



AGENDA

MEETING OF THE START-UP NY APPROVAL BOARD

TUESDAY, AUGUST 19, 2014, 2:30 P.M.

**STATE CAPITOL, ROOM 131
ALBANY, NEW YORK**

- I. Welcome and Introductions
- II. Ratification of Minutes from START-UP NY Approval Board Meeting 07/01/14
- III. Consideration of Long Island University Plan
- IV. Consideration of College of New Rochelle Plan
- V. Consideration of New York University Plan
- VI. Other issues



DRAFT – SUBJECT TO REVIEW AND REVISION

START-UP NY Approval Board

Meeting Minutes

State Capitol, Room 131, Albany

11:00 A.M., Tuesday, July 01, 2014

The following Board members were present: Andrew Kennedy (Chair), Governor’s Appointee, Governor’s Assistant Secretary for Economic Development; Abraham M. Lackman, Temporary President of the Senate’s Appointee, Senior Officer for Civic Affairs at the Simons Foundation; Edward M. Cupoli, Speaker of the Assembly’s Appointee, Professor Emeritus at the University at Albany and Trustee Emeritus at Cornell University.

The meeting was called by Chairman Kennedy at 10:59. Chairman Kennedy informed the other members that the Board would be considering four plans submitted by Clarkson University, Columbia University, Keuka College, and the University of Rochester.

Prior to beginning consideration of the plans, Chairman Kennedy asked if there was a motion to vote on the adoption of the minutes from the prior meeting of the Board. Mr. Lackman so moved, and Mr. Cupoli seconded the motion. The motion was put to a vote, and the motion carried unanimously 3-0.

At 11:00, the Board turned to consideration of Clarkson University’s plan to designate a Tax-Free NY Area. Ms. Patricia Hartle of Empire State Development provided a summary of Clarkson University’s plan. Ms. Hartle noted that Clarkson University’s plan:

- Proposes for designation 28,000 square feet of vacant space located in three buildings on Clarkson University’s campus, including the Peyton Hall building which hosts the Clarkson University business incubator;
- Indicates that Clarkson University will pursue high-technology businesses, including those engaged in web development, nanoscience, and development of sustainable technologies, as well as businesses focused on resources such as produce, farm products, and wood products.

Ms. Hartle further noted that Clarkson University has received numerous inquiries from businesses interested in locating in the spaces proposed for designation, and that Clarkson



University expects that the space proposed for designation as part of its plan can support about 75 jobs within the next three to five years.

At 11:03, Mr. Cupoli observed that, given the business development capabilities at the disposal of the universities participating in the START-UP NY program, Clarkson University's conservative estimate of 75 jobs does not fully reflect its capacity to support business growth and job creation.

At this point, hearing no further comments or questions, Chairman Kennedy asked if there was a motion to move to a vote on Clarkson University's plan. Mr. Lackman so moved, and Mr. Cupoli seconded the motion. By a vote of 3-0, the Board moved to a final vote on Clarkson University's plan.

At the direction of Chairman Kennedy, the secretary to the Board, Mr. Phillip Harmonick, proceeded to collect votes from the Board members by roll call. By a vote of 3-0, the Board approved Clarkson University's plan.

At 11:04, Chairman Kennedy indicated that the Board would proceed to consideration of Columbia University's plan to designate a Tax-Free NY Area. Ms. Judith Tholl of Empire State Development provided a summary of Columbia University's plan, including that:

- Columbia University proposes for designation 16,241 square feet of vacant space located on the Columbia University campus;
- Columbia University is seeking to attract and support high-technology start-up businesses.

Ms. Tholl further observed that Columbia University's bio park, which generates new bio-medical businesses, is the only of its kind in the State. Ms. Tholl noted that Columbia University expects to attract start-up businesses formed by its alumni, students, and faculty, many of whom have already expressed interest in the Program, and that Columbia University believes that the space proposed for designation will support about 150 jobs.

At 11:07, Mr. Lackman observed that the space proposed by Columbia University for designation at 69 Charlton St. is currently leased by Columbia University, and inquired as to the duration of the current lease. Ms. Tholl indicated that Columbia University is currently in the process of renegotiating the lease, but that she did not know the precise duration thereof. Mr. Cupoli opined that Mr. Lackman's observation was important to ensuring that businesses would not be affected by the expiration of the lease between Columbia University and the owner of the property.



Chairman Kennedy responded that leased property is treated as on-campus property for the purposes of START-UP NY, and that the fact that Columbia University leased the space in question should not be a barrier to the Board approving Columbia University's plan. Chairman Kennedy further observed that the plan before the Board showed Columbia University's commitment to renewing the lease pursuant to its strategy for participation in the START-UP NY program.

At 11:09, hearing no further questions or comments, Chairman Kennedy asked if there was a motion to move to a vote on Columbia University's plan. Mr. Lackman so moved, and Mr. Cupoli seconded the motion. By a vote of 3-0, the Board moved to a final vote on Columbia University's plan. The Board thereafter approved Columbia University's plan, 3-0, by roll call vote.

At 11:10, Chairman Kennedy indicated that the Board would proceed to consideration of Keuka College's plan to designate a Tax-Free NY Area. Ms. Tholl provided a summary of Keuka College's plan, including that:

- Keuka College proposes for designation 2,530 square feet of vacant off-campus space;
- Keuka College is seeking applications from businesses engaged in software development, business analytics, healthcare technology, agribusiness, environmental science and technology, and bio-medical sciences to apply to locate in its proposed Tax-Free NY Area.

Ms. Tholl further observed that Keuka College has a proven track record of success in promoting job growth through its collaboration with the Finger Lakes Economic Development Center. Ms. Tholl added that Keuka College is vigorously promoting the START-UP NY program through its network of faculty and alumni to attract businesses, particularly international businesses, and is currently in discussions with a business prospect Keuka College believes will support 20 jobs.

At 11:12, Chairman Kennedy requested confirmation that the space proposed by Keuka College for designation is within one mile of a Keuka College campus. Ms. Tholl confirmed that the space proposed for designation is within one mile of a Keuka College campus.

Hearing no further questions or comments, Chairman Kennedy asked if there was a motion to move to a vote on Keuka College's plan. Mr. Lackman so moved, and Mr. Cupoli seconded the motion. By a vote of 3-0, the Board moved to a final vote on Keuka College's plan. The Board thereafter approved Keuka College's plan, 3-0, by roll call vote.



At 11:13, Chairman Kennedy indicated that the Board would move to consideration of the University of Rochester's plan to designate a Tax-Free NY Area. Ms. Hartle provided a summary of the University of Rochester's plan, including that:

- The University of Rochester proposes for designation 105,894 square feet of vacant space located at the High Tech Rochester Business Incubator and Eastman Business Park;
- The University of Rochester seeks to attract businesses located in industries aligning with its broad array of academic offerings, including businesses in the fields of advanced materials, bio-engineering, bio-technology, chemicals, communication electronics, energy technology, information technology, life sciences, manufacturing, medical device production, nanotechnology, optics, photonics and imaging, and semiconductors.

Ms. Hartle noted that the Board is directed by statute to prioritize for acceptance the University of Rochester's plan because the space proposed for designation is located in a county that contains a city with a population of one hundred thousand or more but does not host a State University of New York university center. Furthermore, Ms. Hartle stated that Eastman Business Park is a high regional priority for economic development. Lastly, Ms. Hartle stated that the University of Rochester has been in contact with 73 prospective businesses concerning its proposed START-UP NY plan.

At 11:15, Mr. Cupoli indicated that he had personal experience in the Rochester community, and in Eastman Business Park in particular, and that he considers the University of Rochester's plan to be a critical part of Rochester's redevelopment. Mr. Cupoli further added that increased measurement of the economic impact of the START-UP NY program is needed, and that he intended to work with his fellow Board members in the future to establish tools for such measurement.

At 11:16, Chairman Kennedy stated that the State of New York is committed to the redevelopment of Eastman Business Park following the departure of Kodak, and that the State has already provided assistance with the cleanup and upgrading of infrastructure at Eastman Business Park. Chairman Kennedy then asked the counsel to the Board, Ms. Jennifer Chung, what extent of preference the Board was directed by statute to confer upon the University of Rochester's plan in light of its location.

Ms. Chung responded that the Board is empowered to take into account the lack of a university center in counties containing a city with a population greater than one hundred thousand so as



to ensure that these communities, despite their lack of a university center, may participate equally in the START-UP NY program.

At 11:17, Mr. Cupoli asked whether the space proposed for designation was included in the 2.4 million square foot cap that applies to private colleges and universities in Upstate New York. Chairman Kennedy responded that it did. Mr. Cupoli then proceeded to ask whether this square footage limit applied to all Upstate New York colleges and universities, or only private colleges and universities, and also what the role of Empire State Development is in applying this square footage limit. Ms. Chung responded that the 2.4 million square foot limit applies only to private colleges and universities, and that Empire State Development monitors the square footage allocated by the Board through the approval of the plans submitted by private colleges and universities.

At 11:19, Mr. Lackman requested that a running tally of space allocated against the square footage limit be provided to the Board with the next plan submitted for its consideration.

Hearing no further questions or comments, Chairman Kennedy asked if there was a motion to move to a vote on the University of Rochester's plan. Mr. Lackman so moved, and Mr. Cupoli seconded the motion. By a vote of 3-0, the Board moved to a final vote on the University of Rochester's plan. The Board thereafter approved the University of Rochester's plan, 3-0, by roll call vote.

At 11:20, hearing no further remarks, Chairman Kennedy requested a motion to adjourn the meeting. Mr. Cupoli so moved, and Mr. Lackman seconded the motion. By a vote of 3-0, the motion was approved and the meeting was adjourned.

Respectfully submitted,

Phillip Harmonick



SUMMARY OF START-UP NY DESIGNATED LAND & SPACE

Pursuant to Econ. Dev. L. § 432(2), private colleges and universities in New York State may designate up to 3 million ft² of vacant land or space. Of this 3 million ft², 600,000 ft² is available for designation by certain colleges and universities in Nassau, Suffolk, and Westchester counties and the five boroughs of NYC. Each county is allocated 75,000 ft² of vacant land or space.

In any county where the allocated 75,000 ft² is designated as a Tax-Free NY Area, an additional 75,000 ft² shall be eligible for designation by the START-UP NY Approval Board as a Tax-Free NY Area.

DESIGNATED LAND & SPACE: DOWNSTATE

To date, 16,241 ft² has been designated against the 600,000 ft² limit for private universities and colleges downstate.

All of the 16,241 ft² designated to date is located in New York County. As yet, no land or space has been designated against the 75,000 ft² available to each of the following counties: Bronx, Kings, Queens, Richmond, Nassau, Suffolk, or Westchester.

DESIGNATED LAND & SPACE: UPSTATE

To date, 252,364 ft² has been designated against the 2.4 million ft² limit for private universities located upstate.



MEETING OF THE START-UP NY APPROVAL BOARD

TUESDAY, AUGUST 19, 2014, 2:30 P.M.

**STATE CAPITOL, ROOM 131
ALBANY, NEW YORK**

Resolution 009

WHEREAS, Long Island University has submitted a Plan to designate vacant land and space as a Tax-Free NY Area pursuant to Econ. Dev. L. § 435 and the Commissioner of Economic Development, having determined that the Plan meets the statutory and regulatory requirements for approval, has forwarded the Plan to the Board.

WHEREAS, the Board has determined that Long Island University's Plan, a copy of which is attached hereto, proposing to designate 6,721 ft² of vacant space at Bush Brown Hall, located at 700 Northern Boulevard in the Village of Brookville, complies with the eligibility criteria of 5 NYCRR § 220.5 and is eligible to be approved as a Tax-Free NY Area.

NOW, THEREFORE, BE IT RESOLVED, that the Board does hereby approve, pursuant to Econ. Dev. L. § 435(2), Long Island University's Plan to sponsor a Tax-Free NY Area, encompassing the abovementioned vacant space, of 6,721 ft².

Resolution 010

WHEREAS, the College of New Rochelle has submitted a Plan to designate vacant land and space as a Tax-Free NY Area pursuant to Econ. Dev. L. § 435 and the Commissioner of Economic Development, having determined that the Plan meets the statutory and regulatory requirements for approval, has forwarded the Plan to the Board.

WHEREAS, the Board has determined that the College of New Rochelle's Plan, a copy of which is attached hereto, proposing to designate 20,334 ft² of vacant space at Maura Hall, located at 200 Liberty Avenue in New Rochelle, complies with the eligibility criteria of 5 NYCRR § 220.5 and is eligible to be approved as a Tax-Free NY Area.



NOW, THEREFORE, BE IT RESOLVED, that the Board does hereby approve, pursuant to Econ. Dev. L. § 435(2), the College of New Rochelle's Plan to sponsor a Tax-Free NY Area, encompassing the abovementioned vacant space, of 20,334 ft².

Resolution 011

WHEREAS, New York University has submitted a Plan to designate vacant land and space as a Tax-Free NY Area pursuant to Econ. Dev. L. § 435 and the Commissioner of Economic Development, having determined that the Plan meets the statutory and regulatory requirements for approval, has forwarded the Plan to the Board.

WHEREAS, the Board has determined that New York University's Plan, a copy of which is attached hereto, proposing to designate 7,000 ft² of vacant space at the Varick Street Incubator, located at 137 Varick Street in New York City, 7,500 ft² of vacant space at the DUMBO Incubator, located at 20 Jay Street in Brooklyn, and 5,000 ft² of vacant space at the Urban Future Lab, located at 15 Metrotech Center in Brooklyn, complies with the eligibility criteria of 5 NYCRR § 220.5 and is eligible to be approved as a Tax-Free NY Area.

NOW, THEREFORE, BE IT RESOLVED, that the Board does hereby approve, pursuant to Econ. Dev. L. § 435(2), New York University's Plan to sponsor a Tax-Free NY Area, encompassing the abovementioned vacant space, of 19,500 ft².

