“When people—especially talented and creative ones—come together, ideas flow more freely, and as a result individual and aggregate talents increase exponentially: the end result amounts to much more than the sum of the parts. This clustering makes each of us more productive, which in turn makes the place we inhabit even more so—and our collective creativity and economic wealth grow accordingly.”

—Richard Florida

(From Who’s Your City?: How the Creative Economy Is Making Where You Live the Most Important Decision of Your Life)
4. An Academic Vision
Before the University could develop a strategy for its physical expansion, it had first to determine its academic goals and priorities going forward. What does New York University seek to be in 2031?

NYU is clear about what kind of institution it wants to be—a strong research university with global reach, known for innovation across all disciplines, including science, arts, and its professional schools, fostering a close-knit intellectual environment for students, faculty, and community members alike.

Maintaining a vital presence in New York City—centered at Washington Square—is the University’s most important goal. It is the key to sustaining a global vision, for NYU knows that its international network is only as strong as the home that supports it.
Why Must NYU Grow?

The function of a research university is simple yet profound: improve humanity through the creation and dissemination of knowledge. From the arts to medicine, journalism to economics, and biology to law, great universities have always been in the service of human advancement. They fulfill this duty by educating the next generation of leaders who will continue humanity’s progress. And they do this by creating centers where today’s researchers can seek the radical breakthroughs that cure diseases, protect the environment, and advance technology; and where today’s emerging leaders can do the important work of supporting justice, human rights, social welfare, religious and political freedom, as well as further historical, cultural, and philosophical understanding and artistic expression.

Over the next 20 years, New York University will continue to fulfill its duty as a premier institution of higher learning and support the cause of human advancement as the University invigorates the economic, cultural, and intellectual life of the city. It has made huge gains in recent decades and has set forth bold goals for the future: it strives to be a global research institution supporting an international network for the exchange of ideas while anchored by a strong and substantial center in New York City. What shape this vision will assume in the immediate future is clear. The University has already begun to make investments in key academic areas as it builds and fosters an international network. It is more difficult, however, to predict what shape this vision will take beyond the next decade. But one thing is certain: NYU needs to secure the space it requires in order to stay relevant and rigorous and to allow academic excellence to flourish.

The Case for Space

Based on its vision to create a strong center in New York City that anchors a global academic network, and to do so by enhancing science, maintaining excellence in the arts and the professional schools, and building a stronger sense of community, New York University has established that it will need—at most—an additional six million square feet by 2031.

The University arrived at this estimate by analyzing historical and recent growth trends and projecting forward; by assessing the individual proposals each of its schools and colleges had developed for their space needs and growth over the next decade; and by analyzing programmatic goals along with current space inventories.

The additional square footage will allow the University to decompress and relieve its overburdened facilities, as well as to make room for crucial additional investments. A number of construction projects already under way are included in the proposed square footage increase.
1. Setting a Ceiling: Six Million Square Feet

After studying its current facilities and historical growth patterns, conducting comparative analysis against peer institutions, and assessing its long-range academic goals, NYU has estimated that it will need up to six million square feet by 2031.

- 3.5 million square feet for academic purposes, such as state-of-the-art laboratories, classrooms, and departmental and faculty space.
- 1.5 million square feet for student housing, to allow for an increase in both the percentage of undergraduate (from 54 percent to 60 percent) and graduate students (from 14 percent to 24 percent) in NYU housing.
- 500,000 square feet for faculty housing, including space for visiting scholars.
- 500,000 square feet for student services and other amenities, to house cocurricular activities, clubs, and recreational facilities.

Projected Square Feet Increase by Location

- Core: 1.5 million - 2.2 million
- Neighborhood: .8 million - 1.5 million
- Remote: 3 million

* The way to think about the allocation of 3 million square feet between the core and the neighborhood is as a sliding range, with the amount in the neighborhood dependent on how much can be accommodated in the core. For example, if NYU’s proposals for the superblocks are approved, as much as 2 million square feet (above and below ground) could be accommodated in the core, with approximately 1 million square feet to be located in the neighborhood.

