A stated meeting of the Senate of New York University was held on Thursday, April 28, 2022, at 9:00 am, 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), Shara Bailey, Chris Barker, Sylvain Cappell, Jill Conte (for Andrew Battista), Salo Coslovsky, Nick Economides, Guillaume Frechette (for Wendy Suzuki), Jane Friedman, Siddharth Garg, Alexander Geppert, Anindya Ghose, Andras Gyorgy, Ryan Hartman, David Irving, Anja Jauernig, Wen Ling, Ying Lu, Ritty Lukose, Danil Makarov, Qing Miao, Marilyn Nonken, Christopher Park, Sara Pursley, Marcia Rock (for Carol Sternhell), Tamar Schlick, Donna Shelley, Janet Van Cleave (for 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, Thom Blaylock (for Scott Taitel), Preneet Brar, Eva Chalas, Chris Dickey, Bruce Gelb, James Grendell, Aminda Heckman (for Cora de Leon), Karen Hornick, Steven Iams (for Yanyue Yuan), Scott Illingworth, Leila Jahangiri, Mary Killilea, Beth Latimer, Noelle Molé Liston, Sylvia Maier, Ashley Maynor, Marlene McCarty, Robin Mitnick, Ken Nielsen, Maria Patterson, Vincent Renzi, Silvia Spivakovsky, Agnes Tourin, Heidi White, and Andrew Williams.

Student Senators Council ("SSC") Members Present: Mehrin Ali (Chair), Patrick Angiolillo, Christina Beck, Ryan Carney (for Cameron Grant), Katarina Demos, Nick Felber, Ron Hall, Demetri Lopez, Tien Nguyen, Ana Roudebush, Mahima Sharda, Mira Silveira, Charles Theiner, Shawn Thibault, and Jay Thompson.

Deans Council Members Present: Sherry Glied (Chair), LaRue Allen (for Jack Knott), Charles Bertolami, Cheryl Healton, Randy Hertz (for Trevor Morrison), Angie Kamath, Lynne Kiorpes, Jelena Kovačević, Antonio Merlo, Julie Mostov, Erin Potter (for Rangarajan Sundaram), Matthew Santirocco, Nina Servizzi (for H. Austin Booth), Steven Shelov, Joanna Waley-Cohen (for Jeffrey Lehman), and Susanne Wofford.

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 Fleming, Andrew Hamilton, and Aisha Oliver-Staley.

T-FSC Members Absent: Shady Amin, Ayşe Baltacıoğlu-Brammer, Zhe Chen, Geoffrey
President Hamilton welcomed members of the Senate to the meeting.

PRELIMINARY MATTERS

Review and Approval of the Minutes of the March 31, 2022 Meeting

Upon motion duly made and seconded, the minutes of the March 31, 2022 meeting were approved unanimously as presented.

STANDING COMMITTEE REPORTS

Public Affairs Committee Report

President Hamilton introduced Student Senators Ana Roudebush and Christina Beck to present the annual report on campus safety on behalf of the Public Affairs Committee. They presented highlights from the reports received regarding the Student Health Center, Counseling and Wellness Services, Trans+ Health, the Department of Campus Safety, Sexual Misconduct Prevention and Response, and Residential Life and Housing Services. The full report is attached to these minutes as Exhibit A.

Ms. Roudebush began the report with highlights from the Student Health Center, including its continuation of remote services, and the conversion of the Action Zone Bystander Intervention and Quit and Win programs to asynchronous and virtual consultations. Ms. Beck continued with an overview of the report from Counseling and Wellness Services, including the use of “Single Sessions” for students without urgent concerns, the addition of a part-time counselor position in Florence, the creation of training programs for NYU
Teaching Assistants and professional staff, and an overview of the utilization of services across New York City and NYU global sites (including in-person visits, hotline calls, and chat usage). Ms. Roudebush provided a summary of actions taken to address gaps that were identified in 2020 by the student-led Trans+ Health Resolution, which reflect the collaborative efforts between the Student Health Center, the LGBTQ+ Center, and students and leaders across the NYU community in the shared objective of providing a full spectrum of support. Ms. Beck summarized Campus Safety’s continued work around its core values, including listening, empathy, collaboration and action, as well as increased visibility of Campus Safety leadership as part of its new engagement efforts. Ms. Beck also noted that Campus Safety has engaged in increased activity around anti-Asian hate crimes, including collaboration with student senators and committees. Ms. Roudebush provided an update on the restructuring of the Sexual Misconduct Prevention and Response program, including the addition of a refresher training for students in their third year, as well as messaging via podcasts and social media. Ms. Beck concluded with a report on Residential Life and Housing Services, noting that increased engagement with students, more training and greater visibility are needed for their programs.

President Hamilton invited questions and comments from the members of the Senate. The Senators asked questions and engaged in discussion, including with respect to utilization of mental health appointments and services as a result of the COVID-19 pandemic.

**Financial Affairs Committee**

President Hamilton introduced Stephanie Pianka, Senior Vice President for Finance and Budget and Chief Financial Officer, to report on behalf of the Senate Financial Affairs Committee.

Ms. Pianka reported that at the April 12 meeting of the Committee, representatives from the Student Government Assembly (SGA) presented a summary of their resolution for divestment from fossil fuels, including their request for NYU to publicly make a stand against the behavior of the fossil fuel industry, freeze new investments in the 200 largest publicly-traded fossil fuel companies, and fully divest from any direct ownership and any commingled funds within five years. Ms. Pianka said that the SGA representatives described why they believed their recommendations would positively influence other organizations to act similarly, and how this could lead to a reduction in climate change. She shared that Martin Dorph, NYU's Executive Vice President, then summarized how NYU’s endowment is invested and that its holdings in Carbon Underground 200 companies only make up 1.2% of NYU's endowment; however, because such holdings are in commingled funds, their divestment would require NYU to sell off and reinvest approximately 40% of its endowment, creating significant risk, disruption and potential costs to NYU. Ms. Pianka reported that the Committee requested further time for discussion, and agreed to postpone a vote on whether to recommend the resolution to the full Senate until its next meeting. The Committee then met on April 18, and engaged in a discussion on the merits and potential consequences should the recommendations in the resolution be enacted. Ms. Pianka reported that following a discussion, the
Committee took a vote on whether to recommend bringing the resolution to the full Senate, with 5 members voting in support, and 9 against. She said that the Committee members thanked the SGA for bringing an important topic to the Committee in a professional and collegial manner, recognizing the work and effort of the students of the SGA.

**Questions Regarding 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**

**Student Senators Council**

President Hamilton introduced Mehrin Ali, SSC Chair, to deliver the report of the Student Senators Council. Ms. Ali reported that at recent meetings, the SSC selected next year’s senators at large, the SGA elected its new chairperson (Ron Hall), and the SSC elected its new Vice Chair (Katarina Demos), as well as several other roles. She said that the SSC also voted on a statement in support of NYU’s adjunct faculty union negotiations, and recently passed a letter of support for expansion of services for students requiring translation, interpretation, and Zoom captioning, as well as the eventual creation of a department of translation within the Moses Center for Student Accessibility. Ms. Ali also highlighted the recent successful completion of Spirit Week events. Finally, Ms. Ali provided an update on the resolution on student notice and comment, which the SGA passed last year, including an upcoming meeting with the Deans Council on May 11 to discuss the resolution.

**Administrative Management Council**

President Hamilton introduced Michael McCaw, AMC Chair, to deliver the report of the Administrative Management Council. Mr. McCaw highlighted the Community Service Committee’s hosting of its “Adopt a School” campaign, to expand the library for P.S. 4, the Duke Ellington School in Manhattan. He also reported that the AMC Anti-Racism Task Force had recently concluded its work and produced 41 recommendations to deepen the AMC’s commitment to anti-racism. He said that the AMC has reviewed and begun prioritizing the recommendations, with a goal of executing nine of them in the near-term. Finally, Mr. McCaw noted that the AMC recently concluded elections for officers and senators.

**Tenured/Tenure Track Faculty Senators Council**

President Hamilton introduced Darcey Merritt, T-FSC Chair. Dr. Merritt reported that representatives of the AMC were present at the T-FSC’s most recent meeting to discuss
the distribution of Senate seats, and were invited back for further discussion on the topic. In addition, she said that Mira Ness spoke regarding opportunities offered to faculty and their families through the NYU Federal Credit Union, and Fountain Walker, Vice President for Global Campus Safety, and Martin Dorph joined to discuss campus safety. Dr. Merritt reported that the Council also discussed and voted on the recommendations of the T-FSC’s Personnel Policies and Tenure Modifications Committee regarding the guidelines and standards for promotion and tenure in the Division of Libraries. Finally, Dr. Merritt reported that the T-FSC elected Marilyn Nonken as Vice Chair and Christopher Park as Secretary.

**Full-Time Continuing Contract Faculty Senators Council**

President Hamilton introduced Ethan Youngerman, C-FSC Chair. Professor Youngerman presented remarks honoring the late Edward Kleinert, who was a Clinical Associate Professor in the School of Professional Studies, and was a member of the C-FSC since 2017.

**Questions Regarding Council Reports**

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

**SENATE AD HOC ADVISORY COMMITTEE ON SEXUAL MISCONDUCT REPORT**

President Hamilton introduced Andrew Williams, Co-Chair of the Senate Ad Hoc Advisory Committee on Sexual Misconduct and C-FSC Senator for the School of Law. Professor Williams reported on two primary recommendations of the Committee. First, he discussed the recommendation to provide more continued and consistent communications, training and education on preventing sexual misconduct and relationship violence. He specifically highlighted a second layer of required continuing education and training in the form of a 30-minute online training module for all NYU students in their third year. Secondly, he spoke about the recommendation to affirmatively include sexual misconduct and response work in the charges of the Community Standards Committee and Public Affairs Committee going forward.

President Hamilton invited questions and comments from the members of the Senate. The Senators asked questions and engaged in discussion.
BRIEFINGS TO THE SENATE

Office of Global Inclusion, Diversity, and Strategic Innovation (OGI) Update

President Hamilton introduced Lisa Coleman, Senior Vice President, Global Inclusion, Diversity, and Strategic Innovation. Dr. Coleman opened by welcoming Angela Adler, who was recently appointed Director of Disability Inclusive Culture. Dr. Coleman then provided updates on GIDBEA (Global Inclusion, Diversity, Belonging, Equity, Access) learning and development, including the continued development of modules on DEI and anti-racism, NYU BeTogether, OGI and Campus Partner Zones, the Responsive Dialogues Module, and (Not So) Difficult Dialogue Series. With regard to work on LGBTQ+ issues, Dr. Coleman highlighted the development of a pronouns video series and misgendering and deadnaming surveys, which have allowed NYU to dig deeply into needed areas of focus such as policy and systems development and improvement, including improvement in student systems and continued work with partners such as faculty and Human Resources. Dr. Coleman continued with an overview of early career faculty mentorship efforts, including the expansion of the mentorship program and continued offerings of professional development opportunities. Dr. Coleman extended her thanks to the Provostial Committee on Disability, Inclusion and Access and the Moses Center for their partnership on disability and inclusion work, such as developing competencies, affinity groups and employee resource groups. Finally, Dr. Coleman provided an update on GIDBEA research and external partnership development, highlighting faculty participation in an anti-racism microgrants initiative and the environmental and racial justice network.

President Hamilton invited questions and comments from the members of the Senate. The Senators asked questions and engaged in discussion, including with respect to racial and gender diversity in hiring, ongoing systems work relating to issues with deadnaming, and recruitment, mentorship and retention amongst faculty.

