NEW YORK UNIVERSITY

All good things must come to an end, but the next experience awaits.

FALL 2015

VOL. CXV, NO. 3,
JULY 7, 2015

NYU | SPS

CAREER ADVANCEMENT

HOW TO REGISTER

Register now for the best course selection and availability. You may register during the semester according to the schedules and procedures in the **Registration section** at the back of this bulletin. While courses begin throughout the term, you can secure your place by registering early.

WEB: sps.nyu.edu/fallce

24/7 convenience

Payment: *MasterCard, Visa, American Express, or Discover*

IN PERSON*: 7 East 12th Street, Room 133

Monday–Thursday, 9 a.m.–7 p.m.
Friday, 9 a.m.–5 p.m.
Saturday–Sunday, 9 a.m.–6 p.m.

Payment: *MasterCard, Visa, American Express, Discover, or check or money order made payable to New York University*

TELEPHONE*: (212) 998-7150

Monday–Thursday, 9 a.m.–7 p.m.
Friday, 9 a.m.–5 p.m.
Saturday–Sunday, 9 a.m.–6 p.m.

Payment: *MasterCard, Visa, American Express, or Discover*

MAIL

Mail registrations are accepted throughout the semester and must be postmarked at least two weeks prior to the course start date. Use the postage-paid registration form at the back of this bulletin.

Payment: *Check or money order made payable to New York University (credit cards cannot be used to register by mail)*

**In-person and telephone services may be suspended or altered due to holiday observance.*

FOR MORE INFORMATION

HAVE A QUESTION? WE CAN HELP!

If you need more information about the NYU School of Professional Studies Career Advancement Courses, we are available to answer your questions in person, by phone, or by e-mail.

TELEPHONE*: (212) 998-7200

Monday–Thursday, 9 a.m.–7 p.m.

Friday, 9 a.m.–5 p.m.

Saturday and Sunday, 9 a.m.–6 p.m.

**Telephone services may be suspended or altered due to holiday observance.*

E-MAIL: spsinfo@nyu.edu

FALL TERM CALENDAR

Fall Classes Begin

Wednesday, September 23, 2015

Thanksgiving Recess

Thursday–Sunday, November 26–29, 2015
No classes scheduled

NEED TO CHECK CLASS LOCATIONS OR TIMES?

You can view course details, including class locations, room numbers, dates, and times, through ALBERT, the NYU student information services website, or by calling **(212) 998-7200**. Instructions for accessing ALBERT are sent to students upon registration.

NEED TO DROP A COURSE?

At any time during the semester, you may drop a course by mail or in person (7 East 12th Street, Room 133, New York, NY 10003), or online at sps.nyu.edu/drop. You also may drop a course via ALBERT (the NYU student information services website), but only up until one day prior to the course start date. If you wish to withdraw from a course after the first class session has met, please consult the refund policy in the **Registration section** at the end of this bulletin.

Smartphone users can scan this QR code to link to the NYU School of Professional Studies website.

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A MESSAGE FROM THE DEAN OF THE SCHOOL OF PROFESSIONAL STUDIES

As we publish this final edition of the NYU School of Professional Studies Bulletin, we close an important chapter in the School's history, while embarking on a new and exciting journey. As a leader in professional education—here in New York City and around the world—we are cognizant of the evolving job market, the pressing issues of unemployment and underemployment, and the need for professionally focused educational programming that empowers our students to reach their full potential.

As government leaders within New York City and at the state level launch new initiatives that serve to increase workforce development in this local, highly complex employment market; to create better-paying jobs for all; and to improve business practices, the NYU School of Professional Studies will rise to the occasion—as it has for more than eight decades—developing and delivering educational programs and content that meet the changing needs of its students, its industry partners, and the local and global economy.

This fall, the School will launch **Professional Pathways**, which will provide new educational options for those already established professionals as well as for individuals who require job training in areas that offer growing employment opportunities.

Career Advancement Courses—which comprise the bulk of the content in this bulletin—will afford a new level of specialization for those who require additional knowledge and skills to move ahead in their current professional role, to advance in their field, or to change careers. These courses will be offered in more flexible formats than ever before, and will allow students to pursue the path of study that best suits their distinct goals and objectives.

New **Diploma Programs** will provide job training and career development support tailored to address the needs of individuals who are unemployed or underemployed and who seek to take control of their career by acquiring immediately applicable skills in expanding industry sectors (see page iii and iv for details).

Ceasing publication of the Bulletin is the responsible thing to do environmentally, but it also offers us the opportunity to deliver educational content in a new and innovative way that more effectively supports our students. During the late fall/early winter, the School will launch a new website that will provide a user-friendly, customized experience for our current and prospective Career Advancement students to explore and to select courses based upon their specific professional path. In the interim, we have created a provisional website, which I urge you to visit to acquire a preview of things to come.

The NYU School of Professional Studies is committed to evolving with the times, with the marketplace, and with our students' aspirations for success. The retirement of the Bulletin is the first step in a bold and progressive plan to move forward and to drive powerful changes in professional education.

sps.nyu.edu/careeradvancement

Sincerely,

Dennis Di Lorenzo
Harvey J. Stedman Dean
NYU School of Professional Studies

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Online Study Options

Choose from a broad array of flexible, online formats that provide study options to accommodate your busy schedule *(page 1)*.

Degree Programs and Certificates

Professionally focused degrees and certificates offer rigorous academic programming in emerging industries *(page 158)*.

New Professional Diplomas

For those students who have earned some college credit and who want to move onward and upward *(page iii)*.

New Advanced Diplomas

For those students who have earned a college degree and who want to turn their job into a career *(page iv)*.

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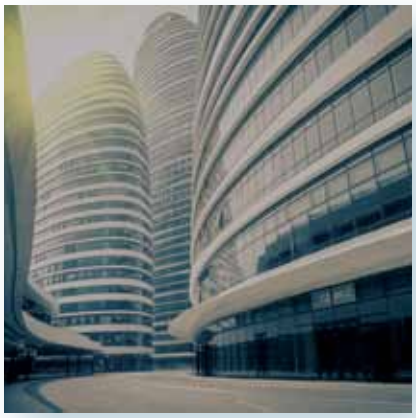

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DIPLOMA PROGRAMS

HOW FAR CAN YOU GO?

You've earned some college credit, but you need to do more to move onward and upward. You can make it happen through **NYUSPS Professional Pathways**. Earn a **Professional Diploma** that positions you for success by providing in-demand skills in a growing field. In as little as one semester of study, define your trajectory and gain the competitive edge through online career development modules that prepare you to land the job that you deserve. It's the fastest, smartest way to reach your full potential.

Apply today at **sps.nyu.edu/professionaldiplomas** or call **212-998-7200.**

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DIPLOMA PROGRAMS

ARE YOU THERE YET?

You've earned your college degree, but you need to do more to turn your job into a career. Differentiate yourself in the marketplace through **NYUSPS Professional Pathways**. Earn an **Advanced Diploma** in as little as one semester and gain the competitive edge by acquiring in-demand skills in a growing field. Obtain the specialized knowledge to set you apart, as you benefit from career development modules that prepare you to pursue the position you've always wanted. It's the fastest, smartest way to reach your full potential.

Apply today at **sps.nyu.edu/advanceddiplomas** or call **212-998-7200.**

Clinical Documentation Improvement • Creative Cities and Urban Economic Development • Energy Finance: Fossil Fuels to Renewables • Financial Planning • Healthcare Informatics for Clinicians • Project Management • Real Estate Brokerage

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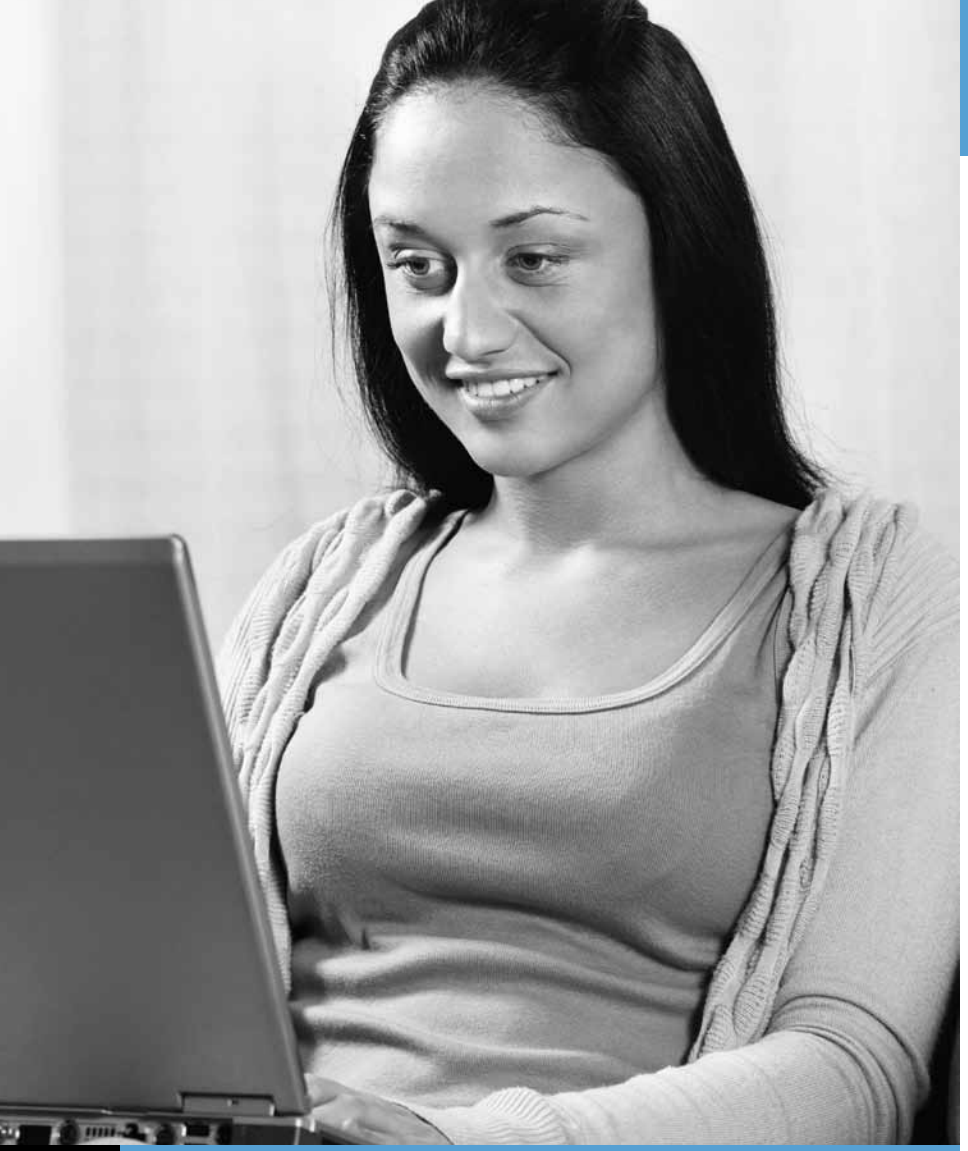

NYU SCHOOL OF PROFESSIONAL STUDIES ONLINE

NYU School of Professional Studies Online provides a state-of-the-art classroom experience where learning takes place on your schedule and can be delivered anywhere in the world. Offerings include a broad selection of undergraduate and graduate programs, as well as Career Advancement Courses, that are of the same rigor as the highly acclaimed in-person programs.

Renowned faculty members, dedicated administrators, and tech-savvy support teams are committed to creating an online learning community that extends far beyond the four walls of a classroom.

For more information about this semester's online offerings and systems requirements, visit **sps.nyu.edu/online**, e-mail **spsinfo@nyu.edu**, or call **(212) 998-7200** for Career Advancement Courses, and **(212) 998-7100** for undergraduate and graduate programs. From outside of New York City, call **(877) 998-7080**.

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NYU School of Professional Studies Online offers Career Advancement Courses, as well as undergraduate and graduate programs. Online learning encompasses a variety of formats, including asynchronous courses that can be taken wherever and whenever you choose, hybrid courses that combine synchronous and asynchronous delivery, and blended courses that combine online and in-person delivery. The School offers an ever-expanding array of online Career Advancement Courses. Visit **sps.nyu.edu/online** for the most up-to-date online offerings.

Throughout the Bulletin, look for these symbols: for online synchronous delivery, for online asynchronous delivery, for hybrid delivery, and for blended delivery.

Note: If two symbols are shown, then you may choose between the two delivery formats, as both are available for that course.

ONLINE CAREER ADVANCEMENT COURSES

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- Enterprise Risk and Asset Liability Management/FINA1-CE9729 *(page 17)*
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NYU SCHOOL OF PROFESSIONAL STUDIES ONLINE

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- Blended
- Hybrid
- Online Asynchronous
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- **M** NYU Midtown Center, 11 W. 42nd Street
- **N** Norman Thomas Center, 111 E. 33rd Street
- **S** Washington Square, Union Square vicinity
- **U** SUNY College of Optometry, 33 W. 42nd Street
- **V** Manhattan Village Academy, 43 W. 22nd Street
- **W** Woolworth Building, 15 Barclay Street
- **OFF** In-Person Off Campus
- ▲ Online registration is not available for this course
- ★ Consult an adviser before registering
- ✧ No discounts apply to this course
- ❖ For information on courses that do not have descriptions or set run dates, call **(212) 998-7200**

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THE VIRTUAL CLASSROOM

NYU Classes is the University's learning management system for all on-site and virtual courses. Big Blue Button (BBB) is the real-time meeting tool for synchronous course delivery.

Next Steps

1. Activate your NetID (which you receive by e-mail 24 hours after registering for a course) at start.nyu.edu
2. Learn more about NYU Classes: nyu.edu/nyuclasses
3. Learn more about Big Blue Button: bigbluebutton.org/overview

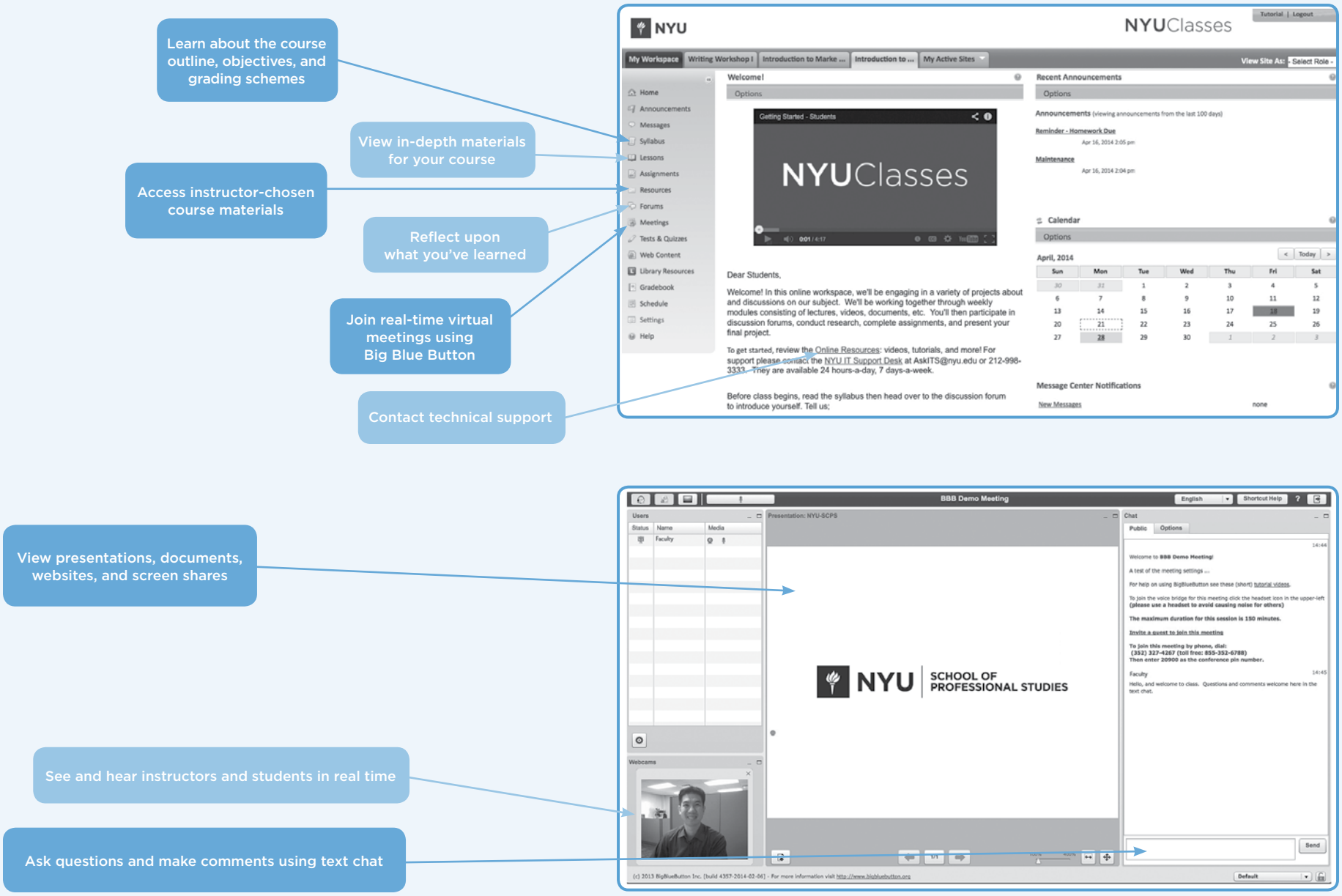
24/7/365 Support Desk

- Online: nyu.edu/its and nyu.edu/its/askits/helpdesk
- Telephone: **(212) 998-3333**
- In person: **10 Astor Place, 4th Floor**

Course Delivery Definitions

- **IN-PERSON:** Lecture or lab on site in a classroom
- **ONLINE ASYNCHRONOUS:** Faculty-led, self-paced, online course with content available during a set time frame
- **ONLINE SYNCHRONOUS:** Online course with real-time virtual sessions with all participants logged in simultaneously
- **BLENDED:** A mix of in-person and online asynchronous; may hold some synchronous sessions
- **HYBRID:** Online course with a mix of asynchronous and synchronous

NYU CLASSES



NYU SCHOOL OF PROFESSIONAL STUDIES ONLINE

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- Management for Nonprofit Organizations (Online)/ PHIL1-CE9070 *(page 137)*
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- Hotel Real Estate Development/ REDV1-CE9644 *(page 148)*
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- or The Real Estate Development Process/REDV1-CE9402 *(page 149)*
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- **NEW** Underwriting Construction Loans/ REFI1-CE9503 *(page 147)*
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LEGEND

- **M** NYU Midtown Center, 11 W. 42nd Street
- **N** Norman Thomas Center, 111 E. 33rd Street
- **S** Washington Square, Union Square vicinity
- **U** SUNY College of Optometry, 33 W. 42nd Street
- **V** Manhattan Village Academy, 43 W. 22nd Street
- **W** Woolworth Building, 15 Barclay Street
- **OFF** In-Person Off Campus
- ▲ Online registration is not available for this course
- ★ Consult an adviser before registering
- ✧ No discounts apply to this course
- ❖ For information on courses that do not have descriptions or set run dates, call **(212) 998-7200**

ONLINE UNDERGRADUATE DEGREE PROGRAMS

B.A. IN SOCIAL SCIENCES

Students who have completed 40–64 credits through the NYU School of Professional Studies Paul McGhee Undergraduate Division or another accredited college or university, and who have earned a C or higher in a college algebra course, may be able to complete the following degree online: **B.A. in Social Sciences** with a concentration in **Organizational Behavior and Change**. McGhee also offers an array of online courses that can be integrated into an on-site program of study. For more information, visit sps.nyu.edu/mcghee/academics, e-mail mcgheeadmissions@nyu.edu, or call **(212) 998-7100**.

B.S. IN LEADERSHIP AND MANAGEMENT STUDIES

Students who have completed a minimum of eight liberal arts credits at McGhee or another accredited college or university and have earned a C or higher in a college algebra course may be able to complete the following degree online: **B.S. in Leadership and Management Studies** with a concentration in **Human Resources Management**, **International Business and Global Management**, or **Organizational Management and Development**. For more information, visit sps.nyu.edu/mcghee/academics, e-mail mcgheeadmissions@nyu.edu, or call **(212) 998-7100**.

B.A./M.S. DUAL DEGREE IN HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

The NYU School of Professional Studies offers a dual degree program in which students earn a **B.A. in Social Sciences** with a concentration in **Organizational Behavior and Change** through the Paul McGhee Undergraduate Division and an **M.S. in Human Resource Management and Development** through the Department of Leadership and Human Capital Management. Students complete both degrees completely online and in an accelerated time frame. For more information, visit sps.nyu.edu/mcghee/academics. Click the B.A. in Social Sciences and review the Organizational Behavior and Change concentration, or call **(212) 998-7100**.

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

ONLINE GRADUATE DEGREE PROGRAMS

M.S. IN HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

In this program, which is offered both in-person and online, students acquire an in-depth understanding of business and management, and they learn how to invest in and develop human capital in ways that directly impact an organization's bottom line. Concentrations are available in **Human Resource Development, Human Resource Management**, and **Organizational Effectiveness**. Three 18-credit graduate certificates also are offered online: **Benefits and Compensation**, **Human Resource Management**, and **Organizational and Executive Coaching**. For more information, visit sps.nyu.edu/mshr or call **(212) 998-7100**.

M.S. IN MANAGEMENT AND SYSTEMS

This award-winning curriculum is designed to provide students with the knowledge and the practical interdisciplinary skills needed to succeed in today's highly competitive global business environment. Concentrations include **Enterprise Risk Management**, **Strategy and Leadership**, and **Systems Management**, all three of which are offered online, as well as **Database Technologies**, which is offered partly online. Four 18-credit graduate certificates—in **Core Business Competencies**, **Enterprise Risk Management**, **Information Technologies**, and **Strategy and Leadership**—also can be earned online. For more information, visit sps.nyu.edu/msms or call **(212) 998-7100**.

M.S. IN PROFESSIONAL WRITING

The M.S. in Professional Writing can be completed entirely online in just three semesters of full-time study. This graduate degree provides the skill sets and the knowledge base to propel students to the forefront of fields that require excellent writing, thus enabling them to pursue careers as skilled writers, communications specialists, and information designers in the ever-evolving, technology-driven marketplace. For more information, visit sps.nyu.edu/mspw or call **(212) 998-7100**.

M.S. IN TRANSLATION

(FRENCH TO ENGLISH, SPANISH TO ENGLISH, OR ENGLISH TO SPANISH ONLINE; CHINESE TO ENGLISH IN-PERSON)

The M.S. in Translation prepares students to produce accurate and sophisticated translated texts in law and finance. The 36-credit program can be completed in 12 to 15 months of full-time study, or within five years on a part-time basis. Study options include French to English, Spanish to English, and English to Spanish, all of which can be taken completely online. The Chinese to English translation study option can only be taken in-person. The Capstone thesis project can be defended in New York City or online in real time. For more information, visit sps.nyu.edu/mstrans or call **(212) 998-7100**.

GRADUATE CERTIFICATES

These graduate certificates are offered online. See page 160 for more information.

- Benefits and Compensation — sps.nyu.edu/gcbc
- Core Business Competencies — sps.nyu.edu/gccbc
- Enterprise Risk Management — sps.nyu.edu/gcerm
- Human Resource Management — sps.nyu.edu/gchr
- Information Technologies — sps.nyu.edu/gcit
- Organizational and Executive Coaching — sps.nyu.edu/gcoe
- Real Estate — sps.nyu.edu/gcre
- Strategy and Leadership — sps.nyu.edu/gcsl

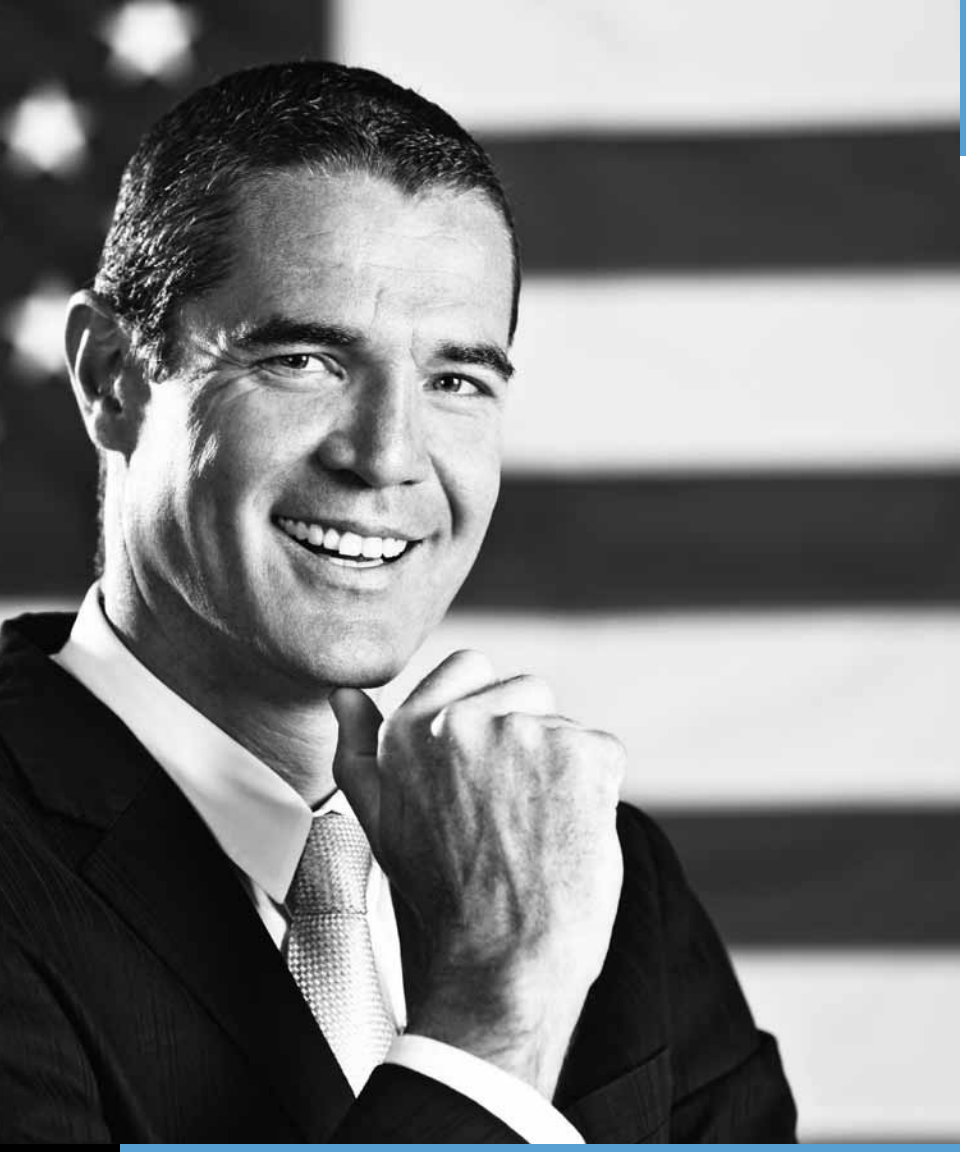
Please visit sps.nyu.edu/ged for information on gainful employment disclosure.

UNDERGRADUATE AND GRADUATE INFORMATION SESSIONS

For information about:

Upcoming undergraduate information sessions, visit sps.nyu.edu/mcghee-events

Upcoming graduate information sessions, visit sps.nyu.edu/graduate-events



APPLIED POLITICS

Applied politics is an exciting field in which to work, to conduct research, and to volunteer. It combines disciplines as far reaching as fundraising and statistics with finance and marketing. Within the broad subject area of applied politics lies political campaign management, a professional path that often requires those involved in the field to wear numerous hats and to play a variety of roles. Whether you have served as a volunteer on a campaign, you have worked as a paid consultant, or you are considering a full-time career in the industry, the NYU School of Professional Studies Applied Politics program can help you to develop the skill sets needed to succeed in the political arena.

For more information about Applied Politics program, visit **sps.nyu.edu/ce/campaign**, e-mail **sps.polcampaign@nyu.edu**, or call **(212) 998-7200**.

APPLIED POLITICS

Offerings in Applied Politics include:

- **Career Advancement Courses**, offered online in both synchronous and asynchronous formats, as well as in person
- **Career Advancement Program of Study:** Political Campaign Management *(page 7)*

For more information about the Applied Politics program, visit **sps.nyu.edu/ce/campaign**, e-mail **sps.polcampaign@nyu.edu**, or call **(212) 998-7200**.

CAMPAIGN MANAGEMENT

The NYU School of Professional Studies Campaign Management offerings can help you to develop the skill sets needed to manage or run successful political campaigns.

Colloquium: Current Issues in Political Campaigns

CPMG1-CE9009/$745

Sec. 1: Oct. 19–Nov. 22. Please see website for detailed meeting pattern. Jennifer Dillon.

This course brings together working campaign professionals and students in a unique forum designed to address current and critical issues in elections at the local, state, national, and international arenas. Take part in an online forum and attend the colloquium either in person or online. Each session focuses on a theme and allows you to listen to, interact with, and learn from professional campaign consultants, managers, candidates, and others working in the field. The topics are chosen at the start of each term and are related to current issues of import. **CEU: 2.0.**

Crisis Management

CPMG1-CE9007/$625

Sec. 1: Nov. 2–Dec. 13. Benjamin LaBolt.

Many campaigns are defined by the ways in which the candidate and the campaign team manage crises. Challenging times often become key moments in a campaign, and while it is difficult to prepare for them, there are strategies and techniques that can—and should—be applied. This class uses a case-study approach that helps you to understand firsthand the various considerations (including legal and ethical) that a campaign crisis expert needs to deal with, as well as ways to make quick decisions under pressure that are in the best interest of the candidate. **CEU: 2.0.**

PROGRAM IN POLITICAL CAMPAIGN MANAGEMENT (ONLINE)

Whether the goal is to work behind the scenes managing someone else's campaign or to run for office, the program in Political Campaign Management is designed to help prepare participants to achieve these goals. This program, which can be completed online or in a blended format, imparts the requisite skills to become a professional consultant or a political practitioner. Courses are taught by experienced faculty members who are proven leaders with expertise in campaigns and elections. As working professionals, they are well placed to teach the latest campaign strategies, tactics, technology, and techniques. Upon completion of this program, participants have developed the knowledge and built the competencies to be successful in the following careers:

- Political campaign manager (local, state, or national)
- Staff member on a political campaign
- Political aide or adviser to a public official (local, state, or national)
- Lobbyist
- Position at a public relations firm or nonprofit group serving the public interest

For more information, e-mail sps.polcampaign@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Managing Political Campaigns
CPMG1-CE9001 *(page 7)*

Colloquium: Current Issues in Political Campaigns
CPMG1-CE9009 *(page 6)*

SUPPLEMENTAL COURSES

Political Communications Strategy
CPMG1-CE9002 *(page 7)*

Political Campaign Fundraising
CPMG1-CE9003 *(page 7)*

Social Media in Politics
CPMG1-CE9004 ❖

Persuasion
CPMG1-CE9005 ❖

Polling and Opinion Research
CPMG1-CE9006 ❖

Crisis Management
CPMG1-CE9007 *(page 6)*

Field Organization and Grassroots Mobilization
CPMG1-CE9011 ❖

Election and Campaign Law
CPMG1-CE0012 ❖

Effective Lobbying: How to Make Your Case
CPMG1-CE9008 *(page 7)*

Running and Winning: How to Run for Local or Statewide Office
CPMG1-CE9010 *(page 7)*

Effective Lobbying: How to Make Your Case
CPMG1-CE9008/$195 ✧

S *Sec. 1: Sat. 9 a.m.–5 p.m., Nov. 7.* Instructor TBA.

While often derided in the popular press, lobbyists serve an important function in our democracy. This one-day seminar examines the various strategies employed by individuals and groups to effectively promote or advance their interests.

Managing Political Campaigns
CPMG1-CE9001/$625

Sec. 1: Sept. 28–Nov. 22. Travis Taylor.

Political campaigns and other political organizations often must be assembled quickly, operate flexibly, and achieve high levels of efficiency and effectiveness—in many cases using volunteer labor. Develop a framework for managing political organizations, including strategic planning, targeting, fundraising, field organization, polling and other forms of opinion research. Learn effective strategies for message development, technology use, budgeting, financial management, and grassroots organizing. At the conclusion of the course, be able to develop a campaign plan. **CEU: 2.0.**

Political Campaign Fundraising
CPMG1-CE9003/$625

Sec. 1: Oct. 5–Dec. 13. Cynthia Darrison, chief executive officer, Darrison Barrett & Associates, LLC.

Fundraising is a critical function of every political organization and political campaign. Examine the theory and practice of fundraising, and learn strategies to implement them. Topics include direct mail fundraising, fundraising from political action committees, donor research, and personal fundraising strategies. At the conclusion of the course, be able to develop a fundraising plan for a political campaign. **CEU: 3.0.**

Weekend Courses

Effective Lobbying: How to Make Your Case
CPMG1-CE9008 *(page 7)*

Running and Winning: How to Run for Local or Statewide Office
CPMG1-CE9010 *(page 7)*

Political Communications Strategy
CPMG1-CE9002/$625

Sec. 1: Nov. 9–Dec. 20. Henry Sheinkopf.

Political communications, including those from candidates, can be relayed to voters through various forms: paid advertising that uses traditional broadcast and cable channels, free or paid social media, other web-based channels, and news media coverage. In this course, examine these forms of communication and their influence on citizens and on politics. Explore strategies for employing and combining these communication channels and maximizing their impact. At the conclusion of the course, be able to develop and execute a multichannel political communications strategy. **CEU: 2.0.**

Running and Winning: How to Run for Local or Statewide Office
CPMG1-CE9010/$195 ✧

S *Sec. 1: Sat. 9 a.m.–5 p.m., Nov. 14.* Instructor TBA.

Are you thinking about running for local or statewide political office? If so, this one-day seminar covers everything you need to know before running for office. Acquire the tools needed to run a well-organized campaign. Learn the key steps for assembling your campaign and engaging local voters, as well as strategies for overcoming potential challenges.

PROGRAMS IN BUSINESS

The NYU School of Professional Studies Division of Programs in Business offers outstanding Career Advancement Courses and programs of study that allow you to expand your knowledge and skills in business-related fields. Stay abreast of the latest developments in your industry, expand your professional network, and sharpen your business expertise under the guidance of leading practitioners.

Programs are offered on weeknights, on weekends, online, and in accelerated formats to fit your schedule. Curriculum content is continually updated to support your professional needs.

For more information about Career Advancement offerings, conferences, corporate education programs, and faculty members, visit **sps.nyu.edu/ce** or call **(212) 998-7200**.

For more information about graduate degrees and graduate certificates, visit **sps.nyu.edu/masters**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

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M.S. in Integrated Marketing 159
M.S. in Management and Systems 159
M.S. in Project Management 159
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ACCOUNTING AND TAXATION PROGRAMS

Accounting and taxation professionals require ongoing education to remain competitive and to meet the standards mandated by state licensing authorities. An act of Congress, an IRS ruling, or a court decision can render expertise obsolete overnight, making continuing education essential. NYU School of Professional Studies courses focus on real-world applications used every day in companies, from Fortune 500s to closely held start-ups.

Offerings in Accounting and Taxation include:

- **Career Advancement Courses**
- **Career Advancement Programs of Study:** Accounting *(page 9)*, Bookkeeping *(page 10)*, Forensic Accounting *(page 10)*, Not-for-Profit Accounting and Governmental Reporting *(page 11)*, and Income Tax Planning and Reporting *(page 12)*
- **Winter Preview:** Federal Income Tax Planning for Individuals *(page 12)*
- **National Tax Conferences** *(page 12)*

For more information, visit **sps.nyu.edu/atl** or call **(212) 998-7200**.

