TRANSFORMATIONAL EDUCATION
with real-world applications

Annual Report 2019-2020
Dear Friends and Members of the NYU School of Professional Studies Community,

The 2019–2020 academic year and the extraordinary circumstances surrounding it, could never have been imagined by any of us. A global pandemic that has taken more than a million lives worldwide, changing the way we live, learn, and work, has challenged us to prioritize what is truly important, think strategically, act decisively, and become more flexible than ever before. The entire NYU SPS community has risen to the occasion, showing its strength, determination, and resilience. Like many of the industries it serves, the School has taken a situation that could have been devastating, and has transformed it into a teaching and learning experience that is innovative, explores new opportunities, and provides the greatest impact for our students, industry partners, and the many constituencies we serve.

I have been awed by our ability to pivot so quickly and nimbly into the remote learning space, without missing a beat in our delivery of the incredibly rich and complex educational content for which we are known. All of our faculty members, assisted by the Center for Academic Excellence and Support (CAES), have shown their ability to, not just move forward under very difficult circumstances, but to embrace new teaching and learning modalities and to use them to inspire our students. Course content has been redesigned in real time to include the effects of the pandemic on industry, as well as the opportunities they provide. Our students are more prepared than ever before to understand the role of changing dynamics in the marketplace and to appreciate the deep global connectivity within their own industries and throughout the workforce.

In addition to classroom learning, NYU SPS is a highly respected thought leader across critical business sectors that are the driving engines of our economy. Each year, its holds some of the largest and most respected industry conferences in the world. This past year was no exception, but for the fact that these incredibly informative events needed to be executed virtually. While they normally attract several thousand attendees, this year, due to the change in modalities, more than 35,000 participants attended from around the world.

Although every member of our community was affected by the unexpected circumstances that COVID-19 presented, we forged ahead, creating impact in bold and meaningful ways. We developed a new mission statement that serves to define all that we do and all that we are. We recalibrated several of our master’s degrees to better meet the needs of our students and industry. We enhanced our reputation for innovation through groundbreaking faculty research, and we expanded our audiences through new and highly curated content.

I want to thank the entire NYU SPS community for the extraordinary efforts that were made to ensure that, no matter what came our way, we not only survived but thrived. Our success is a testament to your deep commitment to our students and to the notion that every situation we encounter offers opportunity for growth and change.

Sincerely,

Susan Greenbaum, EdD
Dean, NYU School of Professional Studies
Defining the NYU SPS Mission and Underlying Value Proposition

Prepare Our Students to Succeed at all Stages of Their Educational and Professional Journeys by Providing Transformative Learning Steeped in Real-World Applications, While Impacting Global Industries, Professions, and Communities.

In response to requests from members of the NYU SPS community, as well as members of the industries we serve, the School recently introduced a new, unifying mission statement that clearly defines who we are, what we do, and what sets us apart. The statement serves to “crystallize” the NYU SPS identity, and to provide an anchor for our unique brand of education and the ways in which we express and promote it.

The development process was thorough, thoughtful, and inclusive. It began with the Dean's Office engaging a consultant to guide this critical and complex project. Elizabeth Haas, an NYU SPS adjunct instructor who teaches for the Preston Robert Tisch Institute for Global Sport, was selected to do the research and the compilation of the findings that led to the creation of the final mission statement. She has over 35 years of experience as a management consultant in both the public and private sectors, and was one of the first female partners at McKinsey & Company. She also founded New York Consulting Partners, now part of PricewaterhouseCoopers.

Over the course of several months, Haas conducted in-depth interviews with dozens of NYU SPS students, faculty and staff members, alumni, industry partners, and members of the School's leadership team. After numerous strategic working sessions, thoughtful wordsmithing, and the incorporation of multiple rounds of feedback, a mission statement was solidified that articulates our core values and that captures the essence of all that we do in one simple yet compelling narrative.

The enduring relevance of the new mission statement will depend upon each member of our community embracing and amplifying it. We look forward to your participation and support in the advancement of this important work. LEARN MORE >
Educating Students to Understand and Address a Global Pandemic

Because of the industry related focus of the disciplines that NYU SPS spans, faculty members have been able to provide deep insights into the coronavirus pandemic and the ways in which it is affecting the sectors we serve and beyond. As the COVID-19 virus has spread around the world, they have incorporated enlightening discussions that focus on the crisis into their classroom teaching.

Preston Robert Tisch Institute for Global Sport

In response to the restrictions imposed on sports and celebrity athletes by the COVID-19 pandemic, David Hollander, clinical associate professor at the Preston Robert Tisch Institute for Global Sport, and assistant dean of the NYU Real World program, taught a special class “Sports Business Solutions in a COVID-19 World,” which was open to undergraduate and graduate students. It focused on NBA All-Star Devin Booker as a sports property, and students were charged with creating branding and marketing strategies that would help him to pivot his brand and business, while continuing to engage fans during these difficult times. Students pitched their ideas directly to Booker and his agency, CAA, virtually during the course.

Division of Programs in Business

In the “International Human Resource Management” class taught by Anna Tavis, clinical associate professor and academic director of the Human Capital Management Department within the Division of Programs in Business, students learned to identify the implications of linking the global marketplace with human capital strategies while searching for world-class solutions. They conducted a case study on the impact of the SARS pandemic (2003) on the workplace, focusing on the ways in which Singapore Airlines managed its workforce policies at a time when about 50% of its business was decimated. Lessons learned can be applied to meet the challenges of today’s COVID-19 workplace.
Division of Applied Undergraduate Studies

The Division of Applied Undergraduate Studies offered a variety of courses that focused on different aspects of the COVID-19 pandemic. Among them was a course on “Project Management and Technology Innovation,” taught by Adjunct Instructor Amarpreet Nanda. The course focused on how agile companies were in responding to COVID-19, including their ability to reconfigure supply chains, and to launch and adapt new products for an evolving marketplace. As the pandemic unfolded, students explored a variety of case studies and participated in deep discussion regarding the ongoing adjustments being developed and implemented by industry giants including Uber, Zoom, Google, Microsoft, and Amazon, among others.

Jonathan M. Tisch Center of Hospitality

In her “Tourism Planning and Policy” class, Lynn Minnaert, academic director and clinical associate professor at the Jonathan M. Tisch Center of Hospitality, discussed the coronavirus as a factor in the external environment that is affecting tourism destinations around the world. The course focused on a comprehensive review of the tourism planning process used to develop or modify a travel destination area including the development of goals and objectives; the identification of natural, cultural, social, and recreational resources; and control procedures and how they are being impacted by COVID-19 on a local, regional, and national level.

