

VIEW FROM THE FINISH LINE

BY COURTNEY E. MARTIN / GAL '04

AFTER AN UNPRECEDENTED CAMPAIGN
THAT BOOSTED THE ENDOWMENT,
TRANSFORMED THE ACADEMIC COMMUNITY,
AND MOBILIZED ALUMNI EVERYWHERE, NYU
IS POISED TO TAKE ITS NEXT GIANT LEAP



THE NUMBERS: PUTTING OUR ACHIEVEMENTS IN PERSPECTIVE

THE CAMPAIGN FOR NYU RECEIVED

476,444 TOTAL GIFTS—
MORE THAN
THE POPULATION OF CLEVELAND,
MIAMI, OR ST. LOUIS.

48,736 DONORS GAVE TO
THE FUND FOR NYU
DURING 2007, FOR A TOTAL OF
\$31.3 MILLION—
DOUBLE THE
AMOUNT RAISED IN 2002.

9,032 DONORS
CONTRIBUTED
MORE THAN **\$292** MILLION TO
ESTABLISH
718 NEW SCHOLARSHIP
FUNDS.

THE FACULTY OF ARTS AND
SCIENCE HIRED **164** NEW FACULTY
MEMBERS
UNDER THE PARTNERS PLAN.
SWARTHMORE COLLEGE'S
FULL-TIME FACULTY TOTAL: 165.

ALL PHOTOS EXCEPT WHEN INDICATED COURTESY NYU

NYU TRUSTEE JOEL S. EHRENKRANZ (LAW '61, '63) REMEMBERS THE MEETING IN 2001 WHEN DEBRA A. LAMORTE, SENIOR VICE PRESIDENT FOR UNIVERSITY DEVELOPMENT AND ALUMNI RELATIONS, ANNOUNCED THE UNIVERSITY'S NEW FUNDRAISING GOAL: \$2.5 BILLION IN SEVEN YEARS. "IT WAS AS CLOSE TO AN AUDIBLE GASP AS YOU CAN IMAGINE," HE SAYS. "IT WAS SUCH A HUGE AMOUNT OF MONEY, SUCH A HUGE REACH."

The last campaign had raised \$1 billion over a decade and, while bold then, times had changed. By the new millennium, NYU had propelled itself into the league of major research universities, and though its reputation was rising—it was consistently among the top “dream schools” for college-bound high school students—the university’s endowment was a fraction of that of competitors such as Yale, Harvard, and Princeton, financial aid resources were lacking, and its facilities were in need of serious renovation. Another ambitious fundraising campaign appeared the only way to keep pace.

That “Campaign for NYU” ended this fall and the university reports that it didn’t raise \$2.5 billion—but, rather, more than \$3 billion. In the process, it also united a large and far-flung body of alumni who span the globe and generations. It energized the parents of current students and even inspired those with no prior affiliation with NYU to invest in the university’s future. In total, 476,444 gifts were given to the school over seven years, a rate of nearly 200 per day.

To inspire this degree of engagement, the university had to cultivate belief in the mission and a common sense of identity among alumni, whether one haunted Washington Square or the old Heights campus, was a commuter student during leaner years or a more recent transplant. “People don’t wake up in the morning and decide they want to give money to anything, NYU or otherwise,” says Ehrenkranz, who chaired the campaign. To make this connection, President John Sexton started sharing his vision of NYU as a global community while giving his trademark bear hugs from San Diego to Stamford to Shanghai. At regional