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ACCOUNTING

Professionals, who understand how financial statements are created, what they mean, and how generally accepted accounting principles (GAAP) are derived and applied, are at a distinct advantage in today's continuously evolving business environment. The NYU School of Professional Studies Accounting program keeps you up to date on the latest trends and regulations in the field.

Advanced Accounting

ACCT1-CE8109/$755

M *Sec. 1: Sat. 9.30 a.m.–3.35 p.m., Sept. 26–Nov. 7 (7 sessions).* Ira Weissman, consultant.

This course is designed for those interested in more sophisticated coverage of accounting theory and practice, including items regularly tested on the CPA exam. Consolidated statements, partnerships, segment reporting, interim financial statements, foreign currency translation, and accounting for mergers and acquisitions are among the subjects covered. *Prerequisites: Financial Accounting: Part III/ACCT1-CE8103 and Intermediate Accounting/ACCT1-CE8104.*
CEU: 4.0. 50-Minute Hours: 43.

Advanced Financial Statement Analysis

ACCT1-CE8106/$785

M *Sec. 1: Sat. 9.30 a.m.–3.30 p.m., Nov. 14–Dec. 19 (5 sessions). No class Nov. 28.* Ira Weissman, consultant.

Gain a comprehensive understanding of financial statements and their use by finance professionals. By discussing examples each week, develop an understanding of balance sheets, income statements, the concept of quality of earnings, initial public offerings, the impact of mergers and acquisitions on financial statements, earnings per share, cash flow statements, key ratios, and footnote interpretation. *Prerequisite: Financial Statement Analysis/ ACCT1-CE8105 or equivalent knowledge.*
CEU: 3.0. 50-Minute Hours: 30.

CONTINUING PROFESSIONAL EDUCATION (CPE) FOR ACCOUNTANTS

The NYU School of Professional Studies holds a continuing education sponsor agreement with the New York State Department of Education, which authorizes the granting of continuing education credit in the following subject areas: accounting, auditing, taxation, advisory services, and knowledge and applications related to specialized industries. Courses offered outside the authorized subject areas are not recognized for credit under this agreement. For the acceptability of an individual course listed here, please call the School at **(212) 992-3200** or the New York State Department of Education at **(518) 474-3836**. For additional information, e-mail **sps.atl.ce@nyu.edu**.

PROGRAM IN ACCOUNTING

This program is designed to provide the core concepts and principles of financial accounting and reporting. In addition, it introduces related disciplines, such as auditing, forensic accounting, financial planning, and taxation. A fundamental knowledge of accounting is provided through the foundational courses, with deeper areas of speciality offered in the supplemental courses. This program of study offers a solid working knowledge of:

- Key elements of generally accepted accounting principles (GAAP) and their application in real-world situations
- Financial transaction recording and preparation of balance sheets, income statements, and statements of cash flow
- Accounting for asset, liability, equity, revenue, and expense accounts that comprise the balance sheet and income statement
- Financial ratios and other techniques used to analyze financial statements
- Concepts and principles in related accounting and finance fields, such as auditing, budgeting, taxation, and financial planning

For more information, please e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Financial Accounting: Part I
ACCT1-CE8101 *(page 9)*

Financial Accounting: Part II
ACCT1-CE8102 *(page 9)*

Financial Accounting: Part III
ACCT1-CE8103 *(page 9)*

Financial Statement Analysis
ACCT1-CE8105 *(page 9)*

SUPPLEMENTAL COURSES

Intermediate Accounting
ACCT1-CE8104 *(page 9)*

Advanced Financial Statement Analysis
ACCT1-CE8106 *(page 8)*

Management Planning, Control, and Effective Budgeting
ACCT1-CE8108 *(page 9)*

Advanced Accounting
ACCT1-CE8109 *(page 8)*

Managing Accounting Operations
ACCT1-CE8111 ❖

Writing Skills for Accounting and Finance Professionals
ACCT1-CE8112 ❖

Internal Auditing
ACCT1-CE8201 *(page 10)*

Introduction to Forensic Accounting
ACCT1-CE8401 *(page 11)*

Introduction to Not-for-Profit Accounting and Governmental Reporting
ACCT1-CE8501 *(page 11)*

Federal Income Tax Planning for Individuals
TAXN1-CE8002 *(page 12)*

Introduction to Corporate Taxation
TAXN1-CE8003 *(page 12)*

FP 1: Fundamentals of Financial Planning
FINA1-CE9940 ❖

Global Financial Reporting (IFRS) Governance Strategy
ACCT1-CE8115 ❖

Fundamentals of Business Law
LEGL1-CE8804 *(page 45)*

Financial Reporting and the SEC: What You Need to Know
ACCT1-CE8505 *(page 9)*

Financial Accounting: Part I
ACCT1-CE8101/$755

Sec. 1: Tues. 6–9 p.m., Sept. 29–Dec. 8 (10 sessions). No class Nov. 3. James Taibleson, wealth manager, The Investment Center.

Sec. 2: Mon. 6–9 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Frederic Lerner, vice president, Wells Fargo Business Credit Inc.

Sec. 3: Tues. Thurs. 6–9 p.m., Sept. 29–Oct. 29 (10 sessions). David Bonington.

Sec. 4: Mon. Wed. Fri. 6–9 p.m., Sept. 25–Oct. 21 (10 sessions). No class Sept. 30, Oct. 12. Joseph Bittner, director, education and professional development, EisnerAmper LLP.

M *Sec. 5: Sat. 9 a.m.–3 p.m., Sept. 26–Oct. 31 (6 sessions).* Katie Brandtjen.

Along with *Financial Accounting: Part II*, this course provides an introduction to financial accounting and reporting. Topics include the recording of transactions; the accounting cycle; financial statement preparation; and accounting for cash, receivables, inventory, and fixed assets. Appropriate for students interested in entering M.B.A. programs. **CEU: 3.5.**

Financial Accounting: Part II
ACCT1-CE8102/$755

Sec. 1: Tues. 6–9 p.m., Sept. 29–Dec. 8 (10 sessions). No class Nov. 3. Benjamin Lonner, NYU School of Professional Studies Outstanding Service Award.

Sec. 2: Tues. Thurs. 6–9 p.m., Nov. 5–Dec. 15 (10 sessions). No class Nov. 19, Nov. 26. David Bonington.

Sec. 3: Mon. Wed. Fri. 6–9 p.m., Oct. 23–Nov. 16 (10 sessions). No class Nov. 11. Joseph Bittner, director, education and professional development, EisnerAmper LLP.

M *Sec. 4: Sat. 9 a.m.–3 p.m., Nov. 7–Dec. 19 (6 sessions). No class Nov. 28.* Katie Brandtjen.

A continuation of *Financial Accounting: Part I*, this course provides an introduction to financial accounting concepts. Topics include accounting for long-term liabilities, stockholders' equity, capital stock transactions, retained earnings, dividends, and investments. It also introduces the statement of cash flow and the basic ratios used to analyze financial statements. *Prerequisite: Financial Accounting: Part I/ ACCT1-CE8101 or equivalent knowledge.* **CEU: 3.5.**

Financial Accounting: Part III
ACCT1-CE8103/$755

Sec. 1: Mon. Wed. Fri. 6–9 p.m., Nov. 18–Dec. 14 (10 sessions). No class Nov. 25–27. Ira Weissman, consultant.

This course provides the foundation for individuals pursuing a career in accounting and finance. After the conceptual framework of accounting is presented, the class discusses the income statement, balance sheet, and statement of cash flow. Topics covered include accounting for receivables, inventory valuation, the acquisition and disposition of fixed assets, depreciation and impairments, and intangible assets. Additional topics, including some pertaining to the income statement and statement of cash flow, are covered in *Intermediate Accounting/ACCT1-CE8104. Prerequisites: Financial Accounting: Part I/ ACCT1-CE8101 and Part II/ ACCT1-CE8102, or equivalent knowledge.* **CEU: 3.5.**

Financial Reporting and the SEC: What You Need to Know
ACCT1-CE8505/$850

M *Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 24–Nov. 7 (3 sessions).* Instructor TBA.

The Securities and Exchange Commission (SEC) plays a central role in regulating and overseeing the capital markets and in protecting investors. As an accountant, whether you are serving public companies or working for registrants, it is important to understand the workings and rules of the SEC to better serve clients and prepare SEC filings. This course describes the origins and the structure of the SEC, its operations and regulatory powers, the principal laws it enforces, Regulations S-X and S-K, the differences between generally accepted accounting principles (GAAP) and SEC accounting rules, and the forms used for filing with the SEC both for registering securities for sale to investors (the "public") and for periodic reporting. The course also explores the initial public offering (IPO) process. **CEU: 2.5.**

Financial Statement Analysis
ACCT1-CE8105/$785

M *Sec. 1: Sat. 9 a.m.–3 p.m., Sept. 26–Oct. 24 (5 sessions).* James Taibleson, wealth manager, The Investment Center.

Sec. 2: Tues. Thurs. 6.30–9 p.m., Nov. 12–Dec. 22 (10 sessions). No class Nov. 19, Nov. 26. John Mahoney, NYU School of Professional Studies Outstanding Service Award.

Sec. 3: Wed. 6–9.10 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Christopher Dee, Citigroup Private Bank.

Sec. 4: Mon. Wed. 6–8.30 p.m., Sept. 28–Nov. 4 (10 sessions). No class Sept. 30, Oct. 12. James Taibleson.

Examine the accounting framework used to analyze and interpret financial statements. Topics include ratio analysis, liquidity, cash flow, capital structure, quality of earnings, debt, and profitability. *Prerequisites: Financial Accounting: Part I/ ACCT1-CE8101 and Part II/ ACCT1-CE8102, or equivalent knowledge.* **CEU: 3.0. 50-Minute Hours: 30.**

Intermediate Accounting
ACCT1-CE8104/$755

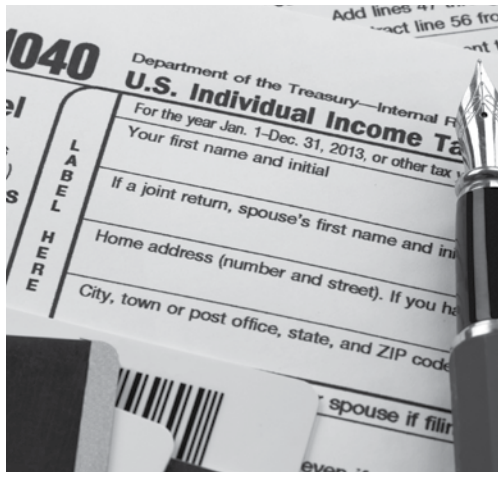
Sec. 1: Tues. Thurs. 6–9 p.m., Sept. 29–Nov. 10 (12 sessions). No class Nov. 3. Ira Weissman, consultant.

This course offers a foundation for individuals pursuing a career in accounting and finance. A continuation of *Financial Accounting: Part III*, it focuses on contingent and long-term liabilities, stockholders' equity, investments, revenue recognition principles, pensions, leases, and the statement of cash flows. *Prerequisite: Financial Accounting: Part III/ ACCT1-CE8103 or equivalent knowledge.* **CEU: 4.0. 50-Minute Hours: 43.**

Management Planning, Control, and Effective Budgeting
ACCT1-CE8108/$755

Sec. 1: Tues. Thurs. 6–8.30 p.m., Sept. 29–Oct. 22 (8 sessions). James Nelkin, CPA, former executive director and senior audit specialist, Medicaid Provider Fraud and Abuse Investigation, Office of Revenue and Investigation, N.Y.C. Human Resources Administration.

Delve into the current concepts, techniques, and work practices necessary to develop and to install a comprehensive system of management planning and control. Course topics include the practices and techniques of management planning, preparation of budgets, the integration of budgets into a company's financial plan, inventory management, cost and expense analysis, reporting systems, analysis of budget variances, and performance measures. **CEU: 2.0. 50-Minute Hours: 24.**



Reading and Interpreting Financial Statements
ACCT1-CE8116/$500

M *Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 17.* Ira Weissman, consultant.

For business executives, it is critical to be able to read and understand the nuances of financial statements from a user's perspective. In this seminar, examine the implications of the independent auditor's report and understand how it interacts with management's financial statements. Analyze actual annual reports, paying attention to the roles of the footnotes and the management discussion and analysis. At the conclusion of the workshop, be able to read and evaluate public companies' financial reporting.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

AUDITING

Auditors are in demand more than ever before. Gain a solid foundation in generally accepted auditing standards as they apply to audited financial statement issuers today.

Internal Auditing
ACCT1-CE8201/$755

Sec. 1: Oct. 26–Dec. 20. James Nelkin, CPA, former executive director and senior audit specialist, Medicaid Provider Fraud and Abuse Investigation, Office of Revenue and Investigation, N.Y.C. Human Resources Administration.

Improve your knowledge of internal auditing and its functions in managerial control. Using an integrated audit approach, examine the effectiveness, efficiency, and economy of the financial and operational controls employed to achieve management's objectives. Emphasis is on evaluation of deficiencies in financial control and management's protection of assets. Liberal use is made of case studies. *Prerequisites: Financial Accounting: Part I/ ACCT1-CE8101 and Part II/ ACCT1-CE8102, or equivalent knowledge.*
CEU: 2.0. 50-Minute Hours: 24.

NEW! New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

BOOKKEEPING

Bookkeeping: Part I
ACCT1-CE8301/$675

Sec. 1: Mon. Wed. 6–9 p.m., Sept. 28–Nov. 4 (10 sessions). No class Sept. 30, Oct. 12. Marcia Shulman.

M *Sec. 2: Sat. 9 a.m.–4 p.m., Oct. 3–31 (5 sessions).* Alberto Castaneda, consultant.

Learn the principles of double-entry bookkeeping, and master the basics of financial statement preparation. In class, analyze business transactions from an accounting standpoint, record them in a general ledger, and prepare end-of-period worksheets and financial statements. The course concludes with instruction on adjusting and closing entries. **CEU: 3.5.**

Bookkeeping: Part II
ACCT1-CE8302/$675

Sec. 1: Mon. Wed. 6–9 p.m., Nov. 9–Dec. 16 (10 sessions). No class Nov. 11, Nov. 25. Jeffrey Farber.

Continuing from *Bookkeeping: Part I,* this course completes the study of the bookkeeping system and financial statement preparation. Emphasis is placed on specialized journals and ledgers. Other topics include payroll accounting; gross pay; employee deductions, employer's taxes, and net pay through the payroll register; journal entries; and income tax, Social Security tax, FICA, and unemployment tax. *Prerequisite: Bookkeeping: Part I/ACCT1-CE8301.*
CEU: 3.5.

PROGRAM IN BOOKKEEPING

Maintaining accounting and financial records is one of the most basic yet critical functions of a good business. This program of study covers the fundamentals of bookkeeping for those who wish to pursue it as a career, as well as for entrepreneurs who want to manage their own books in a more professional manner. Upon completion of the program, students are equipped with the following skills:

- Double-entry bookkeeping
- General ledger entries and transaction recording in specialized journals and ledgers
- Financial statement preparation basics
- Computerized accounting
- Payroll accounting

For more information, please e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Bookkeeping: Part I
ACCT1-CE8301 *(page 10)*

Bookkeeping: Part II
ACCT1-CE8302 *(page 10)*

Computerized Accounting Using QuickBooks
ACCT1-CE8304 *(page 10)*

Payroll Administration
ACCT1-CE8305 *(page 10)*

Computerized Accounting Using QuickBooks
ACCT1-CE8304/$780

M *Sec. 1: Sat. 10 a.m.–3 p.m., Nov. 7–Dec. 12 (5 sessions). No class Nov. 28.* Aaron Berson.

Gain hands-on training in creating a QuickBooks company and modifying the preset chart of accounts to suit your needs. Learn to use the many features that automate accounting functions, such as reconciling checking accounts, tracking credit card transactions, invoicing customers, receiving payments and making bank deposits, writing checks and assigning amounts to specific expense accounts, paying bills, setting up inventory, and tracking and paying sales tax. Create and customize QuickBooks reports and export them into Excel. *Prerequisite: Bookkeeping: Part I/ACCT1-CE8301.*
CEU: 2.0. 50-Minute Hours: 24.

Payroll Administration
ACCT1-CE8305/$825

Sec. 1: Tues. Thurs. 6.30–9 p.m., Nov. 10–Dec. 10 (8 sessions). No class Nov. 19, Nov. 26. Steven Howell, payroll specialist, Jennison Associates.

This preparatory course for the Certified Payroll Professional (CPP) Examination also may be taken by payroll professionals who want to improve their work performance. This course provides the information essential to understanding a range of complex issues, including payroll taxes, payroll accounting, record keeping, and payroll management.
CEU: 2.0. 50-Minute Hours: 24.

PROGRAM IN FORENSIC ACCOUNTING

Recent cases of financial fraud underline the need for more professionals in the field of forensic accounting. This program provides a comprehensive study of corporate investigation and litigation support, including the inquiry into and the prevention of financial reporting fraud. Pursued in its entirety, this program affords students:

- Key techniques for preventing fraudulent financial reporting
- Knowledge of the legal elements of fraud and other financial crimes
- The ability to review financial statements for indicators of financial fraud and other related issues
- The ability to support litigation teams in finance- and accounting-related cases
- Familiarity with the role of the forensic accountant as an expert witness

For more information, please e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to Forensic Accounting
ACCT1-CE8401 *(page 11)*

Prevention and Detection of Fraudulent Financial Reporting
ACCT1-CE8402 *(page 11)*

Applied Forensic Accounting: Litigation Consulting
ACCT1-CE8403 *(page 10)*

SUPPLEMENTAL COURSES

Advanced Financial Statement Analysis
ACCT1-CE8106 *(page 8)*

Writing Skills for Accounting and Finance Professionals
ACCT1-CE8112 ❖

Legal Issues and Professional Standards in Forensic Accounting
ACCT1-CE8405 ❖

The Foreign Corrupt Practices Act: Emerging Issues and Rational Responses
FINA1-CE8913 *(page 20)*

Introduction to Corporate Taxation
TAXN1-CE8003 *(page 12)*

FORENSIC ACCOUNTING

Recent events highlight the need for a sophisticated understanding of how to investigate and prevent financial reporting fraud and other financial wrongdoing. In classes taught by experienced practitioners, learn the concepts and the techniques employed by corporate investigators and litigation support teams. Explore ethical and legal issues that confront accountants, managers, and financial and legal professionals.

Applied Forensic Accounting: Litigation Consulting
ACCT1-CE8403/$825

Sec. 1: Mon. Wed. 6–8.30 p.m., Sept. 28–Oct. 28 (8 sessions). No class Sept. 30, Oct. 12. Dennis Neier, partner, litigation consulting services, EisnerAmper LLP.

The field of litigation consulting and forensic accounting services—which includes damage analyses, valuations, expert witness, fraud investigation, and alternative dispute resolution services—is one of the fastest growing areas in public accounting and consulting. Learn what these services are and how they are applied in both civil and criminal litigations. The course focuses on fraud investigation, damage computation, expert witness court testimony, and the litigation consultant's role in alternative dispute resolution. *Prerequisites: Financial Accounting: Part I/ ACCT1-CE8101 and Part II/ ACCT1-CE8102.*
CEU: 2.0. 50-Minute Hours: 24.

PROGRAM IN NOT-FOR-PROFIT ACCOUNTING AND GOVERNMENTAL REPORTING

Not-for-profit organizations are an integral part of our economy and society, and knowledgeable accounting staff members are instrumental in assuring that these entities accomplish their goals and achieve their mission. This program of study provides focused, comprehensive, real-world training in the area of not-for-profit accounting and governmental reporting to individuals who work in, or plan on working in, not-for-profit or governmental financial accounting. Upon completion of this suggested path of study, students have gained an understanding of:

- Structural and legal differences between not-for-profit organizations and commercial enterprises
- Accounting and financial terminology and rules that relate specifically and uniquely to not-for-profits (e.g., fundraising, grants, restricted contributions, program activities)
- The special fiduciary, legal, and operational responsibilities of a board of directors
- Preparation and interpretation of not-for-profit financial statements
- The role that budgets play in dictating how funds are allocated and disbursed
- Internal controls and safeguarding assets
- The unique reporting requirements mandated by government agencies, foundations, and contributors

For more information, please e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to Not-for-Profit Accounting and Governmental Reporting
ACCT1-CE8501 *(page 11)*

Not-for-Profit Accounting Fundamentals
ACCT1-CE8502 ❖

Advanced Not-for-Profit Accounting
ACCT1-CE8503 *(page 11)*

Governmental and Compliance Reporting
ACCT1-CE8504 *(page 11)*

NEW **Fraud Investigations**
ACCT1-CE8406/$825

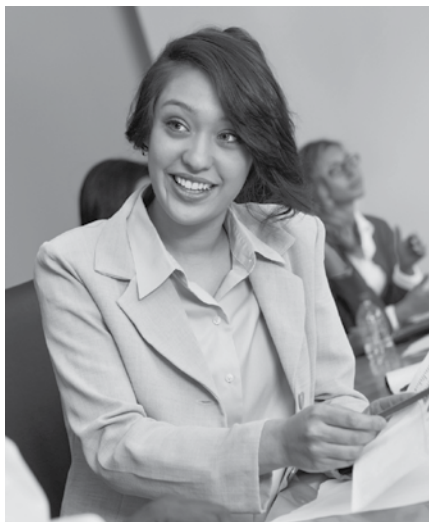
Sec. 1: Mon. Wed. 6–8.30 p.m., Nov. 2–Dec. 2 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Obtain an introduction to fraud investigations, including types of fraud, the principles governing fraud investigations, processes for conducting internal investigations, and interview techniques. Gain a thorough understanding of the basics of fraud and fraud investigations from the forensic accounting perspective.
CEU: 2.0.

Introduction to Forensic Accounting
ACCT1-CE8401/$815

Sec. 1: Tues. Thurs. 6.30–8.30 p.m., Sept. 29–Oct. 29 (10 sessions). Darryl Neier, prior member, New Jersey Money Laundering Task Force/Working Group, New Jersey Division of Criminal Justice.

In the past two decades, attorneys, judges, and regulators have increasingly recognized the need for—and the benefit of—utilizing and applying accounting-related information, evidence, and standards to corporate investigations, litigation, and dispute resolution. This introductory course provides a survey of this exciting, growing specialty. Gain a solid understanding of the interaction between the legal process and the forensic accountant's investigation of potential matters and participation in the development of a case. *Prerequisites: A solid understanding of accounting principles and concepts, as well as Financial Accounting: Part I/ACCT1-CE8101 and Part II/ACCT1-CE8102, or equivalent knowledge.*
CEU: 2.0. 50-Minute Hours: 24.



Prevention and Detection of Fraudulent Financial Reporting
ACCT1-CE8402/$825

Sec. 1: Tues. Thurs. 6–8.30 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Matthew Greenblatt, Association of Certified Fraud Examiners.

Examine the various types of fraud involving accounting information. Study financial fraud related to major business processes, as well as the common techniques used to assess the risk of financial statement fraud. Specific topics may include off-balance sheet liabilities, fraudulent sales, asset valuations, "big bath" accounting, conditional sales, understatement of liabilities, income-smoothing special purpose entries, improper expense capitalization, and improper use of percentage of completion. *Prerequisite: Introduction to Forensic Accounting/ACCT1-CE8401.*
CEU: 2.0. 50-Minute Hours: 24.

NEW **Fraud in the Not-for-Profit Environment**
ACCT1-CE8510/$755

Sec. 1: Tues. Thurs. 6–8.30 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Instructor TBA.

Examine fraud in the context of not-for-profit institutions. Learn how to detect fraud and fraudulent practices. In class, review methods of preventing fraud, and discuss controls and other ways of deterring fraud in the not-for-profit environment. **CEU: 2.0.**

NOT-FOR-PROFIT ACCOUNTING AND GOVERNMENTAL REPORTING

The not-for-profit (NFP) sector has experienced dramatic and sustained growth and represents a substantial segment of the nation's economy. Subject to unique accounting and reporting rules, NFP organizations require accountants and financial professionals with specialized knowledge in order to ensure their tax-exempt status, to avoid excise taxes, and to address other sector-specific responsibilities. These courses offer a progressive path and comprehensive training in all aspects of not-for-profit accounting and reporting.

Advanced Not-for-Profit Accounting
ACCT1-CE8503/$775

Sec. 1: Mon. Wed. 6–8.40 p.m., Nov. 2–Dec. 2 (8 sessions). No class Nov. 11, Nov. 25. Nancy Kelly, NE Kelly & Associates, LLC.

Explore some of the more complicated components and areas of not-for-profit accounting and financial statements, including investments and endowments, trusts and annuity income, contingencies, allocation of joint costs, statements of cash flow and activities, financial statements, budget development, subsidiary organizations, and consolidated and combined financial statements. Information on preparing for an independent audit also is presented. *Prerequisites: Introduction to Not-for-Profit Accounting and Governmental Reporting/ACCT1-CE8501 and Not-for-Profit Accounting Fundamentals/ ACCT1-CE8502.*
CEU: 2.5. 50-Minute Hours: 26.

Governmental and Compliance Reporting
ACCT1-CE8504/$775

Sec. 1: Tues. Thurs. 6–8.40 p.m., Sept. 29–Oct. 22 (8 sessions). Papa Diop.

Accounting records and internal reporting are only a part of a not-for-profit (NFP) accountant's work. To obtain funding and to maintain tax-exempt status, NFPs must prepare and submit reports to a large number of recipients, including donors and governmental agencies. This course covers the preparation of IRS Form 990, Form 990PF, and other reporting requirements, along with unrelated business taxable income (UBTI), employee policies, and related human resource issues.
CEU: 2.5. 50-Minute Hours: 26.

Introduction to Not-for-Profit Accounting and Governmental Reporting
ACCT1-CE8501/$755

Sec. 1: Mon. Wed. 6–8 p.m., Sept. 28–Oct. 28 (8 sessions). No class Sept. 30, Oct. 12. David Cace.

Gain a comprehensive introduction to not-for-profit (NFP) accounting, as well as to governmental reporting requirements applicable to 501(c)(3) and other NFP entities. Learn how NFPs are formed, and improve your understanding of the characteristics, terminology, structure, and regulatory reporting unique to NFP organizations. Examine the role of the accounting department, accounting staff duties, and the structure of the NFP chart of accounts. Receive an introduction to NFP financial statements and their major components.
CEU: 1.5. 50-Minute Hours: 19.

Weekend Courses

Advanced Accounting
ACCT1-CE8109 *(page 8)*

Advanced Financial Statement Analysis
ACCT1-CE8106 *(page 8)*

Bookkeeping: Part I
ACCT1-CE8301 *(page 10)*

Computerized Accounting Using QuickBooks
ACCT1-CE8304 *(page 10)*

Financial Accounting: Part I
ACCT1-CE8101 *(page 9)*

Financial Accounting: Part II
ACCT1-CE8102 *(page 9)*

Financial Reporting and the SEC: What You Need to Know
ACCT1-CE8505 *(page 9)*

Financial Statement Analysis
ACCT1-CE8105 *(page 9)*

Fundamentals of International Taxation
TAXN1-CE8006 *(page 12)*

Reading and Interpreting Financial Statements
ACCT1-CE8116 *(page 9)*

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

CONTINUING LEGAL EDUCATION (CLE) FOR NEW YORK ATTORNEYS

The NYU School of Professional Studies is certified by the New York State Continuing Legal Education Board as an accredited provider of continuing legal education (CLE) in the State of New York. Courses qualifying for CLE for newly admitted attorneys, for experienced attorneys, or for both are identified in conjunction with each such course's description on the School's website. The School provides a New York CLE Certificate of Attendance to attorneys in accordance with applicable regulations and guidelines, including those regarding verification of attendance. In compliance with the New York State Continuing Legal Education Board regulations and guidelines, the School offers financial aid to licensed New York attorneys facing financial hardship. For additional information or an application, send a request by e-mail to sps.tax@nyu.edu. Refer to course descriptions at sps.nyu.edu for confirmation of CLE credit availability for particular courses. For more information, contact sps.tax@nyu.edu or the New York State Continuing Legal Education Board at cle@courts.state.ny.us.

TAXATION

NYU School of Professional Studies Tax Institutes have been considered among the nation's premier gatherings of tax professionals for more than 70 years. The continuing education courses—geared toward accountants and lawyers seeking to enhance their skills and to increase their knowledge base—reflect the same high-caliber expertise.

Fundamentals of International Taxation
TAXN1-CE8006/$795

M *Sec. 1: Sat. 10 a.m.–3.20 p.m., Oct. 31–Dec. 5 (5 sessions). No class Nov. 28.* Anthony Giordano.

Receive an introduction to the fundamentals of U.S. international taxation. Examine U.S. income tax laws and policies relating to the taxation of foreign persons' investment and business activities in the United States (inbound) and U.S. persons' investment and activities in other countries (outbound). Topics include the concept of residence, the source of income and deductions, the withholding of taxes, the foreign tax credit, tax treaties, and the U.S. anti-deferral regime known as Subpart F. **CEU: 2.5. 50-Minute Hours: 32.**

Introduction to Corporate Taxation
TAXN1-CE8003/$850

Sec. 1: Mon. 6–8.50 p.m., Sept. 28–Nov. 16 (7 sessions). No class Oct. 12. Jeffrey Galant, Meltzer, Lippe, Goldstein & Breitstone, LLP.

Examine the federal income tax consequences of operating a business in corporate form, including the organization process; a comparison with alternatives such as S corporations, limited partnerships, and limited liability companies; taxation of corporate earnings; potential penalty taxes; and mergers and acquisitions. *Prerequisite: Federal Income Tax Planning for Individuals/TAXN1-CE8002 or equivalent knowledge.* **CEU: 2.0. 50-Minute Hours: 24.**

Introduction to Partnership Taxation
TAXN1-CE8004/$795

Sec. 1: Tues. Thurs. 6.30–9.15 p.m., Nov. 5–Dec. 15 (10 sessions). No class Nov. 19, Nov. 26. Christopher Liguori, International Fund Services.

Examine the income tax treatment of general partnerships, limited partnerships, limited liability companies (LLCs), and the respective partners or members. This course covers the rules governing the character, timing, and amount of income/loss allocated to partners; tax consequences of partnership formations and of moving property into and out of them; and the characterization of various transactions between a partnership and any of its partners. *Familiarity with introductory tax or accounting concepts is required.* **CEU: 3.0. 50-Minute Hours: 33.**

Introduction to State and Local Taxation
TAXN1-CE8011/$695 ✧

Sec. 1: Tues. Thurs. 6.30–9.15 p.m., Sept. 29–Oct. 27 (9 sessions). Diana Drits, Ernst & Young, LLP.

Explore emerging state and local taxation rules in personal income tax and in corporate income and franchise tax. Discuss residency, constitutional issues such as domicile and nexus, and the state audit process. Corporate income and franchise tax topics covered include nexus and jurisdiction, treatment of pass-through entities, and unitary businesses and apportionment rules. The course highlights significant planning opportunities, including credits and other tax-reduction opportunities. *Prerequisite: Federal Income Tax Planning for Individuals/TAXN1-CE8002 or equivalent knowledge.* **CEU: 3.0. 50-Minute Hours: 30.**

PROGRAM IN INCOME TAX PLANNING AND REPORTING

This program covers the full spectrum of work performed by income tax professionals, including planning, compliance, and audit defense. Foundational courses provide the substantive fundamentals of income tax law by focusing on individuals and the two most common forms of business entity taxpayers. Supplemental courses apply the fundamental principles of tax law to specialized areas. Students who choose to complete this program of study in its entirety achieve an intermediate level of expertise, encompassing both theoretical and practical aspects of federal income taxation, including:

- An understanding of the legislative, regulatory, and judicial sources of tax law, as well as their relative merits and applications
- Confidence in identifying and resolving substantive income tax problems, with special emphasis on gray-area issues
- Sound technique in income tax accounting and reporting

For more information, please e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Federal Income Tax Planning for Individuals
TAXN1-CE8002 *(page 12)*

Introduction to Corporate Taxation
TAXN1-CE8003 *(page 12)*

Introduction to Partnership Taxation
TAXN1-CE8004 *(page 12)*

SUPPLEMENTAL COURSES

Computerized Tax Return Preparation
TAXN1-CE8005 ❖

Fundamentals of International Taxation
TAXN1-CE8006 *(page 12)*

Introduction to State and Local Taxation
TAXN1-CE8011 *(page 12)*

Federal Income Tax Practice and Procedure
TAXN1-CE8012 ❖

Introduction to Transfer Pricing
TAXN1-CE8014 ❖

Intermediate Transfer Pricing
TAXN1-CE8015 ❖

NYU SCHOOL OF PROFESSIONAL STUDIES TAX EVENTS

NATIONAL TAX CONFERENCES

Meet CLE/CPE/CE requirements and network with fellow professionals at these NYU School of Professional Studies events. Discounted pricing options make them an even better value. Full and partial waivers of the conference fee, based on financial need, are available. To request an application for the fee waivers, call (212) 992-3320, fax (212) 995-3653, or e-mail sps.tax@nyu.edu.

74th Institute on Federal Taxation
October 25–30, 2015, New York, NY, and
November 15–20, 2015, San Francisco, CA sps.nyu.edu/ift

34th Institute on State and Local Taxation
December 17–18, 2015, New York, NY sps.nyu.edu/salt

8th Annual Tax Controversy Forum
June 2016, New York, NY sps.nyu.edu/taxcontroversy

Federal Real Estate Tax Conference
June 2016, Washington, DC sps.nyu.edu/RETax

STATE AND LOCAL TAX STUDY GROUP

This group is for practitioners specializing in state and local taxation. Each session features discussions of recent decisions and presentations by guest speakers. The group meets monthly, September to June, 12–2 p.m., 11 West 42nd Street. The fee is $770; lunch is included. Co-chairs: Hollis L. Hyans, Esq., Morrison & Foerster LLP, and Richard W. Genetelli, CPA, Genetelli Consulting Group, New York, NY.

WINTER PREVIEW

Federal Income Tax Planning for Individuals
TAXN1-CE8002

Mon.–Fri. 6.30–9.30 p.m., Jan. 4–15 (10 sessions).

Get a jump on the new year by taking this course in January 2016 during the NYU Winter Session. Examine federal income tax planning techniques. Gain a solid foundation in the principles of, and planning with respect to, the federal income taxation of individuals. Become familiar with tax research and associated analytical techniques. Reporting skills applicable to IRS Form 1040 also are covered.

For more information on Winter Session courses, visit sps.nyu.edu/winterce or call (212) 998-7200.

M NYU Midtown Center, 11 W. 42nd Street
N Norman Thomas Center, 111 E. 33rd Street
S Washington Square, Union Square vicinity
U SUNY College of Optometry, 33 W. 42nd Street
V Manhattan Village Academy, 43 W. 22nd Street
W Woolworth Building, 15 Barclay Street

OFF In-Person Off Campus
▲ Online registration is not available for this course
★ Consult an adviser before registering
✧ No discounts apply to this course
❖ For information on courses that do not have descriptions or set run dates, call (212) 998-7200

LEGEND

COACHING, TRAINING, AND HUMAN CAPITAL MANAGEMENT

To maintain a competitive advantage in today's economic climate, professionals must possess a multifaceted skill set. The NYU School of Professional Studies provides the necessary knowledge and skills in coaching, training, and human capital management to develop a workforce and to impact an organization's bottom line in the global marketplace.