NON-DEGREE COURSE OFFERINGS

Courses within the School’s non-degree portfolio, which serves industry professional in NYC, across the country, and around the world, also pivoted to a COVID-19 mindset, providing immediately applicable insights and skills for day-to-day living and working.

Beyond the Headlines: The Balance of Power in a Post-Pandemic World

Offered by the Center for Global Affairs, this course focuses on the COVID-19 pandemic and the global recession, which have left indelible scars on global power, accelerating some existing trends and upending others. The course explores the root causes of the current geopolitical trends and how they might unfold in the next 12 to 24 months, as well as where they might leave the US and its allies.

Managing Virtual Teams

As of early 2016, it was estimated that 50 percent of the US workforce held a job that was compatible with at least partial telework. Due to the pandemic a large portion of the same workforce is now conducting business completely online. Offered by the Division of Programs in Business, this course explores the challenges of remote work and the skills that can empower us to manage in this new reality.

Managing Construction in a Global Pandemic

Offered by the Schack Institute of Real Estate, this immersive course delves into the adverse effects presented when conditions dictated by the environment, such as a global pandemic, require construction firms to adapt in order to manage through critical issues while protecting their workers and company profits.
Clinical Assistant Professor Richie Karaburun, conducts a class on-site and online for the Jonathan M. Tisch Center of Hospitality. Students utilizing both modalities were able to engage and feel part of a vibrant learning community.

**Embracing New Teaching and Learning Modalities**

In March of 2020, as the number of COVID-19 cases in New York City began to rise, the NYU School of Professional Studies along with the entire University, pivoted to remote teaching and learning. Despite no forewarning or initial preparation, NYU SPS faculty members rose to the occasion. In partnership with the NYU SPS Center for Applied Excellence and Support (CAES), over 1,400 faculty members were trained in the necessary skills to accommodate the transition, ensuring that nearly 100 percent of NYU SPS courses were able to be delivered remotely. While students were faced with new and unexpected challenges, they too embraced the switch to remote learning and finished the academic year.

This past fall, as the pandemic continued, students resumed courses in three modalities—in-person, online, and blended, which is a combination of both. Spring 2021 will be similar, with the hope of all in-person classes being able to resume by Fall 2021.
In a video produced for the NYU SPS Class of 2020, which Edward Kleinert, clinical associate professor, Division of Programs in Business moderated, faculty members including: David Hollander, clinical associate professor, Tisch Institute for Global Sport; Kristine Rodriguez Kerr, clinical assistant professor, Center for Applied Liberal Arts; Carolyn Kissane, clinical professor, Center for Global Affairs; and Lilian Ajayi-Ore, adjunct instructor, Division of Programs in Business, shared their thoughts on the unexpected joy and new opportunities that teaching remotely had provided. WATCH THE VIDEO >

NYU SPS students at both the undergraduate and the graduate level, demonstrated their ability to adapt quickly to remote learning. They transitioned seamlessly, participating in classroom discussions, developing and presenting projects, and taking exams. Their positive attitude and willingness to be flexible made all the difference under difficult circumstances.

Kody Christiansen ‘20
Division of Applied Undergraduate Studies

“The professors and students have stepped up to the unexpected new normal with grace and ingenuity! Being asked to change your whole style of teaching or learning in one day is not easy—but in those Zoom rooms—I still felt connected to my professors and peers. Perhaps even closer than before. Most of my professors started out each class with ‘How are you all doing?’ A genuine question, which in these uncertain times meant so much to us.”

Ishel Tanyeri
Division of Programs in Business

“Technology, with slight modifications, has allowed us to stay connected and to continue our education in the best way possible. After spring break, one of my professors went around the virtual classroom and asked how each of us was doing. Every student really took the time to give their honest and heartfelt feedback. It was very emotional but also very empowering.”
Recalibrating Degrees to Meet the Changing Needs of Industry

NYU SPS continuously evaluates curricula to ensure it meets the needs of its students and the industries it serves. Recent adjustments addressed the digital, analytical, and global aspects across disciplines.

Preston Robert Tisch Institute for Global Sport Revises MS in Sports Business

The MS in Sports Business has been reduced from 42 credits to 36 credits. Its core is comprised of six courses that explore key aspects of the industry, including sports law, sports finance and economic analysis, the science of fandom, and digital sports media and marketing. Electives include topics such as “Design Thinking & Innovation,” “The Business of eSports,” “Sports Technology and Innovation,” “Sports Public Relations and New Media Strategies.”

Jonathan M. Tisch Center of Hospitality Renames and Refocuses Two Graduate Degrees

The MS in Hospitality Industry Studies has been renamed the MS in Global Hospitality Management. Credits have been reduced from 42 to 36. The degree provides the skills and knowledge expected of leaders across a range of hospitality industry professions. It can be completed on-site in NYC or online. The core offers courses such as “Trends in Travel and Tourism,” “Financial Analysis,” and “Business Communications,” with electives in “Digital Marketing,” “Asset management,” “Data Analytics,” and more.

The MS in Tourism Management has been renamed the MS in Travel and Tourism Management. The degree now offers a strong focus on data analytics, entrepreneurship, and technology, and can be completed on-site in NYC or online. Graduates will possess the skills and knowledge to work at destination marketing organizations, convention bureaus, airlines, travel intermediaries, and attractions.

Center for Applied Liberal Arts Renames and Updates Graduate Degree in Translation

The MS in Translation has been renamed the MS in Translation & Interpreting. The fully online, 36-credit program of study now offers students the opportunity to study translation from any language and choose from a wide range of electives in emerging areas including website localization, transcreation, and translation for new media, while gaining skills in interpreting. The degree can be completed in as few as three semesters when studying full time.
Earning Recognition for Academic Excellence and Innovation

NYU SPS degree programs are known for their innovation, their rigor, and their ability to prepare students at all levels of their career to be highly competitive in the global marketplace. Three graduate degree programs were recently recognized for the distinct education they deliver.

