

## A MESSAGE FROM THE INTERIM DEAN



Dear Colleagues,

Happy New Year! I hope that you had a wonderful winter break and that your spring semester is off to a great start. This newsletter provides a recap of all that transpired during the fall. It was certainly a busy and productive time, and I was very pleased to be able to get to know so many of you on a personal and professional level.

The fall semester kicked off with the Welcome Back Reception on September 17, which gave us the opportunity to meet and mingle with faculty, staff, and administrators. The relaxed yet energized atmosphere helped to set the tone for the work that lies ahead and for the many goals and initiatives we will take on collectively.

This issue of *Faculty News* provides updates on the diligent work of the Faculty Council and its committees. I commend the efforts of those who give of their time to serve the School and the University by participating in their governance and taking on this important added responsibility.

This edition also features articles on the 2018–2019 NYUSPS Dean's Research Grant recipients and the fascinating projects and research in which you and your colleagues are engaged (page 5). It also includes biographical information on newly appointed faculty members (page 7). In addition, it highlights commentary by faculty members in the news (page 9) and provides a glimpse into the numerous articles and books that you and your colleagues author or to which you contribute expertise (page 11). All are a testament to the deep knowledge that NYUSPS faculty members bring to our classrooms and, in turn, to our students.

Finally, this newsletter outlines strategic initiative priorities for the remainder of this academic year and beyond. I encourage you to take the time to read through this publication and to keep abreast of all that is happening. NYUSPS is on the move, and it is your hard work, talent, and determination that serve as the underpinnings for our success.

Sincerely,



Susan Greenbaum, EdD  
Interim Dean  
NYU School of Professional Studies

## COUNCIL AND COMMITTEE UPDATES

### NYUSPS Faculty Council

This past fall, the Faculty Council engaged in a review of how to eliminate unnecessary distinctions between full-time continuing contract faculty members teaching in degree and non-degree programs, committing to a “one faculty” principle. The Council is now revising the reappointment policy to cover all full-time contract faculty members. It also is supporting revision and updating of the mandates of the NYUSPS faculty standing committees.

During the October 15, 2018, school-wide full faculty meeting, the Council explained how it was addressing inconsistencies in the reappointment policy. The Council also conducted three group discussions with faculty members on the following matters: a) Faculty Appreciation Week, b) models and pros and cons of existing Academic Communities of Practice (ACP), and c) the support offered by CAES. Minutes of Council meetings as well as the bi-semester school-wide full faculty meetings are shared with the NYUSPS dean and are available on the website of the Office of Academic and Faculty Affairs under the “Committees” tab. Minutes of the school-wide full faculty meetings also are shared directly with NYU's president and provost.

The last school-wide full faculty meeting of the Faculty Council for the fall semester was held on December 6, 2018. The Council manages nominations, selection, and elections processes to ensure full representation and participation in all committees as well as the Council itself. This past fall, two Council members resigned prior to the end of their terms: **Jeanette Monaco** (Division of Programs in Business) and **Mary Ann Hallenborg** (Schack Institute of Real Estate, and former vice chair of the Council). Both provided deeply valued service and the Council thanks them for their hard work. Monaco was replaced by **Edward Kleinert** (Division of Programs in Business), and Hallenborg was replaced by **Stuart Brodsky** (Schack Institute of Real Estate).

This spring, the Council will review and update its 2015 Charter. The NYUSPS Faculty Council is an elected body composed of full-time faculty representatives from each division, and two adjunct representatives.

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Present members are **Kevin Chen** (adjunct representative, Center for Global Affairs), **Anne Marie Goetz** (Faculty Council chair, Center for Global Affairs), **Clif Hubby** (Faculty Council vice chair, Division of Applied Undergraduate Studies), **Lee Igel** (Tisch Institute for Global Sport), **Julia Keefer** (adjunct representative, Division of Applied Undergraduate Studies), **Edward Kleinert** (Division of Programs in Business), **Steven Pedigo** (Schack Institute of Real Estate), **Sharr Prohaska** (Jonathan M. Tisch Center of Hospitality), **Raul Sanchez** (Division of Languages), **Yuna Seong** (Faculty Council secretary, Division of Languages), **Waheguru Pal Sidhu** (Center for Global Affairs), **Chyng-Feng Sun** (Division of Applied Undergraduate Studies), and **Stuart Brodsky** (Schack Institute of Real Estate). The NYUSPS Senator **Antonios Saravanos** serves on the Council in an ex officio role, and **Jessica Martin**, director of the Office of Academic and Faculty Affairs, also serves as an ex officio member.

## Full-Time Faculty Representatives



**Anne Marie Goetz**  
(Chair) Clinical Professor, Center for  
Global Affairs



**Sharr Prohaska**  
Clinical Associate Professor, Jonathan M. Tisch  
Center of Hospitality



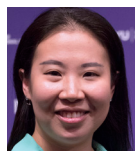
**Stuart Brodsky**  
Clinical Assistant Professor, Schack Institute of  
Real Estate



**Raul Sanchez**  
Clinical Assistant Professor, Division of  
Languages



**Clif Hubby**  
(Vice Chair) Clinical Associate Professor,  
Division of Applied Undergraduate Studies



**Yuna Seong**  
(Secretary), Clinical Assistant Professor, Division  
of Languages



**Lee Igel**  
Clinical Associate Professor, Tisch Institute for  
Global Sport



**Waheguru Pal Sidhu**  
Clinical Associate Professor, Center for  
Global Affairs



**Edward Kleinert**  
Clinical Assistant Professor, Division of  
Programs in Business



**Chyng-Feng Sun**  
Clinical Professor, Division of Applied  
Undergraduate Studies



**Steven Pedigo**  
Clinical Assistant Professor, Schack Institute  
of Real Estate

## Adjunct Faculty Representatives



**Hassan Abdulhaqq**  
(Second Alternate) Adjunct Instructor,  
Jonathan M. Tisch Center of Hospitality



**Julia Keefer**  
Adjunct Associate Professor, Division of  
Applied Undergraduate Studies



**Kevin Chen**  
Adjunct Assistant Professor, Center for  
Global Affairs



**Dina Tate**  
(First Alternate) Adjunct Instructor, Division  
of Programs in Business (New)

## Assessment Committee

During the fall semester, the Assessment Committee worked on two projects—the development of guidelines to help academic units identify and measure student learning outcomes at the program level, and the review of the Annual Faculty Activity Report.

With regard to the development of the guidelines, during the 2019 spring semester, all NYUSPS programs are asked to assess their student learning outcomes. To support this process, Dean Greenbaum has requested that the Assessment Committee create a set of guidelines that can assist programs as they identify student learning outcomes, develop tools for measuring them, and formulate strategies to address situations where outcomes are not met. The Assessment Committee is utilizing the NYU provost's assessment policies for student learning outcomes as the starting point of its work.

