A University as Great as Its City: NYU’s Strategy for Future Growth
Dear Friends and Fellow New Yorkers,

For centuries, universities have been our principal engines for creating knowledge and for presenting ideas that shape and enliven human understanding, propel our prosperity, and spark our creativity. NYU believes its promise and that of New York City’s are intertwined, that their headway will be joint and interdependent. Harvard’s—the university has reached a tipping point. Space is required to create a vibrant intellectual community in all senses of the phrase, with teachers and learners in proximity to each other, ready and willing to engage with other thinkers and doers throughout the city.

Though it is imperative for NYU to move forward, it is also vital to do so in a way that recognizes the University as part of a special, storied neighborhood to which we owe an obligation of care. In the past, NYU has not always honored that obligation; but today, we know that our responsibilities extend to overseeing and maintaining NYU’s existing property, to encompassing an innovative and sustainable approach toward creating additional space in the Washington Square area, and to taking advantage of locations outside of Greenwich Village to accommodate a significant portion of our growth.

NYU 2031 aims to be a thoughtful, comprehensive, citywide approach for thinking about how to grow in a way that both keeps the University moving forward academically yet respects the communities and the city in which we make our home.

I hope you enjoy reading about our plans and thinking about our ideas, and I look forward to our continuing dialogue about them.

Sincerely,

John Sexton
President, New York University

As NYU looks forward to its 200th anniversary in 2031, the University is at a pivotal moment in its history. It is committed to sustaining the momentum that has so changed and improved it. To that end, NYU crafted an overall strategic academic roadmap called Framework 2031 that takes stock of the University’s progress, points to areas for future investments, and lays out a vision of NYU as a global network university with a new four-year liberal arts and science campus in Abu Dhabi, other international sites for research and education, and its anchor campus at Washington Square.

Indispensable to realizing the overall vision of Framework 2031—and advancing as a preeminent academic institution—is having sufficient physical space to build laboratories, hold classes, and house the scholars, artists, and students who will answer the call to come to New York City and make contributions to it. Having been extremely economical with space—NYU has approximately half the square footage per student of Columbia, one-quarter of
Before the University could develop a strategy for its physical expansion, it had first to determine its academic goals and priorities going forward.

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, education, and its professional schools, fostering a close-knit intellectual environment for students, faculty, and community members alike.

Growth

New York University has established that it will need—at most—an additional six million square feet by 2031, distributed across the city.

Projected Square Feet Increase by Use

- **3.5 million Academic Purposes**
- **1.5 million Student Housing**
- **500,000 Faculty Housing**
- **500,000 Student Services**

**total: 6 million square feet**

Projected Square Feet Increase by Location

- **Core**
  - 1.5 million
  - 2.2 million

- **Remote**
  - 3 million

- **Neighborhood**
  - 0.8 million
  - 1.5 million

**total: 6 million square feet**

*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.*

Space per Student

Given its urban location, NYU will always need to be more efficient with its space than other universities, but its growth strategy aims to ensure that NYU’s academic capability is not undercut by its physical capacity.

Academic Square Feet per Student

- **NYU (2006)**
  - 160

- **Columbia University (excluding athletics)**
  - 240 (planned)

- **University of California at Berkeley**
  - 428

- **Harvard University**
  - 673

- **Princeton University**
  - 828

- **Yale University**
  - 866

For more detailed information, go to [www.nyu.edu/NYUinNYC](http://www.nyu.edu/NYUinNYC)
Engaging the Community from the Beginning

The University has conducted studies and analyses; listened to community groups, civic leaders, and faculty, student, and neighborhood voices; worked with a special task force on NYU development; and launched key environmental initiatives. These efforts form the foundation of its vision for the future—and help ensure that NYU plays its part in sustaining the environmental integrity and cultural assets of its neighborhoods.

NYU in NYC

NYU is more than a major employer and public citizen in New York City. It is a crucial player in the city’s evolution, a driving force in the generation of a knowledge-based economy. It is a principal magnet that attracts and retains the creative capital that supports all of the city’s important economic sectors.

- **16,475**
  - NYU employs 16,475 people, consistently placing it in the top 10 employers in New York City.

- **240,000**
  - 240,000 NYU alumni (out of a total of 360,000) live in the New York City metro area.

- **$776,015,795**
  - During financial year 2009, NYU spent a total of $776,015,795 on goods and services.

- **1.4 million**
  - In 2008-2009, NYU students donated 1.4 million hours of service—the equivalent of 700 people engaged, full time, in serving the community.

