A stated meeting of the Senate of New York University was held on Thursday, November 4, 2021, at 9 a.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street with some members attending 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), Shady Amin, Shara Bailey, Ayşe Baltacoğlu-Brammer, Chris Barker, Andrew Battista, Sylvain Cappell, Zhe Chen, Salo Coslovsky, Nick Economides, Yi Fang (for Andras Gyorgy), Jane Friedman, Siddharth Garg, David Grier (for Wendy Suzuki), Ryan Hartman, David Irving, Anja Jauernig, Wen Ling, Ying Lu, Ritty Lukose, Danil Makarov, Qing Miao, Geoffrey Miller, Marilyn Nonken, Sara Pursley, Gwendolyn Quinn, John Ricci, Lena Scheen (for Alexander C.T. Geppert), Tamar Schlick, Donna Shelley, Carol Sternhell, Amy Stimpfel, Robert JC Young, and Judith Zelikoff.

Full-Time Continuing Contract Faculty Senators Council (“C-FSC”) Members Present:
Ethan Youngerman (Chair), Gay Abel-Bey, Preneet Brar, Eva Chalas, Chris Dickey, Alberto Gandolfi (for Ken Nielsen), Bruce Gelb, James Grendell, Aminda Heckman (for Cora de Leon), Karen Hornick, Scott Illingworth, Leila Jahangiri, Mary Killilea, Beth Latimer, Noelle Molé Liston, Sylvia Maier, Ashley Maynor, Marlene McCarty, Robin Mitnick, Chris Packard (for Heidi White), Maria Patterson, Vincent Renzi, Silvia Spivakovsky, Scott Taitel, Agnes Tourin, and Andrew Williams.

Student Senators Council (“SSC”) Members Present:
Mehrin Ali (Chair), Sofia Anastacio (for Emily Chow), Patrick Angiolillo, Christina Beck, Jessica Blodgett, Megan Chen, Katarina Demos, Nick Felber, Cameron Grant, Ron Hall, Mark Hu, Ethan Johnson, Noa Kimura, Shamon Lawrence, Ji Ji Lee, Demetri Lopez, Tien Nguyen, Ayo Osobamiro, Ana Roudebush, Mahima Sharda, Mira Silveira, Sameera Singh, Aniket Somwanshi, Charles Theiner, Shawn Thibault, Jay Thompson, Christopher Van Demark, Iman Yusuf, and Ariana Zhao.

Deans Council Members Present:

Administrative Management Council (“AMC”) Members Present:
Michael McCaw (Chair), Cassandra Bizzaro, Regina Drew, Daniel Esquivel, Norma Kenigsberg, Carrie Meconis, and Joseph Sierra.

University Administration Members Present:
Lisa Coleman, Martin Dorph, Katherine
President Hamilton welcomed members of the Senate to the meeting.

PRELIMINARY MATTERS

Review and Approval of the Minutes of the October 7, 2021 Meeting

Upon motion duly made and seconded, the minutes of the October 7, 2021 meeting were approved unanimously as presented.

STANDING COMMITTEE REPORTS

President Hamilton invited questions and comments from members of the Senate regarding the Standing Committee reports that were included in the materials distributed in advance of the meeting.

COUNCIL REPORTS

Administrative Management Council

AMC Chair Mike McCaw referred to his written report in the materials distributed in advance of the meeting and highlighted the AMC holiday food drive that is in progress and invited all members of the community to participate.
Full-Time Continuing Contract Faculty Senators Council

C-FSC Chair Ethan Youngerman reported that Provost Katherine Fleming had joined the Council’s October meeting for a long and wide-ranging conversation at which they discussed, among other things, remote versus in-person instruction. Also at the meeting, the Educational Policies Committee provided a briefing on its work and the Benefits Committee discussed its work related to salaries.

Student Senators Council

SSC Chair Mehrin Ali reported that the SSC elected seven alternate senators-at-large at its October 21, 2021 meeting, and she reviewed their backgrounds with the Senate. She also reported that at the October 28, 2021 meeting, guest speakers discussed the new structure in the Student Affairs department.

