

CAPSTONE

SPOTLIGHT

2022-2023



NYU

**SCHOOL OF
PROFESSIONAL STUDIES**

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ABOUT CAPSTONE

NYU School of Professional Studies' Capstone Program provides our graduate and undergraduate students the opportunity to apply their classroom learning in complex, real-world environments. Capstone students or teams spend an academic year addressing challenges and identifying opportunities for clients or conducting research on a pressing social question. Students must quickly become familiar with an issue or content area, demonstrate skills such as project management and teamwork, and effectively gather, analyze, and present data. The final product exemplifies the volume and depth of theoretical knowledge gained in the classroom.

The twenty student project summaries in this booklet are representative of the NYU School of Professional Studies' eight divisions, in addition to the Real World course, which places an emphasis on hands-on, experiential learning.





NYU SCHOOL OF PROFESSIONAL STUDIES

For nearly 90 years, the NYU School of Professional Studies (NYU SPS) has been a deeply respected institution of higher education grounded in applied learning. From its early years, training returning World War II veterans to fulfill the nation's urgent need for skilled technical workers, it has evolved into a professional education powerhouse that offers 21 graduate degrees, 13 bachelor's degrees for traditional and degree completion students, four associate degrees, and a plethora of continuing education courses and credentials.

Home to some of the largest and most prestigious industry conferences in the world, including the NYU SPS Institute on Federal Taxation, the Schack Institute of Real Estate's Capital Markets Conference, REIT Symposium, and National Symposium of Women in Real Estate; and the Jonathan M. Tisch Center's International Hospitality Industry Investment Conference, the School's invaluable connections to industry leaders is a truly distinguishing factor in the education that it provides. Through career development services and resources provided by the NYU Wasserman Center for Career Development at NYU SPS, guest lecturers, site visits, participation in numerous conferences and events, and Global Field Intensives, students benefit from an NYU education that will set them apart. In addition, they have the opportunity to learn from and network with more than 39,000 NYU SPS alumni who live, work, and contribute to innovation in industries around the world. To learn more about NYU SPS, visit sps.nyu.edu.



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CENTER FOR GLOBAL AFFAIRS

HOW BLOCKCHAIN & ART CAN SAVE THE WORLD

This paper applies the concept of the “butterfly effect” to the impact of wealthy inequality on the global economy and globalization through the use of the offshore system. It explores the role of the unregulated art market in empowering the Russian kleptocratic regime and contributing to the war in Ukraine. The paper proposes a combination of art and blockchain technology to demonstrate the transformative potential of this system, but also addresses the problematic nature of the art market and the need for market power redistribution to address IFFs in luxury markets.

To successfully adopt blockchain technology in the cultural and creative sectors, understanding stakeholder motivations and responsibilities is crucial. Managing stakeholder relationships could increase liquidity, encourage collaboration and cooperation using blockchain technology and smart contracts, and lead to a redistribution of capital wealth, creating new revenue streams for cultural institutions, and blockchain-enabled restitution and repatriation. As Web 3.0 emerges as both convergent and revolutionary, the paper highlights the potential for small steps in the adoption of blockchain technology in the arts sector to have significant impacts on the wider economy.

PARTICIPATING STUDENT



Rayme Silverberg
MS in Global Affairs

FACULTY LEADER

Andres Fortino

MANHATTAN DA PRACTICUM

Given the rising threat and the potential for online and offline collaboration across borders, this report investigates transnational linkages between violent far-right extremism in the US and Europe. Within Europe, we focus primarily on countries of interest to DANY and those we determined were of most importance now or in the future; these include the United Kingdom (UK), Germany, France, Italy, Greece, the Nordic countries (Sweden, Norway, Finland), the Baltic states (Estonia, Lithuania, Latvia), and Russia. Our findings were based on open-source material and consultations with subject-matter experts working in-country and online. Our research suggests there are few formal transatlantic linkages between far-violent extremist groups. What we found more commonly are shared ideologies, identities, and symbols that: 1) facilitate informal collaboration, 2) allow for the bottom-up creation of “affiliates” or chapters abroad and 3) help individuals traverse group boundaries online and offline.

Furthermore, we also found strong evidence that shared ideology, identities, and symbols allowed for informal networking and collaboration within the US and across the Atlantic. Although also relatively uncommon, most transnational linkages we identified were at the individual, rather than group, level. These linkages were commonly between mid-level or senior-level figures within these movements who often possessed a desire to travel or attempt to travel between the US and Europe to either key events or to establish relations with other key figures or groups abroad. Although some prominent far-right violent extremists have a desire to connect with other groups and key figures abroad, we did not find any evidence this has led to any significant formal linkages or in-depth operational cooperation between groups. Looking forward, it is clear that violent far-right extremist groups will continue to pose a threat in the US due to the sheer number of groups, as well as how widely aspects of these ideologies have permeated mainstream society.

