NYUSPS
ON THE MOVE

ANNUAL REPORT 2017–2018
Dear Friends and Members of the NYU School of Professional Studies Community,

During my time serving as the interim dean of the NYU School of Professional Studies, I’ve had the distinct pleasure and opportunity to gain a deeper understanding of the critical role this institution plays in educating the future leaders of industry. Throughout its history, the School has evolved to meet the needs of the students and the professional communities it serves. As we embark on a new phase in the School’s continued growth and development, I cannot help but marvel at the energy, the momentum, and the deep sense of commitment to advance forward and build upon our many achievements. NYUSPS is on the move!

NYUSPS faculty members are distinguished experts in their areas of specialty who not only teach our students, but who mentor and encourage them to push beyond their limits and break new ground. This past year, as in previous years, their research in their areas of discipline has helped to inform the dialogue in the classroom, inspiring our students to be the best and brightest in their fields.

Their work also has served as a trusted resource and as a valuable asset to industry, which looks to NYUSPS to pave the way in identifying new trends and in exploring critical issues.

The School’s unsurpassed connections to industry leaders, who are innovators in their fields, is a truly distinguishing factor in what makes it so unique. Top executives choose to align themselves with us for a reason—they know that NYUSPS owns the space in delivering high-quality, professionally focused education in NYC, across the nation, and around the globe. The 2017–2018 academic year proved to be more successful than ever in engaging with industry and in forging new connections that are paramount to the School’s continued success. Many of our strongest connections are through our alumni, who have gone on to enjoy highly successful careers. They choose to give back to show their appreciation for the education they received here at NYUSPS.

This past academic year also saw the introduction of innovative new programming. Four graduate degrees were launched to address the changing dynamics of the industries we serve—the MS in Event Management; the MS in Global Sport; the MS in Global Security, Conflict, and Cybercrime; and the MS in Human Capital Analytics and Technology are now accepting applications for Fall 2019!

In addition, globally immersive field intensives and excursions were on the rise, providing NYUSPS students with an international business perspective that offers a clear advantage in the competitive job market. From Hong Kong to London, Taiwan to Frankfurt, NYUSPS students are gaining the cultural competencies and developing the global networks that will serve them for a lifetime.

This annual report is a testament to the resilience, the talent, and the determination of each and every NYUSPS faculty member, student, alumnus/alumna, and administrator who embraces our mission of access and opportunity, and who strives to further our ability to fulfill it.

Sincerely,

Susan Greenbaum, EdD
Interim Dean
NYU School of Professional Studies
ENGAGING THE EXPERTS

The NYU School of Professional Studies Schack Institute of Real Estate hosted the inaugural National Symposium of Women in Real Estate (WiRE) on October 19, 2017. The Symposium convened women serving in senior leadership roles at the industry’s most prominent firms, for a wide-ranging discussion of the real estate market outlook and the forces shaping property investment, financing, and development. More than two dozen of real estate’s most influential women from companies such as Blackstone; Brookfield Property Partners; CBRE; Goldman, Sachs & Co.; JPMorgan Chase & Co; Morgan Stanley; and Redfin, among others, participated in panel discussions about the outlook for capital markets and investment, financing and debt markets, construction and development, the future of cities, the status of women in real estate, and the outlook for the multifamily sector. Wendy Silverstein, then executive officer of New York REIT and now chief investment officer of WeWork, was presented with the first annual WiRE Leadership Award by Conference Co-Chair Darcy Stacom, chairman and head of NYC Capital Markets, CBRE.

The Symposium also was co-chaired by Shack advisory board members Laurie Golub, chief operating officer of Square Mile Capital, and Joanne Minieri, chief operating officer of RXR Development Services.

Following the incredible success of the first Symposium, the Second WiRE Symposium was held on October 25, 2018, at the Westin New York at Times Square. Xin (Shynn) Zhang, who is the co-founder & chief executive officer of SOHO China, was the recipient of the WiRE Leadership Award and was interviewed during lunch by Stacom. Zhang has led SOHO China to become one of the largest developers of prime office real estate in China. Her collaborations with world-renowned architects have resulted in iconic landmark buildings that have transformed Chinese skylines.

Debi Hemmeter, co-founder of Lean In, a global community that is dedicated to helping women to achieve their ambitions, was the featured speaker during the afternoon session. Over 20 panelists took part in discussions regarding fundraising, construction and architecture, debt markets, and next generation development. More than 400 attendees packed the room to hear them speak.

sps.nyu.edu/WiRE
During the course of each academic year, the Jonathan M. Tisch Center of Hospitality hosts events designed to provide students in its undergraduate and graduate programs with an insider’s look at the hospitality, travel, and tourism sector.

On February 28, 2018, the Tisch Center hosted a fireside chat with David Pavelko, head of global travel business development and strategy at Google, which was moderated by Recep Karaburun, clinical assistant professor of hospitality. Pavelko discussed the ways Google Trips is providing tools that allow consumers to plan trips more efficiently. Students gained insight into the comprehensive travel app and how it makes booking flights and hotels easier. They also learned how Google is using consumer information to empower travelers to plan what to do and see wherever they go.

On Tuesday, March 27, 2018, the Tisch Center presented the 15th Annual Ricelle “Bunny” Grossinger Distinguished Lecturer Series in Tourism Management, with guest speaker Frank Del Rio, president and CEO of Norwegian Cruise Line (NCL) Holdings. The event, titled “Cruising: Markets, Millennials, and Momentum – The Continuous Evolution of the Cruise Business,” focused on the ways in which the cruise industry is pivoting towards opportunity as the experiential consumer becomes a bigger economic force. Del Rio, who is embarking on his 25th year in the cruise industry, offered a unique perspective on where it is heading. Students attending the event were able to ask questions about NCL and about careers in the cruise industry.

On October 18, 2018 the Tisch Center presented the 24th Annual Stephen W. Brener Distinguished Lecturer Series in Hospitality Management. The event featured an interview with David Marriott, chief operations officer, The Americas-Eastern Region, Marriott International. The discussion was moderated by Jonathan M. Tisch, chairman and CEO of Loews Hotels & Co. and co-chairman of the Board of Loews Corporation. These two industry giants focused on the major disruptions in the hotel business and how their companies were addressing new technology and shifts in consumer preferences. They also talked about the deep family roots of their businesses.
DIVISION OF PROGRAMS IN BUSINESS TAX CONTROVERSY FORUM CELEBRATES 10TH ANNIVERSARY BY DELVING DEEP INTO INDUSTRY ISSUES AND CHANGES

The NYU School of Professional Studies Division of Programs in Business - Finance, Law, and Taxation Programs hosted the 10th Annual Tax Controversy Forum on Thursday and Friday, June 21-22, 2018 at the Crowne Plaza Times Square Manhattan. The Forum convened representatives from the government and expert private practitioners to compare perspectives on a variety of topics involving federal tax audits, appeals, and litigation. Given the enormous and important changes taking place in the industry, the deep discussions occurring during the Forum proved to be more timely than ever.