2. Historical Analysis

A historical analysis of NYU’s increase in square feet shows that, over the last decade or so, growth has been primarily in the form of leased space.

NYU’s Historical Real Estate Growth (both owned and leased)

- The University must reduce its dependency on leased space in order to reach a financially sustainable model. Currently, its leased space of 2,578,879 square feet totals approximately 17 percent of its total square footage of 15,023,518.

- Of this total, the NYU Langone Medical Center comprises 3 million square feet.

Leased vs. Owned Space by Location

- * Of this total, the NYU Langone Medical Center comprises 3 million square feet.
Endowment Per Undergraduate

The perception is that NYU is a wealthy institution because the University’s total endowment is an impressive number. But when that endowment is placed against the size of its student body and the scope of University programs needed to support its students, NYU ranks 202nd as compared to other institutions.

Academic Square Feet Per Student

Given its urban location, NYU will never match the space allowances of its peer institutions.

The University’s current square feet per student is noticeably low at 160 square feet. Even after the addition of six million square feet, NYU would have only reached 240 square feet per student.

Endowment Per Undergraduate

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NYU currently houses 12,500 students (up from 4,843 in 1995)—54 percent of its undergraduate students and 14 percent of its graduate students.

4. Priorities Going Forward

The University began with Framework 2031, a strategic plan that covers a 10-year projection of academic priorities or investments and the implications for growth. This builds on the Partners’ Plan, which added 125 faculty. New research methodologies and shifting pedagogical requirements also demand different types of academic facilities. In keeping with NYU’s goal to be a preeminent research institution and to remain competitive, the University must provide faculty and students with the space and academic resources they need.

NYU 2031 calls for increasing the University’s capacity to house up to 60 percent of its undergraduates and 24 percent of its graduate students. The graphs below illustrate the percentage of students NYU aspires to accommodate by 2031.
5. Constraints on Growth

The University’s central location in historic Greenwich Village presents stringent preservation and zoning restrictions. NYU’s property near Washington Square is bounded by three historic districts: the Greenwich Village, SoHo, and NoHo districts.

**Zoning (restrictions on use)**
- Residential (FAR < 4.0)
- Residential (FAR > 6.0)
- Manufacturing (University classrooms and residential not allowed)
- Commercial (FAR 1.0 - 4.0)
- Commercial (FAR 5.0 - 6.0)
- Commercial (FAR 7.0 - 10.0)
- Commercial Overlay

**Historic Districts in the Neighborhood**
- NYU-Owned Buildings
- NYU-Leased Buildings
- Historic Districts
- Historic Districts under consideration by the Landmarks Preservation Commission

6. Distribution of Growth

NYU recognizes the primacy of its core location at Washington Square but seeks opportunities, where appropriate, to look to the neighborhood and to remote locations to accommodate some of its projected space needs. While up to six million square feet seems like a lot of space, its implementation will be phased over two decades and may be rearranged in the face of changes in economic conditions, the vagaries of the real estate markets, and other trends.

**SF by Location**
- **Core**
  - Current: 7.8 million
  - Projected: 1.5 million - 2.2 million
  - Total: 10 million

- **Neighborhood**
  - 3.2 million
  - Total: 4 million

More than one-third of the proposed / projected new square footage at the core is below ground / underground.

- **Remote**
  - 4 million
  - 3 million
  - Total: 7 million

The health corridor, downtown Brooklyn, and Governors Island provide opportunities for half of the six million-square-feet projection.

**SF by Use**
- **Academic**
  - Current: 7 million
  - Projected: 3.5 million - 5.5 million
  - Total: 10.5 million

- **Student Housing**
  - 4 million
  - 1.5 million
  - Total: 5.5 million

- **Faculty Housing**
  - 3 million
  - Total: 3.5 million

At the heart of NYU 2031, the University sets out to be forthright about its needs for space and to create sensible, predictable, and transparent communication around the development and implementation of new facilities.
Reckoning with the Past