Public Health Update

President Hamilton introduced Carlo Ciotoli, Vice President for Campus Health. Dr. Ciotoli began with an overview of the current COVID landscape, noting that case counts had largely plateaued following weeks of rising case counts in early to mid-March. Dr. Ciotoli noted that while there are still a moderate number of cases, hospitalizations have remained relatively low, resulting in a shift in approach from mandated restrictions to a focus on individual choices based on risk tolerance. While NYU does not anticipate any changes in current policies for the rest of the semester, entering the summer and looking toward the fall, there will be a host of process and policy decisions to be made – for example, with regard to masking, creation of a simpler daily screener mechanism, visitor access, and management of isolation and quarantine.

President Hamilton invited questions and comments from the members of the Senate. The Senators asked questions and engaged in discussion, including with respect to school-sponsored travel by student clubs and organizations.
**Sustainability Update**

President Hamilton introduced Cecil Scheib, Assistant Vice President and Chief Sustainability Officer. Mr. Scheib provided a preview of “2040 Week,” an upcoming initiative for Earth Month 2023, where schools and units will participate in activities and initiatives to engage members of the community in leading a more sustainable lifestyle in the year 2040. Mr. Scheib continued with a summary of near-term sustainability efforts and initiatives, including a 50% reduction in carbon consumption from the 2006 baseline by 2025, sustainability efforts in connection with capital investments and construction work, solar power generation from solar panels installed on the rooftop of Bobst Library, efforts at encouraging biking at NYU, and research and teaching in climate and sustainability projects.

**Ad Hoc Working Group on Caregiving Update**

President Hamilton introduced Student Senator Patrick Angiolillo and Executive Director of the Office of Work Life Grace Cosachov Protos, who are Co-Chairs of the Ad Hoc Working Group on Caregiving along with Niyati Parekh, Professor of Public Health Nutrition, who was unable to join the meeting. Mr. Angiolillo provided background on the objectives and composition of the Working Group, noting that it was formed in order to address issues such as aligning and coordinating existing support for caregivers, streamlining communication, exploring new opportunities, and listening to faculty, staff and students about their caregiving experiences. He explained that the members of the Working Group were drawn from Councils of the Senate, as well as relevant offices across NYU such as Work Life, Student Affairs, and Finance and Budget.

Mr. Angiolillo said that the audience under consideration for the Working Group included full-time faculty, postdoctoral associates and fellows, researchers, administrators, and student caregivers. He noted that the Working Group was driven by caregiving challenges for working families in the United States that have been present for decades and exacerbated by the pandemic, including childcare and caring for older adult loved ones. Mr. Angiolillo said that the goal of the Working Group was to understand the challenges related to caregiving, the gaps between the supports that are currently being provided and what caregivers need, and offering possible pathways to resolve these issues.

Ms. Cosachov Protos summarized the opportunities identified by the Working Group: finding ways to communicate NYU caregiving resources more effectively and proactively, supporting caregiving transitions such as bonding leave and school transitions for children, financial support for childcare such as increased subsidies and wraparound services, backup childcare for student caregivers and postdoctoral fellows, clarifying and communicating leave policies, and the possibility of using school funds to support caregiving. She said that the Working Group will meet one more time, review its findings, and a smaller group will identify further steps to take.
NoHo/SoHo Rezoning Update

President Hamilton introduced Lynne Brown, Senior Vice President for University Relations and Public Affairs. Dr. Brown reported that NYU is opposing a City Council action taken in December 2021 in regards to a rezoning matter that it believes is highly consequential to NYU and detrimental to New York City and its future. She said that NYU was in favor of overall rezoning in the area as a needed update from manufacturing to mixed use; however, at the very last minute, in a highly contentious and confusing move, the City Council removed any educational uses from the area. After further research and in consultation with experts and advisors, Dr. Brown said that NYU believes that the zoning exclusion would not hold up to legal scrutiny and has filed suit against New York City. Dr. Brown emphasized that NYU is not opposing the entire rezoning; rather, NYU is only focusing on the last-minute exclusion of educational uses by the City Council.

President Hamilton invited questions and comments from the members of the Senate. The Senators asked questions and engaged in discussion, including with respect to community opposition to rezoning.

REPORT OF THE PRESIDENT

President Hamilton introduced NYU Shanghai Senator Alexander Geppert and NYU Shanghai Alternate Senators Pekka Santtila and Lena Scheen, and continued with an acknowledgment of the significant difficulties in Shanghai due to the imposition of government lockdowns, emphasizing that leadership in New York has been in close communication with leadership in Shanghai regarding the community’s concerns and needs. Professor Santtila reported that the lockdown situation is very challenging, but is difficult to summarize due to significant variation in circumstances depending on where one lives. He said that food security issues have largely been alleviated by delivery of food by the government and NYU, as well as the opportunity to participate in group buying, but there have been challenges in accessing healthcare and medication. Professor Santtila expressed appreciation for NYU’s efforts, especially the Campus Safety team. He noted that communication between faculty and leadership has been very active, regarding the current lockdown situation, as well as backup planning for students who may be unable to return to Shanghai in the fall, and faculty concerns regarding returning to Shanghai in the fall given the possibility of additional lockdowns. Professor Santtila concluded by acknowledging that China’s “zero COVID” policy has been very challenging, and expressed appreciation for colleagues who have reached out from New York. President Hamilton invited questions and comments from the members of the Senate. The Senators asked questions and engaged in discussion, including with respect to the process around procuring food through group buying.

President Hamilton provided updates on developments affecting NYU at the federal and state levels of government, including an agreement on FY 2022 federal appropriations which provided for an increase in Pell Grant and National Institutes of Health (NIH) funding. He said that there is also a new suite of funding opportunities through
competitive Community Project Funding, through which NYU received grant funding for its Prison Education Program. He reported that an agreement was also reached at the state level regarding the FY 2023 budget, which provides for increases in the Tuition Assistance Program and expansion of the program to include more part-time and incarcerated students, as well as funding for Opportunity Programs and state loan forgiveness programs. President Hamilton also addressed recent media accounts regarding the potential hiring of Dr. David Sabatini at the Grossman School of Medicine.

President Hamilton invited questions and comments from the members of the Senate. The Senators asked questions and engaged in discussion, including with respect to the review process for tenure and non-tenure track faculty appointments.

President Hamilton extended heartfelt thanks to all departing council chairs, and welcomed new incoming chairs. President Hamilton continued with an update on new arrivals in academic leadership, including the new deans of the Silver School (Michael Lindsey), the School of Global Public Health (Debra Furr-Holden), the Gallatin School of Individualized Study (Victoria Rosner), and the College of Arts and Science (Wendy Suzuki). President Hamilton expressed his thanks to Provost Katherine Fleming for her partnership and efforts across NYU, wishing her well in her future endeavors. President Hamilton concluded with an acknowledgment of his own transition, as he prepares to step down at the end of academic year 2022-2023, and wished the entire University community a productive, reflective, and refreshing summer period.

OTHER BUSINESS

President Hamilton invited questions and comments from members of the Senate.

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

Respectfully submitted,
Connie Chiang
Associate General Counsel
REPORT OF THE SENATE PUBLIC AFFAIRS COMMITTEE
APRIL 2022

The Senate Public Affairs Committee met on Wednesday, April 20 for its annual Campus Safety review. The committee was joined by several University administrators who provided updates from their respective areas. Each submitted a written report that is included here.

**Student Health Center**
Carlo Ciotoli, *Vice President, Campus Health; Executive Director, Student Health Center*

**Mental Health**
Zoe Ragouzeos, *Assistant Vice President, Student Mental Health; Executive Director, Counseling and Wellness Services, Student Health Center; Associate Vice President, Sexual Misconduct Support Services*

**Sexual Misconduct Prevention and Response**
Zoe Ragouzeos, *Assistant Vice President, Student Mental Health; Executive Director, Counseling and Wellness Services, Student Health Center; Associate Vice President, Sexual Misconduct Support Services*

**Trans+ Health**
Chris Woods, *Director, LGBTQ+ Center, Office of Global Inclusion, Diversity, and Strategic Innovation*
Allison Smith, *Assistant Director, Population Health, Student Health Center*
Carlo Ciotoli, *Vice President, Campus Health; Executive Director, Student Health Center*

**Department of Campus Safety**
Fountain L. Walker, *Vice President, Global Campus Safety*
Patti McSteen, *Senior Associate Vice President and Deputy, Department of Campus Safety*

**Student Safety in Residence Halls**
Noelle Melartin, *Assistant Director of Residential Wellness, Office of Residential Life and Housing Services*

As has been the committee’s tradition, the review is led by our student senators. Student Senators Ana Roudebush and Christina Beck will present highlights from our discussion to the University Senate at the April 28th meeting.
COVID-19

NYU Returns Public Health Workstream
Student Health Center leadership continues to chair the Public 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 during the COVID-19 pandemic.

Approach for the 2021-2022 academic year
Primary goals for COVID-19 public health policy are to reduce population-level risk of the most severe outcomes of COVID-19 (namely, long-term morbidity and death), while minimizing disruption to daily life and society as a whole. Today, thanks to highly effective vaccines, mutations in the virus that are associated with milder illness, higher population-level immunity, and more widely available medication, the risk of medically significant disease, hospitalization, and death from COVID-19 is greatly reduced. As a result, we — society and NYU — are in a transition phase from crisis response to endemic management. Wide-spread restrictions are being lifted across the globe and locally, and the focus is shifting to personal decision-making based on individual risk and comfort-level.

Key features of the NYU’s Academic Year 2021-2022 COVID-19 response have included:

- A requirement for all members of the NYU community—students, faculty, employees, affiliates, vendors, and visitors—to comply with NYU’s COVID-19 vaccination policy. The University started the academic year with a requirement to be fully vaccinated. In December 2021, the booster was added to the requirement. NYU has achieved near full community compliance. Non-compliant individuals are not permitted in NYU buildings or to participate in University-sponsored off-campus activities.

- A testing program that includes:
  - Required Ongoing Testing for individuals with approved vaccination exemptions or are not yet eligible for their next vaccine dose. Access to NYU buildings and University-sponsored off-campus activities is contingent on compliance for those required to participate in ongoing testing.
  - Randomized Testing of NYU community members—including those who are up to date with their vaccinations—is used for assessing COVID-19 incidence on campus.
  - Indicated Testing for those who have symptoms of COVID-19 or have been in close contact of someone who tested positive for COVID-19.
  - Discretionary Testing is for any student, employee, or faculty who wishes to test for other reasons.

- Transitioning the NYU Daily Screener into a tool to prevent individuals who are non-compliant with the vaccination or testing policies from entering NYU buildings or participating in University-sponsored off-campus activities.

- A dedicated team, the COVID-19 Prevention & Response Team, to support robust case identification/reporting, contact tracing, and initiation of isolation and quarantine protocols. In September 2021, we implemented a revamped set of positive case and close contact response
processes that significantly cut down on the time to make contact with individuals and initiate isolation and quarantine protocols.

- **Maintaining a mask policy.** Masks were required in all indoor settings through March 2022. The mask policy was updated to require masks only in obligatory settings in which there is exposure to the same individuals for a prolonged period of time (e.g., classroom, certain workplace settings).

- **Public Health Ambassadors (PHA’s),** which are on-campus students hired and trained to model positive health behavior. In 2021-2022, PHAs continued to reinforce COVID-19 behavioral health protocols as social norms at NYU and inspire the NYU community to comply with public health guidelines. PHAs distributed masks and answered public health questions at NYU.

- Close **coordination** with the New York City and New York State Departments of Health.

**Key Metrics (August 31, 2021 - April 3, 2022)**

- More than 90,000 tests administered; 2952 tests were positive.
- Approximately 6,300 total cases, from on and off campus testing
- Over 99% compliance with primary series among students taking in-person classes, faculty, and employees.
- Over 99% compliance with being up-to-date with their vaccination among students taking in-person classes and faculty, and 96% compliance among employees.

