions for two structures to support incident operations, the Executive Policy Committee (EPC) and the Incident Management Team (IMT). Each team has a unique requirement and role in the university’s response. The EPC is strategically focused, providing policy level decision making. The IMT is focused on the tactical level operations designed to respond to the incident at hand. Both teams leverage the National Incident Management System (NIMS) and the Incident Command System (ICS) to respond to any incident that may impact the University. In the 2020 updates, the Incident Management Team workflow charts have added workstreams related to core University functions: Academics, Research, Student Affairs, Global, Public Health, and Operations.

EM continues to create annex plans for the CEMP, ensuring that departments, divisions, schools, global academic centers, and portal campuses have a structure and process in place to make decisions during emerging events.
Post pandemic, EM plans to resume tabletop exercises with the Fire Department of New York (FDNY) to test preparedness efforts. The tabletops include NYU’s IMT and EPC as well as outside agencies such as the NYPD, New York City Emergency Management (NYCEM), Con Edison and Hebrew Union College.

EM employs industry-leading systems to help improve our incident response coordination efforts. DPS utilizes VEOCI, a virtual emergency operations center, where the IMT and EPC collaborate and solve issues no matter where responders are throughout the global enterprise. VEOCI also assists with emerging events, such as protests, vigils, and other on-campus events, as well as for continuity planning and day-to-day operations. VEOCI has been an invaluable resource and tool for the University’s response to the COVID-19 pandemic.

Recognizing that NYU may not be able to handle a large disaster on its own, EM enrolled NYU into the National Intercollegiate Mutual Aid Agreement (NIMAA). This agreement, signed by more than 100 universities throughout the country, is designed to ensure that universities can share resources effectively and efficiently during large-scale emergencies. NIMAA was crafted in a way that will aid in cost recovery should the University experience a Presidentially-Declared Disaster.

On the organizational level, EM is certified by NYCEM as a Partner in Preparedness. NYCEM’s Partners in Preparedness program is a nationally recognized program that supports organizations in preparing their employees, services, and facilities for emergencies. It requires partners to show progress in five areas including emergency notification, planning, and exercises.

**Emergency Coordinators**

The Emergency Coordinators are a collaborative team of colleagues from schools and departments who serve as liaisons to improve preparedness within their individual units.

As a subject matter expert of their environment, the Emergency Coordinators represent their schools and departments during times of emergency providing critical information and assisting with decision making. They may also be a part of the Incident Management Team.

The Emergency Coordinators meet once per semester to review past events, share training opportunities, and collaborate on how to improve communications between the University and stakeholders. The meeting was conducted virtually in spring 2021.
**Emergency Management Advisory Council**

The Emergency Management Advisory Council (EMAC) provides strategic advice on the direction of the University's Emergency Management Program, ensures continued input representing local stakeholder groups, and supports Emergency Management Accreditation Program (EMAP) efforts. The council meets once per semester with key stakeholders to create synergies between divisions and departments within NYU and provide updates on specific initiatives important to fostering a more resilient NYU. The council meeting was held virtually in AY 2020-2021.

**Fire and Life Safety**

Global Resiliency and Security oversees the administration and training of Fire Life Safety Directors (FLSD) at 22 specified buildings across the New York City campuses. The current training program, consisting of an in-person class, a computer-based test, and an on-site exam administered by the Fire Department of New York, includes 52 members of DPS. Thus far, 22 are fully certified, 22 are temporarily certified and awaiting permanent Emergency Action Plans (EAP) to be adopted by FDNY, and eight are working toward certification.

To create a more robust program, DPS has partnered with Environmental Health and Safety (EHS) and Facilities and Construction Management (FCM) to ensure that fire safety plans across campus are maintained and updated as facility information and standards change. EHS and FCM also help facilitate fire drills and monitoring alarms.

**Individual Level Capability**

Growing its user base to more than 39,000, the Safe NYU app has become synonymous with providing safety services on campus at the touch of an icon. The Department has made the user population growth an important cause, working to ensure that safety services and information are available to as many community members as possible. Recent marketing efforts include pre-pandemic, in-person street team events, email campaigns with the help of partners in Student Life and Public Affairs, and social media programming surrounding the Department’s semester test of the Emergency Notification System. NYU’s version of the mobile campus safety app has the most users of any University using the AppArmor service.
Features optimized for NYU’s 14 global locations include: 911-calling capability for life-threatening emergencies; links to local transportation information, allowing for ease of navigation in new, or unfamiliar cities; and customized emergency procedures based on local hazards.