The Forum covers a wide range of controversy work, from procedural seminars to substantive programs, international issues, ethical problems, current enforcement initiatives, sensitive audits, and civil and criminal tax penalties. Among the most interesting topics explored were: tax whistleblowing, navigating international asset seizures, and the IRS response to cryptocurrency.

A roster of top legal, tax, and government professionals offered their expertise and diverse perspectives on issues that are at the very forefront of the industry and the news. Panel participants included: Don Fort, chief, Criminal Investigation Division, Internal Revenue Service; The Honorable Diana Leyden, special trial judge, United States Tax Court, Washington, DC; Lee D. Martin, PMP, director, Whistleblower Office, Internal Revenue Service; Nina E. Olson, Esq., national taxpayer advocate, Internal Revenue Service; and William Wilkins, Esq., managing director, PricewaterhouseCoopers, Washington, DC. Bryan C Skarlatos, Esq. (LLM ’91) partner, Kostelanetz & Fink; and Frank Agostino, Esq., president, Agostino & Associates, served as co-chairs for the Forum.

sps.nyu.edu/taxcontroversy
Michael R. Bloomberg, founder of Bloomberg LP and Bloomberg Philanthropies, and three-term mayor of New York City, was interviewed by Ari Ackerman, founder and former CEO of Bunk1, and owner and partner of the Miami Marlins, during the 3rd Annual Dr. Mona Riklis Ackerman Lecture Series on the Psychology of Philanthropy.

Bloomberg’s entrepreneurial spirit, public-policy experience, and belief in the power of cities to drive solutions to pressing global problems defines Bloomberg Philanthropies’ approach to its works in over 120 countries. The organization focuses on five key areas—the Arts, Education, Environment, Government Innovation, and Public Health—for creating lasting change and ensuring better, longer lives for the greatest number of people. The discussion focused on philanthropy and the critical and complex decision-making processes—regardless of one’s nationality, religion, or other belief systems—that motivate a person to contribute to various causes.

The lecture series is named for the late Dr. Mona Riklis Ackerman, who was a prominent New York City clinical psychologist and the author behind The Huffington Post’s popular weekly advice column, “Dr. Mona Knows.” A graduate of NYU, as well as a former trustee, Dr. Ackerman was deeply philanthropic, providing support to a broad range of cultural and scientific organizations in New York City and around the world. She exemplified what philanthropy means—she not only gave of her time and her financial support, but she also possessed an unparalleled generosity of spirit, humanitarianism, and altruism. This lecture series continues her extraordinary work and legacy. Her memory is honored through the generous support of this lecture series by her children, Ari Ackerman and Dr. Gila Ackerman.
FIRST ANNUAL HR MANAGEMENT AND DEVELOPMENT CASE COMPETITION PROVIDES MS IN HR MANAGEMENT AND DEVELOPMENT STUDENTS WITH SKILLS TO CREATE SOLUTIONS FOR COMPLEX BUSINESS PROBLEMS

On April 13, 2018, the NYUSPS Division of Programs in Business Human Capital Management Program held its first Human Resource Management and Development Case Competition. Sponsored by industry giant, Willis Towers Watson, a leading global advisory, broking, and solutions company, the competition provided NYUSPS MS in Human Resource Management and Development students with the opportunity to demonstrate their knowledge and skills in developing practical HR solutions for complex business problems.

The competition served as a real-life exercise in collaboration, team communication, strategic thinking, and persuasive presentation. Though the company name was changed, students were provided with a case study based upon one of Willis Towers Watson’s clients. They performed a SWOT analysis of the business to gain a deeper understanding of its strengths, weaknesses, and HR challenges in order to develop a strategic plan for the company’s acquisition.

Judges of the competition included a prestigious roster of industry executives: Stephane Charbonnier, senior vice president of human resources and chief human resources officer, L’Oréal USA; Mary Cianni, global mergers & acquisitions practice leader, Willis Towers Watson; Peter Mulford, executive vice president, head of innovation practice, BTS; and Steve Schloss, chief people officer, United States Golf Association.

NEW MS IN HUMAN CAPITAL ANALYTICS AND TECHNOLOGY

To meet the growing needs of a human resources profession that is increasingly using analytics to quantify human behavior in order to achieve stronger business outcomes, the NYUSPS Division of Programs in Business Human Capital Management Program has developed the MS in Human Capital Analytics and Technology. The 30-credit degree is designed to prepare well-rounded HR analytics professionals who are equipped with the knowledge of the foundations of human capital management, strategic workforce planning, and employee engagement, as well as the most current skills in data analysis and intelligent automation. A comprehensive, seven-course core curriculum provides an introduction to HR. Six electives, including an internship option and a required experiential learning capstone, allow for the study and application of a broad range of applied topics including intelligent automation, the digital workplace, and storytelling with data, as well as current and future trends in human capital analytics and technology. The program will be accepting applications for Fall 2019.
Over the past year, the NYUSPS Real World courses, which were launched in 2017, have expanded to include a broad array of industry partners. These multidisciplinary, experiential classes, designed exclusively for NYUSPS undergraduate and graduate students, take the concept of “applied learning” to the next level. Over 14 weeks, students compete in teams to solve real-world problems for which business executives need actionable solutions. They are immersed in the challenges of businesses and organizations, visiting them and conferring directly with the senior-level executives who lead them. In consultation and communication with these industry partners and with NYUSPS faculty members, students research, prepare, and present their solutions for the problems with which they are posed. Those solutions judged most effective are implemented in the industry partner’s business practice.

These innovative, real-world courses provide NYUSPS students with the opportunity to build their professional network and establish an in-person point of entry to industry. Executives with whom they engage, witness their ability to utilize high-level strategic thinking and to problem solve creatively—ultimately leading to interviews and the possibility of employment.

This unique brand of education offers benefits that reach far beyond the traditional classroom, including development of the leadership, interpersonal communications, cross-collaboration, and problem-solving skills that employers seek. Students also gain a portfolio of real-world work products to show prospective employers. They earn three credits, which can be applied toward their degree.

sps.nyu.edu/realworld

Fall 2018 and Spring 2019 industry partners include:
Ace Hotel • CNBC • CSM Lead Dog • FCBNY • Fox Sports • Instagram • JetBlue • Memory Motel
Major League Baseball Players Association • Montauk Hard Label Whiskey • New York Jets
Porsche • Timberland

NYUSPS INDUSTRY PARTNERSHIPS CREATE REAL-WORLD LEARNING

Students pose with Professor Thomas Schmidt during a CNBC Real World trip to the floor of the New York Stock Exchange.
Interim Dean Susan Greenbaum poses with the 2018-2019 Dean’s Scholars.