New York University began the planning process by asking each school and college to determine both their programmatic goals and space requirements. The University’s constituents mapped their academic goals and determined estimates for space, benchmarking facilities against what schools of similar stature have. The first numbers were idealistic, signifying the most accurate representation of the space each academic department desired without considering any space or financial constraints. The numbers were then scaled back—often by as much as half—after considering the limited resources of both funding and real estate. Meanwhile, planning consultants inventoried existing spaces and gathered data. The results were not surprising. Even before taking into account any new investments in faculty or research, many of the studies found significant shortages of space to support the University’s existing programs. The roots of this shortfall can be traced to the period between 1981 and 2001, as NYU dramatically increased its student population while restraining growth in its faculty and academic facilities. While those decisions were based on a strategy that worked—to both grow the student body and become a more selective university—the result today is that many of the University’s facilities are severely overburdened. Even though enrollment increases have subsided and NYU expects only a modest increase of students at Washington Square by 2031, an adjustment needs to occur now or academic quality will suffer.

As its student population grew, NYU did not keep pace in terms of the size of its faculty or amount of office and laboratory space. NYU has already begun to reduce its student-to-faculty ratio (which now stands at 12:1) by hiring additional faculty. But with facilities for existing faculty already limited, office and laboratory space is in severely short supply. Without a serious upgrade and improvement in facilities, the important gains of the last decade will be lost. The University must decompress.

In general, NYU faces a shortage of science facilities, classroom space, specialized teaching spaces (such as performance spaces, workshops, and clinics), faculty offices, student service facilities, and student housing. Consultants determined in 2006, for example, that a significant portion of the science facilities was no longer up-to-date, and while the University immediately began renovations—and has already started building new science facilities that count toward the estimated ceiling of six million square feet—much additional space will be needed. Similarly, the entire inventory of NYU’s classrooms needs to be upgraded to include an increased number of right-sized, flexible, and technologically sophisticated classrooms. In total, the University anticipates a need of 3.5 million square feet for academic space, both to decompress current facilities and allow for future advancement.

The University can never aspire to match the space-per-student ratio of its peer institutions. NYU currently has 160 gross square feet per student, and even if it reached the projected ceiling of six million square feet, NYU would have only 240 square feet per student—among the lowest of its peer institutions. This 2031 number is, for example, almost a third less than Columbia University’s current space rate per student and a fraction of what other top universities have today. Increasing that number even modestly, however, will relieve very tight space constraints and allow NYU to offer its students adequate residential, meeting, and study space.

Providing Sufficient Faculty Space

If NYU is to recruit the world’s best researchers and scholars, it must provide them with the research facilities they need to conduct proper scholarship, teach, and compete for and win federal research dollars. At the most basic level, faculty in all disciplines require appropriate space for offices, studios, meetings, and grad-
Faculty Housing

To recruit the world’s best researchers and scholars, NYU must continue to provide adequate housing in close proximity to the academic community anchored at the Square, both for permanent faculty and for visiting scholars. The University also needs to provide its faculty with more space for family-oriented facilities, such as day cares and playgrounds.

NYU has approximately 2,300 full-time faculty members, excluding those at the medical school. Of this number, more than 375 live in NYU-owned housing. In order to ensure affordability for its faculty, the University subsidizes rents, leaving faculty to pay well below the market rate for Manhattan housing. In order to provide independent ownership opportunities away from NYU’s core location, for example, the University has implemented programs to help its employees purchase private housing through mortgage assistance programs.

Faculty members play a crucial role in maintaining a strong academic community at NYU’s core location. In addition to creating new housing, there is call for enhancing quality of life for faculty, with playgrounds, playrooms, day care, social meeting places or clubs, and neighborhood-oriented retail and hotel facilities. While such facilities may seem to fall outside of the definition of faculty housing, they nevertheless are an important part of serving faculty members and their families and building a strong University community. And many such services improve the general quality of life for the entire neighborhood as well.

Another dimension of the need for faculty housing includes shorter-term options. Visiting faculty, particularly those coming from other NYU locations around the world, need flexible leases when spending an academic year in New York. And they need housing in close proximity to Washington Square if they are to derive the most benefit from—and most fully contribute to—the academic community anchored at the Square.