[nyu.edu/academics/academic-resources/academic-assessment/assessment-policies.html](https://nyu.edu/academics/academic-resources/academic-assessment/assessment-policies.html)

For the second project, the review of the Annual Faculty Activity Report began in December 2017, when the Faculty Council organized a brainstorming session to gain input from full-time and adjunct faculty members. The ideas that emerged from the meeting served as guidelines for the Assessment Committee's initial review of the Annual Faculty Activity Report during the spring of 2018. Due to time constraints, the Committee could implement only a limited number of suggestions. It is now revisiting the Annual Faculty Activity Report for a more comprehensive review, and will work to integrate more of the recommendations that were generated during the December 2017 meeting. This time, the Committee will review both the full-time and optional adjunct Annual Faculty Activity Reports.

The Committee welcomed a new adjunct faculty member representative this fall, **Merrie Frankel** (Schack Institute of Real Estate). Additional members include **Barbara Borst** (Center for Global Affairs), **Elisa Dicaprio** (Division of Applied Undergraduate Studies), **Jukka Laitamaki** (Jonathan M. Tisch Center of Hospitality), **Mary Ritter** (Division of Languages), **Jens Rudbeck** (chair, Center for Global Affairs), and **Julie Tay** (Center for Applied Liberal Arts).

## Grievance Committee

The provost has granted approval for the School to use its Grievance Policy while the Reappointment Policy for full-time faculty is being developed. The Grievance Policy will undergo a thorough review and approval process by the Provost along with the Reappointment Policy. It can be found on the NYUSPS Office of Academic and Faculty Affairs website under the "Policies and Documents" tab. All full-time continuing contract faculty members are encouraged to review the policy and to share any questions that they may have with the Committee.

## University Councils and Committees

### Full-Time Continuing Contract Faculty Senators Council (C-FSC)

The Full-Time Continuing Contract Faculty Senators Council (C-FSC) held three meetings during the Fall 2018 academic semester—September 20, October 18, and November 13. The C-FSC received a positive response from the NYU Board of Trustees to its "Resolution Fostering Mutual Cooperation Between Standing

Committees of the Board of Trustees and Standing Committees of the C-FSC," which was submitted in March 8, 2018. In short, the Board has granted the C-FSC's request for greater interaction between its committees and respective Senate committees. As of the Fall 2018 semester, the Council also has begun to publish Senator meeting attendance on the C-FSC website. The C-FSC also proposed amendments to its "Twenty-One Principles Regarding School Policies for Appointment, Reappointment, and Promotion for Full-Time Continuing Contract Faculty," which now number 25. The principles recommended language to be included in every school's Grievance Policy. The last meeting of the C-FSC was held on Tuesday, December 11.

The NYUSPS Full-Time Continuing Contract Faculty (FTCCF) representatives on the FTCCF Senators Council (C-FSC) are **Antonios Saravanos** (Division of Applied Undergraduate Studies), **Edward Kleinert** (alternate, Division of Programs in Business), and **Barry Hersh** (alternate, Schack Institute of Real Estate).

### Tenured/Tenure Track Faculty Senators Council (T-FSC)

**Robert Lapiner** (Division of Applied Undergraduate Studies) currently serves as the NYUSPS senator on the Tenured/Tenure Track Faculty Senators Council (T-FSC), for which he co-chairs its Educational Policies and Faculty/Student Relations Committee (EdPol) and its Personnel Policies and Tenure Modifications Committee (PPTM). For the University Senate as a whole, he co-chairs the Senate Academic Affairs Committee (SAAC), and is a member of the Senate Financial Affairs Committee (SFAC).

Most relevant to NYUSPS this academic year is the work of the PPTM. The Committee reviews University personnel policies and practices such as inclusion, equity, and diversity that affect the faculty; considers any proposals affecting tenure; and examines problems experienced under tenure rules while considering alternative solutions. The primary work of PPTM in recent years has been to meet the mandate from the Provost's Office to review and submit observations and recommendations with respect to all proposals from schools for new or proposed modifications to their policies on faculty appointments, promotion guidelines, and grievance procedures. This mandate is for proposals pertaining to continuing contract faculty members as well as to tenure and tenure-track members of the faculty.

Upon reviewing proposed policies for continuing contract faculty members, the Committee consults and meets collegially with the Personnel Policies and Contract Issues (PPCI) Committee of the C-FSC, with the objective of aligning NYUSPS responses—where feasible—before submitting valuations to respective School councils, and then with their support, to the provost. This semester, the two councils have completed the assigned review processes for policies proposed by the Rory Meyers College of Nursing.

The Committees recently forwarded to the Provost's Office specific joint guidance to NYUSPS in support of the process underway, which would update and revise the School's proposed policies framework. The T-FSC and C-FSC committees will begin deliberations over the anticipated NYUSPS policy revisions as soon as they are submitted to and forwarded from the Provost's Office for review. The T-FSC PPTM and the C-FSC PPCI committees strive to be fair, thorough, supportive, and expeditious in their reviews.

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### Undergraduate Academic Affairs Committee

Under the guidance of Vice Provost for Undergraduate Affairs **Georgina (Gigi) Dopica**, the Undergraduate Academic Affairs Committee (UAAC) is focusing on issues of academic identity and common, cross-school experiences. The Committee also is discussing undergraduate policies and education in regard to academic integrity and undergraduate policies that encompass academic probation and dismissal. The work began by continuing two conversations from last academic year—one regarding office hours and the other focusing on the hallmarks of an NYU undergraduate education.

With respect to office hours, while the conversation is ongoing in terms of making formal recommendations across NYU, **Ethan Youngerman** and **Trace Morgan**, who are members of the UAAC, facilitated a workshop titled “Rethinking the Office Hour” through the NYU Center for the Advancement of Teaching. On identifying and enhancing the hallmarks of an NYU education, the Committee is exploring the possibility of expanding summer reading programs that have been implemented by several NYU schools, into a university-wide “NYU Reads” initiative to create additional cross-school experiences for students.

The Committee also is reviewing academic integrity policies across all undergraduate programs, focusing not only on alignment issues, but also on best practices that would shift from an emphasis on policy to one on educational results based upon stronger adherence to academic ethics. Utilizing the book *Cheating Lessons* by John M. Lang as a starting point, the newly formed Subcommittee on Academic Integrity met to discuss the research, outline the issues, and brainstorm ways to build upon the Academic Integrity tutorial in which NYU students are required to participate.

