

# ACADEMIC MOMENTUM AND ACADEMIC SPACE

David W. McLaughlin, Provost

Presentation to  
University Space Priorities Working Group

November 9, 2012



# Introduction

- Our space strategy, in its most fundamental sense, is a statement of need – a need for academic space without which NYU’s academic momentum will not be sustained.
- My first and foremost concern as Provost is for NYU to improve the academic quality of its faculty and students and their programs of research and scholarship. Academic quality requires excellent academic facilities and sufficient academic space.
- There are many factors (real estate limitations, financial constraints, community relations) that led us to our strategy for academic space in the core. These are not the focus of my remarks, and others will discuss them in more detail.
- I am here today to describe **our need** for more academic space, and how satisfying that need **is critical** to academic momentum.

There are three points I want to make:

- 1. NYU must maintain its academic momentum.**
- 2. Over the last decade, NYU made a large investment in space to generate academic momentum -- and it worked and is working.**
- 3. Many unmet needs remain, and must be met in order to sustain our academic momentum.**

So let’s begin:



## Introduction, continued...

- NYU's current strength as a research university is founded upon its academic momentum.
  - That momentum, that dynamism, attracts academic talent (students and faculty).
- As an institution that has improved so dramatically over the last 15-20 years, NYU is much more reliant on its present academic momentum than our more well established peer and target institutions.
  - Their long tradition of excellence will sustain them.
- It is critical for NYU to continue to improve – not only to maintain. Maintaining will lead to stalling - and will be perceived as NYU having reached its peak and beginning a slide backwards.
- As Provost and as a faculty member, I do not want our momentum to stall. More than that, I want to deliver to the next generation of academic leaders the pathway and opportunity to keep NYU improving.
- To summarize, we must retain and strengthen our competitive edge for attracting the best students and faculty. ***And we need facilities to do that.***

This brings me to my second point.

# Over the last decade, NYU made a large investment in space to develop academic momentum. It worked and is working.

## **We expanded and improved space**

- To recruit top faculty and students
- Space is not the only requirement – but it is a necessary one

## **The Partners Plan**

- Economics
  - Politics
  - Philosophy
  - English
  - Linguistics
  - Journalism
  - Sociology
  - Social and Cultural Analysis
  - Physics
  - Chemistry
  - Genomics - first science building at NYU since Meyer Hall in the 70's)
- Improved space for nearly 300 tenure and tenure track faculty, in a planned manner
  - Partners investment pays off – attracting talent
    - Example: Molecular Design/ Soft Condensed Matter



## **But, more than partners:**

- New Law School buildings
- Moved Wagner from 5 different locations into Puck
- Tisch studios in Broadway
- Classrooms for Stern College
- Bobst Library renovations
- Consolidated Gallatin in 715 Broadway
- 730 Broadway
- Forbes
- 12<sup>th</sup> Street home for SCPS
- Space for Liberal Studies
- Converted Mews residences into academic centers

## **And, more for students**

- Center for Academic and Spiritual Life
- Academic Resource Center
- Classroom renovation, and classroom replacement (displaced by Chemistry in Silver)

**Thus – through purchases, leases, construction, inventory of academic space increased by 1.1M Gross Square Feet (GSF).**

## **And beyond that,**

- Faculty housing - 150K GSF of faculty housing
- And, dormitories - shifted 1,600 student beds from leased to owned dorms

**This list of improvements brings me to my third point.**



# Many unmet needs remain, and must be met to sustain our academic momentum

- Improvements - impressive, but simply don't suffice
- More for science, more for students, more for academics, more for each of our schools

Let me take you through our academic space needs:

- First, a **broad** overview about unmet needs in the schools, and for students
- After that, more concrete and **specific** information about these needs



# *Unmet needs, continued...*

## **Schools**

Deans, chairs, and faculty tell me all the time – in their monthly meetings with me, in their annual reports – that additional space is crucial for improving academic quality, recruiting and retaining students, and recruiting and retaining faculty.