Enhancing Student Housing and Services

Past growth in student population—and in particular, the change in NYU’s recruitment strategy, which drew students from around the country—sharply increased the amount of housing the University required, a need that had to be fulfilled in a short time frame. Between 1990 and 2000, the number of students residing in NYU residence halls increased from 4,000 to 12,500 and today remains at 12,500 students living in 23 residence halls. But whereas other universities began as residential universities and could expand facilities within the confines of their own campus, or even annex contiguous or nearby sites, NYU became residential long after its central location had been established.

Not owning a campus or large swath of land on which it could build new residence halls, the University had very few options of where to find or build suitable student housing. This led NYU to build and lease facilities in an often ad hoc manner, based on a sense of urgency, with little time for long-term planning to study the potential for oversaturation. Striking a better balance between leasing and owning in its real estate portfolio will benefit NYU by reducing the vulnerability inherent in tenancy and—after new buildings are paid for—by beginning to return revenues, a move that can aid its long-term fiscal health and stability. Replacing some leases can also benefit the neighborhoods surrounding NYU’s central location by taking pressure off of certain areas.

NYU also wants to increase its capacity for the number of students it can house—a desire that may also relieve pressure on the local housing market. Much of the additional square footage required for student housing is a result of changing trends: students want and expect more out of a residential experience today. NYU’s students have the city as their campus, which is much of the University’s appeal, but they nevertheless require NYU’s infrastructure to support them as well. So the University has made significant changes in how it runs its

Student Housing

As students come to study at NYU from around the world, the University must be in a position to meet the demand for housing its students and scholars. Students who come to NYU choose either to live in a residence hall or independent from University housing. The University’s projections will allow it to house additional students as needed.

NYU 2031

An Academic Vision
residential programs, connecting them more strongly to faculty interaction and academic programs. To allow for such changes, the University requires additional space to build, for example, a more robust faculty-in-residence program, create freshman- and sophomore-specific residence halls close to Washington Square, enhance learning and meeting opportunities, and offer new approaches to programming such as group housing for students with similar interests and activities.

In order to attract and retain the next generation of the country’s top scholars and scientists, NYU needs to be able to offer graduate and postdoctoral housing as part of its competitive package. The current limitations of University housing, along with the city’s daunting housing market, are consistently cited as reasons why some admitted students decline to enroll at NYU. The growth in student population without commensurate growth in facilities also sharply limited the space available for important student services. Here, too, changing trends have increased the University’s requirements for space.

Enhancing the overall student experience is one of NYU’s key academic priorities for the future. NYU has implemented a serious and sustained effort to vastly improve the student experience by building both a greater sense of community and wellness among its students. The University must be able to offer graduate and postdoctoral housing as part of its competitive package. The current limitations of University housing, along with the city’s daunting housing market, are consistently cited as reasons why some admitted students decline to enroll at NYU. The growth in student population without commensurate growth in facilities also sharply limited the space available for important student services. Here, too, changing trends have increased the University’s requirements for space.

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Maintaining Momentum in the Sciences

No major research institution exists without a strong science foundation. Strength in the sciences is a hallmark of a great university, a vital element of New York University’s service to its city, and a crucial component of its efforts for human advancement. In recent years, NYU scientists have made significant discoveries in nanorobotics, visual systems of the brain, Alzheimer’s and immune response, and osteoporosis prevention and reversal, among many other fields. The University must find the space it needs to allow important scientific work to continue.

Through 2031, developing new science programs while building on existing strengths will remain essential to NYU’s reputation and its continued growth as a major research institution. But competing with other institutions that have greater financial resources and greater amounts of space has always been, and will remain, a challenge. For obvious reasons, the University must focus on investing in sciences that don’t require enormous amounts of space. There will never be a nuclear particle accelerator at NYU. But by building on current strengths in physics and biology, for example, and by engaging computational science as a foundation for scholarship and research across the University—capitalizing on NYU’s renowned Courant Institute of Mathematical Sciences—NYU can create unique opportunities for groundbreaking research and world-class academic programs.
Building a Research Team

In the sciences, each additional faculty member hired requires a team that needs laboratory space:

- Chemistry professor: 40 square feet
- Lab technicians: 125 square feet
- Undergraduate students: 500 square feet
- Graduate students: 250 square feet
- Postdoctoral researchers: 150 square feet

NYU will seek to fulfill its vision for the sciences, which features a shared network that encompasses all units, including the basic sciences at Washington Square, the Courant Institute, the School of Medicine, the College of Dentistry with its College of Nursing, and the Polytechnic Institute of NYU in downtown Brooklyn. This broad vision will call for several major investments in space. It could necessitate, for example, the need for a joint facility, located at the health corridor, fitted with laboratory space to seed and encourage collaborations. At the same time, NYU’s strategy for the sciences is to continue to support already strong units and make highly focused additional investments in important and rapidly growing subfields where the University has the potential to attain and sustain excellence. It could capitalize on special connections in New York City and build synergies among departments and schools throughout the entire University.

NYU will embark on these goals the same way it has approached science development in recent years: by recruiting top faculty in focused areas and university science as a whole. This has been the strategy behind the University’s recent advances in the fields of genomics, soft condensed matter, molecular design, cosmology and particle physics, cognitive science, and computational science. This strategy, however, will require significant additional space. Creating such centers through cluster hiring, which brings researchers to NYU who are attracted by the opportunity to work together, demands square footage for new laboratories and additional support—for each one professor hired, space must also be made for a number of postdoctoral researchers, graduate students, and lab technicians. Laboratory space must be created to allow scientists to collaborate among and across disciplines and to enable them to compete for grants.

While the University will make room for as many science facilities as possible at its central Washington Square location, it will undoubtedly run out of space; the future, then, points to the health corridor along First Avenue and to the Polytechnic Institute of NYU in downtown Brooklyn. These two remote sites—the former, the location of NYU’s School of Medicine and the NYU Langone Medical Center for over a century, and the latter, the University’s planned merger partner that takes NYU into Brooklyn for the first time—are central components of the long-term strategy. Announced in 2006, the current affiliation with the Polytechnic Institute of NYU, which returns engineering and technical science to the University, will provide rich partnerships and collaborations for scientific innovation in such potential areas as urban sustainability, biotechnology, and information technology, while drawing on engineering programs ranging from chemical and biological to civil and electrical. Furthermore, the Institute’s location in downtown Brooklyn offers an assortment of development opportunities stemming from a recent general reasoning of the surrounding areas that could provide much needed space for scientific and other facilities that are impossible to locate at Washington Square.

Through planning analysis and projected hiring goals, it is fairly easy to predict what space the sciences require in the near future; planning beyond the next decade, however, is more difficult. It becomes harder still to predict what areas of scientific research will emerge in the long term as critical arenas of discovery. Fifty years ago, no one would have imagined the existence of nanotechnology or genomics; similarly, no one can accurately predict what critical research the world will require and NYU’s scholars will conduct in 2031. But anticipating additional square footage ensures that when opportunities arise for new avenues of scientific discovery, NYU will have the physical resources and flexibility in pursue them.

Sustaining Stature in the Arts

NYU faculty, students, and alumni have helped make New York City a leading artistic and cultural capital of the world, and one of the University’s signature strengths has long been the Center for Genomics and Systems Biology

In 2002, the University established the Center for Genomics and Systems Biology, building on outstanding work already under way by NYU biologists. By bringing together some of the world’s leading genomics researchers—who seek to uncover the complex interactions between genes in all organisms—NYU has emerged at the forefront of this new and important field.

The Center is currently spread over two disparate and cramped locations. A project to build a permanent home for the Center, begun in 2007 and scheduled for completion in 2010, will add a new 50-story research facility of 70,000 square feet behind the six-story facade at 12-16 Waverly Place—preserving historic context while advancing the sciences. The new facility (third from right in the rendering above) will allow the Center to expand further by attracting six to eight additional faculty members. It will consolidate the faculty into one cutting-edge research home that will have integrated laboratory space with major computing and data scientists to work beside bench scientists, custom-built research benches, state-of-the-art ground-floor classroom space, and a rooftop greenhouse. The building project allows NYU to compete internationally and to create one of the most advanced teams for genomics research in the world.