**Monitoring and Evolving NYU’s COVID-19 Policies**

The Public Health Workstream has continued to monitor the public health landscape. A hallmark of this year has been the ability to evolve our policies and practices based on emerging public health conditions -- imposing more restrictions during periods of surges and loosening restrictions when conditions allow. Examples include:

- **Loosening restrictions:**
  - Reopened dining halls and gyms
  - Progressive loosening of restrictions on events, meetings, and gatherings, such as removing time limits, capacity limits, types of activities, and allowing visitors
  - In discretionary settings: established mask-optional settings and allow eating and drinking indoors
  - Established procedures and infrastructure that enable a broader set of visitors to participate in University-sponsored activities, such academic conferences, student performances, athletic events, while still complying with NYU’s vaccination policies
  - Resume full density in the workplace, classroom, and events
  - Aligned with public health guidance to reduce the time for isolation and quarantine, when clinically appropriate

- **Enacting more restrictions:** In December 2021, NYU quickly pivoted to remote classes and work, where possible, and canceled all in-person events and non-essential visitors, in response to the Omicron variant. Once conditions improved in February 2022, NYU was able to roll back the Omicron surge specific restrictions.

NYU trends have tended to track with NYC’s trends; generally, NYU test positivity has been lower than NYC at large. However, it’s important to note that public health guidance — at the city, state, and federal levels — has shifted away from using case counts and test positivity as the sole metrics to inform decision-making given the decrease in risk of severe outcomes from infection. As such, an increase in case counts at NYU is not an automatic trigger to tighten restrictions, and a holistic assessment of public health conditions is necessary to determine the appropriate level of restrictions.
Access to Student Health Center Services

The Student Health Center (SHC) — 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, high-risk substance use, and mental health disorders are core functions of the SHC, and easy access to SHC services is a priority. This academic year, the SHC shifted to mixed modalities for clinical visits, providing students with choice for in-person versus virtual visits, depending on personal preference and clinical need. Private rooms have been made available to students who have virtual visits but need an on-campus space to discuss sensitive topics. Additionally, medical services redesigned its drop-in service into a phone triage line, which now serves as an effective pathway for students to receive care at home and to get triaged to the appropriate higher-level same day service as needed. This change has simultaneously provided a significantly better experience of accessing support while preventing the spread of illness by:

- Reducing in-person waiting room density at the SHC
- Reducing wait times for services
- Reducing the need for transportation

Fall 2021 Virtual vs In-Person Medical Services (NY)

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<table>
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</tr>
<tr>
<td>In-person visits</td>
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</tbody>
</table>

Vaccination

**MMR 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 99.5% compliance with the state-imposed deadlines. This level of vaccination coverage minimizes the risk of spreading vaccine-preventable disease to the NYU community.

**Influenza**

The SHC continued its proactive flu vaccine program with administration of flu vaccine at clinical appointments and offered flu vaccination to those receiving their COVID-19 booster. Between August 1, 2021 - April 5, 2022, the SHC administered 8,817 flu vaccines and an additional 7,265 flu vaccines were documented in students' records, indicating that they were vaccinated off-campus.
COVID-19 Vaccination
The Student Health Center operated a large-scale COVID-19 vaccine clinic and continues to offer vaccine appointments. Since the vaccine was approved, the SHC administered 15,610 vaccines to 10,827 students, faculty, and employees. The remainder of the NYU community received their vaccination through NYU Langone and other off-campus locations.

Outreach and Prevention Initiatives

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. In addition, the curriculum contributes to the building of a skill-set that can be applied in a broad array of situations, including over-consumption of alcohol, opioids, or other drugs. Action Zone participants consistently report feeling prepared and empowered to make a difference in their communities, feeling as though their actions matter. When NYU transitioned to hybrid learning due to COVID-19, we developed an asynchronous version of our training to meet the campus’ needs. The asynchronous platform presents opportunities for increased engagement across campus and the current version will be further built-out for the coming academic year.

In response to University department requests in the summer of 2021, the Health Promotion Office engaged in a unique collaboration with Campus Safety, Stern and Human Resources. We reshaped our sexual assault-centered, award-winning Action Zone Bystander Intervention training to address concerns among employees around the return to campus. We created both virtual synchronous and asynchronous trainings for large groups of employees. These trainings were delivered synchronously to several hundred Stern employees and made available asynchronously by Human Resources through iLearn.

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 continue.

Health and Safety Communications
The SHC Communications Team worked in collaboration with Student UX, Technology, and Engagement to relaunch the Sexual and Relationship Health website to help foster a culture of sexual and relationship respect on campus and beyond. The redesigned site improves access to education and prevention resources, training modules, and support services for students who have been harmed, and those accused of harming others.
The SHC Communications Team redesigned the Counseling and Wellness Services website to demystify the counseling process, improve transparency about CWS services, and answer students' top questions. The redesigned site included two new pages— one for Single Session Counseling, a new option for students who need a solution-focused, one-time session to move forward past a specific issue, and Referrals for Long Term counseling, a long-standing option that wasn’t previously outlined on the website.

The Health Promotion Office (HPO) Instagram account, @hello_hpo, features posts and stories about many topics, including alcohol and other drug use.

- Highlight Wellness Resources
- Engaging and informative Spring Break 2022
- Prioritizing safety during New Years 2021-2022
- Halloween Safety Tips 2021
- Reduction Practices 2021

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.

**Targeted Outreach to Special Populations**

- **Residential Students:** The Health Promotion Office and NYU Residence Life collaborate 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.). During 2021-2022 we delivered this content through @hello_hpo.

- **Higher Education Opportunities Program - HEOP:** Part of a long-standing inter-departmental collaboration, these one-hour, interactive workshops— "Dicey Decisions" and "Imagine That"—deliver health and safety information to traditionally underserved first-year students in the Fall and Spring. In addition to reinforcing risk-reduction strategies regarding various health behaviors, the workshops also serve to inform students about the health and wellness resources available at NYU. Topics covered include alcohol, opioids, and other drugs, sexual health, mindfulness and general wellness.

**Mental Health and Sexual Misconduct**

*To be provided as a separate report.*
Mental Health
Report on Academic Year 20/21, Fall 2021
April 20, 2022

Utilization:

● NYU Counseling and Wellness Services provided 42,806 visits to 7,275 unique students in the ‘20–’21 academic year. This data does not include utilization at global sites where we saw 1,168 unique patients and provided 6,054 visits.
● The 24/7 Wellness Exchange hotline received 30,381 calls.
● There were 212 hospital transports in 20-21
● Our chat service received 3,121 clinical cases.

Staff Updates:

● CWS was granted 11 per diem positions that we utilized to create a new service called “Single Sessions” for students without urgent concerns who want to self-schedule a single appointment with a counselor to get back on track.
● 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, Florence and Paris have a second PT position at their sites
● We requested additional counselors in care management, single sessions and emergency response in the FY 2023 budget.

Health and Wellness Orientation:

● CWS guides the content for three versions of our award-winning health and safety orientation, a theatrical production, “The Reality Show”
● Fall 2020 and Fall 2021 shows took place via videos.
● It is anticipated that the Fall 2022 shows will be in person.
● 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.

Community 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. RAs also participated in Mental Health First Aid as hosted by Thrive NYC.
● Human Resources, the Student Government Association and Counseling and Wellness Services are working together to offer "Detecting
● ]Students in Psychological Distress" training to all NYU Teaching Assistants via the iLearn platform. The training will be offered 3 times annually beginning June 27, 2022.
● As always, opportunities for this training are available outside iLearn at the request of specific departments but these additional sessions allow our TAs to access training individually, if they so choose.

Peer Support

● In Fall 2021, the Public Health Ambassador program, originally conceived to monitor and enhance COVID compliance took on the additional role of promoting wellbeing on our campus. Wellbeing topics were selected to coordinate with the cycle of the semester, and each topic area is a modified version of a pre-existing wellbeing curriculum offered by clinical experts at Counseling and Wellness Services. Topics included emotion regulation, healthy relationships, stress and time management, climate anxiety.

COVID-19:

● Our full scope of services (individual treatment, group treatment, wellness workshops, psychiatry services, virtual drop ins, hotline, chat, and emergency response) continued to be offered throughout the pandemic

● During the height of the pandemic, CWS operated at 89% capacity during the pandemic in Fall 2020 and 85% in Spring 2021.

● Services are fully hybrid (in person and remote) at this time.

● We have conducted 9 patient satisfaction surveys between Spring 2020-Spring 2022.

● In Spring 2020, 70% of students reported that remote care was “as good or better” than in-person services. In Spring 2022, 81% of student reported that remote care was “as good or better” than in person services.

Community Outreach and Response to Racial Injustice

● Our counselors participated in a number of University wide events to support our community including the memorial for Michelle Go, Supporting the Muslim Community, Anti-Asian Hate, SGA diversity committee town halls, Solidarity with our Jewish Community, Support for Ukraine,

● 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 focusses on the impact of race in the provision of student mental health services.

● Annual service-wide professional development trainings were instituted.
  ○ One took place in June 2021 led by Dr. Steven D. Kniffley Jr., PsyD, Assistant Professor in Spalding University’s School of Professional Psychology.
  ○ The second training is scheduled for June 22, 2022 led by Sydnee Corriders, LCSW of the Healing Collective to discuss how to successfully center equity in mental healthcare.

● The latter training is made possible by an Office of Global Inclusion “Innovation and Antiracism Micro grant Award” received by Counseling and Wellness Services in July 2021.

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.
NYU is committed to fostering a community in which sexual misconduct, relationship violence, and stalking are not tolerated and in which

- all its members are well informed and feel safe in reporting prohibited misconduct
- those reporting incidents of sexual misconduct, relationship violence, and stalking are thoroughly and compassionately supported
- 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
- The Dept. of Education introduced new federal Title IX guidance. 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.

**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 are posted at www.nyu.edu/sexual-respect.
- The 2022 survey will be implemented in Fall 2022.

**Ad Hoc Senate Subcommittee**

- The current subcommittee co-chairs are Andrew Williams, JD, Director, Lawyering Program, NYU and Connie Wu co-President for NYU Students for Sexual Respect.
- The committee met on the following dates:

<table>
<thead>
<tr>
<th>Date</th>
<th>Year</th>
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<tbody>
<tr>
<td>Spring 2020</td>
<td>04/28/2020</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>10/19/2020</td>
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<tr>
<td>Fall 2020</td>
<td>11/16/2020</td>
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<tr>
<td>Fall 2020</td>
<td>12/14/2020</td>
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<tr>
<td>Spring 2021</td>
<td>02/22/2021</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>04/26/2021</td>
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</tbody>
</table>

- The primary agenda item, proposed by the student members, focused on making “Consent Zone” training required for all student leaders in both central and school-based clubs.
- Further, the proposal included tying this requirement to club funding.
The committee thoroughly investigated the feasibility of implementing this training goal in the six meetings listed above.

In Summer 2021, subcommittee leadership concluded that, in fact, it would be extremely difficult to ensure that the training would be uniformly implemented and that funding could be tied to club leadership participation.

The members of the Senate Ad Hoc Advisory Committee on Sexual Misconduct plan to present final recommendations to the Senate on 4/28/22.

The committee recommends:
- NYU offer consistent and engaging communications on healthy relationships, affirmative consent and other training and education on preventing sexual misconduct and relationship violence.
- NYU require a “refresher” second-layer continuing education training module of all NYU students in their 3rd year at NYU. This 30-minute course empowers students beyond their first year by strengthening their consent and relationship skills, and their ability to intervene when friends engage in unsafe or unhealthy behavior. Building on students’ developmental experiences, this course prepares them to navigate professional environments using realistic scenarios and increases survivor empathy through understanding the impact of trauma. The follow-up training not only builds off students’ knowledge and lived experience but it surveys students to assess for changes in views from the first training. NYU already owns this course and there would be no additional financial cost to implementing this proposed new requirement.

Training and Education:

- **Required training** 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. An opt-out request feature for students who feel triggered due to previous experiences.