**Preston Robert Tisch Center for Global Sport**

**MS in Sports Business Ranked #16 Globally in the SportsBusiness Postgraduate Rankings for 2020**

The Preston Robert Tisch Institute for Global Sport’s MS in Sports Business was recently ranked #16 globally (up from #31) in the SportsBusiness Postgraduate Rankings for 2020. Ranking criteria is incredibly competitive and focuses on metrics that range from the quality of teaching and the ability to network with industry executives to the value of the degree in furthering career goals. The Tisch Institute competed with approximately 400 programs globally.

**Schack Institute of Real Estate**

**BS in Real Estate Ranked #3 Nationally by US News & World Report**

The Schack Institute of Real Estate’s BS in Real Estate has been ranked #3 nationally (up from #4) in the category of Undergraduate Business Programs–Real Estate by US News & World Report, in its 2021 college rankings. US News & World Report rankings are based on more than 17 metrics used to assess an institution’s level of academic quality. Career outcomes, class size, academic reputation, and instructional and educational investments are all considered.

**Division of Programs in Business**

**MS in PR and Corporate Communication Selected Again as Finalist for PR Week’s Outstanding Education Program Award**

The Division of Programs in Business’ MS in Public Relations and Corporate Communication was selected as a finalist for PR Week’s Outstanding Education Program Award for 2020 and 2021. This prestigious industry award recognizes degree program achievements and innovations in the following areas: curriculum, faculty, enrollment, impact on industry, and placement success. Special attention is given to the effectiveness of the program in preparing students for long-term success. The Division will learn in March 2021 if it has won the Award this year.
During the 2020 NYU SPS Spirit Week, and in the wake of COVID-19, the NYU SPS Wasserman Center for Career Development was unable to host its on-site Networking Night. It was keen to provide an activity for teams of students in a virtual setting, and so it instead hosted the NYU SPS Innovation Challenge. EY (Ernst & Young) served as the industry sponsor, graciously providing judges and mentors. It also devised the challenge statement that was the focus of a month-long competition in which 16 teams (77 students) from across NYU SPS disciplines participated. Each finalist team had direct access to EY mentors and the winning team was awarded the opportunity to meet with Roger Park, EY head of Americas Innovation for a virtual lunch. In addition, all finalists were invited to participate in one-on-one meetings with mentors at Lair East Labs, a startup accelerator that empowers founders to expand internationally.

The challenge statement (below) offered a framework for students to think strategically and innovatively in order to solve a business problem that often requires a delicate balancing act for companies and organizations on a global level.

**SCALING WITHOUT COMPROMISING ON CULTURE**

*As a company grows, and employee counts rise, how do you keep and nurture what made the company special and unique, specific to the attributes that allowed it to grow in the first place?*

Event judges included: Michelle Wang, co-founder and partner, Lair East Labs; Jennifer Engelhardt, principal, People Advisory Services, EY; and Grace Uminga, head of Ecosystems, EY InnVenture. The finalist teams were comprised of 23 students representing six different SPS degree programs (MS in Integrated Marketing, MS in Management and Systems, MS in Public Relations and Corporate Communication, MS in Project Management, MS in Event Management, and BS in Hotel and Tourism Management). There were three undergraduate students among the 23—two of whom were first-year students at the Jonathan M. Tisch Center of Hospitality.

The winning team was TEAM TOTUM, a group composed of students from the Division of Programs in Business MS in Integrated Marketing and MS in Management and Systems, who proposed a cloud-based platform that utilizes gamification strategies to facilitate growth and retain corporate culture by employing artificial intelligence to intuitively inform and evolve the learning process. Based upon mutual interests, their solution incorporates the use of rewards to drive action that maintains high levels of productivity and engagement levels.
Influencing Through Research and Thought Leadership

NYU SPS faculty members are highly sought after experts in their fields who engage in research, collaborate with a wide range of companies and organizations, and provide commentary across media platforms.

Center for Global Affairs Faculty Play Key Role in Historic United Nations Global Initiative

In January 2020, to mark its 75th anniversary, the United Nations (UN) launched its UN75 initiative, which included an international survey that asked people from around the world to share their thoughts on the most pressing global challenges.

Seeking support from academics in examining the survey data, Under Secretary General Fabrizio Hochschild-Drummond invited Center for Global Affairs (CGA) Clinical Associate Professor WPS Sidhu and Clinical Assistant Professor John V. Kane to play an integral role in the initiative. A former consultant to the UN, Sidhu teaches the UN specialization courses at CGA. Kane teaches research methods, data analysis, and applied statistics.

The CGA professors worked in conjunction with the UN75 team and colleagues from the Graduate Institute of International and Development Studies in Geneva to analyze the data from one of the largest global surveys ever fielded. The UN75 initiative gathered data and input from the public through five streams: a one-minute public survey; dialogues; public opinion polling; social/traditional media analysis; and a mapping of UN reports, and academic and policy research.

By March 2020, more than 13 million people from 186 countries had taken part in the initiative, with more than 40,000 completing the one-minute survey, and more than 330 dialogues held in 87 countries. Preliminary results were presented in April. Final results were presented during the 75th UN General Assembly Session at a high-level meeting on September 21, 2020.

Kane, who provided many of the statistical analyses for the preliminary UN75 report, conducted an independent study course for CGA students over the summer to code the open-ended responses on the survey and to develop themes that were included in the preliminary report.

During late 2020, UN75 convened discussions to decide how best to take forward the findings. The final UN75 report will be published in January 2021.

READ THE PRELIMINARY REPORT>
Division of Programs in Business Faculty Explore Workplace (EX)

A growing number of companies and organizations are undertaking transformative efforts to provide consumer-grade experiences to their employees. Curating Workplace Experience (EX) is becoming the next-generation source of organizational vitality as it taps into previously overlooked drivers of employee engagement and performance. Recently Anna Tavis, clinical associate professor and academic director of Human Capital Management at the NYU SPS Division of Programs in Business, together with Stela Lupushor, SPS adjunct instructor, and colleagues Paula Barrios-Sanchez and Kyle Borchardt, conducted a six-month study into EX practices across organizations.

