



NYU's GNU Strategy: Financial Overview

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- NYU's GNU consists of three “Portal Campuses” each of which operates a four-year degree-granting program plus eleven Global Program sites that primarily provide semester abroad academic programs. (Certain of the Global Program sites also provide freshman year global experiences, and some also house research initiatives.)
- Portal Campuses:
 - NYU (New York)
 - NYU Abu Dhabi (NYUAD)
 - NYU Shanghai (NYUSH)
- Global Program Sites:
 - Accra, Ghana
 - Berlin, Germany
 - Buenos Aires, Argentina
 - Florence, Italy
 - London, United Kingdom
 - Madrid, Spain
 - Paris, France
 - Prague, Czech Republic
 - Sydney, Australia
 - Tel Aviv, Israel
 - Washington , DC, USA

- Overall, the GNU has generated more revenue than expense, and continues to do so.
- The Global Program sites are budgeted as part of NYU (New York) and the academic programs generate tuition revenue equal to or greater than expenses. Global Programs then shares revenue back to Schools based on a “balance of trade” concept.
- NYU Abu Dhabi operates with a breakeven budget based on our funding arrangement with our funding partners.
- NYU Shanghai receives a lump sum payment from our funding partners, and it is NYU’s responsibility to develop a budget for NYUSH that meets our financial objectives.
- NYU (New York) receives financial benefits from the portal campuses (i.e., not global program sites):
 - NYU (New York) Faculty receive approximately \$30 million per year in research funding from NYU Abu Dhabi
 - NYU (New York) receives direct reimbursement from NYU Abu Dhabi and NYU Shanghai for faculty and administrative expenses and management fees of approximately \$30 million per year
 - NYU (New York) housing benefits from students from other sites occupying beds in University housing during the spring (when there is a dropoff in housing occupancy due to fall to spring attrition)

Global Programs

- Approximately 2650 NYU students studied abroad in FY 15. Plus, approximately 250 students from other universities study at NYU sites.
- The Global Study Abroad program works closely with academic departments and programs on "horizon planning" for students, ensuring that the programs offered at the global sites are endorsed by sponsoring departments and schools and also, that these offerings are academically outstanding. These academic pathways help predict enrollments at the global sites and flows of students going to sites based on academic planning efforts. The Office of Global Programs has convened cross-school/departmental meetings to help cross-promote school summer programs.
- Overall Budget Framework: The budget is managed from both a site specific and from a consolidated perspective.
- Housing: The management/oversight of Student Housing at each global site is managed by the Office of Residential Life and Housing Services (ORL&HS) in NY.

Global Programs Enrollment

	Enrollment						Total Headcount
	Fall			Spring			
	Visiting	WSQ	Total	Visiting	WSQ	Total	
FY2011 Actual	286	985	1,271	149	1,196	1,345	2,616
FY2012 Actual	272	927	1,199	133	1,226	1,359	2,558
FY2013 Actual	222	956	1,178	115	1,362	1,477	2,655
FY2014 Actual	171	1,014	1,185	106	1,428	1,534	2,719
FY2015 Actual	178	1,124	1,302	72	1,524	1,596	2,898

