

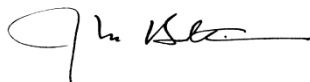
June 9, 2011

Dear NYU-Poly Faculty and Staff:

With another successful academic year and wonderful commencement celebration behind us, and as we look to the summer as a time to recharge and renew our planning efforts, I want to share the latest information about major initiatives being undertaken by the Institute.

Let me start with special thanks to the many of you who have served on various committees and working groups throughout the year enabling and advancing our progress on many fronts. A special thanks and recognition is owed to Dianne Rekow for her leadership on the academic planning and to Dennis Dintino for his leadership on the i²e Campus Transformation being driven by our academic objectives of attracting top-level faculty and high-achieving students.

With this update, I lead with the enabling opportunity created by Poly's affiliation with NYU, summarize faculty recruitment objectives for the next 5 years, outline the facilities transformation with its three main strategies, and share the latest on the MetroTech Center expansion plans. Understandably, with an undertaking as complex as this one, there are many questions for which we may not have answers at this stage. However, we are committed to keeping you up-to-date – via periodic updates like this which will sometimes be from Dianne and other times from Dennis, and other communications tools – as significant details about the campus transformation emerge.



ENABLING OPPORTUNITY CREATED BY POLY'S AFFILIATION WITH NYU

NYU-Poly embarked upon its i²e Campus Transformation in the spring of 2009, facilitated by a \$50 million loan from New York University. From the loan, \$12 million has been earmarked for new faculty hires; \$13 million for faculty labs; \$20 million for infrastructure upgrades, including Information Technology, classrooms, and asset improvements; and \$5 million for a presence in a new NYU building on Manhattan's First Avenue. The campus transformation effort recognizes that physical facilities are key in helping NYU-Poly reach its academic objectives of attracting top-level faculty and high-achieving students, thereby firmly establishing the Institute as a world-class center of applied science, technology and engineering.

FACULTY RECRUITMENT OBJECTIVES FOR THE NEXT 5 YEARS

Poly's objective is to become strong, ultimately becoming one of the strongest schools of NYU. Much has already been accomplished, including dramatic improvements in SAT and GRE scores, increasing research, and maintaining student diversity. But, much remains to be done to become truly great.

Poly's current tenure/tenure-track faculty includes 52 full professors, 31 associate professors, and 17 assistant professors, complemented by contract faculty. It is anticipated that approximately 30 tenure/tenure-track faculty will be recruited in the next 5 years. But, based on history, we also anticipate a substantial number of people leaving for various reasons. Thus, the total size of the tenure/tenure-track faculty, at least in the short term, is not expected to increase by much. These new faculty will be recruited to emphasize and expand Poly's expertise in bioengineering, urban engineering, and information technology. Within 5 years, we anticipate that there will be approximately 50 tenure/tenure-track faculty in Bioengineering, 50 in Urban Engineering, and 25 in Information Technology – but it must be noted that there is much overlap between faculty in Urban Engineering and Information Technology and, indeed, between Bioengineering and Information Technology.

New faculty recruited need to maximize our impact, while maintaining a healthy balance across academic ranks. The most attractive new faculty are likely to be mid-career with research funding who are nationally and internationally recognized, hungry to reach new heights, and committed to advancing science and technology as agents of change. They should also be exceptionally collaborative, enhancing cross-disciplinary research and teaching within Poly and throughout NYU's many schools and campuses. In the very near term, particular emphasis will be on growing Civil, Mechanical, Chemical and Biological, and Bioengineering.

While all of Poly's programs are important, we anticipate that there will be differing rates of growth between departments and programs. Simply dividing 30 faculty evenly into 11 departments is not likely to have much impact. In some cases, where growth is related to increased revenues, we anticipate increasing our complement of industry and research faculty to meet our needs.

Poly's goal to improve its research, stature, and value to NYU will be challenging. It will often require decisions that do not satisfy everyone and it will take time. But the reward will be great!