- **Global sites**: Any current or new training offered by NYU is reviewed for appropriateness and relevance for the NYU study away locations and is tailored to fit cultural norms while prioritizing safety of students.

- **PHAs and Consent project**: In Fall 2021, the Public Health Ambassador program, originally conceived to monitor and enhance COVID compliance took on the additional role of promoting wellbeing on our campus. Wellbeing topics were selected to coordinate with the cycle of the semester, and each topic area is a modified version of a pre-existing wellbeing curriculum offered by clinical experts at Counseling and Wellness Services. In Spring 2022, we will add the topic of Affirmative Consent to our roster coinciding with Sexual Assault awareness month in April. We will engage in the Consent Hearts initiative whereby pins with affirmative consent quotations are distributed to students. This initiative has been adopted by Columbia, Stanford, UW-Madison, and Fordham since we began it at NYU in 2019.

- **Collaboration**: Sexual and Relationship Respect Services and OEO has collaborated with Athletics and Greek Life as well as many others on campus to provide training on the underlying root causes of violence.

- **Good Sex Podcast**: The goal of the podcast is to reduce stigma surrounding sex and to increase conversation in students’ lives that can help them have healthier relationships with sex and with intimate partner, friends, family and colleagues. Throughout the podcast, there will be discussion of the underlying root causes of sexual and relationship violence, sexual
communication, boundaries, and consent. Additionally, the podcast will explore sexual health topics like; STIs and condom use.

**Support/Clinical Groups:**

- Counseling and Wellness Services offers workshops like:
  - Navigating Healthy Dating Relationship; Let’s Talk About Sex; Understanding Trauma for student to continue to explore these topic on an individual basis.
  - There are a number of clinical support groups to assist students in healing: Survivor Support and Empowerment, Storytelling, Unpacking Unhealthy and Abusive Intimate Relationships, Difficult Families and Masculinity Group-Deeping Connection with Yourself and Others.

**Screening:**

- We have a Screening Protocol for all Student Health Center clinical areas. This self administered 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.

**Utilizing Restorative Practices for Resolution:**

- The Office of the Dean of Students, within the Division of Student Affairs, has been developing additional paths for building community, resolving conflict, addressing student conduct, and approaching sexual misconduct matters utilizing restorative practices. Restorative practices are rooted in accountability and actively engage students to attempt to repair harm, restore trust, and demonstrate responsible behavior. Rather than solely focusing on policy violations and disciplinary sanctions, restorative practices focus on who has been harmed and what actions are necessary to acknowledge and repair the harm. Two newly restructured positions within the Office of Student Conduct have received specialized training in these practices. Where appropriate, restorative options may be available to students participating in the sexual misconduct process as an alternative to the highly structured investigation and adjudication proceedings.
Senate Public Affairs Committee Report:  
Updates on Actions to Address Gaps Identified by the 2020 Trans+ Health Resolution

Prepared by Chris Woods, Allison Smith, and Carlo Ciotoli (April 2022)

In 2018, the Student Health Center and LGBTQ+ Center came together to reimagine the pursuit of LGBTQ+ health equity for NYU students. In 2020, the student-led Trans+ Health Resolution created a catalytic opportunity to strengthen student voice and co-leadership in this work. In January 2022, NYU received a prestigious 2021–2022 NASPA Excellence Silver Award for this ongoing partnership between the SHC and LGBTQ+ Center, and the collective leadership and action with student, faculty, and staff/administrator groups across the University. This report provides a snapshot of learnings, strategy and approach, work completed, and accomplishments since 2018.

Our Goal

Our overall aim is to create equitable conditions for all LGBTQ+ students to thrive.

Specifically, we are trying to catalyze improvement toward:

- Equitable health and wellbeing in support of LGBTQ+ students’ learning and academic achievement;
- Equitable quality and experience of University programs, services, and conditions for LGBTQ+ students; and
- Value and stewardship of University resources

Assessing Needs, Assets, and Systems

Structured improvement science and human-centered design methods are being used to build an understanding of: what impedes LGBTQ+ students from thriving? What would “better” look and feel like to students? What at NYU needs to change? We are learning deeply about the experiences of LGBTQ+ students; the norms, structures, and processes that cause health inequity; and the needs and assets of LGBTQ+ students and schools, student affairs, and student organizations who are in positions to influence change.

Methods have included:

- Review of existing sources of quantitative health and campus climate data
- In-depth semi-structured interviews with 20 SHC primary care and mental health clinicians
- Engaging over 100 LGBTQ+ students through different types of formal and information conversations, student government town halls, trans student affinity dinners, experience mapping
- Key informant conversations with subject matter experts, such as the SHC Gender Team
- Pulse surveys of students
- Surveys and reflections from:
  - Student affairs departments and schools
  - SHC managers
  - Student government leaders
● Design session with trans and non-binary students and SHC clinicians to reimagine student-centered care and support to better meet the healthcare and holistic wellbeing needs of trans and non-binary students
● Small scale prototyping and simulations of potential complex changes

Key Themes and Learnings

1. **Better data infrastructure and reporting is needed to increase the visibility of LGBTQ+ experiences and outcomes.**
   When we started this work, there was a dearth of NYU specific data and reports available about LGBTQ+ students’ experiences and outcomes. Other than stories, their experiences and outcomes were essentially invisible to potential partners in improvement. We have sought to improve visibility to this population’s outcomes and needs by improving data collection, tracking, and systems.

2. **Closing equity gaps will require more than improving access to services.**
   Data show that LGBTQ+ students are engaged in services and campus life at equivalent or higher rates than their counterparts including: medical and mental health services, mentorship, extracurricular activities, and having a professor who cares about them and makes them feel excited about learning. This suggests to us that the traditional approaches of increasing access to services are not sufficient to close health equity gaps for LGBTQ+ students.

3. **Misgendering and deadnaming is a complex problem that involves addressing information systems, technology, and human behavior.**
   ○ There are hundreds of data systems and thousands of name fields in NYU information systems, and large numbers of integrations between systems to pipe information from one system to another.
   ○ Even when the correct name and gender information is available, many members of the NYU community don’t know when and how to use the information to create inclusive experiences.
   ○ The experience of deadnaming and misgendering impacts students’ feelings of self-worth, respect, and value and causes high levels of distress for students.
   ○ Changing our structures, processes, and social norms around chosen names and pronouns is an essential first step in building trust between the trans community and the University.

4. **Campus climate matters.**
   NYU and national climate can be detrimental to the mental health and overall wellbeing of LGBTQ+ students and includes lack of inclusivity, verbal harassment, and prevailing cis/heterosexism.

5. **Strong will, weak systems**
   ○ Administrators, faculty, student leaders, and SHC staff largely want to better support LGBTQ+ students.
   ○ Getting in the way are:
     ■ Numerous structural/systems barriers, such as information systems, decision support templates, and complex policies
Not always knowing how or what to do to be supportive

6. Personalization at scale
   - Each LGBTQ+ student’s experience is unique.
   - Our current systems and approaches tend to focus on generalizations and majorities.
   - A key design question for us as a University is: how might we develop systems and norms that enable each student's needs, assets, and identities to be valued and honored across all settings and interactions at NYU?

Changing University Structures, Processes, and Norms

Collectively this process surfaced the following high leverage points in our campus ecosystem that need to change:

- Systemic documentation and use of sexual orientation and gender identity, name, and pronouns
- LGBTQ+ care and support pathways
- Campus-wide capacity for prevention & equity
- Co-design with LGBTQ+ students
- System for learning and collaboration

In partnership with a network of student, faculty, and administrative partners (Appendix 1), we co-created a theory of change and discrete actions (Appendix 2) that drive improvements in LGBTQ+ health equity inclusive of and beyond the confines of student healthcare related services.

Initial Areas of Focus

This work has involved reimagining who is leading change, how change is made, what changes get made, and how success is defined. The first phase has focused on building a robust and sustainable foundation to support the long-term pursuit of LGBTQ+ health equity, which includes creating structures that foster collaborative action, redefining roles and responsibilities, establishing methods for effective changemaking, building capability and capacity, and developing systems for ongoing learning and improvement through timely, actionable data. Below are specific changes that have been developed and/or implemented:

Name, Pronoun, Gender, and Related Identity Information Policies and Systems Improvements

Reliable documentation of sexual orientation, gender identity, pronouns, and chosen name data across university information systems, questionnaires, and surveys

- Addition of pronouns and name pronunciation for students in Albert, course rosters, NYU Directory, and other related systems
- Introduced option to update NYU ID with Chosen/Preferred Name and Gender-Affirming Photo
- Addition of “non-binary” as a legal sex option in Albert
- Shift in gender identity options on Albert—Updated “gender non-conforming” to “non-binary” to be more current/inclusive
- Shift in language from preferred name to chosen/preferred name in Albert
- Addition of supplemental LGBTQ+ identity question to NYU’s Common Application
● Ongoing improvements with chosen/preferred name integration across University systems. Examples include:
  ○ Changed NYU Housing mail/packaging system to use chosen name
  ○ Introduced option to personalize NYU Zoom Pronouns and Display Names
  ○ Updated Brightspace to use chosen name
  ○ Addressed specific system-generated emails that were using the legal name by either redirecting to chosen name or removing personalization.

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.*

● 4,278 students, faculty, and staff participated in 119 educational sessions (e.g., Safe Zone training, Intro to NYU LGBTQ+ session, LGBTQ+ Inclusive Classrooms session) over the course of 196 hours.
● Developed and implemented the [Pronouns toolkit](#) and [Trans Inclusive Practices in the Classroom toolkit](#)—two key resources that continue to centralize information, resources, and education about pronouns and building more trans inclusive campus environments both in and outside of the classroom.
● Created “Safe Zone Educator Cohort: A LGBTQ+ Training of the Trainer Program” to expand the scope and reach of LGBTQ+ educational offerings
● Facilitated training with 100+ student organizations focused on fostering equitable wellbeing within their org, and re-allocated funds to incentivize these student org practices through co-sponsorship funds.
● Lisa Coleman sent an [email to all faculty](#) re: trans inclusive practices in the classroom, with an emphasis on use of chosen names and pronouns.

LGBTQ+ care and support pathways

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

● Directly addressed previously reported barriers to students accessing necessary sexual and reproductive clinical services by:
  ○ Renaming the SHC’s “Women’s Health” department to GYN Health to improve inclusivity
  ○ Redesigning the SHC online scheduling system to allow students to make appointments based on need (e.g., pap smear) and to select their preferred location of their visit (e.g., GYN health vs primary care) with backend mapping to providers who are credentialed to offer the service.

● Worked with Wellfleet, the Student Health Insurance Plan, to:
  ○ Change the benefit structure to cover certain gender-affirming surgeries as part of the base coverage
  ○ Enable fertility preservation coverage before starting hormones (instead of before starting surgery) for trans women
  ○ Develop more streamlined escalation pathways for appeals related to coverage denials for gender affirming surgeries
Promoted a “universal precautions” approach to name and gender, which has included a redesign of workflows to assume the information in the electronic health system does not represent an individual’s identity or chosen name. Examples of strategies include:

- Confirm identity by using identifiers other than the first name
- Greet people by asking what name we should call them
- Use the last name to call students from public waiting rooms

Sexual orientation and gender identity were added to the Student Health Center (SHC)’s prematriculation health history form, which all NYU students are expected to complete prior to their arrival. This will allow the SHC to assess differences in healthcare experiences based on sexual orientation and gender identity and facilitate proactive follow-up.

Created mechanism for chosen name to print on prescriptions in addition to legal name, which is a regulatory requirement.

Improved student access to reduced cost PrEP and PEP (medicine to prevent HIV).

