



## NEW YORK UNIVERSITY

A private university in the public service

### Office of the Provost

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**David W. McLaughlin** *Provost*

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Dear Faculty Colleagues,

As we settle into the new academic year, I welcome this opportunity to greet our returning faculty and to welcome the new faculty who are joining New York University. It is always gratifying to resume the familiar rhythm of the fall semester -- especially so when the University is developing exciting initiatives that are enhancing academic life at NYU, including opportunities in the global network university and in cross-school initiatives.

### **New Faculty Colleagues**

To start, our schools and departments have recruited an outstanding group of new faculty colleagues. A list of our new tenured and tenure track faculty and brief statements of their research interests and backgrounds are available at the [Provost's web site](#). Additional distinguished faculty have joined NYU as global distinguished professors, arts professors, music professors, clinical professors, visiting professors and in other capacities, as listed on the web sites of NYU's individual schools. I always look forward to those casual and formal occasions to meet with faculty, and especially the opportunities to get to know our new faculty. Faculty should always feel free to contact my office to arrange a time to talk.

Our new colleagues join a distinguished faculty, some of whose recent awards and accomplishments can be viewed [here](#). I am also proud to recognize the outstanding faculty scholars whom the University has honored with the designation of [University Professor](#), and, in the Faculty of Arts and Science, [Silver Professor](#).

### **Faculty Support**

At NYU, a number of institutional '[seed funds](#)' support faculty across the disciplines in curriculum development, research and scholarship, and entrepreneurship, with a number of fellowship opportunities earmarked specifically for junior faculty. Advice and support in seeking external funding is available from the NYU offices of [Sponsored Programs](#), [University Development and Alumni Relations](#) and [Industrial Liaison](#). Additional information to assist faculty in the pursuit of teaching and research funding, or simply living and working in New York City, is available from the [Office of Faculty Resources](#).

### **The Global Network University**

NYU *is* the global network university, which includes -- in addition to our New York campus -- our two degree-granting comprehensive campuses -- [NYU Abu Dhabi](#), which opened its first undergraduate program with great success a year ago, and [NYU Shanghai](#), which we announced last March and which will welcome its first undergraduate class in 2013 -- and our

13 international [Global Academic Centers](#) already operating or under development in Africa, Asia, Europe, North America, South America, and Australia.

The global network university is a tangible reality. NYU sends more students to study abroad than any other US university. Today, 43% of graduating undergraduate students have taken at least one semester at one of our global sites, where there are 425 courses serving nearly 3,000 students annually. NYU's global centers have developed in partnership with departments and schools here in New York, ensuring academic rigor, while enabling students to study at locations around the world. Faculty, schools and departments are working to designate the sites by curricular strengths (e.g., Accra for economic development, London and Shanghai for global business, Florence for arts and humanities, etc.) so that distinctively, NYU students, while at selected global sites, are able progress in their majors. In addition, emerging methods of pedagogy and course delivery that blend new and traditional styles and permit multi-site, on-line and in-person teaching, cross-campus collaboration, and peer-to-peer learning are in development – spurred by the new opportunities created by the evolution of the global network university.

The faculty body at NYU – the core and engine of our University – is increasingly cosmopolitan and international in perspective. Work is underway within the schools and at the University to permit fluid mobility through the network for faculty and graduate students, as well as undergraduates, and to make research more fully part of the global network. The goal is to connect faculty across the different campuses through, for example, joint appointments between the campus in New York and the campuses in Abu Dhabi and Shanghai (and, soon, between NYU's global centers and its comprehensive campuses), and to permit faculty to carry out their research abroad, particularly where research and scholarship are enhanced by access to foreign locations, diverse cultures, and distant collaborators. Our new [Global Research Initiatives](#) were developed to meet that challenge. New research institutes housed in global centers – presently in NYU Berlin, NYU London, NYU in Florence/La Pietra, and NYU in Prague, and ultimately in several more - provide infrastructure (office space, administrative support, travel funds) for faculty and advanced graduate students to conduct research in locations that suit their scholarly needs. Funding is also available to faculty to support conferences, workshops, exchanges, etc. that establish research links with one or more of NYU's global centers and their faculty. And, the new [Global Institute for Advanced Study](#) provides funding support for faculty working groups – assembled from around the world – to facilitate collaborative research on an international scale by providing sustained support for significant multi-year research programs. At NYUAD, through the [NYUAD Institute](#), faculty are conducting research on topics that range from linguistics to neuroscience to economic development to communication networks. Research opportunities are also being developed to support collaborations between standing faculty in Shanghai and faculty in New York and Abu Dhabi.