Offerings in Coaching, Training, and Human Capital Management include:

- **Career Advancement Courses** to help you attain in-demand skills at every stage in your career
- **Career Advancement Programs of Study:** Coaching *(page 13)*, Human Capital Management *(page 15)*, Advanced Human Capital Management *(page 15)*, and Learning and Training Development *(page 16)*
- **Master of Science in Human Resource Management and Development** (in-person and online synchronous learning), which takes the current best practices in human resource management to the next level and provides innovative solutions for HR-related issues to enhance businesses and their human capital *(page 159)*
- **Dual Degree:** B.A. in Social Sciences and M.S. in Human Resource Management and Development *(page 161)*
- **Graduate Certificates:** Benefits and Compensation, Human Resource Management, and Organizational and Executive Coaching *(page 160)*

For more information about Career Advancement Courses and programs of study, visit sps.nyu.edu/lhcm, e-mail sps.lhcm@nyu.edu, or call (212) 998-7200.

To learn about the M.S. in Human Resource Management and Development and the graduate certificates, visit sps.nyu.edu/mshr, e-mail sps.gradadmissions@nyu.edu, or call (212) 998-7100. For more information about the dual degree, visit sps.nyu.edu/mcghee/academics, select the B.A. in Social Sciences, and review the Organizational Behavior and Change concentration, or call (212) 998-7100.

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COACHING

The innovative Career Advancement coaching offerings at the NYU School of Professional Studies are designed to help you to become a personal or career coach, to enhance your own coaching enterprise, or to increase your value within an organization. Learn to facilitate an individual's development and potential, to apply coaching skills and techniques to significantly enhance an organization's workforce performance, and to develop a personal coaching practice.

Advanced Coaching: Practicum

COCH1-CE9804/$995

Sec. 1: Tues. 6.30–9 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA. ★▲

M *Sec. 2: Sat. 10 a.m.–4 p.m., Sept. 26–Nov. 21 (5 sessions). Sessions meet every other week.* Instructor TBA. ★▲

M *Sec. 3: Mon. 9 a.m.–3 p.m., Oct. 5–Nov. 23 (5 sessions). No class Oct. 12, Oct. 26, Nov. 9.* Instructor TBA. ★▲

In this advanced-level course, learn to coach clients under the guidance of a faculty member and receive feedback from observers and peers to deepen your expertise. Practice applying the skills, techniques, assessments, and tools you learned in the *Foundations of Coaching* and *Intermediate Coaching* courses into real-world coaching situations. Strengthen your knowledge and skills for identifying outcomes of coaching situations, recognizing the various coaching conversations needed during the personal and executive coaching processes, and developing your own coaching presence. *Prerequisites: Foundations of Coaching/COCH1-CE9802 and Intermediate Coaching (Organizational Coaching Skills/COCH1-CE9870 or Personal Coaching Skills/COCH1-CE9840).* **CEU: 3.0.**

Authentic Marketing for Coaches

COCH1-CE9842/$895

M *Sec. 1: Wed. 9 a.m.–5 p.m., Dec. 2–16 (3 sessions).* Instructor TBA.

This intensive course is an experiential primer for coaches who want to market themselves authentically but are not sure where to begin. This course includes exercises to break down mental blocks in marketing, and it provides basic training in strategic marketing that is appropriate for coaches. Design your own tailored strategic marketing plan in which you identify the three best ways for your ideal clients to find you. Finish the course with a plan for success and with newfound confidence in your ability to compellingly communicate your value. *Includes one optional follow-up group coaching teleclass.* **CEU: 2.5.**

PROGRAM IN COACHING

This program of study offers a unique professional curriculum for those who seek to begin or further their career in coaching. Students balance theory with practical, multi-disciplinary approaches to better facilitate the needs and objectives of clients, employees, managers, leaders, and colleagues.

If you are interested in acquiring coach-specific training hours to apply for the International Coach Federation (ICF) Credential via the ICF Portfolio Path, then e-mail sps.lhcm@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Foundations of Coaching
COCH1-CE9802 *(page 14)*

Advanced Coaching: Practicum
COCH1-CE9804 *(page 13)*

Capstone: Master Class in Coaching
COCH1-CE9803 *(page 14)*

SPECIALIZATION COURSE

Intermediate Coaching: Organizational Coaching Skills
COCH1-CE9870 *(page 14)*

OR

Intermediate Coaching: Personal Coaching Skills
COCH1-CE9840 *(page 14)*

SUPPLEMENTAL COURSES

Authentic Marketing for Coaches
COCH1-CE9842 *(page 13)*

Group Coaching
COCH1-CE9841 *(page 14)*

Coaching Clients Through Professional and Personal Transitions
COCH1-CE9845 ❖

Coaching and Managing Differences
COCH1-CE9846 *(page 14)*

Professional Coaching: Using Sports Strategies
COCH1-CE9852 *(page 14)*

Career Coaching
COCH1-CE9871 *(page 14)*

Coaching Across Generations
COCH1-CE9872 ❖

Designing and Debriefing Powerful Actions
COCH1-CE9874 ❖

Setting Purposeful Goals
COCH1-CE9875 ❖

Starting Your Coaching Practice
COCH1-CE9878 *(page 14)*

Powerful Tools for Coaching Business Leaders
BIZG1-CE9453 ❖

COACHING, TRAINING, AND HUMAN CAPITAL MANAGEMENT

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

Capstone: Master Class in Coaching
COCH1-CE9803/$995

M *Sec. 1: Mon. 9 a.m.–5 p.m., Dec. 7–21 (3 sessions).* Instructor TBA. ★▲

M *Sec. 2: Wed. 9.30 a.m.–5.30 p.m., Dec. 2–16 (3 sessions).* Instructor TBA. ★▲

M *Sec. 3: Sat. 9.30 a.m.–5.30 p.m., Dec. 5–19 (3 sessions).* Instructor TBA. ★▲

The Coaching program's emphasis on real-world practice and experience is reflected in this final capstone review of core coaching competencies. Demonstrate your coaching knowledge and skills learned from the *Foundations*, *Intermediate*, and *Advanced Coaching* courses in a safe and supportive class environment. Feedback from master practitioners and facilitators during the coaching interaction sessions clarifies your strengths and identifies key areas that may require continued practice. *Prerequisites: Foundations of Coaching/COCH1-CE9802, Intermediate Coaching (Organizational Coaching Skills/COCH1-CE9870 or Personal Coaching Skills/COCH1-CE9840), and Advanced Coaching: Practicum/COCH1-CE9804.* **CEU: 2.5.**

Career Coaching
COCH1-CE9871/$895

S *Sec. 1: Sun. 9.30 a.m.–5.30 p.m., Oct. 18, Nov. 1 (2 sessions).* Instructor TBA.

Learn to coach career-focused clients on taking control of their work lives. Acquire strategies, tools, and resources for helping them navigate difficult career issues and dilemmas—from exploring occupations to charting radical change. Work with clients to clarify their career goals by helping them to conduct self-exploration, identify important resources, explore career alternatives, achieve better work/life balance, outline a strategic job search campaign, and address the challenges of starting a business. Also, become skilled at assisting clients in developing a proactive career strategy that reflects their values, passions, skills, and practical needs, while coaching them on common workplace issues. **CEU: 1.5.**

Coaching and Managing Differences
COCH1-CE9846/$795

M *Sec. 1: Fri. 10 a.m.–4 p.m., Oct. 30–Nov. 20 (4 sessions).* Instructor TBA.

Learn to identify and to develop the skills needed to effectively motivate, influence, support, develop, and sell your ideas to others who have very different priorities, communication styles, and behavioral preferences from your own. Topics covered include adapting behavior, minimizing conflict, and recognizing individual strength and limitations. This course is designed for organizational and life coaches, leaders, managers, marketers, and salespeople who need to acquire and to apply new skills to quickly build relationships that are more effective. **CEU: 1.5.**

Foundations of Coaching
COCH1-CE9802/$1,990

M *Sec. 1: Wed. 9 a.m.–5 p.m., Sept. 23–Oct. 28 (6 sessions).* Instructor TBA.

M *Sec. 2: Fri. 9.30 a.m.–5.30 p.m., Sept. 25–Oct. 30 (6 sessions).* Instructor TBA.

M *Sec. 3: Sat. 9.30 a.m.–5.30 p.m., Sept. 26–Oct. 31 (6 sessions).* Instructor TBA.

Acquire a thorough understanding of the philosophical, historical, and ethical foundations of coaching. Explore similarities and differences between coaching and related disciplines; understand various coaching skills, operating assumptions, and practices; and consider the scope of coaching's potential. Learn, practice, and distinguish basic coaching skills through real-time conversations; experiment with the language of coaching; and observe the effect of these skills as a coachee. By the end of the course, have a strong foundation in defining processes to structure coaching sessions and employing methodologies to establish credibility and trust with coachees. **CEU: 5.0.**

Group Coaching
COCH1-CE9841/$995

M *Sec. 1: Fri. 10 a.m.–5.40 p.m., Dec. 4–18 (3 sessions).* Instructor TBA.

In today's tough economic climate, group coaching provides an affordable time- and cost-saving client solution for coaches, HR professionals, leaders, and managers. Learn the benefits of group coaching, and compare it to individual coaching, facilitation, and training. Acquire techniques, tools, and tips to become an effective group coach for in-person and virtual settings. Design your own group-coaching program, and demonstrate your skills in a supportive class environment. *Prerequisite: Intermediate Coaching (Organizational Coaching Skills/COCH1-CE9870 or Personal Coaching Skills/COCH1-CE9840).* **CEU: 2.0.**

Intermediate Coaching: Organizational Coaching Skills
COCH1-CE9870/$995

M *Sec. 1: Sat. 10 a.m.–5 p.m., Nov. 7–Dec. 19 (4 sessions). Sessions meet every other week.* Instructor TBA.

In this intermediate-level course, learn the requirements of coaching within a complex organizational system. Examine the ethical and practical challenges of serving both the coachee and the client organization, as well as the specifics of complete contracts with the employee and economic buyer. Find out how to structure a coaching relationship and to define return on investment for a project, including how to position coaching alongside other organizational and HR initiatives. Fieldwork includes studying the benefits of intake and assessment tools, as well as establishing, maintaining, and completing a real-world coaching engagement. *Prerequisite: Foundations of Coaching/COCH1-CE9802.* **CEU: 2.0.**

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

Intermediate Coaching: Personal Coaching Skills
COCH1-CE9840/$995

S *Sec. 1: Sun. 12–6 p.m., Nov. 8–Dec. 20 (4 sessions). Sessions meet every other week.* Instructor TBA.

M *Sec. 2: Thurs. 10 a.m.–5 p.m., Nov. 5–Dec. 17 (4 sessions). Sessions meet every other week.* Instructor TBA.

In this intermediate-level course, learn how to use your coaching expertise to help clients clarify and reach their life goals. Develop a deeper understanding and facility of core coaching competencies, including relationship coaching, career direction and transition, creative projects, health and well-being, work/life balance, spiritual choices, and values-based fulfillment. Fieldwork includes establishing, maintaining, and completing a real-world coaching engagement. By the end of the course, be ready to put effective coaching skills into action to help individuals reach their personal best. *Prerequisite: Foundations of Coaching/COCH1-CE9802.* **CEU: 2.0.**

Professional Coaching: Using Sports Strategies
COCH1-CE9852/$895

S *Sec. 1: Sun. 10 a.m.–4 p.m., Oct. 18–25 (2 sessions).* Instructor TBA.

The precepts of coaching were first developed in the sports world, where a coach had to understand the needs of athletes and to push them to strive beyond their limitations. Focusing on models, theories, and motivational elements, examine the philosophy of sports coaching and understand how its fundamentals can be transferred into an executive and/or personal coaching practice. **CEU: 1.0.**

Starting Your Coaching Practice
COCH1-CE9878/$895

S *Sec. 1: Fri.–Sun. 9.30 a.m.–4.30 p.m., Oct. 23–25 (3 sessions).* Instructor TBA.

Start, build, maintain, and sustain a thriving coaching practice. This course presents ideas, strategies, and techniques that focus on best practices for small-business development. Topics covered include financing strategies, accounts payable, investments, development of new billable services and skills, public relations, and marketing. Design, develop, and deliver a business plan for your own professional coaching practice. **CEU: 2.0.**

Weekend Courses

Advanced Coaching: Practicum
COCH1-CE9804 *(page 13)*

Building Dynamic, Collaborative Teams
HRMD1-CE9407 *(page 15)*

Capstone: Master Class in Coaching
COCH1-CE9803 *(page 14)*

Career Coaching
COCH1-CE9871 *(page 14)*

Foundations of Coaching
COCH1-CE9802 *(page 14)*

Foundations of HR: Part I: Practices and Techniques
HRMD1-CE9303 *(page 15)*

Instructional Design
TRNG1-CE9939 *(page 16)*

Intermediate Coaching: Organizational Coaching Skills
COCH1-CE9870 *(page 14)*

Intermediate Coaching: Personal Coaching Skills
COCH1-CE9840 *(page 14)*

Learning and Training Development Part I: Foundations
TRNG1-CE9950 *(page 16)*

Learning and Training Development Part II: Project Management
TRNG1-CE9951 *(page 16)*

Professional Coaching: Using Sports Strategies
COCH1-CE9852 *(page 14)*

Starting Your Coaching Practice
COCH1-CE9878 *(page 14)*

Trainer as Consultant
TRNG1-CE9934 *(page 16)*

PROGRAM IN HUMAN CAPITAL MANAGEMENT

This program of study offers generalists an introduction to the human resources field, providing them with the vocabulary and the basic foundational skills necessary to qualify for an entry- to mid-level position in HR. The program is designed for those interested in entering or reentering the HR field, as well as for professionals with business skills who want to change careers. Upon completion of this suggested path of study, students have acquired an understanding of:

- The most up-to-date techniques used in today's human resource practices
- The basics of employment law
- An overview of recruitment, benefits, and compensation

For more information, e-mail sps.lhcm@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Foundations of HR, Part I: Practices and Techniques
HRMD1-CE9303 *(page 15)*

Foundations of HR, Part II: Recruitment and Selection
HRMD1-CE9300 *(page 15)*

Fair Employment Practices/Equal Employment Opportunity Law
HRMD1-CE9370 *(page 15)*

Employee Benefit Programs
HRMD1-CE9304 *(page 15)*

Job Analysis, Descriptions, and Evaluations
HRMD1-CE9301 *(page 16)*

PROGRAM IN ADVANCED HUMAN CAPITAL MANAGEMENT

This advanced-level program of study furthers the competencies achieved in the program in Human Capital Management *(see above)*. Upon completion of the program, students have attained an in-depth understanding of:

- The application and execution of strategies that help cultivate a high-performing workforce
- Methods and processes for creating an internal culture of collaboration and team building
- The development of analytics that help to improve HR functions

For more information, e-mail sps.lhcm@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Compensation: Competitive Pay Programs
HRMD1-CE9308 *(page 15)*

HR Workforce Analytics
HRMD1-CE9406 *(page 16)*

Building Dynamic, Collaborative Teams
HRMD1-CE9407 *(page 15)*

Talent Assessment
HRMD1-CE9410 ❖

SUPPLEMENTAL COURSES

Employment Law
HRMD1-CE9371 ❖

Conflict Management for Managers and Leaders: Intensive
LROD1-CE9501 ❖

Conflict Management Techniques for the Workplace
LROD1-CE9502 ❖

Payroll Administration
ACCT1-CE8305 *(page 10)*

HUMAN CAPITAL MANAGEMENT

NYU School of Professional Studies Human Capital Management Career Advancement Courses help professionals to gain an in-depth understanding of strategic management, workforce planning, employee relations, employment law, recruitment and development, and short- and long-term incentives.

Building Dynamic, Collaborative Teams

HRMD1-CE9407/$895

M *Sec. 1: Sat. 10 a.m.–4 p.m., Nov. 7–21 (3 sessions).* Instructor TBA.

Studies have shown that coworker quality has now outpaced financial compensation when it comes to retaining organizational talent. As a result, managers and leaders need to cultivate an organizational environment that engages and sustains employee interests and motivation. Gain the skills necessary to build not only dynamic, collaborative teams but also a sustainable company culture that cultivates teamwork, employee engagement, motivational feedback processes, peer-to-peer coaching, talent management techniques, and mixed-hierarchy management. **CEU: 1.5.**

Compensation: Competitive Pay Programs

HRMD1-CE9308/$895

Sec. 1: Wed. 6.30–9 p.m., Oct. 7–Dec. 2 (8 sessions). No class Nov. 25. Instructor TBA.

Human resource specialists and generalists challenged with developing, implementing, and managing compensation plans and programs can gain valuable insight by taking this comprehensive overview. Focused on finding pragmatic solutions to compensation challenges, this course covers such topics as direct and indirect compensation categories and their objectives, implementation practices, job pricing, short- and long-term incentives, and communication. Learn how to link compensation to business strategy and how to manage compensation expense and expectations. **CEU: 2.0.**

Employee Benefit Programs

HRMD1-CE9304/$795

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Instructor TBA.

This course is designed for human resource generalists, staff specialists, and anyone who needs a working knowledge of the wide variety of employee benefit programs now available. Learn the current scope and cost per employee of benefit programs and insurance coverage plans, prevalent industry patterns, and the differences in such programs. Understand the flexible—or "cafeteria"—approach; statutory coverage; communications concepts and techniques; and the characteristics of typical plans, including pensions, healthcare, disability protection, profit sharing, and dental care. **CEU: 2.0.**

Wondering what to take?
spsinfo@nyu.edu
(212) 998-7200

Fair Employment Practices/Equal Employment Opportunity Law

HRMD1-CE9370/$795

Sec. 1: Mon. 6.45–8.45 p.m., Oct. 19–Dec. 7 (8 sessions). Instructor TBA.

Equal employment opportunity is a highly specialized area within human resources—one that involves issues and relevant laws that require in-depth knowledge. This course addresses all equal employment opportunity laws and protections at the federal, state, and local levels from an HR perspective. Protect your organization from expensive and time-consuming litigation by learning how to establish and maintain compliance with these laws and regulations and by reviewing regulations, guidance, and policies. **CEU: 2.0.**

Foundations of HR, Part I: Practices and Techniques

HRMD1-CE9303/$795

S *Sec. 1: Sun. 10 a.m.–5.15 p.m., Sept. 27–Oct. 18 (4 sessions).* Instructor TBA.

M *Sec. 2: Sat. 10 a.m.–5.15 p.m., Oct. 10–31 (4 sessions).* Instructor TBA.

Sec. 200: Oct. 21–Dec. 16. Instructor TBA. *This section specifically will focus on how human resources is incorporated into the business operations of service-based industries.*

This course offers a complete survey of human resources for those interested in launching a career in the field or for those who need a comprehensive refresher. Sessions cover the philosophy and management objectives of the generalist HR department, such as job design; recruitment techniques; rules and discipline implementation; and employee orientation, training, development, appraisal, compensation, and benefits. This course prepares you to put the most up-to-date human resources practices into action. **CEU: 3.0.**

Foundations of HR, Part II: Recruitment and Selection

HRMD1-CE9300/$795

Sec. 1: Tues. 6.30–9 p.m., Oct. 13–Dec. 1 (8 sessions). Instructor TBA.

In this continuation of the *Foundations* series, study how successful personnel departments find, recruit, select, and place applicants from all levels. Discuss in-house recruitment techniques, resource allocation, on-campus recruitment, and executive placement. Focus on locating and attracting hard-to-find skilled personnel, abiding by EEO regulations, and implementing affirmative action programs. Improve your selection methods by honing skills, such as reading a résumé properly, designing a good application form, testing applicants and evaluating their results effectively, and checking references. Participate in valuable role-playing exercises, and benefit from real-world case analyses. **CEU: 2.0.**

COACHING, TRAINING, AND HUMAN CAPITAL MANAGEMENT

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

HR Workforce Analytics

HRMD1-CE9406/$895

Sec. 1: Wed. 6.30–9 p.m., Sept. 30–Nov. 18 (7 sessions). No class Nov. 11. Instructor TBA.

Metrics and analytics are now standard requirements for efficient and sustainable HR strategies. This course provides the necessary foundation to develop metrics that analyze historical data, measure current issues, and predict future trends. Learn how to improve HR functions, to strengthen recruitment success rates, to manage and evaluate employee performance, and to provide actionable analytics reporting. **CEU: 2.0.**

Job Analysis, Descriptions, and Evaluations

HRMD1-CE9301/$795

Sec. 1: Thurs. 6.30–9 p.m., Oct. 22–Dec. 17 (8 sessions). No class Nov. 26. Instructor TBA.

Human resource professionals, supervisors, and managers benefit from this comprehensive overview of the basics of job analysis, job description preparation, and employee evaluation. Specific projects assigned throughout the course enable practice and application of the various techniques discussed in class. **CEU: 2.0.**

Related Course

Payroll Administration
ACCT1-CE8305 *(page 10)*

TRAINING

Workplace learning and development for employees is imperative for an organization's success and growth in the global market. The NYU School of Professional Studies Training program presents practical and effective strategies for adult learning, including theory, facilitation, metrics and analysis, new technologies, and delivery media.

Instructional Design

TRNG1-CE9939/$795

M *Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Nov. 14–Dec. 5 (3 sessions). No class Nov. 28.* Instructor TBA.

Learn the process of designing a training program using the established competency areas for instructional designers. Develop a needs analysis, create behavioral learning objectives, and identify training deliverables. Acquire effective techniques to design curriculum and training activities, to choose delivery media and training equipment, and to construct an evaluation and follow-up process. Create a professional training proposal and design for a specific program as part of your course work. **CEU: 2.5.**

Learning and Training Development Part I: Foundations

TRNG1-CE9950/$795

M *Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Sept. 26–Oct. 10 (3 sessions).* Instructor TBA.

This foundational course in learning and training development principles helps you to develop or improve your training skills, to communicate more effectively, and to establish professional training credibility. Explore the history and tenets of training development and adult learning theory, training models and methodologies, and the current terrain of workplace learning and performance. Gain an understanding of and develop a basic training plan, acquire the fundamental skills to design an organizational needs analysis, and create instructional methods and materials. **CEU: 2.5.**

PROGRAM IN LEARNING AND TRAINING DEVELOPMENT

The business of employee learning and development has changed dramatically due to rapidly advancing technologies in global and virtual training delivery. These changes are putting pressure on workplace learning professionals (WLPs) to design, develop, deliver, and evaluate training experiences in more immediate and impactful ways. While the underlying theories of adult learning have not changed, the delivery of learning in bite-sized pieces on a continual basis has become the primary driver for new WLP skills. This program of study provides the necessary skills for transferring learning to practical, on-the-job application; for developing effective learning experiences; for demonstrating ROI aligned with enterprise business objectives; and for engaging participants during learning experiences.

For more information, e-mail sps.lhcm@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Learning and Training Development Part I: Foundations
TRNG1-CE9950 *(page 16)*

Learning and Training Development Part II: Project Management
TRNG1-CE9951 *(page 16)*

Managing Learning and Training Development
TRNG1-CE9226 *(page 16)*

SUPPLEMENTAL COURSES

Measuring and Reporting L&D Impact
TRNG1-CE9232 ❖

Trainer as Consultant
TRNG1-CE9934 *(page 16)*

Instructional Design
TRNG1-CE9939 *(page 16)*

Making Training Stick: Reinforcement, Measurement, and Evaluation
TRNG1-CE9953 ❖

Designing Online Learning
TRNG1-CE9901 ❖

Learning and Training Development Part II: Project Management

TRNG1-CE9951/$795

M *Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Oct. 24–Nov. 7 (3 sessions).* Instructor TBA.

Using case studies, real-life situations, and industry standards, delve into the leadership skills, knowledge, and strategies necessary not only to align a department's objectives with an enterprise's overall goals, but also to collect data for demonstrating business results. Learn to effectively gather information to make external, internal, and market assessments of training. Set performance standards for staff members, develop strategies for long-term performance initiatives, and meet the growing demand for accountability and learning transfer back on the job. *Prerequisite: Learning and Training Development Part I: Foundations/TRNG1-CE9950.* **CEU: 2.5.**

Managing Learning and Training Development

TRNG1-CE9226/$795

Sec. 1: Wed. 6.30–9 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Create a best-practices strategy for managing the critical resource of employee development. Using case studies, real-life situations, and industry standards, delve into the leadership skills, knowledge, and strategies necessary not only to align a department's objectives with an enterprise's overall goals, but also to collect data for demonstrating business results. Learn how to set performance standards for staff members, to develop strategies for long-term performance initiatives, and to meet the growing demand for accountability and learning transfer back on the job. **CEU: 2.5.**

Trainer as Consultant

TRNG1-CE9934/$795

M *Sec. 1: Sat. 9 a.m.–4.30 p.m., Dec. 12–19 (2 sessions).* Instructor TBA.

Whether your aim is to become an independent training consultant or to work in-house, increase your professional success by learning to think and to act like a consultant. Identify your training expertise and strengths, develop a marketing package, write a proposal, pitch your services successfully, and ask the right questions during a client consultation. Develop a consultant network, and practice the 15 dos and don'ts of successful training consultants. *Prerequisite: At least two NYU School of Professional Studies Training courses or corporate training experience.* **CEU: 1.5.**

FINANCE

NYU School of Professional Studies Finance offerings provide financial professionals with the skills to remain competitive, those outside the finance field with the specific knowledge to understand the financial aspects of their work, and individuals with the personal finance essentials to manage their own finances. The programs cover the gamut of topics in finance—from the basics of each discipline to current issues and advanced concepts.

Offerings in Finance include:

- **Career Advancement Courses** ranging from fundamental concepts to highly specialized areas of study in a wide range of disciplines
- **Career Advancement Programs of Study:** International Banking Risk and Regulation *(page 17)*, Business Finance Fundamentals *(page 18)*, Credit Analysis *(page 18)*, Financial Analysis *(page 21)*, Financial Planning *(page 22)*, Financial Risk Management *(page 23)*, Global Transactional Banking *(page 24)*, International Business *(page 25)*, Investment Banking *(page 26)*, and Portfolio Management *(page 28)*
- **Graduate Certificate in Enterprise Risk Management**, offered through the M.S. in Management and Systems program *(page 159)*

For more information about Career Advancement offerings, visit sps.nyu.edu/finance or call (212) 998-7200. To learn more about the Graduate Certificate, visit sps.nyu.edu/gcerm, e-mail sps.gradadmissions@nyu.edu, or call (212) 998-7100.

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BANKING RISK AND REGULATION

Credit Risk Management
FINA1-CE9728/$750

Sec. 1: Oct. 17–31. Gerald Wisz, principal financial engineer at a government agency.

Gain a comprehensive understanding of credit risk management practices at global financial institutions. Analyze credit risk management at world-class global banking organizations; address credit risk identification, measurement, and mitigation; and examine credit risk assessment tools, debt pricing, and hedging. **CEU: 1.0.**

Enterprise Risk and Asset Liability Management
FINA1-CE9729/$750

Sec. 1: Nov. 7–21. Gerald Wisz, principal financial engineer at a government agency.

Explore interest rate risk and liquidity risk management practices at global financial institutions. Examine how a bank's treasury functions to manage comprehensive risk exposures, including the measurement and management of asset and liability exposures, and analyze alternative approaches to better understand risk. Address liquidity risk and the various types of liquidity, sources of liquidity problems, and the potential costs of mismanaging liquidity risk. Understand how risk drives capital management decisions and how risk exposure levels can be used as a more accurate measure of required capital than actual capital levels. **CEU: 1.0.**

Market Risk Management
FINA1-CE9727/$750

Sec. 1: Sept. 26–Oct. 10. Gerald Wisz, principal financial engineer at a government agency.

Examine risk in the context of potential earnings loss due to adverse movements in market prices or rates. Analyze changes in market conditions, such as interest rates, currency trading, equity, options markets, and commodity trading. Market risk has a long history in the application of models by financial engineers, and these traditional models are presented and reviewed in class. The course also covers basic metrics, such as duration, convexity, and value-at-risk as used to monitor and minimize market risk within a financial institution. **CEU: 1.0.**

Operational Risk Management
FINA1-CE9730/$750

Sec. 1: Dec. 5–19. Gerald Wisz, principal financial engineer at a government agency.

Explore operational risk in depth, and learn how financial institutions manage and measure it effectively. Examine the regulatory and business drivers for operational risk frameworks, and identify opportunities to add value to an organization through operational risk management. Analyze the elements of an operational risk framework. Emphasis is given to practical steps to take to ensure successful integration of operational risk management into a firm's decision-making process. **CEU: 1.0.**

PROGRAM IN INTERNATIONAL BANKING RISK AND REGULATION (ONLINE)

This online program of study provides professionals in non-risk departments with a comprehensive, nontechnical overview of banking risk management and an understanding of its methodologies, the governance structures for the management of risk in banks, and the regulatory principles outlined by the Basel Committee on Banking Supervision.

This study option benefits mid- to senior-level professionals in banking, financial services, banking regulatory agencies, consulting firms, government organizations and agencies, central banks, and academic institutions. It also provides a valuable skill set to managers in areas such as internal audit, accounting, information technology, compliance, legal, operations, and sales. Students who complete this program in its entirety are fully prepared to sit for GARP's ICBRR certification exam and have a deeper understanding of:

- Banking risks, bank risk management, and the international risk-based regulation of banks
- The reasons that financial risks emerge and their impact on individual financial assets, institutions, systems, and ultimately global infrastructure
- The economics of risk management versus the regulation of risk management, and the critical thinking skills used to assess the regulatory capital restrictions on banks
- The qualitative and quantitative skills and tools used to measure operational risk exposures at banks and to determine which risk plays a key role in the development of integrated risk management programs that include compliance, business continuity planning, information security, and other operational risk-related governance, risk, and compliance (GRC)

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Market Risk Management
FINA1-CE9727 *(page 17)*

Credit Risk Management
FINA1-CE9728 *(page 17)*

Enterprise Risk and Asset Liability Management
FINA1-CE9729 *(page 17)*

Operational Risk Management
FINA1-CE9730 *(page 17)*

FINANCE

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN BUSINESS FINANCE FUNDAMENTALS

This program of study teaches participants how organizations—from small businesses to multinational corporations—acquire, spend, and manage their finances. The program is designed for professionals and nonbusiness majors who seek to strengthen their knowledge of economics, accounting, math, statistics, principles of finance, and corporate finance. It affords students the opportunity to:

- Fortify their ability to make informed economic, personal finance, and business decisions
- Develop applied skills relating to the time value of money, risk analysis, and money supply
- Gain proficiency in using a financial calculator
- Understand the relationships between commercial banks, thrift institutions, savings banks, credit unions, pension funds, mutual funds, investment banking firms, finance companies, and mortgage banking firms

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Microeconomic Principles in Finance
FINA1-CE9601 *(page 19)*

Macroeconomic Principles in Finance
FINA1-CE9604 *(page 19)*

Finance for Non-Finance Professionals
FINA1-CE9642 *(page 20)*

Fundamentals of Corporate Finance
FINA1-CE9140 *(page 20)*

SUPPLEMENTAL COURSES

Finance and Accounting Intensive for Graduate Students
FINA1-CE9560 ❖

Finance Intensive for Graduate Students
FINA1-CE9641 ❖

Finance Math/Statistics: A Skill Enhancement and Review Course
FINA1-CE9151 *(page 20)*

Fundamentals of Financial Risk Management
FINA1-CE9208 *(page 24)*

HP 10bII Calculator Workshop: A Comprehensive Approach
FINA1-CE9032 *(page 23)*

Introduction to International Business and Finance
FINA1-CE9400 *(page 25)*

Introduction to the Markets
FINA1-CE9000 *(page 28)*

Investment Banking Fundamentals
FINA1-CE9160 *(page 27)*

Principles of Finance
FINA1-CE9993 *(page 18)*

Techniques of Financing Corporations
FINA1-CE9670 *(page 21)*

BUSINESS FINANCE FUNDAMENTALS

Principles of Finance
FINA1-CE9993/$795

Sec. 1: Sat. 9 a.m.–12.20 p.m., Sept. 26–Oct. 31 (6 sessions). John O'Connell.

Sec. 2: Tues. Thurs. 6.30–9 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Thomas Wright.

Gain a heightened perspective of finance with a focus on the components of balance sheets and income statements, the financing of a firm's operations, and integration into the capital markets. The major policy areas covered include cash flows, liquidity management, hedging, investment analysis, capital structure theory and practice, and dividend policy. These topics are combined with the overall concepts of business and financial risk, valuation of assets, and corporate objectives. The objective of this course is to empower you to evaluate and utilize financial theories and models for decision-making and other applications. Special emphasis is given to recent events and their impact on corporate finance—at the corporate and individual levels. Work in a team to manage a company via computer simulation, and compete against companies managed by other student teams. The course enhances your ability to make effective financial business decisions and encourages cross-functional and strategic thinking. *This course covers the basic topics of modern finance and is designed for those with no prior exposure to finance. Some exposure to accounting and basic economics is recommended.* **CEU: 2.0.**

CREDIT ANALYSIS

Credit management takes many forms, but all businesses—not only banks and financial institutions—have significant credit management issues. Any time a product is purchased without cash, a business needs money to expand, or credit is extended to a new or existing customer, credit management is an essential part of the process.

Intensive Workshop: Credit Training Program
FINA1-CE9331/$1,295

M *Sec. 1: Mon.–Fri. 9 a.m.–5 p.m., Oct. 5–9 (5 sessions).* Richard Fox, managing director, Cross Atlantic Capital Partners, Inc.

This intensive seminar, which mirrors major bank credit training programs, is designed for junior banking officers and for those in the financial services industry who seek to improve their credit skills. It provides a disciplined framework for credit analysis and encourages clear, concise oral and written skills using a case-study approach. Topics include analysis of short- and long-term credit products; business and industry risks and management; and comprehensive analysis of income statements, cash flow, and balance sheets. Financial covenants and other documentary issues are examined. *Familiarity with financial accounting and statement analysis is recommended.* **CEU: 4.0.**

PROGRAM IN CREDIT ANALYSIS

This program of study is designed to provide a working knowledge of the fundamentals of credit analysis for today's marketplace. Students learn credit and credit analysis in application-based courses that convey how to conduct and write a credit analysis report; to manage a loan or loan portfolio; to structure term- and asset-based loans; to manage workouts and business bankruptcies; and to understand trade financing transactions, project financing, and reorganization. The curriculum is designed by a faculty of leading credit practitioners whose teaching is responsive to the changing economic environment.

This program benefits individuals who hold an M.B.A., recent college graduates, finance professionals, banking executives, bankers who currently work with or on credit topics, bankers who wish to transition into the credit area, bankers from foreign banks or branches who wish to learn how U.S. banks do business, business owners, accountants, lawyers, and professionals from any field who want to understand or to advance their knowledge of credit analysis. Acquired skills include the ability to:

- Write credit analysis reports
- Manage commercial loans or loan portfolios
- Manage workouts and business bankruptcies
- Negotiate loan agreements
- Structure asset-based loans and trade finance transactions
- Structure term loans, syndicated transactions, and project finance transactions

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those with minimal formal training or experience in finance are advised to take the following:

Financial Accounting: Part I
ACCT1-CE8101 *(page 9)*

FOUNDATIONAL COURSES

Financial Statement Analysis
ACCT1-CE8105 *(page 9)*

Writing a Credit Analysis
FINA1-CE9290 *(page 19)*

Writing a Credit Analysis II
FINA1-CE9291 *(page 19)*

SUPPLEMENTAL COURSES

Bankruptcy, Workouts, and Reorganizations
FINA1-CE9335 *(page 27)*

Hedge Fund Strategies
FINA1-CE9209 *(page 24)*

Intensive Workshop: Credit Training Program
FINA1-CE9331 *(page 18)*

Managing a Commercial Loan Portfolio
FINA1-CE9296 *(page 19)*

Negotiating Loan Agreements
FINA1-CE9281 *(page 19)*

Passing a Bank Examination
FINA1-CE9992 ❖

Structuring Asset-Based Loans and Trade Finance
FINA1-CE9282 ❖

Structuring Term Loans, Syndicated Transactions, and Project Finance
FINA1-CE9283 *(page 19)*

Underwriting Commercial Mortgage Loans
FINA1-CE9991 ❖

Managing a Commercial Loan Portfolio
FINA1-CE9296/$795

Sec. 1: Tues. Thurs. 6.30–9.20 p.m., Sept. 29–Oct. 20 (7 sessions).
Alkesh Nanavaty, Deutsche AG.