Photo Credit: ©Olivier courtesy of NYU Photo Bureau
NYUSPS DEAN’S SCHOLARS ARE CHOSEN FOR 2018–2019

Since 2015, the NYUSPS Dean’s Scholars Program has recognized outstanding undergraduate and graduate students who exemplify academic achievement, dedication to community service, and active engagement at NYUSPS. After a competitive and rigorous selection process, 10 undergraduate students and 20 graduate students, across all academic departments, were selected as Dean’s Scholars for the 2018–2019 academic year—the largest cohort to date.

The Dean’s Scholars serve as ambassadors for the School and as college mentors to high school students from under-resourced schools, who will be first-generation college attendees. The Scholars began their work with their mentees over the summer, during which time they participated in several events to get to know one another—game nights, scavenger hunts, cultural excursions, and several individualized activities based upon student interest. Throughout the academic year, the Scholars will continue their work with their mentees in a series of in-person weekend workshops and online forums that address critical college preparation topics such as The Common Application, financial aid, scholarships, and career exploration.

DEAN’S UNDERGRADUATE SCHOLARS

Louis Bellman – BS candidate in Sports Management, Preston Robert Tisch Institute for Global Sport
Stephen Brown – BA candidate in Social Sciences, Division of Applied Undergraduate Studies
KeiSam (Ashley) Choi – BS candidate in Sports Management, Preston Robert Tisch Institute for Global Sport
Andrew Frenkel – BS candidate in Sports Management, Preston Robert Tisch Institute for Global Sport
Aaron Nehmadi – BS candidate in Real Estate, Schack Institute of Real Estate
Dilek Tas – BA candidate in Social Sciences, Division of Applied Undergraduate Studies
Michele Thorpe – BA candidate in Social Sciences, Division of Applied Undergraduate Studies
Sofia Trepp – BS candidate in Digital Communications and Media, Division of Applied Undergraduate Studies
Ariella Tsioni – BA candidate in Social Sciences, Division of Applied Undergraduate Studies
Alana Zimmer – BA candidate in Social Sciences, Division of Applied Undergraduate Studies

DEAN’S GRADUATE SCHOLARS

Ridhvi Agarwaal – MS candidate in Integrated Marketing, Division of Programs in Business
Shivani Agarwal – MS candidate in Integrated Marketing, Division of Programs in Business
Kawther AlKhudairy – MS candidate in Integrated Marketing, Division of Programs in Business
Ricci Bostick – MS candidate in Integrated Marketing, Division of Programs in Business
Sarah Busch – MS candidate in Global Affairs, Center for Global Affairs
Michael Caligiuri – MS candidate in Management and Systems, Division of Programs in Business
Jonathan (Jay) Couture – MS candidate in Management and Systems, Division of Programs in Business
George Edwards – MS candidate in Global Affairs, Center for Global Affairs
Alejandro Garcia – MS candidate in Global Affairs, Center for Global Affairs
Palak Garg – MS candidate in Integrated Marketing, Division of Programs in Business
Leslie Hernandez – MS candidate in Integrated Marketing, Division of Programs in Business
Wei-Chieh (Robert) Lin – MS candidate in Management and Systems, Division of Programs in Business
Monica Mabuti – MS candidate in Integrated Marketing, Division of Programs in Business
Janiece Morton – MS candidate in Integrated Marketing, Division of Programs in Business
Narendra Moryani – MS candidate in Integrated Marketing, Division of Programs in Business
Drushi Patel – MS candidate in Public Relations and Corporate Communication, Division of Programs in Business
Teresa Sarmiento – MS candidate in Publishing: Digital and Print Media, Center for Publishing
Tom Whang – MS candidate in Global Affairs, Center for Global Affairs
John Yi – MS candidate in Integrated Marketing, Division of Programs in Business
Laura Zahody – MS candidate in Integrated Marketing, Division of Programs in Business
REMAINING AGILE AND COMPETITIVE

RECENTLY LAUNCHED MS IN GLOBAL SECURITY, CONFLICT, AND CYBERCRIME ADDRESSES ISSUES IN TRANSNATIONAL SECURITY ARISING FROM CYBERCRIME, CYBERCONFLICT, AND CYBERWAR

The Center for Global Affairs recently received approval from New York State to offer the 36-credit MS in Global Security, Conflict, and Cybercrime, which prepares students and industry professionals to address the most pressing transnational security issues arising from cybercrime, cyberconflict, and cyberwar.

Cyberspace has transformed trade and the global movement of money, enabling sellers and buyers to conduct business across the borders of their own countries. It also has transformed the way in which individuals communicate, exchange and retrieve information, and develop and maintain relationships. This transformation has brought new challenges. The increasing use of and reliance on these technologies by societies around the globe, has created vulnerabilities to cybercrime that grow with each new connection.

The MS in Global Security, Conflict, and Cybercrime is designed for individuals who seek cyber-related positions across the private sector, public sector, and non-governmental organizations. The program approaches cyber issues such as disinformation, espionage, and terrorists’ use of the emerging technologies and media from a variety of interdisciplinary perspectives. Its full-time and part-time options include courses taught by experienced scholars and practitioner faculty who bring their wealth of knowledge, real-world experience, and deep industry connections to the classroom. Through the core curriculum; a choice of specialization courses; and a graduate thesis, team-based capstone project or virtual internship, students prepare to excel and demonstrate a mastery of the discipline.

sps.nyu.edu/msg
The Tisch Institute for Global Sport recently launched the **MS in Global Sport**, a 36-credit, low-residency masters degree program that can be completed in just 16 months. The program, which is designed for busy young professionals from around the world, will be offered mostly online, but will be distinguished by four 1-week residencies—two in New York City and two at NYU global locations. Students will acquire comprehensive knowledge and critical skills in key facets of sports business including digital media and marketing, analytics, leadership, finance and economics, and sports law. They will benefit tremendously from being part of a global cohort, in which they can develop relationships with and learn from their peers based in locations around the world. The Tisch Institute will be accepting applications for the Fall 2019 semester. [sps.nyu.edu/msglsp](http://sps.nyu.edu/msglsp)
RENAMED NYUSPS TISCH CENTER LAUNCHES NEW DEGREE TO MEET THE NEEDS OF AN EVOLVING INDUSTRY

Last June, the Jonathan M. Tisch Center for Hospitality and Tourism was renamed the Jonathan M. Tisch Center of Hospitality. Under the leadership of its associate dean, Nicolas Graf, the Center is focusing on the growing demand for highly trained professionals who can meet the needs of the burgeoning hospitality, travel, and tourism industry. The sector is growing so rapidly that, by 2026, it will provide 370 million jobs. Companies in these fields are hiring everyone from investment analysts to marketing managers, revenue analysts to directors of food and beverage, event managers to digital content strategists. To meet these needs, the Tisch Center is working to ensure that the knowledge and skill sets that it provides to its students are in alignment with industry needs.