The study shares an overview of the current EX landscape, existing and emerging EX practices, and practical recommendations for how to implement EX across organizations, [GET THE REPORT](#)

Tisch Institute for Global Sport Faculty Conduct Research on the African American Sport Consumer and Female Fandom

Recently, Clinical Associate Professor Brandon Brown, authored a white paper on the African American Sport Consumer that focused on this sizable and highly valuable market segment. His research shows that African Americans are not only the most highly identified sports fans, but that they are the most passionate—making them a top priority for marketers. Clinical Associate Professor and Academic Director of Undergraduate Programs, Bri Newland and Clinical Assistant Professor Ted Hayduk conducted research on Female Fandom, with a resulting white paper that served to dispel antiquated notions of the gender stereotypes regarding female fans and to promote what the research proves—female sports fans are major household decision-makers and spenders, and should be courted and catered to if advertisers and marketers want their dollars.

[READ THE AFRICAN AMERICAN SPORT CONSUMER REPORT](#)
[READ THE FEMALE FANDOM REPORT](#)

Tisch Center of Hospitality Faculty Members Conduct Research on COVID-19 and Tourism Risk in the Americas

As the COVID-19 pandemic wreaks havoc across economies globally, tourism and hospitality have been among the hardest hit sectors. Two clinical associate professors at the Jonathan M. Tisch Center of Hospitality—Christopher Gaffney and Bruno Eeckels—published a study in the *Journal of Latin American Geography* that revealed the more a country’s economy depends upon international tourism as a percentage of GDP, the more quickly and deeply it will be impacted by the cessation of touristic flows. Small Islands in the Caribbean and the Pacific were among the most affected.
The Future of Work

To commemorate its 85th Anniversary as a leader in providing professionally focused educational programs, the NYU School of Professional Studies hosted a forum titled The Future of Work on February 12, 2020 at the NYU Kimmel Center for University Life.

NYU SPS Dean Susan Greenbaum welcomed the audience with remarks that highlighted the School’s unique position in preparing students for the workforce of the future. The event featured one-on-one conversations with Art Bilger, founder and CEO of WorkingNation, and Julia Lamm ’11, partner, Financial Services People & Organization Practice, PwC; a presentation by Anna Tavis, clinical associate professor and academic director of the Human Capital Management Program at the NYU SPS Division of Programs in Business; and a panel discussion with NYU SPS faculty members who are prominent industry experts.

The morning’s deep content explored the changes taking place in the world of work—from technological innovations and globalization, to shared work, the gig economy, and the urbanization of job creation—and how to address them. More than 100 individuals attended, including a cross section of government officials, hiring managers, and educational administrators in addition to NYU SPS faculty members, students, and administrators. On display was the Proclamation bestowed upon the School by the NYC Mayor’s Office to mark its 85th Anniversary. The framed document, which was positioned on the stage for all to see, proclaimed October 28, 2019, NYU School of Professional Studies Day. VIEW THE VIDEO GALLERY >
Pivoting Seamlessly to Deliver World-Renowned Conferences and Panel Discussions Remotely

The CEOs Check-In
On June 2, 2020, The Jonathan M. Tisch Center of Hospitality hosted a virtual version of the “CEOs Check-In” panel, normally part of its annual NYU International Hospitality Industry Investment Conference.

Jonathan Tisch, (top row left) chairman and CEO of Loews Hotels & Co. and co-chairman of the Board of Loews Corporation, moderated the “CEOs Check-In” panel, which focused on the business challenges hotel and tourism have faced due to the COVID-19 pandemic. Executives included: (top row center) Sébastien M. Bazin, chairman and chief executive officer, Accor; (top row right) David Kong, president and chief executive officer, BWH Hotel Group; (middle row left) Keith Barr, chief executive officer, InterContinental Hotels Group (IHG); (middle row center) Christopher J. Nassetta, president and chief executive officer, Hilton; (middle row right) Mark S. Hoplamazian, president and chief executive officer, Hyatt Hotels Corporation; and (bottom row) Arne M. Sorenson, president and chief executive officer, Marriott International.

WATCH THE JUNE CEOs CHECK-IN VIDEO HERE >

A series of online webinars, planned by the Conference Committee, took place on November 6-12, 2020. This webinar series brought the world-renowned NYU Hospitality Conference to an even larger audience, and did so at a time that was critical for members of the industry to gain the latest information on trends and forecasts from the best in the business.

WATCH THE NOVEMBER WEBINARS HERE >

The Black Experience in the Real Estate Industry
In June 2020, the Schack Institute of Real Estate presented this two-part series that served to open a national dialogue on racial disparities in the real estate industry.

Sam Chandan, Larry and Klara Silverstein Chair and associate dean of the Schack Institute of Real Estate hosted PART 1 of “The Black Experience in the Real Estate Industry,” which was moderated by Craig Robinson, former global head of Powered by We, WeWork and featured Margaret Anadu, head of the Urban Investment Group, Goldman Sachs; Tammy Jones, chief executive officer, Basis Executive Group; Onay Payne, managing director, Clarion Partners, and James Simmons III, chief executive officer, Ashland Capital Partners. PART II “The Role of Anchor Institutions,” was moderated by Dustin Jones, who was then the executive director of Cornell University’s Baker Program in Real Estate, and now serves as the Schack Institute’s academic director of US graduate programs. He spoke with Jerrod Delaine ’12, adjunct instructor, Schack Institute; and William Parrish, Jr., adjunct assistant professor of real estate.

WATCH PART I HERE >  WATCH PART II HERE >
Tax Conference Webinars

In Summer 2020, the Division of Programs in Business held its renowned tax conferences in webinar format to ensure that tax professionals from across the United States were able to acquire the invaluable information on trends, policy, and changes to tax law that may affect their practice.

The NYU Tax Controversy Forum was held remotely on June 18-19, 2020 and was followed by the NYU Federal Real Estate and Partnerships Tax Conference on June 25-26, 2020. The NYU Tax Conferences in July were also held in webinar format, allowing tax professionals to tune in from their office or from home and fulfill CLE and CPE requirements over the summer. A wide range of topics were covered by panelists from across the industry, as well as IRS experts. While these conferences are quite popular, this year’s participation broke all records, with more than 13,000 attending virtually.

WATCH ALL TAX CONFERENCE WEBINARS HERE >

Reframing (REMOTE) Working for the New Normal

In September 2020, NYU SPS in collaboration with Working Nation, presented a remote panel discussion on the pivot to online working—its benefits and consequences. Panelists from across industries shared their views.