Features available anywhere, including NYU’s 14 global locations: a mobile blue light that simultaneously sends your location to and calls NYU Public Safety; the ability to report incidents or tips via in-app forms, real-time chats or voice calls; and links to support resources including victim’s assistance and the University’s Wellness Exchange and Bias Response Line.

The functions above are available through any phone with a data or internet connection and require a user to login with their NYU Net ID and password.

Safe NYU also promotes emergency preparedness, offering information on how to be ready for severe weather and procedures to follow before, during and after emergency situations. This information is available offline, so with or without an internet connection, community members have access to helpful tips.

Overall, the benefits of these preparedness efforts are evident when it comes to responding to critical incidents affecting the NYU community. In addition to the pandemic, EM regularly responds to incidents ranging from bombings and terrorism to snow, severe thunderstorms, protests, and utility failures. Improvements continue to be seen as overall efforts are tracked, ensuring that we are learning important lessons.

Global Security Operations Center

The DPS Global Security Operations Center (GSOC) is tasked with providing safety and security support to NYU’s Global Academic Centers, NYU travelers, and NYU-associated programs around the world, both before and during a trip. The GSOC team accomplishes this by monitoring the world and continuously assessing ongoing events, and identifying and analyzing trends and patterns at the global, regional, and local level for any potential impact to NYU travelers and facilities. This analysis, combined with the team’s interactions with a blend of national, regional, and local entities enables it to develop a holistic understanding of what may impact NYU travelers wherever they are. On an average day, the GSOC team reviews and analyzes more than 500 situational alerts, warnings, and developing events occurring around the world.

Separately, the GSOC team provides situational awareness during high profile on-campus events in New York City, in support of Public Safety’s Uniformed Services, Events, and Protective
Services units. The team’s usual responsibilities shifted due to the pandemic, where team members were called upon to help with the planning for NYU Returns and triaging information on the virus and its impact.

Global and Local Support

Globally, the GSOC team continues to provide support to every NYU school, as well as sponsored research travel abroad and mitigating the ongoing COVID-19 pandemic. In this effort, the team has conducted nearly 500 pre-departure assessments, briefings, or responses to particular traveler questions in 2019-2020. Additionally, the GSOC produced over 250 situational reports on global COVID-19 developments beginning in late January 2021. These reports were issued daily to senior University Leadership and NYU schools.

In New York City, the GSOC team provided extensive support to protests that occurred in and around campus. During the 2019-2020 academic year, the GSOC team has provided awareness on more than 180 protests and demonstrations in NYC and Washington, D.C. and another 35 global protest updates. All events concluded successfully and without damage to NYU property.

Incident Response and Support

In addition to proactively supporting NYU travel programming, the GSOC team continues to develop and refine its incident response capability, particularly following the COVID-19 pandemic. In 2020, the GSOC team provided over 250 situation reports and assessments both locally and abroad. Some responses of note include:

1. The GSOC assisted the Office of Global Programs with the departure and travel of 1,500 community members at global sites during the initial onset of the pandemic in March, including students from Shanghai in January and February, Florence in late February, and the majority of NYU’s remaining global locations in March and April.

2. The GSOC provided over 250 daily situation reports regarding COVID-19 developments and lockdowns for both New York City and the global campuses from beginning in February 2021. These reports were shared with University Leadership, the Office of Global Programs, schools,
and partners in the various Working Groups that constituted the University’s Incident Management Team.

**Geopolitical Risk Working Group**

DPS participates as a standing member of the Geopolitical Risk Working Group (GRWG). This working group is composed of members from the Office of Global Programs, Public Safety, and Enterprise Risk Management, and meets quarterly to discuss and respond to geopolitical risk trends and events that could affect NYU globally. The GRWG also meets when necessary to discuss proposed travel to elevated risk countries. The working group reviews the trip’s potential risks versus rewards and what possible mitigation actions need to be addressed to reduce the exposure to NYU as an institution and for individual travelers. The group then produces a recommendation for the University leadership and the requesting school.

Additionally, the GSOC has become an integral part of the University’s Travel Review Committee, which is responsible for assessing the merits of exemption the ban on non-essential travel since March 2020. To date, over 50 travel requests have been evaluated by the Committee.