Recently, the Center’s MS in Event Management received approval from New York State. The 36-credit degree program, one of only a few in the US, is designed to meet the tremendous uptick in demand for meeting and convention planners worldwide. The core curriculum provides the critical business skills required of event professionals in the areas of finance and accounting, marketing, event production, risk management, and data analytics. The degree also offers elective classes in three tracks—business development, sport event management, and event operations. An internship and a capstone course round out the program with the knowledge and the experience that make NYUSPS Tisch Center students stand out in the job market. sps.nyu.edu/msem

In addition to its credit offerings, the Tisch Center has revamped its non-degree programs, developing two new certificates in the areas of events and convention management, and food and beverage entrepreneurship and innovation. In the coming months, it will introduce new diplomas in restaurant management and hotel management.

The Tisch Center also is focusing on presenting several conferences in Shanghai next year, including a Hospitality Service Excellence Conference, which is planned for May. The Conference will span across service excellence in hotels, restaurants, wealth management, and concierge services, and is expected to attract more than 300 professionals working in hospitality related fields. Keynote addresses and panels will explore global best practices and will delve into emerging service trends in China and around the world.
During Summer 2018, the NYU School of Professional Studies launched new advertising campaigns for non-degree programs. The campaigns were designed to illustrate the ways in which these educational offerings can serve to empower individuals at any phase of their career by providing the knowledge and skills necessary for personal and professional gain. The inspirational tone of the advertising, which spans across print, outdoor, digital, social media, and direct and email marketing, encourages prospective students to reach beyond their comfort zone to achieve their full potential. The ads focus on professionals in various stages of their careers—from those who are new to their field, to mid-level managers, to seasoned veterans considering a second career. The campaigns also serve to define more clearly the three distinct types of educational offerings available to prospective students:

**COURSES** - Open-enrollment, professionally focused classes that provide maximum flexibility to create a personalized educational experience.

**CERTIFICATES** - Open-enrollment credentials for those who wish to gain a broad-based understanding of a field as a career path or for career change.

**DIPLOMAS** - Admissions-based credentials for professionals who seek to enhance their expertise in distinct and emerging areas of a specialty.
For the past four years, in collaboration with the Family Travel Association, Dr. Lynn Minnaert, academic chair and clinical associate professor at the NYUSPS Jonathan M. Tisch Center of Hospitality has published the US Family Travel Survey. This comprehensive body of work, examines the underresearched phenomenon of family travel in the US. The survey, which included data from 1,724 respondents, represents families of diverse incomes, education levels, ethnicities, and sizes. It examines: travel behavior, travel attitudes and motivations, children’s ages and their effect on travel preferences, the travel decision-making process, and evaluation of the travel industry.

The sample for this year’s study closely mirrored US Census data in terms of ethnic background and educational attainment. Comparisons with Census data also showed that the income categories between $40,000 and $150,000 per annum were proportionally represented in the sample. The lowest income quintile, however, was slightly overrepresented, and the highest slightly underrepresented.

Two of the key takeaways of the study were the growing problem of affordability and the lack of time to be able to take vacation. Twenty-one percent of those surveyed said that they were undecided about taking a vacation (11 percent), or unlikely to take a vacation (10 percent) in the next two years. Of the 10 percent of families who indicated they were unlikely or very unlikely to take a family vacation in the next year, 69 percent noted that the primary reason was that they could not afford it.

Consistently, across the four years of the Family Travel Survey, affordability has been a key challenge for American families. This is despite the fact that families understand the importance of vacations together, including bonding time, expanding a child’s horizons, and helping children grow into confident adults. Getting time off also was an issue. Of the respondents surveyed, 58 percent revealed they did not use all of their paid time off and 24 percent acknowledged they used less than half.
The NYUSPS Schack Institute of Real Estate Urban Lab, under the direction of assistant clinical professor Steven Pedigo, recently collaborated with the Center for American Entrepreneurship to release a paper titled, “The Rise of Global Startups and its Impact for the US.” The project assessed the trends and money at play between 2005 and 2017, looking at over 100,000 venture capital (VC) deals in more than 300 metropolitan areas worldwide.

The findings of the research paper were significant and were the centerpiece of several panel discussions held on September 18, 2018, at an event titled “The Rise of Global Startups: Exploring Trends in Urban Venture Capital.” What they uncovered is that venture capital is helping to remake cities, especially as these hubs become ever more critical to industry. The study also identified key global startup hubs including London, Beijing, Los Angeles, and Boston, which have made domestic cities, and cities abroad, the new nexus for this arena. Thirteen second-tier, elite hubs including Delhi, Mumbai, Singapore, Stockholm, and Paris, and 20 advanced global hubs also were identified. What was most striking was the fact that 24 cities represent 75 percent of all VC investment, but only four percent of the world’s population.

The research also found that capital is moving out of the US to cities around the world. This suggests that the US is no longer the leader for this type of economy. During the mid-1990s, the US accounted for 95 percent of all VC activity. Today, that number has fallen to just over 50 percent. VC activity has been growing across international cities in China and India, and across Europe and the Middle East, but not in the US. These international cities have gained significant traction over their US counterparts.

SCHACK INSTITUTE OF REAL ESTATE URBAN LAB RELEASES RESEARCH PAPER THAT EXPLORES THE CHANGING DYNAMICS OF VENTURE CAPITAL DEALS

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Annelise Finegan Wasmoen, academic director of the MS in Translation program within the NYUSPS Center for Applied Liberal Arts, and a clinical assistant professor, recently completed the translation of Love in the New Millennium, which was written by Can Xue, the pseudonym of the new experimental author Deng Xiaohua. Published by Yale University Press, Can Xue’s work “traces love’s many guises—satirical, tragic, transient, lasting, nebulous, and fulfilling—against a kaleidoscopic backdrop drawn from East and West of commerce and industry, fraud and exploitation, sex and romance.”

An excerpt of the book titled “Train Dreams” was published in the November issue of Harper’s. Wasmoen’s translation of the work shows a deep sensitivity to staying true to the original text, while ensuring that the finished product is elegant and interesting to read. She notes, “The difficulty of translating this particular author is that she is always experimenting with something new and challenging me to keep up with her.”

“Outside their windows, the workers began to talk. In the dark Xiao Yuan listened, carried away and filled with rapture, to voices that seemed to have been once familiar.”
Dovetail is the art and literary magazine of the NYU School of Professional Studies Division of Applied Undergraduate Studies. It is devoted to publishing and honoring the voice, originality, and craft of emerging writers and artists within the Division. Under the direction of faculty members and advisers, Simona Blat and Clif Hubby, the 2018 issue was curated and published by NYUSPS students who, for the first time, also took on the task of designing the layout of the publication.