Learn to underwrite and manage a portfolio of commercial mortgages and syndicated, middle-market, asset-based, and trade-finance loans. Explore the origination of a loan, including the loan proposal, credit analysis, and loan agreement. Discuss the control of risk in a portfolio, including credit policy, risk rating, reserves, loan review, internal audit, and workout. Examine compliance with regulatory standards governing safety and soundness (Basel II and FDICIA), community reinvestment (CRA), and money laundering (Patriot Act). Credit analysis formats, loan agreement forms, and bank examination manuals are distributed in class. **CEU: 2.0.**

Negotiating Loan Agreements
FINA1-CE9281/$795

Sec. 1: Tues. Thurs. 6.30–9 p.m., Oct. 22–Nov. 24 (8 sessions). No class Nov. 3, Nov. 19. Instructor TBA.

This course reviews and explains key elements of sample loan agreements for both private placements and bank standard loan agreements. Then, using a case-study method designed by the instructor, learn how to assess where credit risks are in individually proposed loans and how to develop loan agreements that mitigate those risks. The course focuses on understanding structural subordination within consolidated financials and on using a wide variety of financial ratios, including Altman's Z Scores, to identify credit risks and to reduce such risks via loan covenants. **CEU: 2.0.**

Structuring Term Loans, Syndicated Transactions, and Project Finance
FINA1-CE9283/$795

M *Sec. 1: Sat. 9 a.m.–4.45 p.m., Nov. 7–21 (3 sessions).* Paul Diamond.

Examine how to underwrite and syndicate revolving credit and term loans to finance working capital, equipment, acquisitions, and projects. Learn how to structure transactions through direct loans, backup facilities, bridge facilities, covenant packages, collateral support, take-or-pay contracts, and lease assignments. Then, learn how to syndicate down transactions and to mitigate risk through the use of assignments, participations, collateralized loan obligations, and credit default swaps. *Prerequisite: Writing a Credit Analysis/FINA1-CE9290 or formal accounting and financial statement analysis experience.* **CEU: 2.0.**

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

Writing a Credit Analysis
FINA1-CE9290/$995

Sec. 1: Wed. 6–9.10 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25.
Desmond Chin.

Learn to evaluate and to explain repayment of an asset-based, revolving credit, term, or commercial mortgage loan. This course focuses on the cash conversion cycle in the analysis of asset-based loans, trade finance, factoring, accounts receivable securitization, and captive finance companies. It also explores free cash flow in the analysis of revolving credits, term loans, and project finance. Discuss net operating income in the analysis of commercial mortgage loans to finance owner-occupied and investment properties. *Prerequisites: Financial Accounting: Part I/ACCT1-CE8101 and Financial Statement Analysis/ACCT1-CE8105, or equivalent knowledge.* **CEU: 3.0.**

Writing a Credit Analysis II
FINA1-CE9291/$995

Sec. 1: Mon. 6.30–9 p.m., Oct. 26–Dec. 14 (8 sessions). Alkesh Nanavaty, Deutsche AG.

Learn to look beyond financial statements to evaluate and explain the risk in a borrower's accounting principles, financial projections, and business practices. Analyze aggressive and deceptive accounting principles, such as purchase accounting, unfunded pension liabilities, securitized receivables, deferred taxes, and channel stuffing. Examine financial projections, including aggressive assumptions, break-even analysis, and debt service coverage. Explore industry risk, including aggressive and deceptive practices used by manufacturers, retailers, drug companies, life insurance companies, utilities, and REITs. *Prerequisite: Writing a Credit Analysis/FINA1-CE9290.* **CEU: 2.0.**

ECONOMICS

Macroeconomic Principles in Finance
FINA1-CE9604/$795

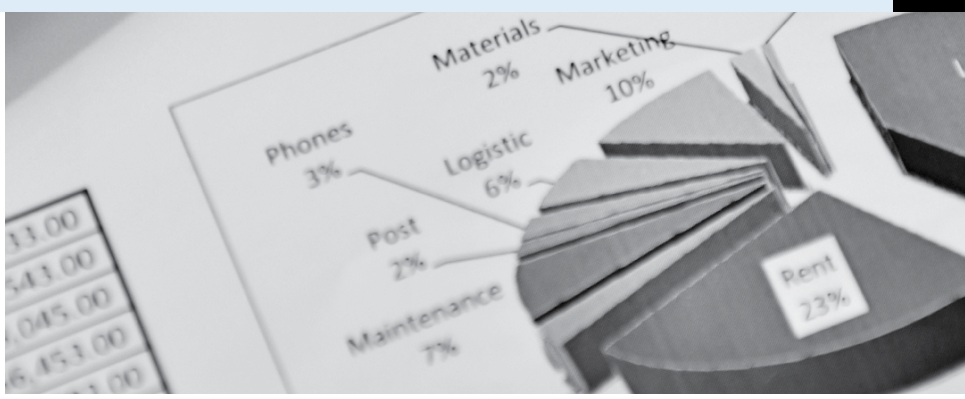
Sec. 1: Mon. Wed. 6.30–9 p.m., Nov. 2–Dec. 2 (8 sessions). No class Nov. 11, Nov. 25. Richard Funkhouser II.

Acquire a foundation in current economic thought, and build competency in economic principles. Topics include inflation, unemployment, and economic growth; fiscal and monetary policy; aggregate supply and demand; the Federal Reserve System; Keynesian economics; monetarism; macroeconomy measurement; the GDP; and the interrelationship between key macrovariables. **CEU: 2.0.**

Microeconomic Principles in Finance
FINA1-CE9601/$795

Sec. 1: Mon. Wed. 6.30–9 p.m., Sept. 28–Oct. 28 (8 sessions). No class Sept. 30, Oct. 12. Laurence O'Connell, economics instructor, United Nations.

Delve into the various components of the economic system in this introduction to microeconomics. Examine individual markets, the determination of relative price values, supply and demand for all goods and services, and factors of production with an emphasis on the practical use of microeconomic principles. **CEU: 2.0.**



ENTREPRENEURSHIP

Developing a Business Plan
FINA1-CE9042/$1,250

M *Sec. 1: Fri. 6–9 p.m., Sat. Sun. 9 a.m.–5 p.m., Oct. 2–4 (3 sessions).* Lukas Neckermann.

A business plan is fundamental to starting a company, launching a product, or fine-tuning the viability of an idea. This workshop outlines the framework and core elements of a successful business plan, while providing guidance in the development and presentation of your own project. Topics covered include the value proposition, client and market segmentation, organizational structures, and basic financials. You are expected to bring a draft of your own project plan or business plan and to present your elevator pitch to the class at the end of this hands-on workshop. The course tuition includes two hours of follow-up to review progress with the instructor within six weeks of the last session. **CEU: 2.0.**

Entrepreneurship 101: Taking Your Business from Idea to Reality
FINA1-CE9644/$1,800

M *Sec. 1: Thurs.–Sat. 9 a.m.–6 p.m., Oct. 22–24 (3 sessions).* Andres Fortino.

Being a successful entrepreneur takes more than having a great idea. Gain the tools you need to turn your idea into a business model. Through workshops with expert instructors and real-world industry practitioners, learn the building blocks of creating a business, including determining whether an idea has practical potential, forecasting a budget, reviewing capital considerations, negotiating contracts, protecting your intellectual property, and using marketing resources for maximum effectiveness. Apply the knowledge you gain throughout this seminar to generate a detailed business model. **CEU: 5.0.**

Weekend Courses

Developing a Business Plan
FINA1-CE9042 *(page 19)*

Financial Analysis in Visual Basic (VBA)
FINA1-CE9674 *(page 21)*

Financial Modeling in Corporate Financial Analysis Using Excel
FINA1-CE9675 *(page 20)*

Fixed-Income Portfolio Management
FINA1-CE9015 *(page 28)*

FP 7: Financial Planning Capstone
FINA1-CE9927 *(page 22)*

Fundamentals of Financial Risk Management
FINA1-CE9208 *(page 24)*

Hedge Fund Strategies
FINA1-CE9209 *(page 24)*

HP 10bII Calculator Workshop: A Comprehensive Approach
FINA1-CE9032 *(page 23)*

Interest Rate Swaps
FINA1-CE9240 *(page 24)*

Intermediate Corporate Finance
FINA1-CE9145 *(page 20)*

International Trade Logistics
FINA1-CE9624 *(page 26)*

Introduction to International Business and Finance
FINA1-CE9400 *(page 25)*

Mergers and Acquisitions: U.S. and Overseas
FINA1-CE9180 *(page 27)*

Principles of Finance
FINA1-CE9993 *(page 18)*

Structuring Term Loans, Syndicated Transactions, and Project Finance
FINA1-CE9283 *(page 19)*

The Foreign Corrupt Practices Act: Emerging Issues and Rational Responses
FINA1-CE8913 *(page 20)*

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

ETHICS AND CORPORATE GOVERNANCE

These courses are designed to provide a sound understanding of corporate governance. Gain comprehensive knowledge of the legal and ethical responsibilities of corporate directors, officers, executives, managers, and employees at every level.

Corporate Compliance and Ethics
FINA1-CE9043/$1,800

M *Sec. 1: Mon.–Fri. 9 a.m.–5 p.m., Oct. 19–23 (5 sessions).* Andrea Bonime-Blanc. Jacqueline Brevard.

This one-week intensive course provides the skills to address the corporate compliance and ethics needs in a business landscape that is dealing with increasingly stringent regulatory oversight. Hear from leading compliance and ethics experts and practitioners, representing a variety of industries, as they provide insights into the challenges and complexities facing today's corporations. **CEU: 4.0.**

The Foreign Corrupt Practices Act: Emerging Issues and Rational Responses
FINA1-CE8913/$625

M *Sec. 1: Sat. 9.30 a.m.–3.30 p.m., Oct. 24–31 (2 sessions).* Robert Barron, former senior vice president and codirector, executive financial services, Salomon Smith Barney Inc.

Foreign Corrupt Practices Act (FCPA) prosecutions are on the rise. In recent years, the Department of Justice and other investigators have dramatically increased their expenditures on resources in this area. Gain a comprehensive understanding of the FCPA, learn to develop and implement internal reporting and oversight structures to prevent violations, and find out how to respond in the event of a government investigation. Special emphasis is placed on new and emerging areas in which prosecutions are occurring or are likely to occur. **CEU: 1.0.**

FINANCE PREPARATION

Finance for Non-Finance Professionals
FINA1-CE9642/$750

Sec. 1: Tues. Thurs. 6.30–9 p.m., Sept. 29–Oct. 22 (8 sessions). Donald Wenner.

This course is for business professionals who lack a background in finance and seek to learn more about the financial field. All decisions in a business are driven by how they may affect the organization's performance and financial health. Whether your background is in marketing, human resources, law, or information technology—or if you are a small business entrepreneur or an independent professional—this course helps you to better understand financial terminology, processes, and decision-making. **CEU: 2.0.**

Finance Math/Statistics: A Skill Enhancement and Review Course
FINA1-CE9151/$395

Sec. 1: Tues. Thurs. 6.30–8.20 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Gozewien Oonincx.

Gain a better understanding of the mathematics crucial to success in quantitative finance courses, and brush up on skills and key mathematical ideas required for finance curricula. Course content emphasizes basic tools of calculation and their application through specific examples in finance, such as fixed income and derivatives instruments. Learn common financial calculations, such as present value, expected value, and compound interest rates, along with key statistical, probability, and basic calculus concepts. *No prior exposure to statistics is required. Estimated time to complete the primary instructional path is 15–20 hours.* **CEU: 1.5.**

FINANCIAL ANALYSIS

The recent credit crisis, the economic downturn, and stock market fluctuations have reinforced the need for financial analysis to help companies maximize assets and find value for consumers and investors. These courses provide the in-depth training needed to assess the viability, stability, profitability, and liquidity of private businesses, public companies, and projects.

Financial Modeling in Corporate Financial Analysis Using Excel
FINA1-CE9675/$895

M *Sec. 1: Sat. 9 a.m.–4.35 p.m., Oct. 3–17 (3 sessions).* Thomas Wright.

In this lab-based course, gain expertise in the quantitative methods used by securities analysts to evaluate and to value publicly traded securities. After a brief review of present value, accounting, and statistics, learn how to make investment decisions based upon present value and other quantitative techniques. Use Excel formats and layouts to create discounted cash flow and relative valuation models. Receive instruction against the backdrop of current market trends, financial news, and other factors that affect stock valuation—specifically, the interaction of quantitative models with changes in security or market attributes. *Previous experience with Excel and a general knowledge of finance and accounting are required.* **CEU: 2.0. 50-Minute Hours: 24.**

Fundamentals of Corporate Finance
FINA1-CE9140/$835

Sec. 1: Oct. 31–Dec. 20. Please see website for detailed meeting pattern. Simon Jean Ergas.

Sec. 2: Wed. 6.30–9 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Robert Nagle.

Sec. 3: Tues. Thurs. 6.45–9.15 p.m., Oct. 6–29 (8 sessions). James Berman.

Sec. 4: Mon. Wed. 6.30–9 p.m., Nov. 9–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Leonardo Cardoso.

Understand the intricacies of how corporations finance themselves. This introduction to corporate finance emphasizes the use of equity and debt in the financial structure of a corporation. Topics include the time value of money, financial statements, operating and financial leverage, discounted cash flow, dividend policy, stock buybacks, business failures, stock valuation, return on invested capital, and economic value added. **CEU: 2.0. 50-Minute Hours: 24.**

Intermediate Corporate Finance
FINA1-CE9145/$825

W *Sec. 1: Sat. 10 a.m.–4 p.m., Oct. 31–Nov. 21 (4 sessions).* Serge Wind, professor, DeVry University.

Building upon the concepts covered in *Fundamentals of Corporate Finance*, this course provides a deeper understanding of the importance of value maximization in the finance world. Acquire the ability to assess decisions for their contribution to value maximization, setting the valuation of the firm as the overall goal. Topics include capital structure and the financing decision, the risks and costs of equity and debt, portfolio risk, hurdle rate determination, measurement of returns in projects and the investment decision, valuation of the firm, hybrid financing, and mergers and acquisitions. *Prerequisite: Fundamentals of Corporate Finance/FINA1-CE9140 or equivalent knowledge.* **CEU: 2.0. 50-Minute Hours: 24.**

PROGRAM IN FINANCIAL ANALYSIS

This program of study offers in-depth training in analytical methods used by financial analysts and managers in a variety of settings, including finance departments within corporations, investment companies, other financial services institutions, and consulting and professional services firms. The program is offered to meet the needs of those who are new to the field, as well as professionals who wish to advance their expertise in a particular area of specialization.

Foundational courses emphasize core skills and competencies. Specialized courses, which build upon the core curriculum, also are offered. Acquired skills include knowledge of:

- Profitability analysis, including calculation of price-earnings ratios
- Liquidity ratios, asset/productivity analysis, and capital structure/debt ratios
- Discounted cash flow (DCF) and other valuation techniques
- Excel spreadsheet modeling to forecast sales, earnings, and free cash flow
- Visual Basic programming to solve finance problems, including portfolio modeling
- Pricing options using the Black-Scholes formula
- Pricing fixed-income derivatives

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITES

Prior to enrolling in foundational courses, those with minimal formal training or experience in finance are advised to take one or more of the following:

Finance for Non-Finance Professionals
FINA1-CE9642 *(page 20)*

Principles of Finance
FINA1-CE9993 *(page 18)*

Finance Math/Statistics: A Skill Enhancement and Review Course
FINA1-CE9151 *(page 20)*

FOUNDATIONAL COURSES

Fundamentals of Corporate Finance
FINA1-CE9140 *(page 20)*

Financial Statement Analysis
ACCT1-CE8105 *(page 9)*

Techniques of Financing Corporations
FINA1-CE9670 *(page 21)*

Financial Analysis in Visual Basic (VBA)
FINA1-CE9674 *(page 21)*

Intermediate Corporate Finance
FINA1-CE9145 *(page 20)*

Advanced Corporate Finance
FINA1-CE9149 ❖

Valuing a Business: U.S. and Overseas
FINA1-CE9677 *(page 21)*

Financial Modeling in Corporate Financial Analysis Using Excel
FINA1-CE9675 *(page 20)*

SPECIALIZED COURSES IN DERIVATIVE INSTRUMENTS

Corporate Finance Intensive
FINA1-CE9189 ❖

Derivatives Documentation
FINA1-CE9215 ❖

Financial Futures and Options in Risk Management
FINA1-CE9235 ❖

Fixed-Income Portfolio Management
FINA1-CE9015 *(page 28)*

Fixed-Income Securities
FINA1-CE9104 *(page 28)*

Fundamentals of Financial Risk Management
FINA1-CE9208 *(page 24)*

Pricing Options and Exotics
FINA1-CE9246 ❖

Principles of Financial Modeling
FINA1-CE9685 ❖

Demystifying Derivatives
FINA1-CE9227 ❖

SPECIALIZED COURSES IN BANKING AND FINANCE

Advanced Financial Statement Analysis
ACCT1-CE8106 *(page 8)*

Business Models for Social Entrepreneurship
FINA1-CE9251 ❖

Fixed-Income Portfolio Management
FINA1-CE9015 *(page 28)*

Fundamentals of Portfolio Management
FINA1-CE9001 *(page 27)*

International Financial Reporting Standards (IFRS) for the Global Investor
FINA1-CE9638 ❖

Mergers and Acquisitions: U.S. and Overseas
FINA1-CE9180 *(page 27)*

Microfinance
FINA1-CE9603 ❖

Financial Econometrics
FINA1-CE9563 ❖

Applied Equity Research: From Buy-Side and Sell-Side Perspectives
FINA1-CE9627 *(page 28)*

Techniques of Financing Corporations
FINA1-CE9670/$825

Sec. 1: Tues. Thurs. 6.30–9 p.m., Oct. 1–27 (8 sessions). John Wamboldt, senior vice president and senior sales manager, North Fork Bank.

Understand the fundamental principles of corporate finance, concentrating on cash flow and the financing of each asset line of the balance sheet. Various forms of financing are discussed, including conventional term loan arrangements, asset-based lending, revolving credit lines, factoring, letters of credit, and long-term debt options. Focus on what effect the various financing options may have on the potential success of a business and the market price of a corporation's stock during this period. The bank/corporation relationship also is discussed.
CEU: 2.5. 50-Minute Hours: 24.

Valuing a Business: U.S. and Overseas
FINA1-CE9677/$750

Sec. 1: Tues. Thurs. 6.30–9 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Edward Impastato, NYSSA.

Examine the fundamental methods employed in valuing a business. Major emphasis is placed on the discounted cash flow (DCF) method. Other methods explored include comparative market value, book value, the earnings approach, replacement value, liquidation value, and the factor approach. Analyze and evaluate a company of your choice using the DCF approach and applying other appropriate valuation methods. *Prerequisites: Fundamentals of Corporate Finance/ FINA1-CE9140 and Financial Accounting: Part I/ACCT1-CE8101, or equivalent knowledge.* **CEU: 2.0. 50-Minute Hours: 24.**

BANKING AND FINANCE

Learn the strategies and principles used to measure and to manage financial risk, and understand how markets operate in futures, options, swaps, and other derivative instruments used to protect assets.

Financial Analysis in Visual Basic (VBA)
FINA1-CE9674/$895

M *Sec. 1: Sat. 9 a.m.–3 p.m., Oct. 31–Nov. 21 (4 sessions).* Habib Moudachirou.

Address basic financial problems encountered in the workplace, ranging from pricing options to calculating the yield distribution of an investment opportunity. If you possess some financial knowledge but wish to move beyond the constraints of Excel, then take this course to achieve a deeper understanding of financial processes using the more versatile analysis language of the standard Excel application, Visual Basic. Discuss problems and potential Visual Basic-based solutions. Explore the techniques underlying solutions, and learn to write Visual Basic routines from scratch. *Knowledge of basic financial and statistical principles is required; prior knowledge of Visual Basic is not needed.*
CEU: 2.0. 50-Minute Hours: 24.

The Fundamentals of Buffett-Style Investing
FINA1-CE9801/$1,050

Sec. 1: Oct. 17–Nov. 14. Please see website for detailed meeting pattern. James Berman.

Learn the investment techniques of Warren Buffett, the world's most legendary investor. Examine case studies of Buffett's acquisitions in order to review the real-world principles that the "Oracle of Omaha" uses to pick companies. Topics include both quantitative methods, such as valuation metrics and cash flow analysis, as well as qualitative principles, such as competitive advantage and economic moats. As a final project, partner with a classmate to present a publicly traded company that you believe Buffett would buy. At the conclusion, understand what Buffett means by a "great business at a good price." This course is appropriate for beginners in the industry and for individuals with a broad array of backgrounds. The final session is taught synchronously from the Berkshire Hathaway annual meeting in Omaha.
CEU: 2.5.

FINANCIAL PLANNING

The demand for sound financial advice from knowledgeable professionals has never been greater, and the public has a new awareness of Certified Financial Planner (CFP®) credentials. NYU School of Professional Studies programs in financial planning are registered with the Certified Financial Planner Board of Standards, Inc. Successful completion of the School curriculum satisfies the educational requirements for eligibility to sit for the CFP® Certification Examination.

NYU does not certify an individual to use the CFP®, CERTIFIED FINANCIAL PLANNER™, and CFP (with flame logo)® marks. CFP® certification is granted only by the CFP® Board to those persons who, in addition to completing an educational requirement such as the NYU School of Professional Studies CFP® Board-registered programs, have met its ethics, experience, and examination requirements.

Financial Calculator Proficiency Exam
FINA1-CE9952/$50

M *Sec. 1: Sept. 23–Dec. 23.* Instructor TBA. *Tests are given throughout the semester by appointment only. Call* ***(212) 992-3400*** *to schedule.* ★▲

This exam is designed to test students on the use of the financial calculator. All students in the Financial Planning program must pass a calculator proficiency examination with a minimum grade of 70 percent. This exam ensures that students are able to apply the theory they have learned in their courses to solving practical financial problems in a timely manner. The exam includes problems related to time value of money, cash flow, standard deviation, growth rates and geometric averages, mortgage calculations, college funding, security valuation, basic statistic applications, and various other investment problems. *See the "Financial Calculator Proficiency Exam" box (page 22) for enrollment information.*

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN FINANCIAL PLANNING

This program, when completed in its entirety, is designed to fulfill the educational requirements necessary to sit for the Certified Financial Planner Certification Examination. The program covers all 72 domains required by the Certified Financial Planner (CFP®) Board of Standards, Inc., and additional relevant topics. To accommodate students' specific needs and scheduling, the program is available in three formats: in person, web-delivered—live online, instructor-led, and web-delivered—self-paced.

The program in Financial Planning is valuable for professionals and college graduates who want to pursue a career in financial planning; for those who work with financial planners, accountants, attorneys, real estate agents, stockbrokers, or insurance agents; and for individuals interested in learning about long-term, life-cycle financing. Specifically, this program is designed for students who want to complete their educational requirements for the CFP® Exam. Upon completion of the entire program, students have:

- Satisfied the educational requirements of the Certified Financial Planner Board of Standards, Inc.
- Acquired the substantive knowledge and technical skills for professional competence as a financial planner
- Gained knowledge of all 72 domains mandated by the Certified Financial Planner Board of Standards, Inc.
- Achieved proficiency in the use of a financial calculator

Once a student is eligible to sit for the CFP® Examination, he or she should e-mail the department at sps.fp.info@nyu.edu so that the department may notify the CFP® Board of the student's eligibility. For more information, visit sps.nyu.edu/cfp, e-mail sps.fp.info@nyu.edu, or call (212) 992-3400.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

FP 1: Fundamentals of Financial Planning
FINA1-CE9940 ❖

FP 2: Financial Planning Process and Insurance
FINA1-CE9951 *(page 22)*

FP 3: Investment Planning
FINA1-CE9959 *(page 22)*

Financial Calculator Proficiency Exam
FINA1-CE9952 *(page 21)*

FP 4: Income Tax Planning
FINA1-CE9960 *(page 22)*

FP 5: Retirement Planning and Employee Benefits
FINA1-CE9944 *(page 22)*

FP 6: Estate Planning
FINA1-CE9946 *(page 22)*

FP 7: Financial Planning Capstone
FINA1-CE9927 *(page 22)*

ONLINE PROGRAMS IN FINANCIAL PLANNING

The NYU School of Professional Studies also offers the program in Financial Planning in two web-delivered versions through partnership with Dalton Education, LLC. Choose live online, instructor-led learning or self-paced study that is customized to your needs. Each web-delivered program encompasses 60 learning modules and includes *FP 7: Financial Planning Capstone (this page)*, which as of January 2012, is a requirement to sit for the CFP® Exam. After successfully completing the program, you should be prepared to take the CFP® Exam to become a Certified Financial Planner.

Online Self-Paced CFP® Certification Program

FINA1-CE9970

Designed for students who are motivated to participate in self-directed online study, this program can be completed at an individualized pace and customized to fit your own interests and needs. This program is ideal for those with some professional experience. **50-Minute Hours: 230.**

Web-Delivered Certificate in Financial Planning (Live Online, Instructor-Led)

FINA1-CE9900

This nine-month, fully interactive online program allows professionals from across the country to participate in this program via computer. Using a headset and voiceover-IP technology, engage in a virtual classroom and interact with instructors and fellow students. **50-Minute Hours: 230.**

For tuition and scheduling details or to register, visit nyu.course-central.com or call **(877) 426-2373**. Tuition does not include the cost of required materials.

REQUIRED MATERIALS

Required course booklets and online exams for the courses *FP 2*, *FP 3*, *FP 4*, *FP 5*, and *FP 6* can be purchased online at dalton-education.com. Click "Student Storefront," and then enter **NYU** for "School" and **nyucfp1** for "Password." Textbooks also may be purchased elsewhere. *Fees for required study guides and for the online final exam are not included in tuition.*

FP 2: Financial Planning Process and Insurance

FINA1-CE9951/$790

Sec. 1: Mon. 6–9 p.m., Sept. 28–Dec. 14 (11 sessions). No class Oct. 12. Harry Terreri.

Review basic financial planning principles, and become familiar with the concepts of risk management. Topics include risk exposure identification, legal aspects of insurance, insurance policy analysis, and employee benefits. Gain practical knowledge of the types of life insurance policies, life insurance needs analysis, property and casualty insurance, medical and disability insurance, and Social Security benefits. Two classes are devoted to the use of the financial calculator. *See the "Required Materials" box (this page) for more information.* **CEU: 3.5. 50-Minute Hours: 40.**

FP 3: Investment Planning

FINA1-CE9959/$790

M *Sec. 1: Fri. 6–9 p.m., Sept. 25–Dec. 11 (11 sessions). No class Nov. 27.* William Wu, CFP, Kramer Financial Group, LLC.

Learn how to assess a client's risk-tolerance level, tax situation, liquidity, and marketability requirements to determine appropriate investment vehicles. Topics include regulation of markets, investment vehicles, investment theory, financial markets, and modern portfolio theory. Two classes are devoted to the use of the financial calculator. *See the "Required Materials" box (this page) for more information.* **CEU: 4.0. 50-Minute Hours: 40.**

FP 4: Income Tax Planning

FINA1-CE9960/$790

Sec. 1: Tues. 6–9 p.m., Sept. 29–Dec. 15 (11 sessions). No class Nov. 3. Rhea Friedman.

Become familiar with the tax law research process and terminology, the computation of tax and other concepts of income tax accounting. Learn tax management techniques, tax implications of employee benefits and investments, and financial planning strategies. Business structure, sale of personal residence, and passive activity loss rules also are examined. *See the "Required Materials" box (this page) for more information.* **CEU: 4.0. 50-Minute Hours: 40.**

FP 5: Retirement Planning and Employee Benefits

FINA1-CE9944/$790

Sec. 1: Mon. 6–9 p.m., Sept. 28–Dec. 14 (11 sessions). No class Oct. 12. David Mendels, director of planning, Creative Financial Concepts, LLC.

Gain familiarity with personal and employee-sponsored retirement plans. Topics include Social Security and Medicare benefits, IRAs, tax-sheltered annuities, qualified retirement plans, distribution options, and taxation and income tax deduction/benefit limitations. Learn the characteristics of qualified plans for employees, retirement needs analysis, and ways to determine suitable investments and other employee benefits. *See the "Required Materials" box (this page) for more information.* **CEU: 4.0. 50-Minute Hours: 40.**

FP 6: Estate Planning

FINA1-CE9946/$790

Sec. 1: Thurs. 6–9.20 p.m., Oct. 1–Dec. 17 (10 sessions). No class Nov. 19–26. Russell Fishkind, author, *J.K. Lasser Pro Estate and Business Succession Planning.*

Become familiar with estate planning. Learn how the federal estate tax system works and what to consider when carrying out estate planning. Topics include federal estate and gift taxation, various estate planning techniques, trusts use, life insurance as an estate planning tool, gifts, charitable transfers, intrafamily business and property transfers, and planning for incapacity. *See the "Required Materials" box (this page) for more information.* **CEU: 4.0. 50-Minute Hours: 40.**

FP 7: Financial Planning Capstone

FINA1-CE9927/$850

M *Sec. 1: Sat. 10 a.m.–2.15 p.m., Oct. 3–Dec. 5 (9 sessions). No class Nov. 28.* Robert Hayden.

Acquire the skills necessary to synthesize and apply elements of comprehensive financial planning in order to perform all functions of the financial planning process—and effectively apply the CFP® Board's practice standards to your knowledge base. **CEU: 4.5.**

FINANCIAL CALCULATOR PROFICIENCY EXAM

As of Fall 2013, newly matriculated students in the traditional program in Financial Planning do NOT need to enroll in the *Financial Calculator Proficiency Exam/FINA1-CE9952 (page 21)*. With a recent change to the curriculum, *FP 1: Fundamentals of Financial Planning/FINA1-CE9940* now covers the use of the financial calculator and includes the proficiency exam.

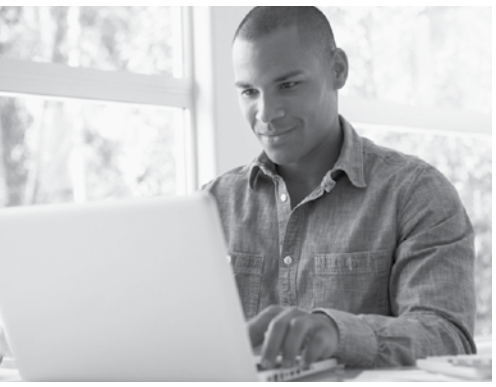
All students who matriculated in the traditional program prior to Fall 2013 still should enroll in the *Financial Calculator Proficiency Exam*. Once enrolled, students must contact the department to arrange a date to sit for the exam.

For additional details, please contact the department at sps.fp.info@nyu.edu or **(212) 992-3400**.

HP 10bII Calculator Workshop: A Comprehensive Approach
FINA1-CE9032/$300

W *Sec. 1: Sat. Sun. 9 a.m.–5 p.m., Oct. 10–11 (2 sessions).* David Novick, certified financial planning professional/consultant, Prometheus Capital Management.

Gain a comprehensive understanding of the HP 10bII calculator. Learn operating modes and the numerous varied calculations required when financial planners structure and review client strategies. Topics include time value of money basics, mortgage applications, solving for lease and loan payments, NPV and IRR discounted cash flow, standard deviation, investment calculations, basic statistical applications, valuation of debt and equity securities, risk adjusted portfolio performance measurement, duration, standard deviation of a portfolio, and CAPM. *This course is designed for candidates preparing for the CFP® Certification Exam, for students enrolled in a class requiring the use of a financial calculator, and for professionals seeking basic knowledge of financial calculator use.* **CEU: 1.5.**



CONTINUING PROFESSIONAL EDUCATION (CPE) FOR ACCOUNTANTS

The NYU School of Professional Studies holds a continuing education sponsor agreement with the New York State Department of Education, which authorizes the granting of continuing education credit in the following subject areas: accounting, auditing, taxation, advisory services, and knowledge and applications related to specialized industries. Courses offered outside the authorized subject areas are not recognized for credit under this agreement. For the acceptability of an individual course listed here, please call the School at **(212) 992-3200** or the New York State Department of Education at **(518) 474-3836**. For additional information, contact sps.atl.ce@nyu.edu.

FINANCIAL RISK MANAGEMENT AND DERIVATIVE INSTRUMENTS

The ongoing turmoil in the markets continues to amplify the need for improved risk management, and corporations are investing in developing improvements in their identification, measurement, and management procedures. The need for financial risk managers also grows with new compliance and regulation standards. These courses explore the strategies and the principles of financial risk management, techniques to qualify and measure risk, technical and fundamental analysis, structure of derivatives markets, and pricing and valuation methods for derivatives instruments. The curricula are updated regularly to respond to today's changing economic landscape.

Advanced Financial Risk Management
FINA1-CE9723/$750

Sec. 1: Mon. Wed. 6–9.20 p.m., Nov. 30–Dec. 16 (6 sessions). Alan Anderson.

Build upon the knowledge and skills gained in *Intermediate Financial Risk Management* through a comprehensive examination of interest rate risk, commodity and futures risk, credit risk, cash flow risk, and earning and currency exchange risk. By using real-world case-study methods and recent examples, learn to identify and measure financial risks faced by corporations, to establish an effective risk program, and to develop hedging strategies to minimize risk. *Prerequisite: Intermediate Financial Risk Management/FINA1-CE9201 or equivalent knowledge.* **CEU: 2.0.**

Core Concepts in Asset Securitization
FINA1-CE9162/$750

Sec. 1: Tues. Thurs. 6.15–8.50 p.m., Oct. 27–Nov. 17 (6 sessions). No class Nov. 3. John Uhlein.

Examine the core principles of securitization in this in-depth review of common structured finance asset classes. Learn how securitization differs from other funding methods—such as asset-based commercial lending—and develop the conceptual understanding needed for more advanced study. Case studies cover three basic consumer asset classes: credit cards, auto loans, and residential mortgages. In this course, work with structured finance documentation. *This course is designed for those new to the field. Prior exposure to fixed-income markets is helpful but not required.* **CEU: 1.5. 50-Minute Hours: 19.**

PROGRAM IN FINANCIAL RISK MANAGEMENT

In an era of instant global communications, interdependent economies, and dramatic international political developments, an understanding of underlying economic, political, and social forces is critical. Under the instruction of industry experts, this program of study equips students with the key skills of international business and provides vital knowledge of U.S. business practices. It meets the needs of students who are new to the field, particularly those considering an M.B.A. program, and professionals who wish to advance their expertise in a particular area of specialization.