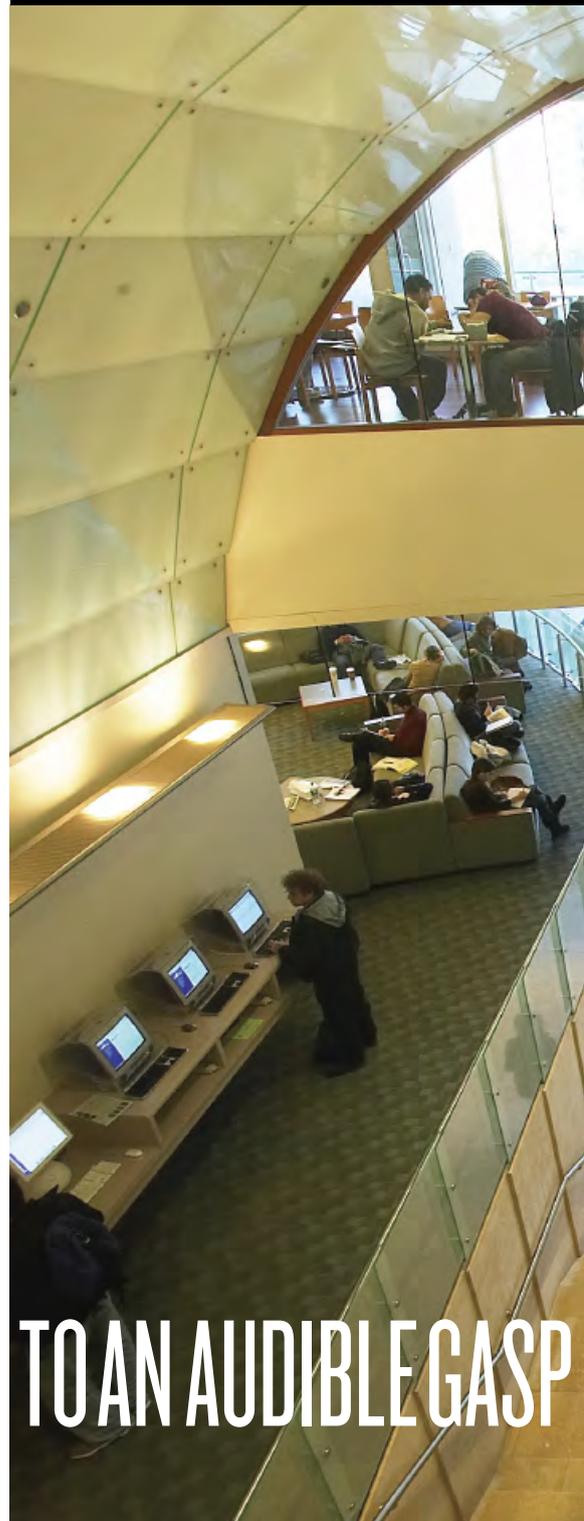
meetings with faculty, alumni, parents, and friends, he routinely asked the oldest and youngest alumni to stand side by side as a physical reminder of the bridges the university was building.

In the process, several new centers of community building emerged, from the Young Alumni Leadership Circle, or YALC, founded in 2003 for those alumni who graduated within the last 15 years, to the Parents’ Committee, which offers parents an official role in advocating for their children’s interests on campus. YALC, for example, has grown from 30 original members to more than 400 and is preparing the next generation of university leadership by offering the chance to network with trustees and others. Meanwhile, the Parents’ Committee not only hosts welcome receptions for incoming students around the country but has become an invaluable engine of support. Due to this and other efforts, gifts from parents have increased by 436 percent since the campaign started.

Back in Washington Square, however, the university has had to create connections of a different sort between NYU’s various schools and programs, each with their own needs. Seven years ago, LaMorte began by simply breaking bread with the deans and asking them, “What’s your vision? Where do you want to see this school in five years?” They told her about aspirations for cutting-edge research, deeply committed instructors, improved computer labs, and a more diverse student body. LaMorte listened, lunch after lunch, and started recognizing common themes, which became the five key areas of the campaign: investing in faculty, increasing



ABOVE: THE JOURNALISM DEPARTMENT'S STATE-OF-THE-ART NEW HOME AT 20 COOPER SQUARE.
BELOW: THE GRAND ENTRANCE TO THE HELEN AND MARTIN KIMMEL CENTER FOR UNIVERSITY LIFE.



\$2.5 BILLION IN SEVEN YEARS. "IT WAS AS CLOSE TO AN AUDIBLE GASP



ABOVE LEFT: THE GALLATIN SCHOOL OF INDIVIDUALIZED STUDY RECENTLY UNDERWENT A \$27 MILLION "GREEN" REDESIGN
 ABOVE RIGHT: NYU'S "FOUNDING PARTNERS," FROM LEFT: WILLIAM BERKLEY (STERN '66), MARJORIE BERKLEY, ANTHONY WELTERS (LAW '77), SUSAN LIPTON, MARTIN LIPTON (LAW '55), LAURENCE FINK, HELEN KIMMEL, MARTIN KIMMEL AND LEONARD WILF (LAW '77). NOT PICTURED: LORI FINK, BEATRICE WELTERS AND BETH WILF.



AS YOU CAN IMAGINE."