The magazine provides an intimate look into the minds and hearts of many of the School’s most gifted and talented students, paving the way for creativity and originality to spring forth and be appreciated by all. The students enjoyed working collaboratively and learned what it takes to manifest a creative product that is effective both in its entirety, and in individual contributions. Dovetail hopes to foster a publication model that allows students to exercise their curatorial skills in order to highlight the growing array of talent within the arts and humanities.
DIVISION OF APPLIED UNDERGRADUATE STUDIES STUDENTS DOCUMENT CUBA TRIP THROUGH STUNNING PHOTOS AND VIDEOS

During Spring Break 2018, Division of Applied Undergraduate Studies (DAUS) Clinical Professor Mechthild Schmidt Feist and Miguel Ortiz-Crane, then the associate director for faculty affairs for DAUS, accompanied 14 students on an intensive study abroad trip to Cuba. The focus was on Cuban Art + Media, with the group spending 10 days in Havana and the rural Viñales Valley. Students witnessed and visually documented culture that by economic necessity and political design, pursued its own stylistic and sustainable paths.

The trip was planned over a year with the Cuban designer Raupa and Cristina Figueroa, a young curator—both of whom are deeply involved in the dynamic, Cuban artistic community. Among the many fascinating visits, was a tour with a young media professor of ISA, the foremost art school in Cuba. Located on a repurposed golf course, it also was the sight of Castro’s utopian mid-century buildings. In addition, students explored Las Terrazas, a UNESCO Biosphere Reserve and the organic farm, El Paraíso, in nearby Viñales Valley. The result of the trip was a cadre of magnificent photos and videos, many of which are now on display on the 6th floor at 7 East 12th Street.
GOING GLOBAL

NEW GLOBAL FIELD INTENSIVE TO TAIWAN EXAMINES CROSS-STRAIT RELATIONS WITH CHINA

In June 2018, nine NYUSPS Center for Global Affairs (CGA) students, who are enrolled in the MS in Global Affairs, accompanied Adjunct Instructor Earl Carr on CGA’s first global field intensive to Taipei, Taichung, Tainan, and Kaohsiung to examine Taiwan’s history, economy, and culture through the lens of its cross-strait relationship with mainland China. The program offered an opportunity to speak with foreign policy experts, business leaders, and those in the academic community in Taipei about Taiwan’s economic development and its transition into a multiparty democracy.

Highlights of the program included meetings with former President Ma Ying-jeou, who discussed his political career and impressions of current US foreign policy, and with New Taipei City Mayor Eric Chu, who briefed students on how the city has integrated with an international marketplace. Students also met with Ambassador Frederick Chein, former minister of foreign affairs, and with Dr. Su Chi, former secretary general of the National Security Council, both of whom provided them with information and materials to aid them on their final research reports, and enabled them to develop a more nuanced perspective regarding cross-strait relations. A visit to Parliament and a meeting with Dr. Johnny Chiang, a legislator, followed by a short film highlighting the development of Taiwan’s legal institutions, enhanced students’ understanding of the rule of law. Students also had a lively discussion with Margaret Lewis and Yu-Jie Chen about civil society and political dissent in Taiwan, as well as how the government had addressed human rights violations that took place during the period of martial law. A meeting with US officials at the American Institute in Taiwan offered insight into US economic partnerships in Taiwan.

In addition to a full schedule of meetings, students found time to enjoy the night markets of Taiwan, visit historic monuments, and see The Sun-Moon Lake in the foothills of Taiwan’s central mountains.
MS IN PUBLISHING STUDENTS VISIT BOOK FAIRS AROUND THE WORLD TO GAIN A GLOBAL PERSPECTIVE OF THE FIELD OF PUBLISHING

During the 2017–2018 academic year, students in the MS in Publishing: Print and Digital Media program had the opportunity to travel around the world to volunteer their time and talents at some of the world’s most prestigious book fairs.

In October 2017, students visited the Frankfurt Book Fair. Also known as the Frankfurter Buchmesse, it is the world’s largest trade fair for books, with more than 7,500 exhibitors from over 100 countries and more than 250,000 visitors.

In April 2018, students attended the London Book Fair, a global marketplace for rights negotiation and the sale and distribution of content across print, audio, TV, film and digital channels. More than 1,000 companies from over 60 countries participate each year, and more than 25,000 visitors attend.

In August 2018, students attended the Beijing International Book Fair. More than 300,000 people attend the Fair, with over 5,000 deals struck covering more than 3,200 Chinese titles.

During each of these fairs, students help with a variety of tasks including: social media marketing campaigns, greeting and directing guests, handling registration, supporting educational programs, and writing for local publications. It gives them a sense of international markets and the way each differs in doing business.
TISCH CENTER STUDENT EXPLORES HOTEL AND TOURISM INDUSTRY IN SHANGHAI

During his undergraduate studies in hotel and tourism management, Gianpaolo Russo has interned at: Eataly, an Italian marketplace in NYC; The New York EDITION, a luxury boutique hotel; The St. Regis New York; and the Sheraton Dallas Hotel. He currently is completing courses at NYU Shanghai, and is exploring the rapidly expanding hospitality and tourism industry there.

While he has toured the city and many of its hotels and tourist attractions, Gianpaolo was particularly impressed with the Yu Garden, (Garden of Happiness), a magnificent park-like setting located in the Old City of Shanghai, next to The City God Temple. Originally built in 1559, the Garden was the largest and most prestigious of its time. Over the centuries, it was damaged numerous times, but was ultimately repaired, opened to the public in 1961, and declared a national monument in 1982.

Absorbing Chinese culture and studying the language will help Russo to make decisions about a career in one of the many facets of the hospitality and tourism industry.
NYUSPS TOKYO HOSTS PUBLIC LECTURE AND PANEL DISCUSSION ON THE FUTURE OF SPORTS IN JAPAN AND AROUND THE GLOBE

On August 7, 2018 at NYUSPS Tokyo, Vince Gennaro, associate dean of the NYUSPS Preston Robert Tisch Institute for Global Sport, presented a public lecture and panel discussion titled “The Future of Sports: Transformation Through Technology and Innovation.” During the lecture, he delivered an overview of the technology and innovation that is transforming the sports industry in the US, Japan, and around the world. Among the topics discussed were the implications of 5G wireless bandwidth, which is coming as soon as 2020; virtual reality; augmented reality; wearable sensors for athletes; and facial recognition for fans entering a stadium, among others. Gennaro also led a panel discussion with Cameron Myler, a clinical assistant professor at the NYUSPS Tisch Institute, and an attorney and a four-time Olympian athlete in the sport of luge; and Brandon Brown, a Tisch Institute clinical assistant professor, and a marketing consultant for sports entities. The talk focused on their approach to sports business and applied education for the sports industry.