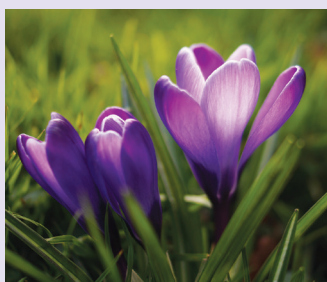
**Jack Bringardner** (NYU Tandon School of Engineering) presented to the UAAC on NYU’s Vertically Integrated Projects (VIP), a cross-disciplinary initiative designed to engage undergraduate students in long-term research opportunities. VIP is interested in expanding its work and developing more of these types of projects across NYU.

Please contact **April Krassner** ([aik1@nyu.edu](mailto:aik1@nyu.edu)) for further information regarding the current work of the UAAC.

**SAVE THE DATE**

**SPRING FACULTY MEETING**

**Tuesday,  
March 26, 2019**



## TEACHING AND LEARNING SYMPOSIUM: EMPOWER, INNOVATE, IMPACT



Dee Fink, of Dee Fink & Associates, presents “Five High-Impact Teaching Practices” to NYUSPS faculty members and administrators.

Photo Credit: ©NYUSPS/Mark Parsia

The Center for Academic Excellence and Support (CAES) held its first annual **Teaching and Learning Symposium: Empower, Innovate, Impact**, which was a day of discovery, sharing, and learning. The event kicked off with Interim Dean **Susan Greenbaum** enthusiastically welcoming the crowd of 150 faculty members and learning designers. During the first panel, NYUSPS students shared what inspires them the most in the classroom: experiential learning, well-designed syllabi, and contribution of their student voices.

Discussing the boundless potential and importance of learning analytics, **Alyssa Wise**, associate professor of learning sciences and educational technology (NYU Steinhardt), captivated the audience with new ways to use data about student learning. The faculty-led innovations panel included a passionate discussion regarding experiential learning inside and outside of the classroom, and explored vulnerability as a pathway toward deeper learning experiences for faculty members and students alike. Luncheon keynote speaker **Dee Fink**, of Dee Fink & Associates, zoned in on specific pedagogical and design strategies for active and engaged learning. Breakout sessions featured faculty members and CAES designers who discussed and conducted workshops focusing on active learning, experiential problem-based learning (EPBL), and online teaching and design. The day ended with a panel featuring the NYUSPS associate deans who discussed the future of higher education and explained how they were strategizing to meet their students’ and stakeholders’ needs.

The event was so successful that planning has begun for next year. That agenda will include TED Talk-style tips, enabling more of our talented faculty members to share their successful strategies. The EPBL workshop resulted in multiple CAES-supported faculty pilots. The Center also is developing a four-course intensive EPBL certificate. CAES videographers filmed the entire event and are working to create a menu with aligned resources that will be available on the CAES website as a valuable on-demand resource.

## NYUSPS DEAN'S RESEARCH GRANT PROGRAM FOR 2018-2019

Now in its fourth year, the Dean's Research Grant Program reflects the importance of scholarly and applied research at NYUSPS. A critical addition to faculty teaching in the classroom, research is necessary for the expansion of the School's role as a thought leader in the industries it serves. Each year, full-time faculty members can apply for grants of up to \$5,000. Adjunct faculty members who are interested in conducting research at NYUSPS can partner with full-time faculty members on projects submitted for funding through the Dean's Research Grant.

Nine faculty research submissions received conditional approval for 2018-2019 funding, pending an additional review and approval or exemption from the University Committee on Activities Involving Human Subjects (UCAIHS).

**Mary Beth Altier**, clinical assistant professor, Center for Global Affairs, and **John Kane**, clinical assistant professor, Center for Global Affairs, will empirically test the hypothesis that "realist rhetoric," which depicts adversarial states as highly entitative, causes greater public support for coercive, "hawkish" military action. The project draws upon the expertise of both faculty members and is intended to lead to publication in peer-reviewed journals and in online publications, as well as to presentations at academic conferences.

**Christopher Ankersen**, clinical associate professor, Center for Global Affairs, will explore the impact and implications associated with the image of the "warrior." Increasingly, in both official and unofficial ways, the members of the armed forces are being described as being warriors. Often this moniker is accompanied by images and narratives that are steeped in myth and legend. Ankersen will aim to answer questions that arise from this phenomenon to better understand how the image of the warrior is socialized within the military and how it impacts issues such as recruitment, retention, battlefield performance, gender integration, and post-service self-regard.

**Clif Hubby**, clinical associate professor, Division of Applied Undergraduate Studies, will use both quantitative and qualitative methods of analysis to study the nature of interpersonal violence in late-medieval Bavaria. The study will explore the language of violence, the norms and ritual forms guiding physical altercations and conflicts, and the social status of victims and perpetrators of violent acts. By exploring these interrelated topics, the study seeks to understand how violence relates to the concepts of honor, masculinity, and the body, as members of local society—mostly male—negotiated their identities in part through violence.

**Carolyn Kissane**, clinical professor, Center for Global Affairs, seeks to examine China's One Belt One Road, specifically focusing on the Central Asian region, and the interplay and competition for access to its rich energy resources. Kissane will

examine the motivations and approaches of China as it forges increasingly powerful relationships with Kazakhstan and Turkmenistan through energy and regional integration.

**Jukka Laitamaki**, clinical professor, Jonathan M. Tisch Center of Hospitality, is investigating the next generation cruise ship development process from initial idea to launch. The project will address the complexities of the ship development process when hotel, food and beverage, entertainment, marketing, finance, human resource, and marine departments work together with the shipyard to create new ships. It also will look at critical political, economic, and social trends and issues involved in new cruise ship development.

**Sylvia Maier**, clinical associate professor, Center for Global Affairs, and **Jens Rudbeck**, clinical associate professor, Center for Global Affairs, will jointly explore fair trade, food security, and women's empowerment in Peru. Their study will examine the 2012 EU-Peru FTA, which seeks to combine a neo-liberal, free-trade agenda with a fair-trade approach to international trade and its impact on women's empowerment and food security.

**Mechthild Schmidt-Feist**, clinical professor, Division of Applied Undergraduate Studies, will focus on the recent refugee crisis triggered by war or persecution. The sheer number of humans seeking asylum in Europe has caused a backlash of xenophobia or amnesia among Western countries. This project seeks to use different storytelling methods to generate knowledge about refugee journeys via an innovative mapping methodology. It will empower interviewees to participate in preserving their personal history, which can be followed by the general public, thereby eliciting empathy by putting the focus back on the singular human through an interactive learning experience of their flight.

**Chyng Sun**, clinical professor, Division of Applied Undergraduate Studies, will build on her previous research on the Walt Disney Company to examine the company's corporate power, its popular animated films, and the films' effects on children. Of the many objectives, the project will conduct a series of analyses of the racial, sexual, gender, and class representations in Disney animated films. Sun aims to produce a research summary in addition to a full-length documentary and accompanying trailer.