For counterterrorism practitioners, the absence of in-depth formal linkages and centralized coordination and collaboration across groups is a welcome sign. However, with the continued rising threat far-right violent extremism poses, it is necessary to anticipate possible points of collaboration across individuals and associated movements. Moreover, the proliferation of these ideologies and the increasingly decentralized nature of far-right violent extremism presents an immense domestic threat, where ideologies and previous attackers, attacks, and key texts, including those from overseas, may inspire individuals or small cells of individuals to act.

PARTICIPATING STUDENTS



Meera Alfalasi
MS in Global Affairs



Mirko Viola
MS in Global Affairs



Charlotte Finney
MS in Global Affairs



Jakob Wolk
MS in Global Affairs



Joey Levin
MS in Global Affairs

FACULTY LEADER

Mary Beth Altier



Karly Timmons
MS in Global Affairs

BEYOND IDEOLOGY: CAN CATHOLIC ACTORS CONTRIBUTE TO GENDER EMPOWERMENT?

Pregnancy impacts 70,000 Argentinian girls and adolescents every year, amounting to 11.5% of the country's live births; 70% of these pregnancies are unplanned (UNFPA, 2022). Though sexual and reproductive health (SRH) education was established as a right and as a State responsibility in 2006, in a country where 63% of the population is Catholic (CONICET, 2020) and 41.1% of private schools are religious (CIPPEC, 2010), Law N 26.150 is often ignored in practice (Amnesty, 2019). Regardless, we believe that efforts to advance gender and public health-related issues that include Catholic actors (school teachers, religious leaders) have higher chances to succeed and be sustained over time.

To test this assumption, we partnered with the Colegio Madre Teresa (CMT or Mother Theresa School), a Catholic, free-of-cost non-profit socio-educational institution in Virreyes, Buenos Aires Province, that works with underserved children to disrupt the poverty cycles. In our project, we aimed to explore two research questions:

1. What are the economic, social, and health needs of CMT students? Is the need for SRH education prominent among those needs?
2. How can advocates for gender equality forge successful partnerships with the Catholic Church to promote girls and women's empowerment?

We designed and carried out a participatory needs assessment by conducting secondary research and 25+ in-depth, semi-structured interviews with CMT parents, teachers, Directors, doctors, and experts¹. Needs that emerged in the interviews included: (1) sexual education programming, (2) mental health resources, and (3) addiction prevention. These needs often intersected, highlighting the importance of capacity-building on comprehensive SRH and related fundraising efforts. Upon request by CMT Directors, we developed a job profile for a SRH educator for the CMT as well as a summary of how 30 Catholic institutions have targeted SRH around the world. As a result, 3 CMT teachers will be trained on effective SRH. We are now synthesizing our findings and recommendations, as well as strategizing channels and opportunities to increase access to financing².

PARTICIPATING STUDENT



Maria Alejandra Pérez
MS in Global Affairs



Pía Madanes Quintanilla
MS in Global Affairs

FACULTY LEADER Sylvia Maier

¹ Experts included CMT fundraising specialists, an artist who had worked with the local community, and Catholic education specialists and authorities, amongst others. The participatory needs assessment was granted an IRB exempt determination following limited IRB review on October 27, 2022.

² So far, we have consolidated an alliance with private company Synapsis, to translate the CMT's webpage into English. We are also working to cover the CMT's operational cost of menstrual hygiene products by partnering with Kimberly-Clarke.



CENTER FOR PUBLISHING AND APPLIED LIBERAL ARTS

BADLY WORDED: GAMERS' PERSPECTIVES ON PEJORATIVES IN GAMING

This traditional research thesis project seeks to understand patterns of and attitudes toward pejorative use by Millennial and Gen Z gamers. This research explores what attitudes members of these generations have toward using pejoratives, how these attitudes are shaped, and how these gamers learned pejorative definitions. Previous research has explored what pejoratives are, the relationships between gaming's dominant group and other gamers, and the consequences of controversies surrounding gaming. Unlike previous research, this thesis project focuses specifically on how pejoratives shape gamers' perceptions of both the gaming scene and gamers' interpersonal relationships. To better understand this phenomenon, a survey and interviews were distributed and conducted. The overwhelming majority of respondents indicated their opposition to pejorative use, and respondents also preferred when others did not use pejoratives. While pejorative use is still seen as a problem, gamers are in favor of working toward making gaming a more welcoming space for all.