**LONG ISLAND UNIVERSITY
PROPOSED DESIGNATION PLAN
August 2014**

Long Island University has two main campuses -- LIU Brooklyn in Brooklyn and LIU Post, in Brookville. Long Island University's Post campus is located on the north shore of Long Island, in the Village of Brookville. The campus is just 50 minutes from New York City.

Long Island University will seek to establish partnerships with businesses that will provide opportunity for internships, vocational training and learning experiences. In addition, in order to diversify Long Island's local economy, once dominated by defense contractors and government suppliers, the University will look to the high-tech sector to provide a platform for new local tech businesses or out of state start-ups.

SUMMARY OF TAX-FREE SPACE PROPOSED FOR DESIGNATION

Long Island University is proposing the designation of 6,721 ft² of vacant space on campus at Bush Brown Hall.

TYPES OF BUSINESSES

High technology businesses including:

- Technology & technology-related businesses
- High-tech manufacturing
- High-tech environmental sustainability enterprises

STATUTORY AND REGULATORY REQUIREMENTS

Pursuant to Econ. Dev. L. § 432(2), private colleges and universities in New York State may designate up to 3 million ft² of vacant land or space in New York. Of this 3 million, 600,000 ft² is available for designation by certain colleges and universities in Nassau, Suffolk, and Westchester counties and the five boroughs of NYC. Each county is allocated 75,000 ft² of space.

The 6,721 ft² of space proposed for designation by Long Island University would be applied against the 75,000 ft² that may be designated by private colleges and universities in Nassau County. To date, no square footage has been designated and applied toward the 75,000 ft² limit in Nassau County.

In any county where the allocated 75,000 ft² is designated as a Tax-Free NY Area, an additional 75,000 ft² shall be eligible for designation by the START-UP NY Approval Board as a Tax-Free NY Area.

ESD has conducted a review of Long Island University designation package and has found it to be in compliance with all statutory and regulatory requirements.

**THE COLLEGE OF NEW ROCHELLE
PROPOSED DESIGNATION PLAN
AUGUST 2014**

The College of New Rochelle's main campus is located in New Rochelle, a suburban Westchester city about 16 miles north of Manhattan.

The College of New Rochelle will seek to partner with businesses making advances in technology such as informatics and robotics and other high technology areas, offering students internships and shared experiential learning opportunities in research, administration and management.

SUMMARY OF TAX-FREE SPACE PROPOSED FOR DESIGNATION

The College of New Rochelle is proposing the designation of 20,334 ft² of vacant space on campus in Maura Hall - a former residence hall.

TYPES OF BUSINESSES

High technology, high growth potential, job-generating companies, including:

- Biotechnology
- Information technology
- Re-manufacturing
- Advance materials
- Engineering or electronic products

STATUTORY AND REGULATORY REQUIREMENTS

Pursuant to Econ. Dev. L. § 432(2), private colleges and universities in New York State may designate up to 3 million ft² of vacant land or space in New York. Of this 3 million, 600,000 ft² is available for designation by certain colleges and universities in Nassau, Suffolk, and Westchester counties and the five boroughs of NYC. Each county is allocated 75,000 ft² of space.

The 20,334 ft² of space proposed for designation by The College of New Rochelle would be applied against the 75,000 ft² that may be designated by private colleges and universities in Westchester County. To date, no square footage has been designated and applied toward the 75,000 ft² limit in Westchester County.

In any county where the allocated 75,000 ft² is designated as a Tax-Free NY Area, an additional 75,000 ft² shall be eligible for designation by the START-UP NY Approval Board as a Tax-Free NY Area.

ESD has conducted a review of the College of New Rochelle designation package and has found it to be in compliance with all statutory and regulatory requirements.

**NEW YORK UNIVERSITY
PROPOSED DESIGNATION PLAN
AUGUST 2014**

New York University (NYU) is a private research university based in New York City. NYU's main campus is located at Greenwich Village in Lower Manhattan.

NYU will seek companies that would provide experiences for their students, engage in the start-up and entrepreneurial community both at NYU and throughout the State. Companies that will have a community benefit through such things as their workforce development or through their products and services will also be sought.

SUMMARY OF TAX-FREE SPACE PROPOSED FOR DESIGNATION

New York University is proposing the designation of 19,500 ft² of incubator space on campus as follows:

- 7,000 ft² on the 2nd floor of Varick Street Incubator, 137 Varick St., New York, NY;
- 7,500 ft² at the DUMBO Incubator, 20 Jay St., Suite 312, Brooklyn, NY and;
- 5,000 ft² on the 19th floor at the Urban Future Lab, 15 Metro Tech Center, Brooklyn, NY.

TYPES OF BUSINESSES

High-tech businesses or businesses in the formative stage of development including:

- Digital media
- Clean tech
- Healthcare IT
- Cyber security
- Financial technology
- Information technology
- Education technology
- Mobile applications

STATUTORY AND REGULATORY REQUIREMENTS

Pursuant to Econ. Dev. L. § 432(2), private colleges and universities in New York State may designate up to 3 million ft² of vacant land or space in New York. Of this 3 million, 600,000 ft² is available for designation by certain colleges and universities in Nassau, Suffolk, and Westchester counties and the five boroughs of NYC. Each county is allocated 75,000 ft² of space.

The 7,000 ft² of space proposed for designation by New York University at the Varick Street Incubator would be applied against the 75,000 ft² that may be designated by private colleges and universities in New York County. The 7,500 ft² of space at the DUMBO Incubator and the 5,000 ft² at the Urban Future Lab would be applied against the 75,000 ft² that may be designated by private colleges and universities in Kings County. To date, 16,241 ft² has been

designated and applied toward the 75,000 ft² limit in New York County, and no land or space has been designated and applied towards the 75,000 ft² in Kings County.

In any county where the allocated 75,000 ft² is designated as a Tax-Free NY Area, an additional 75,000 ft² shall be eligible for designation by the START-UP NY Approval Board as a Tax-Free NY Area.

ESD has conducted a review of the New York University designation package and has found it to be in compliance with all statutory and regulatory requirements.

**Long Island University
Campus Plan for Designation of START-UP NY Areas**

1. **Campus Name:** LIU Post
Contact Person: Christopher A. Williams, Esq.
Office of Public Policy, Government & Foundation Relations
Bush Brown Hall, Room 205
Brookville, NY 11548
(631)299-3834

2. Identification of the space and/or land being designated that includes the following:

Long Island University proposes to designate vacant space in Bush Brown Hall located at 700 Northern Boulevard, Brookville, NY; specifically the entire lower level, select vacant spaces on the first floor and select vacant spaces on the second floor, a total of 6,721 square feet, as qualified space to participate in the START-UP New York initiative. Bush Brown Hall was designed by famed New York architect John Russell Pope and was built during the height of the Gatsby-era in 1919 and remains a reflection of its glitzy past as a quintessential Long Island Gold Coast mansion and estate. Purchased by Long Island University for about \$400,000 in 1964, the building was named for LIU's ninth president, Albert Bush-Brown. Chancellor Bush-Brown's Princeton Ph.D. dissertation had been about college and university architecture in the nineteenth century and the iconic mansion was named in his honor following his service to the University.

- i. Digital files containing Polygon shapefile that delineates campus area;

See Appendix A

- ii. Digital files containing Point shapefile that provides locations of vacant space targeted. (Point shapefile must include a unique identifier for each feature);

See Appendices B, C & D

- iii. A chart that includes name of city, town or village as well as street address and zip code where vacant property is located; a unique identifier; name of property owner; type of property; parcel ID# (if applicable and available); vacant Building name/number; type of vacant space; total square footage of vacant space or acreage of land, any geographic information system (GIS) maps of showing existing streets, natural boundaries and other physical features of the property, and description of vacant space.

See Appendix E and attached digital Excel file

3. A description of the type of business or businesses that the campus is intending to be located on the area to be designated. Include a description of the academic mission of the Sponsor and how the anticipated businesses will align with or further the academic mission

of the campus or college. In assessing how a tax-free business aligns with the mission of a campus or college in knowledge creation, knowledge diffusion, and formation of values, the college or campus may consider these factors or a combination thereof in its consideration to sponsor the tax-free business:

Long Island University, one of the nation's largest and most comprehensive private, non-profit institutions of higher education, seeks to locate technology and technology-related businesses at a START-UP NY designated area at the LIU University Center campus located at 700 Northern Boulevard in Brookville, New York.

Long Island University was founded on the principle of educating and empowering men and women from all walks of life. Through our mission of *Access* and *Excellence*, the LIU community remains committed, above all else, to the educational needs and interests of our diverse student body. We strive to cultivate and expand academic, professional, artistic and co-curricular opportunities, enabling students to realize their full potential as ethically grounded, intellectually vigorous and socially responsible global citizens. The University can best serve its students and the region by aligning itself with the economic development of the local community. Our efforts not only strengthen the workforce by educating students to participate in the creation of new businesses but we will develop new, long term employment opportunities for a more sustainable middle class. LIU is indeed an economic and workforce development engine that helps drive Long Island's regional economy.

We anticipate that businesses participating in the START-UP NY initiative at LIU will advance our mission through shared knowledge creation, knowledge diffusion and the formation of values.

At LIU, knowledge creation is recognized as the formation of new ideas through interactions between explicit and tacit knowledge in individual human minds. Providing access to the entrepreneurial spirit of vibrant business thinkers, their collective experiences, insights and stories, ensures that LIU students have the opportunity to grow and learn together with these entrepreneurs. Whether through meaningful internships and training opportunities, or through the study of management models, individual entrepreneurial styles and research into leadership and business administration techniques including management, human resources, finance, accounting, strategic planning, information technology, marketing, intellectual property or global trade, LIU's students will enjoy first-hand interaction with business leaders committed to enhancing our regional economy.

Knowledge diffusion is the rate at which innovations and new technologies spread through our culture. LIU is home to over 191,000 alumni who serve in every sector of our society – business, arts, culture, academia, non-profit, and government. The diffusion of LIU's knowledge base began in 1926 and has expanded every year since our founding. We look forward to partnering with start-up companies to advance opportunities for our students to make meaningful contributions to economic growth in our region – and to secure meaningful employment in the process. Direct job opportunities for campus graduates remain a central goal of our partnership with START-UP NY. Additionally, the University has already established its

first student-managed business enterprise, with several others planned and scheduled to open in 2014 – 2015.

Values represent the highest and most powerful individual capacity for accomplishment. As skills direct the use of physical energy, values direct the use of the psychological energy of the personality. Therefore the highest levels of individual and social accomplishment demand very high values. At LIU, the hallmark of value creation revolves around *access and excellence*. Providing access to the *American Dream* through excellence in higher education is the daily goal of a community of scholars committed to providing students with an intimate understanding of the world around them. At LIU, we have found that it is possible to evolve a formal curriculum that does impart the values, attitudes, understanding and decisiveness necessary for achievement and personal fulfillment. We look to partner with businesses that share these values and seek to advance them in our culture and community.

Most closely aligned with the entrepreneurial spirit of the START-UP NY initiative is the LIU Post College of Management. The central purpose of the LIU Post College of Management is to equip students with essential management competencies, coupled with an appreciation of professional accountability and social responsibility. Graduates of the College fuel the engine of today's service-driven economy and are successfully employed in a variety of sectors in public companies, private organizations and nonprofit entities.

The College is distinguished by the AACSB-accredited bachelor's degree in business administration (finance, marketing and international business, and management) and the highly coveted M.B.A. The Department of Health Care & Public Administration offers bachelor's degrees and the only M.P.A. degree on Long Island that is accredited by NASPAA. The School of Professional Accountancy offers bachelors and masters degrees in accountancy and a masters degree in taxation. Across the College, courses of study are taught by practicing professionals who provide students with functional knowledge, reasoning skills, communication abilities and personal attributes for success in their professional lives.

By aligning with the START-UP NY initiative and attracting fledgling tech businesses to an on-campus business incubator, our students will witness the process of growing an enterprise from a promising concept through to a full-fledged profitable, mature corporate entity, providing students with a comprehensive entrepreneurial experience.

4. A description of how participation by the types of businesses sought to occupy space in the campus tax-free zone would generate positive community and economic benefits.

LIU looks forward to partnering with the START-UP NY initiative to provide positive community and regional economic benefits that include job creation, diffusion of knowledge throughout the community and promise for our future. The following eight areas are indicative of this promise:

- i. Increased employment opportunities for students and graduates remains a clear focus of our partnership with the START-UP NY initiative. Providing opportunities for our students to occupy newly created jobs is a central goal of our partnership with start-up businesses;
- ii. Opportunities for internships, vocational training and learning experiences for undergraduate and graduate study provides students with a firm foundation upon which they can build a resume and a career;
- iii. Diversification of Long Island's local economy, once dominated by defense contractors and government suppliers, we now look to the high-tech sector and technology manufacturing. Providing a platform for new local tech businesses or out-of-state start-ups will provide our region with an influx of skilled job opportunities and the potential to create hundreds of jobs;
- iv. Environmental sustainability is integrated into the culture of the LIU Post campus. Located on former farmlands and home to one of the region's oldest, largest and most diverse arboretums, LIU Post is a leader in sustainability. We recently introduced a graduate program leading to an M.S. in Environmental Sustainability, noted as one of the first of its kind degree programs in the nation. Our partnership with tech firms will advance our efforts to remain green and to share our sustainable values with fledgling corporations;
- v. Entrepreneurship is a cornerstone of LIU Post's nationally accredited and highly regarded College of Management. The LIU Post campus recently celebrated its first student-run enterprise, *The Student Body* – a clothing retailer operated entirely by student entrepreneurs. The entrepreneurial spirit is contagious at LIU Post and we look forward to the opening of a student trading floor and a variety of new academic offerings including Financial Engineering, Fashion Merchandising and other entrepreneurial courses;
- vi. Positive linkages to existing businesses not in competition with START-UP businesses, especially small scale businesses, exist at LIU Post. We are one of the largest "cities" in Nassau County – home to over 15,000 people on a daily basis with cultural offerings at the Tilles Center for the Performing Arts, active NCAA athletics programs and hundreds of community groups and organizations that visit our campus. This small city enjoys creative partnerships with our business community and supports everything from local pizza restaurants and cafes to large chain retailers, food stores, restaurants and health clubs;
- vii. A designation as a START-UP NY area will boost our local economy by introducing new employers and employees who commute to our community or relocate to a proposed entrepreneurial residential village, enjoy our dining and entertainment services, restaurants and local retailers and suppliers.