**Jennifer Trahan**, clinical professor, Center for Global Affairs, is examining the legality of the veto power of permanent members of the UN Security Council in the face of genocide, war crimes, or crimes against humanity. Trahan will ask, under international law, General Assembly States to test the validity of such veto use by bringing this issue to the International Court of Justice at the Hague. Trahan is simultaneously writing a book on this topic and presenting at numerous international venues.

## NYU CONNECT: STUDENT SUCCESS INITIATIVE



The NYU Office of Student Success oversees the development of strategic initiatives to enhance student retention, satisfaction, and graduation. It partners with leaders from Academic Affairs, Student Affairs, and Enrollment Management across the University to provide the support and resources students need to thrive in NYU's dynamic learning environment. One of the latest initiatives introduced by this office is NYU Connect. Launched in Fall 2018, the university-wide platform uses the power of collaboration, communication, and data to connect faculty members, advisers, and student services to the resources they need to provide a holistic approach to student success. Now available to faculty members who teach undergraduate courses, the platform helps them to better identify students who may need assistance. It also allows schools and departments to collaborate more effectively and connects students to resources across NYU.

Faculty members teaching undergraduate students can now use NYU Connect to:

- Inform a student's academic adviser when a student needs support regarding academic issues, attendance concerns, or low grades by raising a flag (formerly an Adviser Alert in Albert).
- Send a kudo for those students who should be recognized or considered for awards.
- Receive follow-up communications from advisers and other support providers when a concern has been addressed.
- Access comprehensive information regarding students each term to provide more personalized guidance.
- Share timely feedback with Academic Affairs on varsity student-athletes through progress surveys.

NYU Connect is expected to be available on the graduate level by Fall 2020.

For help using NYU Connect, please contact [nyuconnect@nyu.edu](mailto:nyuconnect@nyu.edu).

## OFFICE OF ACADEMIC AND FACULTY AFFAIRS EMAIL

Good communication is a top priority for the NYUSPS Office of Academic and Faculty Affairs. We want to hear from you! To that end, we have created an Academic and Faculty Affairs email account that can be used for correspondence. Please feel free to contact us at [sps.facultyaffairs@nyu.edu](mailto:sps.facultyaffairs@nyu.edu) with questions or comments.



## FACULTY NEWS

### Faculty Appointments



#### Jérôme Barthélemy

**Jérôme Barthélemy** is a visiting clinical assistant professor of hospitality at the NYUSPS Jonathan M. Tisch Center of Hospitality. He earned a PhD in strategic management from HEC Paris in 2000, a master of research in strategic management from the Université de Paris X-HEC-ESSEC in

1994, and an MS in management from ESSEC Business School in 1993.

His research has appeared in well-respected academic journals such as the *Strategic Management Journal*, the *Journal of Business Venturing*, and the *Journal of Management Studies*, and in practitioner-oriented outlets including *Harvard Business Review* and *MIT Sloan Management Review*. His book on developing an effective business strategy, *Libérer la Compétitivité* (Pearson, 2016), received France's best management book award in 2017. He also been the editor in chief of the *Revue Française de Gestion*, the leading French-language management journal.

Since 2002, Barthélemy has been a professor of strategy and management at ESSEC Business School, and he has been a visiting research scholar at Stanford University and Cambridge University. Among his many honors, Barthélemy was ranked number eight on the 2016 LinkedIn Top Voices list of the 25 most influential contributors in France.



#### Andrew Scott Dicus

**Andrew Scott Dicus** is a visiting clinical assistant professor of applied writing at the NYUSPS Center for Applied Liberal Arts, where he coordinates the noncredit writing curriculum and the Storytelling Lab, and the NYUSPS Division of Applied Undergraduate Studies, where he teaches humanities.

From The Graduate Center, City University of New York (CUNY), Dicus earned a PhD in 2015 and an MPhil in 2010, both in English literature. In addition, he holds an MA in humanities from the University of Chicago, which he earned in 2006, and a BA in English and secondary education, with distinction, from the University of Nevada, Reno, in 2003.

His research interests include 18th-century British literature, history and theory of the novel, moral and political philosophy, feminist theory and 18th-century women writers, and the trans-Atlantic 18th century. He has published articles in peer-reviewed journals, including *Modern Philology*, *Eighteenth-Century Fiction*, *Prose Studies*, and *The Burney Journal*. His professional

affiliations include the Modern Language Association, the American Society for Eighteenth-Century Studies, the Northeast American Society for Eighteenth-Century Studies, the North American Society for the Study of Romanticism, and The Burney Society.

Previously, Dicus was an assistant professor of English at the University of Central Oklahoma. He has taught at Wesleyan University, Queens College-CUNY, and the Borough of Manhattan Community College-CUNY. In 2015, he received the Alumni and Doctoral Faculty Prize for the Most Distinguished Dissertation of the Year and the Publication Subvention Award for Distinguished Dissertations.

#### Bruno Eeckels

**Bruno Eeckels** is a clinical associate professor of hospitality finance at the NYUSPS Jonathan M. Tisch Center of Hospitality. Fluent in French and Greek and conversational in Dutch, Eeckels earned a PhD in finance from Bournemouth University in the UK in 2013, an MBA from the University of Louisville in 1999, and a BA in history with distinction from Université Libre de Bruxelles in Belgium in 1994.

With research interests in hospitality finance, tourism economics, and forecasting, Eeckels has coauthored several articles in refereed journals, including in the *Journal of Travel Research*, the *Journal of Applied Economics*, *Tourism Economics*, *Tourism Management*, the *Annals of Tourism Research*, and the *Journal of Forecasting*.

Eeckels has taught extensively since 2000. In 2017, he was a visiting research fellow at Bournemouth University in the UK. Previously, he served as associate professor of finance at Les Roches Global Hospitality Education in Bluche, Switzerland, where he taught undergraduate and graduate students financial management and decision-making, investment strategies, hospitality real estate, and data analysis. From 2010 to 2016, he was the dean of graduate studies at Les Roches. He also has taught at the Alpine Center/University of Wales and at New York College in Greece.



#### Josh Panknin

**Josh Panknin** is a visiting clinical assistant professor of real estate at the NYUSPS Schack Institute of Real Estate. He earned a masters degree in real estate finance from the NYU School of Professional Studies Schack Institute of Real Estate in 2013, an MS in business administration from San Diego State

University in 2004, and a bachelors degree in political science from Texas A&M University-Corpus Christi in 2003.

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Panknin is a real estate professional with more than a decade of experience in market research, property valuation, bond trading/valuation, and underwriting of commercial/multifamily properties nationwide. Previously, he taught a course on commercial mortgage-backed securities at NYUSPS. He served as an adjunct professor for Columbia University's MS in real estate development program, and as associate director of its Center for Urban Real Estate. In addition, he was vice president of commercial mortgage-backed securities credit modeling and analytics at Deutsche Bank, and he worked on the capital markets advisory team at Ackman-Ziff Real Estate Group. From 2001 to 2012, he served with the US Navy Reserve, which included active duty deployment as a patrol boat leader in the Horn of Africa.