This program emphasizes core skills and competencies. Students have the option of exploring specialization in Banking and Financial Services or in Industry and Service Companies. This suggested path of study provides knowledge of:

- Cultural, economic, political, and social influences in the international business arena
- Basic concepts of multinational financial management and the impact of foreign exchange on cash flow
- Legal, political, and economic frameworks of international markets, including the euro and Eurocurrency markets
- Key issues of international banking operations
- Central concepts in U.S. regulation of imports and exports
- Cross-cultural issues and key factors in import/export businesses

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those with minimal formal training or experience in finance are advised to take the following:

Finance for Non-Finance Professionals
FINA1-CE9642 *(page 20)*

FOUNDATIONAL COURSES

Fundamentals of Financial Risk Management
FINA1-CE9208 *(page 24)*

Core Concepts in Asset Securitization
FINA1-CE9162 *(page 23)*

Interest Rate Swaps
FINA1-CE9240 *(page 24)*

Intermediate Financial Risk Management
FINA1-CE9201 *(page 24)*

Advanced Financial Risk Management
FINA1-CE9723 *(page 23)*

SPECIALIZED COURSES IN BANKING AND FINANCIAL SERVICES

Applied Technical Analysis
FINA1-CE9125 ❖

Credit Risk Models: Theory and Applications
FINA1-CE9214 ❖

Demystifying Derivatives
FINA1-CE9227 ❖

Derivatives Documentation
FINA1-CE9215 ❖

Derivatives Modeling Using VBA
FINA1-CE9249 ❖

Fixed-Income Portfolio Management
FINA1-CE9015 *(page 28)*

Hedge Fund Operation Risk and Due Diligence
FINA1-CE9237 ❖

Hedge Fund Strategies
FINA1-CE9209 *(page 24)*

Introduction to Hedge Funds
FINA1-CE9203 *(page 24)*

The Options Market and Trading Strategies
FINA1-CE9120 *(page 24)*

Simulation Methods in Finance with VBA
FINA1-CE9990 ❖

Volatility and Correlation Modeling and Trading Strategies
FINA1-CE9982 ❖

Financial Econometrics
FINA1-CE9563 ❖

SPECIALIZED COURSES IN INDUSTRY AND SERVICE COMPANIES

Financial Futures and Options in Risk Management
FINA1-CE9235 ❖

Interest Rate Derivatives Modeling with VBA
FINA1-CE9983 ❖

Introduction to Hedge Funds
FINA1-CE9203 *(page 24)*

Pricing Interest Rate Swaps and Their Derivatives
FINA1-CE9250 ❖

Pricing Options and Exotics
FINA1-CE9246 ❖

Investment Risk: Reason and Emotion, Situation and Circumstance
FINA1-CE9626 ❖

Using the Yield Curve
FINA1-CE9211 ❖

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

Fundamentals of Financial Risk Management
FINA1-CE9208/$805

Sec. 1: Tues. Thurs. 6–9.20 p.m., Sept. 29–Oct. 15 (6 sessions). Simon Jean Ergas.

M *Sec. 2: Sat. 10 a.m.–4 p.m., Nov. 21–Dec. 19 (4 sessions). No class Nov. 28.* Joseph Onochie.

Get an overview of financial risk management and its importance in today's global marketplace. Examine why understanding, measuring, and managing risk are critical considerations in the financial services industry. Learn the most up-to-date methods and tools used by risk management professionals. Topics covered include market and investment risk, value at risk (VaR), time value of money, the impact of regulation in the assessment and management of risk, top-down and bottom-up risk management, credit risk, and asset and liability management. *Prerequisites: Introduction to the Markets/FINA1-CE9000 and Fundamentals of Portfolio Management/ FINA1-CE9001, or equivalent knowledge.* **CEU: 2.0. 50-Minute Hours: 24.**

Interest Rate Swaps
FINA1-CE9240/$750

M *Sec. 1: Sat. 9 a.m.–3 p.m., Oct. 3–24 (4 sessions).* Gregory Ciresi, senior vice president, fixed income research, Cantor Fitzgerald.

Examine interest rate swaps and their importance in today's capital markets. In class, discuss reasons that firms use swaps, types of swaps, advantages and inherent risks, pricing strategies, present and future value applications, regulation of participants in the market, balance sheet effects, and financial disclosure. Topics include swaptions, captions, step-up coupon caps, delayed caps, and the impact of inflation. *Prerequisite: Finance Math/Statistics: A Skill Enhancement and Review Course/ FINA1-CE9151 or basic mathematics knowledge.* **CEU: 2.0. 50-Minute Hours: 24.**

Intermediate Financial Risk Management
FINA1-CE9201/$750

Sec. 1: Mon. Wed. 6–9.20 p.m., Nov. 2–23 (6 sessions). No class Nov. 11. Alan Anderson.

Build upon your basic knowledge of risk management tools and techniques to explore more complex issues in financial risk management, including credit risk, derivatives, hedging techniques, hedge funds, and enterprise-level risk measurement and management. *Prerequisite: Fundamentals of Financial Risk Management/FINA1-CE9208 or equivalent knowledge.* **CEU: 2.0. 50-Minute Hours: 24.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

BANKING AND FINANCIAL SERVICES

Learn the strategies and principles used to measure and manage financial risk, and understand how markets operate in futures, options, swaps, and other derivative instruments used to protect assets.

Hedge Fund Strategies
FINA1-CE9209/$845

M *Sec. 1: Sat. 9 a.m.–3 p.m., Oct. 3–24 (4 sessions).* Zachary Michaelson, chief investment officer, Orthogonal Financial.

Explore the investment strategies and techniques used by hedge fund managers in the areas of bonds, stocks, fixed assets, currency, options, and commodities. Study different strategies, including event-driven or distressed mergers, long and short equities, funds, and convertible arbitrage and global macro strategies. Also covered are performance measurements; alpha, beta, and the Sharpe ratio; and market efficiency. *Prerequisite: Introduction to Hedge Funds/ FINA1-CE9203.* **CEU: 2.0. 50-Minute Hours: 24.**

Introduction to Hedge Funds
FINA1-CE9203/$425

Sec. 1: Tues. 6–9.30 p.m., Sept. 29–Oct. 27 (3 sessions). No class Oct. 6, Oct. 20. William Bassin, managing director, UBP Asset Management.

Gain an understanding of different hedge fund strategies, discover why hedge funds have become so popular, and recognize what to look for when evaluating a potential hedge fund investment. Hear directly from some of the most renowned hedge fund managers in the world about how they started in the industry and what has made them successful. Past speakers have included John Paulson, Marc Lasry, Mark Kingdon, Barry Rosenstein, Paul Leff, Bruce Richards, and Paul Roth. Learn who can invest in hedge funds, how funds are marketed, who can launch a hedge fund and why, what is involved in creating a new fund, and how hedge funds prosper in both up and down markets. Previous hedge fund disasters and hot-button legal and regulatory issues also are covered. **CEU: 1.0. 50-Minute Hours: 13.**

The Options Market and Trading Strategies
FINA1-CE9120/$750

Sec. 1: Mon. Wed. 6.10–9 p.m., Nov. 16–Dec. 9 (7 sessions). No class Nov. 25. Louis Zaidman, adjunct assistant professor, financial management.

Find out how put-and-call equity and index options potentially can offer a large profit on a small amount of capital while allowing conservative investors to achieve a good return on their stock portfolios. Topics include how to make money in a rising market by buying calls and creating bull spreads using warrants; how to make money in a declining market with puts and bear spreads and by selling naked calls; and how calendar spreads and covered option writing can be profitable in a neutral market. *Prerequisite: Introduction to the Markets/FINA1-CE9000 or equivalent knowledge.* **CEU: 2.0. 50-Minute Hours: 24.**

PROGRAM IN GLOBAL TRANSACTIONAL BANKING (ONLINE AND IN-PERSON)

While much of the global financial community continues to struggle to overcome challenges brought about by the economic collapse of 2008, transactional banking has remained a stable area within the banking world. Over the past several years, the cash management, trade finance, payments, and securities services businesses all have been characterized by low capital requirements, stable earnings, and product growth. Moreover, wholesale transaction banking represents an inexpensive and stable source of funding and liquidity for banks—particularly in the current market environment.

This suggested path of study is designed for recent college graduates or finance professionals in banking or corporate treasury who want to explore this challenging and growing area. Students who complete all courses will have an understanding of:

- The underpinnings of this business, including working capital, liquidity management, international banking, management accounting, and international economics
- The banking products and services offered to the various bank customers under the transactional banking umbrella
- Ways global corporations utilize these services to improve their treasury management
- International trade finance and foreign exchange and their impact on multinational corporations as they conduct international business

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY
FOUNDATIONAL COURSES

Principles of International Banking
FINA1-CE9425 *(page 24)*

International Cash Management and Working Capital
FINA1-CE9643 *(page 24)*

International Corporate Finance
FINA1-CE9405 *(page 25)*

International Trade Finance
FINA1-CE9238 *(page 26)*

Issues in a Globalizing Economy
FINA1-CE9239 *(page 25)*

GLOBAL TRANSACTIONAL BANKING

International Cash Management and Working Capital
FINA1-CE9643/$750

Sec. 1: Tues. Thurs. 6.30–9 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Cristina Pintado Riesco.

Take a comprehensive approach to international cash management and working capital in the corporate world. Learn to manage payments and collections globally as well as to implement cross-border liquidity management structures. Understand the use of banking products and services offered to global corporations, especially for improving treasury management. **CEU: 2.0.**

Principles of International Banking
FINA1-CE9425/$750 ✧

Sec. 1: Tues. Thurs. 6.30–9 p.m., Sept. 29–Oct. 22 (8 sessions). Cristina Pintado Riesco.

Understand global money transmission, details of major clearing systems, and the role and the function of international banking operations. Develop a complete understanding of international banking from an insider's perspective, including the role of central banks, correspondent banking relationships, and SWIFT. **CEU: 2.0. 50-Minute Hours: 24.**

INTERNATIONAL BUSINESS AND FINANCE

As individual companies and industries expand or are reconfigured abroad, opportunities grow for professionals with international business expertise. NYU School of Professional Studies faculty members are industry experts with careers and experience in global markets, international trade law, and corporate finance. Learn the cultural, economic, political, and social influences in international business, and master skills within geographic and subject areas of interest to ensure success.

Doing Business in China, India, and Other Emerging Markets
FINA1-CE9565/$700

Sec. 1: Mon. Wed. 6.45–8.45 p.m., Nov. 9–Dec. 14 (9 sessions). No class Nov. 11, Nov. 25. Lawrence Delson. Subash Midha, global strategy adviser (India).

China has evolved from the world's factory to the world's second largest economy and market for luxury goods. India is the world's second fastest-growing economy and is now more open than ever to foreign direct investment. Other emerging markets such as Vietnam, the Philippines, Thailand, Malaysia, and Brazil are engines for growth both regionally and globally. This course is designed to give you the fundamental tools needed to operate a small- or medium-sized business in these dynamic economies. The legal environment, IPR, sales and marketing, product sourcing and production, and foreign direct investment are issues that businesses must evaluate and manage when working in any of these economies. Consider the shared and unique environment of each. Analyze opportunities in such diverse industries and fields as retail, healthcare and medicine, environmental products, real estate, education, hospitality, IT, and outsourcing. Consideration is given to each country as a source of inbound investment and trade. **CEU: 2.0.**

International Corporate Finance
FINA1-CE9405/$750

Sec. 1: Oct. 13–Dec. 14. Simon Jean Ergas.

Explore the steps involved in becoming the chief financial officer of a global group. Gain an understanding of the international financial system from both a theoretical and a practical point of view. Topics covered include central bank functions; foreign exchange markets and convertibility; the Eurocurrency markets and the euro; short- and long-term financing, including trade and project finance; and documentation. Also, discuss the legal, political, and economic frameworks of international financial markets. **CEU: 3.0. 50-Minute Hours: 30.**

Introduction to International Business and Finance
FINA1-CE9400/$795

Sec. 1: Sat. 10 a.m.–5 p.m., Sept. 26–Oct. 17 (4 sessions). August Morar, international business adviser, EBRD.

Analyze the international business and financial environment by gaining a comprehensive understanding of fundamental terms and principles and by examining the dynamics of the global economy within comparative cultural, political, and legal frameworks. In this course, special emphasis is given to the strategies and tactics behind international business operations, which are the major engines of world economic growth. Discuss basic concepts related to foreign exchange rates, working capital management techniques, financing sources available to multinational corporations, and the risks involved in direct foreign investment. Learn practical ways of identifying potential business opportunities and capitalizing on regional competitive advantages by properly planning and implementing trade and marketing operations. Gain an introduction to the primary factors that govern international business and financial operations, and learn how to develop and implement winning business strategies. **CEU: 3.0. 50-Minute Hours: 29.**

Issues in a Globalizing Economy
FINA1-CE9239/$750

Sec. 1: Oct. 26–Dec. 20. Lawrence Knoll, principal, Wolf, Arnold & Knoll, P.C.

Discover the various ways in which the economies of the world are coming together, and explore the forces both driving and resisting globalization. Examine the mechanisms of globalization and their effects on people within the context of differing social and economic realities. Study the difficulties inherent in advancing negotiations to achieve trade agreements ratified by the majority of nations, and assess proposals put forward by several economists. **CEU: 2.0.**

PROGRAM IN INTERNATIONAL BUSINESS

In an era of instant global communications, interdependent economies, and dramatic international political developments, an understanding of underlying economic, political, and social forces is critical. Under the instruction of industry experts, this program is designed to equip players at all levels with the key skills needed in international business and with vital knowledge of U.S. business practices. The NYU School of Professional Studies offers this program of study to meet the needs of students who are new to the field, particularly those considering an M.B.A. program, as well as the needs of professionals who wish to advance their expertise in a particular area of specialization.

This program emphasizes core skills and competencies. Students have the option of exploring specialization in Finance or in Logistics. Taken in its entirety, the program covers the international financial system, including exchange-rate mechanisms, tariffs, and international trade issues, as well as:

- Cultural, economic, political, and social influences in the international business arena
- Basic concepts of multinational financial management and the impact of foreign exchange on cash flow
- Legal, political, and economic frameworks of international markets, including the euro and Eurocurrency markets
- Central concepts in U.S. regulation of imports and exports
- Cross-cultural issues and key factors in import/export businesses
- U.S. laws and regulations that pertain to shipping, importing, and exporting, as well as the many legal issues and considerations that professionals in this field encounter
- Methods of financing—such as loans and credit—utilized in conducting international trade
- Best practices for designing business plans and utilizing inbound and outbound logistics in decision-making

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those with minimal formal training or experience in finance are advised to take the following:

Finance for Non-Finance Professionals
FINA1-CE9642 *(page 20)*

FOUNDATIONAL COURSES

International Trade Law and Regulation
LEGL1-CE8805 *(page 43)*

Issues in a Globalizing Economy
FINA1-CE9239 *(page 25)*

Introduction to International Business and Finance
FINA1-CE9400 *(page 25)*

Principles of International Trade
FINA1-CE9455 *(page 26)*

SPECIALIZED COURSES IN FINANCE

International Corporate Finance
FINA1-CE9405 *(page 25)*

Global Investing
FINA1-CE9025 ❖

Business Models for Social Entrepreneurship
FINA1-CE9251 ❖

Doing Business in China, India, and Other Emerging Markets
FINA1-CE9565 *(page 25)*

International Trade Finance
FINA1-CE9238 *(page 26)*

Strategic Alliances
FINA1-CE9187 *(page 27)*

The Foreign Corrupt Practices Act: Emerging Issues and Rational Responses
FINA1-CE8913 *(page 20)*

Mergers and Acquisitions: U.S. and Overseas
FINA1-CE9180 *(page 27)*

International Business Negotiations
FINA1-CE9402 ❖

International Cash Management and Working Capital
FINA1-CE9643 *(page 24)*

International Financial Markets
FINA1-CE9429 ❖

Principles of International Banking
FINA1-CE9425 *(page 24)*

Valuing a Business: U.S. and Overseas
FINA1-CE9677 *(page 21)*

Introduction to International Arbitration and Dispute Resolution
LEGL1-CE8917 *(page 43)*

SPECIALIZED COURSES IN LOGISTICS

Running Your Own Import/Export Business
FINA1-CE9461 *(page 26)*

International Trade Logistics
FINA1-CE9624 *(page 26)*

International Trade Finance
FINA1-CE9238 *(page 26)*

Global Marketing and Distribution
FINA1-CE9625 *(page 26)*

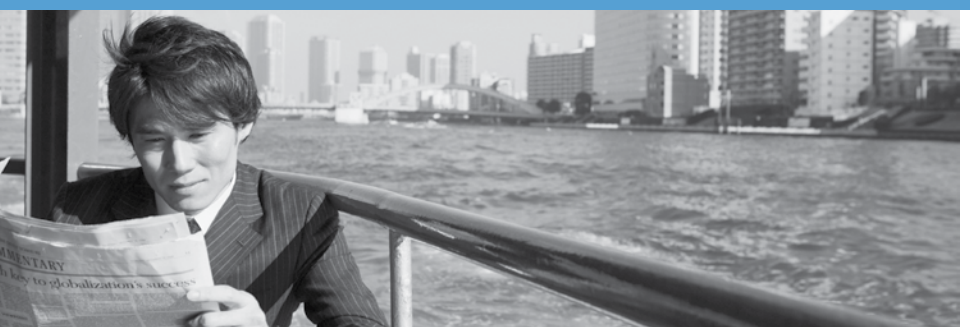
International Financial Reporting Standards (IFRS) for the Global Investor
FINA1-CE9638 ❖

Introduction to International Arbitration and Dispute Resolution
LEGL1-CE8917 *(page 43)*

FINANCE

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA



INTERNATIONAL TRADE, FINANCE, AND LOGISTICS

Global Marketing and Distribution
FINA1-CE9625/$750

Sec. 1: Oct. 19–Dec. 13. Michael Muth.

The marketing of products and services internationally requires a multifaceted and dynamic approach. Each country or region has its own culture, laws, consumer needs, price factors, demographics, infrastructures, and modes of advertising and distribution. Businesses must look to multiple markets to grow and to remain competitive. Learn how to research and engage each of these factors in promoting and distributing a product or brand. Learn how to work with or acquire marketing services needed in foreign countries and how to avoid risks. Examine how social media and e-commerce are impacting international marketing and how they can be used effectively. **CEU: 2.0.**

International Trade Finance
FINA1-CE9238/$550

Sec. 1: Sept. 28–Nov. 22. Andrea Ratay.

Examine methods of securing funds for international trade, including letters of credit, factoring (invoice discounting and receivables financing), asset-based lending, and structured trade finance. Explore issues regarding the proper management of currency exchange and interest fluctuations, the repatriation of earnings and risk management, and insurance opportunities and credit evaluation services. Analyze relevant government and private services, including the United States Export-Import Bank, Overseas Private Investment Corporation (OPIC), and the Foreign Credit Insurance Association (FCIA). **CEU: 2.0.**

International Trade Logistics
FINA1-CE9624/$750

M *Sec. 1: Sat. 10 a.m.–4 p.m., Nov. 7–Dec. 5 (4 sessions). No class Nov. 28.* Anthony Lafortezza.

The production and sale of goods increasingly require the movement of goods within—and across—borders. International business depends upon sophisticated logistics management, necessitating the hiring of in-house managers and the retention of service providers. Explore the issues that international logistics professionals must address and the methods they employ to meet the needs of international business. Learn the quickest and most cost-effective means of moving and storing goods, and gain an in-depth understanding of risk avoidance, environmental sustainability, and government regulations. **CEU: 2.0.**

Principles of International Trade
FINA1-CE9455/$850

Sec. 1: Tues. 6.30–9 p.m., Oct. 6–Dec. 15 (10 sessions). No class Nov. 3. Melvin Lazar, private practice.

Understand the basics of an international trade transaction, and gain a practical introduction to the fundamentals of import-export procedures. The essential elements of international trade contracts, shipping terms, various transportation modes, U.S. Customs procedures, global sourcing, import/export financing, export licensing, and cross-cultural issues are addressed. Examine the principles underlying the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO). Actual business situations are used to illustrate the material discussed and to enhance the learning experience. This course is of particular interest to those who wish to learn the transaction mechanics of importing and exporting. **CEU: 3.0. 50-Minute Hours: 24.**

Running Your Own Import/ Export Business
FINA1-CE9461/$750

Sec. 1: Mon. Wed. 6.45–9.15 p.m., Sept. 28–Oct. 28 (8 sessions). No class Sept. 30, Oct. 12. Lawrence Delson.

Learn the basics of starting an import/ export operation. Discuss vital topics, including business start-ups, product and market research in the U.S. and abroad, product pricing, distribution systems, customs brokers, and international documentation. Other topics covered include banking and financing strategies, customer relationships, and other ongoing international relationships. Presentations encompass computerized sources of foreign trade leads and market information. During the course, develop an import or export plan for a product of your choice. **CEU: 2.0. 50-Minute Hours: 24.**

PROGRAM IN INVESTMENT BANKING

In this program of study, students learn how a corporation finances its activities and how professionals analyze key factors that drive corporate transactions. The program in Investment Banking is offered to meet the needs of students who are new to the field, particularly those considering an M.B.A. program, as well as professionals who wish to advance their expertise in a particular area of specialization.

This program emphasizes core skills and competencies and allows students to explore specialization in Sales and Trading or in Research Analysis. Students gain an understanding of investment banking, including expertise in areas such as:

- Financial management and corporate growth, including the use of both internal and external funds
- Equity and debt financing
- Mergers and acquisitions
- Initial public offerings
- Corporate restructuring
- Joint ventures and other strategic alliances
- Derivatives transactions, including pricing and valuation techniques
- Securitizations
- Roles and perspectives of investment bankers and other transaction advisers

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITES

Prior to enrolling in foundational courses, those with minimal formal training or experience in finance are advised to take one or more of the following:

Finance for Non-Finance Professionals
FINA1-CE9642 *(page 20)*

Finance Math/Statistics: A Skill Enhancement and Review Course
FINA1-CE9151 *(page 20)*

FOUNDATIONAL COURSES

Investment Banking Fundamentals
FINA1-CE9160 *(page 27)*

Strategic Alliances
FINA1-CE9187 *(page 27)*

Mergers and Acquisitions: U.S. and Overseas
FINA1-CE9180 *(page 27)*

Mergers and Acquisitions Intensive
FINA1-CE9181 ❖

Techniques of Financing Corporations
FINA1-CE9670 *(page 21)*

Venture Capital and Private Equity
FINA1-CE9185 *(page 27)*

SPECIALIZED COURSES IN SALES AND TRADING

Broker-Dealer Operations and Compliance
FINA1-CE9863 ❖

Fixed-Income Portfolio Management
FINA1-CE9015 *(page 28)*

Fixed-Income Securities
FINA1-CE9104 *(page 28)*

Global Investing
FINA1-CE9025 ❖

Hedge Fund Strategies
FINA1-CE9209 *(page 24)*

Capital Markets Overview
FINA1-CE9165 ❖

Introduction to Hedge Funds
FINA1-CE9203 *(page 24)*

The Options Market and Trading Strategies
FINA1-CE9120 *(page 24)*

Pricing Options and Exotics
FINA1-CE9246 ❖

Value Investing
FINA1-CE9009 ❖

SPECIALIZED COURSES IN RESEARCH ANALYSIS

Advanced Financial Statement Analysis
ACCT1-CE8106 *(page 8)*

Bankruptcy, Workouts, and Reorganizations
FINA1-CE9335 *(page 27)*

Business Models for Social Entrepreneurship
FINA1-CE9251 ❖

Financial Statement Analysis
ACCT1-CE8105 *(page 9)*

Financial Modeling in Corporate Financial Analysis Using Excel
FINA1-CE9675 *(page 20)*

Valuing a Business: U.S. and Overseas
FINA1-CE9677 *(page 21)*

Financial Econometrics
FINA1-CE9563 ❖

Applied Equity Research: From Buy-Side and Sell-Side Perspectives
FINA1-CE9627 *(page 28)*

INVESTMENT BANKING

Raising capital in today's challenging financial markets means relying upon both traditional and alternative resources. NYU School of Professional Studies courses teach relevant financial management of internal and external funds, equity and debt financing, mergers and acquisitions, initial public offerings, joint ventures, and other strategic alliances.

Investment Banking Fundamentals
FINA1-CE9160/$750

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Robert Nagle.

Analyze the financial services that investment banks provide to corporations and governments. This introductory course provides an overview of the industry and is recommended for corporate, banking, and insurance personnel. Topics include raising capital through the issuance of equity and debt securities; initial public offerings and secondary issues; private placements; venture capital; privatizations; and mergers and acquisitions, including the related activities of divestitures, spin-offs, and workouts. **CEU: 2.0. 50-Minute Hours: 24.**

Mergers and Acquisitions: U.S. and Overseas
FINA1-CE9180/$750

M *Sec. 1: Sat. 10 a.m.–2 p.m., Oct. 17–Nov. 14 (5 sessions).* Alexandre Coelho.

Sec. 2: Oct. 19–Dec. 13. Gary Tsarsis, senior vice president, international equities trading, Jefferies LLC.

Explore mergers, acquisitions, and divestitures in this course designed for corporate personnel and for investors. Focus on evaluation, mechanics, and negotiation strategies for business combinations. Topics include accounting considerations, valuation, legal issues, and tax factors involved in acquisitions. *Prerequisite: Fundamentals of Corporate Finance/FINA1-CE9140 or equivalent knowledge.*
CEU: 2.0. 50-Minute Hours: 24.

Strategic Alliances
FINA1-CE9187/$750

Sec. 1: Tues. Thurs. 6.30–9 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Patrick McGuinness.

Strategic alliances, such as joint ventures, virtual and Internet alliances, group alliances, and other relationships, are critical initiatives for large and small businesses. Acquire the information and skills necessary to enhance your career by intelligently handling strategic alliance issues. Learn about the types of alliances and alliance versus acquisition. Discuss developing the process for managing the relationship, communicating the alliance, and identifying beneficial partners. Guest speakers share their expertise in international alliances and joint ventures.
CEU: 2.0. 50-Minute Hours: 24.

Venture Capital and Private Equity
FINA1-CE9185/$750

Sec. 1: Wed. 6.30–9 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Andrew Long, venture capital consultant.

This course is designed for corporate officers, sole proprietors, firm partners, and investors who seek to develop familiarity with the sources and techniques of venture capital. In class, discuss how to prepare a start-up business plan, how to raise and utilize venture capital, and when and how to go public. Additional topics covered include the critical elements in the search for financing, techniques for analyzing value, and tax considerations.
CEU: 2.0. 50-Minute Hours: 24.

RESEARCH ANALYSIS

Learn to analyze companies and industries for growth, distress bankruptcy, and workouts.

Bankruptcy, Workouts, and Reorganizations
FINA1-CE9335/$750

Sec. 1: Mon. Wed. 6.30–9 p.m., Nov. 16–Dec. 14 (8 sessions). No class Nov. 25. Gerard Diconza. Greg Zipes.

Designed for bankers, corporate treasury personnel, workout specialists, and lawyers who handle middle-market, national, and international problem loans and accounts, this course examines corporate Chapter 11 bankruptcies. Topics include plans of reorganization, valuation of a business, trading claims, the law of setoff, preferences, fraudulent conveyances, equitable subordination, substantive consolidation, the automatic stay, executory contracts and leases, the use of cash collateral, and debtor-in-possession financing.
CEU: 2.0. 50-Minute Hours: 24.

PERSONAL FINANCE

Learn to be an educated investor, to prepare a personal cash flow statement, and to develop your own financial plan. These courses are designed for people who are not finance professionals but who want a better understanding of investing, managing short- and long-term finances, and personal finance planning.

Personal Finance: Developing Your Financial Plan
FINA1-CE9850/$395

Sec. 1: Mon. Wed. 6–9.05 p.m., Sept. 28–Oct. 28 (8 sessions). No class Sept. 30, Oct. 12. David Hoyer, registered investment adviser, Hoyer Financial Services.

Learn how to complete your financial inventory, to develop clear values-based goals, to increase your cash flow while reducing debt, and to improve your credit score. Acquire the basics about the economy, investment choices, and asset allocation. Learn how to evaluate mutual funds, as well as the services and recommendations of advisers. Obtain sound retirement planning tools and fill in the gaps in your estate plan while learning about the tax system.
CEU: 3.0. 50-Minute Hours: 30.

The "Know-How" to Better Investing
FINA1-CE9855/$395

Sec. 1: Mon. Wed. 6–8.35 p.m., Nov. 16–Dec. 14 (8 sessions). No class Nov. 25. Stephen Wetzel, *Who's Who in Finance and Industry Professionals and Entrepreneurs*.

In this course, taught by an expert investor with over 40 years of experience, learn how to avoid basic investing mistakes and to become confident in your investing decisions. Topics covered include investor behavior, stock and bond pricing, mutual fund and exchange-traded fund (ETF) investing performance and fees, alternative investments, master limited partnerships (MLPs), and managed accounts. Portfolio design, price-earnings (P/E) ratio, downside portfolio protection, and value and growth investing also are discussed.
CEU: 2.5. 50-Minute Hours: 24.

PORTFOLIO MANAGEMENT

These courses provide finance practitioners and entry-level students with the expertise to make smart and informed decisions regarding the investment mix, risk, and policy.

Fundamentals of Portfolio Management
FINA1-CE9001/$750

Sec. 1: Mon. Wed. 6.15–9.05 p.m., Nov. 2–30 (7 sessions). No class Nov. 11, Nov. 25. Allen Zwickler, managing director, First Manhattan Co.

Gain a solid understanding of the portfolio—the structure within which financial assets are managed. In this course, explore the investment process, with various environmental inputs and with fine-tuning based upon client-specific inputs. Other topics covered include management of customer expectations, risk analysis, economics, and industry trends. Look at the benefits and challenges of global investing, the use of alternative investments as a means of diversification and/or return enhancement, and risk management. Work in class to build a real portfolio of publicly traded stocks/ETFs to present as a final project. Guest lecturers include portfolio managers. *Prerequisite: Introduction to the Markets/ FINA1-CE9000 or equivalent knowledge.*
CEU: 2.0. 50-Minute Hours: 24.

Fundamentals of Securities Analysis
FINA1-CE9005/$750

Sec. 1: Tues. Thurs. 6.30–9 p.m., Nov. 5–Dec. 8 (8 sessions). No class Nov. 19, Nov. 26. Michael Candan, portfolio manager and partner, Armco Management Co.

Explore the principles of securities analysis, and develop a basic framework for making investment decisions. With readily available data, learn methods such as cash flow analysis for determining the investment value of industries and companies, and assess the quality of available financial information used for the analytical process. Also, examine current investment opportunities from practical and theoretical perspectives. *Prerequisites: Introduction to the Markets/ FINA1-CE9000 or equivalent knowledge, as well as knowledge of accounting basics.*
CEU: 2.0. 50-Minute Hours: 24.

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

Intermarket Analysis and Investment Strategy
FINA1-CE9040/$750

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. John Stoltzfus.

Examine the cause-and-effect relationships that exist among the stock, bond, currency, and commodity markets. Develop an analytic framework utilizing fundamental and technical analysis methods. Review economic indicators, the basics of yield curve analysis, Federal Reserve Board activities, currency trading, option strategies, and computerized trend-following methods. Study specific investments and trading plans, based upon current intermarket trends and market activity. **CEU: 2.0. 50-Minute Hours: 24.**

PROGRAM IN PORTFOLIO MANAGEMENT

This program of study meets the needs of students who are new to the field, as well as professionals who wish to advance their expertise in a particular area of specialization. It emphasizes core skills and competencies, and students may choose to explore specialization in Equity or Real Estate or in Fixed Income. Students who pursue this suggested path of study gain a broad understanding of securities and investment management topics, including:

- The operation of equity, fixed-income, and derivatives markets
- Securities analysis, including equity and bond valuation
- Risk/reward trade-offs and statistical tools for measuring risk and return
- Portfolio asset allocation and performance analysis
- Technical analysis techniques for investments in securities markets outside the United States, as selected by the individual student

Please contact the program office at sps.finance@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITES

Prior to enrolling in foundational courses, those with minimal formal training or experience in finance are advised to take one or more of the following:

Finance for Non-Finance Professionals
FINA1-CE9642 *(page 20)*

Finance Math/Statistics: A Skill Enhancement and Review Course
FINA1-CE9151 *(page 20)*

FOUNDATIONAL COURSES

Introduction to the Markets
FINA1-CE9000 *(page 28)*

Fundamentals of Securities Analysis
FINA1-CE9005 *(page 27)*

Fundamentals of Portfolio Management
FINA1-CE9001 *(page 27)*

Intermarket Analysis and Investment Strategy
FINA1-CE9040 *(page 28)*

Fundamentals of Financial Risk Management
FINA1-CE9208 *(page 24)*

SPECIALIZED COURSES IN EQUITY OR REAL ESTATE

Advanced Portfolio Management
FINA1-CE9008 ❖

Applied Technical Analysis
FINA1-CE9125 ❖

Behavioral Economics and Finance Theory
FINA1-CE9154 *(page 28)*

Financial Econometrics
FINA1-CE9563 ❖

Exchange Traded Funds: A New Investment Vehicle
FINA1-CE9374 ❖

Market Crashes
FINA1-CE9980 ❖

Investing in Mutual Funds, ETFs, and Alternatives
FINA1-CE9019 ❖

Real Estate Financial Analysis
REFI1-CE9351 *(page 151)*

Real Estate Investment Analysis: Analyzing the Deal
REFI1-CE9361 *(page 152)*

Investment Risk: Reason and Emotion, Situation and Circumstance
FINA1-CE9626 ❖

Survey of Alternative Investments
FINA1-CE9130 ❖

Applied Equity Research: From Buy-Side and Sell-Side Perspectives
FINA1-CE9627 *(page 28)*

SPECIALIZED COURSES IN FIXED INCOME

Core Concepts in Asset Securitization
FINA1-CE9162 *(page 23)*

Demystifying Derivatives
FINA1-CE9227 ❖

Fixed-Income Portfolio Management
FINA1-CE9015 *(page 28)*

Fixed-Income Securities
FINA1-CE9104 *(page 28)*

Global Investing
FINA1-CE9025 ❖

Hedge Fund Strategies
FINA1-CE9209 *(page 24)*

Introduction to Hedge Funds
FINA1-CE9203 *(page 24)*

The Options Market and Trading Strategies
FINA1-CE9120 *(page 24)*

Pricing Options and Exotics
FINA1-CE9246 ❖

Using Financial Data Services
FINA1-CE9684 ❖

Value Investing
FINA1-CE9009 ❖

Introduction to the Markets
FINA1-CE9000/$750

Sec. 1: Sept. 28–Nov. 8. Gary Tsarsis, senior vice president, international equities trading, Jefferies LLC.

Sec. 2: Tues. Thurs. 6.30–9 p.m., Oct. 20–Nov. 17 (8 sessions). No class Nov. 3. Victor Drapala, senior risk management specialist, New York State Department of Financial Services.

Sec. 3: Mon. Wed. 6.45–9.15 p.m., Sept. 28–Oct. 28 (8 sessions). No class Sept. 30, Oct. 12. Seth Kadushin, Newedge USA.

An introduction to the securities markets provides the foundation needed for the study of finance. Learn the differences among stocks, bonds, commodities, futures, derivatives, options, and currencies. Topics include the history of capital markets and their function; risk/return trade-off; fundamental versus technical analysis; and contemporary investor attitudes, problems, and pitfalls. This course also lays the groundwork for *Fundamentals of Portfolio Management/FINA1-CE9001*, the introductory course to portfolio management. **CEU: 2.0. 50-Minute Hours: 24.**

EQUITY OR REAL ESTATE

Learn to analyze stocks with statistical tools, and understand real estate deals for profit potential and income generation.

Applied Equity Research: From Buy-Side and Sell-Side Perspectives
FINA1-CE9627/$795

Sec. 1: Mon. Wed. 6.30–9 p.m., Oct. 5–Nov. 2 (8 sessions). No class Oct. 12. Jimmy Pang. Michael Ting.

Understand the fundamentals of equity research from buy-side and sell-side perspectives. The course is segmented into two sections. The first three sessions offer the basic structure of the analytical approach to investment analysis. The remaining classes are devoted to live case analysis using the tools developed in the earlier class sessions. **CEU: 2.0.**

FIXED INCOME

Learn fixed-income management of bonds with valuation techniques among different interest rate scenarios and risk environments.