5. A description of the process the campus or college will follow to select businesses to participate in the Tax-Free NY Program.

LIU START-UP NY GUIDELINES FOR THE SELECTION OF PARTNERS

1) SEEKING AND ACCEPTING START-UP NY PARTNERS

LIU will solicit and accept business applications with the assistance of the START-UP New York initiative, the Long Island Regional Economic Development Council (REDC), the New York State Empire Development Corporation (EDC), non-profit groups like *Accelerate LI*, the Long Island Association, the Long Island Forum for Technology and others.

2) LIU START-UP NY ADVISORY COMMITTEE

LIU has established the LIU START-UP NY University Advisory Committee, with membership including senior administrative officers, faculty, students and campus partners. Members of the Committee are selected by the President of the University in consultation with LIU's students, senior leadership and faculty. The following individuals are appointed pending the approval of this application:

Vice President for Finance
Vice President for Enrollment, Campus Life and Communications
Director of Government & Foundation Relations
Dean, LIU Post College of Management
LIU Post Faculty Representative(s)
LIU Post Student(s)

3) PARTNERSHIP SELECTION CRITERIA

The following criteria will guide the Committee with the selection of business enterprises to participate:

Academic and Research Alignment

- Is the business in an industry aligned with current and/or developing University research, scholarly and/or creative activities?
- Does the business provide experiential learning and workforce opportunities (e.g., internships, fellowships, full-time jobs) for students and graduates?
- Does the business provide opportunities for partnership and advancement for faculty and students?
- Will the business provide access to research instrumentation, tools, and/or equipment necessary to advance the University's academic and research mission?
- Will the business fund scholarships, campus facilities or other academic or student life services or amenities?
- Will the business and its employees contribute to instruction or provide student mentoring?
- Does the business offer use of company resources, intellectual property or expertise to support the academic mission?

Economic Benefit

- Is the business authorized, prepared and ready to enter into a comprehensive agreement that provides for regular leasehold payments to the University, capital renovations and other real property improvements?
- How many net new jobs will be created through partnering with this business?

- Is the business viable in both the short- and long-term?
- Will the business attract private financial investment?
- Are the newly created jobs in critical areas of our regional economy?
- How will the University financially benefit from the terms of the lease?

Community Benefits

- Does the business have the support of one or more state, municipal or community entities?
- Is the business recruiting employees from the local workforce?
- Does the business invest in underserved, economically distressed areas?
- Will the business rely upon suppliers within the local and regional economy?
- Is the business engaged in philanthropic activities that support our community?
- Does the business compete with other businesses in the same community but outside the START-UP NY area?

Final Approval

Once the Committee has reviewed an application, the Chair of the Committee will share the Committee's findings and recommendations with University Counsel to ensure compliance with the Start-Up NY guidelines and NYS Economic Development Law. Upon receiving approval from Counsel, the Chair will then forward recommendations to the President of the University for Final Approval.

6. Include the following as attachments to the campus plan:

ii. conflict of interest guidelines adopted pursuant to section four hundred thirty-nine of Article 21 of the Economic Development Law;

Conflict of Interest/Commitment Policy for Long Island University

Introduction

As part of its educational mission, Long Island University believes in the importance of interacting with the wider community through research, consulting and participation in other activities that benefit the participants, the University and the general public. However, while the University's administration recognizes the worthiness of such endeavors, it is also committed to ensuring that these activities are conducted properly, consistent with the management of University business. The interests and commitments of the various parties engaged in external activities are complex and occasionally may conflict or compromise an employee's responsibilities to the University. Under these circumstances, the possibility of perceived or real conflict of interest is heightened.

Purpose of Policy

Long Island University has formulated the following policy to identify and address potential and actual conflicts of interest and commitment. A fundamental assumption of this policy is that each member of the Long Island University community is obligated to act in the best interest of the University and prevent external activities or financial interests from interfering with that responsibility. This policy is intended to increase the awareness of faculty, staff and administrators to the potential for conflicts of interest and commitment, and to establish procedures whereby such conflicts may be avoided or properly managed. It is not the intent of this policy to regulate or eliminate all perceived conflicts of interest, but rather to enable employees to recognize situations that may raise legal and ethical issues and ensure that such situations are properly disclosed, reviewed and, if necessary, monitored.

Principles Underlying Policy

When making decisions affecting Long Island University's assets and/or resources, individuals must adhere to the following standards:

- All actions shall be undertaken with the degree of prudence ordinarily expected of individuals in positions of responsibility.
- Individuals shall only make decisions that they believe further the objectives of the University.
- Individuals shall not make any decisions involving the University's resources or assets when those decisions affect their or their family's personal financial interests.
- Individuals shall not use or dispose of the University's assets and/or resources in any way that impairs the University's standards or conflicts with its programs.
- External activities should not compromise an individual's ability to perform all the activities expected of him or her as a University employee.

Conflict of Interest Defined

A conflict of interest arises whenever an employee or a member of his or her family:

- (1) has an existing or potential interest which impairs or appears to impair independent judgment in the discharge of his or her responsibilities to the University or
- (2) receives a material benefit from any person or entity which conducts business with the University.

The potential for conflicts arises because of the nature and scope of activities engaged in by Long Island University and its employees. The University administration understands that potential conflicts of interest may occur in the normal performance of activities. Such conflicts need not be harmful, and may even be favorable to the University's interests, as long as they are disclosed and understood within the context of the University's decision-making process. In some cases, the risk to all concerned is so small that the University may agree to accept the existence of this marginal conflict.

Statement of Policy

Employees are responsible for disclosing potential conflicts of interest and/or commitment. Full disclosure followed by monitoring and, on occasion, conflict management is the key to preventing and resolving conflict situations. If an employee believes that he or she may have a conflict of interest with respect to any particular transaction or relationship, he or she must disclose promptly and fully the potential conflict to the appropriate Provost or Vice President through his or her immediate supervisor, in the case of non-faculty personnel, or to his or her dean, in the case of faculty.

Conflict of Interest Disclosure Procedure

Any disclosure should be **in writing** to the employee's supervisor and include the following:

- the type of potential conflict
- the nature of the activity
- a description of all the parties involved
- the potential financial interests or other rewards
- possible violations of state and federal requirements
- any other information that the employee feels is necessary to evaluate the disclosure.

When a conflict of interest is disclosed, the affected employee should refrain from further participation in matters to which the conflict relates until the question of conflict has been resolved. The appropriate Provost or Vice President, in consultation with legal counsel, will review and determine the appropriate course of action to address the conflict. Disclosure will not necessarily permanently restrict an employee's activities. Conduct that may appear questionable at first may be deemed acceptable and permissible when all facts regarding the activity are examined.

Conflict of Commitment Defined

With the acceptance of a full-time position at Long Island University, an employee makes a commitment to the University that is understood to be full-time in the most inclusive sense. Every employee is expected to accord the University his or her primary professional loyalty, and to arrange outside obligations, financial interests and activities so as not to conflict with his or her overriding commitment to the University. Part-time employees, including consultants, are also expected to arrange their outside obligations and activities so as not to conflict with their contracted commitment to the University.

A conflict of commitment occurs when an employee's involvement in external activities adversely affects his or her capacity to meet his or her primary obligation to the University due to a perceptible reduction of the individual's time and energy devoted to Long Island University activities. It is important to recognize that an employee's responsibilities extend beyond the letter of their obligations to their spirit. Potential conflict of commitment for full-time faculty is set forth in the provision entitled "Professional Responsibility" in the collective bargaining agreements applicable to the full-time faculty at each campus.

Conflict of Commitment Disclosure Procedure for Non-Faculty Employees

Full-time non-faculty employees are expected to satisfy all of the requirements of their jobs, and should not permit outside activities to interfere with the performance of their Long Island University obligations. Departments may permit certain outside activities, with appropriate notice to and written approval by the appropriate department head, so long as these endeavors do not interfere with an employee's obligations to the University. It is important that such activities neither aid the University's competitors nor allow the employee to compete with the University. If the outside arrangement requires the employee to take time off during his/her normal work schedule, the time will be charged as vacation unless arrangements are made with the employee's supervisor to make up the lost time after normal working hours. If the supervisor determines that these activities are job-related, beneficial to the University, do not adversely affect the employee's performance and are provided without financial remuneration, they may be considered as time worked.

Conflict of Interest and Nepotism

While there is no prohibition against relatives working in the same department or unit, an employee must not appoint, nor participate in the decision-making process to appoint, a relative to a position within the University. Someone other than the relative must make the decision regarding the appointment. Standards for employment shall consist of individual ability, performance and qualifications for the position.

No employee shall be assigned to a unit or department under the direct supervision or control of a relative. University administrators, faculty and staff shall not participate in institutional decisions involving direct benefits, such as hiring, retentions, promotions, salaries, leaves of absence or awards, to members of their immediate families.

Conflict of Interest and Vendors

No employee of Long Island University who either directly or indirectly influences a purchasing decision or contract by establishing specifications, evaluating products or services, or otherwise being involved in the purchasing or contract process may:

- Have any financial interest or personal beneficial interest in contracts or purchases of goods or services used by the University; or
- Accept either directly or indirectly from a Long Island University vendor a rebate, gift or money other than items of nominal value.

All University employees are expected to act with integrity and good judgment and to recognize that the acceptance of personal gifts from those doing business with the University, even when lawful, may give rise to legitimate concerns about favoritism, depending on the circumstances. If an employee has any question regarding the propriety of a gift, the employee should disclose the gift to his/her supervisor for a determination of the proper course of action.

University credit, purchasing power and facilities shall be used for the purchase of goods and services that relate directly to University business and shall not be used to purchase material for individual or non-University activities.

Conflict of Interest and University Resources

Institutional resources shall not be used for personal gain. No college or university personnel, laboratories, space, services or equipment are to be used without administrative authorization in connection with outside employment of University employees. When University-owned facilities, equipment or other resources are required for any reason, a contract between the University and the private third party must be executed separately. Compensation to the University must be paid at the fair market rate or at the same rate that such services, facilities or equipment would be available to any qualified non-University user.

Conflict of Interest and Internal Consulting

An employee of Long Island University may be retained and compensated to provide consulting services to a department within the University with which the employee is not affiliated only if all of the following conditions are met:

- The service provided does not fall within the scope or nature of the position the employee holds.
- The service to be provided is not available to the requesting department from any University source.
- The service does not create a conflict of interest nor is it unethical for the employee to provide the service and receive compensation for it.
- The employee's department supervisor gives permission for both the service and the compensation.
- The employee takes vacation time when the service is provided if performed during normal business hours.

Conflict of Interest and Use of the University Name

No employee shall use the University name for advertising purposes. An employee engaging in outside activity may identify an association with the University, but shall take care that the name of the University is not used in any way that implies endorsement or approval of the activity.

Conflict of Interest and Public Office

Employees who are not Officers of the University have the right to campaign for and to hold public office without their employer's prior approval. It is desirable, however, that any employee contemplating candidacy for elective political office or appointment to public office, where the duties of a campaign or the holding of the office would seriously interfere with the fulfillment of University responsibilities, consult in advance with his/her supervisor. The discussion should address whether or not temporary suspension of some portion of the employee's responsibilities can be accommodated without serious impairment of the unit involved.

When an employee is appointed to or elected to public office requiring absence from University duties for continuous periods of time of one year or less, it is expected that normal leave of absence procedures for the year will be invoked, provided such leaves are normally available to

the employee. The employee shall provide as much notice as possible to his/her supervisor to ensure that arrangements are made to cover the employee's responsibilities.

When an employee is appointed to or elected to public office requiring continuous full-time service for a specified period of more than a year, it is expected that the individual will resign after such election or appointment.

Conflict of Interest and Textbooks/Academic Materials

When selecting textbooks or materials for courses, it is imperative that departments and faculty members avoid any appearance of a conflict of interest in assigning faculty-authored textbooks or materials in the author's or department's classes. While not expressly prohibited, the assignment of faculty-authored textbooks should ensure that the instructor does not profit from this arrangement. If the spending of such royalties is controlled by the author, or even the department, it could be argued that the motivation for assigning the text is monetary gain, raising an academic integrity issue. As a result, either the price of the textbook or other academic materials should be reduced, or the royalties should be used for a philanthropic purpose within the University, such as scholarships.

Conclusion

Conflicts of interest could potentially bias directly or indirectly many activities and aspects of the academic enterprise, particularly when employees are in a position to establish University policies, manage contracts, select equipment and supplies, involve students in research projects, or when they have other administrative roles in which objectivity and integrity are paramount. In a community as diverse and complex as Long Island University, there is always the possibility that the pursuit of individual interests may result in a conflict with those of the University. This places an important responsibility on all employees to recognize potential conflicts and prevent them. The above examples represent only some of the different types of conflicts that an employee may encounter. It is expected that University employees will remain sensitive to the appearance and occurrence of potential conflicts and undertake the various disclosure procedures described in this policy.

Adopted: 3/02

Addendum relating to participation in START-UP NY

LIU START-UP NY CONFLICT OF INTEREST POLICY
Pursuant to 21 EDL §439

1(a) As a general principle, service as an official of Long Island University (LIU) shall not be used as a means for private benefit or inurement for the official, a relative thereof, or any entity in which the official, or relative thereof, has a business interest;

(b) No official who is a vendor or employee of a vendor of goods or services to LIU, or who has a business interest in such vendor, or whose relative has a business interest in such vendor, shall

vote on, or participate in the administration by LIU, as the case may be, of any transaction with such vendor; and

(c) Upon becoming aware of an actual or potential conflict of interest, an official shall advise the president or chief executive officer of LIU, as the case may be, of his or her or a relative's business interest in any such existing or proposed vendor with LIU.