CAMPUS FACILITIES TRANSFORMATION

The campus facilities transformation began with the selection of Jonathan Rose Companies as the owner's representative through a competitive bid process in May 2009. In this role, the firm functions as a Capital Project Planning or Strategic Planning and Design department which larger institutions of higher learning often have in-house, and provides project management services. To guide their activities Six Driving Principles for Transformative Capital Planning were outlined—i²e, Green, Engagement Process, Transparent Process, Strategic Planning, and Exemplary Design. Additionally, a robust governance system, established early in the process, ensured and encouraged input from the entire NYU-Poly community. Committees engaged in the process, drawing members from faculty, staff, students and administration included: Steering, Space Planning, Special Projects, Laboratory, and Academic Spaces.

A nearly year-long assessment of the NYU-Poly facilities by a multi-disciplinary team of expert engineering and architecture firms concluded in June 2010, and illuminated a number of challenges and

opportunities. Existing NYU-Poly facilities would require a significant investment – more than \$250 million – to refurbish in line with contemporary standards and, even so, would not create space for future growth. As a first step, based on the priorities of the academic plan and the realities of our existing buildings, a \$38 million capital plan was developed, which was endorsed by the Steering and Space committees and the Board of Trustees in October 2010.

In parallel with the development of a comprehensive capital plan, a number of initiatives were undertaken and completed, allowing the community to benefit from some near-term improvements in what will be a ten-year campus transformation effort, including:

- Project 2010, the renovation of the Rogers Hall corridor and café, along with the Lackmann Culinary Services-funded renovation of the café servery;
- The Center of Innovation for Technology and Entertainment (CITE), funded by a \$2 million New York state grant;
- Significant information systems infrastructure upgrades;
- Temporary relocation of some Civil Engineering labs from the recently shuttered Civil Engineering Building;
- A new, temporary faculty lounge in the Jacobs Administration Building; and
- Renovations of the 1st and 4th floor restrooms in Rogers Hall (along with plumbing infrastructure improvements to allow for future renovations of all restrooms in the building).

In-progress and future efforts include:

- MetroTech Center expansion, including the build-out of labs for new faculty hires (see more below);
- The renovation of Rogers Hall to accommodate “wet” and large equipment labs for new faculty hires;
- The opportunity to partner with NYU on a new Collaborative Health Sciences building proposed for Manhattan’s First Avenue “Health Corridor,” which aligns with NYU-Poly’s Bioengineering Initiative;
- PolyPods, flexible furniture groupings that will facilitate and encourage impromptu collaborations among faculty, students and staff around the campus;
- Development of a Climate Action Plan, our institutional commitment to eliminate net greenhouse gas emissions from specified campus operations, and to promote the research and educational efforts of higher education to equip society to re-stabilize the earth’s climate; and
- Ongoing asset improvements.

THE CAPITAL PLAN: THREE STRATEGIES

Driven by the academic objectives and the right-sizing of the university, the capital plan has coalesced around three major initiatives that address the limitations of the current facilities and factor in the requirements for future growth:

1. Renovation of Rogers Hall to accommodate labs for new faculty hires (master planning is underway);
2. Expansion into MetroTech Center (see more below); and

3. Preparation for the future redevelopment of the Jacobs Administration and Civil Engineering building sites.

Additionally, the capital plan contains allocations for ongoing asset improvements to address critical life/safety and deferred maintenance issues within current facilities.

METROTECH CENTER EXPANSION

Background

With NYU-Poly's current space near capacity and long-term lease space – at favorable rates – becoming available in neighboring buildings, the opportunity arose to expand into MetroTech Center. We pursued nearby contemporary facilities to accommodate i²e initiatives, additional research laboratories, more classrooms, new faculty offices and laboratories, and other opportunities which can help us in achieving excellence. Additionally, expanding into MetroTech Center grants NYU-Poly a stronger presence in Downtown Brooklyn and creates a campus-like feel as the Institute surrounds the central square.