Faculty of Arts and Science Space Needs

A 2005 FAS feasibility study set guidelines for minimum space requirements. The figures, which factored into the University’s long-term planning needs, included the following square footage needs per person:

- Chairs’ office: 125 square feet
- Faculty office: 150 square feet
- Graduate students: 40 square feet
- Lab technicians: 250 square feet
- Seminar room: 500 square feet
- Meeting room: 5,900 square feet
- Hood lab: used for chemistry and physics
- Bench lab: used for biology and neural science
- Behavioral lab: used for neural science and psychology

Laboratory Space Per Research Team

Each research professor’s team requires a certain amount of space. Range of square feet:

- Hood lab: 5,900 square feet
- Bench lab: 4,750 square feet
- Behavioral lab: 5,900 square feet

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The Tisch School of the Arts has a unique need for practice spaces, studios, and rehearsal rooms. The school’s Institute of Performing Arts, known for its renowned departments and programs, has produced some of the world’s leading theater artists, actors, designers, directors, and playwrights, and it now has an acute need for additional space. In 1983, the institute had 300 students and 79,000 square feet of facilities. Today, it has 2,000 students in the same amount of space.

The school has planned a transformative expansion and renewal of its facilities for dance; choreography; set, costume, and lighting design; musical theater composition; lyrics and book writing; acting; directing; and stagecraft. Such added space would continue to give Tisch students the experience and training they need to move directly from school into professional Broadway, off-off-Broadway, and regional theaters, as well as world-famous venues.

<table>
<thead>
<tr>
<th>Year</th>
<th>Student Population</th>
<th>Program Space</th>
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<tbody>
<tr>
<td>1983</td>
<td>500 Students</td>
<td>75,000 GSF</td>
</tr>
<tr>
<td>2009</td>
<td>2,000 Students</td>
<td>75,000 GSF</td>
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NYU 2031

<table>
<thead>
<tr>
<th>Year</th>
<th>Student Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>5,400 Students</td>
</tr>
<tr>
<td>2008</td>
<td>5,800 Students</td>
</tr>
<tr>
<td>2016</td>
<td>Desired Space</td>
</tr>
</tbody>
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An Academic Vision

Steinhardt School of Culture, Education, and Human Development

But the school’s space, occupying portions of six buildings as well as leased or temporary space in six additional sites, can no longer provide for the current needs of policymakers and social entrepreneurs—goes to the heart of higher education’s role. In steps both large and small, the work these professionals do demonstrates how the expertise of those in the academy can be brought directly to bear on improving the lives of everyone and, in particular, of those who live in cities.

Having anchored the University from its earliest days, NYU’s schools of medicine, law, and business have long been recognized as national leaders, and over the last decade they have continued to make impressive gains, earning international renown. Keeping NYU’s professional schools—which also include the College of Dentistry with its College of Nursing, Robert F. Wagner Graduate School of Public Service, Silver School of Social Work, and School of Continuing and Professional Studies—at the top of their fields is an institutional priority targeted for additional investment over the next 20 years.

These professional schools offer an important example of how knowledge creation is happening outside of academic silos, thriving in and enhancing the cultural, economic, and social life of the city and the nation.
New York University School of Law is home to almost two dozen centers and institutes, giving them the needed flexibility to meet future demands. renovations at 19 Washington Square North will provide additional space for Wilf Hall, 133-139 MacDougal Street (with the reintegration of a historic theater on that site and shown above, in a 2009 rendering) and NYU’s professional schools must accommodate the next generation to do the same.

The increasing emphasis for NYU will be bringing research into closer and more direct contact with those served—from the lab bench to pacientes’ bedside, from research to practice in the classrooms, and from innovative experiments to application on trading floors and courtrooms. Doing such work requires space—not only for classrooms, offices, and traditional laboratories but for clinics where nurses, dentists, and social workers can jointly offer services to the public; for centers where specialized legal research occurs in the public realm; and for collaborative facilities where scholars from different health professions, along with those in the basic sciences, can undertake research together. NYU’s professional schools must have space appropriate to their needs, if they are to continue to lead the way in serving the city’s citizens, conducting vital research, making public policy, and providing continuing education to people where they work—all while preparing the next generation to do the same.