LIU shall maintain a written record of all disclosures of actual or potential conflicts of interest made pursuant to paragraph (c) of this policy, and shall report such disclosures, on a calendar year basis, by January thirty-first of each year, to the auditor for LIU. The auditor shall forward such reports to the Commissioner of Empire State Development (ESD), who shall make public such reports.

3. For purposes of this addendum to the conflict of interest policy:

(a) An official of LIU has a "business interest" in an entity if the individual: (i) owns or controls ten percent or more of the stock of the entity (or one percent in the case of an entity the stock of which is regularly traded on an established securities exchange); or (ii) serves as an officer, director or partner of the entity;

(b) a "relative" of an official of LIU shall mean any person living in the same household as the individual and any person who is a direct descendant of that individual's grandparents or the spouse of such descendant; and

(c) An "official" of LIU shall mean a university trustee, a university employee at the level of dean and above, and any other person with decision-making authority over LIU's START-UP NY Program.

iii. certification of compliance with the Commissioner's rules and guidelines on anticompetitive behavior made pursuant to section four hundred forty-two of this Article 21 of the Economic Development Law, including certifications by the Sponsor and/or business of efforts to check for local competitors (see regulations, Section 220.10(d)(iv)(H));

LIU will not accept any application to locate in a START-UP NY area under subdivision one of section four hundred thirty-six of Article 21 of the Economic Development Law from a business that would compete with other businesses in the same community but outside the START-UP NY area, and we are cognizant that the Commissioner of the New York State Empire Development Corporation (EDC) shall reject any application under subdivision two of section four hundred thirty-six of this article upon determining that the business would compete with other businesses in the same community but outside the designated START-UP NY area. LIU will ensure compliance with any rules and regulations promulgated by the Commissioner necessary to discourage anticompetitive behavior.

iv. Attestation that the proposed Tax-Free NY Area has not been financed with any tax-exempt bonds, or where the proposed Tax-Free NY Area has been financed with any tax-exempt bonds, a formal opinion from counsel with expertise and experience in bond tax matters, or other documentation deemed acceptable by the Commissioner, that designation of the Tax-Free NY Area will not jeopardize or conflict with any existing tax-exempt bonds used to finance any property of the Sponsor.

STATE OF NEW YORK)
) ss:
COUNTY OF NASSAU)

I, **Christopher Fevola**, Vice President for Finance and Chief Financial Officer, hereby attests that the proposed Tax-Free NY Area on the LIU Post campus has not been financed with any tax-exempt bonds, and that designation of the Tax-Free NY Area will not jeopardize or conflict with any existing tax-exempt bonds used to finance any property of Long Island University.



Vice President for Finance and CFO

Date: 8/5/14

On the 5th day of August, 2014, before me personally appeared **Christopher Fevola**, to me known, who being duly sworn, did depose and say that he is the Chief Financial Officer and Vice President for Finance of Long Island University, the business entity described herein which executed the foregoing instrument; and that he signed his name thereto by the authority granted by such entity.



Notary Public

NOTARY PUBLIC (Please affix stamp here)

MARIA S. LEATHEM
NOTARY PUBLIC, State of New York
No. 01LE5037015
Qualified in Nassau County
Commission Expires Dec. 12, 2014

v. Certification that the campus has not relocated or eliminated any academic programs, any administrative programs, offices, housing facilities, dining facilities, athletic facilities, or any other facility, space or program that actively serves students, faculty or staff in order to create vacant land or space to be designated as a START-UP NY Area

N/A - see §432(3) which limits certification to a state university campus, community college or city university campus.

vi. A statement signed by the President of the campus or college certifying that at least 30 days prior to submitting final plan, the campus/college provided required submissions as outlined below:

b. Private colleges or universities: At least thirty (30) days prior to submitting the Plan to the Commissioner, the campus/college must consult with the chief executive officer of the municipality or municipalities and notify a local economic development entity representing the area, when the proposed Tax-Free NY Area is located outside of the campus boundaries.

N/A – none of the targeted space referenced in this application is located outside of the campus boundaries.

vii. A statement signed by the President of the campus or college seeking the designation or by their designee that the information contained in such application to the maximum extent possible is accurate and complete.

STATE OF NEW YORK)
) ss:
COUNTY OF NASSAU)

I, **Kimberly Cline**, President of Long Island University, hereby certifies that the information contained in this application for designation as a START-UP NY/Tax-Free NY area to the maximum extent possible is accurate and complete.

Kimberly R Cline
President, Long Island University

Date: 8-7-14

On the 7th day of AUGUST, 2014, before me personally appeared **Kimberly Cline**, to me known, who being duly sworn, did depose and say that she is the President of Long Island University, the business entity described herein which executed the foregoing instrument; and that she signed her name thereto by the authority granted by such entity.

[Signature]
Notary Public

NOTARY PUBLIC (Please affix stamp here)

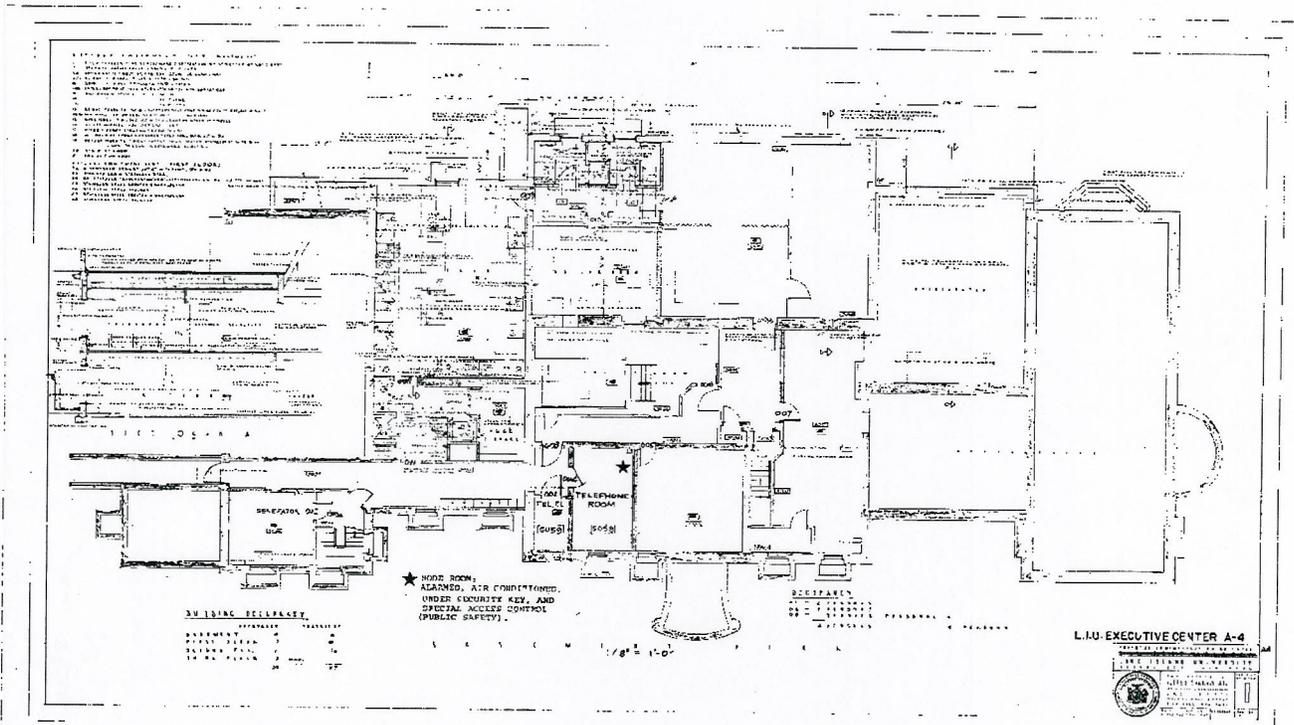


CHRISTOPHER A. WILLIAMS ESQ
Notary Public, State of New York
No. 5007848
Qualified in Suffolk County
Commission Expires February 3, 2015

Appendix B

Vacant space targeted – Bush Brown Hall; location 1

Lower Level Square footage: 4,700 sq. ft.

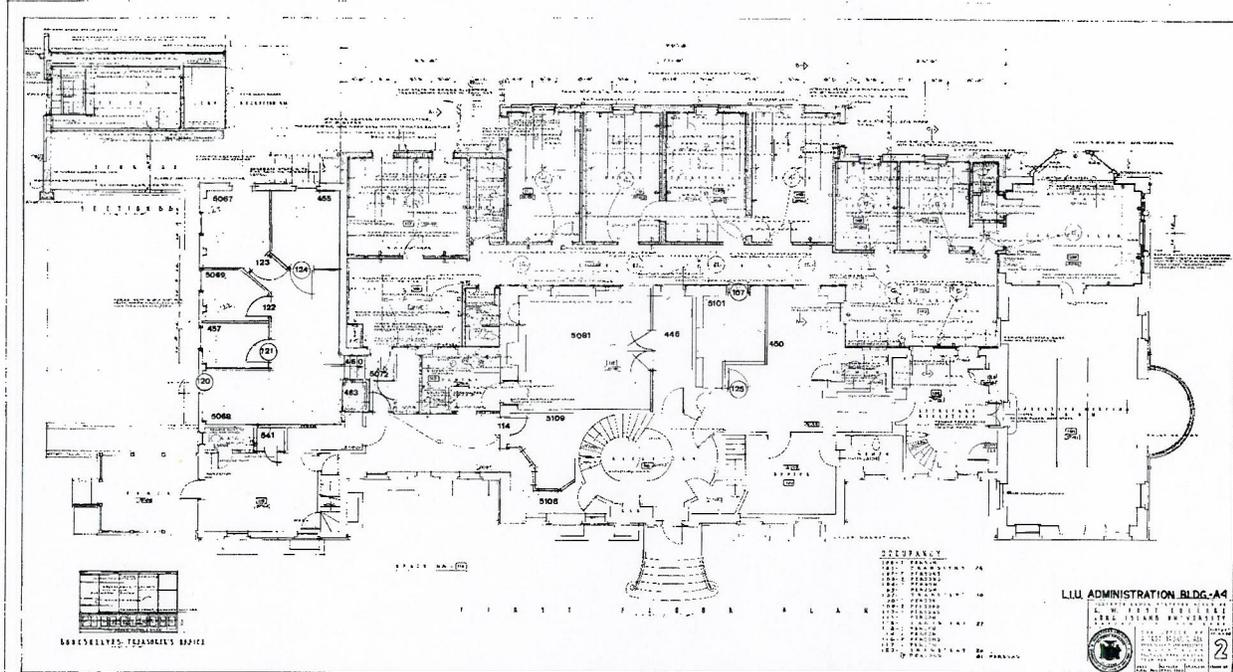


Appendix C

Bush Brown Hall; location 1

1st floor select vacant spaces: 1,031 sq. ft.

(Rooms 101, 106 & 107)

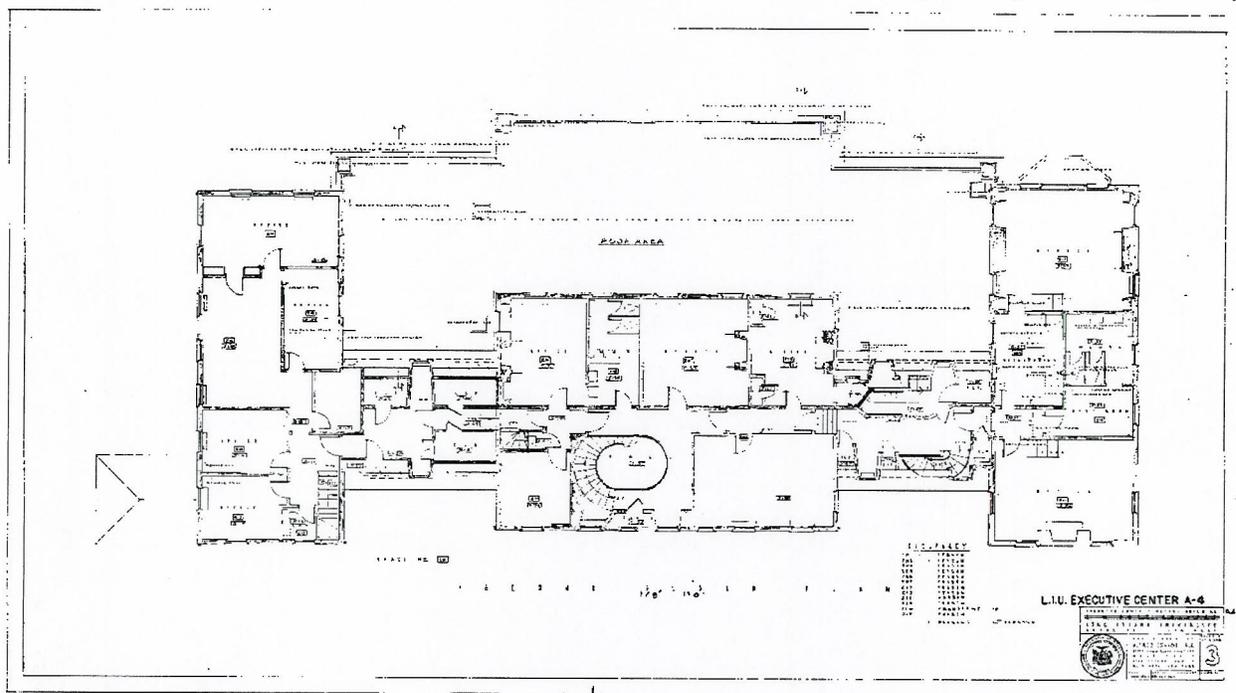


Appendix D

Bush Brown Hall; location 1

2d floor select vacant spaces: 990 sq. ft.