THE ROAD TO \$3 BILLION

A LOOK AT SOME OF THE BIG FOOTPRINTS IN NYU'S LANDMARK PURSUIT TO TRANSFORM ITS CAMPUS, SUPPORT FACULTY AND STUDENTS, AND REDEFINE ITS FUTURE

January 2001

The university launches its most ambitious fund-raising campaign ever with a "quiet phase" to gather momentum and leadership support.



April 2001

The Steinhardt School of Culture, Education, and Human Development is renamed after a landmark endowment gift from Trustees Michael and Judy Steinhardt (above).

August 2001

\$182 CAMPAIGN TOTAL MILLION

September 2001

The School of Law breaks ground on Furman Hall, the first construction in the city to begin following 9/11.

February 2002

Estate of Julius Silver endows professorships in the Faculty of Arts and Science with \$150 million. The Main Building is renamed in his honor.

July 2002

The Petrie Scholarship Fund is established to support undergrads and law students with academic merit, good character, and financial need. Since that time, there have been almost 200 Petrie Scholars.

August 2002

CAMPAIGN TOTAL
\$514 MILLION

January 2003

Trustee William Berkley endows joint professorships in economics, advancing collaboration between the Leonard N. Stern School of Business and the Faculty of Arts and Science.



June 2003

The Helen and Martin Kimmel Center for University Life (above), overlooking Washington Square Park, becomes the new campus center.

NYU signs lease for three floors in the historic Puck Building. The Robert F. Wagner Graduate School of Public Service moves in.



August 2003

CAMPAIGN TOTAL
\$882 MILLION

The 860-seat Jack H. Skirball Center for the Performing Arts opens and becomes the leading downtown performance venue for young artists and audiences.



August 2004

CAMPAIGN TOTAL
\$1.09 BILLION



THE DEPARTMENT OF CHEMISTRY'S MOLECULAR DESIGN INSTITUTE, WHICH UNITES FACULTY WITH EXPERTISE IN THE DESIGN AND SYNTHESIS OF COMPLEX MOLECULAR AND SUPRAMOLECULAR ARCHITECTURES, OPENED IN MAY 2007.

scholarships and fellowships, enhancing curriculum and programs, improving the physical campus, and cultivating alumni participation. "We didn't want this campaign to have a gimmicky feel," LaMorte explains. "Instead, we wanted to raise the bar on fundraising at NYU from a place of shared vision and genuine relationships."

One of the more visible manifestations of the campaign is the Gallatin School of Individualized Study, where a \$27 million redesign has already transformed the school's cramped quarters at 715 Broadway into a fluid—and "green"—center. The new space, with its student lounges, theater, and gallery spaces, was laid out to "offer more opportunities for forging connections" and "encourage collaboration," Dean Susanne Wofford explains. The same goes for the journalism department's new home at Cooper Square, the labs for the Center for Comparative Functional Genomics in the Brown Building, and the Joan and Joel Smilow Research Center at the NYU Langone Medical Center.

But it takes more than just reconfiguring space to transcend the silos of individual schools and disciplines. The campaign supported new initiatives to link students and faculty, such as the Catherine B. Reynolds Foundation Program in Social Entrepreneurship, which is administered by the Robert F. Wagner Graduate School of Pub-

lic Service and recruits undergraduates and graduates from all of NYU's schools and supplies financial support while they study a curriculum for changing the world with classes in finance, law, social work, and more. Other unions have grown, too: the Tisch School of the Arts and Leonard N. Stern School of Business now offer a joint MFA/MBA, the master's program in Global Public Health and the Institute for the Study of the Ancient World conduct research from a variety of disciplinary angles, and there are new collaborations between the Courant Institute of Mathematical Sciences and the Langone Medical Center toward advancing health-care research.

