Meeting Date: Thursday, November 15, 2012

Members in attendance: Barbara Albrecht, Robert Berne, John Billings, Corey Blay, Mary Cowman, Rajeev Dehejia, Mariam Ehrari, David Engel, Allyson Green, Wen-Jui Han, James Jacobs, Angela Kamer, Perri Klass, Marty Kurth, Ted Magder (chair), Laurence Maslon, Panos Mavromatis, Tony Saunders, Rosemary Scanlon, Andrew Schotter, Jalal Shatah, Matt Stanley, David Vintinner, Larry White, Diane Yu

Members unable to attend: Tony Movshon

1. Call to order and announcements

In addition to the members listed above, Executive Vice President Martin Dorph, Dean Mary Schmidt Campbell, and Vice Provost Joe Juliano attended as invited presenters. Chief of Staff Rich Baum also attended, as did Michael Patullo who serves as staff for the group.

The meeting began with an acknowledgment of the email correspondence received from the Faculty Against the Sexton Plan (FASP) group, which many of the members had not yet read. The members agreed that, once they had ample time to read and digest it, they would engage collectively about how to respond.

2. Current use of space in the core neighborhood (Joe Juliano)

Vice Provost Juliano outlined the charge and principles of the Space Priorities Working Group, which he chairs along with Executive Vice President Alison Leary. He described the composition of the group, which draws from the Provost’s Office, the Budget Office, and the Office of Strategic Assessment, Planning, and Design (SAPD). SPWG’s mission includes anticipating and responding to space needs expressed by the schools and endorsed by the Provost. Juliano noted SPWG’s charge was not to make academic priorities but to plan and oversee their implementation maintaining standards of space use and budget management.

[Vice Provost Juliano provided the group with a handout listing the full text of the SPWG principles, which is available via the Working Group Web site on the “Documents” page.]

Presenting the current inventory of space at NYU, Juliano described three options:
   1. Space that is already built and can be made available to and can be utilized by the University, within the various constraints that exist
   2. Space that can be developed from the ground up (the NYU Core Plan, for example)
3. Space that can be redeveloped in the long term by taking into account city zoning regulations, community impact, various “dominoes” effects following relocations, and the displacement effect of redevelopment on existing units in the interim.

[Vice Provost Juliano provided a breakdown of the “Space Opportunities for Academic Expansion in the Washington Square Campus Core,” which is available on the Working Group Web site on the “Documents” page.]

Juliano then detailed various options within NYU’s space “pipeline” and their various constraints that limit usage. The major opportunities include:

- 383 Lafayette St. (Tower Video Building)
- 730 Broadway
- Forbes Building
- 20 Cooper Square
- 25 W. 4th Street

Examples of constraints are landmark requirements along with city restrictions on the location of certain spaces such as classrooms and physical configurations that limit uses to small footprint spaces such as offices vs. large footprint spaces such as labs and classrooms. Other considerations were placing classroom spaces to ground level, to facilitate large numbers needing to move by elevators, or lab spaces on higher level.

The Working Group then engaged in a discussion of the possible effects of holding Friday (and potentially weekend) classes. Juliano described the previous work that has been done on classroom scheduling and noted NYU’s dangerously high utilization rate among general purpose classrooms. By way of comparison, Harvard has about a 40% average daytime utilization rate while NYU has a rate of over 85%. Members requested further information on classroom utilization and the effects of possible reconfigurations, which will be provided at a future meeting.

3. Academic Need: Tisch School of the Arts (Mary Schmidt Campbell)

[Dean Campbell’s presentation is posted to the “Documents” page of the Working Group Web site.]

Dean Campbell drew attention to the unique space needs at the Tisch School of the Arts (TSOA), which are underpinned by department curricular needs in the Institute of Performing Arts (e.g. large spaces for dance and drama classes, theatres for stage productions, and works spaces for design). The space needs at TSOA, she noted, are not only unique, but are also urgent. Dean Campbell highlighted images of classes taking place in hallways, small construction shops, and faculty offices used for storage. In comparison to other top-tier schools of the arts, Dean Campbell noted, TSOA remains well below them in terms of the quantity and quality of its space, despite some improvements in recent years.

Between 1983 and today, TSOA has experienced a near-300% growth in enrollment. During this time, however, space has only increased by 30,000 gross square feet, Dean Campbell stated. While enrollment is expected to stabilize (save for modest growth in the Clive Davis Institute of Recorded Music and in the joint gaming program in Brooklyn), TSOA’s overall space need amounts to 170,000 gross square feet. This includes 100,000 gross square feet to alleviate compression from past
growth, 40,000 square feet to move from currently-leased space to owned space, and 30,000 square feet to accommodate the anticipated growth in Recorded Music. Dean Campbell emphasized that TSOA’s dependence on leased space is unsustainable and will total an investment of $77 million over the next 30 years.

Over the course of the last five years, Dean Campbell noted that several venues have been considered for the Institute of Performing Arts. These sites include:

- 383 Lafayette Street (Tower Video Bldg.) – prohibitive zoning restrictions
- 111 Second Avenue – landmarked status
- Cantor Film Center – structural issues with proposed expansion
- Forbes Building – interior must be preserved
- Brooklyn/BAM – too far from core for undergraduate students who are in late night production rehearsals and performances, who must also take liberal arts courses
- Astor Place – prohibitively high cost

After considering these options, all proved impossible for the Institute of Performing Arts. Dean Campbell then noted that the ability to build per specifications, and the accessibility and proximity to the community, make a location on the South Block ideal for TSOA.

Group members asked the following questions:

- What are the sizes of the arts programs of comparable quality listed in the presentation? Answer: NYU’s program is far larger than that of any of its competitors (for example, we have 1400 students in Undergraduate Drama compared to 50 at Carnegie-Mellon and 150 at USC).
- Is it realistic to expect the same level of space as competitors who are not located in urban environments like NYU? Answer: Tisch is competing for the same Rank 1 students and top-ranked faculty. Good space is very important.
- Is the 170,000 square feet needed on top of (or including) currently-used space? Answer: This is in addition to the space TSOA now has.
- What factors governed the large enrollment increase in the past and why is the Clive Davis Institute projected to grow? Answer: Previously, professional acting training was provided largely by contracting with independent studios, but over the years, to maintain consistent quality, studios were developed in-house, faculty members were hired, and control was increased. We are not looking to increase Undergraduate Drama. The Clive Davis program has grown because no one else was doing recorded music, creating enormous demand – we have 400 applications for 40 slots and 80% yields.
- Why is the Zipper Building so attractive to Tisch? Answer: We have looked everywhere else and come up short, but in the Zipper, what we need could be built to specifications, be affordable, and be accessible to students, faculty, and the community.

4. **Financing of NYU real estate projects (Martin Dorph)**

Due to lack of time, this item was not discussed and will be tabled for the next meeting of the Working Group.

5. **New business**
The Working Group also discussed the following items and agreed to revisit them at later meetings:

- The letter from members of the Faculty Against the Sexton Plan (FASP) group to Chair Ted Magder
- The potential effect, if any, of Hurricane Sandy on the financial situation at NYU Medical Center, and the resulting impact, if any, on University-wide finances
- The formation of subcommittees, or the consideration of other means, by which to consider the broader themes currently being explored by the Working Group and to communicate with members’ respective constituents.