PARTICIPATING STUDENT



Taylor Horner
MS in Professional Writing

FACULTY LEADER

Kristine Kerr

TRANSLATION OF SCIENTIFIC JOURNAL ON COVID-19 VACCINES

The Unbound is a multimedia magazine that focuses on publishing fiction of all genres, formats, and lengths in order to make reading accessible and available to all kinds of readers. As lifestyles change following the COVID-19 pandemic and more, readership trends also evolve. Adult fiction continues to be the largest-growing genre in terms of print book sales, while the ease and accessibility of audiobooks has resulted in rapid growth for the industry. Still, current business models for audiobooks are not in line with the needs of consumers and the constant innovation within other industries like film and television streaming. In order to bring fiction into the fold within the new consumer landscape and make reading accessible for all those who are interested in it, The Unbound will publish a variety of fictional works on a user-friendly and intuitive platform with diverse formats. By removing the obstacles to reading that many people cite like time, availability, and discoverability, The Unbound will be a literary destination for all people, from those who are avid readers to those who enjoy reading on occasion.

PARTICIPATING STUDENT



Phoebe Lam
MS in Translation &
Interpreting

FACULTY LEADER

Annelise Finegan

THE UNBOUND

The Covid-19 vaccine was one of the most compelling topics for the last two years; therefore, I chose to focus on it for my capstone project for the Translation and Interpreting program. My capstone project consists of translations of two scientific journals related to Covid-19 vaccines, as well as a reflective essay on the translation process. The language pair for these translations was simplified Chinese and English. One of the scientific journals is about general immune responses and different types of available vaccines for treating Covid-19, whereas the other journal is about the research and development specially on the inactivated Covid-19 vaccines that are developed in China. Both source texts are considered as technical writing that contained field specific jargon and terminologies. Therefore, a termbase was created during the translation process for keeping the consistency of the content. The reflective essay introduced translation strategies such as modulation, transposition, reductions, and omission that were utilized with reference to examples from the target translations. In addition, challenges faced and the corresponding resolutions were also mentioned in the reflective essay.

PARTICIPATING STUDENT



Oorie Garabedian
MS in Publishing

FACULTY LEADER

Courtney Mason



DIVISION OF APPLIED UNDERGRADUATE STUDIES

HOW ARE TODAY'S LITHIUM MINING PRACTICES AFFECTING OUR FUTURE? - A RESEARCHER'S GUIDE TO THE LITHIUM LIFECYCLE

The lithium mining industry has undergone some significant growth in the most recent years due to the increasing demand for lithium-ion batteries. These batteries are used in various applications, such as electric vehicles and renewable energy storage. The rapid expansion of the industry has led to concerns about sustainability of the supply chain, as well as the environmental and social impacts of lithium mining.

The mining of lithium is typically extracted through open-pit mining or brine mining extraction techniques, which can have significant impacts on surrounding freshwater resources as well as delicate ecosystems. The extracted lithium is then processed into various forms, such as lithium carbonate, which can be used to manufacture batteries.

The production of lithium-ion batteries involves several stages, cell assembly, including cathode and anode production, and battery pack assembly. These processes often involve the use of toxic chemicals, and require significant amounts of energy which can have negative impacts on the surrounding environment. Additionally, the disposal of used lithium-ion batteries poses a significant environmental challenge because they contain toxic materials and can contribute to electronic waste.

To address these concerns and make the lithium mining industry more sustainable, several initiatives have been undertaken. More needs to be done, in order to help solve this problem, however the development of more efficient and environmentally-friendly mining technologies has already started. The implementation of recycling programs, and the adoption of ethical sourcing and supply chain practices must be improved. This is the only way to ensure a sustainable future for the lithium mining industry throughout its entire lifecycle, from mining to production to distribution to recycling.

The imprint is set to break even in year three. To be successful, Epitome requires \$1.5 million from the parent company.