**NYU Traveler**

NYU Traveler is the central repository for all NYU-associated travel. The GSOC team works with the Office of Global Programs to ensure staff is trained and able to enter in trip information, as well as explain how and when the information will be used to ensure transparency in data handling and protection.

Redesigned in late 2019 and debuted in spring 2020 before the pandemic, the new NYU Traveler is New York University’s enterprise travel safety service. All members of the NYU community are eligible and encouraged to utilize the online service when making travel arrangements or registering their plans.

By booking or registering trips with NYU Traveler, NYU’s Department of Public Safety will be able to proactively contact community members and provide support in case of emergencies, such as severe weather or labor strikes, that may disrupt travel itineraries.
Details of the trip will remain confidential. Community members will receive safety and weather alerts from an automated system, which tracks developments around the world. Only in cases of emergency, and depending on the scale and severity, will a Public Safety administrator review a community member’s travel information and attempt to establish contact to check in on their safety.

**Continuity**

DPS continues to professionalize NYU's Emergency Management, Communications, and Global Safety Services, through its enterprise continuity program. In today’s complex environment, NYU is exposed to a variety of potential threats and incidents that can affect the University’s ability to accomplish its primary missions of teaching, research and providing community service. NYU must not only be able to respond to an incident but must continue to perform its critical missions at some level during an incident.

Continuity plans focus on four main scenarios that could affect the University and its divisions and units: loss of place, loss of people, loss of power and/or utilities, and loss of network.

COVID-19 made real the necessity for well-made continuity plans and provided an opportunity for divisions and units across the University to review and assess their specific continuity plans.

These reviews and updates to plans made those teams, and the University as a whole, stronger. With more plans captured in the VEOCI system, DPS was able to provide better data to show University flexibility, specifically related to telework, critical functions by building, sustainability and campus de-densification.

DPS will continue to work with individual departments to help complete plans and provide leadership with data pertaining to campus resiliency and ongoing operations.

Despite being activated for COVID-19, Emergency Management and Continuity continued with its regularly scheduled annual programming, including: virtual check-in meetings with the Emergency Coordinators, tests of the Emergency Notification System in September and February, and regular activations for snowstorms, severe weather, and potential civil unrest.
V. Global Card Services and Security Systems

Global Card Services and Security Systems provides DPS and the NYU community with consistent, reliable, and advanced technology solutions, services, and subject matter expertise to proactively enhance global campus safety while continuously pursuing industry-leading standards and maintaining strong collaborative relationships with partners throughout the University.

- **System Administration & Card Services** manages global badging, card access, and the information systems unique to enabling the mission of Public Safety.

- **Security Assessment & Design** produces and maintains security assessments of NYU facilities globally and designs physical security measures essential to protecting NYU assets.

- **Security Project Management & Engineering** manages the physical security specification and installation process for University construction and renovation projects globally, including in New York City.

- **Technical Services** maintains physical security technology - including cameras, alarms, and access control points - across all of NYU’s facilities in NYC.

- **The DPS Communications Center** maintains physical security technology - including cameras, alarms, and access control points - across all of NYU’s facilities in NYC.

Global Card Services and Security Systems focuses on two parallel streams of effort to maintain and enhance the University’s safety and security capabilities through technology: maintaining systems and devices across campuses to ensure their continued effectiveness and appropriate use, and enhancing NYU’s public safety capabilities through strategic technology initiatives focused on NYC operations, global communications, process improvement, and global standards.

Information Systems and Workflow

*Training Server*

In order to augment the Public Safety training program and improve Department operations, a training server was introduced as part of the curriculum for new and continuing staff. Public Safety installed the server specifically for the Southern Software suite of applications in order to facilitate training of new and existing employees who use the software on a daily basis. These software applications are used by Dispatchers in the Department’s Communications Center, by
uniformed personnel in Security Services including Public Safety uniformed personnel and leadership, and members of the Professional Standards unit for compliance purposes.

The training server allows Department team members to become more comfortable with the software before using it in a live environment, leading to more efficient outcomes and better overall operations.

**PublicSafetyLink**

DPS uses three PublicSafetyLink forms as the preferred method of receiving service requests – one each for staffing, technical services, and card services. Requests made through the PublicSafetyLink forms are delivered directly to the DPS unit responsible for providing the requested service. The forms are accessible via the Public Safety website. Other support requests and inquiries can be sent via email to PublicSafetyLink@nyu.edu.