Active small-scale pilots of:

- care management for students exploring or pursuing gender affirming hormones or surgeries
- standardized assessment of holistic health and social needs
- mechanisms to improve coordination of support resources between Student Health Center, LGBTQ+ Center, and Student Success
- strategies for building trust between the student and care team

Became a member of the World Professional Association for Transgender Health (WPATH)

Co-design with LGBTQ+ students

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

- Over the past year, we’ve shifted to a model that honors LGBTQ+ students’ contributions to systems-improvements through compensation. This change from a volunteer to compensation model has been important in creating a more equitable and ethical process for improvement given that students have been generous with sharing their deeply personal lived experiences in support of improving the University for future LGBTQ+ students.

- As referenced above, we hosted a design session with trans and non-binary students and SHC clinicians to reimagine student-centered care and support to better meet the healthcare and holistic wellbeing needs of trans and non-binary students. We explored questions such as:
  - What are the most important actions, behaviors, and approaches that help build trust?
  - What enables trans, non-binary, and gender expansive students to flourish?
  - What prevents trans, non-binary, and gender expansive students from flourishing?
  - Draw a picture of the ideal system of support and resources to enable more trans, non-binary, and gender expansive students to flourish.

- We partnered with over 385 trans and non-binary students over the past two years through a weekly 5-question deadnaming and misgendering survey, to (1) continuously learn about when, where, and how students are misgendered and deadnamed across NYU settings; and (2) follow-up to correct the problem. At the start of each semester, trans and non-binary students are invited to participate in this project. The same cohort of students participate each week for the entire semester. The findings from the survey have helped identify and accelerate immediate responses to these students’ pervasive and persistent experiences with misgendering and deadnaming. We’ve learned that the majority of these incidents are due to
people not having access to the right information, and technology has been instrumental to improving problems, such as automated personalized emails that are addressed to students' deadnames and faculty not having knowledge of students' pronouns resulting in misgendering. For the past two semesters, we've invited participating students to join a session at the end to help interpret the data and co-create the narrative that is shared with University partners. Appendix 3 shows data from the survey.

System for Learning and Collaboration

Achieving health equity for LGBTQ+ students is a long-term pursuit that involves everyone. We are building infrastructure, capacity, and methods that can persist and sustain the work to improve University norms, processes, and structures over time.

The people structure includes:

- **Core leads.** This is the small team of individuals from SHC and LGBTQ+ Center who serve as the backbone to facilitate the work being done across campus.

- **LGBTQ+ Health Equity Coalition.** In 2018, the Student Health Center and LGBTQ+ Center convened the first ever university-wide LGBTQ+ health equity coalition. The coalition has included representation from students, the Office of the Provost, Student Life, Enrollment Management and Student Success, Residential Life, Colleges/Schools, SHC, and LGBTQ+ Center. Considerations for membership include: (1) those who would benefit if health and wellbeing were improved; (2) those who could influence necessary changes; (3) those who would champion the spread of successful changes; and (4) those who have access to data and measures. Goals and guiding principles are:
  - We are a collective of thought partners in driving breakthrough improvement.
  - Our LGBTQ+ students are the experts in their own experience and will directly co-create change.
  - We are building sustainable infrastructure to support and address the evolving needs of LGBTQ+ students.

While the full Coalition did not meet again this year due to COVID-19, the core team has continued cross-campus work by meeting individually with many members of the Coalition to help advance specific projects. Several individuals have moved on from NYU; we will have an opportunity to recruit new members in the upcoming year.

- **Leveraging existing University structures.** To increase the diversity of voices and perspectives involved in this work, we’ve established strategic partnerships with existing groups and structures within the University who offer particular expertise and serve as thought and action partners without overburdening individuals with extra meetings.

This multi-layered system of collaboration, as depicted in Appendix 1, has significantly increased the number, capacity, and investment of partners across the university who are actively co-leading and co-creating improvement in support of LGBTQ+ health equity, facilitating the engagement of over 200 people in diverse roles across the university, including LGBTQ+ students, faculty, university leaders, and those with subject-matter expertise.
Evidence of a University-Wide Approach

Developing student-centered solutions has meant moving away from department level projects to breaking down existing silos and traditional roles/responsibilities toward systematic co-leadership and co-creation with diverse constituents -- and the contribution of their assets (e.g., skills, relationships, influence)—across the University. For example, the SHC provides assessment support to track misgendering and deadnaming, while the LGBTQ+ Center takes the lead on following up with students who report incidents. Another example is one of the coalition members, a Tisch associate dean, championed a needs and assets survey across student affairs and school.

Appendix 4 shows evidence of scale, capacity, and investment of partners across the university who are actively co-leading and co-creating improvement to improve the lives of LGBTQ+ students.

This system of collaboration and co-creation has been instrumental in developing a long-term theory of improvement (Appendix 1), establishing short-term action plans, and successfully implementing specific changes.
Appendix 1: System of Collaboration
Appendix 2: Theory of Change

**Improve the well-being of LGBTQ+ students**

1. Improve the well-being of LGBTQ+ students
2. Reduce the proportion of LGBTQ+ students whose health (physical health, mental health, and wellbeing) negatively impacts their learning and academic achievement
3. Narrow equity gaps between LGBTQ+ students and their cis-heterosexual peers

**1. SOGI, Name, & Pronouns**

- Collect LGBTQ+ identity information in student enrollment systems
- Best practices guide for how to ask SOGI in questionnaires and surveys
- Documenting sexual orientation, gender identity, chosen name, and pronouns across SHC systems
- Best practices for set-up of information systems and data integrations

**2. LGBTQ+ care and support pathways**

- Team-based approach that may involve clinical, academic, and student life as appropriate to support more comprehensive and holistic student-centered support
- Care/case management for trans students
- Insurance navigation for trans and non-binary students
- Motivational interviewing and shared decision making process between student and professional
- Standardized care pathways for common clinical presentations that facilitate more proactive, planned, clinical care delivery with an emphasis on preventive services
- Inclusive gynecological and sexual health services for trans students
- SHC staff engagement and staff feel like they get to do what they do best
- Standard risk assessment tools for different settings (e.g., clinic vs non-clinic) and clear intervention/referral/outreach pathways
- Systems for tracking LGBTQ+ students at increased risk to ensure students don’t fall through the cracks
- Self-referral resources for LGBTQ students

**3. Campus-wide capacity for prevention & equity**

- Community understanding of and investment in the needs of LGBTQ+ students
- Inclusivity of classroom environments for LGBTQ+ students
- Tools that support day-to-day decisions to be LGBTQ+ inclusive
- Communication and awareness of systems improvements and resources that support LGBTQ+ student experience and outcomes
- Resources and education for students, faculty, and administrators to decrease misgendering and deadnaming of students
- Funded opportunities for LGBTQ+ students to engage in systems improvement (e.g., streams for innovation and programming support, incentives for surveys, paid fellowships)
- Strengthen coordination, communication, & collaboration with existing student groups
- Transparency and trust

**4. Co-design with LGBTQ+ Students**

- Leaders to manage and oversee the learning system
- Developing an explicit theory for system changes
- Use of improvement science, design thinking, and innovation methods for problem-solving
- Strong purpose
- Data infrastructure and population level performance measures that are routinely tracked

**System of Learning and Collaboration**

- Dimensions of systems-level measures
  - Equitable health and wellbeing in support of LGBTQ+ students’ learning and academic achievement
  - Equitable quality and experience of programs, services, and conditions
  - Value and stewardship of resources at the population level
The diagram above visually depicts our shared theory of improvement, which drives specific actions.

- **Primary Drivers.** The primary drivers represent high leverage points in the system hypothesized to be necessary and sufficient to produce the desired outcomes.
- **Secondary Drivers.** The secondary drivers identify the norms, processes, and structures that we hypothesize will bring about the primary drivers. They are at a high level of abstraction—there may be many ways to operationalize each.
- **Change Ideas.** Specific practices to address each of the secondary drivers will be designed, tested on a small-scale, and refined. Progressively larger-scale testing occurs as the degree of belief increases that the change will lead to improvement -- at which point the change is implemented at scale. The change ideas that are actively being tested or that were implemented are highlighted in the Initial Areas of Focus section above.

Appendix 3: Misgendering and Deadnaming Data

Primer on how to interpret the charts

**Percentage of respondents experiencing misgendering (P Chart)**

**Number of occurrences of misgendering per respondent (U Chart)**

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EXHIBIT A
Percentage of respondents experiencing deadnaming  
(P Chart)

Number of occurrences of deadnaming per respondent  
(U Chart)

Distribution of Number of Surveys Completed throughout Fall 2021  
(804 surveys; 100 students)
Fall 2021 - Misgendering in NYU Settings
(804 surveys; 100 students)

Fall 2021 – Deadnaming in NYU Settings
(804 surveys; 100 students)
Appendix 4: Evidence of University-Wide Approach

Distribution of Involvement in Improvement Projects by University Area

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<thead>
<tr>
<th>University Area</th>
<th># of Areas Involved in Completed Improvement Projects*</th>
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<tbody>
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<td>Student Health Center</td>
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*Multiple units could have collaborated on a single project

LGBTQ+ Inclusivity Trainings between Summer 2018 - Summer 2021

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Report to the University Senate
Public Affairs Committee

Fountain L. Walker
Vice President, Global Campus Safety

April 2022
Executive Summary

The NYU Department of Campus Safety (DCS) 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 Campus 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 highlights below represent completed and ongoing initiatives from the past 12 months (April 2021 - March 2022).

- Updated the Department’s name to **Campus Safety** to better reflect the services provided to the community by the organization.

- **Continued all safety and security functions** in the midst of the ongoing global pandemic, including ensuring global security contracts were maintained.

Three initiatives directly support ongoing university priorities:

- Established an **Inclusion, Diversity, Belonging and Equity Committee** to improve culture and services, in line with NYU’s institutional goal of improving campus climate through Being@NYU.

- With the Office of Global Inclusion, **added a preferred name feature** to the NYU ID card to further the University’s commitment to diversity and inclusion.

- Began the formulation of a **fleet sustainability roadmap** to help realize the University’s goal of reducing carbon emissions, and be ultimately carbon neutral by 2040.

The **Office of the Vice President** enables consistent, responsible, and high-quality service delivery for the Department of Campus 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 a **project management framework** to standardize reporting and operations across the Department.

- Completed the **second reaccreditation submission** as part of the DCS accreditation program.
• Began an initiative to improve community engagement opportunities with NYU students, faculty and staff.

Campus Safety Operations provides a safe and secure environment for the University community through well-trained staff, thorough incident reviews in collaboration with local protection partners, and consistent service delivery in an evolving landscape.

• Restructured teams to reduce the number of officers per sergeant and reassigned leaders to critical positions to create operational efficiencies and mentoring opportunities.

• Digitized processes and information to save time and university resources.

• Continued to produce the You Matter! Podcast, now with more than 100 episodes across 6 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.

• Expanded and made the emergency response structure originally developed at the beginning of the pandemic more robust in plans and systems with the use of a digital tool.

• Became an integral part of the University’s Travel Review Committee, which was tasked with identifying appropriate and safe travel as pandemic restrictions were lifted.

• Finalized non-COVID planning and exercises including a new Preventing Campus Violence module expected to be released this year.

Global Card Services and Security Systems provides Campus 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.

• Collaborated with University colleagues to manage access control procedures and integrate technology in response to the COVID-19 pandemic.

• Updated and refreshed hardware technology across New York campus facilities.

• Finalizing a new badging solution to make ID cards easier to produce and save university resources.
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I. Department of Campus Safety

The NYU Department of Campus Safety (DCS) is committed to providing safety and security for NYU’s community and property, enabling the pursuit of academic and professional goals. DCS 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, DCS, 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, DCS will work to ensure the well-being of members of the NYU community as they study and travel abroad. DCS 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, DCS 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, DCS has financial responsibility for contract security services at the Global Academic Centers.