PARTICIPATING STUDENT



Nickolaus Beck
BS in Leadership and
Management Studies

FACULTY LEADER

John Zindar

COLOR-GRADING HOLLYWOOD: THE WHITE GAZE AND RACIAL MINORITIES IN FILM AND TELEVISION

Racial and ethnic minorities in the film and television industry are historically mis-dis and underrepresented as cultural producers in on-screen and off-screen roles. Focusing on understanding the Hollywood filmmaking industry, this research theorizes, interprets, and analyzes its influence on the social perception of racial and ethnic minorities and its possible adverse effects on their lived experiences. The current study explores concepts such as the 'White Gaze,' 'color blindness,' and 'the single story' and their implications for the professional and economic advancement of racial and ethnic minorities in Hollywood. This research references written discourses from pioneering media, communications, modern Film, and Media Arts scholars dating back as early as 1981 and as recent as 2020. Findings identify ways Hollywood storytelling has proliferated negative stereotypes of racial and ethnic minorities. Additionally, the systemic structures in the film and television industry are crucial in informing the ideologies of the dominant culture while influencing popular culture's pervasively negative impact on the lived experiences of racial minorities. The research contends that poor casting, inaccurate storytelling, agenda setting, and media framing among other structural issues in film and television act as the impetus for confirmation biases for many White audience members who do not have frequent interactions and engagement with racial minorities to form personal and informed conclusions. Though the industry has made strides toward improvement in this sphere, growth areas remain. The recommendation is for Hollywood to measure its racialized structure along the lines of inclusivity, belonging, diversity, equity, and accessibility. As well as diversify the type of representation to include numerical, symbolic, and central representation to combat its pervasive issue of misrepresentation, disrepresentation, and underrepresentation of racial and ethnic minorities.

PARTICIPATING STUDENT



Wanda Bryce
BA in Social Sciences

FACULTY LEADER

Nira Kaplan

TREND FOLLOWING SYSTEM STRATEGIES WITH NORMALIZED RETURNS IN FINANCIAL ASSETS

The rise of Quantitative finance and high-frequency computing have increasingly compressed the profit margins of short-term, high-frequency-signals-driven strategies with numerous backtested datasets and academic literature as empirical evidence, which perfectly aligns with the fundamental argument of EMH(Efficient Market Hypothesis) where financial markets are efficient, meaning that they incorporate and reflect all available information in the price of an asset. However, upon further inspection, it is plausible to suggest that a certain time frame has carved out an optimal niche for trend-following strategies paired with derivatives; despite the lack of short-term predictive power. Furthermore, trend-following strategies have proven prolific track records of outperformance during highly inflationary times. Therefore this paper aims to predict returns based on the z score of the last trading year's standard deviation of returns.

PARTICIPATING STUDENT



Tony Fang
BS in Applied Data
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FACULTY LEADER

Eleftheria K Pissadaki



DIVISION OF PROGRAMS IN BUSINESS

ARTISAN BAZAAR

Artisan Bazaar is India's first online B2B marketplace connecting retailers directly with local artisans, providing comprehensive support for fair and sustainable trade of unique handcrafted products.

India's handicrafts trade market comprises over 70 million artisans, yet it remains highly fragmented and lacks transparency, limiting artisans' access to larger retailers and distribution channels. The presence of middlemen in this fragmented market exacerbates the issue, further reducing the profit margins of artisans, resulting in lower wages, substandard working conditions, and compromised product quality.

Artisan Bazaar eliminates the middleman by providing a direct marketplace where verified artisans can connect with certified retailers, offering a diverse range of locally sourced handmade products. We offer operational and consulting services, including marketing, pricing, quality assurance, and labor conditions, through partnerships. Our revenue model is based on a fair transaction-based fee charged to artisans, enabling them to set their own prices and ensuring long-term viability.

The Artisan Bazaar is poised to shape the future of handmade products in India by creating a more equitable marketplace for both artisans and retailers. This capstone provides a roadmap for achieving this vision by building out a comprehensive marketing, operational, and financial plan while proposing an efficient management structure, and outlining risk factors and exit strategies for this marketplace.

PARTICIPATING STUDENT



Devika Nambiar
MS in Integrated Marketing

FACULTY LEADER

David Vinjamuri

HI SOUP

Contribution – This white paper presents a comprehensive guide for project managers on effectively using ChatGPT-4, a state-of-the-art language model, within the context of PMI Project Management Body of Knowledge (PMBOK). The paper highlights the benefits and challenges of integrating ChatGPT-4 into project management processes, with a focus on data privacy, security, ethical considerations, adoption barriers, and change management. Additionally, it provides tailored prompts for various project management tasks and offers tutorials for utilizing ChatGPT in popular platforms such as Siri and Discord.

Background – ChatGPT-4, developed by OpenAI, builds upon the success of its predecessors and represents a significant advancement in natural language processing and artificial intelligence. The model has been widely adopted across various industries, including project management, where AI has become an essential component.