(Rooms 201, 202, 203 & 204)



Appendix E (attached please find an Excel digital file that corresponds to the locations in Appendices A, B, C & D)

Location	Uniq uelD	Owner	Property Type	Street Address	City	Zip Code	ParcelID	Building	Space Type	SqFt	Descripti on	On Ca mp us	Within1 mileOfCa mpus	Latitude	Longitude
Village of Brookville	LIU 1	Long Island University	1	700 Northern Boulevard	Brookvi lle	11548	Sect. 19, Block A, Lot 25	Bush Brown Hall	B	6.721	Select vacant space	Yes	no	40.8154910	-73.6045930

Campus Plan for Designation of Tax-Free New York Areas

Submitted by The College of New Rochelle

1. Campus Contact Information

The College of New Rochelle, Judith A. Huntington, President
29 Castle Place, New Rochelle, New York 10805 (914) 654 5430

2. Description of Space

The College of New Rochelle has identified the following as vacant space within its campus boundaries to be designated under the Start-Up New York initiative.

Maura Hall was designed as a Residence Hall.

The total square footage of the three floors proposed space is 20,334.

1 st Floor	4,978 square footage
2 nd Floor	9,112 square footage
3 rd Floor	6,244 square footage

Identification of Space

- i. See Attachment
- ii. See Attachment
- iii. See Attached Excel Spreadsheet
- iv. See Attachment

3. Type of Business & Mission

Targeted Businesses

The College of New Rochelle will seek to establish partnerships through the START-UP NY program with high tech businesses or a business in the formative of development and that are aligned with The College of New Rochelle's academic and economic priorities.

High technology, high growth potential, job generating companies, including:

Biotechnology
Information Technology
Re-Manufacturing
Advance Materials
Engineering or Electronic Products

Academic Mission

The College of New Rochelle, founded by the Ursuline order in 1904 as the first Catholic College for women in New York continues its mission as a Catholic, liberal arts college for women, joined by men in 3 of its 4 schools: the School of Arts and Sciences for women only, the School of Nursing which offers undergraduate, and graduate degrees in nursing, the School of New Resources (over age 21 women and men) which offers an interdisciplinary liberal arts degree and the Graduate School which offers the professional masters degrees in Education, Communications and Human Services, including Public Administration.

The School of Nursing partners with healthcare related business to enhance delivery of care in the community. Experience has demonstrated that such partnerships are beneficial to the community as well as to the School of Nursing as our students continually benefit from the internships and job placements at healthcare facilities in the New York Metropolitan area.

As the profession of Nursing prepares itself for intensified participation in the delivery of health care, advances in technology such as informatics and robotics will become part of the skill set necessary for well-trained healthcare providers. The College of New Rochelle seeks to position itself to provide such training to our nursing students as well as community job seekers.

Partnering with a business, the college anticipates increased opportunity for students in all of its schools to participate in appropriate internships and shared experiential learning opportunities in research, administration, management and pedagogy. The mission-driven and unusually diverse community of students, predominantly women, at the college provides special opportunities to develop women's leadership potential.

Business Mission

It is anticipated that this partnership will provide opportunity for professional development of our partner's employees and give our students opportunity to experience partnerships and real-world applications in learning which will positively influence the development of future professionals and the field itself. Our students will be able to benefit from internship and experiential learning opportunities. These opportunities will provide enhanced educational experience and therefore promise increased employment opportunities with our partner or availability of better prepared candidates for other regional employers.

Assessing Business Alignment with Mission

In addition to seeking businesses that complement our core strengths, The College of New Rochelle will partner with the businesses that will reside in our tax-free zones that can assist The College of New Rochelle and Westchester County in attaining these goals.

4. Generating Positive Community & Economic Benefits

The property proposed would be occupied by companies whose business and relationship to the College of New Rochelle will generate positive community and economic benefits.

The College of New Rochelle proposed Start-Up New York plan anticipates attracting new businesses and new jobs to the Westchester area over the next 10 years.

Eligible Start-Up New York businesses that align with the academic mission under The College of New Rochelle's Start-Up New York plan will not only create new employment opportunities but will attract new investment locally spurring additional economic growth across the Westchester economy.

The economic growth will result in a number of benefits including:

- Increased employment opportunities
- Diversification of the regional economy
- Expanded purchasing/spending in the local economy
- Greater economic impact through increased population
- More home ownership and residential investment throughout the region.

The College of New Rochelle's Start-Up New York plan will place enhanced priority on prospective businesses that will engage and benefit underserved communities.

200 Liberty Street

The College of New Rochelle is proposing the Maura Hall for tax free designation. Companies that will occupy this space will be high-tech businesses or a business in the formative development that will employ young professionals dedicated to and supportive of the transformation of New Rochelle's urban core. The College of New Rochelle anticipates proposing businesses for 200 Liberty that have elected to grow in New York because of their immediate access to our students.

5. Description of Process

The College of New Rochelle has sought to create a process that is transparent and accessible to any business interested in partnering with us to advance the City of New Rochelle and Westchester County.

STEP #1 – SUBMIT APPLICATION TO THE COLLEGE OF NEW ROCHELLE FOR THE COLLEGE'S START-UP FACILITIES

Applicants will apply on-line by filling out an application at www.startupny.cnr.edu. Information required will include: contact information, company description, and the START-UP NEW YORK business category under which the applicant will be applying. The State designated business categories are: New Business, Existing NYS Business Expanding, Previous NYS Business relocating to NYS, and NYS Incubator Graduate.

The output of Step #1 will be a completed application received by The College of New Rochelle.

STEP #2 – CONDUCT PRELIMINARY ELIGIBILITY ASSESSMENT

Applicant will meet with The College of New Rochelle Evaluation Team to review

- The Applicant's business,
- The College of New Rochelle and State selection processes,
- The State's requirement for a competitive analysis, and
- The potential job creation opportunities associated with the applicant business.

The Evaluation Team will consist of the College's Executive Team composed of, President, Provost & Senior Vice President for Academic Affairs, Senior Vice President for Strategic Initiatives, Vice President Finance, Vice President Student Services, Vice President Enrollment Management and Vice President College Advancement and Chair of the Senate.

The output of Step #2 will be confirmation that the Applicant meets all the State's requirements related to Sponsor's Core Mission, Prohibited Businesses, Liabilities, Business Category, and Job Creation, See Selection Criteria below.

STEP #3 – COMPLETE COMPETITIVE ANALYSIS

The Applicant and the College of New Rochelle's Evaluation Team will collaborate on completing the competitive analysis as required by the State process. This will include:

- Reviewing the selected "Community," as defined by the START-UP NEW YORK regulations
- Advising the Applicant on selecting their North American Industry Classification System (NAICS code if not previously selected and reported to a government agency).
- Reviewing a list of commercially available databases to determine if there are any obvious competitors in the defined "Community"
- Reviewing any companies in the "Community" that might be considered possible competitors.

If this analysis does not identify and competitors, a request will be submitted to ESD to determine if their confidential DOL database identifies any competitors.

If both The College of New Rochelle and ESD review fail to identify any competitors, a notice will be put in the local newspaper per the START-UP NY regulations for five days, allowing potential competitors to identify themselves.

The output of Step #3 will be formal documentation related to possible competitors in the local community. Confirmation that there are no competitors or approval by ESD that an exception is granted will be required to advance to Step #4.

STEP #4 - VALIDATE APPLICANT

If a company passes the competitive analysis test, the next step will be to more thoroughly validate the applicant's business model. The nature of the review will be based on the START-UP NY definition of a high tech business and its alignment with The College of New Rochelle's programs and job creation potential.

Examples of questions asked will be:

1. Is the business in an industry aligned with the College's mission?
2. Does the business provide experiential learning and workforce opportunities (e.g., internships, fellowships, full time jobs) for students and graduates?
3. Does the business provide areas for partnership and advancement for faculty and students?
4. Will the business fund scholarships, campus facilities or other academic services or amenities?
5. How many net new jobs will be created?
6. Is the business viable in both the short-and long term?
7. Does the business plan to make capital investments (e.g., renovation, new construction)?
8. Are the new jobs in critical areas of the economy?
9. How will the College financially benefit from the terms of the lease?
10. Is the business recruiting employees from the local workforce?
11. Will the business rely on suppliers within the local and regional economy?

The output of Step #4 will be a formal presentation that will be given to The College of New Rochelle approval Committee.

STEP #5 – PRESENT TO THE COLLEGE OF NEW ROCHELLE APPROVAL COMMITTEE

The final step in The College of New Rochelle's evaluation process will be a formal review and approval by a seven person Review Committee made up of The College of New Rochelle's Executive Team.

The output of step #5 will be the Approval Committee's agreement to be the Applicant sponsor.

STEP # 6 – SUBMIT FINAL APPLICATION TO STATE

If the Review Committee approves the Applicant, The College of New Rochelle will then work with the Applicant to develop the balance of the information required by the Sponsor application to NYS, with the focus being on new job creation.

The output of Step #6 will be a completed application accompanied by all the required supporting documentation.

SELECTION CRITERIA

If The College of New Rochelle is to "sponsor" an Applicant, the applicant must meet the following criteria:

Core Mission: - Applicant must "align with or further the academic mission" of The College of New Rochelle.

Eligible Business: - Applicant must not be any of the business types that are prohibited by the State from being in a START-UP NY program.

The College of New Rochelle will seek to establish partnerships through the Start-Up New York program with high tech businesses or a business in the formative development.

Liabilities – Applicant must not owe taxes or be in violation on any "worker protection and environmental laws and regulations".

Business Category – Applicant must prove its eligibility for one of the four State-defined business categories that are eligible for START-UP NY as listed in Step #1,

Job Creation – Applicant must be willing to commit to specific job creation upon applying for START-UP NY, with milestones for achieving new jobs identified. Number of new jobs and timing for achieving them will be a factor in selecting companies for The College of New Rochelle's designated START-UP facilities.

Competitors – Applicant must have no competitors in the community in which it will be located.

6. Appendices

- i. Letter from President Huntington
- ii. Maps, Floor Plans & Excel Spread Sheet
- iii. Memo to Kenneth Adams
- iv. Conflict of Interest Policy
- v. Prohibition of Anti Competitive Behavior
- vi. Letter of Attestation
- vii. Prohibition against Relocation of Facilities
- viii. Letter from President Huntington confirming all information

Location	UniqueID	Owner	PropertyType	StreetAddress	City	ZipCode	ParcelID	Building	SpaceType	Sqft	Acres	Description	onCampus	Within1mileOfCampus	Latitude	Longitude	Note	
City of New Rochelle	0001	The College of New Rochelle	Formally Residence Hall	200 Liberty Ave.	NR	10805	N/A	Maura Hall	B	4,978		Floor 1	Yes					
		The College of New Rochelle	Formally Residence Hall	200 Liberty Ave.	NR	10805	N/A	Maura Hall	B	9,112		Floor 2	Yes					
		The College of New Rochelle	Formally Residence Hall	200 Liberty Ave.	NR	10805	N/A	Maura Hall	B	6,244		Floor 3	Yes					

* 1= on campus
 2= 1 mile off campus
 3= State Asset

** A=entire building
 B=floor within building
 C=Room within building
 D=land on campus
 E= land off campus
 F=entire building off campus
 G=partial building off campus
 H=state asset