Most significantly, moving into new MetroTech Center space opens up the possibility of building a new, state-of-the-art facility in the future. The redevelopment of the Jacobs Administration Building (with an estimated \$48 million investment required to meet today's building standards and codes) and Civil Engineering Building (shuttered earlier this year for safety concerns) creates the possibility of a new, "green" science and engineering building with world-class laboratories and research facilities, and leverages the Institute's valuable real estate development rights. Additionally, an energy-efficient campus utility plant will replace the outmoded systems currently in use and will help avoid power outages, inadequate heating and cooling and other infrastructure issues that pose everyday challenges in our existing buildings.

The Latest

NYU-Poly just signed leases for spaces in 2 MetroTech Center (9th and 10th floors) and 15 MetroTech Center (6th floor). Together, this creates a total additional 120,000 usable square feet of space. While significant investment is needed in 2 MetroTech Center to support academic programming needs and campus-wide computer support, 15 MetroTech Center requires nominal updates as the space is nearly move-in ready. Carefully planned phased moves of faculty and staff will begin as outlined below:

1.1 – Build-out and Occupy the 10th Floor, 2 MetroTech Center (In the next 6 months)

This phase begins to partially decompress the Dibner Building by relocating some of the Electrical and Computer Engineering (ECE) and Computer Science and Engineering (CSE) faculty offices and labs; and frees up thousands of square feet of space in the Dibner Building that can be repurposed for student services and possibly classrooms and other academic spaces. ECE/CSE labs located in the basement of Dibner will remain in place.

Because the 10th floor of 2 MetroTech Center formerly housed a major data center, its information technology infrastructure provides the perfect foundation on which to adapt it for the CSE and ECE departments, including faculty offices, dry computation labs and administration. Additionally, a dedicated NYU-Poly entrance with a security desk, waiting area and possibly a common space will be built out in this phase of the MetroTech expansion.

1.2 – Build-out and Occupy the 9th Floor, 2 MetroTech Center (In the next 12 months)

In this phase, the gut renovation of the 9th floor will be undertaken to build six new computation labs for new ECE and CSE faculty hires; create five new classrooms to accommodate up to 40 students each; build a new information systems server room to support all of NYU-Poly.

Together, these moves free up several thousand square feet of space in Rogers Hall for new and expanded equipment-based and “wet” laboratories and for faculty.

1.3 – Occupy 6th Floor, 15 MetroTech Center (4 months, approx. July –October 2011)

Because this space is in nearly “move-in ready” condition, with minimal build-out and infrastructure updates required, it will be the first of the MetroTech Center spaces to be occupied. This phase initiates the vacating of the Jacobs Administration Building, which according to the comprehensive assessment of facilities would otherwise require a \$48 million investment to bring up to current building code standards, and furthers the decompression of Rogers Hall by vacating the Information Systems area and additional classrooms, among other things. The leased space has favorable rates and comes fully-furnished, so it also makes good fiscal sense.

The office space – outfitted with cubicles, interior offices (all a uniform 100 sq. ft. in size), furniture, and storage spaces – will house the President’s and Provost’s offices and administrative functions. Other features of the space include: three conference rooms, kitchen, mail room, several copy and printer areas, a breakout room/lounge. Also, as part of the lease, we will have access to an event space in the building that can accommodate up to 260 people.

The 15 MetroTech Center moves will be phased in from roughly July through October of this year, leading with the Information Systems unit to ensure the seamless transition of telephone and computer networks. Co-locating in the contemporary professional space will be: President’s Office, Provost Operations, Office of Sponsored Research and Ph.D. Programs, Executive Management, Information Systems (the Help Desk will remain in Rogers Hall), Human Resources, Finance, Development and Alumni Relations, Enterprise Learning and E-Poly, Marketing Communications, and Web and Media Services – about 100 people in total. Because the space is essentially ready to move into – and because these operations would be less disrupted by moves during the semester, they likely will occur before departments move into 2 MetroTech Center.

NEXT STEPS

Briefly, here we outline the next steps for the campus facilities transformation. Over the next few months, we will:

- Provide individual units with detailed timelines of their moves;
- Review the need for additional classroom space;
- Host a Town Hall in the fall, where we can provide new information and answer your questions; and
- Publish another edition of this newsletter in the fall to share more detailed updates.

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