### **The Global Network University and the Future of Science at NYU**

NYU's evolution as a global network university is an opportunity to rethink, strengthen, and reshape our academic programs. The developing research programs in Abu Dhabi and Shanghai, coupled with the excellence of our academic programs in New York, will open a whole new range of possibilities for future development. To realize these opportunities effectively and to maximize their strength and impact, University-wide planning across the schools will be essential, particularly in the areas of science and technology. In these areas, faculty, deans and University senior leadership are working together to mesh integrally NYU's

core strengths in our five traditional “units of science” (Medicine, Arts and Science, Courant Institute of Mathematical Sciences, Dentistry, Nursing) with NYU’s three relatively new units (NYUAD, NYU Shanghai, and Polytechnic Institute of NYU). This coordinated development within and across schools and campuses – for example in faculty hiring, program development, research initiatives, and facilities – is intended to create the kind of synergies and inter-disciplinarity that will make the most of our resources and bring them to bear on the complex issues of our time. Accordingly, I expect that NYU will focus its attention on cross-school initiatives – in the humanities (through the [Humanities Initiative](#)), engineering (including bio-science & engineering, urban science & engineering, and communications science & engineering), global public health, the future of cities, statistics and bio-statistics, gaming, neural science, and genomics.

### **Undergraduate Admissions**

As an institution, NYU continues to attract a vibrant, diverse, and talented student body who are our partners in strengthening our academic reputation and evolving our identity as a global network university. Although we are still a few weeks away from the fall census that will provide the official enrollment report, our preliminary data tell us we have met our enrollment targets for both undergraduate and graduate students, and are above target for professional students. We should all be very proud of this year’s accomplishments. Extremely talented high school students continue to comprise the freshman class with standardized test scores and high school GPAs comparable to last year’s class, the strongest in NYU history. With approximately 3 in 10 of the more than 42,000 applicants being offered admission for approximately 5,000 seats, this was the most competitive admissions year in NYU’s history. NYU Abu Dhabi is welcoming its second freshman class this fall. As was the case last year, its admissions recruitment has been extraordinarily successful and selective: just 3.3 percent of NYUAD applicants were offered admission, with members of the Class of 2015 turning down offers from the best universities around the world including Harvard, Yale, Princeton, and Oxford. Altogether, NYUAD now has more than 300 students representing more than 70 countries and speaking more than 65 languages. We anticipate a similarly stellar freshman class when NYU Shanghai opens its doors in the Fall of 2013.

Because of the nature of NYU’s finances – we are a tuition-dependent university with a small *per student* endowment – we are not among that relatively small group of universities that can meet full student need. Nonetheless, this year we will provide over \$180 million of undergraduate institutional grant aid, and financial aid remains a major priority for our fundraising.

### **New Facilities: Investments in Our New York Campus**

I want to bring to your attention some of the new, recently opened academic facilities that help us sustain our academic trajectory. These include:

- Chemistry laboratories in the Silver Building
- The Center for Genomics and Systems Biology on Washington Place
- A Research Commons in Bobst Library
- Classrooms in the Silver Building
- Practice / rehearsal rooms for the Steinhardt School’s Music Jazz Program on Third Avenue, and
- A consolidated home for the School of Continuing and Professional Studies on East 12<sup>th</sup> Street.

In addition, opening this fall on Washington Place is the University's new Academic Resource Center, which will coordinate student support services and resources, bringing together NYU's [Opportunity Programs](#), the [University Learning Center](#), and a new advising service center for cross-school curricula. In addition, the Academic Resource Center will provide space for advising, tutoring, and classrooms. This spring, the University will open the [Center for Academic and Spiritual Life](#) on Washington Square South, which will provide academic spaces – classrooms, music practice and rehearsal rooms, meeting and conference spaces with technological links to our other global sites – as well as a communal home for students' religious and spiritual lives. And in the University's "health corridor" uptown on First Avenue, work is underway on a new home for the College of Nursing, new research space for the College of Dentistry, and space for a new bio-engineering program.

### **Academic Initiatives**

I want to cite for you a number of initiatives, both recent and more longstanding, that are designed to address University priorities. For example, recognizing the substantial contributions that NYU postdocs make to our research community, we have established an Office of Postdoctoral Affairs at Washington Square to help support and enhance our postdoctoral community.

Diversity remains a priority for NYU, and we are working to promote it through several avenues, including the fellowships for the [Postdoctoral and Transition Program for Academic Diversity](#), a joint initiative of the Council of School Deans and the Office of the Provost; the [Martin Luther King Jr. Scholars Program](#); the [NYU ADVANCE Partnership](#) program for women at NYU; and the programs of the NYU offices of [Multicultural Education and Programs](#) and [Equal Opportunity](#).

We are committed to become better attuned to how our students experience campus life and the administrative operations with which they must interact. In accordance with the 2011 recommendations of the [Quality Service Task Force](#), we will continue to implement changes and improvements to the quality of services that students receive in their interactions with the University.

### **Conclusion**

Looking ahead, we face exciting opportunities in research and education in NYU's emergence as a global network university: developing our campus facilities to meet our immediate needs and long term planning goals; strengthening our resources for science, technology and the arts; developing technologies to improve instruction and learning; and synergistically developing our rich campuses, faculties, curricula, and facilities. It will be my pleasure and privilege to work with our University community and its faculty in meeting these achieving these important goals.

Sincerely,

[David W. McLaughlin](#)

Provost

New York University