Elm St

Elm St

Liberty Ave

Liberty Ave

W Castle Pl

Liberty Ave

Chestnut Ln

Liberty Ave

College New Rochelle Health Services

College of New Rochelle Wellness Center

College of New Rochelle

Cnr Bookstore

Castle Pl

Castle Gallery

Maura Lawn

Chestnut Ln

Hemlock Pl

Willow Dr

Hanford Ave

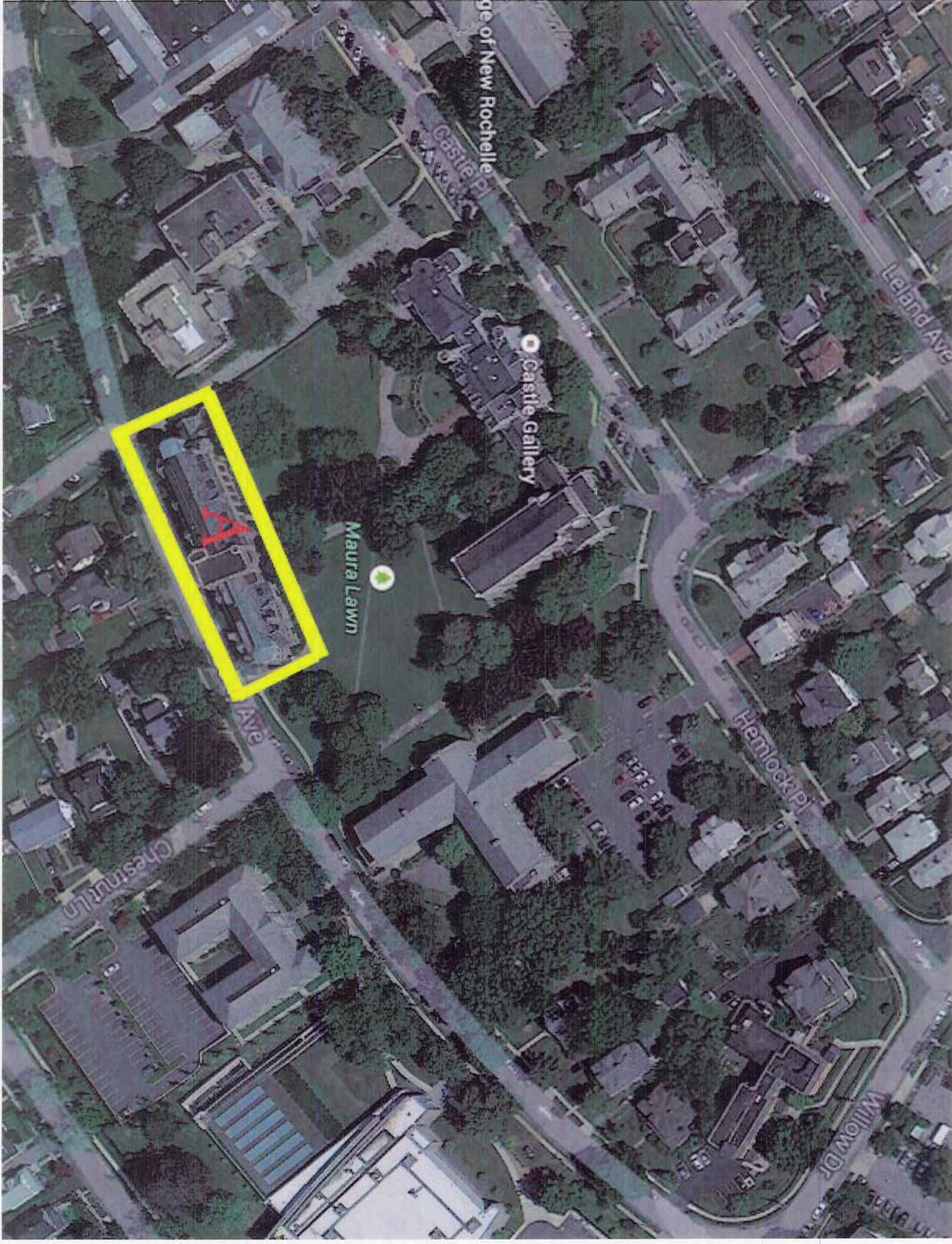
Leland Ave

Centre Ave

Leland Ave

Willow Dr

Liberty



College of New Rochelle

Castle Pl

Leland Ave

Castle Gallery

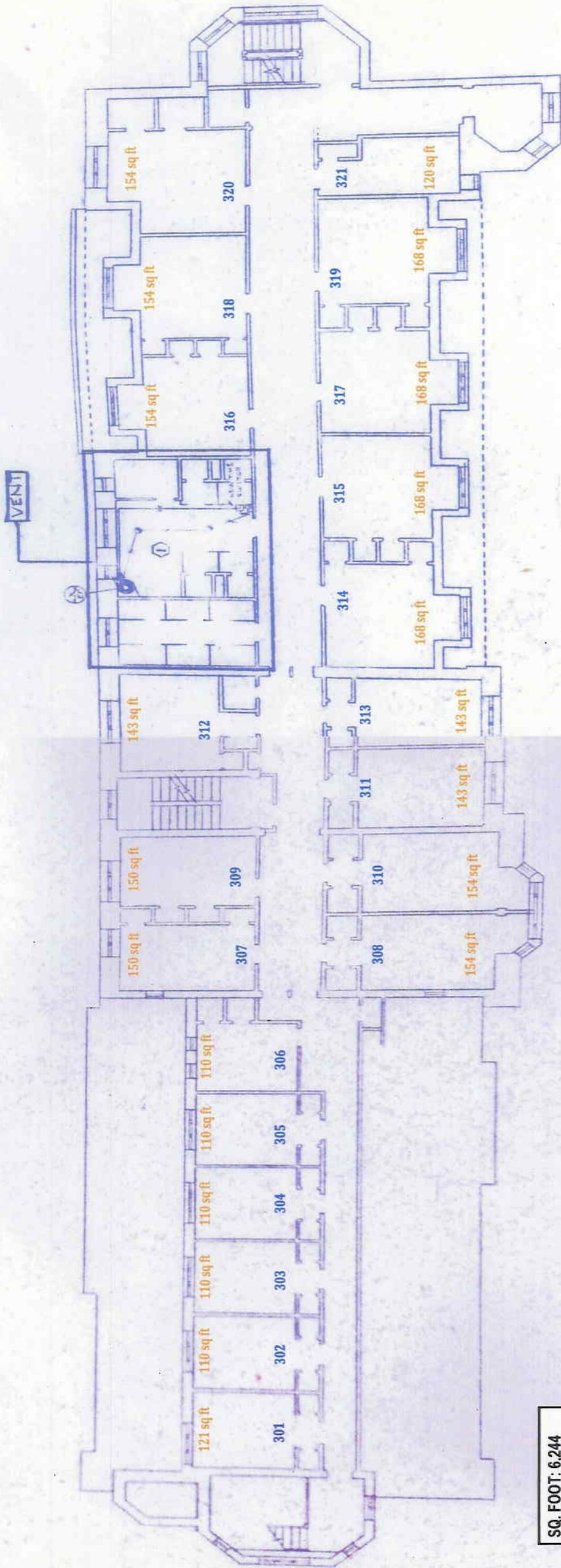
Maura Lawn

Ave

Hemlock Pl

Chestnut Ln

WILLOW DR



SQ. FOOT: 6,244
Maura 3rd Floor

To: Mr. Kenneth Adams, NYS Commissioner of Economic Development

From: President Judith A. Huntington, The College of New Rochelle

Date: July 17, 2014

Re: The College of New Rochelle – Campus Plan for Designation of Tax Free (Area(s))

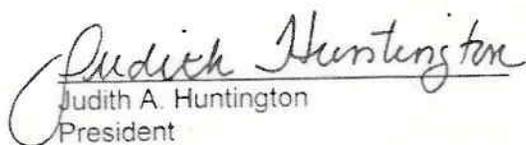
I, President Huntington of The College of New Rochelle hereby certify the following:

We have consulted with the chief executive officer of the municipality or municipalities and notified the local economic development entity representing the area that a proposed Tax Free NY Area is locating outside the campus boundaries at least 30 days prior to submitting the plan to you.

We comply with Conflict of interest guidelines (attached) and attached copies of the policies and/or guidelines herewith.

We are aware of the non-government use limitations associated with state issued tax exempt bonds and if our proposed Tax Free NY Area was financed with tax exempt bonds we will 1). make potential businesses aware of these limitations when marketing property; and 2.) take appropriate steps to ensure that non-governmental use of property funded with tax-exempt bonds will not jeopardize the tax exempt status of state issued bonds.

This letter is to confirm that the information contained in such application to the maximum extent possible is accurate and complete.


Judith A. Huntington
President

7/20/14

Date

CONFLICT OF INTEREST POLICY FOR START-UP NEW YORK PROGRAM

I. Introduction

This document states The College of New Rochelle's Conflict of Interest Policy as it relates to the Start-Up New York Program.

II. Scope of Policy

The Policy requires that any College Official self-disclose potential, real or perceived conflicts of interest as those interests relate to the START UP NEW YORK Program to Dr. Colette Geary, Senior Vice President for Strategic Initiatives. College Official is defined as an employee or other person involved in the administration of the college at the level of dean and above as well as any other person with decision making authority over the College of New Rochelle Startup NY Program.

III. Definitions

Terms not defined elsewhere in this policy are defined below:

Business interest means that an individual (1) owns or controls 10% or more of the stock of an entity (or 1% in the case of an entity the stock of which is regularly traded on an established securities exchange); or (2) serves as an officer, director or partner of an entity.

Relative means any person living in the same household as another individual and any person who is a direct descendant of that individual's grandparents or the spouse of such descendent.

START UP NEW YORK Program means the SUNY Tax Free Areas to Revitalize Upstate New York Program established by Article 21 of the Economic Development Law.

IV. General Provisions

A conflict of interest exists whenever a College Official has a personal, professional, commercial, or financial interests or other interest or activity outside of the college which has the possibility, whether potential, real, or perceived, of (a) compromising the College Official's judgment, (b) influencing the College Official's decision or behavior with respect to the START-UP NEW YORK Program, OR (c) resulting in personal or a Relative's gain or advancement at the expense of the College. It is important to keep in mind that the College Official does not have to actually do anything wrong or improper for a conflict of interest to exist; the conflict exists by virtue of a relationship that could result in an undue influence on the College Official's professional judgment.

- Service as a College Official shall not be used as a means for private benefit or inurement for the College Official, a Relative thereof, or any entity in which the College Official or Relative thereof has a Business interest.

- Any College Official who is a vendor or employee of a vendor of goods or services to the college, or who has a Business Interest in such vendor, or whose Relative has a business interest in such vendor, shall not vote on, or participate in the administration by the college of any transaction with such vendor; and

V. Procedures

Upon becoming aware of an actual or potential conflict of interest, a College Official shall advise the college president of his or her or a Relative's Business interest in any such existing or proposed vendor with the university.

VI. Records Management

The college shall maintain a written record of all disclosures of actual or potential conflicts of interest made pursuant to this policy, and shall report such disclosures, on a calendar year basis by January 31st of each year, to the auditor of the college. The auditor shall forward such reports to the Commissioner of Economic Development of the State of New York, who shall make public such reports.

Certificate of Compliance

Prohibition of Anti-Competitive Behavior

I hereby certify that The College of New Rochelle is compliant with the anti-competition provision of the New York State Economic Development Law, article twenty one, section four hundred and forty. The College, if a portion of the campus is designated as a tax free zone for the Start Up NY program, shall not accept any application by a business to locate in the tax-free area under subdivision one of section four hundred thirty six from business that would compete with other businesses in the same community but outside the tax-free New York area.

College Name: The College of New Rochelle

Address: 29 Castle Place, New Rochelle, New York 10805



Keith Borge
Vice President of Finance

7/23/2014

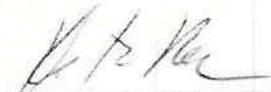
Date:

LETTER OF ATTESTATION

START-UP NY
633 Third Avenue
37th Floor
New York, New York 10017

ATTENTION: Certification of Tax Free Bond Status of The College of New Rochelle

This letter is to confirm that the space the College of New Rochelle is applying for with the Start UP NY program to be designated a tax-free area will not jeopardize the tax-free status of the College of New Rochelle. The School is aware of the non-governmental use limitations associated with state issue tax exempt bonds. The College of New Rochelle is committed to making any business interested in participating in Start-Up NY aware of the non-governmental use limitations associated with state issued tax exempt bonds. The school will commit to take appropriate steps to ensure that non-governmental use of property funded with tax exempt bonds for Start-UP NY purposes will not jeopardize the tax exempt status of state issued bonds.



Keith Borge
Vice President of Finance

2/17/2014
Date:

Certificate of Compliance

Prohibition Against Relocation or Elimination of Facilities or Programs

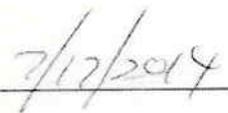
I hereby certify that The College of New Rochelle is compliant with article twenty one, section four hundred and thirty two of the New York State Economic Development Law prohibiting the College from relocating or eliminating any academic programs, any administrative programs, offices, housing facilities, dining facilities, athletic facilities or any other faculty, space or program that serves students, faculty or staff in order to create vacant land or space to be utilized for the Start Up NY program.

College Name: The College of New Rochelle

Address: 29 Castle Place, New Rochelle, New York 10805



Keith Borge
Vice President of Finance



Date:

July 17, 2014

Start-Up New York
633 Third Avenue
37th Floor
New York, New York 10017

This letter is to confirm that the information contained in such application to the maximum extent possible is accurate and complete.

Sincerely,



Judith A. Huntington
President

JAH/gc



New York University

A private university in the public service

70 Washington Square South – Room 1203
New York, NY 10012
Telephone (212) 992-8282
E-Mail: martin.dorph@nyu.edu

Martin S. Dorph
Executive Vice President, Finance and Information Technology

July 18, 2014

Kenneth Adams
Commissioner
New York State Department of Economic Development
625 Broadway
Albany, New York 12207

Re: Proposed Tax-Free NY Areas:

Varick Street Incubator: 137 Varick Street, 2nd Floor, NY, NY 10013 (7,000 sq. ft.)
DUMBO Incubator: 20 Jay Street, Suite 312, Brooklyn, NY 11201 (7,500 sq. ft.)
Urban Future Lab: 15 MetroTech Center, 19th Floor, Brooklyn, NY 11201 (5,000 sq. ft.)

Dear Commissioner Adams:

As part of New York University's (NYU) Campus Plan for Designation of Tax-Free NY Area under the Start Up NY program, we are seeking designation of tax-free status in our current incubators, located at: 137 Varick Street, 2nd Floor, New York NY 10013, 20 Jay Street, Suite 312, Brooklyn NY 11201, and 15 MetroTech Center, 19th Floor, Brooklyn, NY 11201. We are requesting, through our Campus Plan, to relocate the designated tax-free area in the incubators above to 370 Jay Street Brooklyn, NY 11201 when the building renovations have completed in 2017.

I am writing to certify that NYU has not relocated or eliminated any academic programs, administrative programs, offices, housing facilities, dining facilities, athletic facilities or other facilities, space or programs that serve students in order to seek designation in our current incubators, nor will we relocate or eliminate any programs or facilities when the tax-free space is relocated to 370 Jay Street.

Thank you for your consideration of our Campus Plan.

Sincerely,

Martin S. Dorph



New York University Campus Plan for Designation of Tax-Free NY Area

1. Campus Name: New York University
Contact Person: Jennifer Pautz
Address: 25 West 4th Street, 5th Floor
New York, NY 10012

2. Identification of space/land being designated: NYU will initially seek Tax-Free NY designation at each of NYU's incubators, allowing for existing start-up companies to co-exist with companies that qualify for Start Up NY. These locations are listed below, totaling approximately 19,500 square feet for the period of 2014 to the fall of 2017.
 - Varick Street Incubator: 7,000 square feet
 - 137 Varick Street, 2nd Floor, New York NY 10013
 - DUMBO Incubator: 7,500 square feet
 - 20 Jay Street, Suite 312, Brooklyn NY 11201
 - Urban Future Lab: 5,000 square feet
 - 15 MetroTech Center, 19th Floor, Brooklyn, NY 11201

NYU is currently in the design and rehabilitation phase of 370 Jay Street, Brooklyn NY 11201 that will be home to many academic programs focusing on engineering, urban informatics and business incubation for NYU. It is our intention to **relocate** the 19,500 square feet of Tax-Free area, if designated, from the existing incubators to this new space in the fall of 2017 when the renovations are complete at 370 Jay Street. This new space located in the heart of the Downtown Brooklyn will serve as a hub for the technology corridor that extends along the East River through Dumbo and into the Navy Yard while at the same time being a physically transformative building for the neighborhood and all of Brooklyn. Once the relocation takes place, the above listed spaces will be removed from the Start Up NY program and we will seek to amend our plan to make the necessary adjustments. All businesses will be notified at the time of entering the program of the upcoming relocation and the requirement of them to move if they want to stay within the Start up NY zone at NYU.