The group also was there to participate in the Keio University SportsX Conference. Myler spoke at the Conference and also co-taught a week-long joint seminar for participants in a SportsX leadership program with Brown. The Conference highlighted the tremendous potential growth of Japan as a leader and innovator in sports. The country will be hosting the Rugby World Cup in 2019 and the Olympics in 2020, and the Japan Sports Agency (JSA) seeks to expand the sports industry and the infrastructure that supports it beyond the capacity to accommodate these two important events.
The skyline of Hong Kong offers breathtaking views and a glimpse of the extensive real estate development in this Asian financial hub. Photo Credit: ©Joshua Harris

SCHACK INSTITUTE OF REAL ESTATE STUDENTS EXPLORE THE COMPLEX REAL ESTATE MARKET OF HONG KONG DURING A GLOBAL FIELD INTENSIVE

Hong Kong is one of the most dynamic cities in Asia and the world, with a diverse population, an ever-growing international trade sector, and robust capital markets activity. This city of nearly 7.5 million people made an excellent laboratory for NYUSPS Schack Institute of Real Estate students who enrolled in Global Real Estate Markets and Investments, and was one of several field sites for the Spring 2018 Global Field Intensives. When it comes to real estate, Hong Kong is denser and pricier than New York City, with unique challenges to development that are forcing innovation ranging from reclaiming land from the sea to exploring the option of building housing and other developments into the sides of the mountains that surround the island and river delta.

While visiting this vibrant urban center, Schack Institute students met with leaders in Hong Kong who are based in international real estate investment, development, and brokerage firms, as well as with developers. They used the information they gained to complete a project that required them to create a plan for a simulated firm seeking to launch operations and initiate investment in this Asian financial hub.

The biggest takeaway was that the density and high demand of the Hong Kong real estate market make investing and developing in New York City seem considerably easier by comparison. Manhattan can learn a lot in managing urban development, solving the affordable housing crisis, and developing transit infrastructure from their Asian counterparts. The students on this trip returned home with enhanced skills in how to address urban challenges, raise capital internationally, and navigate the demands of an increasingly global real estate market.

Global courses with a Field Intensive component are one part of Schack’s increasingly global curriculum. In addition to Hong Kong, recent and upcoming sites have included Buenos Aires, Mexico City, Sao Paolo, Shanghai, Tel Aviv, and Tokyo. Schack will host its first-ever Field Intensive for its undergraduate students in Spring 2019, when they travel to London with Professor Brian Schwagerl.
THE CENTER FOR GLOBAL AFFAIRS LAUNCHES THE PEACE RESEARCH AND EDUCATION PROGRAM

During the 2017–2018 academic year, the NYUSPS Center for Global Affairs (CGA) launched the Peace Research and Education Program (PREP), as a home for NYUSPS field-based peace research and action. PREP’s mission is to facilitate innovation and deeper learning at the intersection of peacebuilding and higher education through its ongoing projects in Iraq, Columbia, Kuwait, and beyond.

Led by Clinical Associate Professor Thomas Hill and a team of researchers based in Iraq and New York, PREP was developed from an earlier Initiative for Peacebuilding Through Education at CGA. It is a space for collaboration between faculty members, students, and researchers from NYUSPS and affiliated universities, as well as representatives of international organizations.

PREP’s early work has been concentrated in the Middle East, primarily in Iraq. Programs have included a long-term collaboration with the University of Duhok (UoD) to build the university’s capacity for peace education, and a newer effort to support the University of Mosul as it seeks to begin a program in peace and conflict studies. In addition to skills and knowledge development for faculty members of these universities, PREP has worked with displaced and host community youth to address tensions in communities surrounding Duhok that have been heavily affected by the population displacement crisis, which has resulted from the Syrian Civil War and the emergence of Da’esh (ISIS) in Iraq. This project, supported by the United Nations Development Programme, aims to enlarge and deepen the community of peacebuilding scholars and practitioners in Duhok and Ninewa Governorate in Iraq.

Since 2017, PREP has implemented two 120-hour blended-learning certificate programs jointly with the University of Duhok, for two groups of 20 Syrian refugees in the Domiz Camp. The second certificate program took place with support from the Catalyst Foundation for Universal Education. PREP’s oversight of the project included quality control and support for the UoD instructors.

PREP’s projects recently have extended beyond the Middle East through its agreement to begin a five-year, multiphased project with the Escuela Superior de Administracion Publica (ESAP), Colombia’s public administration school, which is based in Bogota with campuses throughout the country. In an effort to support Colombia’s implementation of the 2016 peace agreement signed by the Colombian government and the Revolutionary Armed Forces of Colombia (FARC), NYUSPS and ESAP will exchange knowledge and expertise in peacebuilding, conduct joint research, and carry out jointly developed peace education projects.
MARKING MILESTONES

THE NYUSPS SUMMER PUBLISHING INSTITUTE CELEBRATES 40 YEARS OF EXCELLENCE AND INNOVATION

On June 14, 2018, the NYUSPS Center for Publishing Summer Publishing Institute (SPI) marked its 40th Anniversary with a reunion celebration and a panel discussion that featured alumni from 1978 through the present, including top industry leaders.

Launched four decades ago, the Summer Publishing Institute is designed for recent college graduates, rising college seniors, and young professionals who are interested in careers in book and digital/magazine media. It immerses students in an intense, six-week study of books and digital/magazine media. The program combines workshops, strategy sessions, and presentations by some of the leading figures in publishing. Faculty members and speakers introduce students to the editorial, marketing, creative, business, sales, and digital aspects of the industry.

Classroom learning includes lectures, workshops, and hands-on strategy sessions in subjects such as content creation across all platforms, cover design, video production and editing, app development, manuscript editing, social media marketing, designing effective websites, and publicity and promotion. In addition, learning outside the classroom takes place during visits to major book publishing houses, independent bookstores, magazine media companies, and digital content companies across New York City. Students also have the opportunity to work at BookExpo, the largest gathering of publishers in the US. The program’s key to success has been its ability to keep up and to keep ahead of the major changes that have occurred in the field of publishing.

An impressive roster of alumni was on hand to celebrate SPI’s anniversary. Vanessa K. De Luca ’93, former editor-in-chief of ESSENCE, served as the keynote speaker. The panel discussion featuring SPI participants from across the decades was the highlight of the evening.
CELEBRATING OUR FACULTY MEMBERS

NYUSPS RECOGNIZES THOSE WHO DEDICATE THEIR LIVES AND CAREERS TO EDUCATING FUTURE LEADERS

NYUSPS FACULTY LONGER SERVICE AWARDS

10 YEARS

Charles Akinbode, Adjunct Assistant Professor, School of Global Affairs
Beth Barlow, Adjunct Assistant Professor, School of Global Affairs
Karen Baugh, Adjunct Associate Professor, Division of Undergraduate Studies
Jennifer Bello, Adjunct Associate Professor, Center for Global Affairs
Mary Bless, Adjunct Instructor, School of Global Affairs
Young Chung, Adjunct Associate Professor, School of Global Affairs

20 YEARS

James Doherty, Adjunct Instructor, School of Global Affairs
Brian Domrzalski, Adjunct Instructor, School of Global Affairs
David Moulton, Adjunct Instructor, School of Global Affairs
Aaron Nasi, Adjunct Instructor, School of Global Affairs
Edward Rose, Adjunct Instructor, School of Global Affairs
John Shearin, Adjunct Instructor, School of Global Affairs
Laurel Spence, Adjunct Instructor, School of Global Affairs
Matthew Verzilli, Adjunct Instructor, School of Global Affairs
Raul Sanchez, Adjunct Instructor, School of Global Affairs

30 YEARS

William Berman, Adjunct Assistant Professor, School of Global Affairs
Norman Durland, Adjunct Instructor, School of Global Affairs
Armin Ehrlich, Adjunct Instructor, School of Global Affairs
Dr. Beth Enright, Adjunct Instructor, School of Global Affairs
Mary Ferguson, Adjunct Instructor, School of Global Affairs

Each year, the NYU School of Professional Studies honors those who dedicate their lives and their careers to teaching with a series of awards and acknowledgements. Longer Service Awards (above) recognize faculty members who have taught at NYUSPS for 10+ years. Those who received awards for Teaching Excellence, Outstanding Service, and Distinguished Teaching are listed below.