### Timothy H. Savage

**Timothy H. Savage** recently was appointed a clinical assistant professor of real estate at the NYUSPS Schack Institute of Real Estate. He earned a PhD in economics from the University of North Carolina at Chapel Hill in 1999, and a BA in economics from the University of Maryland, College Park in 1990.

An econometrician and data scientist with nearly 20 years of experience at international firms, Savage has served as senior managing economist and principal data scientist since 2016 at CBRE, the world's largest commercial real estate developer. His area of focus is the use of machine learning to evaluate business strategy, and he frequently addresses institutional investors in commercial real estate on macroeconomics and monetary policy, tax policy, and the potential impacts of big data and technological change. Savage's research has been featured in *The Economist*, and he has spoken before the National League of Cities on the use of big data in policymaking. Most recently, he presented at the Cambridge Innovation Center on the topic of "Machine Learning and Finance: Through the Ages."

Since 2013, Savage has been a visiting scholar and adjunct professor at the NYU Center for Urban Science and Progress (CUSP). His previous professional experience includes serving in a variety of roles at Charles River Associates and Navigant Consulting.



### Michael Valentine

**Michael Valentine** is a clinical assistant professor of human capital management in the NYUSPS Division of Programs in Business. He earned a PhD in organizational leadership from Antioch University in 2016, a JD in labor law from the Temple University James E. Beasley School of Law in 1994, and a

bachelors in political science and government from The Citadel: The Military College of South Carolina in 1982.

With more than 30 years of experience as a human resource leader, consultant, and coach in a wide range of sectors, Valentine has extensive experience developing teams, increasing human resource capacity, and enhancing leadership effectiveness. He holds coaching certifications from the Hudson Institute of Santa Barbara and Case Western Reserve University. He is a member of the International Coach Federation (ICF), the Society for Human Resource Management (SHRM), and the Organization Development Network.

Valentine has taught as an adjunct faculty member at NYUSPS since 2017. He is the founder and managing partner of TruEdge Consulting, a firm that provides change leadership and team consulting services. His clients include TriMas Corporation, AARP, ADP, Telos Institute, and Consumer Reports. Previously, he served in various HR capacities at *The New York Times* from 2000 to 2012. From 1982 to 1985, he served in the US Navy as a surface warfare officer.

## SAVE THE DATE - 2019 CONVOCATIONS

The spring semester will soon be upon us, and that means convocations are just around the corner. As a reminder, the dates, times, and locations of these events are listed below.

### NYUSPS UNDERGRADUATE CONVOCATION:

THURSDAY, MAY 23, 2019 • 11:00 a.m. • MANHATTAN CENTER HAMMERSTEIN BALLROOM

### NYUSPS GRADUATE CONVOCATION:

FRIDAY, MAY 24, 2019 • 5:00 p.m. • RADIO CITY MUSIC HALL



## FACULTY IN THE NEWS



### **Tisch Institute for Global Sport Clinical Associate Professor David Hollander Interviewed by Media Outlets on His New Course “How Basketball Can Save the World”**

David Hollander, clinical associate professor at the Tisch Institute for Global Sport, recently scored major press coverage of his new course, “How Basketball Can Save the World: An Exploration of Society, Politics, Culture, and Commerce Through the Game.” The course will debut in Summer 2019 and will explore the game of basketball as a prism that uniquely and profoundly reflects and refracts major global social, cultural, political, and commercial issues. Students will analyze the special properties and societal models inherent in the game—individualist versus collectivist, socialistic versus capitalistic, structured versus expository—and investigate why basketball has been a haven for social isolation and the sport of “the other.” The course also will examine basketball’s influence and leadership on race, gender, and sexuality.

Once the word of the new course got out to the Associated Press, it was picked up by *The Washington Post*. Hollander also was interviewed by CBS News, during which he explained how basketball can bring together people who might not agree on social, economic, or political issues. Hollander also was interviewed by iHeart Radio Canada.

To hear the full CBS News interview, visit:  
<https://cbsn.ws/2L1Fuwd>

### **Center for Global Affairs Edward Goldberg’s Op-Ed on Vladimir Putin Published by *The Hill***

Recently, an op-ed written by Edward Goldberg, adjunct assistant professor at the NYUSPS Center for Global Affairs, was featured by *The Hill*, a leading source of US policy and political news. The piece, titled “Is Vladimir Putin Now the Most Successful Leader in the World?” discussed how the Russian president has asserted his negative influence across the globe while seemingly ignoring mounting issues and shortcomings in

his own country. Goldberg particularly stresses the failure of Putin as a leader to move Russia forward politically and economically as compared to its neighbor China. He points out that, unfortunately, while Putin has tried to influence the world, his own country has continued to follow 19th-century foreign policy and remains, in regard to economics, a 19th-century market. Goldberg argues that Putin’s fears about the West are “truly illusory compared to the reality of the vast economic achievements of China.” Instead of constructively moving forward to make Russia the global leader it could be, Putin has been spending his energy on trying to undermine others. Is Putin the most successful leader in the world? Far from it, according to Goldberg.

To read the op-ed in its entirety, visit:

<https://bit.ly/2PxRM01>



### **Center for Global Affairs Clinical Professor Anne Marie Goetz Interviewed by PRI’s Marco Werman Regarding President Trump’s Nomination of Heather Nauert to Serve as US Ambassador to the United Nations**

On December 7, 2018, NYUSPS Center for Global Affairs Clinical Professor Anne Marie Goetz participated in an interview with PRI’s *The World* host, Marco Werman, on the nomination of Heather Nauert as the new American ambassador to the UN. Nauert worked at Fox News from 1998 to 2005, first as a contributor and later as a correspondent. In April 2017, she became the spokesperson for the US State Department. But is she really qualified to serve as one of America’s top diplomats?

Goetz shared her views on the position and the importance of foreign policy experience in this role. She pointed out that Nauert’s experience internationally and in government is extremely thin. “The role of a UN Security Council ambassador is not about communications and spin,” she noted. “It is about extremely canny, tough negotiations to resolve some seriously intractable crises around the world.”

On Secretary of State Mike Pompeo’s request to downgrade the UN ambassador’s position to outside of the president’s cabinet, Goetz indicated that this was a troubling sign. Choosing someone who does not have the right qualifications for the job and then downgrading the post send a signal of the insignificance of multilateralism for this administration.