DCS 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 DCS to be responsive to the needs of the University’s global network.
Organizational Change

An opportunity to reintroduce ourselves to the community. A fresh start. A look forward as we continue to innovate and improve our services. A time to align those services with expectations. All of these, and more, were reasons for the Department of Public Safety to change its name to the Department of Campus Safety in summer 2021.

The Name Change effort continues throughout the 2021-2022 academic year, including updates to the Department’s physical entities - flags, vehicles, uniforms, signs - and digital presence - website, social media, digital displays, etc. The change also came with a new engagement plan, where events were branded as Campus Safety, leadership was increasingly visible and available to the community, a Q&A-style town hall was held, and outreach was conducted throughout the year by a specialized community engagement team. Upcoming events and outreach initiatives are listed on our website.

With many community members returning to campus for the first time in 18 months, the Department felt that providing them with the comfort of knowing Campus Safety’s services and what the department can do on campus was one of the most important things it could do.

The services available from the Department and its responsibilities have not changed, and community members are encouraged to review the services available to them. As always, the Department will continue to provide professional, excellent service to the NYU community.

As an agile organization, the Department of Campus Safety regularly reviews its organizational structure with the intent of maximizing its effectiveness at providing service to the community. A senior associate vice president and deputy joined the team to enhance cohesion among Department divisions and create stronger bonds with external NYU units.

Please See Appendix A on page 42 for the current DCS organizational chart.

Accreditation

With initial accreditation complete, Campus Safety moved into CALEA’s four-year Accreditation cycle in March 2020 that includes four annual remote, web-based file reviews and a site-based assessment during the fourth year. The annual assessment filings for the first and second reaccreditation periods were completed successfully and submitted to CALEA in March 2021 and March 2022, respectively.
The annual reviews include the collection and regular review of documents demonstrating compliance with industry standards, ensuring that Campus Safety is continuing to operate within its designated policies and protocols. A monthly standards compliance plan was implemented to ensure that relevant documents are current and available for compliance review during the annual filing.

While only a portion of the full assessment is reviewed each year by independent assessors from CALEA, the Department is responsible for maintaining compliance with all directives and providing proof that the protocols and processes identified are being followed by personnel. This new procedure - known as a perpetual assessment - ensures that the Department is staying up-to-date on all of its policies and procedures.

After three years of online assessment, the Department’s full body of general orders and supporting information and documentation will be reviewed during an on-site assessment, which includes interviews with personnel and other activities.

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 Committee reviews approximately five to six directives each month to make sure it is maintaining compliance at a proper pace.

The Department’s accreditation team in New York continues to support colleagues in Abu Dhabi as they enter the very early stages of accreditation for their campus.

**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 Campus Safety departments across the country. Every division and unit within DCS 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, DCS is able to identify and allocate resources to areas of concern efficiently to improve the safety culture at NYU.
CompStat meetings assess Campus Safety efforts through spatial and temporal analysis of crimes, stakeholder feedback and community engagement. The meetings help DCS 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 four years of complete data stemming from these meetings, DCS uses the material to analyze trends and proactively prepare for upcoming periods that have consistently presented safety and security challenges, including NYU Welcome, midterms and finals, and others.

In addition to Compstat, project leaders now meet every two weeks to discuss progress on long-range initiatives. These meetings are designed to allow for collaboration and discussion across teams and to identify efficiencies. They are part of the project management framework initiative that codified how projects are started, tracked and commissioned, ensuring that standardized processes are followed and accompanying project slides are available for leadership to review.

DCS 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 DCS in determining effectiveness of operations and programming.

**Response to Increase in Incidents**

The Department has responded to an increase in incidents, several of which have included violence against Asian members of the NYU community, by taking a number of steps during the spring 2022 semester. We remain deeply concerned about these incidents and are working with city agencies and campus partners to address these challenges.

1. In addition to our prior outreach to the NYPD to make them aware of the attacks, we have also reached out to the Asian Hate Crimes Task Force to share the information we have, as well as to learn more about the incidents.
2. The University continues to work with the new New York City Deputy Mayor of Public Safety to address the safety and security challenges near NYU campus facilities.
3. Added more video cameras east of Washington Square Park and we are working with the Facilities and Construction Management unit to enhance lighting where we have scaffolding.
4. Increased Campus Safety foot patrols in the areas east of Washington Square Park where the incident occurred, with a focus on the evening period.
5. We put Campus Safety Officers on heightened alert 1) so that any possibly related additional incidents are quickly flagged for higher level attention, and 2) so that Campus Safety Officers are vigilant about individuals who might fit the description.

6. Begun reviewing our policies about campus notification to make sure we are getting timely information out.

7. Reinforced with Campus Safety Officers the importance of treating reports of students being struck — or any other matter — with the utmost seriousness, promptness, respect, and concern.

8. Participated in Town Hall meetings with student constituencies to understand their concerns and have a planned faculty engagement event for mid-April.

9. Added two Safe Ride vehicles during peak usage times to reduce wait and ride times.

The Department views these occurrences with the utmost seriousness and will continue and heighten its vigilance.

Behavioral Intervention Team

DCS, 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 DCS, 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.

Campus Safety Advisory Committee

DCS hosts the Campus Safety Advisory Committee (CSAC), a group of twelve NYU community members from all levels and areas of the University who are dedicated to improving Campus Safety services. The CSAC meets once each semester to learn about DCS initiatives and priorities and provide input and feedback on how DCS 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 CSAC also reviews public reports, like this one, for input before dissemination to the broader NYU community.

Women in Campus Safety Initiative

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

As the Department resumes more normal operations, Women in Campus Safety is planning for events and engagement opportunities, as well as a completing a professional development curriculum to support its members.

Inclusion, Diversity, Belonging and Equity Committee

In an effort to create and sustain a more inclusive environment within the Department, DCS established its first Inclusion, Diversity, Belonging, and Equity Committee in 2021.

Team members were asked to nominate colleagues or self-nominate for positions on the committee, whose representation reflects the diversity of the Department in all aspects, including both self-identity and roles and responsibilities. As a result, team members from each division of the Department are included on the committee.

The committee’s work will be driven by the results of an internal survey derived from Being@NYU themes and adapted for the Department’s unique qualities. Eleven different IDBE areas were considered as part of the survey. The chosen focal points will help the committee and the Department as it navigates the process to develop a more inclusive atmosphere for both internally among team members and externally with the NYU community as a whole.

Internal Communications / DCS Google Site

DCS continues to produce its internal DCS Dispatch Newsletter each month, highlighting progress and news from across the Department’s four divisions. New sections added to the newsletter this year include a Behind the Uniform series, where team members get to learn more about one of their colleagues, a Women in Campus Safety Spotlight, and a curated list of mental health and wellness resources.
In addition to the newsletter, DCS team members visiting the Department’s internal Google Site can retrieve the latest procedural orders, access DCS resources such as contact sheets and project descriptions, visit links to university resources including mental health and wellness material, and much more. In an effort to improve sustainability and operational efficiency, resources that require paper copies are continuously being added to the Google Site so that they can be easily updated and accessed by team members on their post computers.

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

In 2021, the Google Site was also reviewed as a part of the Department’s annual in-service training for uniformed personnel.

II. COVID-19 Pandemic Updates

Global Security

In addition to the milestones achieved during the first 12 months of the COVID-19 pandemic, the Department maintained its presence on campus, staffing all posts throughout the 2021 spring and summer terms. This allowed the university to continue its missions of teaching and learning while providing a safe atmosphere for students, faculty, and staff on campus.

As in New York, once it was determined that there would be in-person operations for Fall 2021 at our Global Academic Centers and portal campuses, the Department ensured that there were adequate staffing resources available to meet the needs of the day-to-day operations of each of our locations. Team members in our global locations received training to ensure that security was consistent across NYU’s worldwide footprint.

Throughout the pandemic, the Department maintained its security contracts and kept a strong relationship with its providers across the globe to keep continuity of service.
COVID Access Requirements and Security

One initiative that began during the height of the pandemic and will continue going forward is an enhanced visitor and vendor access system, developed out of the University’s homegrown vaccination and testing validation system.

Partnering with NYU Returns, a cross-functional University group established the Extended Community Support Team, whose mission is to validate vaccination and testing records for visitors and vendors, ensuring that those coming on campus were meeting the University’s standards for entry. This system applies to everyone who is not a member of the NYU community.

The new access system was created in direct collaboration with NYU IT, Public Affairs and the Web Development Team, essentially linking the daily screener to this process, pulling necessary data together and creating a fast track option for community members. The updated system allows for automation of the validated lists and improves sustainability for the Department and University, in that rather than printing and distributing lists, Campus Safety Officers now have the latest access lists visible electronically at each officer post. This real-time process also improves the Department’s and University’s point of service model, effectively reducing the time by which vendors and visitors can be cleared through the system and allowed to enter facilities safely.

The access system was updated with a new build when boosters became required in early 2022. This separate function included a similar process for visitors and vendors and was added on to the existing system to include boosters on top of the original vaccine requirement for community members.

In addition to providing face coverings when necessary to community members as they enter facilities, Campus Safety continues to be responsible for screening and ensuring safety at facility entrance points, including the University’s testing and vaccine centers. The Department’s Events Team continues to support vaccine sites and testing center security by managing a team of officers and formulating a schedule. The team participated in the development of a vaccination check-at-the-door program for special events that provided training and guidance for how to keep community members safe at larger events as they were permitted on campus.
III. Campus Safety Operations

Through active community collaboration and flexibility, Campus Safety Operations strives to be the model Campus Safety entity by providing a safe and secure environment for the University community through well-trained staff, thorough incident reviews, and consistent service delivery in an evolving Campus 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 Campus 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 325 uniformed Campus 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. DCS maintains approximately 100 posts throughout campus in academic and residential buildings. The unit also includes roving patrols throughout campus and is responsible for regularly-posted contract security guards.

Restructuring and Team Development

Amid the pandemic, the Campus Safety Operations team was responsible for ensuring that the University could continue its missions of teaching and learning while doing so in a safe and secure environment.

In order to keep operations running smoothly and to be able to better provide security services, the Department restructured the Campus Safety Operations team to reduce the number of Campus Safety Officers per Sergeant, while reassigning leaders to critical positions. This realignment allowed Sergeants to get to know their team members better and to more efficiently perform their duties.

All told, five new classes of Campus Safety Officers were trained and assigned to a shift in the 2020-2021 academic year, and three new sergeants were added to the restructured team. So far in 2021-2022, three new classes of officers have been added.

The Training Unit, in the Office of the Vice President, plays a pivotal role in ensuring our new team members were ready to serve the NYU community with professionalism and excellence. From the screening and interview process, to virtual classroom and in-person field training with our specially trained Field Training Officers, the Training Unit is a pillar of the Department’s comprehensive
onboarding process. They help to provide the necessary tools and information for new team members to do their jobs at the highest level.

The Department’s Incident Review Unit was also included in the restructuring, with the elevation of a lieutenant and the addition of a sergeant to create a more balanced and manageable workload for the entire team. These changes were pivotal for a growing, vital team within the organization: tasked with assisting victims of incidents and liaising with community partner organizations.

**Digitizing Processes and Information**

To help the Department’s Campus Safety Officers provide better service, the Department digitized its post profiles - information available at each workstation to help a team member quickly respond to a question or incident.

Post profiles contain all necessary data for team members to be successful in their duties on post, including among other info: normal post hours, key facilities contacts, building specific policies and information, fire alarm panel details, and local emergency services information (nearest hospitals, fire department, etc.).

The post profiles were previously static books that sat on a desk with handwritten updates and notes. They had been used for many years. Now the profiles are available on the Department’s intranet system, allowing all team members to access information related to each post, no matter where they are located.

This update has proven to be an invaluable teaching tool for new officers, and a great resource for even the most seasoned veterans. Information in the Department’s Post Profiles are updated as part of an annual review process.

**Access and Incident Reporting**

Campus 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.