- i - Digital files of floor plans for each of the incubator locations are attached. The sections denoted in the red box on the floor plans marks the specific space we are seeking designation for the Start Up NY program.
- ii. - Campus Map (Manhattan and Brooklyn) showing incubators are located within campus boundaries.
- iii. - Digital file of chart including required information for each location is attached.



3. Description of businesses NYU will seek for this space and their alignment with NYU's academic mission:

New York University's mission is to be a top quality international center of scholarship, teaching and research. This includes retaining and attracting faculty who are leaders in their fields, encouraging them to create programs and innovative research that will provide an intellectually rich environment for our student body. NYU focuses around three core research interests: health and wellness, information and communications technology, and cities and urban systems. We would look to identify qualifying companies within these areas of research, curating a natural synergy between the companies and the University research goals. Companies would align with our mission if they are providing services, tools, instrumentation, equipment or technology that will assist with University research in the three core areas listed above. For example, companies in our current incubator programs are innovating in digital media, cleantech, healthcare IT, cybersecurity, financial technology, information technology, education technology, and mobile applications – all areas that the University is involved in from an academic and research perspective.

In addition to research, NYU is focused on the development of our student body and will therefore seek companies that will be able to provide experiences for our students. Companies that are opening to offering internships or experiential learning programs for our current students will be of interest to us. Other ways companies wish to explore potential partnerships with the University will also be taken into consideration, such as services they may be able to provide the university, scholarships for students or other funding avenues, and other ways to support our academic and research missions.

4. Description of how participation of businesses will generate positive community and economic benefits:

To date, the NYU incubator tenants have generated \$251 million in economic activity, created jobs and contributed \$31.4 million in local, state and federal tax revenues. With the booming Brooklyn tech economy, the location of additional technology companies in tax-free space will only serve to further the revitalization that is already occurring. As a participant in Start Up NY, NYU would hope to continue this level of impact into the communities in lower Manhattan and Downtown Brooklyn by assisting companies with not only tax-free space but also by providing mentorship and guidance to the developing companies through our existing programs.

In addition to contributing to the local economy, the University will work with the qualified companies to give back to the community through programs such as workforce development trainings and participating in the



ongoing efforts to improve K-12 STEM Education. For example, current incubator tenants have worked with NYC high schools to educate teachers on next generation technologies through the Science for Smarter Cities programs. We have assisted in curriculum development for students and have participated in mentorship programs for high-schoolers from under-resourced communities throughout the city. Additional new programs and partnerships can be created for Start Up NY companies that are further along in development, which can curate their involvement in the community. We would seek to leverage existing partnerships with community organizations and existing University resources to develop such relationships between the companies that are involved in the Start Up NY program and the greater community.

5. Description of NYU's selection process for businesses to participate in the Tax-Free Zone:

NYU will solicit applications from businesses interested in locating in our Tax-Free Zone. To select businesses to participate, applications from businesses will undergo a review process overseen by an internal review committee comprised of the Director of Innovation and Entrepreneurship, institutional venture capitalists, serial entrepreneurs and incubator staff. A full list of Committee members that currently reviews our incubator applicants is included below and serves as an example of the make up we will hope to have in a Start Up NY committee. Additionally, NYU will convene an external advisory board for Start Up NY that would leverage the resources of the internal board and will provide guidance throughout the selection process.

The formal admissions process begins with the submission of an application form that will be available online. Full drafted business plans will not be required, but providing one will contribute significantly to our ability to assess the viability of an applicant. We will encourage all applicants to fill out our Business Model Canvas, an essential tool we use to help our companies achieve product-market fit. The Business Model Canvas prompts applicants to display key information, including who their key partners are, what their key activities are, value propositions, key resources, customer relationship plans, cost structures, revenue streams and more. This canvas will be made available with the application forms.

Our selection criteria takes into account factors that companies will demonstrate during both the initial application review conducted and during the "pitch presentation," in which applicants are asked to come in to formally present their company to our internal committee. During this meeting, we will seek a more detailed picture of the applicant's plan as well as an assessment of the resources that the applicant anticipates needing. This



presentation uses a standard framework during which we evaluate companies based on the following criteria:

- The problem the venture is solving and the solution
- The market size
- The customer acquisition/go to market strategy
- The business model
- The competitive landscape
- The team

In addition to the above criteria, NYU will be looking for companies that align with our academic mission. Companies must align with one of three core research interests: health and wellness, information and communications technology and/or cities and urban systems. We will also evaluate if the company will be able to provide experiential learning work internships for our current students as well as any other potential partnerships that may be possible between the business and NYU.

Finally, desire to collaborate is also an important factor in determining an applicant's suitability for participation. We will look for businesses that are interested in engaging in the start up and entrepreneurial community both at NYU and throughout the State. Companies that will seek to have a community benefit through such things as their workforce development or through their products and services will also be of interest to our review committee.

Following the initial screening and "pitch presentation" the internal review committee will select whether or not the company has met the criteria for NYU's Start Up Zone and we will forward successful applications to the ESD Commissioner for final acceptance into the program.

Members of the current internal review committee for NYU Incubator Network include managing directors of seed funds as well as principals of various venture capital companies. We envision the Start up NY committee to have a similar make up.

6. Representatives:

- Varick Street Incubator: 137 Varick Street, 2nd Floor, New York NY 10013
 - Assemblymember Deborah Glick
 - Senator Brad Hoylman
- DUMBO Incubator: 20 Jay Street, Suite 312, Brooklyn NY 11201
 - Assemblymember Joan Millman
 - Senator Dan Squadron
- Urban Future Lab: 15 MetroTech Center, 19th Floor, Brooklyn, NY 11201
 - Assemblymember Joan Millman
 - Senator Velmanette Montgomery



7. Required Attachments:

- I. NYU's Conflict of Interest Policy for the Start Up NY program is attached.
- II. An attestation that the proposed Tax-Free NY Area has not been financed with any tax-exempt bonds is attached.
- III. A letter certifying that we have not relocated or eliminated existing programs, facilities, space or program that actively serves students, faculty or staff in order to create vacant land or space to be designated as a Tax-Free NY Area is attached.
- IV. Signed statement by president that we have notified municipalities is **not applicable** to our application as the proposed Tax-Free NY Areas is located in on campus space as we currently lease the three initial sites for our Tax-Free NY Areas.
- V. Signed statement by Martin Dorph, NYU Executive Vice President, that the information contained in such application to the maximum extent possible is accurate and complete.

New York University

UNIVERSITY POLICIES

Title: Conflict of Interest Policy Relating to START-UP NY Program
Effective Date: [], 2014
Issuing Authority: Office of Government and Community Affairs and General Counsel
Responsible Officer: Vice President for Government & Community Engagement and General Counsel

Purpose of the Policy and General Principles

New York University (the “University”) participates in New York State’s START-UP NY program, which offers tax incentives for new and expanding businesses in New York State that are associated with a sponsoring university or college. As a sponsoring university, the University must adopt a conflict of interest policy pursuant to New York Economic Development Law § 439 and 5 NYCRR § 220.20 that (1) prohibits persons from participating in any activity related to the University’s START-UP NY program that would cause those persons to experience a conflict of interest and (2) requires the reporting of all actual or potential conflicts of interests the University becomes aware of in the course of administering the University’s START-UP NY program.

Scope of this Policy

This policy applies to Officials of the University and to Advisory Board Members of the University’s START-UP NY program. The definitions in this policy are drawn largely from the New York Economic Development Law § 439 and 5 NYCRR § 220.2.0.

Policy Definitions

A “Conflict of Interest” means any circumstance in which the personal, professional, financial, or other interests of an Official or Advisory Board Member may potentially or actually diverge from, or may be reasonably perceived as potentially or actually diverging from, his or her obligations to the University and the interests of the University in connection with the University’s START-UP NY program. It includes indirect conflicts, such as benefits provided to a Relative of an Official or Advisory Board Member.

“Business Interest” means an interest in an entity where the person with the interest (1) owns or controls 10% or more of the stock of the entity (or 1% in the case of an entity the stock of which is regularly traded on an established securities exchange); or (2) serves as an officer, director or partner of the entity.

“Official” means a University Trustee, a University employee at the level of dean and above, and any other University employee with decision-making authority over the University’s START-UP NY program.

“Advisory Board Member” means any person who serves on the University’s START-UP NY advisory board that recommends businesses for acceptance into the University’s START-UP NY program.

“Relative” means any person living in the same household as an Official or Advisory Board Member and any person who is a direct descendant of that Official’s or Advisory Board Member’s grandparents or the spouse of such descendant.

Policy

The University is committed to operating in an ethical manner and in compliance with applicable legal and regulatory requirements.

No Official or Advisory Board Member may participate in any aspect of the University’s START-UP NY program that would result in that Official or Advisory Board Member experiencing a Conflict of Interest. Service as an Official or Advisory Board Member may not be used as a means for private benefit or inurement for the Official, Advisory Board Member, a Relative thereof, or any entity in which the Official, Advisory Board Member, or Relative thereof, has a Business Interest.

No Official or Advisory Board Member who is a vendor, or employee of a vendor, of goods or services to the University that is a participant in the START-UP NY Program or who has a Business Interest in such vendor, or whose Relative has a Business Interest in such vendor, may vote on, or participate in, the administration by the University of any transaction with such vendor.

Procedures for Implementation

Disclosing Conflicts of Interest

Officials and Advisory Board Members have a duty to disclose on an ongoing basis any current, proposed, or pending situations that may constitute a Conflict of Interest related to the University’s START-UP NY program, including (but not limited to) the Business Interest of an Official, Advisory Board Member, or Relative thereof, in an existing or proposed vendor of the University that is a participant in the University’s START-UP NY program.

Such disclosures should be made to the Vice President for Government & Community Engagement in the case of Advisory Board Members and Officials who are employees below the level of Dean and should be made to the General Counsel in the case of Officials who are Trustees or employees at the level of dean and above. The Vice President for Government & Community Engagement will promptly report to the General Counsel all such disclosures received by the Office of Government & Community Affairs.

Process Relating to Conflicts of Interest

If the General Counsel of the University (or a lawyer in the Office of General Counsel designated by the General Counsel of the University) determines that an Official or Advisory Board Member has a Conflict of Interest relating to the University's START-UP NY Program, the General Counsel will determine next steps with respect to the Conflict of Interest. The existence and resolution of the Conflict of Interest must be documented by the General Counsel and reported to the University's President and auditor, as described below.

Record Keeping and Reporting

The Office of General Counsel will maintain a written record of all Conflicts of Interest disclosures made under this policy, and will report such disclosures, on a calendar year basis, by January 31st of each year, to the University's President and to the University's auditor. The University's auditor will forward such reports to the Commissioner of Economic Development, who will make public such reports.

Oversight and Administration

The Office of Government and Community Affairs, together with the Office of General Counsel, may make changes to this policy from time to time, as they deem appropriate. The Vice President for Government & Community Engagement and the General Counsel will oversee the implementation of, and compliance with, this policy.

Related Policies

Code of Ethical Conduct

Policy on Academic Conflict of Interest and Conflict of Commitment

Policy on Conflicts of Interest for Trustees, Officers, and Senior Administrators

Location	UniqueID	Owner	PropertyType	StreetAddress	City	ZipCode	ParcelID	Building	SpaceType	SqFt	Acres	Description	OnCampus	Within1mileOfCampus	Latitude	Longitude	Note	
City of Albany	B00012	SUNY Albany	1	1400 Washington Ave Albany	Albany	12222		ABC Building 14	B	4750		Third floor	Yes	no	#####	#####		
City of New York - Manhattan	NYU1	Trinity Real Estate	1	137 Varick Street	New York	10013	BIN: 1009745	Varick	B	7000		2nd Floor (entire floor)	Yes	no	#####	#####		
							BIN: 3348771											
City of New York - Brooklyn	NYU2	City of NY	1	15 Metratch Cente	Brooklyn	11201		UFL	C	5000		Suite on the 19th Floor	Yes	no	#####	#####	There are no suite numbers on the floor, but the space is	
City of New York - Brooklyn	NYU3	Two Trees Management	1	20 Jay Street	Brooklyn	11201	BIN: 3000010	DUMBO	C	7500		Suite 312	Yes	no	#####	#####	not the entire floor	

** A=entire building
 B=floor within building
 C=room within building
 D=land on campus
 E= land off campus
 F=entire building off campus
 G=partial building off campus
 H=state asset