Using the PublicSafetyLink system reduces the amount of time it takes for requests to reach DPS, improves the response to requests, and enhances Public Safety’s ability to analyze data related to service requests. PublicSafetyLink received and completed more than 18,000 requests during the 2020 calendar year.

**Access Control & Alarms**

The DPS Enterprise Access Control & Alarm System enables members of our community who hold active NYUCards – of which there are currently more than 54,000 – to access NYU facilities by tapping their ID cards at doors, turnstiles, and reception desks across NYU’s global locations. The system enhances the security of University facilities by restricting access – so that only those from the NYU community may enter locations that are private to NYU – and provides DPS with notifications of security access vulnerabilities and violations (e.g., panic buttons activated, doors forced open) as they occur.

The system supports more than 3,300 electronic access control points, approximately 107 turnstiles at 37 locations, and more than 3,100 duress and intrusion alarms across New York City.
facilities. During calendar year 2020, the system granted access to NYU cardholders approximately 10 million times.

**Hardware Upgrades in New York**

In New York, Security technology upgrades included many hardware refresh projects across the Washington Square and Brooklyn campuses, including cameras, turnstiles, and access control tap readers.

The Department replaced 230 legacy security cameras with upgraded equipment, ensuring better quality images and the standardization of infrastructure across the Department’s fleet of cameras.

New electronic turnstiles and gates were installed at 433 1st Avenue, 7 East 12th Street, Midtown Center, and Warren Weaver Hall. These systems allow for easy tap access for NYU ID card holders at high-traffic and high-volume locations.

In smaller spaces, card verification readers were installed at 1 Washington Place, 239 Greene Street, 246 Greene Street, 82 Washington Square East, 35 West 4th Street, the Barney Building, and the Woolworth Building. These readers allow Public Safety Officers to ascertain via a visible indicator if a card holder is allowed or not allowed to enter a campus facility.

**Software and System Upgrades**

Robust and reliable security technology is integral for the Department to be able to provide the best level of service possible. Over the past year, several upgrades were made to existing systems to ensure reliability, including software and system upgrades.

The Department’s software that manages cameras and access control was upgraded to the latest versions, not only in New York, but at several global locations. These projects closed the gap on upgrades and moved the Department away from legacy systems.

Camera systems at NYU Accra, NYU Berlin, NYU London, NYU Madrid, NYU Paris, NYU Prague, the Secaucus Data Center, NYU Tel Aviv, and NYU Washington D.C. were federated onto the Department’s main system, meaning that Public Safety personnel in New York are able to view cameras at these locations while also having the ability to monitor system performance. This allows the team to proactively make updates to infrastructure and avoid potential service disruptions.
The upgrades to the systems and additional infrastructure provide the Department with the capability of recording up to 4,000 cameras.

In addition, the Department is also working with partners in NYU Information Technology to replace the University’s badging solution so it will interface with the University’s new identity management software. This project is expected to be completed in AY 2020-21.

**Physical Security in New Construction and Renovation Projects**

DPS partners closely with the Office of Construction Management (OCM) to maintain strong connections to the processes surrounding the University’s capital facilities projects.

Global Card Services and Security Systems is responsible for evaluating all new capital facilities projects to determine any physical security considerations that must be included in the project scope. The unit manages defining the physical security scope, engaging vendors to bid on the security project, managing those vendors in implementing technology and other measures, and ensuring that provided security solutions are completely commissioned before NYU personnel take occupancy of a new or renovated University space.

**Global Card Services**

DPS offers ID card services and access permissions to members of the NYU community. The NYU Card Center’s primary location at 7 Washington Place operates weekdays from 8 a.m. to 6 p.m. A satellite office operates out of 2 Metrotech Center in Brooklyn.

The Card Center produced approximately 29,000 cards globally for students, faculty, staff, and affiliates during the 2020 calendar year, down from just over 60,000 cards in 2019. Included in these data points are cards created during the Center’s busiest periods – summer and winter – when the addition of new students, visiting students, and summer residents causes card production to spike.