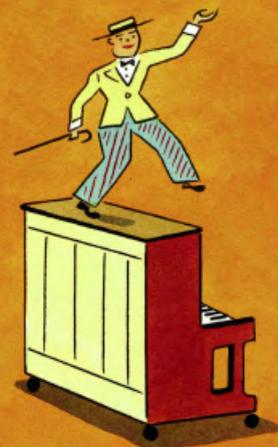
Walking around campus today, it's hard to miss the changes that have taken place in the past seven years. New buildings, such as the Helen and Martin Kimmel Center for University Life and Furman Hall, stand alongside grand old structures sporting refurbished or brand-new rehearsal and study spaces, state-of-the-art research centers and labs, and an array of libraries. And many new faces can be spotted throughout Washington Square, thanks to the more than 700 additional scholarships that were created and the scores of faculty hired. Perhaps that's the most important result of this mammoth effort. Money, after all, is only the tool; a strong community of learning is the ultimate

WHAT YOUR MONEY BUYS

FROM \$50 TO \$6,000,
HERE ARE SOME OF THE
WAYS THAT STUDENTS
BENEFIT FROM YOUR GIFTS



\$250 PROVIDES SEED MONEY TO SUPPORT
A NEW STUDENT JOURNAL.



\$5,000 BUYS AN UPRIGHT PIANO FOR
REHEARSAL STUDIOS.



\$5,000 COVERS THE STIPENDS FOR
FIVE INTERNSHIPS.



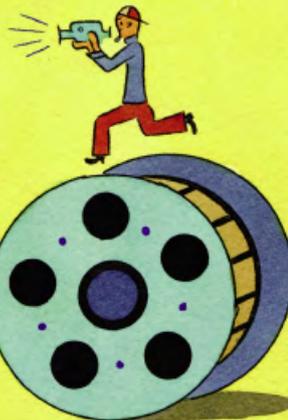
\$250 PAYS FOR TWO SUITS THAT THE CAREER
CENTER PROVIDES FOR STUDENTS TO
WEAR ON INTERVIEWS.



\$6,000 ALLOWS A GRADUATE STUDENT TO
STUDY ABROAD FOR THREE WEEKS
AND LEARN FROM PROFESSIONALS.



\$1,000 FUNDS A DOCTORAL STUDENT'S
PRE-DISSERTATION PILOT STUDY.



\$50 BUYS ONE REEL OF FILM FOR A
STUDENT'S MOVIE CAMERA.



\$500 HELPS SUPPORT A STUDENT CLUB'S
ACTIVITIES FOR A SEMESTER.

UNFINISHED BUSINESS

BY COURTNEY E. MARTIN / GAL '04

AS TUITION AND THE COST OF LIVING CLIMB, NYU CONSIDERS HOW TO KEEP ITS DOORS OPEN TO DESERVING STUDENTS

WELCOM
YORK UNIVERSITY



MARISSA MAISLEN (TSOA '09), A DANCE MAJOR FROM SEATTLE, WAS A TYPICAL COLLEGE FRESHMAN IN 2006 WHEN EVERYTHING CHANGED IN ONE DAY. HER FATHER WAS IN A SERIOUS CAR ACCIDENT, WHICH PREVENTED HIM FROM WORKING, AND THE MEDICAL BILLS BEGAN PILING UP AT HOME. SHE SCRAMBLED TO MAKE EXTRA MONEY—TAKING A JOB AT THE RECEPTION DESK IN HER RESIDENCE HALL, DOING TECH WORK ON TISCH SCHOOL OF THE ARTS SUMMER SHOWS, AND EVEN POSING AS A MODEL FOR DRAWING STUDENTS AT THE SCHOOL OF VISUAL ARTS. BUT MAISLEN STILL STRUGGLED TO KEEP UP WITH A LOAD OF COLLEGE EXPENSES. “I BEGAN TO REALIZE IT WAS POSSIBLE THAT I MIGHT NOT GET TO CONTINUE AT NYU,” SHE SAYS.

While Maislen’s family circumstance might be unusual, her challenge to pay for college is not. Though NYU allocates about \$249 million in financial aid each year, 80 percent of undergraduates work one part-time job, 25 percent work two, and almost 500 students work three. For many, these gigs only help to scrape the surface of their mounting debt. Some resort to transferring or choose not to attend NYU, which endangers the university’s historic identity as a place where anyone could get an education—where a middle-class kid from Toledo, Ohio, might learn side by side with a recent immigrant from Bangladesh and an heiress from the Upper East Side. For decades, this eclecticism has helped ensure class discussions are infused with multiple perspectives and new ways of thinking. “One of NYU’s wonderful attributes is the diversity of our student body—geographically, ethnically, culturally, and we would hope, economically,” says Barbara F. Hall, associate provost for enrollment management. “But that’s going to become much more difficult if we can’t increase our scholarship funding.”