Fixed-Income Portfolio Management
FINA1-CE9015/$750

M *Sec. 1: Sat. 9 a.m.–3 p.m., Nov. 7–Dec. 5 (4 sessions). No class Nov. 28.* Zachary Michaelson, chief investment officer, Orthogonal Financial.

Develop an understanding of the theories and quantitative methods of portfolio optimization, forecasting, and risk management. This course covers market inefficiency, examining how it can be exploited through strategic development. Issues specific to the management of fixed-income portfolios, including funding, yield curve dynamics, and monetary economics, are covered. Additional topics include international markets and foreign exchange, financial market history, and the management of mortgage and credit instruments. *A basic understanding of statistics, college algebra, fixed-income securities, macroeconomics, and modeling in Excel is required. Prerequisite: Fixed-Income Securities/FINA1-CE9104 or equivalent knowledge.*
CEU: 2.0. 50-Minute Hours: 24.

Fixed-Income Securities
FINA1-CE9104/$750

Sec. 1: Tues. Thurs. 6.15–8.45 p.m., Sept. 29–Oct. 22 (8 sessions). John Uhlein.

Explore treasuries and agencies, municipals, mortgage pass-throughs and their derivatives, asset-backed securities, and corporate and convertible bonds in this introduction to domestic and international debt markets. Review the basics of pricing, the risk/return characteristics of fixed income and embedded option analysis, bond duration measures, convexity, credit and rating factors, basic portfolio applications, foreign bonds, emerging market debt, Brady bonds and rate swaps, tax and regulatory consequences, and historical returns. Examine the basics of bonds and their evaluation, as well as the market players. Establish a foundation and context for managing fixed-income portfolios. *Knowledge of algebra, basic probability, and Excel is required.* **CEU: 2.0. 50-Minute Hours: 24.**

RISK INTELLIGENCE

Behavioral Economics and Finance Theory
FINA1-CE9154/$795

Sec. 1: Tues. Thurs. 6.30–9 p.m., Oct. 6–29 (8 sessions). Joseph Matthews, vice president, wealth management, Merrill Lynch.

Delve into the thriving new field of behavioral economics and finance theory, and explore models that bring together human psychology and neoclassical economics. Course topics include heuristics (the theory that people often make decisions based upon generally accepted rules rather than rational analysis), framing (the different ways individuals react depending upon how ideas are first presented), and anomalies (the continued occurrence of unexpected and unlikely events deviating from the efficient market theory—and the reasons for them). Also, discuss the role and implementation of technical analysis for a security's buy-and-sell decision process. **CEU: 2.0.**

INFORMATION TECHNOLOGY

NYU School of Professional Studies Information Technology offerings cover the complete spectrum of IT disciplines—mobile technologies; web development; database, network, and systems administration; Java and C++; database development; and more. Programs are designed for those preparing to enter the industry, for experienced IT professionals who are interested in career advancement, and for individuals outside the industry who want to make better use of technology in their work. Expert instructors are committed to helping you become competitive in today's challenging job market.

Offerings in Information Technology include:

- **Over 100 Career Advancement Courses**, including many specifically designed to prepare you for in-demand IT industry certifications from Oracle, Cisco, Linux, and Microsoft
- **Career Advancement Programs of Study:** Business Technology *(page 29)*, Business Intelligence *(page 30)*, Oracle Database 12c Administrator Certified Professional (OCP) *(page 31)*, Healthcare Technology *(page 31)*, Oracle Database 12c Developer Certified Associate (OCA) *(page 32)*, iOS App Development *(page 33)*, Android App Development *(page 33)*, Microsoft SQL Server Specialist *(page 34)*, Healthcare Informatics *(page 35)*, C++ Programming *(page 35)*, Java Programming *(page 36)*, Web Development *(page 37)*, AMP Web Development *(page 37)*, Advanced Web Development *(page 38)*, and Web Development: MEAN Full Stack *(page 39)*
- **Master of Science in Management and Systems**, offered both online and in person, with concentrations in Database Technologies, Enterprise Risk Management, Strategy and Leadership, and Systems Management *(page 159)*
- **Graduate Certificates:** Core Business Competencies, Enterprise Risk Management, Information Technologies, and Strategy and Leadership *(page 160)*

For more information about Career Advancement offerings, visit sps.nyu.edu/it or call (212) 998-7200. To learn more about the graduate degree and certificates, visit sps.nyu.edu/msms, e-mail sps.gradadmissions@nyu.edu, or call (212) 998-7100.

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Personal Technology 35
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BUSINESS APPLICATIONS

Learn how to make business processes more efficient using industry-standard software and technology solutions. Business application offerings cover Microsoft Word, Excel, Access, and PowerPoint, as well as business-oriented utilization of the Internet and cloud computing.

Advanced Excel
INFO1-CE9902/$395

M *Sec. 1: Wed. 9 a.m.–5 p.m., Dec. 2.* Instructor TBA.

Become an Excel power user and increase your Excel efficiency. This hands-on course is designed for those who are already familiar with Excel but now want to learn advanced skills. Become equipped with powerful expertise in this key business application. Discover how to build advanced formulas to manipulate data, to link workbooks, to consolidate data across workbooks, and to validate data using pull-down menus. Be able to manipulate data using a PivotTable and a slicer, the powerful Excel tools that filter, summarize, and extract data. Become familiar with implementing conditional formatting and recording macros for automation. Learn how to protect worksheets, parse data into columns, delete duplicate records, and much more. *Software used in class: Microsoft Excel 2010. Operating System: Windows 7. Prerequisite: Introduction to Excel/INFO1-CE9906; Microsoft Office for Business Professionals/INFO1-CE9083; formal basic Excel training; or knowledge of the auto functions, the fill handle, fill handle options, and cell naming in Excel.*

Business/Systems Analysis and Design
INFO1-CE9022/$1,095

Sec. 1: Tues. 6.30–9.30 p.m., Oct. 13–Dec. 15 (10 sessions). Instructor TBA.

Learn the concepts and methods that allow you to analyze and design business systems. In this course, which is designed for systems professionals and nontechnical managers, apply a software development life cycle (SDLC) approach to generate effective, easy-to-understand business solutions. Various techniques for developing specifications, such as use cases and data modeling, are illustrated. Work in teams to address an actual business problem by identifying business requirements, and learn the process of prototyping in the computer lab. **CEU: 3.5.**

Emerging Technologies for the Internet and Cloud Computing
INFO1-CE9418/$1,095

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

New technologies have transformed the Internet and changed cloud computing models. Virtual machines on multicore processors make cloud computing possible along with parallel programming to utilize the multiprocessors. As the amount of main memory in servers dramatically increases, Internet and cloud databases are evolving to incorporate in-memory database techniques. Information stored on the web is finally becoming organized as a massively distributed linked database—the semantic web. Businesses are using online data capture and machine learning to analyze data accumulated from web activity and augmented reality to advertise and market products. While we wait to embrace the advantages of the newer IPv6, the specifications for an interplanetary Internet have already been defined. Discuss these and other emerging technologies relevant to the Internet and to cloud computing in this exciting course. *This course is offered in spring and fall semesters.* **CEU: 4.0.**

PROGRAM IN BUSINESS TECHNOLOGY

For individuals who use IT for business or who interact with IT professionals—from CIOs to database administrators—this suggested path of study provides the fundamentals of how IT systems work. It affords the comprehensive course work to:

- Gain an understanding of how to plan and to implement technology solutions to make business processes more efficient
- Enhance knowledge of the concepts and features of the distributed processing model known as client/server systems
- Develop the skills necessary for implementation, use, administration, and troubleshooting of a complete client/server system
- Acquire the ability to plan databases for business purposes

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Data Communication Networks
INFO1-CE9028 *(page 34)*

Database Design and Development
INFO1-CE9315 *(page 31)*

Business/Systems Analysis and Design
INFO1-CE9022 *(page 29)*

SUPPLEMENTAL COURSES

Internetworking Fundamentals
INFO1-CE9326 *(page 35)*

Emerging Technologies for the Internet and Cloud Computing
INFO1-CE9418 *(page 29)*

Windows Network Design, Security, and Administration with Active Directory
INFO1-CE9250 ❖

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

Intermediate Excel
INFO1-CE9907/$395

M *Sec. 2: Tues. 9 a.m.–5 p.m., Nov. 17.* Instructor TBA.

If you want to go beyond Excel basics, then take this hands-on course to learn how to do more with this powerful application. Learn to create and format column and pie charts, to calculate across worksheets, to manage and track contents, and to manipulate flat file databases. In class, forecast using "what-if" analysis, and use sparklines, automatic subtotals, and outlines. By the end of the course, be able to create timesaving forms and templates with ease and confidence. *Software used in class: Microsoft Excel 2010. Operating System: Windows 7. Prerequisite: Introduction to Excel/INFO1-CE9906; Microsoft Office for Business Professionals/INFO1-CE9083; formal basic Excel training; or knowledge of the auto functions, the fill handle, fill handle options, and cell naming in Excel.*

Introduction to Excel
INFO1-CE9906/$395

M *Sec. 1: Wed. 9 a.m.–5 p.m., Sept. 23.* Instructor TBA.

M *Sec. 2: Fri. 9 a.m.–5 p.m., Nov. 13.* Instructor TBA.

Gain a solid understanding of Excel's foundation, operations, basic calculation, and five most commonly used auto functions. Topics covered in class include using find-and-replace data and formats, copying formulas with relative and absolute cell reference, naming cells, filling data across sheets, copying and moving worksheets, and hiding and unhiding rows and columns. Learn to use the unique, timesaving Excel feature—the fill handle—to copy data, formulas, and fill series. Various formatting techniques are introduced. By the end of this hands-on course, be able to create basic professional workbooks. *Software used in class: Microsoft Excel 2010. Operating System: Windows 7. This course is for beginners and for self-taught Excel students who do not know how to use the fill handle or to name cells in Excel. Basic computer skills are required.*

Microsoft Access: Designing and Developing a Database
INFO1-CE9903/$595

Sec. 1: Thurs. 6.30–9 p.m., Nov. 5–Dec. 10 (5 sessions). No class Nov. 26. Instructor TBA.

Build a Microsoft Access database suitable for personal or small-business use, to store customer or product information or to hold contacts and marketing data. Review the keys to normalization. Learn how to import Excel spreadsheets, to use queries to access data, and to create and format reports. This course leads you from designing and building the database to adding and retrieving data. Learn how to create tables and to build a user interface and forms that allow users to quickly add, change, or retrieve data. Also, use VBA to enhance the power of Access. **CEU: 1.5.**

Microsoft Office for Business Professionals
INFO1-CE9083/$495

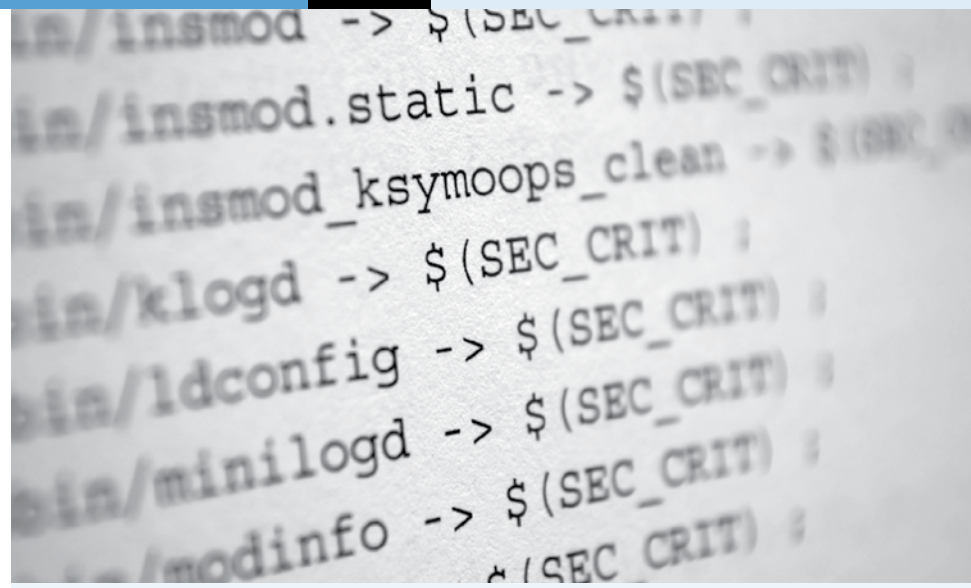
M *Sec. 1: Tues. 12–5 p.m., Oct. 6–27 (4 sessions).* Instructor TBA.

Microsoft Office is essential software for creating business documents, spreadsheets, presentations, and databases. In this hands-on course, learn to use each of the major components of the Office Suite, integrate them to produce complex reports with tables and graphics, and organize and back up files. Gain the requisite skills to maximize the use of personal computers in a business environment. *Software used in class: Microsoft Office Suite 2013. Operating System: Windows 7. This course is for beginners. It teaches the core of the basic level for each of the four Microsoft Office subjects. Basic computer skills are required.* **CEU: 2.0.**

PowerPoint: Winning Presentations' Comprehensive Techniques
INFO1-CE9904/$595

M *Sec. 1: Wed. 9 a.m.–5 p.m., Nov. 4–11 (2 sessions).* Instructor TBA.

A business presentation that conveys your ideas effectively can help you to close the deal. Learn to create winning presentations in this hands-on course that is designed for both new and self-taught PowerPoint users. Learn the basic tools using precision and time-saving features, such as creating a presentation automatically from a Word outline and using shortcuts keys. Become familiar with the important guidelines that are necessary to create successful business styles and design presentations. In order to support your ideas, learn how to insert tables, charts, organization charts, word art, clip art, and pictures, and then how to manipulate them in the slides. Be able to dress up your presentation with preset themes or to easily create your own designs. As you move on to the advanced features of PowerPoint, you will be creating dynamic presentations using master slides, slide transitions, and custom animations. At the end of the course, create and present PowerPoint slides as a slide show or as a Windows Media Video. *Software used in class: Microsoft PowerPoint 2013. Operating System: Windows 7. Basic computer skills are required.*



PROGRAM IN BUSINESS INTELLIGENCE

This program provides students with the skills and the expertise needed to design presentation-quality reports. In this suggested path of study, students can master this process using SQL Server Reporting Services and SAP Crystal Reports Designer, or through one of the two report-designing infrastructures coupled with developing and managing multidimensional cubes using MS SQL Server Analysis Services. Students who pursue this program in its entirety have the ability to:

- Access various data sources on MS SQL Server, DB2 OLAP cubes, and more
- Apply calculations and formulas
- Design presentation-quality reports using SQL Server Reporting Services and/or SAP Crystal Reports
- Develop multidimensional cubes using OLAP data sources
- Maintain and administer MS SQL Server Reporting Services and/or MS SQL Server Analysis Services solutions

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Microsoft SQL Server Reporting Services
INFO1-CE9726 *(page 30)*

Microsoft SQL Server Analysis Services Solutions
INFO1-CE9727 *(page 30)*

Microsoft SQL Server Integration Services Fundamentals
INFO1-CE9415 *(page 31)*

BUSINESS INTELLIGENCE

Business intelligence is a set of technologies that provides tools to convert raw data into useful information. These technologies provide software tools to query (SQL), to analyze (multidimensional analysis), and to generate reports (formatted reports, dashboards, and scorecards) based upon source data in order to arrive at accurate and timely answers and to allow for better business decision-making.

Microsoft SQL Server Analysis Services Solutions
INFO1-CE9727/$1,095

M *Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 24–Nov. 14 (4 sessions).* Instructor TBA.

Learn how to implement an Analysis Services solution in an organization. Use Analysis Services development tools to develop, deploy, maintain, and interact with multidimensional cubes. Analysis Services management and administrative tools are introduced for the management of Analysis Services solutions. **CEU: 3.0.**

Microsoft SQL Server Reporting Services
INFO1-CE9726/$1,095

M *Sec. 1: Sat. 9 a.m.–5 p.m., Sept. 26–Oct. 17 (4 sessions).* Instructor TBA.

Through hands-on training and lectures, learn to implement a Reporting Services solution in an organization. Using Reporting Services development tools, develop, deploy, and maintain reports with Reporting Services infrastructure within an SQL server. Hands-on lab work involves developing, extending, subscribing, scheduling, and securing SSRS Reports. The focus is on Report Designer; ad hoc reporting tools; data sources; modeling; and interactive reports with parameters, charts, crosstabs, expressions, and advanced formatting. **CEU: 3.0.**

PROGRAM IN ORACLE DATABASE 12C ADMINISTRATOR CERTIFIED PROFESSIONAL (OCP) (ONLINE)

This program is designed to prepare students for the Oracle Database 12c Administrator Certified Professional (OCP) exam. They gain a thorough understanding of the knowledge needed to take the #1Z0-063 exam. Upon completion of this suggested path of study, students have the ability to:

- Develop appropriate backup and recovery procedures to address business needs
- Implement backup and recovery settings and perform backup operations to disk and tape
- Employ recovery procedures
- Diagnose and repair data failures
- Use Flashback Technologies and data duplication to complement backup and recovery procedures
- Secure the availability of a database by appropriate backup and recovery strategies
- Create and manage a multitenant container database and pluggable databases
- Understand multitenant architecture
- Manage storage and security within a multitenant container database and pluggable databases
- Monitor performance and manage resources within a multitenant container database and pluggable databases
- Perform backup, recovery, and flashback operations on a multitenant container database and pluggable databases
- Manage the CDB and PDBs in specific configurations
- Perform operations like Oracle Data Pump transportation, loading, encryption, and auditing

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Oracle Database 12c: Backup and Recovery
INFO1-CE1002 *(page 32)*

Oracle Database 12c: Managing Multitenant Architecture
INFO1-CE1003 *(page 32)*

DATABASES

As part of the Oracle University System, the NYU School of Professional Studies offers Oracle-certified courses that employ the same course materials as Oracle University programs. The instructors have rigorous Oracle training and years of experience working for and consulting in corporations. The offerings include Oracle Database 12c courses to prepare for Oracle certification exams. Oracle exam discount vouchers are provided to course participants who complete select courses.

As an Oracle University, NYU is required to use Oracle's official curriculum and materials exclusively. Students must purchase course materials from the NYU Bookstore in the form of Oracle eKits. Hard copy materials are not available.

Database Design and Development
INFO1-CE9315/$1,150

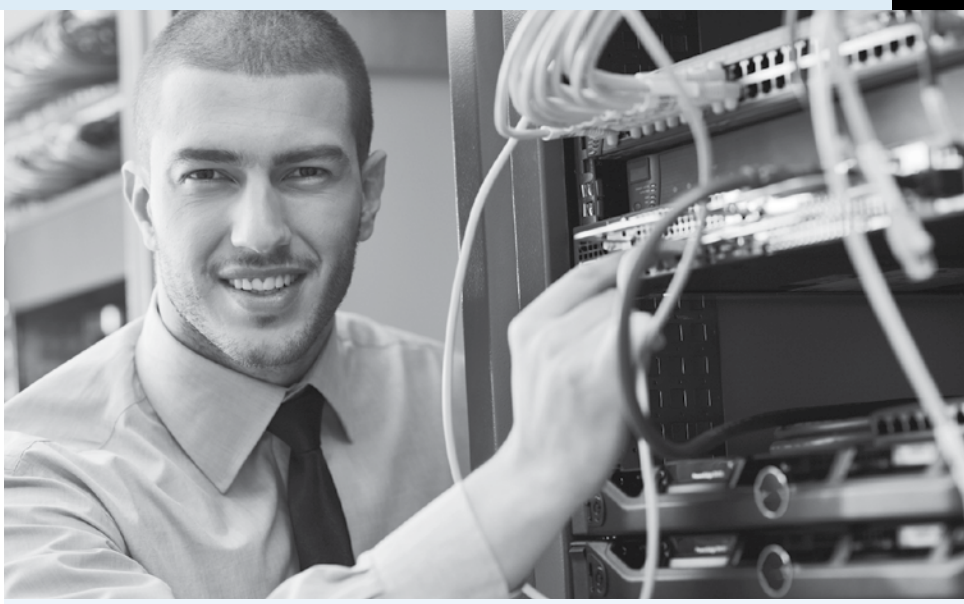
Sec. 1: Mon. 6–9.30 p.m., Oct. 5–Dec. 14 (10 sessions). No class Oct. 12.
Instructor TBA.

Business databases store information on products, clients, and transactions in a structured format. By applying techniques taught in class and creating a real business database system in the computer lab, learn how to analyze business processes to determine what data an application requires. Use entity-relationship modeling to define data entities, such as clients, their attributes, and their relationships to other entities. Understand how to define keys, join tables, normalize databases, design screens and reports, and construct queries using Structured Query Language (SQL). A business case study is presented along with computer lab exercises to combine theory and practice. **CEU: 4.0.**

Microsoft SQL Server Integration Services Fundamentals
INFO1-CE9415/$1,095

M *Sec. 1: Sat. 9 a.m.–5 p.m., Nov. 21–Dec. 19 (4 sessions). No class Nov. 28.*
Instructor TBA.

This course combines hands-on labs with lectures to teach MS Integration Services so you are able to develop and automate extraction, transformation, and loading processes with some of the available and frequently used tasks and variables. Gain an introduction to Integration Services package development, control and data flow tasks and their ability to be performed sequentially or in parallel, use of precedence constraints, and the interplay of these in data warehouse design. In a hands-on lab environment, learn about deployment, configuration, and scheduling of developed SSIS packages to automate the processes in a secure environment. *Some database exposure/experience is helpful.* **CEU: 2.5.**



PROGRAM IN HEALTHCARE TECHNOLOGY (ONLINE)

With the federal government allocating millions of dollars to healthcare facilities to computerize medical records and processes, the demand for healthcare technology experts has never been greater. Digitizing historical information, properly securing high risk networks, and analyzing massive amounts of data are just a few of the necessary skills one needs to work in the field. This online program is designed to empower students with the knowledge to navigate this growing market and become experts in managing IT in the healthcare industry. Those students who pursue this suggested path of study in its entirety will be able to:

- Manage networks and databases
- Analyze and implement data security
- Prepare for disaster recovery

For students seeking to obtain a more comprehensive study approach of the healthcare industry on the administrative level, it is recommended that they pair this program with the program in Healthcare Informatics *(page 35)*. Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those without basic knowledge of IT in the healthcare industry are advised to take the following:

Introduction to Healthcare and Medicine
INFO1-CE9819 *(page 35)*

FOUNDATIONAL COURSES

Clinical Database Systems
INFO1-CE9031 ❖

Clinical Networks
INFO1-CE9033 ❖

Clinical Data Security and Disaster Recovery
INFO1-CE9032 ❖

Oracle Database 11g: Administer a Data Warehouse
INFO1-CE9617/$1,395

Sec. 1: Tues. Thurs. 6–9.30 p.m., Nov. 3–24, Dec. 1 (8 sessions). Instructor TBA.

Understand the basic concepts of administering a data warehouse. Learn to use various Oracle Database features to improve performance and manageability in a data warehouse. The course teaches you how to implement partitioning; to use parallel operations to reduce response time; to extract, transform, and load data; and to create materialized views to improve data warehouse performance. Become proficient in using query rewrite to quickly answer business queries, SQL Access Advisor and PL/SQL procedures to tune materialized views for fast refresh and query rewrites, and parallel operations to reduce response time for data-intensive operations. Also, discuss star schema design and the benefits of partitioning. **CEU: 3.0.**

Oracle Database 12c: Administration I
INFO1-CE1001/$1,395

Sec. 1: Mon. Wed. 6–9.30 p.m., Oct. 14–Nov. 18 (10 sessions). No class Nov. 11.
Instructor TBA.

Gain the key information you need to install and administer Oracle Database 12c. This course prepares you to take the #1Z0-062 Oracle Database 12c: Installation and Administration Exam to become an Oracle Certified Associate (OCA). Discover how you can effectively install and manage an Oracle Database instance. Create a container database and provision pluggable databases to support your business needs. Benefit from learning how to configure the Oracle Network Environment to perform database maintenance. *Prerequisite: Oracle Database 12c: Introduction to SQL/INFO1-CE1000 or demonstrable equivalence.* **CEU: 4.0.**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN ORACLE DATABASE 12C DEVELOPER CERTIFIED ASSOCIATE (OCA)

The Oracle Database 12c Developer Certified Associate (OCA) certification requires that students to take two separate exams: the #1Z0-061 Oracle Database 12c: SQL Fundamentals Exam and the #1Z0-144 Oracle Database 11g: Program with PL/SQL, and this program prepares students to take both. Those who complete this suggested path of study will have the ability to:

- Ensure refined code by developers
- Create reports of sorted and restricted data
- Run data manipulation statements (DML)
- Control database access to specific objects
- Manage schema objects and objects with data dictionary views
- Retrieve row and column data from tables
- Control privileges at the object and system level
- Create indexes and constraints; alter existing schema objects
- Create and query external tables
- Conditionally control code flow (loops, control structures)
- Use PL/SQL packages to group and contain related constructs
- Create triggers to solve business challenges
- Use some of the Oracle supplied PL/SQL packages to generate screen output and file output
- Create anonymous PL/SQL blocks, functions, and procedures
- Declare PL/SQL variables
- Manage PL/SQL subprograms, triggers, declaring identifiers, and trapping exceptions
- Understand and influence the PL/SQL compiler and manage dependencies
- Create anonymous PL/SQL blocks, focusing on stored procedures and functions

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Oracle Database 12c: Introduction to SQL
INFO1-CE1000 *(page 32)*

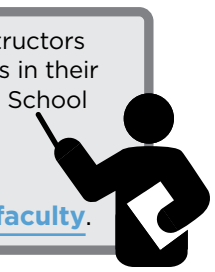
Oracle Database 12c: Program with PL/SQL
INFO1-CE1006 *(page 32)*

Oracle Database 12c: Backup and Recovery
INFO1-CE1002/$1,395

Sec. 1: Mon. Wed. 6–9.30 p.m., Oct. 14–Nov. 18 (10 sessions). No class Nov. 11. Instructor TBA.

This course teaches you how to evaluate your own recovery requirements. Develop appropriate strategies for backup, restore, and recovery procedures from provided scenarios. Gain a deeper understanding of possibly the most important responsibility of a database administrator—backup and recovery. The concepts and architecture that support backup and recovery, along with the steps required to carry it out in various ways and situations, are covered in detail. *Prerequisites: Oracle Database 12c: Introduction to SQL/INFO1-CE1000 and Oracle Database 12c: Administration I/ INFO1-CE1001, or demonstrable equivalence.* **CEU: 4.0.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.



Oracle Database 12c: Introduction to SQL
INFO1-CE1000/$1,395

Sec. 1: Sat. 9 a.m.–5 p.m., Sept. 12–Oct. 17 (6 sessions). Instructor TBA.

This introduction to SQL helps you to write subqueries, combine multiple queries into a single query using SET operators, and report aggregated data using group functions. Gain the ability to understand the basic concepts of relational databases, ensure refined code by developers, create reports of sorted and restricted data, run data manipulation statements (DML), control database access to specific objects, and manage schema objects. Study how to retrieve row and column data from tables, control privileges at the object and system level, create indexes and constraints, alter existing schema objects, and create and query external tables. Learn advanced features of SQL that help you to query and manipulate data within the database, to use the dictionary views to retrieve metadata, and to create reports about schema objects. Some of the date-time functions available in the Oracle Database are covered. Discuss how to use the regular expression support in SQL. The main development tool used in this training is Oracle SQL Developer. SQL*Plus is available as an optional development tool. **CEU: 4.0.**

Oracle Database 12c: Managing Multitenant Architecture
INFO1-CE1003/$1,395

Sec. 1: Mon. Wed. 6–9.30 p.m., Nov. 30–Dec. 16 (6 sessions). Instructor TBA.

This course helps you to gain a conceptual understanding of multitenant architecture. Practice plugging and unplugging databases in multitenant container databases, while learning how to create common and local users and to administer database security that meets your business requirements. Explore all aspects of the multitenant architecture, including detailed information on the components of an Oracle multitenant container database and any associated pluggable databases. Learn why and how to create and manage a multitenant container database and any associated pluggable databases with storage structures appropriate for the business applications. Provide an acceptable response time to users and manage resources effectively while monitoring performance and manage resources within the multitenant container database. *Prerequisite: Oracle Database 12c: Backup and Recovery/INFO1-CE1002 or demonstrable experience.* **CEU: 4.0.**

Oracle Database 12c: New Features for Administrators
INFO1-CE1004/$1,395

Sec. 1: Tues. Thurs. 6–9.30 p.m., Sept. 29–Oct. 29 (10 sessions). Instructor TBA.

This course prepares you for the #1Z0-060 Upgrade to Oracle 12c Exam, for which Oracle requires that students take the Oracle Database 12c: New Features for Administrators course, which corresponds to this course. Learn about the new and enhanced features of Oracle Database 12c, and gain an understanding of how these features increase security, manageability, and performance. Explore the many new features of this update, as well as Oracle Enterprise Manager Cloud Control and other tools like Oracle Enterprise Manager Database Express SQL Developer to manage, monitor, and administer your data center. Learn the new concept of multitenant architecture, along with its benefits and usage. This includes tasks such as creating, managing, monitoring, backing up, and recovering multitenant container databases and pluggable databases. Hands-on practice and available demonstrations help you to learn how to use these new or enhanced features of Oracle Database 12c. *This course is for students that have completed Oracle Database 11g certification and want to upgrade to Oracle Database 12c.* **CEU: 4.0.**

Oracle Database 12c: Program with PL/SQL
INFO1-CE1006/$1,395

Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 24–Dec. 5 (6 sessions). No class Nov. 28. Instructor TBA.

Gain an introduction to PL/SQL. Learn how to create PL/SQL blocks of application code that can be shared by multiple forms, reports, and data management applications. Enhance your skills by learning to develop, execute, and manage PL/SQL stored program units like procedures, functions, packages, and database triggers. An understanding of how to debug functions and procedures using the SQL Developer gives way to refined lines of code. Utilize some of the Oracle-supplied packages, such as Dynamic SQL, that help you to understand design considerations when coding using PL/SQL. Use Oracle SQL Developer to develop these program units. SQL*Plus and JDeveloper are introduced as optional tools. *Prerequisite: Oracle Database 12c: Introduction to SQL/ INFO1-CE1000.* **CEU: 5.0.**

IT AUDIT

IT auditing is an important area of focus for corporations and accounting firms, as they must be familiar with industry best practices and must comply with control measures required by legislative bodies. These courses give those with or without auditing experience the professional technology and management knowledge and skills that can be readily applied to real-world IT auditing assignments.

NEW

Cyber Security: Advanced Topics
INFO1-CE9011/$1,095

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Nov. 24–Dec. 22 (8 sessions). No class Nov. 26. Instructor TBA.

In this lab-based course, write your own tools and learn about programming concepts, password cracking, port scanning, fuzzing, exploit development, advanced forensic topics, and web application scanners. Typical labs focus on advanced Metasploit, basic programming for security topics, advanced Windows exploitation, advanced web attacks and defense, password cracking, and advanced malware analysis. *Prerequisites: Cyber Security: Hacking Understood/INFO1-CE9012 and Cyber Security: Defending Technology Assets/ INFO1-CE9010, or equivalent knowledge.* **CEU: 2.0.**

NEW

Cyber Security: Defending Technology Assets
INFO1-CE9010/$1,095

Sec. 1: Mon. Wed. 6.30–9.30 p.m., Oct. 14–Nov. 30 (12 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Design and build trusted systems in this lab-based course. Learn how to prevent common attacks, understand how worms and viruses behave, and investigate how recent Internet attacks might have been thwarted. This course focuses on various solutions used to secure networks, as well as forensic reviews of security incidents. Lab topics include packet analysis with Wireshark and tcpdump, malware analysis (static and dynamic), mobile and cloud security, VPN and remote access technology, endpoint and network detection strategy, and forensics acquisition and analysis. *Prerequisite: Cyber Security: Essentials/INFO1-CE9985 or equivalent knowledge.* **CEU: 4.0.**

NEW

Cyber Security: Essentials
INFO1-CE9985/$1,095

Sec. 1: Mon. Wed. 6.30–9.30 p.m., Sept. 14–Oct. 7 (8 sessions). Instructor TBA.

This lab-based course introduces the core concepts of cyber security: risk, governance, access control, incident response, auditing and monitoring, and recovery. Learn how policies, standards, procedures, and guidelines are established to ensure confidentiality, integrity, and availability. Gain an understanding of countermeasures and prevention techniques for managing malicious threats. Also, discover in depth how security is implemented within multiple technology environments, such as client/server, network devices, virtualization, and the Internet. Typical lab topics include the OSI model and TCP/IP suite; mobile and cloud security; malware analysis; basics of the Internet, protocols, routing, and applications; basic packet analysis; and vulnerabilities, threats, and risk concepts. **CEU: 2.5.**

NEW

Cyber Security: Hacking Understood
INFO1-CE9012/$1,095

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Oct. 13–Nov. 19 (12 sessions). Instructor TBA.

In this course, assume the role of a hacker and use the latest tools and techniques to attack a system. Classes focus on common vulnerabilities in operating systems, architecture, and protocols. Extensive hands-on labs that use exploit distributions and Internet attack tools show you how common networks, hosts, and websites are compromised. Typical lab topics include packet analysis with Wireshark and tcpdump, packet crafting, an introduction to cryptography, reconnaissance and discovery tools (nmap and DNS), vulnerability scanners and hacking websites, and exploiting vulnerabilities with Metasploit. *Prerequisite: Cyber Security: Essentials/INFO1-CE9985 or equivalent knowledge.* **CEU: 4.0.**

MOBILE WEB

The explosive growth of mobile web use has created an increasing demand for software designers and developers who can create entrepreneurial and corporate mobile apps. Gain an understanding of platform technologies, devices, design principles, and techniques unique to mobile and wireless software apps, and learn to develop and to market apps for personal or enterprise-specific use.

Advanced Android App Development
INFO1-CE9417/$1,295

S *Sec. 1: Sat. 9 a.m.–5 p.m., Nov. 14–Dec. 19 (5 sessions). No class Nov. 28.* Instructor TBA.

Building upon the material covered in *Intermediate Android App Development*, this course focuses on more advanced topics of the Google Android platform. In class, concentrate on working with Android hardware, including GPS, the camera, and various sensors, as well as with advanced OS topics, such as background tasks and asynchronous operations. Other topics include the basics of several Google APIs, including Google Maps; the Android file system to save/retrieve data; Media Services (audio/video); styles, themes, and customization of the Android user interface; transfer of data using the Internet; Structured Query Language and SQLite database applications; and SMS and phone integration. *Prerequisite: Intermediate Android App Development/INFO1-CE9705.* **CEU: 3.0.**

Advanced iOS App Development
INFO1-CE9704/$1,295

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Nov. 17–Dec. 22 (10 sessions). No class Nov. 26. Instructor TBA.