With the onset of the coronavirus pandemic, the world of work changed overnight, with large numbers of employees transitioning from working in the office to working from home (WFH). As the pandemic continues, the question remains whether remote work evolves into a more permanent option and what the implications of such a radical change might be on employee productivity, team collaboration, organizational culture, and workplace design. In September 2020, Anna Tavis, a clinical associate professor and academic director of the Human Capital Management Department within the NYU SPS Division of Programs in Business, moderated “Reframing (REMOTE) Working for the New Normal,” an online panel discussion featuring panelists Kelli Jordan, director for IBM Career and Skills; Ambar Margarida, principal designer, Spacesmith; Jodi Rabinowitz, head of talent and organizational development, Zoom Video Communications; and Bennet Voorhees, workforce analytics, data science lead, Merck.

WATCH THE VIDEO HERE >
During the summer of 2020, the NYU SPS Center for Applied Liberal Arts and the Center for Global Affairs, launched the Academy of Lifelong Learning (ALL), an online community that brings together a diverse population of students of all ages who are committed to the ongoing and self-motivated pursuit of acquiring knowledge. ALL encourages critical thinking and supports students who seek personal enrichment, connection with a social network, and the acquisition of new skills and perspectives.

Through the ALL website, students can interact with their peers; access a curated list of resources; explore upcoming course offerings in the humanities, languages, and global affairs; and participate in events and clubs. Many site visitors are older adults who, due to the COVID-19 pandemic, have switched to the remote courses and programming offered by NYU SPS. The new site provides them with the opportunity to continue their discussions and explore their interests outside of classroom learning—a wonderful way to stay informed and engaged when in-person learning is restricted and even when it is not!

Laura Weinstein
Retired Museum Educator

“I have taken courses at other academic institutions, but those classes are not of the same quality as the ones at NYU SPS. I feel that one of the most important factors in choosing courses is the instructor, their level of expertise, and their engagement with the class. Over the years, I have taken many courses at NYU SPS related to New York City, including those that focus on the City’s architecture, which are taught by Adjunct Instructor Francis Morrone. This past summer, I took a course titled “Travel in Film” with Adjunct Instructor Leonard Cortana.”

Gregory Rasin
Partner, Proskauer

“As I begin to transition from my career at Proskauer, where I have been for 15 years, the NYU SPS courses are keeping me well-informed on the current issues that are of the most interest to me. I have taken several courses taught by Judith and Mark Siegel, who have worked for the US State Department and political parties respectively. They provide the expert perspective on real-time political issues and current affairs that makes their courses very dynamic and engaging.”
Fostering Student Leadership & Mentorship

NYU SPS Dean’s Scholars Chosen for 2020–2021

Since 2015, the NYU SPS Dean’s Scholars Program has recognized outstanding undergraduate and graduate students. Reflective of the student body at NYU SPS, the Program brings together a truly diverse group of students who are charged with serving as exemplary representatives of the School. Members of the Scholars Program are required to play active roles in student life, including serving as mentors, open house ambassadors, and leaders of important student initiatives. This year, eight undergraduate students and 17 graduate students, across a variety of academic departments and disciplines, were selected as Dean’s Scholars for the 2020-2021 academic year.

Every Dean’s Scholar serves as a mentor in the NYU SPS Aspire Program—a program for high school students in New York City who attend under-resourced schools and who will be first-generation college attendees (see page 20). Following an extensive matching and training process, each Scholar is assigned to work with two to three high school students throughout the academic year on all aspects of the college application process. Throughout the fall and spring, Scholars and mentees attend a series of weekend workshops and online forums that address critical college preparation topics such as the Common Application, standardized testing, financial literacy, scholarships, and transitioning to college. This year due to the COVID-19 pandemic, the entire program was conducted virtually. On a positive note, the flexibility of the remote format gave mentors and mentees the opportunity to meet outside of designated workshop hours, helping to forge meaningful connections that will last a lifetime.

DEAN’S UNDERGRADUATE SCHOLARS

Aggie Dent – BS candidate in Sports Management, Preston Robert Tisch Institute for Global Sport
Jake Drucker – BA candidate in Social Sciences Division of Applied Undergraduate Studies
Rochelle Hestnas – AA candidate in Liberal Arts, Division of Applied Undergraduate Studies
Anton Kondrashov – BS candidate in Sports Management, Preston Robert Tisch Institute for Global Sport
Maya Kwok – BS candidate in Hotel and Tourism Management, Jonathan M. Tisch Center of Hospitality
Jamie Lopez – BA candidate in Social Sciences Division of Applied Undergraduate Studies
Samantha Robbins – BS candidate in Sports Management, Preston Robert Tisch Institute for Global Sport
Christopher Stevenson – BA candidate in Social Sciences, Division of Applied Undergraduate Studies

DEAN’S GRADUATE SCHOLARS

Azurée Montoute-Lewis – MS candidate in Human Resources Management and Development, Division of Programs in Business
Felicia Ong – MS candidate in Public Relations and Corporate Communication, Division of Programs in Business
Gloria Shao – MS candidate in Integrated Marketing, Division of Programs in Business
Roksolana Sheverack – MS candidate in Management and Systems, Division of Programs in Business
Raven van den Bosch – MS candidate in Professional Writing, Center for Applied Liberal Arts
Sarah Weisbuch – MS candidate in Tourism Management, Jonathan M. Tisch Center of Hospitality
Ying Yang – MS candidate in Integrated Marketing, Division of Programs in Business
Anh Dang – MS candidate in Construction Management, Schack Institute of Real Estate
Riya Dedhia – MS candidate in Integrated Marketing, Division of Programs in Business
Ernesto Espin – MS candidate in Global Affairs, Center for Global Affairs
Nathan Freeman – MS candidate in Sports Business, Preston Robert Tisch Institute for Global Sport
Karida Giddings – MS candidate in Global Affairs, Center for Global Affairs
Christinne Govereau – MS candidate in Professional Writing, Center for Applied Liberal Arts
Providing Academic & Professional Opportunities for High School Students

Through its Aspire Program and High School Academy, NYU SPS affords high school students from all walks of life, the opportunity to prepare for college and careers. During Summer 2020, due to the pandemic, both programs switched to remote experiences without missing a beat. Each provided access to invaluable guidance and content that gives high school students the competitive edge for moving forward.

Aspire Program

The Aspire Program is a unique educational opportunity for high school students in New York City who attend under-resourced schools and who will be first-generation college attendees (see page 19). This past summer, 75 students participated. Due to the COVID-19 pandemic, the 2020-2021 cohort of students has completed all academic components of the program online. In addition, they met virtually with their mentors and have taken part in a College Virtual Scavenger Hunt, a Game Night Mixer, and a Closing Ceremony.