**Global Site Badging**

In addition to the above, Card Services continued its partnership with NYU IT and Global Programs staff to extend badge printing capability to include more of the Global Academic Centers. In the past, cards were printed in large batches in New York City and shipped them globally for use at the Global Academic Centers. This process was vulnerable to shipping issues and required students to wait for days before receiving replacements for lost or stolen cards.
DPS continues to manage card printing across Global Sites, including upgrading printers and hardware where necessary. New card printers were commissioned at all but three Global Academic Centers, with London, Buenos Aires, and Accra awaiting their new printers. The Card Services staff in New York has the ability to remotely print a card that will appear within minutes at any of the connected Global Academic Centers.

Communications Center

Located in 370 Jay Street, the Communications Center is staffed 24/7/365 by a team of dedicated Public Safety Dispatchers. They answer calls for service, dispatch DPS resources, maintain situational awareness of threats or incidents that could affect the University community, and monitor various systems to proactively address and prevent incidents. These individuals received training and certification as Public Safety Telecommunicators by the Association of Public Safety Communications Officials (APCO), the same standard used by many 911 agencies.

The Communications Center staff modified operations while continuing to offer service around the clock throughout the pandemic as an essential part of the University. DPS repurposed space in other facilities to promote social distancing and keep the team safe throughout the pandemic.

For period of April 1, 2020, through March 1, 2021, the Communications Center triaged more than 25,000 events, resulting in approximately 6,200 calls for service. The team also prevented several larcenies and supported global events through the diligent work of Center personnel.
A call recording system records all phone calls and radio traffic that goes through the Center. This is critical for quality assurance and training purposes to ensure that NYU DPS Communications Center continues to function at a high level in support of the NYU Community.

After moving twice within the building, the Center is scheduled to move into its permanent, state-of-the-art space at 370 Jay Street in 2021, after the move was initially delayed due to the pandemic. This permanent space will be optimized to support efficient workflows and rapid response.

VI. Office of the Vice President

The Office of the Vice President enables consistent, responsible, and high-quality service delivery for the Department of Public Safety in support of the NYU community by preserving the integrity of the Department, optimizing processes and services, and cultivating relationships internally and externally. The Office of the Vice President consists of Professional Standards, Strategic Initiatives, Transportation Services, and Finance and Administration.

Professional Standards

The Professional Standards Unit is primarily responsible for the DPS Campus Security Accreditation Program and leading the University’s compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. The unit includes the following functions: Records and Compliance, Training, Accreditation, and Internal Affairs.

Public Safety Training Programs

The DPS Training Unit offers on-site training and training program development support to all DPS divisions and units. The DPS Training Program is certified by the New York State Division of Criminal Justice (DCJS) and works in conjunction with University Human Resources to plan training courses and curricula for operational and administrative personnel.

The Unit develops standards-based and policy-driven curricula and programming. Leading future implementation of the DPS Comprehensive Training Plan, the Unit recommends training programs specifically tailored to each role and unit, at the granular level, organized by Division. The plan includes employee onboarding, Management and Leadership tracks, Field Officer
Training, and remedial training. Campus Security recruitment, hiring and promotions standards drive the plan’s requirements, benchmarks, and timelines.

**New-Hire Training Program for Public Safety Officers and DPS Personnel**

Due to COVID-19, Public Safety conducted its latest rounds of recruitment and new-hire classroom training virtually. Notable achievements in the past year include the formulation of a new testing sequence that is performed in-house, designed to screen for the best candidates to fill the Department’s open positions.

Designed in collaboration with University Human Resources, the reading comprehension and writing tests provide evaluators with a baseline to choose candidates for interviews.

After completion of the tests and interviews, selected candidates participate in two weeks of classroom training, reviewing policies, protocols and procedures, with both live and recorded sessions from University partners. A heavy focus is on the mission and values of the University and the Department. Training curricula is reviewed and updated to incorporate revised protocols and policies.

In addition to training classes offered to all employees such as diversity, equity and inclusion, and basic public safety knowledge, new employees other than Public Safety Officers also receive training specific to their responsibilities during their onboarding period.

Along with the above accomplishments, the Department continues to develop a comprehensive onboarding program to ensure all new employees have the resources and support necessary to hit the ground running and make significant contributions to the team early on.
Field Training

Following their affirmation ceremony and graduation, newly-hired Public Safety Officers begin a three-week-long Field Training Program where they work one-on-one, on a weekly basis, with their assigned Field Training Officers, rotating through various Public Safety Officer assignments, NYU facilities, and campuses.