Research questions – The paper aims to answer the following questions: (1) How can ChatGPT-4 be effectively integrated into project management practices? (2) What are the potential benefits and challenges of using ChatGPT-4 in project management, including data privacy, security, ethical considerations, adoption barriers, and change management? (3) How can these challenges be addressed to ensure seamless and effective integration of AI in project management?

Methods – The research employs semi-structured interviews with experienced project managers and industry professionals who have used ChatGPT-4 or similar AI tools in their work. The interview data will be analyzed using thematic analysis techniques to identify common themes, trends, and insights related to the application of ChatGPT-4 in project management. Additionally, the paper discusses various practical plugins and provides tutorials for utilizing ChatGPT in popular platforms such as Siri and Discord.

Results – The study identifies several key areas for future development and improvement in ChatGPT-4's capabilities, including integration with other project management methodologies (e.g., Agile methods, Kanban), possibilities for customized development, and providing training and support for non-technical staff.

Further work – Future research should explore the integration of ChatGPT-4 with other project management methodologies and the development of tailored ChatGPT solutions for specific project management needs. Identifying best practices for addressing data privacy, security, ethical considerations, adoption barriers, and change management challenges is crucial for ensuring organizations can effectively utilize ChatGPT-4 in their project management roles.

PARTICIPATING STUDENT



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MS in Integrated Marketing

FACULTY LEADER

John O'Malley

EQUINOX BEYOND

This capstone project aims to create a fitness program for mature individuals in New York City that not only prioritizes physical health but also promotes a sense of community. Equinox Beyond will be preliminarily offered at Equinox health club locations in Manhattan. The program will be designed to cater to the unique needs of mature individuals, considering the challenges of aging and their desire for a fitness program that fits their lifestyle, and providing a solution that is safe, effective, and enjoyable. The fitness program will incorporate high-end equipment and personalized training, as well as a variety of fitness classes that focus on different aspects of physical fitness. The program will also prioritize building a sense of community among participants, with regular social events and opportunities for group activities such as live cooking demonstrations and talks done by industry professionals. The project will evaluate the effectiveness of the program by assessing participant engagement, as well as the impact the marketing campaigns has on positive social media engagement and increase of website traffic. The ultimate goal of this project is to provide mature individuals in New York City with a luxury fitness experience that promotes physical health and social connectedness, improving their overall quality of life.

PARTICIPATING STUDENT



Thalia Clarissa
MS in Integrated Marketing

FACULTY LEADER

John O'Malley and Steve Menges

FROM 'FUCK-ME' TO 'FUCK-YOU': NAVIGATING SOCIOCULTURAL INFLUENCES ON PUBLIC PERCEPTIONS OF FEMALE SEXUALITY

Throughout Western history, women have been taught to fear their bodies and their sexual desires, with sexually active women being shamed as a moral failure. The advent of the contraceptive pill in the 1960s brought about the sexual revolution as well as women's sexual liberation, and in contemporary twenty-first century American society, sexuality and all its components, particularly for women, has never been more widely discussed or accepted. However, the male gaze and the inherent misogyny through which female sexuality has been viewed for centuries still remains ingrained in American culture, something that is illustrated particularly clearly in the entertainment industry, often seen to be a reflection of social and cultural values. The sexual empowerment of women often clashes with the commodification of sex appeal, and celebrity women are grappling with being able to express their sexuality authentically while maintaining an often heteronormative appeal of attractiveness to their publics. When a female celebrity makes a public expression of sexuality, it tends to elicit powerful polarizing reactions, indicating a disparity in public opinion on where sexuality falls in the realms of private and public identity. Research set out to find current public opinions of female sexuality in the United States amongst a Millennial and Gen Z demographic, perceptions of female celebrities, as well as a historical context that can help explain the reasoning of such perceptions. A lack of prior research on the intersection of sexuality and identity for women, particularly women operating under the realm of fame, meant there remains a gap to fill in this field of knowledge. Methodology of primary research was an online survey, and findings can be used to aide public relations professionals advising celebrity clients to understand the landscape of public perception when it comes to female sexuality and thus better navigate their clients' public expressions of sexuality especially in relation to their public and private identities. Additionally, through using celebrities as case studies, findings can be brought out of the context of fame and individual women to bring forth an understanding of public perceptions of females.