- Sciences -- under-sized, with plans to grow
- Performing Arts
  - Great expansion in enrollments over the past 20 years
  - Little improvement in space
- Every school has critical needs to decompress, as well as needs to accommodate new academic program development

## **Students**

- Facilities have in no way kept up with student growth
- We need classrooms, freshman dorms, study spaces, space for clubs, commuter student space
  - Just to meet current needs and current enrollment
- Global Center - Center for Global Programs & Services, portal campus academic offices, Welcome Center
- Furthermore, students (and NYU community as a whole) need a better gym



# Now, more specific needs

## **Science teaching labs**

- Presidential transition reports (2001, 2002) identified space as insufficient, uneven quality
- Stein Committee (2010) recommended new kinds of space for new kinds of teaching labs
  - An additional floor of Silver - convert for FAS teaching labs
  - Steinhardt Teaching Center for K-12 science teachers, ideally co-locate with science teaching labs
  - Need = ~ 25,000 GSF

## **Science research labs**

- Long-standing vision (articulated in 2007 by FAS/CIMS ) requires substantial expansion of science research
- Last year, Provost's Council for Science and Engineering sketched a 2020 vision requiring substantial growth in faculty & programs
- Silver – 3 additional floors
- 730 Broadway – 3.5 additional floors
- Growth = ~180,000 GSF
- Dominos caused by science
  - General purpose classrooms
  - College administration
  - academic programs and departments - Classics, Art History, Music, Liberal Studies
  - University administrative offices



# *Specific needs, continued...*

## **Performing Arts**

- Signature programs for NYU, with outstanding national reputations
- Tremendous student growth. No space growth
- IPA alone – incremental need of ~95,000 GSF toward full program needs of 150,000 GSF

## **Classrooms**

- You know this need better than I
  - For spring, as of early November, Registrar can't house 250 classes in FAS alone. Recurring challenge.
  - Must increase our inventory; currently, 180 general purpose classrooms = same as spring 2008
- Current problems
  - A high utilization rate ... no cushion
    - No classrooms for new courses and sections
    - Inflexible design
    - Inappropriate mix of classroom sizes
    - No large lecture hall
    - 16 classrooms in leased space at 194 Mercer
    - 40-50 classrooms in Silver displaced by science expansion; we will need to relocate
- Need = additional ~60,000 GSF to increase inventory plus owned space to replace leased classrooms

## **Student study spaces**

- Best practice = study spaces for one-quarter of student body
- At NYU, best practice = ~10,000 seats. Presently 3,000 (mostly in Bobst)
- Commuter student space
- Even if we added 30,000 GSF – equivalent to floor in Bobst – would still be below standard



# *Specific needs, continued...*

## **Social science funded research**

- Steinhardt, Social Work, Wagner currently need ~ 30,000 GSF
- Common tale: Changing faculty profile, growth in research active faculty (not necessarily growth in faculty size)
- Probably same amount again in a few years for social science research

## **University Entrepreneurship Institute**

- Terrific, and growing, interest from faculty and students
- Now hidden in upper floor in 12<sup>th</sup> Street borrowed from SCPS
- Should be accessible and visible

## **New academic initiatives**

- Cross school university-wide initiatives – ~100,000 GSF new space, including
  - Interdisciplinary institute on cities and the urban environment
  - Courant's plans for interdisciplinary degree and research program in data sciences
  - Global Institute of Public Health

## **Additional school-based requests**

- Stern – inadequate compared to Wharton, Berkeley, Michigan
- Steinhardt – additional space for arts studios (MFA), Music & Performing Arts Professions, Media, Culture & Communication
- Libraries – additional space for its special collections
- LSP – visible home – not upper floor in 726 Broadway
- Gallatin - additional floor in its home at 715 Broadway



# *Specific needs, continued...*

## **Apart from these specific school needs, we need space into which to move academic activities now in leased space**

- Many of our academic programs are in leased space
  - In Manhattan academics are in approximately 440,000 GSF of leased space
  - Want to release ~210,000 GSF of leases and replace with new space in core that we own
  - Add student dorms – 2 dorms whose leases expire before 2020 = another 415,000 GSF to replace
- Notable examples in leased space:
  - FAS Expository Writing Program
  - Tisch Clive Davis Department of Record Music
  - entire Wagner school
  - FAS Sociology
  - Steinhardt Nutrition, Food Studies & Public Health
  - Gallatin
- Lease is not good practice

**In sum, we identify academic needs for additional space that total ~1.3 million GSF.**



# Conclusion

- NYU has significant, even desperate, academic space needs
- We have exhausted the options within the methods we have employed
- We can't continue to rely on quick fixes and opportunistic leases
- The Superblock Strategy
  - Provides crucial relief, within the core, to our space gridlock
  - Provides, within the core, a significant amount of space -- enough to enable NYU to meet its 25 year academic needs
  - Develops space, within the core, that NYU owns
  - Presents a strategic solution, within the core, to our 25 year academic space needs
- The Superblocks provide a key part of a solution to our academic space needs
  - A solution that NYU can afford, and
  - Which will enable it to sustain its academic momentum as a research university