* 1= on campus
 * 2= 1 mile off campus
 * 3= State Asset



New York City Campus

34th St

23rd St

14th St

Houston St

Canal St

Chambers St

Washington Square
Core Campus

Varick St Incubator

Dumbo Incubator

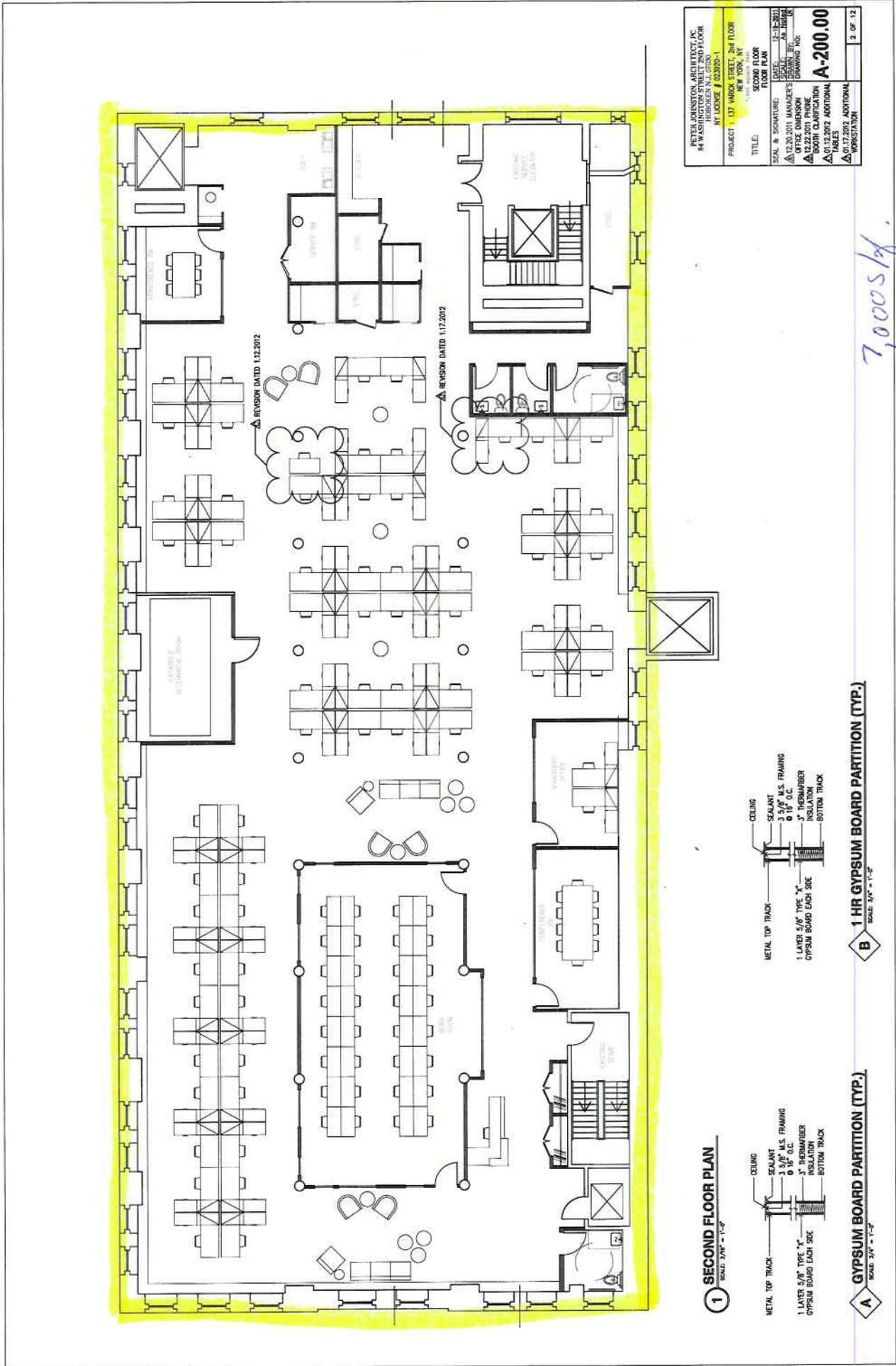
Jay St
Adams St

Urban Future Lab

Brooklyn
Core Campus

Flatbush Ave

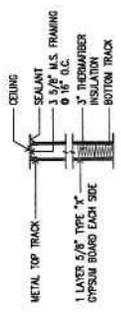




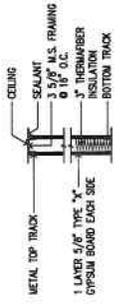
PETER WINSTON ARCHITECT PC 84 WASHINGTON STREET 2ND FLOOR HOBOKEN N.J. 07030 NY LICENSE # 020902-1	
PROJECT : 137 WARK STREET, 2ND FLOOR NEW YORK, NY	DATE : 12-14-2011 DRAWING NO. : 2011-001
TITLE : SECOND FLOOR FLOOR PLAN	SEAL & SIGNATURE : [Signature] OFFICE DIMENSION : 20' x 10'
REVISIONS : Δ 12.20.2011 MANAGER'S SIGNATURE Δ 01.12.2012 ADDITIONAL TABLES Δ 01.17.2012 ADDITIONAL WORKSTATION	DRAWING NO. : A-200.00 SCALE : 1/8" = 1'-0"

7,000 sq. ft.

1 SECOND FLOOR PLAN
 SCALE: 3/8" = 1'-0"



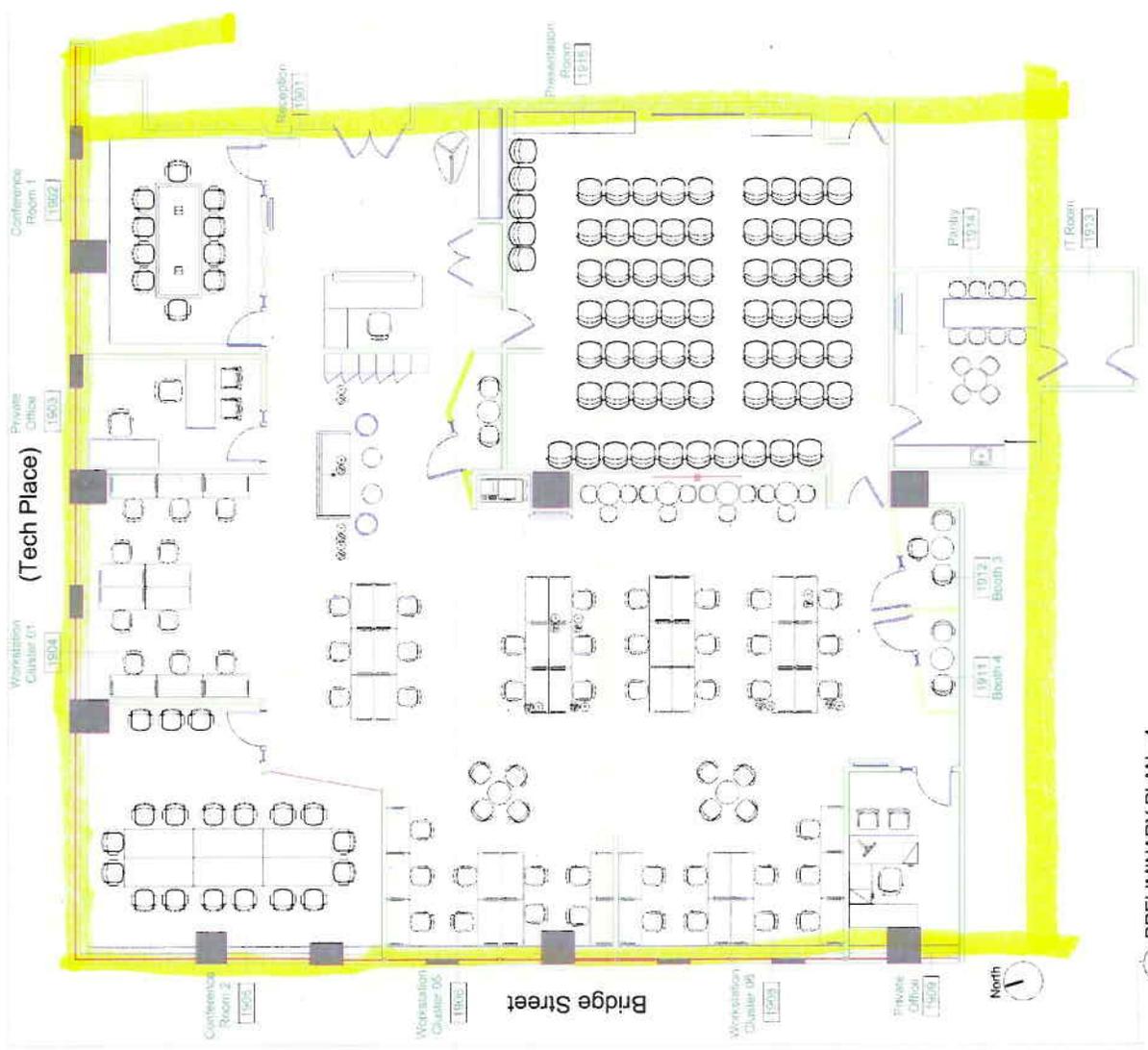
A 1 HR GYPSUM BOARD PARTITION (TYP.)
 SCALE: 3/8" = 1'-0"

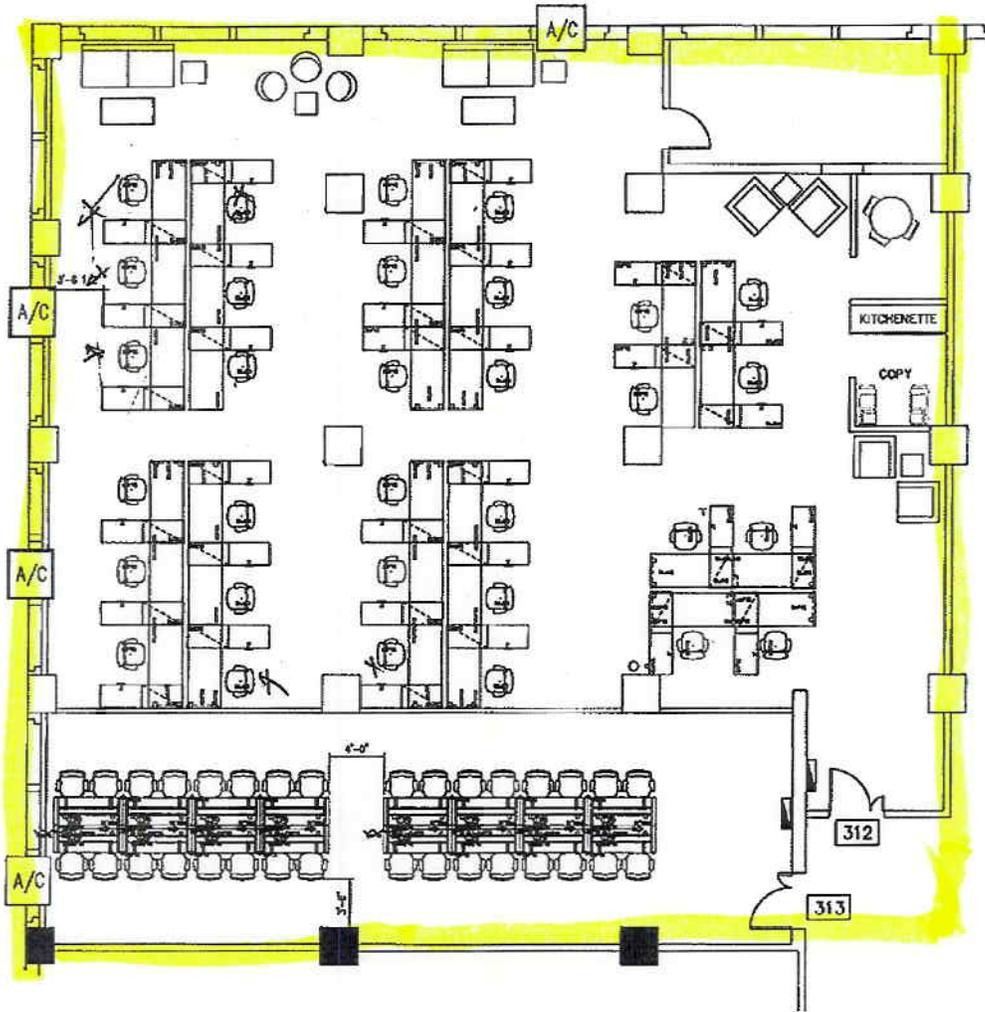


B 1 HR GYPSUM BOARD PARTITION (TYP.)
 SCALE: 3/8" = 1'-0"

Urban Future Lab
 15 Metrotech Center,
 Brooklyn, NY 11201
 Suite on 19th Fl,
 5,000 sq ft

LEGEND	
Reception	
Workstations / Collaboration Area	72
Private Office	2
Presentation / Showroom	69 Seats
Conference Room	2
Small Phone Booths	4
Pantry / Lunch Room	12-14 Persons
T. Room	





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[Faded blue scribbles and illegible text]

DUMBO
7,500 s/h

Brooklyn Polytechnic 20 Jay Street Brooklyn, NY
DRAWING TITLE FLOOR PLAN
PETER JOHNSTON ARCHITECT, PC <small>44 West 47th Street 12th Floor New York, N.Y. 10036</small>



New York University

A private university in the public service

70 Washington Square South – Room 1203
New York, NY 10012
Telephone (212) 992-8282
E-Mail: martin.dorph@nyu.edu

Martin S. Dorph
Executive Vice President, Finance and Information Technology

July 18, 2014

Kenneth Adams
Commissioner
New York State Department of Economic Development
625 Broadway
Albany, New York 12207

Re: Proposed Tax-Free NY Areas:

Varick Street Incubator: 137 Varick Street, 2nd Floor, NY, NY 10013 (7,000 sq. ft.)
DUMBO Incubator: 20 Jay Street, Suite 312, Brooklyn, NY 11201 (7,500 sq. ft.)
Urban Future Lab: 15 MetroTech Center, 19th Floor, Brooklyn, NY 11201 (5,000 sq. ft.)

Dear Commissioner Adams:

In connection with New York University's application for the designation of certain Tax-Free NY Areas pursuant to the START-UP NY program, this letter confirms that as of the date hereof the proposed Tax-Free NY Areas set forth above have not been financed with any tax-exempt bonds.

Thank you for your consideration of our plan.

Sincerely,

Martin S. Dorph



New York University

A private university in the public service

70 Washington Square South – Room 1203
New York, NY 10012
Telephone (212) 992-8282
E-Mail: martin.dorph@nyu.edu

Martin S. Dorph
Executive Vice President, Finance and Information Technology

July 18, 2014

Kenneth Adams
Commissioner
New York State Department of Economic Development
625 Broadway
Albany, New York 12207

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I am writing to certify that the information contained in our application is as accurate and complete to the maximum extent possible.

Thank you for your consideration of our Campus Plan.

Sincerely,

Martin S. Dorph