As the campus returned to full classes in Fall 2021, incidents also returned to their pre-pandemic levels. Campus Safety Officers have been focused on ensuring compliance with COVID-19 protocols and visitor policies, as well as assisting community members in need following incidents.
Campus Safety continues to partner with offices and organizations on campus in an effort to reduce incidents. In the last three months (January to March 2022), Campus Safety has noted a reduction in trespass (41 percent), robbery (50 percent), and criminal mischief (65 percent) incidents as compared to the same time period last year due to these efforts.

In an effort to prevent larcenies on campus - the most commonly-reported incident - Campus Safety regularly posts on social media and offers information at tabling events reminding community members to take belongings with them when they leave an area, lock their doors, and ensure bicycles, scooters, and other vehicles are properly secured. Additional methods to reduce larcenies on campus include:

- **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, DCS aims to outfit all proprietary residence halls with stickers.
- **Regular Patrols:** DCS 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.

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.

**Incident Review Unit**

The DCS Incident Review Unit (IRU) is responsible for looking into incidents that happen on campus or that impact the members of the NYU campus community. Reviewing approximately 760 incidents in 2021, IRU 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.
The Incident Review Unit is responsible for the review of crimes committed against students, faculty and staff, occurring both on- and off-campus. While IRU does not conduct reviews that fall under the purview of Title IX, the team actively reviews reports of assaults, larcenies, fraud, incidents of harassment and/or domestic violence, and reviews of property damage and vandalism to University buildings. IRU reviews all reports and factual determinations reached by DCS staff members for accuracy and completion in order to effectively manage workflow, ensure optimal case outcome, and partner effectively with University stakeholders.

IRU 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. IRU prepares factual, accurate, thorough, and timely investigative reports on all cases.

**Special Victims Services**

DCS assists victims of sexual assault, relationship violence, harassment, stalking, assault and other crimes. DCS 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 Victims Cases](image)

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, DCS 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 Services and Incident Review Units have continued to meet with complainants, and supported reporting to law enforcement and relief agencies.

The team has 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. The team looks forward to offering these events in the future as the pandemic eases.

Special Victim Services represents DCS 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 sixth season with more than 100 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.

The podcast is ranked in the top 5 percent of all podcasts listened to by ranking website Listen Notes.
Hosted by Associate Vice President, Campus Safety Operations and retired law enforcement professional Karen Ortman, the weekly podcast covers a wide array of safety and security topics. A retired law enforcement professional, Ortman has been at NYU for eight years, coordinating field operations, incident reviews, special victims services, events and protective services staffing, and lost and found operations within DCS. 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. In addition to highlighting available resources, it destigmatizes the conversations related to addiction, mental health and victimization. Most recently, guests have included NYU OGI’s Monroe France and Chris Woods, NYU Dean of Students Rafael Rodriguez, Princeton Professor Dalton Conley, DEA Special Agent in Charge Susan Gibson, retired NFL player Randy Grimes, and much more. The You Matter! podcast is available on Apple Podcasts, Google Podcasts, Spotify, Stitcher, and TuneIn.

**Campus Safety Events**

Campus Safety Events (CSE) is responsible for maintaining event security and logistics for DCS. The team 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 Campus Safety Events team adapted its approach to supporting the regular uniformed personnel shifts during restructured staffing periods and helped to coordinate security at the University’s COVID-19 testing sites and Vaccination Sites. They have since returned to their normal duties.

For the period of April 2021 - March 2022 CSE oversaw:

- 82 staffed events - most notably Welcome Weekend (which consisted of three days), The Bonomi Admissions Center, the Vaccination sites, operating from the Student Health Center and Bobst Library.
- Approximately 5355.4 total hours were worked by uniformed personnel
- 656 DCS personnel and contract guards were hired

Campus Safety Events will additionally return to staffing university-wide events including the Children’s Halloween Parade, Strawberry Festival, Grad Alley, and many others. All of which had been halted due to the pandemic, but are returning beginning in April 2022.
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 agents 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 DCS 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.

Flexibility and Resiliency

When COVID began, the University and the Department operated under an emergency response structure. It was readily apparent after some time that there was a real need to be flexible and create new structures with University partners to meet the complex needs of the response.

During the past two years, the Global Resiliency and Security Division, in collaboration with University partners at all levels, expanded and made the emergency response structure more robust in plans and systems. Through a flexible digital system known as VEOCI (a Virtual Emergency Operations Center on the Internet) the Division was able to take new practices, connections and commitments, and turn them into actions. This could be done by launching a portal for team members from across the university to address a found or emerging problem, for instance how to manage quarantine and isolations. If the University was alerted to a community member who required to be isolated or quarantined, a process was developed in VEOCI where the system would notify all University decision makers via text message, and the community member would be provided the services they needed, such as housing, food, and more.
VEOCI also assisted teams by tracking trends and continuity data for traffic in buildings, improving sustainability by identifying opportunities to conserve energy and calling out which buildings needed to remain online to continue critical University operations.

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.

DCS 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.
Comprehensive Emergency Management Plan (CEMP)

First completed in Fall 2017, NYU’s Comprehensive Emergency Management Plan (CEMP) was updated with changes in 2021, most notably adding an Emergency Operations Center (EOC) activation annex and a point of dispensing vaccination clinic annex. The EOC annex was tested through multiple functional and tabletop exercises while the vaccination clinic annex assisted the university as it began dispensing COVID vaccines. 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 table tops 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. DCS 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 2022.

**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 meetings continue to be held virtually due to COVID-19.

**Exercises and Planning at NYU Abu Dhabi**

In addition to operations in New York, EM team members collaborated with colleagues in the Global Security Operations Center and counterparts at NYU Abu Dhabi to create a shelter in place plan and conduct tabletop and functional exercises related to emergency response.

These plans and exercises provide the opportunity for leaders at NYU Abu Dhabi to test responses to varying emergency situations and align plans with those created for other NYU campuses and entities.

**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 48 members of DCS. DCS has also contracted Allied Universal to provide certified FLSDs to assist in buildings and shifts where permanent DCS officers have not yet been certified.

DCS partners with Environmental Health and Safety (EHS) and Facilities and Construction Management (FCM) to provide FLSD information, certification status and building assignments to assist in the completion of fire safety plans across campus.
Individual Level Capability

Growing its user base to more than 52,000, 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 Campus 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 DCS 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 Campus 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 12 travel departure assessments over the past year. Additionally, the GSOC produced 90 situational reports on global COVID-19 developments with many distinct weekly products produced during much of the past year. 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 2021 calendar year, the GSOC team has provided awareness on 157 local protests and demonstrations in NYC and another 21 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 2021, the GSOC team provided 194 situation reports.
reports and assessments both locally and abroad. Some responses of note include the below.

In November 2021, rebel militias made significant territorial gains in Ethiopia, threatening Addis Abba and the international airport there. The GSOC was able to make contact with the registered traveler, an NYUAD professor, and support them as they departed safely.

In early 2022, the GSOC supported NYUAD emergency preparedness and response during increased regional tensions in the region. This included several in real time alert and analytical products in response to several events, several exercises to simulate campus damage and response efforts, and speaking at an NYUAD town hall with over 1,400 participants. Work continues with NYUAD to include a weekly regional situation report, fortnightly check-ins, and several in person site visits to advance emergency plans and preparedness.

The GSOC helped on three separate occasions respond and manage trips with COVID cases, in Egypt, France, and Germany. The GSOC assisted with rapid detection, isolation, and communication to other trip participants, and in the case of Egypt helped with the flights back of two individuals who wished to depart. The trips were able to continue without any impact to the academic mission.

In early January, the GSOC supported a Fulbright student on a yearlong trip in Kazakhstan during social unrest there. The GSOC maintained daily communication with the individual, who communicated through a satellite device provided by the GSOC prior to departing. The GSOC provided situational updates and worked with the U.S. Embassy to formulate a shelter-in-place plan, complete with a plan to move should the situation further deteriorate. The individual was able to stay in place with no impact to their academic activities.

Geopolitical Risk Working Group

DCS 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, Campus 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.
Travel Review Committee

The Travel Review Committee (TRC) took on increased responsibility during the pandemic, expanding its scope to provide feedback and recommendations on all University-related travel. This was in addition to their usual reviews of school-based trips or travel to countries with known risks. The TRC is a partnership among Risk Management, Global Programs, and Campus Safety and worked over the past two years to ensure that the University could continue to achieve its core mission while keeping people safe amid COVID-19. Members of the committee collaborated with colleagues from across the University to assess risk and mitigate hazards related to business-critical travel, instead of outright denial of all mission-related excursions.

In an expansion of its usual scope, the TRC helped make the determination on whether requested travel would take place. In order to do so, a new process was created for managing travel exemption requests, and through it, the committee provided determinations for 423 trips during the 2021 calendar year.

In addition to the check for COVID-related concerns, including visa validation, COVID case counts, percentage testing positive, vaccine or testing requirements, and more, the team would conduct its usual review for potentially high-risk travel - including resources, infrastructure, potential unrest and other events. The team, along with the Department’s Global Security Operations Center, provided intelligence and data assistance throughout the trips, communicating with travelers proactively when issues were identified.

During summer 2021, the TRC reviewed and supported excavation projects to Greece, Turkey, Uzbekistan, furthering the University’s missions of teaching and learning. These projects involved both NYU and non-NYU faculty and were critical for continuing research and being able to maintain access to often decades-long projects, some of which had been put off the previous year. The Travel Review Committee will close operations in spring 2022.

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 Campus 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 Campus Safety administrator review a community member’s travel information and attempt to establish contact to check in on their safety.

**Continuity**

DCS 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, DCS was able to provide better data to show University flexibility, specifically related to telework, critical functions by building, sustainability and campus de-densification.
Also completed this year were plans for the NYU Libraries, while plans are currently in development for University Development and Alumni Relations, the College of Arts and Science, the College of Global Public Health, Departments at NYU Abu Dhabi, Tisch School of the Arts, Kimmel Operations, the Wagner Graduate School of Public Service, and Stern School of Business.

DCS 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 DCS 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 Campus 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 DCS 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 Campus Safety capabilities through strategic technology initiatives focused on NYC operations, global communications, process improvement, and global standards.

**Preferred Name Change on ID Cards**

The Office of Global Inclusion, Diversity, and Strategic Innovation worked closely with the NYU Card Center and the Office of the Vice President during summer 2021 to provide the opportunity to community members to have their ID card reprinted at no cost if changes to update a chosen/preferred name or a more gender-affirming photo were requested. In response to community feedback, these offerings will not only better affirm how our community members want to be represented on their IDs, but it will also allow for those who interface with NYU ID cards to do so in ways that better reflect student, faculty, staff and administrators.

The Card Center now uses the chosen/preferred name that is listed within Albert (students) and PeopleSync (Faculty and Administrators). Students wishing to make updates to their chosen/preferred name and/or identity can do so in Albert, while faculty and administrators can learn more about making updates through PeopleSync.

Once updates are submitted, the Card Center’s systems will normally reflect any updated information after 24 hours.

This change is one of a number of actions the University has been taking so that students who wish to express their gender identity/expression can do so freely here at NYU. Other examples in addition to the ID Card enhancement include adding pronouns in Albert and related systems and working with Zoom to add a pronouns field.

**Information Systems and Workflow**

*Training Server*

In order to augment the Campus Safety training program and improve Department operations, a training server is utilized as part of the curriculum for new and continuing staff. Campus 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 Campus Safety uniformed personnel and leadership, and members of the Office of the Vice President 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.

*CampusSafetyLink*

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

Using the CampusSafetyLink system reduces the amount of time it takes for requests to reach DCS, improves the response to requests, and enhances Campus Safety’s ability to analyze data related to service requests. CampusSafetyLink received and completed more than 26,000 requests during the 2021 calendar year.