BRIEFINGS TO THE SENATE

Public Health Update

President Hamilton introduced Carlo Ciotoli, Vice President of Campus Health, to provide a public health update. Dr. Ciotoli began by reporting that NYU has had seven consecutive weeks of decreasing case counts and the positivity rate is at the lowest it has been all semester. He noted that a bump in cases was anticipated because of Halloween but he hoped that any increase would be modest. He explained that NYU’s rates closely track what is happening in New York City more broadly. On the global front, he reported that several highly vaccinated countries, such as the United Kingdom and Israel, lifted their restrictions broadly and quickly saw a surge in case counts, whereas places that have taken a more intentional approach to lifting restrictions, such as Scandinavia, have not seen the same surge. He cautioned that while nationally case counts are still going down, there are pockets in the U.S. and pockets in New York State where case counts are increasing.

He discussed vaccinations, noting that the FDA and CDC have approved the Pfizer vaccine for ages 5-11 as well as booster vaccines by all three major drug companies. He encouraged those who are eligible to review the information regarding the booster vaccines.

Dr. Ciotoli explained that, with decreasing case counts and increasing vaccine availability and assuming no surge in cases, the University will consider loosening certain restrictions in the coming weeks. However, he said that the University will remain cautious moving forward, as people may have some degree of waning immunity at this time. He emphasized that the University will be thoughtful and cautious as it lifts restrictions to avoid a surge at the end of the semester.

President Hamilton thanked Dr. Ciotoli for his presentation and invited questions and
comments from members of the Senate. The Senators asked questions and engaged in
discussion with Dr. Ciotoli, including with respect to study away programs, continued use
of the Daily Screener, and lifting event restrictions and restrictions on non-NYU visitors in
the residence halls.

**University Commencement Update**

President Hamilton introduced Lynne Brown, Senior Vice President for University
Relations and Public Affairs, and Regina Drew, Director of University Events, to provide
an update on University Commencement planning. Dr. Brown reminded the Senate of the
challenges and complications in a typical year, noting that this year included the additional
complexity of delivering on the University’s promise to hold in-person commencements
for the classes of 2020 and 2021 as well as for the class of 2022.

Ms. Drew reminded the Senate that the in-person commencement exercises for the
classes of 2020 and 2021 had been postponed and explained the process for
rescheduling those ceremonies, including sending surveys to the graduates. It was
determined to hold two graduation ceremonies on May 18, 2022 at Yankee Stadium, with
the commencement exercises for the class of 2022 at 11:00 am and the commencement
exercises for the classes of 2020 and 2021 at 6:00 pm. She noted that the health protocols
for attending the event as well as the number of guest tickets available are still being
determined. As for the individual school ceremonies, Ms. Drew explained that the schools
will arrange those ceremonies and follow up directly with the 2020 and 2021 alumni. With
respect to Grad Alley, the street fair that takes place the night before commencement for
graduating students and their guests, the University will add to the event to allow the
classes of 2020 and 2021 to attend.

President Hamilton thanked Dr. Brown and Ms. Drew for their presentation and invited
questions and comments from members of the Senate. The Senators asked questions
and engaged in discussion with Dr. Brown and Ms. Drew, including with respect to the
faculty attendance at the commencement exercises and transportation to the ceremonies.

**Financial Update**

President Hamilton introduced Stephanie Pianka, Senior Vice President for Finance and
Budget and Chief Financial Officer. Ms. Pianka began by noting that the University has
navigated the pandemic well from a financial standpoint and started this fiscal year on
solid ground. She explained that the University had exceeded budget targets in fiscal
year 2020 and forecasted the financial performance for fiscal year 2021 would do the
same. She summarized the impact of the pandemic on the budget, which was greater
than $300 million, as well as the mitigation efforts that offset that negative financial impact.
She explained that while fiscal year 2020 ended with a $129 million surplus, $112 million
had been invested in the NYU Returns program in fiscal year 2021, leaving a balance of
$17 million to be spent in fiscal year 2022.
Turning to the fall 2021 semester, Ms. Pianka explained that enrollment exceeded budget goals with strong year over year performance. She discussed tuition and fee increases compared to peer institutions, noting that since 2016, the University has been able to keep tuition and fee increases below a 3% growth rate. She stated that for the current year, tuition, fees and room and board totaled just over $76,000.