PARTICIPATING STUDENT



Vivian So
MS in Public Relations and
Corporate Communication

FACULTY LEADER

Christina Clarke

MONEY ALIGNMENT: HELPING PEOPLE MAKE SMART MONEY DECISIONS

The project aims to develop a financial management tool that simplifies the complexity of financial statements for customers of financial products, providing critical insights and analysis to help them manage their finances more efficiently and effectively. The tool will include a dashboard that depicts key parameters, alerts and alarms to help users stay within their budget and avoid overspending. Additionally, segment-wise analysis of expenses will be provided to provide a deeper understanding of spending patterns. The project will start with understanding the critical pain points of customers and analyzing existing tools available in the market. Based on the analysis, the tool will be designed to offer a better version with additional features. The project will also include developing a UI/UX design for the app/website. The project will bring significant value to the client, as it will help retain customers by providing innovative solutions that meet their needs. Additionally, completing the project will make financial management more efficient and effective, simplifying the complexity of financial statements for customers.

PARTICIPATING STUDENT



Alvin Bohora
MS in Management
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FACULTY LEADERS

Colin Slabach
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JONATHAN M. TISCH CENTER OF HOSPITALITY

THE SATI LUXURY AND WELLNESS HOTEL

PARTICIPATING STUDENTS



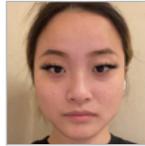
Kyoko Chuang
BS in Hotel and Tourism
Management



Aurelie Tanu
BS in Hotel and Tourism
Management



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BS in Hotel and
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Danielle Lelinski
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FACULTY LEADER

Jukka Laitamaki



“Sati”

Translated from Thai as mindfulness,
“to remember to observe”



Mindful Investing: Why The Sati Hotel Should Be on Your Radar

Ask: \$14.86 million for 10% equity

Equity	\$148,610,000 (55%)
Loan	\$121,590,000 (45%)
Costs per Key	\$1,422,105
Total Project Costs	\$270,200,000

	2024	2027
ROI	11.4%	12.3%
ROE	20.7%	22.4%



MIRAY TEAM

Welcome to Miray, where wellness and sustainability converge to create a wellness escape in the heart of New York City. Our hotel is dedicated to providing guests with a harmonious and eco-friendly stay, while also promoting physical and mental well-being. From organic dining options and Kadri, our non-alcoholic rooftop bar experience to our energy-efficient rooms and two-floor spa center that explores wellness techniques from around the world, every aspect of the hotel is designed to leave a positive impact on our guests. From our prime location on Fifth Avenue, guests can easily explore all the shopping and sightseeing that New York has to offer, while also retreating back to the peace and serenity of Miray. We are seeking a 10 million investment dollar from each of our investors in return of a 15% equity in Miray. Stay with Miray to unwind and recharge in sustainable luxury in the heart of New York City!

PARTICIPATING STUDENTS



Maggie Cai
BS in Hotel and Tourism
Management



Jessie Yau
BS in Hotel and Tourism
Management



Helena Roux-Dessarps
BS in Hotel and Tourism
Management



Celina Yung Lau
BS in Hotel and Tourism
Management



Mia Useloff
BS in Hotel and Tourism
Management



Katherine Zhang
BS in Hotel and
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FACULTY LEADER

Jukka Laitamaki

TEAM ELECTRA

We are Electra, a 200 room woman owned luxury hotel that prides itself on innovative food, unique decor, and making the guest feel safe in a city as large as New York. We aim to provide a one of a kind experience that will leave the guest wanting more.

We are asking for an investment of approximately \$12.7 million from each barracuda to go toward the development of the Electra. The total cost of the hotel will be \$242,000,000 with a cost per room of \$1,200,000. The return on investment in 2027 will be 6.8% in 2027. The return on equity will be 19.5% in 2027. With a debt/equity ratio of 65%/35%, the total equity will be \$85,000,000 with the team having 55% of the equity, the barracudas having 15% each, and friends and family having 15%.

Electra is not your mom's luxury hotel. Named after the Greek Goddess, Electra is a female owned contemporary 200 room hotel that redefines luxury. With our prime location in the heart of the city, guests are just steps away from some of the most iconic attractions and cultural hotspots in the world. Our on-site dining at Artemis Kitchen features farm to table options from our very own urban farming facilities and our underground NYX lounge calls in the hottest crowds. Whether you're in town for business or pleasure, our commitment to a one-of-a-kind experience ensures that your stay with us will be truly unforgettable.

Electra is designed to capture the essence of the city. Our mood board features pops of color, touches of eclecticism, large windows, and bright tiles that reflect the vibrant energy of the surrounding streets. We at Electra believe that a hotel is more than just a place to stay - it's an experience that will immerse you in the heart and soul of the city.