Teaching Excellence Award

Michael Shank, Adjunct Assistant Professor, Center for Global Affairs
Jennifer Trahan, Clinical Associate Professor, Center for Global Affairs
Kempton Mooney, Adjunct Instructor Center for Publishing
Elizabeth Lowe, Adjunct Professor Center for Applied Liberal Arts
George Schepfer, Adjunct Instructor Center for Applied Liberal Arts
John Seely, Adjunct Associate Professor, Division of Undergraduate Studies
Raul Sanchez, Clinical Assistant Professor, Division of Languages
Jeffrey Keefer, Adjunct Assistant Professor, Division of Programs in Business

Kenneth Kerrigan, Adjunct Director Division of Programs in Business
Barry Martin, Adjunct Director Division of Programs in Business
Vincent Suppa, Adjunct Assistant Professor, Division of Programs in Business
Joanne Tombrakos, Adjunct Assistant Professor, Division of Programs in Business
Chet Van Wert, Adjunct Director Division of Programs in Business

Recep “Richie” Karaburun, Clinical Assistant Professor Jonathan M. Tisch Center of Hospitality
David Holland, Clinical Assistant Professor, Preston Robert Tisch Institute for Global Sport

James Rengstl, Adjunct Instructor Schack Institute of Real Estate

Outstanding Service Award

Kevin Chen, Adjunct Assistant Professor, Center for Global Affairs
Anne Marie Goetz, Clinical Professor Center for Global Affairs
Jane Grenier, Adjunct Instructor Center for Publishing
Ronald Naples, Adjunct Associate Professor, Jonathan M. Tisch Center of Hospitality

NYU Distinguished Teaching Award

Carolyn Kissane, Academic Director, Center for Global Affairs

Each year, the NYU School of Professional Studies honors those who dedicate their lives and their careers to teaching with a series of awards and acknowledgements. Longer Service Awards (above) recognize faculty members who have taught at NYUSPS for 10+ years. Those who received awards for Teaching Excellence, Outstanding Service, and Distinguished Teaching are listed below.

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Raul Sanchez, Clinical Assistant Professor, Division of Languages
Jeffrey Keefer, Adjunct Assistant Professor, Division of Programs in Business

Kenneth Kerrigan, Adjunct Director Division of Programs in Business
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David Holland, Clinical Assistant Professor, Preston Robert Tisch Institute for Global Sport

James Rengstl, Adjunct Instructor Schack Institute of Real Estate

Outstanding Service Award

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Anne Marie Goetz, Clinical Professor Center for Global Affairs
Jane Grenier, Adjunct Instructor Center for Publishing
Ronald Naples, Adjunct Associate Professor, Jonathan M. Tisch Center of Hospitality

NYU Distinguished Teaching Award

Carolyn Kissane, Academic Director, Center for Global Affairs
FOSTERING PROFESSIONAL SUCCESS

NYU WASSERMAN CENTER FOR CAREER DEVELOPMENT AT NYUSPS CONDUCTS ANNUAL NYU LIFE BEYOND THE SQUARE SURVEY

The NYU Wasserman Center for Career Development at the NYU School of Professional Studies conducted its annual NYU Life Beyond the Square employment outcomes survey (which encompasses associates, bachelors, and masters degree students who graduated in September 2016, January 2017, and May 2017) over a six-month period. With a 96.8% graduate and 98.8% undergraduate student employment outcomes rate, it is evident that employers around the globe understand the value of our professionally focused degrees and continue to seek out NYUSPS students for opportunities.

*Information was collected from 254 undergraduates out of the 328 who graduated during the above timetable, resulting in an 77.4% knowledge rate. Information was collected from 1,039 graduates out of the 1,266 who graduated during the above timetable, resulting in an 82.1% knowledge rate.

Post-Graduate Outcomes for NYUSPS Graduate Students

- **96.8%** of respondents were employed over the six-month period in which data was collected.
- **51.7%** of respondents received two or more job offers.
- The Northeast remained the top destination for employment, with 92.5% employed in the tri-state (NY, NJ, CT) area, with the vast majority of those working in New York City. Outside of the Northeast, California was the most popular state for employment. Respondents reported working in 31 countries, with China as the top global location.
- **86.1%** of respondents utilized the resources of the Wasserman Center for Career Development while at NYUSPS.
- **72.3%** of respondents indicated they held an internship during their tenure.
- Respondents reported employment across 33 industries. The top five include: Real Estate at 14%, Financial Services at 11%, Marketing at 10%, Computer Science and Technology at 9%, and Fashion & Consumer Goods at 8%.

Post-Graduate Outcomes for NYUSPS Undergraduate Students

- **98.8%** of respondents were either employed or enrolled in a graduate or professional school program during the data collection period. Of those who secured a post-graduation opportunity, 85.1% were working, 12.0% were in graduate or professional school, and 2.8% reported both working and attending school.
- **57.6%** of respondents received two or more job offers.
- 100% of students who received more than one job offer utilized the resources of the Wasserman Center for Career Development.
- The Northeast remained the top destination for employment, with 79.1% employed in the tri-state (NY, NJ, CT) area, with the vast majority of those working in New York City. Outside of the Northeast, California was the most popular state for employment.
- **87.8%** of respondents utilized the resources of the Wasserman Center for Career Development while at NYUSPS.
- **80.7%** of respondents indicated they held an internship during their tenure.
- Respondents reported employment across 27 industries. The top five include: Hospitality, Tourism, Sports & Recreation at 14.2%, Financial Services at 13.3%, Entertainment/Media at 13.3%, Computer Science and Technology at 13.3%, and Real Estate at 8.1%.
1. Over the last decade, NYUSPS has seen an increase in graduate enrollment of 50%, continued evidence of the perceived value and desirability of applied professional graduate programs in the marketplace. The School’s industry-focused graduate programs of study are an attractive option for students in the US, as well as for international students who seek to develop their knowledge in specialized sectors. Since Fall 2009, enrollments in NYUSPS traditional undergraduate programs in real estate, sports management, and hotel and tourism management have more than doubled, indicating a pronounced interest in majors that offer strong employment opportunities in fields that are growing globally. Although enrollments in the Division of Applied Undergraduate Studies (formerly the Paul McGhee Undergraduate Division), which offers programs for students who wish to complete their associates or bachelors degree, have declined over the same period of time, they have remained fairly steady over the past two years.