*Access Control & Alarms*

The DCS Enterprise Access Control & Alarm System enables members of our community who hold active NYUCards – of which there are currently more than 99,000 – 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 DCS with notifications of security access vulnerabilities and violations (e.g., panic buttons activated, doors forced open) as they occur.

The system supports more than 3,400 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 15 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 65 legacy security cameras with upgraded equipment, ensuring better quality images and the standardization of infrastructure across the Department’s fleet of cameras.

Card verification readers were installed at the following locations: 194 Mercer Street, Silver Center, 421 East 25th Street, 1 East 78th Street, 411 Lafayette Street, 20 Cooper Square, the Bronfman Center, and 2 MetroTech.

New cameras were installed at 6 MetroTech, 44 West 4th Street, 194 Mercer Street, 411 Lafayette Street, 20 Cooper Square, the Bronfman Center, and 2 MetroTech.

Slated to begin in summer 2022, turnstiles will be added at 721 Broadway and refreshed at Third North Residence Hall.

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 Campus Safety personnel in New York are able 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 2022.

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

DCS 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**

DCS 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 47,260 cards globally for students, faculty, staff, and affiliates during the 2020 calendar year, up from 29,000 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 Card Services is collaborating with NYU IT on a new badging solution that will update the University’s ID card system and make it easier for new faculty members and employees to get their first ID card.

Currently, new faculty members and employees must visit the card center in Manhattan or Brooklyn, take a photo on-site, and wait for a card to be issued. With this new system, new members of the NYU community will be able to upload their photos like new students do, and be able to pick up their cards without waiting at the center.

This enhancement will save community members time and enhance the customer experience at the University’s card center locations.
**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.

DCS continues to manage card printing across Global Sites, including upgrading printers and hardware where necessary. New card printers are being sent to NYU global locations during the 2022 calendar year including Paris, London, Florence, Madrid, Berlin, Prague, Tel Aviv, Buenos Aires. These printers are being delivered in concert with the new badging project that will allow Global Sites to print ID cards without assistance from New York.

**Communications Center**

Located in 370 Jay Street, the Communications Center is staffed 24/7/365 by a team of dedicated Campus Safety Dispatchers. They answer calls for service, dispatch DCS 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 Campus Safety Telecommunicators by the Association of Campus 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. DCS repurposed space in other facilities to promote social distancing and keep the team safe throughout the pandemic.

Completed in 2021, the new permanent Communications Center opened on the cellar level of 370 Jay Street within the Campus Safety office. The Center features a video wall and 5 work stations allowing dispatchers to receive calls and deploy resources efficiently and effectively, promoting a rapid response by Department personnel.

For period of April 1, 2020, through March 1, 2021, the Communications Center triaged more than 50,000 events, resulting in approximately 13,500 calls for service. This represents a 100 percent increase in responses from the Department
to the university community. 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 DCS Communications Center continues to function at a high level in support of the NYU Community.
VI. Office of the Vice President

The Office of the Vice President enables consistent, responsible, and high-quality service delivery for the Department of Campus 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 Training, Records, Compliance, Accreditation, Strategic Initiatives, and Transportation Services.

Campus Safety Training Programs

The DCS Training Unit offers on-site training and training program development support to all DCS divisions and units. The DCS 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 DCS 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.

Leadership Training

Team members with the rank of Sergeant First Class and above participated in a leadership training module with Yale Chief of Police and Director of Public Safety Ronnell Higgins in early 2022.

The training included topics such as: fostering a positive and dynamic workplace environment, ethics, transitions and change management, hiring practices, effective supervision and more.

Personnel involved in the training were then encouraged to share their experience and findings with their teams, with the aim of improving leadership and cultural dynamics across the board.
CPR Training Initiative

DCS trained 10 additional team members to become CPR-certified instructors for the Department’s population of uniformed personnel, growing the team of trainers from two to 12. This will allow the Department to train its staff on CPR in a more efficient manner and ensure that all team members have up-to-date certifications.

New-Hire Training Program for Campus Safety Officers and DCS Personnel

Due to COVID-19, Campus Safety continues to conduct its recruitment and new-hire classroom training virtually. Notable achievements during the pandemic 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 Campus Safety knowledge, new employees other than Campus 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 Campus 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 Campus Safety Officer assignments, NYU facilities, and campuses.

Campus 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 Campus 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 2021 annual in-service training, was on the University’s Comprehensive Emergency
Management Plan (CEMP) and Emergency Preparedness, Event Detection and Response, Mental Health Resources, Providing Excellent Customer Service, Gender Inclusive Resources, Access Control, Security Technology Enhancements and a review of the Department’s Internal Google Site. Much of the course work was standards based with a focus on reinforcing recent updates to University and Department protocols. Trainees also participated in classes on the DCS 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 DCS core value of Professionalism, the Training Unit is looking forward to standardizing the unit’s administrative processes, increasing Training Committee engagement, and implementing the DCS 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, DCS publishes and distributes the ASR for each campus on October 1 of each year. The crime statistics included in the 2021 ASR are divided into the following categories: on-campus, on-campus residence halls, non-campus, non-campus residence halls, and public property, in which "residence" is a subset of the corresponding campus or non-campus category. The ASR includes three years of campus crime and fire statistics and approximately 114 campus security policy statements. The DCS in New York is responsible for Clery Act compliance for each of the University’s three campuses—New York, Abu Dhabi, and Shanghai - with NYU Brooklyn, the NYU Grossman School of Medicine, the NYU Long Island School of Medicine and NYU’s 12 Global Academic Centers included in the New York ASR.

Please refer to the DCS website for the 2021 ASR.
Community Engagement

DCS 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.

As the university moved toward more in-person operations, the Community Engagement team sprang into action with both virtual and in-person activities. Providing both means of engagement has led to more than 1,600 community members taking part in programs this year.

In addition to its usual offerings of Safety in the City programs, the Department is piloting a bystander intervention training. It has also reinstituted tabling events at residence halls and other high traffic areas to promote programs and provide safety tips to students, faculty, and staff.

The Safety in the City 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 Campus Safety Services.

Community members from across the University are given the opportunity to ask questions and learn more about how they could improve their safety at these events.
Transportation Services

DCS provides three 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 and Brooklyn Overnight Shuttle service during the academic year;
3. Contracted charter transportation to any department in the University requiring transportation. Additionally, the transportation unit oversees the fleet management program for DCS.

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.

Safe Ride is provided through a transportation agreement with Via. The current agreement is in effect through summer 2023.

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

Campus Shuttles

The DCS 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. The average ridership on the network is 4,250 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 DCS social media accounts and on the NYU website.

Please refer to Appendix B on page 43 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 2021 semester, the Safe Ride program transported 15,904 passengers with an average wait time of 19 minutes and an average ride duration of 8 minutes.

**Brooklyn Overnight Shuttle**

With the pandemic easing, the Brooklyn Overnight Shuttle was reintroduced beginning in fall 2021. The shuttle provides a direct link from midnight to 7 a.m. between Bobst Library and 80 Lafayette Street in Manhattan with 6 MetroTech, Othmer Hall and Clark Street in Brooklyn. Through March 2022, the Brooklyn Overnight Shuttle has transported more than 2,550 passengers.

**Fleet Management**

The DCS 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. DCS 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 DCS to track vehicles that are underperforming and provide true cost of ownership for each vehicle.

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

Working with stakeholders across the University, including Sustainability and Facilities, Campus Safety is developing a roadmap to fleet sustainability in support of the University’s goals to reduce its carbon footprint by 50 percent by 2025 and be fully carbon neutral by 2040. As the largest fleet of vehicles on campus, Campus Safety is poised to be a key player in meeting this goal.

The fleet sustainability roadmap includes identifying infrastructure enhancements necessary to allow for a transition to electric vehicles, namely the installation of adequate and accessible charging stations. This is called a Charging Master Plan. Campus Safety would then determine the vehicles that would meet service needs and ensure that their parameters are in concert with the charging stations that will be installed.

In addition, a comprehensive training program will be developed for Campus Safety drivers, as operations and maintenance for electric vehicles are different from traditional combustion vehicles.

The University is also working with its shuttle provider to include language in upcoming contracts that moves its bus fleet toward all-electric transportation, which would be rolled out over the life of the contract.

**Community Engagement**

DCS 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.
VII. APPENDIX
Appendix A: DCS Organizational Chart
Appendix B: Transportation Campus Shuttle and Safe Ride Statistics

AY 21-22 Shuttle Ridership Total By Route
Total Ridership: 360,784

- E: 111,770
- A: 97,661
- B: 78,671
- F: 40,202
- G: 4,051
- C: 14,091

Shuttle Time Percentage
- On Time: 94.32%
- Not On Time: 5.68%

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
- AY 20-21: 9.1 minutes
- AY 21-22: 19.2 minutes

Safe Ride Average Trip Duration
- AY 20-21: 6.1 minutes
- AY 21-22: 8.1 minutes

in minutes
In the fall semester of 2021, there were approximately 12,000 students living in 20 locations in Manhattan and 2 locations in Brooklyn. Each residence hall is staffed 24/7 with several levels of staff involved in student safety, including Campus Safety Officers, Incident Response Team Administrators (IRTAs), 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 Campus Safety, Counseling and Wellness Services, and the Student Health Center. Approximately 272 paraprofessionals (including RAs, RCAs, and RLAs) received such training for the 2021-2022 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 Campus Safety, are denied entrance to University residence halls. The guest policy was amended during the 2021-2022 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 3b.

- 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.
- In stage 2, same hall guests (see definition below) will be permitted under these conditions: (1) guest access is limited to same hall residential student guests who are in compliance with vaccination and testing policies, (2) There is a limit of one (1) guest per bed space, not to exceed more than four (4) total guests in a room/suite at any one time, regardless of the number of occupants assigned to the room/suite. Non-residents such as commuters, residents residing in other halls, and non-NYU guests will not be permitted.
- In stage 3a, other hall guests (see definition below) will be permitted under these conditions: (1) guest access is limited to same hall or other hall residential student guests who are in compliance with vaccination and testing policies, (2) There is a limit of one (1) guest per bed space, not to exceed more than four (4) total guests in a room/suite at any one time, regardless of the number of occupants assigned to the room/suite. Non-residents such as commuters and non-NYU guests will not be permitted.
- In stage 3b, all aspects of stage 3a apply, however, NYU students who are not residential students will be permitted provided the non-resident NYU student guest presents their valid NYU ID and a passing daily screener result (“green screen”) to the campus safety officer in the residence hall lobby in order to enter the building. In addition, the resident student host must meet their guest in the lobby and present their valid NYU ID in order to register the visitor. The guest must be escorted by their host at all times.
- In stage 4, non-NYU guests (see definitions below) will be permitted under certain conditions (TBA).
II. **Alcohol and Other Substances:**  During the fall semester of 2021, there were 782 alcohol-related policy violations and 91 substance-related policy violations. By comparison, there were 52 alcohol-related policy violations and 31 substance-related policy violations during the fall of 2020, when the residence halls were operating at half-capacity occupancy for pandemic protocols. During the fall of Fall 2019, the most recent fall semester the residence halls were operating at full capacity occupancy, there were 1,042 alcohol policy violations and 205 violations involving other substances. When considering all years except 2020, this marks the 8th year that these numbers have decreased.

1. **Emergency Transports:** The number of residential students transported to the hospital during Fall 2021 for substance-related medical emergencies is 32. By comparison, there were 11 substance-related transports in the fall of 2020 when the residence halls were operating at half-capacity occupancy for pandemic protocols, and 51 substance-related transports in the fall of 2019, the most recent fall semester the residence halls were operating at full capacity occupancy.

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 the Wellness Exchange (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, Campus Safety, and Facilities. During the 2021-2022 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 Campus Safety and Facilities & Construction Management in tracking the number of incidents involving fire safety (numbers are maintained by Campus 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.