To hear the full interview, visit:

<https://www.pri.org/file/2018-12-12/new-un-ambassador>

## Division of Programs in Business Adjunct Instructor Diane Rubino Awarded a Fulbright Specialist Grant



**Diane Rubino**, an adjunct instructor in the Division of Programs in Business, was awarded a Fulbright Specialist grant. This program provides a unique opportunity for US academics to engage in two- to six-week project-based exchanges at host institutions around the world. For the first phase of her project, Rubino will work with the American University in Bulgaria (AUBG), where she served as a visiting faculty member in Spring 2018.

As a “Half Bright”—or partner of a Fulbrighter—Rubino taught undergraduate nonprofit communications,

media law, and ethics courses; ran a journalists’ seminar; and established a chapter of Toastmasters International, the public speaking and leadership development group for students.

While in Bulgaria, she noted a pronounced pessimism about the country’s future expressed by the younger citizens of this former

Eastern Bloc nation. This skepticism manifested as an exodus of talent—making Bulgaria’s population one of the fastest shrinking in the world. Their negative view also seems to contribute to myopia in these young people, preventing them from recognizing the many organizations working toward a more progressive vision for their country.

Based upon her own experience meeting change-makers around the world while working in international development, Rubino organized a project called “Hopeful Bulgaria” to bring change-makers to campus during her semester there.

Her Fulbright initiative builds on that work, aiming to strengthen AUBG’s ties with Bulgaria’s nonprofit sector. Bridging the gap between these types of entities can foster students’ internship/part-time employment, civic engagement, career, and problem-based learning opportunities. It also will help to improve students’ understanding of the sociopolitical landscape. In turn, nonprofits can gain access to the university’s knowledge, facilities, and energetic young people.

Rubino’s goal is to develop and document a methodology that can be used at universities in other countries through the Fulbright Specialist Program.

## Division of Applied Undergraduate Studies Adjunct Instructor Jon Chang Made the 2019 *Forbes* List of “30 under 30” in Marketing and Advertising



NYUSPS Division of Applied Undergraduate Studies (DAUS) Adjunct Instructor Jon Chang recently made the 2019 *Forbes* list of “30 under 30” in Marketing and Advertising. Chang is a global product marketer at IBM Watson, working on product marketing strategy, positioning, messaging, and go-to-market plans. At DAUS, he teaches social media and web analytics.

Some of Chang’s most recent work focuses on marketing trends for 2019. In a piece that was published by multiple IBM Watson employees, Chang identified some of the most exciting trends to look for in the coming year:

1. Marketer 4.0: Emergence of the tech-savvy “martecheter”
2. Director of marketing data becomes the hottest new role
3. AI and machine learning make hyper-personalization a reality
4. Digital marketing agencies transform into “consulencies”
5. GDPR helps marketers to tighten up data hygiene and build more customer trust

6. Agile marketing adoption accelerates, driving marketing outcomes and culture
7. MarTech + AdTech finally together = the Holy Grail of Marketing
8. Customer centricity will drive constant transformation
9. In the emotion economy, purpose creates loyalty, demanding companies to answer: What have you done for others lately?

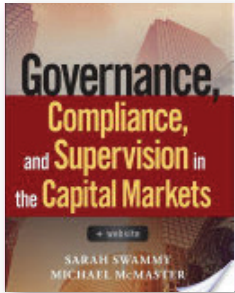
The wholly interactive piece provides digestible snippets of content that marketers can use to better understand where things are going and how the shifting dynamics of tech, data, and machine learning will combine with tried-and-true customer centricity and brand loyalty to create a marketing environment that is absolutely exhilarating.

While many of these trends have been tackled individually in journals, trade magazines, and blogs, Chang and the IBM team bring it all together in a way that is flawless in its analysis, yet easily understandable for those of us who are trying to make sense of the brave new world of marketing. This new world offers so many new options and endless possibilities, while challenging us to make the tough decisions on which strategies will prove most effective for our specific target markets and audiences.

To read the predictions in their entirety, visit:

<https://www.ibm.com/watson/marketing/resources/2019-marketing-trends/>

## FACULTY BOOKS AND ARTICLES

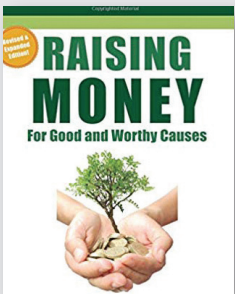


### Governance, Compliance, and Supervision in the Capital Markets

By Sarah Swamy and Michael McMaster

John Wiley & Sons, April 2018

**Sarah Swamy**, an adjunct instructor within the NYUSPS Division of Programs in Business, coauthored *Governance, Compliance, and Supervision in the Capital Markets* with Michael McMaster. Banks and financial services firms are under heavy regulatory scrutiny and must implement comprehensive controls to comply with new rules that are changing the way they conduct business. This book demystifies the regulatory environment, providing a practical, flexible road map for compliance. From regulatory schemes to individual roles and responsibilities, this invaluable guide details the most pressing issues in today's financial services organizations and provides expert advice.

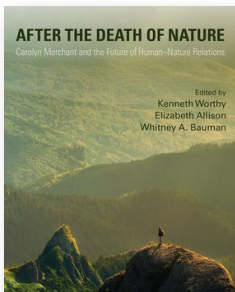


### Raising Money for Good and Worthy Causes

By Daniel P. Butler

Self-Published, September 2018

**Daniel P. Butler**, an adjunct assistant professor in the NYUSPS George H. Heyman Jr. Program for Philanthropy and Fundraising, has built a career raising funds for many good and worthy causes across the country, from Lincoln Center to Puget Sound. He has connected the needy and worthy with the rich and famous, building bridges to needed endeavors. In this book, he reveals some of his most successful fundraising strategies. Whether you are an experienced fundraising or novice, this book provides insights into a multitude of topics—from planning and executing a capital campaign to the legal issues of fundraising.



### After the Death of Nature: Carolyn Merchant and the Future of Human-Nature Relations

Edited by Kenneth Worthy, Elizabeth Allison, and Whitney A. Bauman

Routledge, November 2018

Carolyn Merchant's foundational 1980 book *The Death of Nature: Women, Ecology, and the Scientific Revolution* established her as a pioneering researcher of human-nature relations. Her subsequent groundbreaking writing in a dozen books and more than 100 peer-reviewed articles has only fortified her position as one of the most influential scholars of the environment. This book, edited by **Kenneth Worthy**, an adjunct Instructor at the NYUSPS Center for Applied Liberal Arts, examines and builds upon Merchant's decades-long legacy of innovative environmental thought and her critical responses to modern mechanistic and patriarchal conceptions of nature and women, as well as her systematic taxonomies of environmental thought and action.