The good news is that last year NYU received more applications than any private school in the country and is now competing head-to-head with the biggest players in the higher ed game. Last spring’s admissions pool confirmed that many of the same students vying for a coveted spot on Ivy League campuses are also holding their breath for a fat envelope from NYU. The bad news: The university can’t afford them. In the last admissions cycle, it may have lost 69 students to Harvard, 56 to Princeton, and 68 to Brown because they offered a far better financial package.

Some may wonder: What happened to the American dream, where a promising student might work his or her way through college? “Twenty years ago, that was possible,” says Debra A. LaMorte, senior vice president for university development and alumni relations, who used the “bootstrap” approach to get through both college and law school. “Today, the scale has changed.” Indeed, one year at NYU as an on-campus undergrad now costs \$51,982. And, of course, being in the heart of the city is one of the school’s biggest assets, but it also burdens students with a steep cost of living.

In response, the Office of Development and Alumni Relations has launched “NYU’s Call to Action,” a new fundraising effort to support scholarships, fellowships, and financial aid. While many donors already invest in the labs and centers where researchers work to cure disease, resolve conflict, and address poverty, it’s the students themselves who will realize many of these achievements. “There is a ripple effect that goes with aiding students,” LaMorte explains. “You influence a bright young person’s life and they, in turn, go out and influence others who are also eventually inspired to give back.”

And the competition among universities to attract students who will be agents of progress is on the rise. According to *The New York Times*, the number of high school graduates seeking college admission will finally peak next year, after a 15-year climb, and then continue to decline until 2015. That means that students will actually enjoy, as University of Vermont president Daniel M. Fogel puts it, a “buyer’s market.”

September 2004

The Campaign for NYU goes public with a gala dinner, featuring a performance by NYU parent Billy Joel (right); the university announces the Partners Plan, which, with donations and other resources, will fund the hiring of 250 faculty in arts and science over five years.



November 2004

Brine Library Commons unveiled, offering transformed student study spaces, and research and reference centers, on the lower levels of Bobst Library.

March 2005

The Tisch Family pledges a \$50 million signature gift to support initiatives across campus.



August 2005

Using royalties from Remicade, a widely used anti-inflammatory he helped to develop, NYU microbiology professor Jan T. Vilcek (above) pledges \$105 million to the School of Medicine.

\$1.42 CAMPAIGN TOTAL **BILLION**

January 2006

The Wasserman Center for Career Development opens its new home in the Palladium Residence Hall, offering expanded services to students, alumni, and employers.

April 2006

NYU launches a special scholarship fundraising initiative in connection with the university’s 175th anniversary, raising more than \$128 million in support of 661 new and preexisting scholarships.

May 2006

A \$200 million gift from the Leon Levy Foundation helps establish the Institute for the Study of the Ancient World in a town house on East 84th Street.

On the East River, the 230,000-square-foot Joan and Joel Smilow Research Center opens at the Medical Center.

The Jeffrey S. Gould Welcome Center carves out a new gateway for visitors

August 2006

CAMPAIGN TOTAL
\$1.81 BILLION

April 2007

The Gallatin School of Individualized Study undergoes a \$27 million renovation that nearly doubles its size.

August 2007

CAMPAIGN TOTAL
\$2.22 BILLION

September 2007

The Stern School of Business launches the \$35 million Concourse Project (below) to connect Tisch Hall, the Kaufman Management Center, and Shimkin Hall with a multistory atrium as its centerpiece.



October 2007

The Silver School of Social Work is renamed in recognition of a \$50 million gift from Constance (SSSW '78, '79) and Martin (STERN '58) Silver.

The university reaches an agreement with representatives of the emirate of Abu Dhabi (below) to create NYU Abu Dhabi, the first comprehensive liberal arts campus to be operated abroad by a major U.S. research university.



HOW DO YOU CONNECT THOSE WITH



Anticipating this shift, some of the nation's leading universities have begun instituting more generous financing policies. Harvard now offers full funding to any student from a family whose income is \$60,000 or less, and charges those with household incomes from \$120,000 to \$180,000 just 10 percent of their family household income per year. Yale and many others have followed suit.