School of Law Centers

New York University School of Law Center is home to almost two dozen centers and institutes that serve as models of the kind of interdisciplinary, active research the University will continue to advance in and between its professional schools. These centers and institutes include programs devoted to criminal justice, voting rights, environmental law, real estate and urban policy, to name just a few, and are operated in conjunction with the Stern School of Business and the Robert F. Wagner Graduate School of Public Service, as well as other NYU schools, colleges, and departments. They bring important outside scholars and working professionals to Washington Square, who together with NYU faculty and students conduct vital research, often acting rigorously to improve public and legal policy. New construction already under way for Wilf Hall, 123-129 MacDougal Street (with the reintegration of a historic theater on that site and shown above, in a 2009 rendering) and renovations at 19 Washington Square North will provide additional space for these centers and institutes, giving them the needed flexibility to meet future demands.

Accommodating the “Talent Pool”

Central to NYU’s vision of its future is the ability to act as a powerful magnet for talent—to attract the best minds in the nation and around the globe to study and work in New York full time and also for shorter stays. NYU increasingly draws people to New York City for both academic and nonacademic purposes, and its location in Greenwich Village makes the University an even more attractive destination. In addition to annual major conferences, seminars, and symposia; guest lectures; and faculty searches, NYU generates numerous activities every year: from move-in day and orientation to Commencement, and from alumni reunions to theatrical and musical performances. These activities attract thousands of visitors who require temporary accommodations. Matched against this steady stream of academics, visiting fellows, prospective students, parents, and alumni is the fact that only one hotel (and not a large one) lies in NYU’s immediate area.

A university-affiliated hotel would allow NYU to offer accommodations at reasonable prices and in close proximity to conferences and events, providing convenience and a sense of connectedness among participants and visitors. The presence of such a facility would also advance NYU’s ability to meet a growing educational demand: the development of executive education and customized, nontraditional programs for working professionals. Fueled by the pace of business evolution, new and emerging technologies, and deep demographic shifts in the population, there has been a growing call for a range of “continuing education” opportunities from certificate programs to professional development courses to retraining. In fields ranging from business administration to computer sciences, from teacher education to engineering, from the health professions to entrepreneurship and public service programs, almost all of NYU’s 18 schools and colleges have a role to play. In addition to designing and delivering these new educational models, NYU needs to be able to

On top of standard academic needs, these disciplines have substantial requirements for clinical space. Each year, for example, almost 300,000 patients visit the NYU dental clinics—more than any other dental school in the United States and Canada—making it the largest provider of oral health care in the country. The College of Dentistry has similar space needs. Furthermore, locating these science disciplines close to one another, along with additional basic science disciplines, will allow for greater research and creative collaboration.
provide convenient, moderately priced, short-term housing arrangements for those enrolled. Additionally, NYU’s ambition as a global network university can only be met if it finds and attracts talented people wherever they are in the world and then assures their seamless movement between the five continents on which NYU now has a presence, all the while connecting them back to Washington Square. As faculty, both full time and visiting, move from sites abroad to spend time in New York, there will be a growing demand for predictable, affordable short-term accommodations.

For all of these reasons—and following the example of such major universities as Harvard, Penn State, Cornell, Michigan, and Georgetown—NYU sees value in a university-affiliated hotel within walking distance of the core.

Envisioning a New University Community

Even when most fully engaged with the world, universities are modern sanctuaries. They foster and sustain scholarship, creativity, and learning and are essential realms that protect freedoms for open discourse and the testing of ideas. While New York University has long fulfilled that role in society, in planning for its future, it has a rare chance to improve, enhance, and rethink the way it does so. For the first time, the University has the opportunity to reenvision itself and create an environment that sustains an intellectual community, engaging its members inside and outside of the classroom.