### No Harm in Checking: Using Factual Manipulation Checks to Assess Attentiveness in Experiments

By John Kane and Jason Barabas

*American Journal of Political Science*, October 2018

Center for Global Affairs Clinical Assistant Professor **John Kane** and coauthor Jason Barabas examine the purpose, prevalence, and implementation of “manipulation checks” in experimental research designs. Manipulation checks aim to assist researchers in identifying subjects' attentiveness and determining whether “treatments” are received as intended, yet there is little empirical guidance as to how they should be implemented. As such, Kane and Barabas replicate a series of published experiments, involving thousands of respondents, varying the form and placement of manipulation checks within the study itself. The authors then statistically assess the effects of this variation on the studies' results, and on the ability to accurately identify attentiveness. These findings, therefore, equip researchers with practical, evidence-based guidance on how to use factual manipulation checks in their studies in order to better diagnose findings and advance theory.



## NYUSPS STRATEGIC INITIATIVE PRIORITIES



### NYUSPS Task Force Groups

Recently, NYUSPS formed three task force groups that will address a number of the current strategic priorities for the School. These groups afford the opportunity for individuals across the institution to have their voices heard and their ideas considered and implemented. To start, they will focus on Marketing and Recruitment; Online, New Formats, and Delivery; and Noncredit. Over the course of the spring semester, each group will meet and collaborate with departments in the School to conduct research that will identify challenges and opportunities associated with each area. The research will be compiled into a report that will outline findings and make

recommendations as to the ways in which these areas can work to ensure that they meet short- and long-term goals of the School.

In the coming weeks, the School also will form four additional task force groups—Student Success; Alumni and Development; Executive Education; and Diversity and Inclusion. The work assigned to these groups will adhere to the same general processes as the initial groups, with outcomes of all serving to provide helpful and inclusive feedback on current operations, suggested strategies for consideration and implementation, and input on new initiatives.

### Global Field Intensives

NYUSPS degree programs will offer 10 Global Field Intensive (GFI) courses during the 2018–2019 academic year. These programs afford students the opportunity to travel to nine different countries across five continents. They encompass a broad range of topics, including Peacebuilding in Mexico, Real Estate Markets in Tokyo, Sports History in London, and Hospitality in Prague.

While many colleges and universities offer options to study abroad, NYUSPS Global Field Intensives immerse students in industries around the world, broadening their horizons and providing a global perspective, both of which are critical for doing business in today's multicultural professional environment.

Students and faculty members utilize the GFIs as an extension of the classroom learning experience, and they often are able to visit companies and organizations that would normally be out of their reach. During GFIs, students gain access to top executives, researchers, and industry thought leaders who share their views and their knowledge about their field of expertise.

If you are interested in leading a GFI during the 2019–2020 academic year, please consult with your Academic Director and/or Associate Dean.

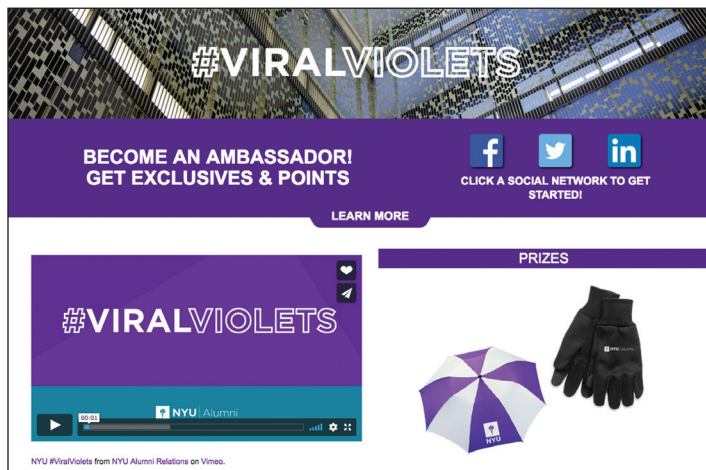


Members of the Summer 2018 Center for Global Affairs Taiwan GFI group with Dr. Johnny Chiang, a Taiwanese legislator, pose at the Taiwan Parliament building.

## NYUSPS Develops New Strategies to Engage and Cultivate Global Alumni Community

NYUSPS is expanding its alumni relations strategy to include global initiatives that are designed to strengthen and engage the alumni community domestically and abroad. **Sonal Pande**, assistant dean of alumni relations and fundraising, in collaboration with the NYUSPS leadership team and faculty members, is working to create and deliver programming that will connect alumni, parents, students, and industry leaders through the cultural, intellectual, and academic life of NYUSPS, while also serving to build the fundraising pipeline. In addition, Pande is spearheading a concentrated effort to develop professionally relevant and affinity driven engagement opportunities for alumni that are “location insensitive,” allowing them to participate and becoming involved regardless of their proximity to the New York campus. Some of these initiatives will involve collaboration with NYU regional and global alumni clubs.

Recently launched initiatives include the NYUSPS Alumni Ambassador Program, which encourages alumni from around the world to assist in recruiting new students, welcoming admitted students, mentoring students and fellow alumni, facilitating employment opportunities and internships, and hosting events in their local communities.



Additionally, alumni are being recruited to act as social media ambassadors through the NYU #ViralViolets program to support the newly launched NYUSPS alumni channels. An online alumni engagement and mentorship platform is another exciting initiative that Pande and her team hope to launch in Spring 2019. This will enable alumni, students, and faculty members to connect, network, organize, and mentor.

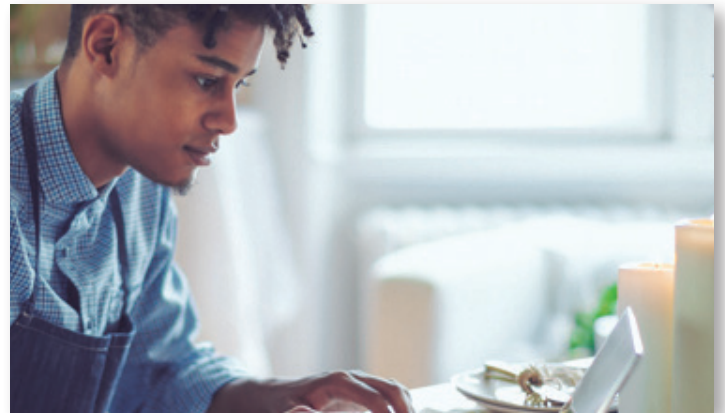
All of these new strategies and initiatives seek to address the needs of the School’s increasing global alumni population by creating professional and social communities, building affinity, encouraging action, and inspiring support.

For more information regarding alumni programs, contact Sonal Pande at [sonal.pande@nyu.edu](mailto:sonal.pande@nyu.edu).

## New Degree Program Updates

The School recently received approval from the New York State Education Department (NYSED) to offer three new graduate degrees—**MS in Event Management**, **MS in Human Capital Analytics and Technology**, and **MS in Global Sport**.