NYU does not have this financial luxury. Despite a healthy \$2.161 billion endowment, which ranks #31 in the nation, the endowment per student is only \$62,053, a rate that places it #202 in the country. This forces NYU to rely on tuition to fund 60 percent of its annual budget, far more than any of its peers. And though the recent \$3 billion, seven-year fundraising campaign met almost all of its myriad goals, student aid proved to be the frustrating exception. The campaign raised only \$362 million of an anticipated \$650 million to support scholarships, and left development officers and school leaders with a profound question: How do you

connect those with resources to those without? "You can touch a building that you've helped build," says campaign chair Joel S. Ehrenkranz (LAW '61, '63) of the conundrum. "You can talk to the professor whose position you've endowed. But when you give to the scholarship fund, it's more complex. Who are you identifying with?"

One way to make this connection has been an annual scholarship luncheon for donors and students, but NYU administrators are also finding new ways to bring together their most inspired donors and those young people who benefit from their generosity. Trustee Phyllis Putter Barasch (STERN '81), who, along with her husband Marvin Barasch (STERN '47), named the Barasch Theater in NYU's Jeffrey S. Gould Welcome Center, remembers the impact of a presidential roundtable luncheon: "It was absolutely eye-opening to hear these students speak firsthand about the struggle to simply grow up and get an education. They make the daily grind of trying to figure it all out financially very real."

RESOURCES TO THOSE WITHOUT?



CLOCKWISE FROM LEFT: A MOMENT OF TRIUMPH AT COMMENCEMENT, RELIEVING FINALS STRESS IN WEINSTEIN HALL, AND GETTING ACQUAINTED WITH CAMPUS IN THE JEFFREY S. GOULD WELCOME CENTER. THE NEW "CALL TO ACTION" WILL WORK TO ENSURE THAT NYU REMAINS A PLACE WITH AN ETHNICALLY, CULTURALLY, AND ECONOMICALLY DIVERSE STUDENT BODY.

Having grown up poor in rural Maine, Constance Silver (SSSW '78, '79), who last year, with her husband Martin Silver (STERN '58), gave the largest-ever private donation to a school of social work in the United States—\$50 million—to establish the Constance McCatherin-Silver Fellowship and the McSilver Institute for Poverty Policy and Practice, already had a strong understanding of students' struggle. She worked for an airline until she was 34 years old, when her neighbor and mentor—a tiny social worker in threadbare clothes—convinced her that she was college material. Two NYU degrees and a PhD from the Union Institute & University later, Silver has focused on aiding aspiring social workers from low-income families who will, in turn, use their education to help their home communities. Evan Chesler (ARTS '70, LAW '75), who established the Barbara and Evan Chesler Scholarship in Pre-

Law, is also investing both time and money in future leaders and hosted a roundtable discussion with his scholarship recipients. Chesler received a university scholarship, which he says "was literally the difference between getting a college education and not having that opportunity."

As the "Call to Action" moves forward, NYU continues to explore options that will excite donors to name scholarships, "adopt a student" for four years, or simply donate to the Fund for NYU, the university's chief source of unrestricted income. The student stories are always compelling; the challenge is making sure they're heard. Marissa Maislen, who now benefits from a C.V. Starr Scholarship, will audition for dance companies in New York or Europe when she graduates next spring. "That scholarship made all I want to do possible," she says. "It made it seem like they wanted me to have this chance." ■



Tisch School of the Arts (above) and School of Law both launch specialized degree-granting programs in Singapore.

December 2007

\$2.5 CAMPAIGN TOTAL BILLION

The Campaign for NYU surpasses \$2.5 billion goal, eight months ahead of schedule.

April 2008

Langone Medical Center is renamed in honor of a \$200 million gift, its largest ever, from Kenneth and Elaine Langone.

NYU Schack Institute of Real Estate is named in honor of a \$10 million gift from the Schack family—the largest gift ever to the institute and the School of Continuing and Professional Studies.

May 2008

Banco Santander supports global initiatives by establishing scholarships for undergraduates studying abroad, fellowships for students in the Creative Writing in Spanish program, and fellowships for foreign visiting faculty.

August 2008

Trustee Helen Kimmel pledges \$150 million to the NYU Langone Medical Center to build the Helen L. and Martin S. Kimmel Pavilion, a state-of-the-art "green" hospital and patient care facility specializing in cardiovascular medicine and surgery, neurological care, and cancer treatment.

Various members of the Tisch family contribute in excess of \$100 million toward renovations to Tisch Hospital at the NYU Langone Medical Center, including an enhanced emergency department, patient rooms, and a new family resource center.

August 31, 2008

\$3.0 CAMPAIGN ENDS WITH MORE THAN BILLION