Learn to create games with Sprite Kit (a framework to create high-performance, battery-efficient 2D games) and Scene Kit (a high-level 3D graphics framework to create 3D animated scenes and effects). Work with photos and videos from the camera using PhotoKit and Camera API, and read and write SQLite databases. Write app extensions that extend custom functionality and content beyond your app, and make them available to users while they're using other apps. Learn all about Text Kit and auto layout. Build apps with the new Cloud Kit framework, and store and retrieve your app data easily, securely, and efficiently. *Students do not need an iPad or iPhone but must have a Mac for out-of-class work. This course is offered in spring and fall semesters. Prerequisite: Intermediate iOS App Development/INFO1-CE9236 or equivalent knowledge.* **CEU: 3.5.**

PROGRAM IN IOS APP DEVELOPMENT

This program of study provides a comprehensive set of courses in iOS app development that takes students from developing a concept to implementing and marketing an iOS app. Students gain in-depth knowledge of the iOS application development platform from a technological standpoint, as well as familiarity with the graphic design elements that are crucial for building an attractive and highly functional app. They learn about website requirements for supporting well-designed iOS apps and marketing considerations that ensure successful acceptance of the resultant apps. An accelerated path of study also is offered in summer. Taken in its entirety, either path of study prepares students to:

- Develop code and applications that conform to specifications on iOS platforms
- Unit-test programs and work through the quality assurance cycle
- Utilize the iPhone's unique capabilities, such as gestures, the accelerometer, and the GPS interface
- Employ the principles of visual design to the reduced display area of mobile devices
- Apply concepts of marketing to the mobile environment to deliver information when users want it and in which form they find most useful

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to iOS App Development
INFO1-CE9982 *(page 34)*

Intermediate iOS App Development
INFO1-CE9236 *(page 34)*

Advanced iOS App Development
INFO1-CE9704 *(page 33)*

ACCELERATED PATH OF STUDY

FOUNDATIONAL COURSE

iOS App Development Summer Intensive
INFO1-CE9913 ❖

PROGRAM IN ANDROID APP DEVELOPMENT

This program of study provides comprehensive training in Android app development in the Java language. Students learn to develop applications that run on the Android OS platform. They may choose to study at a regular or more accelerated pace. Upon completion, each path provides students with:

- The basic techniques required for developing apps for the Android OS platform
- The advanced skills needed to develop sophisticated Android apps that meet market needs
- Knowledge of best practices for creating websites for mobile and tablet applications

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to Android App Development
INFO1-CE9614 *(page 34)*

Intermediate Android App Development
INFO1-CE9705 *(page 34)*

Advanced Android App Development
INFO1-CE9417 *(page 33)*

ACCELERATED PATH OF STUDY

FOUNDATIONAL COURSE

Android App Development Summer Intensive
INFO1-CE9416 ❖

Creating Websites for Mobile Devices
INFO1-CE9786/$595

W *Sec. 1: Sat. 1.10–5.10 p.m., Sept. 12–26 (3 sessions).* Instructor TBA.

This course provides the ideal starting point for catching up with the mobile web—an exciting area of continuing growth and innovation. Use standard web technologies, notably HTML5 and CSS3, to create websites optimized for viewing on today's mobile web browsers. Design user interfaces appropriate for touchscreen devices. Understand how different strategies can increase mobile device access to your website, and learn how to make your webpage more responsive to different device dimensions. **CEU: 1.5.**

Intermediate Android App Development
INFO1-CE9705/$1,295

S *Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 10–Nov. 7 (5 sessions).* Instructor TBA.

Learn to develop applications that run on Android OS, and then make them available to the world using the Google Play store. Learn to build effective Android user interfaces with the latest design guidelines. Develop familiarity with the many objects and libraries that make up Android and know how and when to use them. Learn how to localize applications for distribution in other countries and how to package and deploy your Android apps to the Google Play store. This hands-on course provides a review of the more complex Java used in the Android ecosystem, but you should already have an understanding of Java basics, such as variables, loops, functions, and conditionals. *Students do not need an Android phone but must have an Intel Mac or Windows PC for out-of-class work. This course is offered in spring and fall semesters. Prerequisite: Introduction to Android App Development/INFO1-CE9614.* **CEU: 3.5.**

Intermediate iOS App Development
INFO1-CE9236/$1,295

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Oct. 13–Nov. 12 (10 sessions). Instructor TBA.

W *Sec. 3: Sun. 10 a.m.–1.45 p.m., Oct. 4–Nov. 22 (8 sessions).* Instructor TBA.

Create native applications for Apple multitouch devices such as the iPhone, iPad, and iPod Touch using Xcode 6. Build upon your development knowledge by learning about object-oriented programming using the Objective-C and Swift languages, which illustrates how to use Cocoa for the iOS framework of classes, protocols, functions, and objects. Acquire the essentials for becoming a solid iOS developer, and explore the concepts of creating an appealing user interface. Learn to create applications that use maps; location services; media, such as images, audio, and video; data storage and retrieval; integrated hardware, such as the camera and compass; and more. In this hands-on course, gain experience writing a variety of mobile applications. *Students do not need an iPhone or iPad but must have a Mac for out-of-class work. Prerequisite: Introduction to iOS App Development/INFO1-CE9982.* **CEU: 3.5.**

Introduction to Android App Development
INFO1-CE9614/$1,295

S *Sec. 1: Sat. 9 a.m.–5 p.m., Sept. 12–Oct. 3 (4 sessions).* Instructor TBA.

This course provides a detailed introduction to the Java programming language for Android. If you have little or no prior programming experience, then gain an introduction to key programming concepts, including variables, decision structures, lists, and arrays. Topics include the installation and configuration of Java JDK, Eclipse IDE, and Android SDK, all of which are free, open-source software available for Windows, OS X, and Linux. Receive an overview of Java and object-oriented programming from Android's perspective, including Java language syntax, statements, terms, concepts, and techniques. *This course is offered in spring and fall semesters. This is an introductory course and assumes that students have no previous programming experience.* **CEU: 1.0.**

Introduction to iOS App Development
INFO1-CE9982/$1,295

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Sept. 15–Oct. 8 (8 sessions). Instructor TBA.

Do you want to learn how to create iPhone and iPad applications but don't have any programming experience? This course introduces you to the coding skills that are required to begin developing your own iOS applications from scratch. Gain an understanding of Objective-C (the primary language for the Apple iOS platform) and Swift (the new programming language introduced at WWDC 2014), object-oriented programming, and MVC and its uses. Even if this course is your first foray into programming, once you complete it, you will have the knowledge that you need to succeed in *Intermediate iOS App Development/INFO1-CE9236. Students do not need an iPad or iPhone but must have a Mac for out-of-class work. This class is offered in spring and fall semesters.* **CEU: 1.0.**

NETWORKS, SYSTEMS, AND ADMINISTRATION

Network administration and computer systems administration are among the most important areas in IT today. These courses provide start-to-finish training for beginners and experts, and they prepare you to attain industry certifications from companies such as Cisco and Microsoft.

Clinical Communications and Group Dynamics
INFO1-CE9030/$800

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Nov. 12–Dec. 3 (6 sessions). No class Nov. 26. Instructor TBA.

This course introduces interpersonal management techniques that are used to interface with various stakeholders in healthcare facilities when designing, developing, and implementing project plans. Acquire the fundamentals of managing a diverse group working to implement such projects, with a focus on virtual project teams, shared values, relationship capital, team-driven planning, real-time planning, rapid planning, and leadership. Topics include fundamental group dynamics; conflict avoidance, mediation, and resolution; positive and disruptive roles; effective communication and its barriers; communication plans; techniques, such as stakeholder assessments and SBAR; stages of adoption; and effective listening. **CEU: 2.5.**

Clinical Systems Analysis
INFO1-CE9023/$800

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Oct. 6–22 (6 sessions). Instructor TBA.

This course introduces the techniques used to analyze clinical needs of healthcare operations. Then, it teaches you how to translate those needs into technical requirements for healthcare informatics systems. Learn how to dissect healthcare operations into clear, distinct processes using flow charts, leveling diagrams, pseudo-code, and other tools that facilitate the depiction of complex systems into understandable modules. Study fundamental clinical system analysis concepts through real-world group assignments, problem solving, and projects. In addition, gain an understanding of how to analyze information required by the healthcare process, to describe stakeholders' interactions during the process, to define calculations and error detection requirements, and to design screens and reports to be used by healthcare professionals. *Prerequisite: Introduction to Healthcare and Medicine/INFO1-CE9819.* **CEU: 2.5.**

Data Communication Networks
INFO1-CE9028/$1,095

Sec. 1: Mon. 6–9.30 p.m., Sept. 21–Nov. 30 (10 sessions). No class Oct. 12. Instructor TBA.

Business productivity depends not only on computers but also on complex networks of computers. This course, designed for nontechnical managers and those entering careers in network administration, teaches the essentials of data communication. Gain an understanding of how information is transmitted on local area networks, wide area networks, wireless networks, and the Internet. Learn about common network protocols; the seven-layer network model; network hardware, such as hubs, routers, and switches; network management; and network security and its maintenance. **CEU: 4.0.**

PROGRAM IN MICROSOFT SQL SERVER SPECIALIST

This program provides students with a thorough understanding of primary architecture, design, implementation, performance monitoring, optimizations, and tuning necessary to become a Microsoft SQL Server Specialist. Students learn the necessary skills to design and to manage presentation-quality reports using MS SQL Server Reporting Services, and to develop and manage multidimensional cubes using MS SQL Server Analysis Services. They may choose to specialize in several aspects of SQL Server software. Those who choose to take this program in its entirety have the ability to:

- Understand Microsoft SQL Server architecture
- Build and maintain MS SQL Server databases, and maintain database security
- Perform backup and recovery tasks and techniques
- Maintain and administer MS SQL Server Reporting Services, design presentation-quality reports using Reporting Services, and implement MS SQL Server Reporting Services solutions
- Maintain and administer MS SQL Server Analysis Services
- Develop multidimensional cubes using OLAP data sources

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Microsoft SQL Server Reporting Services
INFO1-CE9726 *(page 30)*

Microsoft SQL Server Analysis Services Solutions
INFO1-CE9727 *(page 30)*

Microsoft SQL Server Administration
INFO1-CE9363 *(page 35)*

Microsoft SQL Server Integration Services Fundamentals
INFO1-CE9415 *(page 31)*

PROGRAM IN HEALTHCARE INFORMATICS (ONLINE)

This program of study, offered entirely online, focuses on the administrative structure of the healthcare industry. Students learn how to analyze various systems and manage clinical communications within diverse group settings. The curriculum addresses the resources and methods for managing health information. Training in healthcare project management and in contracts, procurement, and negotiations rounds out the program to give students a comprehensive view of managing healthcare informatics. Taken in its entirety, this program enables students to:

- Manage vendor relationships
- Understand and apply project management principles
- Create work flows
- Develop and adopt IT innovations for the healthcare industry

For students seeking to obtain a more comprehensive study approach in the healthcare industry on the technology side, it is recommended that they pair this program with the program in Healthcare Technology *(page 31)*. Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those without basic knowledge of IT in the healthcare industry are advised to take the following:

Introduction to Healthcare and Medicine
INFO1-CE9819 *(page 35)*

FOUNDATIONAL COURSES

Clinical Systems Analysis
INFO1-CE9023 *(page 34)*

Project Management for Healthcare
PROJ1-CE8646 *(page 54)*

Clinical Communications and Group Dynamics
INFO1-CE9030 *(page 34)*

Contracts, Procurement, and Negotiation for Project Managers
PROJ1-CE8620 *(page 52)*

Internetworking Fundamentals
INFO1-CE9326/$1,095

Sec. 1: Mon. 6–9.30 p.m., Sept. 21–Nov. 30 (10 sessions). No class Oct. 12. Instructor TBA.

Gain a thorough understanding of internetworking principles, such as connecting and managing an integrated network system from LAN to WAN. Learn how basic networking components work and how they are put together to implement a system by following simple design guidelines—including Cisco's campus architectures, which are used throughout the industry. Examine the fundamentals of the Open System Interconnection model, and master the basics of computer networking, including contemporary network services, transmission media, protocols, IP addressing schemes, basic switching and routing algorithms, client-server interaction, emerging networking trends and technologies, and security and privacy topics. **CEU: 4.0.**

Introduction to Healthcare and Medicine
INFO1-CE9819/$400

Sec. 1: Sept. 22–Oct. 1. Instructor TBA.

If you lack the foundational understanding of how technology intersects with the healthcare and medical industries, then this course can provide you with a comprehensive overview. Learn the inner workings of the health industry, including healthcare facility operations, clinical patient care, financial reimbursements, and the roles and responsibilities of the healthcare team. **CEU: 1.0.**

Linux
INFO1-CE9518/$1,095

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

Gain a basic understanding of Linux system administration and hands-on experience working in Red Hat Enterprise Linux 6. Learn to install and administer Linux. Strengthen your knowledge of networking, scripting, services, security, hardware and software setup, and maintenance. This course prepares you for the Red Hat Certified Technician certification and is intended for IT professionals with some command-line experience in Linux or UNIX who wish to enhance their skills by learning system administration. **CEU: 3.5.**

Microsoft SQL Server Administration
INFO1-CE9363/$1,095

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Microsoft SQL Server is a leading relational database management system for the Windows platform and an increasingly important competitor in the overall database market. This skill-based course teaches you how to design and administer SQL Server databases. Learn how to install and configure SQL Servers; to create, modify, and populate databases; to back up and restore data; to administer database security; and to monitor performance and availability. By the end of the course, be able to take responsibility for assuring that system users have ready access to all data they are authorized to view or change.

PERSONAL TECHNOLOGY

User-friendly technologies allow anyone—not just IT professionals—to employ technology for activities such as creating a personal website.

Create Your Own Website in Three Easy Sessions
INFO1-CE9131/$495

W *Sec. 1: Sat. 9 a.m.–1 p.m., Sept. 12–26 (3 sessions).* Instructor TBA.

Publishing a website does not have to be complicated or expensive. Whether your goal is to promote a small business or to document family history, this course demonstrates how to build a site tailored to your specific needs. Create simple webpages and structure content using the correct HTML tags. Choose and secure a web address or domain name. Publish the site using a free or low-cost web host, and expand the site by adding graphic elements using CSS. **CEU: 1.0.**

PROGRAMMING

Learn the programming languages most in demand today—including Java, C#, PHP, and C++—along with the fundamentals of software engineering, analysis, design, and a wide array of specialized skills.

Advanced C++ Programming
INFO1-CE9265/$1,095

Sec. 1: Thurs. 6–9.30 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Instructor TBA.

Build on the skills learned in *Intermediate C++ Programming* with three applications of operator overloading: formatted and file I/O; dynamic memory allocation; and standard containers, such as vector, list, and string. Then, concentrate on building classes using the different varieties of inheritance: single and multiple, virtual and non-virtual, public and private, and inheritance from an abstract base class with pure virtual functions. See how object-oriented design results in maintainable, extensible architectures. Explore the implementations of, and alternatives to, inheritance. Report and recover from runtime errors by throwing and catching exceptions. *Prerequisite: Intermediate C++ Programming/ INFO1-CE9264 or equivalent knowledge.* **CEU: 4.0.**

Advanced Java Programming
INFO1-CE9271/$1,095

Sec. 1: Oct. 27–Dec. 15. Instructor TBA.

Expand your understanding of the Java programming language and standard Java APIs by developing Java solutions for distributed computing, the web, and database connectivity. Learn about Java's advanced core technologies and features, including reflection; network programming with unicast and multicast sockets; advanced multithreaded programming; unicast and activatable RMI client/server programming; parsing, validating, and transforming XML documents; advanced Swing GUI programming; and basic servlet and JSP programming. Hands-on exercises reinforce concepts covered in lectures. *Prerequisite: Intermediate Java Programming/INFO1-CE9269 or equivalent knowledge.* **CEU: 4.0.**

PROGRAM IN C++ PROGRAMMING

A versatile and powerful object-oriented programming language, C++ is widely used today in business and in scientific applications. Talented C++ programmers are needed to develop desktop software, including operating systems, productivity software, and games. Through this suggested path of study, students gain an in-depth understanding of C++ syntax and semantics and are able to:

- Develop code and applications that conform to specifications
- Unit-test programs and work through the QA cycle
- Understand the full software development life cycle
- Apply concepts of class hierarchies, syntax, functions, classes, methods, and the Standard Template Library (STL)

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those without C++ programming experience are advised to take the following:

Introduction to C/C++ Programming
INFO1-CE9008 *(page 36)*

FOUNDATIONAL COURSES

Intermediate C++ Programming
INFO1-CE9264 *(page 36)*

Advanced C++ Programming
INFO1-CE9265 *(page 35)*

SUPPLEMENTAL COURSES

Object-Oriented Analysis and Design
INFO1-CE9267 *(page 36)*

C++ for Financial Engineering
INFO1-CE9723 *(page 36)*

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

PROGRAM IN JAVA PROGRAMMING

Java allows programmers to harness the power of the network. Because Java runs on browsers, desktops, servers, and even consumer devices like smartphones, it is widely used for web-based applications by software developers and by companies building in-house applications. Designed for those with prior programming experience, as well as anyone just entering in the field, this program is a student's passport to a career as a Java programmer. Those who pursue this suggested path of study in its entirety are able to:

- Develop server-side applications, and write software that runs on multiple platforms
- Create Java programs that run in a web browser or on a mobile device
- Understand Java technologies, including J2EE, J2ME, and XML

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those without programming experience are advised to take the following:

Introduction to Java Programming
INFO1-CE9238 *(page 36)*

FOUNDATIONAL COURSES

Intermediate Java Programming
INFO1-CE9269 *(page 36)*

Advanced Java Programming
INFO1-CE9271 *(page 35)*

Object-Oriented Analysis and Design
INFO1-CE9267 *(page 36)*

NEW

Advanced Python Programming
INFO1-CE9986/$1,095

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Dec. 2 (10 sessions). No class Nov. 25. Instructor TBA.

Achieve the mastery of Python necessary to become a team leader and architect. Explore advanced techniques and principles in object-oriented class design. Develop powerful applications with Python's newest core features, including metaclasses, descriptors, decorators, class slots, and properties. Study Python's underlying C implementation, and learn how to optimize your code for time and memory efficiency. Acquire knowledge of threading and multiprocessing techniques, and learn how to set up a programming environment using pip, virtualenv, and automated testing. *Prerequisite: Intermediate Python Programming/INFO1-CE9980 or equivalent knowledge.* **CEU: 3.5.**

C++ for Financial Engineering
INFO1-CE9723/$1,095

W *Sec. 1: Fri. 6.30–9.30 p.m., Oct. 2–Dec. 11 (10 sessions). No class Nov. 27.* Instructor TBA.

Gain an overview of how to apply the object-oriented and generic features of the C++ programming language to create robust and flexible applications in the financial arena. This advanced course teaches the C++ programming tools needed to model and create financial instruments including plain vanilla options; to calculate option sensitivities such as delta, gamma, and theta; to model finite difference methods for one-factor Black-Scholes models; to create C++ classes for numerical analysis applications in finance; and to design Monte Carlo simulations and binomial tree models that numerically compute the prices of options. *This course is offered in spring and fall semesters. Prerequisites: Advanced C++ Programming/INFO1-CE9265 or equivalent knowledge, and Financial Futures and Options in Risk Management/FINA1-CE9235 or equivalent college-level mathematics.* **CEU: 3.5.**

Intermediate C++ Programming
INFO1-CE9264/$1,095

Sec. 1: Wed. 6–9.30 p.m., Sept. 23–Dec. 9 (10 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

This hands-on course provides a thorough review of data types, type conversion, flow control, pointers, references, arrays, functions, dynamic memory allocation, and expression evaluation. It also introduces object-oriented programming with an emphasis on modeling the problem domain and code reuse. Step by step, learn the C++ class construct and its key features, providing full implementation of abstract data types. This course covers function and operator overloading, the use of references, and the scope and access control mechanisms of C++. Extensive programming examples and exercises are provided. The course is designed so that the programming can be used in any environment supporting an ANSI C++ compiler. *Knowledge of pointers and structures in the C language is required.* **CEU: 4.0.**

Intermediate Java Programming
INFO1-CE9269/$1,095

Sec. 1: Mon. 6–9.30 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Instructor TBA.

Sec. 2: Mon. 6–9.30 p.m., Sept. 21–Nov. 30 (10 sessions). No class Oct. 12. Instructor TBA.

If you know programming in any language, then advance your knowledge with object-oriented programming in Java. Topics include abstraction, encapsulation, inheritance, polymorphism, interfaces, packages, garbage collection, exception handling, input/output, multithreaded programming, networking, utility classes, AWT, Swing, Applet, Java architecture, security, JDBC, and other features. Develop your aptitude and confidence when working with the basics of Java and object-oriented principles, and gain a heightened comprehension of the more complex Java libraries for advanced programming. *Prerequisite: Introduction to Java Programming/INFO1-CE9238 or equivalent knowledge.* **CEU: 4.0.**

Introduction to C/C++ Programming
INFO1-CE9008/$1,095

W *Sec. 1: Sun. 10 a.m.–1 p.m., Sept. 20–Nov. 22 (10 sessions).* Instructor TBA.

Sec. 2: Tues. 6.30–9.30 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

Sec. 3: Mon. 6.30–9.30 p.m., Oct. 5–Dec. 14 (10 sessions). No class Oct. 12. Instructor TBA.

If you have little or no programming experience, then this hands-on course is designed to introduce you to the fundamentals of the C programming language, with some coverage of C++. Learn to write basic C programs using a variety of programming constructs, including loops, structures, and arrays. Gain experience creating, compiling, linking, executing, and debugging programs. Develop an understanding of how data can be stored and retrieved from memory and files, and learn how to use standard C library functions. This course lays the foundation for further study in C or C++ programming. **CEU: 3.5.**

Introduction to Java Programming
INFO1-CE9238/$1,095

S *Sec. 1: Fri. 6–9.30 p.m., Oct. 2–Dec. 11 (10 sessions). No class Nov. 27.* Instructor TBA.

Learn the fundamental concepts of object-oriented programming and the Java programming language. Understand Java's write-once, run-anywhere philosophy and the Java Virtual Machine, which allows any Java program to run on different platforms. Learn how Java handles data types, constants and variables, flow controls, program input and output, exceptions, and graphical user interfaces. Reinforce these new concepts with hands-on exercises, and complete your first Java programming project. **CEU: 4.0.**

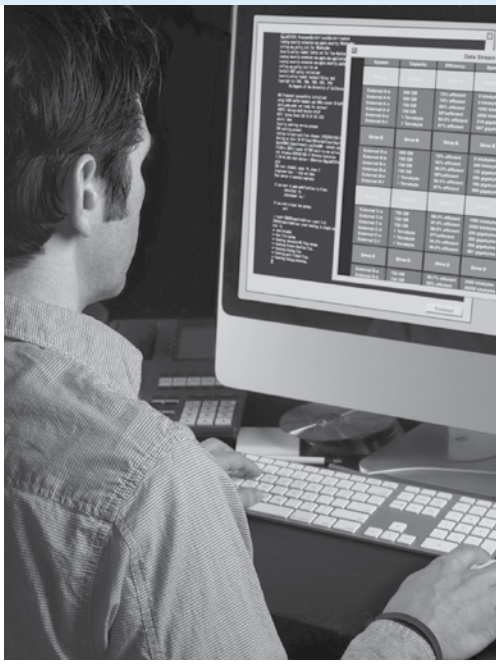
NEW

Introduction to Python Programming
INFO1-CE9990/$1,095

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

Master the foundations of software development with one of the fastest growing and most in-demand programming languages in the world—Python. Write powerful applications that solve the most common programming tasks that are encountered by engineers in the field. Learn fundamentals that can be applied to further study in any language. This course covers objects and object types, functions and methods, looping and conditionals, text processing, sorting, and multidimensional structures. Gain the know-how to set up a development environment and to debug and troubleshoot your programs. *No prior knowledge is assumed—this course is designed specifically for beginners who are aiming to get started in software development.* **CEU: 3.5.**

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.



Object-Oriented Analysis and Design
INFO1-CE9267/$1,095

Sec. 1: Thurs. 6–9.30 p.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26. Instructor TBA.

Examine the fundamental concepts of object-oriented analysis, design, and programming. Understand how object-oriented languages differ from procedural languages. Learn to apply good design techniques; save time; reduce costs; and increase maintainability, reusability, and productivity. Learn the concepts of class structure, relationships, interactions, objects, inheritance, encapsulation, modularity, hierarchy, and polymorphism. Discuss the benefits of modeling languages, such as UML. Practical examples reinforce course concepts. *No coding knowledge is required.* **CEU: 4.0.**

SQL SERVER SPECIALIST

NEW

SQL Server Tabular Modeling and Power Pivot
INFO1-CE9984/$1,095

Sec. 1: Mon. Thurs. 6.30–9.30 p.m., Nov. 16–Dec. 21 (10 sessions). No class Nov. 26. Instructor TBA.

Tabular models are in-memory databases that develop models using imported data from underlying data sources while designing objects that organize, enhance, and secure the data. Learn to use compression algorithms and multithreaded query processing to deliver fast access to tabular model objects and data through reporting client applications in Microsoft Excel. This course combines lectures with hands-on training in a lab setting where every participant has a dedicated computer with its own hard drive. Build upon what you learn week to week in lab exercises, beginning with the basics of tabular modeling, then connecting to various data sources, and finally moving onto Power Pivot using Excel. After creating a tabular BI semantic model, progress to advanced features such as parent-child relationships, partitions, perspectives, and DAX functions, ending with self-service BI modeling. **CEU: 3.5.**

PROGRAM IN WEB DEVELOPMENT

Every organization today must have a presence on the web. Every website requires a developer who determines a strategy for making effective use of the web; builds, designs, and programs the webpages; and maintains the site so that it meets business needs and keeps visitors coming back. This program focuses on the technical aspects of web development. Students may choose to study at a regular or more accelerated pace. Taken in its entirety, either path of study prepares students to:

- Assume responsibility for the design, development, and delivery of successful web-based solutions
- Program interactive websites using technologies and languages, including CSS, HTML, XHTML, JavaScript, PHP, MySQL, and XML
- Create sites that are easy to maintain, and optimize them for search engines

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Webpage Development with HTML
INFO1-CE9740 *(page 39)*

Front End Web Development
INFO1-CE9764 *(page 38)*

Web Architecture and Infrastructure
INFO1-CE9794 ❖

JavaScript
INFO1-CE9755 *(page 38)*

SUPPLEMENTAL COURSES

MySQL with PHP
INFO1-CE9367 *(page 38)*

Web Programming with PHP
INFO1-CE9807 ❖

Advanced JavaScript
INFO1-CE9766 *(page 37)*

Creating Websites for Mobile Devices
INFO1-CE9786 *(page 34)*

SQL Programming Language
INFO1-CE9272 *(page 39)*

Content Management System (CMS) Essentials Featuring Drupal
INFO1-CE9722 *(page 37)*

ACCELERATED PATH OF STUDY

FOUNDATIONAL COURSE

Web Development Intensive
INFO1-CE9742 *(page 39)*

PROGRAM IN AMP WEB DEVELOPMENT

This program of study covers the most widely implemented, open-source software components used for development of server-side web applications. It is best suited for web developers with prior programming experience (VB, PERL, C, or C++) and a strong knowledge of HTML. Students select a Windows- or Linux-based track (WAMP or LAMP). Those who choose to complete the foundational courses will have a solid understanding of:

- The Apache HTTP Web Server
- MySQL, the multiuser relational database management system
- PHP, the server-side scripting language for producing dynamic webpages

These three components provide powerful open-source tools for developing and running server-side web applications. It also is recommended that students select from the supplemental software courses to round out their web programming skills. Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Apache Web Server
INFO1-CE9805 *(page 37)*

MySQL with PHP
INFO1-CE9367 *(page 38)*

Introduction to Windows Administration
INFO1-CE9523 ❖

SUPPLEMENTAL COURSES

Linux
INFO1-CE9518 *(page 35)*

Advanced MySQL with PHP
INFO1-CE9420 *(page 37)*

Ruby on Rails
INFO1-CE9970 ❖

Intermediate Python Programming
INFO1-CE9980 *(page 38)*

Web Programming with PHP
INFO1-CE9807 ❖

WEB DEVELOPMENT

The demand for web development expertise remains strong as the web continues to expand and as websites become increasingly complex. Whether you are new to the field or you are an experienced practitioner, acquire the most up-to-date skills for designing, developing, and maintaining websites.

Advanced JavaScript
INFO1-CE9766/$895

Sec. 1: Thurs. 6.30–9.30 p.m., Sept. 24–Oct. 22 (5 sessions). Instructor TBA.

Learn best practices in JavaScript in this intensive, five-session course that balances theory and practice. Topics include data encapsulation, closures, binding, inheritance, and name spacing. The course also covers many of the popular JavaScript libraries and frameworks, as well as some of the HTML5 APIs that modern browsers support. *Prerequisites: JavaScript/INFO1-CE9755 and advanced HTML skills.* **CEU: 1.5.**

Advanced MySQL with PHP
INFO1-CE9420/$1,250

W *Sec. 1: Sun. 9 a.m.–6 p.m., Oct. 18–Nov. 1 (3 sessions).* Instructor TBA.

Learn how to code object-oriented PHP, and combine your knowledge of MySQL and PHP to deliver professional websites. Discover advanced SQL coding techniques, such as SELECT subqueries, views, and stored procedures. Become familiar with proper database design using data normalization techniques. Learn how to create and administer database instances, users, hosts, and security to allow your clients to create and manage their own environments. The course also covers advanced PHP techniques, including managing file systems and directories, parsing RSS feeds, uploading files, building shopping carts, e-mailing, and processing images. *Prerequisites: MySQL with PHP/INFO1-CE9367 or equivalent knowledge, as well as Web Development Intensive/INFO1-CE9742, equivalent course work, or at least two years of related hands-on experience.* **CEU: 2.5.**

AJAX for Web Application Development
INFO1-CE9731/$1,095

W *Sec. 1: Sun. 9 a.m.–6 p.m., Nov. 8–22 (3 sessions).* Instructor TBA.

Such widely used applications as Google Maps, Google Suggest, and Gmail are built using AJAX (Asynchronous JavaScript and XML). Learn the concepts necessary to build AJAX applications, and discover how AJAX can help developers create dynamic web application experiences, eliminating deployment problems and lackluster user experiences. Using AJAX, developers facilitate asynchronous requests to the web server while the client interacts with a webpage. *A solid understanding of client-server technology and familiarity with JavaScript and CSS are required. Experience building database-driven applications is helpful.* **CEU: 2.5.**

Apache Web Server
INFO1-CE9805/$895

W *Sec. 1: Sun. 9 a.m.–6 p.m., Oct. 4–18 (3 sessions).* Instructor TBA.

Knowledge of Apache is essential for any web developer or systems administrator. This course provides a comprehensive overview of Apache, the most widely used web server. Learn to manage the httpd.conf configuration file, to set up virtual hosts for multiple websites, and to use the .htaccess file. Master URL mapping, directory indexing, performance tuning, handlers, filters, running scripts, and proxy servers and firewalls. Topics covered include an introduction to and the history of Apache, installation and configuration, and security. Also, discuss delivering dynamic web content; serving multiple sites with virtual hosts, redirection, and indexing; monitoring the Apache web server; and improving performance. **CEU: 1.5.**

Content Management System (CMS) Essentials Featuring Drupal
INFO1-CE9722/$595

Sec. 1: Mon. 6.30–9 p.m., Nov. 9–Dec. 7 (5 sessions). Instructor TBA.

Acquire hands-on expertise in building, developing, and administering content management systems (CMS) for websites. This course offers an overview and best practices for CMS systems, such as Drupal, ZenCart, and WordPress, and focuses on building a complete data-driven Drupal CMS website. Learn how to install and administer Drupal and how to work with modules, themes, MySQL database integration, performance, search engine optimization (SEO), and many other aspects of content and asset management. By the end of the course, build a complete Drupal site. *Prerequisites: Webpage Development with HTML/INFO1-CE9740 or equivalent knowledge, and working knowledge of HTML, CSS, PHP, and MySQL.* **CEU: 1.5.**

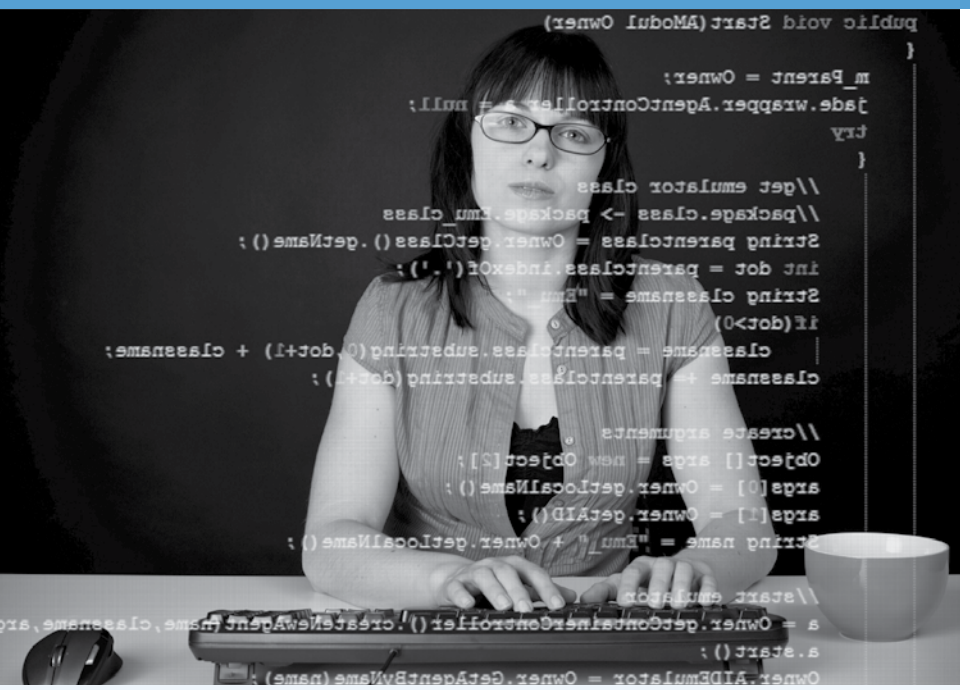
Front End Development with HTML5, CSS, JavaScript, and jQuery
INFO1-CE9040/$2,495

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 22–Dec. 22 (14 sessions). Instructor TBA.

Advance your web development skills by learning contemporary front-end development strategies that employ semantic HTML5, CSS, and JavaScript to craft great user experiences that adhere to best practices. Topics include GIT, SASS, responsive design, and JavaScript techniques for building lightweight applications with enhanced user interfaces using AngularJS. This boot camp-style class is appropriate for those with some knowledge of HTML and CSS, as well as for ambitious beginners willing to put in additional effort. By the course's conclusion, be prepared to advance to full-stack development with JavaScript. *General computer literacy and familiarity with browsers are required.* **CEU: 5.0.**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA



PROGRAM IN ADVANCED WEB DEVELOPMENT

Advancements in web technologies have driven demand for programmers trained in the latest tools of the trade. In this program of study, students acquire the knowledge to create a dynamic, data-driven website using client- and server-side programming tools, such as DHTML, CSS, JavaScript, PHP, MySQL, XML, and AJAX. Through this suggested path of study, students learn to register customers, create login sessions, build shopping carts, install and configure a web server, and explore database design techniques and e-commerce capabilities. Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those without two or more years of hands-on web development experience are advised to take the following or equivalent courses:

Web Development Intensive
INFO1-CE9742 *(page 39)*

FOUNDATIONAL COURSES

Advanced Client Web Development
INFO1-CE9800 ❖

Apache Web Server
INFO1-CE9805 *(page 37)*

Advanced MySQL with PHP
INFO1-CE9420 *(page 37)*

AJAX for Web Application Development
INFO1-CE9731 *(page 37)*

Front End Development with the MEAN Stack
INFO1-CE9053/$2,495

Sec. 1: Mon. 6.30–9.30 p.m., Sept. 14–Dec. 21 (14 sessions). No class Oct. 12. Instructor TBA.