The **MS in Event Management** is a flexible 36-credit graduate degree delivered onsite and online to full-time and part-time students through the Jonathan M. Tisch Center of Hospitality. The program has been developed to prepare qualified individuals for event management roles across private, public, and nonprofit organizations. [sps.nyu.edu/msem](https://sps.nyu.edu/msem)



The **MS in Human Capital Analytics and Technology**, offered by the Division of Programs in Business, is a 30-credit program that is designed to be sufficiently flexible for full-time and part-time study and to accommodate domestic and international candidates. The program will graduate well-rounded human capital management analytics professionals who are equipped with knowledge of the foundations of strategic workforce planning, employee engagement, and the most current skills in data analysis and intelligent automation. [sps.nyu.edu/mshcat](https://sps.nyu.edu/mshcat)



The **MS in Global Sport** is a 16-month, 36-credit program offered through the Preston Robert Tisch Institute for Global Sport that provides both a solid business curriculum along with courses focused on the global sports market. The program is designed to combine academic excellence with practical application. The degree offers a low-residency format so that professionals from around the globe can efficiently combine block weeks in residence with online curriculum to deepen their understanding of the global sports market. [sps.nyu.edu/msglsp](https://sps.nyu.edu/msglsp)



(continued from page 13)

A new graduate degree program, the **MS in Executive Coaching and Organizational Consulting**, was presented to the University's Graduate Program Committee (GPC) during the fall and received approval. This proposal next will be submitted to NYSED for review and registration. Once approved, the School will be able to initiate recruitment efforts for the inaugural class. The 30-credit program is designed to accommodate both full- and part-time study through primarily online delivery methods, in addition to two onsite components at strategic intervals during the course of study. This degree will address the growing demand in organizational management for qualified and academically accredited coaching and consulting specialists. In doing so, the program will educate and accredit management-level professionals (with five or more years of experience) who aspire to translate their work experience and functional expertise into active supporting roles as organizational coaches and consultants who are focused on facilitating executive, team, and organizational-level success. A comprehensive curriculum will provide a well-rounded foundation for developing critical professional skills, evidence-based approaches to practice, and commitment to a professional code of ethics. Upon completion of the program, graduates will be well equipped to launch or advance their careers as executive coaches and/or organizational consultants, applying the competencies they will have successfully developed during their studies.



In addition to the new graduate degree programs, the School recently received approval to implement an undergraduate minor through the **Jonathan M. Tisch Center of Hospitality**. Currently open to NYUSPS students, the **15-credit minor in Travel, Hospitality, and Tourism** is designed to provide students with a solid understanding of the breadth, scope, and operation of the hospitality industry. Through two required foundational courses and a selection of elective courses, students are able

to tailor the minor to a specific interest in the hospitality discipline. This minor allows students to position themselves as competitive employees in an industry that holds wide appeal, while also preparing them for graduate study in the field. The curriculum is purposefully designed to allow students to integrate the minor in their course of study without extending their time at the University.

## SHARE YOUR NYUSPS STORY!

The NYU School of Professional Studies is a large and complex educational institution that is composed of remarkable students, outstanding faculty members, and dedicated administrators.

In an effort to capture the incredible stories of those who make up the very fabric of this unique community of higher learning, we have developed an NYUSPS Stories form. Our goal is to utilize this vehicle to create a repository of stories that can be featured in reports, newsletters, marketing initiatives, and website content to let the world know what makes NYUSPS so special.

Examples of submissions might include an exciting internship, a unique journey that led to enrolling in NYUSPS, a meaningful school-related community service experience, the impact of a faculty member's teaching, or a student's extraordinary contribution to NYUSPS.

*Please note, if we choose your story to be featured in one of our publications, in an advertisement, on social media, or as part of our website, we will reach out to you for the appropriate release.*

Thank you for taking the time to share your NYUSPS Story!  
[bit.ly/2PyUPJi](https://bit.ly/2PyUPJi)



## FALL 2018 FACULTY MEETING

On Tuesday, October 15, more than 100 NYUSPS faculty members gathered at the NYU Kimmel Center for University Life for the Fall 2017 Faculty Meeting. An estimated 30 faculty members joined the meeting remotely through the regularly offered live-streaming option that is supported by the School's Center for Academic Excellence and Support (CAES).

During the meeting, NYUSPS faculty committee and council representatives provided updates on the work of their respective groups throughout the semester and planned for the academic year. Deputy Provost Dr. Cybele Raver addressed the faculty and shared updates on the SPS dean search. Following her remarks, there were several informational presentations by SPS community members. Darlene Passarelle, Assistant Director of Admissions, updated the audience on the revisions to the graduate admissions process. Carlo Pellicciari, Associate Dean for Administration, shared the much anticipated website updates and showed sample pages demonstrating new features. Anna Condoulis, Associate Dean of Student Affairs, updated the faculty on important changes to student conduct policies. Lisa Weir, Director of Global and Strategic Initiatives, provided an overview of SPS global activities. Interim Dean Susan Greenbaum's report included her vision for the school during her time here, updates on key leadership searches, and ways in which she will engage with the faculty and SPS community during this academic year.



Faculty members enjoy dinner and conversation prior to commencement of the formal meeting agenda.

Photo Credit: ©NYUSPS/Mark McQueen



Faculty Council Chair Anne Marie Goetz at the podium providing an update to faculty members on the Council's activities.

Photo Credit: ©NYUSPS/Mark McQueen

## FACULTY EVENTS

### Fall 2018 Welcome Back Reception

Approximately 160 faculty members, staff members, and administrators attended the Fall Welcome Back Reception on Monday, September 17, 2018. The event, held in the Fifth Floor Lounge of 7 East 12th Street, was well attended, with everyone enjoying the opportunity to meet Interim Dean Susan Greenbaum and to catch up after the summer. New faculty members were able to familiarize themselves with the School and to socialize with colleagues. Dean Greenbaum addressed the enthusiastic group and had the chance to chat with many attendees in a relaxed and festive environment. It was the perfect way to kick off the fall semester and another busy academic year.



Faculty members, staff, and administrators enjoy each other's company as they feast on delicious food and drink.

Photo Credit: ©Creighton: Courtesy of NYU Photo Bureau



NYUSPS Interim Dean Susan Greenbaum (left) greets members of the faculty and staff, and discusses her early impressions of the School and her hopes for the academic year.

Photo Credit: ©Creighton: Courtesy of NYU Photo Bureau



(Left to right) Schack Institute of Real Estate Associate Dean Sam Chandan, NYUSPS Interim Dean Susan Greenbaum, and Tisch Center of Hospitality Associate Dean Nicolas Graf pose during the reception.

Photo Credit: ©Creighton: Courtesy of NYU Photo Bureau



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