Public Safety’s Field Training Program is vital on two fronts: it provides valuable practical experience for newly-hired officers as they transition from classroom to full field work, and it allows current officers to have the opportunity to advance their careers through a leadership position and the chance to mold new team members.

The Field Training program runs for three weeks following the two weeks of classroom training for newly-hired officers. Field Training Officers (FTOs) supervise the training and ensure that new recruits have the appropriate amount and diversity of experience necessary before sending them out to work solo in the NYU community.

FTOs complete weekly evaluations for their assigned Public Safety Officers; evaluations are reviewed and used to solicit feedback leveraged to improve both training programs and field operations.

Annual In-Service Training

Each year, field personnel and Communications Center staff attend the Department’s annual in-service program to learn new skills and reinforce published policy and protocol updates. The annual training is responsive to current conditions and community feedback with the goal of improving overall service quality across the board.

This year’s focus for the December 2020 annual in-service training, was on wellness
and mental health, compliance and ethics, emergency management response protocols and conflict management. Much of the course work is standards based with a heavy focus on reinforcing the University’s recent COVID-19 guidelines and Department protocols. Trainees also participated in classes on the DPS mission, vision and values, radio etiquette, customer service, de-escalation and non-escalation techniques, accountability and process, and responding to law enforcement on campus. The in-service training was held in person while adhering to social distancing and masking guidelines.

In line with the DPS core value of Professionalism, the Training Unit is looking forward to standardizing the unit’s administrative processes, increasing Training Committee engagement, and implementing the DPS Comprehensive Training Plan.

**Federal Regulatory Compliance—The Clery Act**

*Annual Security and Fire Safety Report*

Colleges and universities are required by the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (The Clery Act) and the Higher Education Opportunity Act (HEOA) to publish and distribute an Annual Security and Fire Safety Report containing campus security and student residence fire safety policies and procedures, and campus crime and fire statistics. The Annual Security Report (ASR) is designed to inform the public, campus community, and prospective students and their families of crime on our campuses.

In accordance with The Clery Act, DPS publishes and distributes the ASR for each campus on October 1 of each year. Due to the pandemic, the United States Department of Education extended the ASR publication deadline to December 31. NYU’s ASR was published in December 2020. The crime statistics included in the 2020 ASR are divided into the following categories - on-campus, on-campus residence halls, non-campus, non-campus residence halls, and public property. The ASR includes three years of campus crime statistics and approximately 114 campus security policy statements. DPS in New York is responsible for Clery Compliance for each of the University’s three campuses—New York, Abu Dhabi, and Shanghai - with NYU Brooklyn sites, NYU Global Sites, the NYU Langone Medical Center, NYU Winthrop and the Long Island School of Medicine included in the New York ASR.

Please refer to the DPS website for the 2020 ASR.
Transportation Services

DPS provides four primary transportation programs:

1. Daily shuttle service during the academic year to connect student residential properties with major academic locations and the medical corridor;
2. Nightly Safe Ride service during the academic year;
3. Discounted Airport Rideshare Service returning in late spring 2021; and
4. Contracted charter transportation to any department in the University requiring transportation. Additionally, the transportation unit oversees the fleet management program for DPS.

Campus Shuttles and charter services are provided through a transportation agreement with Academy Express LLC. The current agreement with Academy is in effect through AY 2021-2022.

As of the spring 2021 semester, Safe Ride services are provided through a vendor agreement with rideshare company Via, through a mobile app.

NYU has also worked with Via to restore discounted airport shuttle service through the rideshare company. Service will resume at the conclusion of the spring 2021 semester.

Campus Shuttles

The DPS Transportation Services Unit operates seven scheduled routes connecting the Washington Square campus with residence halls, the 1st Avenue Medical Corridor, and the Tandon School of Engineering in Brooklyn. During the fall and spring semesters when classes are in session, the system operates from 7 a.m. to midnight on weekdays and 10 a.m. to midnight on weekends. During the pandemic, the average ridership on the network is 285 passengers per day.

Campus Shuttle routes are regularly reviewed to promote efficiency and optimal service for the University community. Schedule changes are communicated via the DPS social media accounts and on the NYU website.

Please refer to Appendix B on page 42 for ridership totals by route.
**Safe Ride**

Reimagined in spring 2021 with vendor partner Via, the Safe Ride program now offers on-demand, point-to-point free transportation between NYU buildings in Manhattan and Brooklyn and to three local mass transit stations during the academic term from midnight to 7 a.m.

