<u>**USPWG Questions for Interview with Dean: Silver School of Social Work**</u>

1. How do you work internally with your faculty and administration to ascertain your school's academic space needs?
   - How are space needs identified?
   - How are space needs assessed?
   - How are space needs prioritized?

(Classroom spaces, student work/study spaces, faculty/staff offices, common space such as lounges, administrative space, and other spaces specific to schools such as science labs or performing arts studios/theatres).

[RESPONSE]
- There are biweekly meetings with program heads and administrators to understand their space needs, along with feedback from faculty and students regularly (such as monthly faculty meetings among the faculty and through Dean's Drop-in Hour with students and).
- Given the nature of the Social Work program and the current pressing needs as to the square footage availability per student and per faculty, the following space needs are prioritized:
  (1) Classroom space and Faculty space
  (2) Research space
  (3) Student space
  (4) Administrative space

- Currently the Silver School of Social Work is based in 1-3 WSN with a total of 20,500 sq. ft. serving 50 full-time faculty, 150 part-time faculty, 1,400 students (BSW, MSW, and Ph.D.), and 35 administrators and staff. There are a total of 9 classrooms available for the exclusive use of SSSW courses. We have another 6,000 sq. ft. of research space in three other operations, for a total of 26,500 sq. ft.
- By comparison, we understand that the Columbia School of Social Work has 145,000 sq. ft., and that Hunter School of Social Work has about the same. Columbia and Hunter also apparently have about 5.5X the space we have per student.

Classroom Space and Faculty Space
- Currently SSSW provides an average of 210 courses (25 students per class) during the fall and spring semesters at Washington Square; 20% of the courses are in classroom space outside of 1 WSN.
- Most of the 9 classrooms that are available at the 1 WSN building were originally constructed in the 1830s as bedrooms, were used as faculty offices when NYU first took over the buildings in the 1960s, then were renovated in the early 1990s as meeting and seminar rooms. Over time, due to the growth in student body and the needs for classrooms, these spaces were transformed into classrooms.

- Many SSSW courses require break-out sessions for role play and/or group discussion, so faculty have been using hallway spaces for this purpose, which appears to violate fire-code safety rules.
- The typical faculty office is about 100 sq. ft., which is substantially smaller than what Columbia and Hunter are providing. For example, Columbia provides a uniform space for each of its faculty offices with approx. 220 sq ft. per faculty.
- Currently we do not have any space for part-time instructors to meet with students outside of class time.
- Based on prior University studies of classroom space requirements, we are thus requesting **5,400 sq. ft.** of new **classroom space**.
- We are also requesting **2,000 sq. ft.** more for **faculty space**.
- NOTE: Classroom space and faculty space are somewhat related. If we can use the University's General Purpose Classrooms more (on a shared-basis with reasonable access) some or all of the 9 classrooms could become faculty offices.

Research Space
- Over the past 4 years, SSSW has grown from having 1,000 sq. ft. to 6,000 sq. ft of space devoted to research institutes, centers, and sponsored research projects (bringing in more than $17 million of funds).
- Our current research institutes/centers include the McSilver Research Institute for Poverty and Policy Research, and the Center for Latino Adolescent and Family Health. In addition, we have individual faculty's sponsored research projects (e.g., the NY Recovery Study).
- We are establishing one more research institute starting this year: the NYU-ECNU Research Institute on Social Policy and Social Work.
- We are expecting these research institutes and centers to grow rapidly over the next 5-10 years, and thus need an additional 3,000 sq. ft. within two years and another 6,000 sq. ft. within the next 5 years. Total new research space needs are thus **9,000 sq. ft.**

Student Space
- Currently the basement space in the 3 WSN section of the building and a fourth floor office are devoted to a student lounge and student offices serving undergraduate, graduate and Ph.D. students. The student activity space totals 1,225 sq. ft. -- less than 1 sq. ft. per student – and there is no Computer Lab of any kind.
- We are thus in dire need of additional 2,000 sq. ft. space to allow an appropriate level of student activity, lounge and study space, an additional 750 sq. ft. in computer lab space. Total additional student space needs thus total **2,750** sq. ft.

Administrative Space
- Current space for administrators, staff and student aides and researchers is extremely compressed and poorly organized. Most offices are remote from each other or badly jumbled together per limited space. In addition, there is no longer a staff lounge or similar spaces to eat lunch, etc.

- To allow for adequate space and proper organization of current and future staff and student employees, an additional **2,000 sq. ft.** is needed.

NOTE: The extremely insufficient space available to all parties, and more importantly to both faculty and students, has hurt competition with our comparable peers (e.g., Columbia, Hunter and others). Increasing our space needs will be tremendously helpful to our competitive capacity to not only recruit the best qualified students and top-notch faculty but also to increase our revenues and produce ever healthier financial prospects.

2. How do you assess need, prioritize and make requests for non-academic space such as faculty and student housing?

[RESPONSE]
Student Housing
- Over the past 5-10 years, we have been losing student housing allocations for our graduate students, from up to 50 historically to 8-10 now.
- Lack of housing for our graduate students has hurt us deeply in recruiting the most qualified students (Columbia has been generously provided housing for graduate students) as well as those from the west coast and abroad.