Creating a greater sense of community in the largest private university in the nation is no small task. It is particularly challenging given NYU’s size, non-traditional campus location, and rather recently attained residential nature. With no obvious organizing focus such as a Saturday football game or activities around a quad, the University must think of other ways to build community. Doing so is vital to enhancing the experience of the students who choose to make NYU their home for a number of years, but it is also important to the larger community of permanent residents—faculty and staff as well as the public—whose lives can be enriched through closer social, cultural, and intellectual ties.

NYU has already begun to foster such connections through the creation of “micromunicipalities,” groups of varying sizes to which students are drawn because of similar interests or talents, whether they be arts or community service or environmental causes. The University is attempting to build such groups and the interconnections among them in numerous ways, such as eliciting faculty participation, creating new clubs, introducing themes and programming in student residences, and offering one-stop resource centers for academic and personal guidance. Realizing these goals requires additional space for student activities, innovative housing programs, health and wellness services, and new University landscapes such as indoor and outdoor lounges, cafes, and galleries—all essential for fostering social and intellectual connections.

These goals of community building and of enhancing the way NYU fulfills its duty as an intellectual sanctuary are important factors in thinking about a new physical presence for NYU, a place where the University community can draw from and engage with the wider intellectual life of the city. NYU must provide a richer environment for students and faculty, where multiple small communities can thrive, through appropriate spaces for communal engagement and intellectual interactions.

Reaching Out to the World, Anchored in New York City

A global network draws strength from its center, which is why a strong presence in New York City is fundamental to New York University’s ambitions as an internationally engaged institution. Even as NYU establishes a presence around the world, the University must confront pressing challenges in the next couple of decades to
NYU Academic Centers Abroad

The University is building a global network with academic centers around the world.

NYU has transformed what some consider potential weaknesses—its lack of a traditional campus, its large, decentralized size; and the complexity of its community—into strengths. Over the past 20 years in particular, it has established an international reputation and built an impressive research profile, as well as a distinguished faculty and outstanding student body who together have created extraordinary programs through interdisciplinary efforts. But on the horizon lie key challenges. U.S. higher education in general faces growing competition from abroad. Europe, Australia, and New Zealand aggressively recruit foreign students; China is creating programs in collaboration with NYU schools and colleges) and short-term study and long-term exchange programs (sponsored by global partners) with universities around the world, including the United States, can earn an NYU degree by enrolling in a four-year liberal arts and science program with exposure to research. With a growing global network spanning five continents, NYU can be at the forefront of international research and teaching institutions. It can be a leader in educating people without impediments and barriers in an increasingly diverse, complex, and multicultural world.

The flow of knowledge and talent around the world, to and from New York City, must be seamless if the city is to remain a vital center and continue as a world capital in the new knowledge-based economy. Along with other premier institutions in the area, NYU can help the city retain its international stature. As knowledge generation likely becomes the world’s largest growth business, NYU can continue to attract students, faculty, and researchers who will ensure that the city—its culture, economy, and character—remains vibrant and thriving.

In a city that is home to the country’s largest college-aged population—nearly half a million—and that has targeted its higher education sector as a vital engine for economic growth, NYU can help ensure that the city—the United States, can attract students, faculty, and researchers who will play a leading role. For the benefit of its students, faculty, community, and city, NYU wants to secure its place among the top-ranked research institutions in the world.

The potential for fulfilling this ambition is strong. Thanks to its special character and location, and the great gains it has made in recent years, the University is well positioned to succeed. As it has proven in the past, NYU can—and will—take the bold, transformational steps required to meet any challenge.

NYU Abu Dhabi

NYU has laid the foundation for a strong global network with numerous academic centers around the world. In 2007, the University announced its largest international effort: the creation of a highly selective liberal arts and sciences college with engineering in Abu Dhabi, the capital of the United Arab Emirates. NYU Abu Dhabi will be the first such comprehensive campus established abroad by a U.S. university. Opening in 2010, NYU Abu Dhabi will be an important center for research, scholarship, and cultural activity. Situated at a global crossroads, it will offer opportunities for NYU faculty and students across the disciplines—as well as host conferences, workshops, and other public programs—and it will attract students worldwide who have the opportunity to earn an NYU degree by enrolling in a four-year program.

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