Service can be requested on the Via app by utilizing a unique promotional code obtained through NYU’s website, the NYU Mobile App or the Safe NYU app. Much like other rideshare platforms, the Via app provides users with estimated wait time, vehicle tracking capabilities, and notifications when a vehicle is on route and on location for pickup. During the fall 2020 semester, the legacy Safe Ride program transported 904 passengers. Through the first month of the new Via service, 355 passengers were transported.

**Brooklyn Overnight Shuttle**

Due to changes within the Safe Ride program and the COVID-19 pandemic, the Brooklyn Overnight Shuttle was paused during AY 20-21 with service being handled wholly by point-to-point rides between NYU buildings and to three local mass transit stations.

**Discounted Rideshare Airport Service**

Set to relaunch at the end of the spring 2021 semester, the Discounted Rideshare Airport Service powered by Via will allow NYU community members to access New York City’s three local airports through Via’s rideshare service. With the updated service, NYU community members can take advantage of at least a 25 percent savings over regular Via, Uber or Lyft rides to John F. Kennedy, LaGuardia and Newark-Liberty International airports.

Rides are available to/from the airports and:
- points south of 125th Street in Manhattan
- Clark Street, Othmer Hall and 6 MetroTech in Brooklyn
Fleet Management

The DPS patrol consists of 11 total vehicles. Six of the 11 vehicles in the fleet are now hybrid. The vehicles are equipped with Getac mounts and computers. DPS uses Fleetio fleet management software to track all things related to vehicles: fuel usage, maintenance, parts, etc. This will lead to more knowledge about the fleet, both on a macro and micro level, allowing DPS to track vehicles that are underperforming and provide true cost of ownership for each vehicle.

DPS is pursuing the prospect of transitioning all patrol vehicles to electric power as part of the University’s commitment to sustainability.

Community Engagement

DPS launched its Transportation Advisory Committee (TAC) in early 2019.

The TAC, composed of representatives across NYU’s diverse student body - undergraduates, graduates, commuters, residents, and different schools - including membership from Washington Square, Brooklyn and the medical corridor - was assembled to identify service gaps and discuss possible ways to enhance transportation services for NYU’s community. After a hiatus, committee leadership is reviewing how best to approach engaging with the University community and incorporate its feedback and ideas moving forward.
VII. APPENDIX
Appendix A: DPS Organizational Chart
Appendix B: Transportation Campus Shuttle and Safe Ride Statistics

AY 20-21 Shuttle Ridership Total By Route
Total Ridership: 43,063

Shuttle On Time Percentage

Please note that a shuttle is considered on time if it departs a stop within 5 minutes of the scheduled departure time.

Safe Ride Average Wait Time (Fall Semester Only)

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Wait Time (in minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 20-21</td>
<td>9.1</td>
</tr>
<tr>
<td>AY 19-20</td>
<td>11.3</td>
</tr>
</tbody>
</table>

Safe Ride Average Trip Duration (Fall Semester Only)

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Trip Duration (in minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 20-21</td>
<td>6.1</td>
</tr>
<tr>
<td>AY 19-20</td>
<td>9.6</td>
</tr>
</tbody>
</table>
68. The Student Senators Council

(a) Functions. The Student Senators Council is the representative body of students on the Senate responsible for policymaking as a constituent council of the Student Government Assembly, which supports the student body through advocacy and programming. The Student Senators Council may consider any matters in which the interests, needs, rights, or responsibilities of students are involved, and will take special responsibility for bringing to the attention of the Senate all matters concerning students at the University. For this purpose, the Council will invite the presidents of student governments in the several colleges, schools, and portal campuses, faculty members and administrative officers, and student constituency leaders as necessary. The Council may work through such local units as may be appropriate at the various geographical centers of the University, and will report to the Senate, through the Student Senators Council, its policy recommendations concerning student life. The Student Senators Council will designate representatives on the standing committees and, in appropriate instances, on the ad hoc committees of the Senate. It may bring to the attention of the various committees of the Senate any matters that it believes should be presented to the entire Senate. It may bring to the attention of the President and Chancellor any matters that it wishes to discuss with him or her. It may perform such other functions as are requested of it by the President and Chancellor, by the Board, or by the Senate.