Global Programs Finances

		(\$ In Thousands)			
		FY2014	FY2015	FY2015	FY2016
			Budget	YE	Budget
Revenue:					
1	Gross Tuition & Fees at 100%	53,490	61,508	61,613	66,168
2	Fin Aid @ 21%	(11,233)	(12,917)	(12,939)	(13,895)
3	Tuition: Visiting Students	5,000	4,525	4,617	5,310
4	Tuition & Fees: Portal Campus	2,009	3,572	1,503	5,920
5	Other Revenue	7,336	6,405	8,970	8,336
6	TOTAL REVENUE	56,603	63,094	63,764	71,838
GLOBAL PROGRAMS (STUDY AWAY SITES + GLOBAL PROGRAMS NY) EXPENSES					
Personnel Costs:					
7	Full Time Staff	10,517	12,359	10,581	14,119
8	Part Time Staff				
9	Total Staff Costs	10,517	12,359	10,581	14,119
10	Full Time Faculty	841	1,224	1,725	1,248
11	Part Time Faculty	6,670	6,870	5,039	6,825
12	Total Faculty Costs	7,511	8,094	6,765	8,073
13	Total Fringe	6,979	7,703	7,711	8,540
14	Total Personnel Costs	25,007	28,156	25,056	30,733
Operating Expenses:					
15	All Other Operating Expenses	16,753	16,857	17,970	20,802
16	Facility Expenses	14,053	17,045	9,451	16,152
17	Taxes & Fees	558	577	1,247	1,126
18	Total Operating Expenses	31,363	34,479	28,668	38,080
19	TOTAL GLOBAL PROGRAM EXPENSE	56,371	62,636	53,725	68,812
20	GLOBAL PROGRAMS OPERATING MARGIN	232	458	10,040	3,026

- NYUAD enrollment for 2015 is approximately 730 students. The long-term plan is for enrollment of approximately 2400 undergraduate and graduate students.
- NYU's agreement to operate the NYUAD is with the Executive Affairs Authority (a governmental entity of Abu Dhabi) and Tamkeen (an entity created by the EAA).
- The costs of constructing and operating the NYUAD campus facilities are borne by our funding partners.
- NYU Abu Dhabi operates with a break even budget based on our agreement. Built into that breakeven budget are a number of items that benefit NYU (NewYork):
 - “Management” fee;
 - Balance of trade: tuition revenue attributable to NYUAD students studying at NYU—NY and study abroad campuses;
 - Reimbursement to NYU-NY academic departments for NYU-NY faculty teaching at NYUAD.
 - Support for faculty participating in search and curriculum development committees.
 - Substantial funding for NYU faculty research projects
- NYU-AD's agreement with our funding partners provides for a fund to cover costs in the event of a closing or suspension of activities at the campus.

- NYUSH enrollment for 2015 is approximately 580 students. The long-term plan is for enrollment of approximately 2000 undergraduate and graduate students.
- NYU's agreement to operate NYUSH is with the cities of Pudong and Shanghai and East China Normal University.
- The costs of constructing the NYUSH campus facilities were borne by our funding partners.
- NYUSH's budget is comprised of two entities.
 - NYU Shanghai (New York) is the budget for costs incurred by NYU in its operation of NYUSH and is included in the NYU Budget.
 - NYU Shanghai (Shanghai) is the budget for costs incurred by the NYU Shanghai corporation. That entity is not a subsidiary of NYU and is not included in the NYU Budget.
- Costs incurred by NYU Shanghai (New York) are reimbursed by NYU Shanghai (Shanghai)..

- Built into NYUSH's budget are a number of items that benefit the NYU-NY campus:
 - "Management" fee;
 - Balance of trade: tuition revenue attributable to NYU-SH students studying at NYU—NY and study abroad campuses;
 - Reimbursement to NYU-NY academic departments for NYU-SH faculty teaching at NYUAD.
 - Funding for NYU faculty research projects
- NYUSH's budget is projected to break even, but assumes significant fundraising to maintain current levels of financial aid as the campus grows.
- NYUSH's financial plan provides for a fund to cover costs in the event of a closing or suspension of activities at the campus.

Insurance: NYU property and liability risks are included in NYU's overall insurance program. All facilities have been inspected by NYU's Facilities Management team.

Emergency Management: NYU maintains an emergency medical / evacuation policy.

Currency Risk: Sites may have both a local currency and a US Dollar budget as some expenses are paid in one currency and are accordingly budgeted. (e.g., lease payments are typically large amounts and paid in \$US). Some years currency risk results in a gain, some years a loss. A reserve has been established to pay / receive currency fluctuations, and is managed separately from the Global Programs operating budget.

Audit: The financial activities of NYUAD, Shanghai, and all global programs are audited and meet local tax and payroll requirements.