High School Academy

During the 2012-2013 academic year, NYU SPS introduced the High School Academy Program, which allows high school students to “try on” careers through a broad variety of professionally focused, one-week courses. The program has grown substantially over the last nine years. This year, due to the pandemic, Career Edge, the program’s signature summer offering, was held remotely. More than 340 students participated in a wide range of courses from pre-law to digital storytelling, cyber defense to photography.
Building an Online, Student-Centered Community

In March of 2020, when the pandemic forced the School and the University to pivot to online instruction, NYU SPS students, members of the Student Council, club leaders, and the Office of Student Affairs stepped up to ensure that the vibrant student community, which is so much a part of an NYU SPS education, not only survived—but thrived.

The circumstances leading to the initial shutdown of all NYU facilities and the switch to online learning overnight might have been enough to rattle even the most resilient of NYU SPS students, but it did not. Instead students, members of the student government, and the Office of Student Affairs, worked tirelessly to ensure that the incredibly active student community for which the School is known, remained as spirited as ever. Throughout the spring and summer of 2020, and into the Fall 2020 semester, students have found new and creative ways to stay in touch, make new friends and professional connections, and provide support to each other during these unprecedented times. Under the guidance of Sue Wais, director of student life, and Anna Condoulis, associate dean of student affairs and events, their efforts have fostered a deep sense of community and camaraderie.

From Jeopardy matches to interactive student lounges, Pride Week celebrations to guest lectures featuring prominent alumni, yoga and meditation sessions to Spirit Week festivities and events that focused on diversity and inclusion, NYU SPS students showed their commitment to the School and to each other by developing hundreds of online activities that have served as a source of tremendous inspiration for the entire community.
NYU SPS Dean Emeritus Robert Lapiner Saluted for his Years of Service

Robert Lapiner, professor of Higher Education and Humanities and dean emeritus of NYU SPS, will retire at the end of December 2020. Lapiner was appointed dean and professor in 2005, after serving as dean of Continuing Education and University Extension at UCLA. At NYU SPS, he utilized his knowledge of comparative higher educational systems and the public service structures of research universities to ensure that the School responded to the needs of its students and reflected NYU’s high academic standards and the expertise of diverse industries. Lapiner secured the School’s largest and most transformative philanthropic gifts in its history—and built the School’s 7 East 12th Street home. In 2011, he was named NYU associate vice chancellor for global continuing education. He happily returned to SPS in 2013 as a full-time faculty member within the Division of Applied Undergraduate Studies, and later, also actively served as a university senator. The entire NYU SPS community is a beneficiary of his leadership and unwavering advocacy for our students, faculty, and staff members.

Negar Farakish Promoted to Assistant Dean of the Division of Programs in Business

Negar Farakish was promoted to assistant dean of the Division of Programs in Business (DPB), positioning her to support growth plans for the Division, which boasts 2,000+ students and 460+ full-time and adjunct faculty members.

Farakish joined NYU SPS as the academic director of DPB in 2016. With the rapid expansion and restructuring of DPB, her role evolved and she was appointed executive director of Academic Affairs for the Division in 2017. In recognition of her multiple contributions to DPB and the School, she received the SPS Outstanding Service Award in 2019.

Throughout her career, she has continuously engaged in planning, development, supervision, and evaluation of academic and student services programs. A student advocate, Farakish has taught and assisted wide-ranging groups of students—from the academically underprepared to those pursuing highly competitive majors at the undergraduate and graduate levels. It is this dedication that has resulted in a leadership role, which is sure to benefit the many students in the Division of Programs in Business.

NYU SPS Associate Dean Billie Gastic Rosado Receives UPCEA Fellowship Award

Billie Gastic Rosado, associate dean of Liberal Arts, Languages, and Post-Traditional Undergraduate Studies, has been awarded a fellowship to participate in the UPCEA Bethaida "Bea" Gonzalez Diversity in Leadership Scholars Program.

The University Professional and Continuing Education Association (UPCEA) established the prestigious Leadership Scholars program with the goal of equipping diverse professionals, with the skills and knowledge needed to move into leadership positions on campus in the areas of professional, continuing, and online education.

Thirteen individuals were chosen for the inaugural cohort. As part of the fellowship, Gastic Rosado will join a gifted team of higher education professionals to participate in a series of online professional development programs focusing on the importance of representative and diverse leadership. Her dedication to diversity and inclusion at NYU SPS and across the higher education landscape makes her the perfect choice for this distinct recognition.
Honoring Those Who Make a Difference

NYU SPS Recognizes Faculty Members Who Dedicate Their Lives and Careers to Educating Future Leaders

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 acknowledgments. Longer Service Awards (above) recognize faculty members who have taught at NYU SPS for 10+ years. Those who received awards for Teaching Excellence, and Outstanding Service are listed below.

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<tr>
<th>Teaching Excellence Award</th>
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<tr>
<td>Kathleen Apltauer, Adjunct Instructor, Center for Global Affairs</td>
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<tr>
<td>Christopher Ankersen, Clinical Associate Professor, Center for Global Affairs</td>
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<td>Joseph Bittner, Adjunct Assistant Professor, Division of Programs in Business</td>
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<td>Todd Cherches, Adjunct Assistant Professor, Division of Programs in Business</td>
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<td>Donatella Delfino, Clinical Associate Professor, Division of Applied Undergraduate Studies</td>
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<td>Philip Herter, Language Lecturer, English Language Institute</td>
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<td>Nina Neusa Hirota, Adjunct Assistant Professor, Division of Programs in Business</td>
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<td>Thom Kennon, Adjunct Instructor, Division of Programs in Business</td>
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<td>Kristine Rodriguez Kerr, Clinical Assistant Professor, Center for Applied Liberal Arts</td>
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<th>Outstanding Service Award</th>
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<tr>
<td>Andres Fortino, Adjunct Assistant Professor, Division of Programs in Business</td>
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<td>Burdin Hickok, Adjunct Assistant Professor, Center for Global Affairs</td>
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<td>Lynn Minnaert, Clinical Associate Professor, Jonathan M. Tisch Center for Hospitality</td>
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<td>Michael Oppenheimer, Clinical Professor, Center for Global Affairs</td>
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<td>Mary Ritter, Clinical Assistant Professor, English Language Institute</td>
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<td>Maryanne Spatola, Adjunct Assistant Professor, Division of Programs in Business</td>
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<td>Dina Tate, Adjunct Instructor, Division of Programs in Business</td>
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<tr>
<td>Evan Weiss, Adjunct Instructor, Jonathan M. Tisch Center for Hospitality</td>
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Acknowledging Invaluable Administrators and Staff Members

Behind the scenes of every successful endeavor that NYU SPS undertakes, there are hundreds of dedicated administrators and staff members working diligently to ensure that all runs smoothly and efficiently. The NYU SPS Distinguished Administrator Award acknowledges the tireless efforts of these critical team members and the School’s deep appreciation for all that they do.