For the fiscal year 2022 budget, she explained that the University has a balanced budget with operating revenues and operating expenses each at $3.8 billion. She advised the Senators of the 10-year capital plan which was approved by the Board of Trustees in June and includes an investment of $2.99 billion over 10 years. She reviewed the major categories of use under the plan. She explained that to pay for the plan, over 60% will come from the operating budget and working capital transfers, about 33% will come from debt, and the remaining 4% will come from fundraising and the endowment.

Ms. Pianka then reviewed the continuing risks and costs in the fiscal year 2022 budget related to the pandemic totaling up to $95 million. To fund those costs, she explained that the University intends to use the remaining surplus fund balance from fiscal year 2020, a one-time 5-15% controllable OTPS (Other Than Personnel Services) reduction and a release of budget reserves. She concluded her presentation by reviewing the timeline and next steps for fiscal year 2022 and 2023 budget management.

President Hamilton thanked Ms. Pianka for her presentation and invited questions and comments from members of the Senate. The Senators asked questions and engaged in discussion with Ms. Pianka, including with respect to the selection of peer institutions, increases in housing and dining costs, and strategies to keep student housing affordable.

**Report of the Ad Hoc Committee on Course Evaluations**

President Hamilton introduced Georgina Dopico, Vice Provost for Academic Affairs, to provide a report of the Ad Hoc Committee on Course Evaluations. Dr. Dopico began by discussing the background and purpose of the Committee, explaining that the Committee was charged to explore and recommend strategies for reducing bias in student course evaluations, ensuring that the evaluations are helpful to faculty and students, and increasing response rates. She reviewed the six major areas for recommendations that resulted from the Committee’s work – course evaluation questionnaire, student response rates, faculty review of course evaluation responses, using and reporting course evaluation data, celebrating and publicizing excellent teaching, and ongoing oversight and research.

President Hamilton thanked Dr. Dopico for her presentation and invited questions and comments from members of the Senate. The Senators asked questions and engaged in discussion with Dr. Dopico, including with respect to student response rates at other institutions, possible repercussions for failure to respond, and the use of peer evaluation.
Enrollment Management Update

President Hamilton introduced MJ Knoll-Finn, Senior Vice President for Enrollment Management and Student Success, to provide an enrollment management update. Ms. Knoll-Finn began by providing a report on the first-year class, the class of 2025, noting that the University exceeded its budgeted student headcount. She reviewed the first-year class profile, noting the key takeaways of effective recruitment, commitment to access, commitment to affordability, and a very global and highly academic class. She discussed, for the years 2014-2021, the application trend, highlighting the 100,010 applications received this year, as well as admit and yield rates. She reviewed student diversity from 2016 to the present, emphasizing the geographic and global diversity of the class of 2025. She also reviewed the academic profile of students, highlighting the increase in SAT and ACT scores since 2016.

Ms. Knoll-Finn reported that for the current class, the yield was high and the University slightly over-enrolled and did not have to go to the wait list. She reviewed issues facing student success and identified four areas for focus to improve retention and graduation rates: decreasing/improving leaves of absence, increasing first-year credit ratio, increasing NYU Connect usage, and standardizing degree progress checks.

President Hamilton thanked Ms. Knoll-Finn for her presentation and invited questions and comments from members of the Senate. The Senators asked questions and engaged in discussion with Ms. Knoll-Finn, including with respect to reasons for leaves of absence and resources for students taking a leave.

REPORT OF THE PRESIDENT

President Hamilton began his report by noting that, in light of Tuesday’s election, New York City will have a new mayor and administration with which to engage. He reminded the Senate that NYU has a long and extensive relationship with the new mayor dating back to NYU’s projects in Brooklyn when Eric Adams was the Brooklyn Borough President. The President provided updates on ongoing efforts in Washington D.C., specifically related to the infrastructure bill and climate and social proposals. He also noted efforts to increase Pell grant funding and financial aid to students in the Deferred Action for Childhood Arrivals (“DACA”) program and to increase federal funding in research. He reported that the vast majority of NYU’s international students have been able to obtain visas and return to their campus. With respect to Title IX, he reminded the attendees that changes had been made under the previous administration. He explained that President Biden has undertaken a comprehensive review of those changes and that NYU will provide input and support a revision to the prior changes.

OTHER BUSINESS

President Hamilton invited questions and comments from members of the Senate.
There being no further business, the meeting was adjourned at 11:03 a.m.

Respectfully submitted,
Susan Sawyer
Senior Associate General Counsel