- **65%**
  - Each year, 65 percent of graduating students remain and work in New York City.

- **$30 million**
  - NYU’s College of Dentistry provides over $30 million in uncompensated care each year.

For more detailed information, go to [www.nyu.edu/NYUinNYC](http://www.nyu.edu/NYUinNYC)
There would be no NYU without NYC.

Fundamentally, NYU 2031 is a recognition of the University’s unique position in one of the world’s great cities. A long-term, citywide vision for physical growth in support of an academic mission, this strategy is based on an understanding of the mutual and reciprocal benefits between New York City and the University.

And—as the result of an intensive and inclusive process between NYU and its community members and neighbors—NYU 2031 is an entirely new approach for the University as it looks to future growth in a more transparent, thoughtful, and sensitive way.
NYU 2031: A Citywide Approach

Our goal is to fulfill our academic ambitions through an approach to physical growth that is citywide, neighborhood sensitive, and sustainable.

Our strategy is three-fold:

1) Set priorities for the Washington Square Core by determining what needs to be located there and what does not and by seeking approval to build on our own property;

2) Identify appropriate neighborhood opportunities in accordance with principles agreed to with the community; and

3) Utilize remote locations to further develop mixed-use academic centers.
Washington Square Core

NYU’s presence in its Core is—and always will be—essential for its identity and mission. Academic programming, classroom use, and first-year student housing will be given the highest priority of use here. To maximize the University’s existing footprint, the strategy calls for seeking approval to build on the two southern superblocks.

Core Strategy
—Prioritize uses required in the Core
—Pursue opportunities on remaining available sites, phased over time, and sensitive to current use
—Seek approval to develop on the two southern superblocks

Neighborhood

As part of its planning process, NYU defined a neighborhood boundary. Within walking distance of Washington Square, this area serves as an important component of the University’s overall strategy, and growth here will be vital. Equally important, NYU commits—for the first time—to following principles, established with a community task force, regarding site selection and building design.

Neighborhood Strategy
—Prioritize uses that need to be proximate to but not in the campus Core
—Follow principles agreed to with the community task force, focusing on context, design, and reuse

Remote

Major opportunities for remote growth have been identified at our existing location at the health corridor along First Avenue between 23rd and 34th streets, at an emerging location in downtown Brooklyn at Polytechnic University (now known as the Polytechnic Institute of NYU) made possible with NYU’s recent affiliation and planned merger, and the possibility of a residential/academic campus on Governors Island.

Remote Strategy
—Identify new or emerging academic needs that are better served outside the Core
—Identify sites that offer a range of opportunities for expansion from incremental growth at locations where NYU already has a presence (Health Corridor and Poly) to seeking a “critical mass” of a mixed-use nature (Governors Island)

For more detailed information, go to [www.nyu.edu/NYUinNYC](http://www.nyu.edu/NYUinNYC)
NYU 2031: In Summary

Growth

The University will evolve to meet the changing needs of its students and faculty.

—NYU cannot let space constraints limit its academic ambitions.
—NYU will optimize its endowments, be they financial, temporal, or locational.
—NYU will seek opportunities to enhance its presence and promote New York City’s future.

Sustainability

The University will be sensitive to its cultural and physical environments.

—NYU will support a sustainable future for itself and its community.
—NYU will promote pedestrian-friendly, mixed-use communities with accessible open space.
—NYU will build only when necessary and will prioritize principles of adaptive reuse. And when it builds, NYU will strive to use the highest standards of green building technology.

Awareness

The University will be respectful of the communities, neighborhoods, and city on which it depends.

—NYU’s primary location at Washington Square will remain the vital center of a local and global network.
—NYU’s success is interdependent with its city, neighborhood, and community. Transparency in NYU’s action and dialogue will be paramount.
—NYU will prioritize thoughtful urban and architectural design.
NYU 2031:

— Creates for the first time an NYU strategy for growth that is comprehensive, transparent, and predictable.

— Takes a long-term and citywide view to envision future growth beyond the Greenwich Village area.

— Equips NYU with the planning tools to better understand and meet future academic needs.

— Envisions expanded and improved space for classrooms, research facilities, faculty offices, and performance spaces.

— Envisions more and improved space for students, including places for extracurricular activities, lounges, and meetings as well as a public school for the Greenwich Village community.

To learn more, go to: [www.nyu.edu/NYUinNYC](http://www.nyu.edu/NYUinNYC)