Monica Estrada, Senior Director of Events

Monica Estrada has served as the senior director of events at the NYU School of Professional Studies since September 2016. She has worked at NYU for over 20 years. Estrada graduated from the NYU School of Professional Studies Division of Applied Undergraduate Studies (formerly the Paul McGhee Division) with a BA in liberal arts. She also earned an MS in direct and interactive marketing, from the Division of Programs in Business in 2005. As a student, Estrada was an active member in the student community within NYU SPS and across the University. For the past two decades, she also has played many different administrative roles at NYU. Originally, she worked in the NYU Admissions Office and transferred to NYU SPS (formerly the School of Continuing Education), Dean’s Office over 18 years ago. For the past eight years, she has been an active member of the Administrative Management Council (AMC), and is the senior representative for the School. She enjoys volunteering at many of the school-wide events including Commencement, Grad Alley, and Welcome Day, among others. Over the years she has worked for NYU SPS, Estrada has played a pivotal role in the growth and success of some of the School’s largest industry conferences.

Ashley Sinha, Senior Admissions Officer

Born and raised on Long Island, Ashley Sinha’s deep passion for cross-cultural education led her to earn a master’s degree in international education from NYU Steinhardt. After working several years in the area of study abroad, her enthusiasm for engaging with diverse communities led her to work with students at NYU SPS, where she started as an admissions officer in 2017, and was promoted to senior admissions officer in 2019. Sinha loves the unique programs that the School offers, as well as helping students to achieve their academic and professional goals. Since joining NYU SPS, her mission has been to help create an environment in which everyone’s ideas are heard and valued. She is constantly re-evaluating and problem solving, efforts that are deeply appreciated by her admissions team colleagues. Outside of the office, she can be found exploring museums, playing board games, and traveling with her husband Amit.
Prioritizing Inclusion, Diversity, Belonging, Equity, & Accessibility

Identified as a strategic priority for the School of Professional Studies, an Inclusion, Diversity, Belonging, Equity, and Accessibility (IDBEA) task force was formed in Spring 2019 and charged with identifying areas of strength, weakness, opportunity, and threat in the current IDBEA landscape at SPS and making necessary recommendations in this area. After months of examining information from each department, analyzing school-specific data from the Being@NYU survey, and conducting focus groups with students, and faculty and staff members, the task force put forward dozens of short- and long-term recommendations and shared these with SPS constituencies in fall 2019.

One of the key outcomes of the task force was the formation of an IDBEA standing committee that would be assigned the task of guiding the School’s work in this important area and moving forward with some of the recommendations set forth. Since its formation, the committee has advanced a number of IDBEA initiatives including: developing a draft NYU SPS IDBEA value statement; updating the student orientation module to include diversity and inclusion resources (in partnership with the Office of Student Affairs and student leaders); developing IDBEA workshops for the SPS context (in partnership with the Office of Global Inclusion); collaborating with the Faculty Council on the inclusion of a diversity and inclusion statement on the NYU SPS syllabus template; developing a new dedicated SPS IDBEA website (in partnership with the Office of Strategic Marketing and Communications); collaborating with the Office of Academic and Faculty Affairs on recommendations regarding diversity as it relates to the faculty hiring processes; and putting forward additional recommendations for the advancement of IDBEA and an inclusive culture.

Recent global events remind each of us that the work of inclusion, diversity, belonging, equity, and accessibility requires rigorous commitment and relentless pursuit. It must extend beyond the work of a single committee and instead be embedded throughout the organization for meaningful change to occur. Most importantly, it requires the engagement of each and every individual within our community to uphold these values and serve as agents of social transformation.
Paving the Way to Achievement in the Classroom and in the Workplace

NYU SPS alumni live and work around the world. They are highly accomplished and benefit the companies and organizations in which they are employed with the knowledge and skills they have acquired in our classrooms. Their success is a testament to our success in educating the future leaders of industry.

Division of Applied Undergraduate Studies Alumna, Sharon Harris, Appointed Chief Marketing Officer at Jellyfish

Division of Applied Undergraduate Studies (formerly the Paul McGhee Division) alumna Sharon Harris ’04 has been appointed global chief marketing officer at Jellyfish, a digital partner to the world’s leading brands. In this role, she will oversee Jellyfish’s international marketing strategy across 30 offices as the company continues to expand globally. Harris, who graduated with a BA in Humanities, also will spearhead diversity and inclusion initiatives, with a focus on advancing women and increasing representation in digital technology careers. She also is already involved in several professional mentorship organizations and is a frequent speaker on the topics of representation in tech, inclusion, and allyship. Harris has served as chair of the advisory board for the Marcus Graham Project where she continues to help to promote diversity and inclusion in the advertising industry. She is the board chair for Seattle’s “Be Bold Now” annual International Women’s Day celebration, and also is the vice chair of IGNITE National, a nonpartisan organization that encourages young women to actively engage in the political process.

Division of Programs in Business Alumna, Bettina Garibaldi, Named to PRWeek’s “40 Under 40” List for 2020

DPB alumna Bettina Garibaldi ’09, who serves as senior vice president for the travel and economic development sector within Ketchum, a top global communications consultancy, was recently named to PRWeek’s 2020 “40 Under 40” list. She was among those recognized for their talent, drive, leadership skills, and ability to steer the PR industry through its next evolution. Garibaldi, who graduated with an MS in Public Relations and Corporate Communication has received numerous awards for her work. One of the most acclaimed campaigns in which she was involved was the #CoverTheProgress campaign, which was designed by Ketchum for Discover Puerto Rico, in the aftermath of two massive hurricanes that impacted the island’s tourism industry. During her time at NYU SPS, Garibaldi served as president of the NYU PR League, and it was through this experience that she came to truly understand the power and the value of networking and establishing professional connections.
Supporting Professional Success

NYU WASSERMAN CENTER FOR CAREER DEVELOPMENT
LIFE BEYOND THE SQUARE SURVEY

The NYU Wasserman Center for Career Development conducted its annual NYU Life Beyond the Square career outcomes survey, which encompasses associate, bachelor’s, and master’s degree students whose degrees were conferred between July 1, 2018 and June 30, 2019. With a 95.1% graduate and 96.7% undergraduate student career outcomes rate, it is evident that employers around the globe understand the value of our professionally focused degrees and continue to seek out NYU SPS students for opportunities.