PARTICIPATING STUDENTS



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BS in Hotel and Tourism
Management



Emily Lasater
BS in Hotel and Tourism
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Payton Hartung
BS in Hotel and Tourism
Management



Amy Martin
BS in Hotel and
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Victoria Kahn
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FACULTY LEADER

Jukka Laitamaki



PRESTON ROBERT TISCH INSTITUTE FOR GLOBAL SPORT

CAMDEN YARDS: IMPROVING THE STADIUM TO IMPROVE THE CITY

To fully investigate the legitimacy of the claim that major league teams provide a civic and economic boost to cities, a deeper understanding of contemporary political, social, and economic issues is needed (Silk and Amis 2005). Considering Baltimore's historic cultural and social issues, what should the city do to make future developments to Camden Yards Sports Complex accessible by all members of the society? A holistic analysis of the historical, cultural and sports landscape of Baltimore and engagement with stakeholders from diverse backgrounds and perspectives, including community members, local businesses, government officials, and sports organizations reveals the 4 key factors that are important for any future developments in the city: inclusivity, civic engagement, sustainability & economic benefit. Taking these into account during urban planning could result in developments that will endure themselves to the community. This report will provide recommendations for the Mayor's office that will help them in making strategic decisions that promote equitable and sustainable development of sports infrastructure in the city.

PARTICIPATING STUDENTS



Siddhant Gangwal
MS in Sports Business



Chengyu Xia
MS in Sports Business



Xiang Li
MS in Sports Business

FACULTY LEADER

Lee Igel

REEVALUATING THE UTILITY OF REBOUNDING STATISTICS IN MODERN BASKETBALL

This paper examines the current state of rebounding statistics in modern basketball: their intended use, practical applications, existing flaws, and potential solutions. Commonly used to measure how often players and teams are able to secure the basketball to initiate a possession (i.e. an opportunity to score), rebounding has been traditionally quantified through a very broad approach, one that fails to account for contextual factors that almost entirely obfuscate the utility of ascribing a rebound to a single individual player. As a result of such obfuscation, the paper goes on to convey why there is substantial value to be gleaned from a concerted effort to examine how rebounding statistics have developed and been valued historically, where that process might have gone wrong or become outdated, and subsequently working to explore multiple avenues for quantifying all that encompasses “rebounding” more effectively. It goes on to deconstruct some of those avenues, arguing that a more granular approach is needed to more accurately capture and portray the many skills and random variables involved in rebounding. Overall, the paper is meant to convey a full landscape analysis of one of the most important and complex areas of basketball evaluation.

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FIFA 2026 WORLD CUP: HOW HOST AND NON-HOST CITIES CAN PREPARE TO BEST ENGAGE WITH FANS DURING THE EVENT

This project examines what events and programs FIFA 2026 World Cup host cities in the United States will be and/or should be developing to further engage communities and promote around matches. It will consider variables to help determine what non-host cities could do to effectively complement the host cities' initiatives and activities. The research will explore fan engagement alternatives, brand integrations, and viewership expectations and how they can better engage fans during the event. This process will involve conducting an analysis to provide recommendations for programs, events, and activities that both host cities and non-host cities can implement during the 2026 World Cup to bring the excitement and positive social and economic impacts of the global event to the local communities. The recommendations will be oriented toward activating an inclusive fan experience for the fans of host and non-hosting cities.

Objectives:

1. Understand what amenities each city has to offer for both locals and visitors (i.e., stadiums, venues, gathering plaza, etc.);
2. Discover how cities have complemented World Cup events in recent World Cups, specifically 2014, 2018, and 2022.
3. Identify campaigns and activations that can have a positive impact in engaging with fans throughout the World Cup.
4. Identify how brands can help capture the intention of sports fans and further the storyline for inspirational sporting legacies.

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REAL WORLD

SEVEN STAR MEDIA

The Ask: Create a Samsung “Store within a Store” that could exist within a current retail partner’s storefront and/or an alternate venue to superserve consumers that is pragmatic, compelling, and designed to promote sales.

Background: As a team, we worked on this project for over 3 months ideating, researching, refining, and rehearsing our presentation for our client. Through this process we narrowed down and whetted our solution to the admittedly broad ask. Our final pitch to the client was met with great feedback, and we were chosen by Samsung as the winning team of the course, receiving near perfect scores in each of the criteria the client had set out.