2. Over the last decade, the NYUSPS Division of Applied Undergraduate Studies (formerly the Paul McGhee Undergraduate Division) has seen mixed enrollment numbers. Mirroring national trends, it declined steadily after 2013. Changes in the marketplace and decreases in employer-based financial support for those seeking to complete their bachelors degree have caused waning interest in these programs. Until 2017, the Division’s associates degrees had seen a decline in enrollments as well, with many students opting to enroll in lower-cost community college-based programs of study. This is changing, as lower pricing for these degrees is implemented, making them comparable in price to local community colleges. Enrollments from 2017 to 2018 nearly tripled. In Fall 2016, the School introduced the Access program, a 10-month, 30-credit educational option for students who have recently graduated the Access program, a 10-month, 30-credit educational option for students who have recently graduated high school and who are not ready to commit to earning an associates or bachelors degree. Students in this program are conditionally admitted to one of the associates degrees offered through the Division and can complete the degree if they so choose. The program, which is designed for small cohorts, reached its maximum intake within two years after launch.

3. The age of the students who are enrolling in graduate programs at NYUSPS has become consistently younger from Fall 2009 to Fall 2018. Many graduate students in the 21-25 year-old range are directly out of undergraduate programs of study. The need to acquire specialized knowledge and skills that serve to increase marketability and competitiveness are key influencers in the choice to pursue a professionally focused masters degree at a younger age. The Division of Applied Undergraduate Studies (formerly the Paul McGhee Undergraduate Division) also has seen younger students enrolling in its programs, with large gains in the 18–20 and 21–25 year-old age groups. A decline in employers who are willing to pay for degree completion programs has played an integral role in influencing the change in these demographics. Enrollment profiles for students in traditional, four-year undergraduate programs of study remain highest in the 18-20 year-old range; however, there is a slight decline here as the number of students entering the program in the 21-25 year-old range has increased.
During the period between 2009 and 2018, enrollment by gender has changed considerably across the School’s academic programs. Graduate programs have seen an increase in female students and a decrease in male students. Several majors are driving this trend, including marketing and public relations, which tend to skew more to female students. Several majors are driving this trend, including marketing and public relations, which tend to skew more towards female students.

Enrollments in McGhee Undergraduate Division (formerly the Paul McGhee Undergraduate Studies) have shifted downward of Applied Undergraduate Studies (formerly the Paul McGhee Undergraduate Division) have shifted downward indicating the desire for these students to complete their degrees as quickly as possible and launch or advance their career. As would be expected in the more traditional undergraduate programs, which are often not working, who must be enrolled full time to maintain F-1 visa status, and who choose to attend full time as opposed to those who attend part-time. This is due to the fact that these programs are attracting a much younger and more international market, composed of individuals who are often not working, who must be enrolled full time to maintain F-1 visa status, and who choose to complete their degree as quickly as possible, entering the job market with advanced credentials. As the demographics for students in the Division of Applied Undergraduate Studies (formerly the Paul McGhee Undergraduate Division) have skewed younger, the number of full-time students has increased, indicating the desire for these students to complete their degrees as quickly as possible and launch or advance their career. As would be expected in the more traditional undergraduate programs, which include the four-year degrees in sports management, hotel and tourism management, and real estate, the vast majority of students enrolled are committing to a full-time academic credit load.

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Over the past decade, graduate programs have seen a steep increase in the number of students who attend full time as opposed to those who attend part-time. This is due to the fact that these programs are attracting a much younger and more international market, composed of individuals who are often not working, who must be enrolled full time to maintain F-1 visa status, and who choose to complete their degree as quickly as possible, entering the job market with advanced credentials. As the demographics for students in the Division of Applied Undergraduate Studies (formerly the Paul McGhee Undergraduate Division) have skewed younger, the number of full-time students has increased, indicating the desire for these students to complete their degrees as quickly as possible and launch or advance their career. As would be expected in the more traditional undergraduate programs, which include the four-year degrees in sports management, hotel and tourism management, and real estate, the vast majority of students enrolled are committing to a full-time academic credit load.

Over the past decade, enrollments in NYUSPS non-credit courses have decreased by 58%, a decline that has been caused by numerous shifts in the market, changes in business practices, and a migration of course content to digital mediums. To address these declines, NYUSPS has moved more course content online to make it easier to consume, and has introduced new non-credit programs and products to meet the needs of the industries and students it serves. In 2015, the School launched Diploma Programs, which allow individuals to acquire knowledge and skills in specialized areas of study. Enrollment in these programs has tripled over a three-year period. NYUSPS has introduced the High School Academy, which provides high school students with the opportunity to immerse themselves in professionally focused course content that affords an introduction to a career path they might be contemplating. Incredibly popular with students who want to gain an advantage in the highly competitive admissions process, enrollments in these programs have increased by 569% over the past five years.

### 4. NYUSPS Credit Students (% of Students Enrolled) by Gender and Academic Program (Fall 2009, 2014, 2018)

- **Graduate Programs**
  - Fall 2009: 55%, 62%, 65%
  - Fall 2014: 47%, 55%, 50%
  - Fall 2018: 41%, 45%, 45%

- **Division of Applied Undergraduate Studies Programs**
  - Fall 2009: 55%, 55%, 65%
  - Fall 2014: 47%, 41%, 15%
  - Fall 2018: 47%, 41%, 15%

- **Traditional Undergraduate Programs**
  - Fall 2009: 55%, 55%, 65%
  - Fall 2014: 47%, 41%, 15%
  - Fall 2018: 47%, 41%, 15%

### 5. NYUSPS Full-time vs. Part-time Credit Enrollment by Student Population and Academic Program (2009–2018, by Fall Term)

#### Graduate Programs

- Fall 2009: 1,641
- Fall 2014: 1,542
- Fall 2018: 1,488

#### Division of Applied Undergraduate Studies Programs

- Fall 2009: 595
- Fall 2014: 540
- Fall 2018: 460

#### Traditional Undergraduate Programs

- Fall 2009: 381
- Fall 2014: 413
- Fall 2018: 454


- 2009: 20,167
- 2010: 27,098
- 2011: 27,046
- 2012: 26,873
- 2013: 22,045
- 2014: 21,696
- 2015: 21,710
- 2016: 15,265
- 2017: 13,573
- 2018: 11,702


- 2015: 332
- 2016: 353
- 2017: 381
- 2018: 413


- 2012: 121
- 2013: 220
- 2014: 282
- 2015: 368
- 2016: 598
- 2017: 958
- 2018: 1,254