*Information was collected from 214 undergraduates out of the 277 who graduated during the above timetable, resulting in an 77.3% knowledge rate. Information was collected from 1,116 graduates out of the 1,473 who graduated during the above timetable, resulting in an 75.8% knowledge rate.

### POST-GRADUATION OUTCOMES FOR NYU SPS GRADUATE STUDENTS

- 95.1% of respondents were employed over the six-month period in which data was collected.
- 48.4% of respondents received two or more job offers.
- 75.1% indicated that they had participated in an internship during their tenure.

- Respondents reported employment across 30 industries. The top five include: Finance Services/Banking at 13.3%; Real Estate at 11.0%; Education/Teaching (including non-teaching jobs at universities) at 10.5%; Marketing/Advertising/PR at 9.5%; and Computer Science/Technology at 7.9%.

### POST-GRADUATION OUTCOMES FOR NYU SPS UNDERGRADUATE STUDENTS

- 96.7% of respondents were either employed or enrolled in a graduate or professional school over the six-month period during which data was collected. Of those who secured a post-graduation opportunity, 85.4% were working 9.7% were in graduate or professional school, and 4.9% reported both working and attending school.
- 52.4% of respondents received two or more job offers.
- 97.8% of respondents indicated that they held an internship during their tenure, which is an increase from the Class of 2018 in which 91.7% indicated participating in an internship.

- Respondents reported employment across 25 industries. The top six include: Hospitality, Tourism, Sports, and Recreation at 14.7%, Real Estate at 12.4%, Entertainment/Media at 10.6%, Financial Services & Banking at 9.4%, Education & Teaching at 8.8%, and Marketing/PR at 8.2%. 
From Fall 2011 to Fall 2017, NYU SPS graduate enrollment saw a 53% increase. Fall 2018 and 2019 saw a slight decline that followed national trends. Due to the COVID-19 pandemic, graduate enrollments for Fall 2020 suffered a steeper decline because of travel restrictions and the decision of many prospective students to defer enrollment to the Spring and Fall 2021 semesters. The pattern has been similar in the School’s three undergraduate programs in real estate, sports management, and hotel and tourism management that accept students directly out of high school, with a 93% increase in enrollments from Fall 2011 to Fall 2018, and slight decreases from Fall 2018 to Fall 2019, again following national trends. A more pronounced COVID-19 related drop occurred between 2019 and 2020. Although overall enrollments in the Division of Applied Undergraduate Studies (DAUS), which offers programs for adult, transfer, and post-traditional students who wish to complete their associate or bachelor’s degree, have declined from 2013 to 2020, new advertising campaigns and the cultivation of additional enrollment lead sources in the 2020-2021 academic year should help to increase recruitment efforts in order to improve these numbers.

The Division of Applied Undergraduate Studies (DAUS), has seen a decline in enrollments in its bachelor’s degree programs beginning in Fall 2013. Through these degrees DAUS serves a post-traditional population of students—many of whom are balancing work and family obligations as they juggle earning their degree. A steep drop in employers helping to fund the college education of their employees has recently led DAUS to pursue additional channels of fundraising to help increase scholarship dollars and to identify pipelines of new students in organizations that help to support employees who wish to earn their degree. DAUS associate degree enrollments saw a marked uptick from 2016 to 2019 due to their ability to provide an NYU education at a deeply reduced cost. There was a slight decline in these enrollments between Fall 2019 and Fall 2020, following an overall trend due to the COVID-19 pandemic.
3. The age of the students who are enrolling in graduate programs at NYU SPS has become consistently younger from Fall 2012 to Fall 2020. Many graduate students in the 21-25 year-old range are enrolling directly out of undergraduate programs of study or during their earliest years of employment. Fall 2020 saw a pronounced increase in this trend, with students concerned about the job market opting to enroll in graduate school. The Division of Applied Undergraduate Studies (DAUS) saw a similar, but even more pronounced, trend in Fall 2020, with students in the 21-25 year-old range increasing by 14% and students in the 26-30, 31-35, and 36-40 year-old age ranges decreasing. Students in the 18-20 year-old range showed a marked increase. Enrollment profiles for students in four-year undergraduate programs are changing as well. While the 18-20 year-old age range dominated in Fall 2012 and Fall 2016, Fall 2020 showed a marked uptick in 21-25 year olds in these programs, with less students in the 18-20 year-old range.

4. During the period between 2012 and 2020, enrollment by gender in the graduate programs has remained unchanged, with female enrollments dominating male enrollments by a margin of 22% consistently. The Division of Applied Undergraduate Studies (DAUS) experienced a shift downward in female students and an uptick in male students between Fall 2012 and Fall 2016, but these numbers have remained the same between Fall 2016 and Fall 2020. Enrollments in undergraduate programs that accept students directly out of high school have seen a marked uptick in male enrollments and a decrease in female enrollments, most likely due to the real estate and sports management degrees, which tend to attract more males.
During the 2012-2013 academic year, NYU SPS 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 college admissions process, enrollments in these programs have increased by 694% from their inception to the 2018-2019 academic year. There was a drop of 7.7% in the past year, due to COVID-19, which necessitated all programs being offered remotely, with no accommodation for on-campus housing—a major selling point of the summer Career Edge program.

In Fall 2020 due to the COVID-19 pandemic, NYU SPS pivoted to remote learning to accommodate students in the US and around the world. More than 1,000 courses were offered in remote synchronous, asynchronous, blended, and in-person formats. Classroom technology was upgraded, and both student support services and student life activities were reimagined for remote interaction with in-person options when possible. Over 240 students took advantage of the University’s GoLocal Program at NYU Shanghai, allowing them to keep up with their studies in the wake of travel restrictions.