Faculty Housing
- Most of our requests, if not all, for faculty housing have been fulfilled by the University.
- The issue with Faculty housing has more to do with QUALITY instead of QUANTITY. The substandard quality of faculty housing provided at NYU (e.g., compared to Columbia) has hurt us in recruiting the top-notch faculty.
- The availability of 2- to 3-bedroom faculty housing has been productive in assisting us to recruit the top-notch faculty over the past 4 years.

3. Does your School produce an annual Space Plan?

[RESPONSE]
Yes, through our annual Budget and annual Academic Planning

4. After internal school procedures for priorities are completed, how does the request go forward to the University Administration?
    - Describe the process, specifically the discussions and negotiations with central administration and the other schools.
    - Describe the planning cycle and normal time horizon.

[RESPONSE]
Classroom Space
- We are currently doing the academic-year course planning that our student service administrator submits the courses and the classroom spaces we need to University

Registrar for the coming academic year (Fall and Spring semester) in March/April to ensure we could have the classroom spaces we need.

- Last year alone, 4 courses needed to borrow faculty offices (e.g., the Associate Dean's office), and other types of curricular meetings were held in offices as well due to lack of classroom space.
- Classroom spaces for Long-standing courses are likely to be honored by the Registrar.
- Any new courses or changes for the current existing courses (e.g., changing the time/day of offering) will not likely be honored. THIS HAS INADVERTENTLY PRODUCED A STATIC (INSTEAD OF DYNAMIC) CURRICULUM THAT IS UNABLE TO PROVIDE STUDENTS WITH THE MOST UPDATED PROFESSIONAL SKILLS AND KNOWLEDGE

Research Space
- The SSSW Dean has been making the request to the Provost with his Space Working Group.
- The Provost thus far has been graciously provided us with the 6,000 sq. ft. Research Space we requested over the past 4 years.
- However, our space is spread throughout the University which is not conducive to intra-institute collaboration.

Student Space: Nowhere to turn
Faculty and Administrative Space: Internal decision

5. What are your current space needs?
- What has been allocated and what is still on your critical list?
- What is the amount of space left on your "wish" list?

[RESPONSE]
Nothing has been allocated to our space needs.

Critical List:
Classroom Space -- 5,400 sq. ft.
Faculty Space -- 2,000 sq. ft.
Research Space -- 9,000 sq. ft.
Student Space -- 2,750 sq. ft.

Total new space request -- 19,150 sq. ft.

Wish List and Critical:
- We would like to increase our Undergraduate program from the current level of approx. 30 students per cohort to 50 per cohort.
- We are expecting to offer a clinical doctoral degree (D.S.W.) in the next two years with 10-15 students per cohort. This will add several classes each semester.

- We are planning NYU-Shanghai MSW program with 25 students per cohort for the first several years but expect to increase the number of students per cohort in the medium- and long-term. NYU-Shanghai MSW program will affect our space needs due to the nature of the curriculum: one year in Shanghai and one year in NYC -- the year in NYC calls for offering another set of classes for this cohort of students.
- SSSW also has two branch campus -- Sarah Lawrence campus and Rockland campus. Due to the insufficient spaces at the Square, we have been strategically increasing the use of these two campuses, which is not ideal for us.

6. How do you schedule your current inventory of instructional space?
- Are all times utilized such as Fridays, early mornings or late evenings?
- Have you considered reducing contact hours to reduce demand on instructional space?
- Have you considered adding Saturday and Sunday to the instructional schedule?
- Do you have plans for online classes, and how might these reduce the need for instructional space?
- How are do solve current needs for more instructional space? (e.g., renting or leasing space/reducing number of courses/altering class size)

[RESPONSE]
- SSSW has been providing courses Mondays through Saturdays from 8:00 am to 8:45 pm; we also provide a few one-credit intensive courses on Sundays.
- Given that our students spend three full days in the field and then another two full days taking courses, we would like to reserve Sundays as the one day that both students and faculty may get a break.
- Given the nature of our professional degree -- hands-on skills and knowledge learning -- to offer widespread on-line courses will only compromise our professional degree.
- However, we are considering offering some on-line courses if the subject matters are appropriate for such outlets (e.g., Social Welfare Policy, Research Methods).
- We are currently requesting the University to provide classrooms to meet course needs that we can't fit into the building (NOTE: We have courses borrowing faculty offices for classroom purposes). These are underwritten by allocated expenses.
- Given that our professional degree stresses hands-on skills and knowledge learning, big class sizes will only compromise our professional curriculum. However, we have been increasing some of the class sizes from 20 to 30 when the subject matter is appropriate, relatively speaking (e.g., Social Welfare Policy)

The SSSW would like to request:
- Due to our extremely insufficient space for classrooms, faculty and research space, student activity and housing -- which have hurt us in recruiting and retaining students -- we need to receive priority in allocation of new University space.
- If there is to be new construction in newly available space, it would be beneficial to have the new spaces designed with multi-purpose rooms in mind, so that each room

can be used for different purposes at different times (e.g., classrooms, meetings, seminars, etc.) to serve its maximum function.