The Pitch: Launching the “Samsung StudentHub”, a Samsung-branded student working space/store located within universities across the country for students within which students can engage in collaborative or private study while testing out and using Samsung consumer electronics for study purposes, participate in events such as Samsung-hosted competitions and workshops, and make purchases of Samsung consumer electronics for their academics. The space would feature open study areas, individual phone booths for private study, and a sales desk manned by Samsung sales experts. Located in high foot-traffic areas such as lobbies of selected target universities across the country, chosen based on their size, location, and average demographic closely approximating the most common Samsung user.

In addition to this, we detailed events, workshops, and competitions that could be hosted by Samsung within the space, with a specific focus on educating and inspiring the future generation in STE(A)M subjects through tapping into Samsung’s wealth of expertise in the area. Financial projections were constructed to approximate the size of investment needed on behalf of Samsung, as well as the ROI from Year 1 to Year 5, showing the company generating profits from the idea already in Year 2.

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SCHACK INSTITUTE OF REAL ESTATE

RECTIFYING HISTORY THROUGH INCLUSIVE AND SOCIALLY CONSCIOUS REAL ESTATE DEVELOPMENT

This capstone project examines how mixed-use, mixed-income real estate development can promote positive social impact, with a focus on the proposed development project within the master plan of Panther Island in Fort Worth, TX. The proposed development includes a mix of uses, with affordable housing as a key component, and aims to address the affordable housing crisis in the Dallas Fort Worth area, in order to create a more inclusive and equitable community.

The project employs a mixed-methods approach, including a quantitative analysis of the financial and social outcomes of mixed-use, mixed-income real estate projects. The study identifies key success factors and challenges in developing socially responsible real estate projects and proposes a framework for integrating social impact considerations into the development process.

The Panther Island project provides a powerful example of how real estate development can promote social justice and rectify history, as the development is being built on a site previously used by the Ku Klux Klan. By prioritizing affordable housing and community engagement, developers can create projects that meet the needs of the community and generate positive social outcomes. This project serves as a reminder of the critical role that real estate development can play in addressing pressing social issues. By embracing a socially responsible approach to development, we can create more equitable and thriving communities that prioritize the needs and aspirations of all members of society.

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THE ART OF CAMPUS

The Brooklyn Borough-Based Jail Project is a new advanced and innovative facility designed with design-based services that ensure it is a fully functional, operational, and easily maintainable facility to meet all requirements of modern jails built elsewhere like Germany. The project is designed to incorporate smart prison technology, which is a ground-breaking architectural design that makes it a cutting-edge and modern facility that prioritizes the inmates' safety and efficient operations. The new Brooklyn building is to be located at the site of the former Brooklyn Detention Center at 275 Atlantic Avenue. The Facility is to be designed to incorporate a space for social amenities, community spaces, on-site services for jails like visitation, indoor and outdoor recreations, food services, 292 below-grade accessory parking lot, staff offices, and a secured entry sally port. In addition, the facility will have 886 beds for men, a community space of 30,000 square feet with frontage on the Atlantic. The building will be built close to Kings County Criminal Court which provides the DOC with the ability to transfer persons in custody. As such, the courts must be dismantled once the new Facility becomes operational to ensure the continuity of court operations. Therefore, during the construction and transition of the new Brooklyn Jail Facility, consideration must be given to maintain the continuity of court operations. This shows that to effectively complete the project, the Design-Builder must balance design, durability, cost, functionality, and constructability. This will provide the best value to the city due to construction of the modern and innovative jails that are much smaller, fairer, smart, and more humane to all populations.

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AL SAID HOSPITAL DEVELOPMENT

The proposed AL SAID Medical Center is a private hospital that aims to provide high-quality outpatient and inpatient services to the governorate of Zarqa, Jordan, and its surrounding areas. Currently, Zarqa lacks specialized services such as intensive care units, dialysis clinics, and Cath labs. The selected site has an area of 330,000 square feet and is a 10-minute drive from the city center. The site is part of the King Abdullah Developmental District, a subdistrict that provides financial and regulatory incentives to attract investors.

Jordan has a hospital bed density of 14 beds per 10,000 people, which is far from the WHO benchmark of 50 beds per 10,000 people. The demand for private healthcare is rising due to long wait times in public hospitals and the growth of medical tourism. The AL Said Private Hospital Development aims to address the shortage of hospital beds in Zarqa, a city with a population of 2 million with only 7.6 beds per 10,000 people. The development has a built-up area of 390,000 sq. feet.

The project is expected to achieve an unlevered IRR of 18% and levered of 23%, with a total cost of \$95,808,205, funded by GP and LP Equity, and a construction loan.

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