Why does the MEAN web development stack stand apart from all others? Because it leverages the popularity of JavaScript across all application layers. The MEAN web development stack has four components: MongoDB, a NoSQL database that utilizes JSON syntax for storing documents and collections; Express, a web framework that functions as middleware in a Node.js application; AngularJS, a client side MVC framework in which separation of concerns makes for a robust, maintainable code base; and Node.js, a highly scalable server-side framework that allows developers to write applications in JavaScript. If you know HTML, CSS, and JavaScript, then this course can help you to become a full-stack web developer using the MEAN stack. *Prerequisite: Front End Development with HTML5, CSS, JavaScript, and jQuery/INFO1-CE9040 or a thorough understanding of HTML, CSS, and JavaScript.* **CEU: 5.0.**

Front End Web Development
INFO1-CE9764/$1,095

Sec. 1: Mon. 6.30–9.30 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Instructor TBA.

This rigorous, hands-on introduction to web design will advance your development skills by showing you how standards-based HTML5, CSS, and JavaScript work together to create the modern web. Gain an introduction to techniques such as responsive design, progressive enhancement, and unobtrusive scripting that ensure superior results in all browsers—desktop, mobile, and app. Examine visual design and typography, and explore how to use GIT for versioning and workgroups, text editors (focusing on Sublime Text), CSS preprocessors, and contemporary frameworks such as Bootstrap. *Prerequisites: Create Your Own Website in Three Easy Sessions/INFO1-CE9131 or equivalent knowledge, as well as proficiency with basic HTML and familiarity with CSS.* **CEU: 3.5.**

Intermediate C# Programming
INFO1-CE9295/$1,095

Sec. 1: Thurs. 6.30–9.30 p.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26. Instructor TBA.

Microsoft's multi-paradigm programming language, C#, allows programmers to rapidly build web-based and platform-independent applications for the .NET platform. C# encompasses imperative, declarative, functional, generic, object-oriented, and component-oriented programming disciplines. Using a mixture of presentations and hands-on labs, this course starts with the fundamentals, introduces best practices for object-oriented programming in C#, and covers some intermediate and advanced features including generics, collections, interfaces, delegates, lambda expressions, and LINQ. *Prerequisite: Introduction to C# Programming/INFO1-CE9814 or equivalent experience with loops, if statements, and functions as implemented in languages such as C, Java, JavaScript, Perl, PHP, and Ruby.* **CEU: 3.5.**

Intermediate Python Programming
INFO1-CE9980/$1,095

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Instructor TBA.

Python is an increasingly popular interpreted programming language used in a variety of domains. Emphasizing programmer productivity and code readability, Python offers strong support for integration with other languages and tools, comes with extensive standard libraries, and can be learned quickly. Gain a comprehensive introduction to the elements of Python, including types, operators, statements, classes, functions, modules, and exceptions. Discover how to solve common programming tasks, and learn how to write complete stand-alone applications. *Experience with loops, if statements, and functions as implemented in languages such as C, Java, JavaScript, Perl, PHP, and Ruby is required.* **CEU: 3.5.**

Introduction to C# Programming
INFO1-CE9814/$1,095

Sec. 1: Mon. 6.30–9 p.m., Oct. 5–Dec. 14 (10 sessions). No class Oct. 12. Instructor TBA.

Designed for first-time programmers, this course presents a comprehensive introduction to programming using the C# language. Learn to use Microsoft Visual Studio, and focus on the development of correct, efficient programs that are easy to maintain. Topics include basic concepts of C# programming, problem solving, programming logic, and design techniques of an object-oriented language. This hands-on course also explores the Microsoft .NET Framework, aspects of the .NET object hierarchy, and ways to use C# in a .NET application environment, laying the foundation for further study in programming. **CEU: 3.0.**

JavaScript
INFO1-CE9755/$1,295

Sec. 1: Wed. 6–9.30 p.m., Sept. 23–Dec. 9 (10 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

JavaScript is a scripting language embedded in webpages to create dynamic, interactive content. In this hands-on course, learn the fundamentals of employing JavaScript for web applications. Use JavaScript to display clocks, slide shows, and dynamic image galleries. Learn how to create reusable components such as form validators. Work with and set cookies to create personalized pages. Study the Document Object Model (DOM), and learn how to use it with JavaScript to create DHTML components such as hover menus, flyouts, and mouse-over effects. Complete the course by learning about the newest web techniques using AJAX. *Prerequisite: Webpage Development with HTML/INFO1-CE9740 or equivalent knowledge.* **CEU: 4.0.**

MySQL with PHP
INFO1-CE9367/$1,250

S *Sec. 1: Sat. 9 a.m.–5 p.m., Nov. 7–Dec. 5 (4 sessions). No class Nov. 28.* Instructor TBA.

Learn the fundamentals of two of today's most popular tools in the web development space. MySQL is the world's most popular open-source database management system. Because it is readily available, low cost, and easy to install and use, many Internet service providers use MySQL and offer access to MySQL database services to potential clients. PHP is another open-source programming language that has gained tremendous popularity. Learn both MySQL and PHP, and use this powerful combination to design user-friendly, form-based HTML front ends that communicate with MySQL database servers to create dynamic websites. *Basic HTML knowledge is required.* **CEU: 3.0.**

NEW

Ruby on Rails Full Stack I
INFO1-CE9988/$2,495

Sec. 1: Mon. 6.30–9.30 p.m., Sept. 21–Nov. 30 (10 sessions). No class Oct. 12. Instructor TBA.

With the advent of capable open-source technologies such as Ruby on Rails, application development has changed significantly in recent years. These tools have been embraced, especially by start-ups, and they are finding increasing support in corporate IT groups. As a result, there is rising demand for programmers who use such tools, with Ruby on Rails at the forefront. Gain an introduction to web development using Ruby on Rails, including Ruby (language) and Rails (framework); HTML, JavaScript, and CSS; database systems, such as SQL/relational databases; software engineering practices, such as object-oriented development; and the application development life cycle and associated tools. To solidify and demonstrate the acquired knowledge, build your own Ruby on Rails application. **CEU: 3.5.**

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

NEW

Ruby on Rails Full Stack II

INFO1-CE9989/$2,495

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Dec. 2 (10 sessions). No class Nov. 25. Instructor TBA.

As a programmer, deepen your knowledge of Ruby on Rails and become more effective at developing Ruby on Rails applications. Application development has changed significantly in recent years with the advent of capable open-source technologies. These tools have been embraced, especially by start-ups, and are finding increasing support in corporate IT groups. There is rising demand for programmers who use such tools, with Ruby on Rails at the forefront. With the increased demand come increased expectations of developers' capabilities. Acquire the knowledge and tools to develop a professional Ruby on Rails application, from concept through deployment. Gain expertise in Ruby (language) and Rails (framework); application deployment and hosting; application performance and scalability; and advanced HTML, JavaScript, and CSS. Learn how to utilize database systems, to install and incorporate third-party tools, and to create gems. To solidify and demonstrate the acquired knowledge, you build your own Ruby on Rails applications. *Prerequisite: Ruby on Rails Full Stack I/ INFO1-CE9988.* **CEU: 3.5.**

SQL Programming Language

INFO1-CE9272/$740

S *Sec. 1: Sat. 9 a.m.–1 p.m., Sept. 26–Oct. 31 (6 sessions).* Instructor TBA.

Structured Query Language (SQL) is the language used to manipulate data in relational databases. Learn to use SQL to select, update, insert, and delete data from database tables, and acquire hands-on experience with both Oracle and MySQL. Learn how to select data from multiple tables using joins and unions, understand how to create sub-queries to develop more complex retrieval capabilities, and use DDL to create your own database and to populate tables. In addition, learn about database design, table relationships, and normalization techniques. This course prepares you to work with any relational database, such as Oracle, DB2, SQL Server, or MySQL. **CEU: 2.0.**

Web Development Intensive

INFO1-CE9742/$3,995

S *Sec. 1: Sat. 9 a.m.–6 p.m., Sept. 19–Dec. 12 (12 sessions). No class Nov. 28.* Instructor TBA.

W *Sec. 2: Sun. 9 a.m.–6 p.m., Sept. 27–Dec. 20 (12 sessions). No class Nov. 29.* Instructor TBA.

In this course, acquire a complete set of skills to plan, build, and publish a website from scratch. Gain a thorough understanding of HTML, CSS, JavaScript, MySQL, and PHP to create data-driven, dynamic sites that can be used as portfolio pieces. This fast-paced course takes a best-practices approach to creating websites that work flawlessly across all platforms on the web. While keeping a watchful eye toward future trends, study the latest hands-on techniques in use today to build the commercial sites you see online. Complete a final project of your own choosing. **CEU: 11.5.**

Webpage Development with HTML

INFO1-CE9740/$1,595

Sec. 1: Thurs. 6–9.30 p.m., Sept. 17–Nov. 19 (10 sessions). Instructor TBA.

With HyperText Markup Language (HTML), even non-programmers can create webpages quickly and easily. In this lab-based course, create webpages using HTML, link them together into a website, and publish them on the web. Learn how to properly structure and lay out your pages using CSS, and then make the pages visually appealing by using color and inserting graphics. Gain an introduction to making you website interactive by using JavaScript and jQuery. Upon completion, be equipped with the necessary tools to design and build attractive webpages for business or personal use. **CEU: 4.0.**

Weekend Courses

Advanced Android App Development
INFO1-CE9417 *(page 33)*

Advanced MySQL with PHP
INFO1-CE9420 *(page 37)*

AJAX for Web Application Development
INFO1-CE9731 *(page 37)*

Apache Web Server
INFO1-CE9805 *(page 37)*

Create Your Own Website in Three Easy Sessions
INFO1-CE9131 *(page 35)*

Creating Websites for Mobile Devices
INFO1-CE9786 *(page 34)*

Intermediate Android App Development
INFO1-CE9705 *(page 34)*

Intermediate iOS App Development
INFO1-CE9236 *(page 34)*

Introduction to Android App Development
INFO1-CE9614 *(page 34)*

Introduction to C/C++ Programming
INFO1-CE9008 *(page 36)*

Microsoft SQL Server Analysis Services Solutions
INFO1-CE9727 *(page 30)*

Microsoft SQL Server Integration Services Fundamentals
INFO1-CE9415 *(page 31)*

Microsoft SQL Server Reporting Services
INFO1-CE9726 *(page 30)*

MySQL with PHP
INFO1-CE9367 *(page 38)*

Oracle Database 12c: Introduction to SQL
INFO1-CE1000 *(page 32)*

Oracle Database 12c: Program with PL/SQL
INFO1-CE1006 *(page 32)*

SQL Programming Language
INFO1-CE9272 *(page 39)*

Web Development Intensive
INFO1-CE9742 *(page 39)*

PROGRAM IN WEB DEVELOPMENT: MEAN FULL STACK

A full-stack web developer has the ability to complete software features from start to finish. Traditionally, software developers who worked on web applications fell into one of several silos: front-end, back-end, architect, or data roles. The front-end portion of the code base always has consisted of three parts: CSS, HTML, and JavaScript. However, as the demand for more responsive web applications has increased and as browser-based cloud applications have become the norm, the client-side layer of the stack has grown in complexity compared to the other layers. Now, developers are expected to take responsibility for application features that encompass all of these roles, meaning that the need for full-stack developers has proliferated as more agile methodologies have been embraced. Those students who complete this suggested path of study have knowledge of:

- Semantically structured HTML5
- CSS 2.1 and important CSS 3 modules
- Page layout techniques and basic typography
- Progressive enhancement
- Responsive web design techniques
- Basic JavaScript for DOM manipulation
- Basic jQuery for DOM manipulation
- The MEAN stack, including the most important features when building applications
- Best practices for creating both robust and maintainable applications

Please contact the program office at sps.mgmtech@nyu.edu if you require additional information.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Front End Development with HTML5, CSS, JavaScript, and jQuery
INFO1-CE9040 *(page 37)*

Front End Development with the MEAN Stack
INFO1-CE9053 *(page 38)*

How to Register

online
sps.nyu.edu/fallce

phone
(212) 998-7150

in person
7 East 12th Street, Room 133
See inside front cover for details.

postal mail
Use the form and the envelope at the back of the Bulletin.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

LEADERSHIP, ENTREPRENEURSHIP, AND MANAGEMENT

Today, nearly all industries and economic sectors are facing unprecedented changes and challenges. NYU School of Professional Studies business-focused courses reflect the current business environment, ensuring that you possess the expertise and the competitive advantage you need to succeed. Whether you are starting a business, setting out on a new career path, or honing your skills as a seasoned executive, these programs help you to manage effectively, to develop and implement strategy, and to lead winning teams.

Offerings in Leadership, Entrepreneurship, and Management include:

- **Career Advancement Courses** to help you acquire in-demand skills at every stage of your career
- **Career Advancement Programs of Study:** Core Business Operations *(page 40)*, Advanced Business Operations *(page 40)*, Management Strategies *(page 41)*, and Leadership and Organizational Development *(page 42)*

For more information about Career Advancement offerings, visit sps.nyu.edu/lhcm, e-mail sps.lhcm@nyu.edu, or call (212) 998-7200.

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Business Management Practices 40
Leadership and Organizational Development 41
Social Entrepreneurship 42

BUSINESS MANAGEMENT PRACTICES

Gain the skills and the knowledge to manage effectively in today's complex business environment. Whether you are just starting out, you have reached the senior executive tier, or you are responsible for training and developing future leaders in your organization, NYU School of Professional Studies courses help to further your business management skills. Strengthen your interpersonal communication skills, refine your techniques as a motivator, create a vision for your team, and set organizational goals to better meet corporate objectives.

Creating a High-Performance Workplace
BIZG1-CE9347/$895

M *Sec. 1: Fri. Sat. 9 a.m.–4 p.m., Dec. 4–11 (3 sessions).* Instructor TBA.

Managing performance in today's marketplace presents the challenge of keeping employees engaged, focused on the most important tasks, and committed to the organization. If you have some management experience, then take this course to unveil the mystery of the performance process and to understand the critical elements that allow individuals and groups to reach their potential. Learn a disciplined approach to leading and managing, motivational strategies for developing employees, guidelines for creating fair and measurable performance goals, and methods for improving your own performance. This course uses readings, group discussions, team presentations, individual assessment exercises, and case studies to show you how to adjust your approach. **CEU: 2.0.**

PROGRAM IN CORE BUSINESS OPERATIONS

This program of study provides an overview of core business operations and an introduction to its five major branches: management, marketing, reporting analysis, business law, and finance. It is useful for those who are planning to start their own business, who are reentering the business world, or who have studied or worked internationally and need to familiarize themselves with U.S. business practices.

For more information, e-mail sps.lhcm@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FUNDAMENTAL COURSES

Principles of Business Operations Management
BIZG1-CE9510 *(page 41)*

Business Communications
BIZG1-CE9917 ❖

Fundamentals of Business Law
LEGL1-CE8804 *(page 45)*

Marketing Principles and Practices I
MKFD1-CE9247 *(page 49)*

Principles of Finance
FINA1-CE9993 *(page 18)*

Critical Thinking for Business
BIZG1-CE9459/$895

Sec. 1: Thurs. 6.30–9 p.m., Oct. 15–Dec. 10 (8 sessions). No class Nov. 26. Instructor TBA.

Managers are continually called upon to analyze facts, give opinions, and offer advice in an effort to solve problems, maximize productivity, and achieve business goals. Gain insight into your own thinking; contribute to decision-making in a disciplined, objective manner; and discover how to challenge the assumptions and biases that influence the thinking of others. Learn to offer insights into the way situations are perceived and described in the workplace and to foster support for innovative solutions. **CEU: 2.0.**

Decisions, Dynamics, and Leadership Styles
BIZG1-CE9410/$795

S *Sec. 1: Sun. 10 a.m.–4 p.m., Dec. 6–13 (2 sessions).* Instructor TBA.

Effective decision-making is essential to personal and organizational success. Learn the process behind decision-making, explore various models and theories, and examine correlating leadership styles. Use case studies to shed light on decision-making styles—your own and those of others—and learn how to implement new ones. By the end of the course, be able to make strategic decisions more easily, more effectively, and with greater confidence. **CEU: 1.0.**

Interpersonal Communication Skills
BIZG1-CE9402/$895

Sec. 1: Tues. 6.30–9 p.m., Oct. 13–Dec. 1 (8 sessions). Instructor TBA.

Learn specific strategies and techniques to improve your effectiveness when communicating with others. Become more aware of your own communication patterns and the patterns of those around you. These methods can enhance your ability to build and strengthen both professional and personal relationships. Examine how to create a rapport with anyone, to gain trust quickly, to apply key nonverbal communication concepts and strategies that empower others to make decisions on their own, and to achieve a peak mental and emotional state. **CEU: 2.0.**

Leadership and Management
BIZP1-CE9450/$895

W *Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Oct. 10–24 (3 sessions).* Instructor TBA.

Managers who excel not only are skilled at managing others, but they also are exceptional leaders. In this interactive seminar, differentiate between management skills and leadership skills, and learn to recognize which to use in different situations. Compare and contrast management and leadership, examine five fundamental practices of exemplary leadership, and arrive at a natural approach that works for you. Develop a personal action plan, and explore techniques to cultivate leadership skills in others. Benefit from a combination of lectures, learning assessment exercises, small-group activities, and case studies. **CEU: 2.0.**

PROGRAM IN ADVANCED BUSINESS OPERATIONS

This program furthers the skill sets and the competencies that are procured in the program in Core Business Operations *(this page)*. It is useful for business leaders who wish to change, evolve, and sustain high-performance workplaces and personnel. Students who complete the suggested path of study acquire the ability to:

- Critically assess and implement strategy and tactics to achieve workplace and personnel goals
- Use effective direct and indirect methods of communication to sustain high business performance throughout an organization
- Enhance a brand using the methodologies of today's most successful thought leaders and managers

For more information, e-mail sps.lhcm@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FUNDAMENTAL COURSES

Critical Thinking for Business
BIZG1-CE9459 *(page 40)*

Interpersonal Communication Skills
BIZG1-CE9402 *(page 40)*

Leading Meetings for Maximum Productivity
LROD1-CE9342 *(page 41)*

Conflict Management Techniques for the Workplace
LROD1-CE9502 ❖

Conflict Management for Managers and Leaders: Intensive
LROD1-CE9501 ❖

SUPPLEMENTAL COURSES

Decisions, Dynamics, and Leadership Styles
BIZG1-CE9410 *(page 40)*

HR Workforce Analytics
HRMD1-CE9406 *(page 16)*

Building Dynamic, Collaborative Teams
HRMD1-CE9407 *(page 15)*

Human Capital Management Intensive
HRMD1-CE9411 ❖

Leading a Digital Enterprise
LROD1-CE9950 ❖

Mergers and Acquisitions: U.S. and Overseas
FINA1-CE9180 *(page 27)*

PROGRAM IN MANAGEMENT STRATEGIES

This program of study provides students with competencies in strategic management practices for the workplace. It was built specifically for those new to managerial positions or for those who are currently managing others but may need further training to effectively maintain day-to-day workflow with their employees, colleagues, or supervisors. Pursued in its entirety, this program provides students with a firm understanding of:

- Managing practices and principles
- Effective communications skills
- Strategies for leading and managing others effectively in the workplace

For more information, e-mail sps.lhcm@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FUNDAMENTAL COURSES

Principles of Management and Organization
BIZP1-CE9401 *(page 41)*

Leadership and Management
BIZP1-CE9450 *(page 40)*

SUPPLEMENTAL COURSES

Interpersonal Communication Skills
BIZG1-CE9402 *(page 40)*

Critical Thinking for Business
BIZG1-CE9459 *(page 40)*

Building Dynamic, Collaborative Teams
HRMD1-CE9407 *(page 15)*

Organizational Development: Intermediate
LROD1-CE9309 *(page 42)*

Leading Meetings for Maximum Productivity
LROD1-CE9342 *(page 41)*

Management Strategy and Communication
LROD1-CE9415 *(page 41)*

Conflict Management for Managers and Leaders: Intensive
LROD1-CE9501 ❖

Conflict Management Techniques for the Workplace
LROD1-CE9502 ❖

LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

The field of leadership and organizational development is rapidly expanding, and professionals with expertise in this area are in high demand. This program is geared toward career changers and those with a business background who want to broaden their skill set in change management, organizational behavior, and leadership development.

Management Strategy and Communication
LROD1-CE9415/$795

S *Sec. 1: Fri. 9.30 a.m.–5.30 p.m., Nov. 13–20 (2 sessions).* Instructor TBA.

Managers in the current business climate cannot function effectively without the ability to analyze current business conditions, to set a strategy, and to communicate that strategy properly. This course is designed to help managers, as well as human resource and organizational development professionals, understand the critical skills of strategy and business communication. Learn to present to executives, to target communications to audiences, to create communication plans, and to speak to diverse groups. **CEU: 1.5.**

Principles of Business Operations Management
BIZG1-CE9510/$895

Sec. 1: Tues. 6.30–9 p.m., Oct. 20–Dec. 8 (8 sessions). Instructor TBA.

Gain an understanding of the foundation and the framework needed to effectively implement and run a sustainable business operation. Learn practical instruction in overall operations strategy and planning for the service and manufacturing industries. Examine how to develop an efficient operational infrastructure, to manage the supply chain and meet industry demands, to maintain quality control and assurance, to handle customer service, to create business models and policies, to choose an appropriate corporate structure, and to maximize physical and intangible assets. Acquire the tools and the knowledge needed to assess and to evaluate options that increase business value in any industry. **CEU: 3.0.**

Principles of Management and Organization
BIZP1-CE9401/$895

Sec. 1: Thurs. 6.30–9 p.m., Sept. 24–Nov. 12 (8 sessions). Instructor TBA.

M *Sec. 2: Sat. 9.30 a.m.–5 p.m., Nov. 7–21 (3 sessions).* Instructor TBA.

New managers and supervisors benefit from a thorough understanding of the management concepts, processes, and techniques practiced today in private business and in government. This course examines the basic structure of an organization and its essential managerial functions—planning, organizing, directing, motivating, controlling, and leading—as well as their relations to one another. Learn how effective managers orchestrate human resources to contribute to the achievement of an organization's mission and bottom-line goals. **CEU: 2.0.**

Related Course

Fundamentals of Business Law
LEGL1-CE8804 *(page 45)*

Emotionally Intelligent Leadership
BIZG1-CE9457/$895

S *Sec. 1: Sun. 9 a.m.–5 p.m., Nov. 8–22 (3 sessions).* Instructor TBA.

Today, it is not your intelligence quotient (IQ) but rather your emotional quotient (EQ)—coupled with technical skills—that leads to success in business and in life. From top executives to line managers, leaders must possess the values, behaviors, and emotions that contribute to a high EQ. Examine the value of EQ in the workplace. Recognize and implement the four core skills, explore the second-level skills needed to inspire others, and learn techniques to develop both. Assess your own EQ leadership skills, and then create an individualized action plan to boost your EQ. **CEU: 2.5.**

Leading Meetings for Maximum Productivity
LROD1-CE9342/$400 ✧

W *Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Nov. 14.* Instructor TBA.

W *Sec. 2: Sat. 9.30 a.m.–5.30 p.m., Dec. 12.* Instructor TBA.

High-value meetings allow you to accomplish significantly more in less time. While this may seem like the exception and not the rule, there are insider tips and tactics you can learn that will make your meetings stand out as highly productive and worth the time. Increase your credibility by knowing when not to call a meeting. In this course, explore techniques used by professional facilitators to create highly productive meetings for faster decision-making, greater buy-in, enhanced work relationships, and a quicker pace. Practice creating action-oriented agendas that include post-meeting follow-up. Role-playing, case studies, and meeting simulations allow you to experience three distinct types of meetings—the recurring/standing meeting, the project/strategy meeting, and the virtual meeting—and to deconstruct the elements of each.

Organizational Development: Advanced
LROD1-CE9348/$895

M *Sec. 1: Sat. 9.30 a.m.–5 p.m., Nov. 7–21 (3 sessions).* Instructor TBA.

To enhance corporate effectiveness, managers are increasingly required to respond to, and plan for, rapid and unexpected business fluctuations. This advanced-level course focuses on organizational change management, which provides leaders, managers, and change agents with strategies and methods for effectively defining, managing, and leading complex change initiatives. Engage in discussions, group projects, case studies, and exercises designed to improve understanding of the implications of sudden change on corporations. Learn effective techniques and systems that facilitate change, and explore the dynamic role of today's change manager. **CEU: 2.0.**

Organizational Development: Foundations
LROD1-CE9349/$895

S *Sec. 1: Fri.–Sun. 10 a.m.–4 p.m., Sept. 25–27 (3 sessions).* Instructor TBA.

Organizational development (OD) focuses on aspects of organizational life, including culture, values, systems, and behavior, with the goal of increasing organizational effectiveness and health through planned interventions in an organization's processes or operations. Many human resource and management skills—including team building, coaching, training, and leadership development—grow from, or are influenced by, OD. This foundational overview introduces the theories and concepts of organizational development. Develop OD vocabulary and build the skills and tools necessary for applying solutions in your organization. **CEU: 1.5.**

LEADERSHIP, ENTREPRENEURSHIP, AND MANAGEMENT

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

This program of study is designed to help students advance in their leadership development, internal organizational effectiveness and development, and change-management competencies. Fundamental and supplemental courses provide the basis for acquisition of the following skills:

- Facilitation and organizational diagnostics
- Intervention design
- Critical thinking

For more information, e-mail sps.lhcm@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FUNDAMENTAL COURSES

Organizational Development: Foundations
LROD1-CE9349 *(page 41)*

Organizational Development: Intermediate
LROD1-CE9309 *(page 42)*

Organizational Development: Advanced
LROD1-CE9348 *(page 41)*

Emotionally Intelligent Leadership
BIZG1-CE9457 *(page 41)*

Creating a High-Performance Workplace
BIZG1-CE9347 *(page 40)*

SUPPLEMENTAL COURSES

Managing Workplace Communications
BIZG1-CE9310 ❖

Decisions, Dynamics, and Leadership Styles
BIZG1-CE9410 *(page 40)*

Powerful Tools for Coaching Business Leaders
BIZG1-CE9453 ❖

True Leadership: Managing Yourself and Others
BIZG1-CE9458 *(page 42)*

Critical Thinking for Business
BIZG1-CE9459 *(page 40)*

Personal Branding
BIZG1-CE9651 ❖

Leading Meetings for Maximum Productivity
LROD1-CE9342 *(page 41)*

Management Strategy and Communication
LROD1-CE9415 *(page 41)*

Conflict Management for Managers and Leaders: Intensive
LROD1-CE9501 ❖

Conflict Management Techniques for the Workplace
LROD1-CE9502 ❖

Weekend Courses

Creating a High-Performance Workplace
BIZG1-CE9347 *(page 40)*

Decisions, Dynamics, and Leadership Styles
BIZG1-CE9410 *(page 40)*

Emotionally Intelligent Leadership
BIZG1-CE9457 *(page 41)*

Leadership and Management
BIZP1-CE9450 *(page 40)*

Leading Meetings for Maximum Productivity
LROD1-CE9342 *(page 41)*

Organizational Development: Advanced
LROD1-CE9348 *(page 41)*

Organizational Development: Foundations
LROD1-CE9349 *(page 41)*

Principles of Management and Organization
BIZP1-CE9401 *(page 41)*

True Leadership: Managing Yourself and Others
BIZG1-CE9458 *(page 42)*

Organizational Development: Intermediate
LROD1-CE9309/$895

Sec. 1: Mon. 6.30–9 p.m., Oct. 5–Dec. 14 (10 sessions). No class Oct. 12. Instructor TBA.

Explore behavioral influences that affect productivity, organizational effectiveness, and efficiency. Topics include perception, motivation, decision-making, communication, leadership, job and organizational design, group behavior, administrative processes, and organizational power and politics. Participate in group and individual experimental exercises, and analyze case studies that deal with real-world problems at specific organizations. **CEU: 3.0.**

True Leadership: Managing Yourself and Others
BIZG1-CE9458/$695

S *Sec. 1: Sun. 9 a.m.–4 p.m., Nov. 1–8 (2 sessions).* Instructor TBA.

Develop and adopt new leadership metrics for a higher standard of corporate stewardship. Learn to achieve inner calm and focus, to remain action-oriented, and to build vision by connecting with the needs of your business, your customers, and your employees. Translate leadership skills into your personal life for better decision-making and heightened success. Learn to cultivate the talents of others while holding people accountable for results. Gain the knowledge to inspire and to lead without ego. **CEU: 1.5.**

SOCIAL ENTREPRENEURSHIP

NEW

Making Social Entrepreneurship Happen
BIZG1-CE9312/$4,000

Sec. 1: Mon.–Thurs. 6.30–9.30 p.m., Sat. 9 a.m.–5 p.m., Sept. 14–26 (10 sessions). Instructor TBA.

Gain an understanding of the process of social-entrepreneurial problem solving and learn the practical skills required for a value-centered career that empowers you—as an agent of change—to start making a difference right now. Wanting to do good is one thing; actually doing good is another. When we hold ourselves to lesser performance standards, we disrespect the impoverished, the disenfranchised, and the people whom we seek to help and to empower. This course is not about surveying or analyzing theories of social action, social venture business models, particular social innovations, or your dream solution to the world's problems. Rather, engage in a balanced analysis of competing methodologies and theories of social change, and apply what you learn to advance your social change agenda, mission, and career. **CEU: 4.5.**

NEW!

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

LEGAL PROGRAMS

NYU School of Professional Studies law and related offerings help legal professionals to sharpen their skills and help non-lawyers working in—or with—law firms, corporate legal departments, the courts, or governmental and nongovernmental agencies to improve their interactions within the legal profession. From conflict resolution to corporate governance, these courses can enhance the careers of law practitioners and those who work with them.

Offerings in Legal Programs include:

- **Career Advancement Courses** in conflict resolution, intellectual property laws, and U.S. law and methodologies
- **Career Advancement Programs of Study:** Conflict and Dispute Resolution *(page 43)*, Intellectual Property Law *(page 44)*, and U.S. Law and Methodologies *(page 45)*

For more information about Career Advancement offerings, visit sps.nyu.edu/atl or call (212) 998-7200.

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Intellectual Property Law 44
U.S. Law and Methodologies 45

CONFLICT AND DISPUTE RESOLUTION

Designed for professionals at all levels and in a variety of fields, these conflict resolution courses offer the theoretical skills and the practical training necessary to develop expertise in conflict management.

Foundations of Conflict and Dispute Resolution
LEGL1-CE8601/$800

Sec. 1: Sept. 28–Nov. 1. Please see website for detailed meeting pattern.
Keely Parr, arbitrator, FINRA.

Professionals in every field require the skills to handle conflict, solve disputes, influence decisions, and smooth interpersonal relationships. Through discussion, readings, and simulation, gain an overview of the tools and techniques available to manage conflict and to resolve disputes. Methods of negotiation, mediation, and arbitration are all covered in this course. **CEU: 3.0.**

PROGRAM IN CONFLICT AND DISPUTE RESOLUTION

Professionals in almost every sector of today's business world benefit greatly from enhancing their skills in dispute resolution. This program of study provides hands-on training in the various methods of negotiation, mediation, and arbitration. Completion of fundamental courses and some supplemental courses grounds students in:

- Theory, practice, and limitations of the negotiation and arbitration processes
- The role of third-party intervention in the resolution of conflicts, focusing on the role of mediator as facilitator

For more information, e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FUNDAMENTAL COURSES

Foundations of Conflict and Dispute Resolution
LEGL1-CE8601 *(page 43)*

Mediation
LEGL1-CE8603 *(page 43)*

Negotiation
LEGL1-CE8602 *(page 43)*

SUPPLEMENTAL COURSES

Mediation Apprenticeship
LEGL1-CE8605 ❖

Advanced Mediation Techniques
LEGL1-CE8606 ❖

U.S. Private Law
LEGL1-CE8802 *(page 45)*

Introduction to U.S. Law and Methodologies
LEGL1-CE8801 *(page 45)*

Survey of Wills, Trusts, and Estates
LEGL1-CE9814 *(page 45)*

Introduction to International Arbitration and Dispute Resolution
LEGL1-CE8917 *(page 43)*

International Trade Law and Regulation
LEGL1-CE8805/$875

Sec. 1: Thurs. 6.30–9 p.m., Oct. 1–Dec. 17 (10 sessions). No class Nov. 19–26.
Melvin Lazar, private practice.

The management of international business is the management of risk. This course emphasizes both private and public international law, with particular focus on leading court decisions that illustrate the rule of law. Additional topics covered include differences in national laws and legal systems; national lawmaking powers; the regulation of U.S. trade, import competition, and unfair trade, including antidumping; resolution of international commercial disputes, including litigation and enforcement of foreign judgments; U.S. export control laws and export licensing; import, customs, and tariff law; GATT law and the WTO; and NAFTA rules of origin.
CEU: 3.0. 50-Minute Hours: 30.

Introduction to International Arbitration and Dispute Resolution
LEGL1-CE8917/$800

Sec. 1: Sept. 28–Nov. 22. Matthew Lee. Lucas Velozo de Melo Bento.

The breadth of transnational disputes has grown as the economy has become more global. The total number of international arbitrations is on the rise, and transnational litigation also is growing. As business relationships become more sophisticated and complex, executives, lawyers, and other players in the business world must be able to quickly assess the impact of these disputes and explore methods to resolve them. Gain an overview of the primary tools used in transnational dispute resolution. Each stage of a transnational business dispute—from the arbitration agreement through enforcement of an award or judgment—is explored and assessed in detail to equip you with a practical framework for thinking about transnational disputes and to provide you with the skills to assess when to litigate in U.S. courts and when to seek arbitration. Also, receive a concise introduction to critical concepts that underline a number of key legal subjects, including contracts, corporate law, U.S. civil procedure, evidence, and international law. *Some prior legal course work is helpful but not required, as this course is introductory in nature.* **CEU: 2.0.**

Mediation
LEGL1-CE8603/$850

Sec. 1: Tues. Thurs. 6–9 p.m., Nov. 5–Dec. 15 (10 sessions). No class Nov. 19, Nov. 26. Leslie Nydick, president, Mediation & Arbitration Forum, LLC.

Examine the theory, skills, and boundaries of the mediation process. Analyze the role of third-party intervention in the resolution of conflicts, focusing on the mediator as facilitator. Ethical, practical, and legal constraints are addressed. Role-playing exercises are used to develop skills such as facilitating communication and establishing procedural ground rules. *Prerequisite: Foundations of Conflict and Dispute Resolution/LEGL1-CE8601.* **CEU: 3.5.**

Negotiation
LEGL1-CE8602/$800

Sec. 1: Mon. Wed. 6–9.05 p.m., Nov. 4–Dec. 7 (8 sessions). No class Nov. 11, Nov. 25. Keely Parr, arbitrator, FINRA.

Explore the theory, skills, and limits of the negotiation process. Course content is grounded in a variety of disciplines that, when applied, lead to mutually beneficial outcomes. Learn the practical application of negotiation methodologies through readings, discussions, and role-playing exercises. *Prerequisite: Foundations of Conflict and Dispute Resolution/LEGL1-CE8601.* **CEU: 3.0.**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN INTELLECTUAL PROPERTY LAW

The importance of brand names in today's commercial and social worlds, and the advent of digital media and the Internet, have created an enormous demand for managers and professionals who are familiar with current intellectual property issues. This program of study provides a comprehensive study of this field, beginning with the nature and the scope of intellectual property rights, and it affords students tools for valuing and managing such rights. The program completed in its entirety provides students with:

- An understanding of the legal elements of intellectual property, such as trademarks, patents, copyrights, and trade secrets
- Mechanisms for protecting intellectual property, including procedures for filing patent and copyright applications
- An ability to analyze copyright law pertaining to a variety of areas
- Knowledge of the application of key concepts of trademark law in real-world situations
- An understanding of the impact of the Internet on intellectual property, internationalization of commerce on trademark law, and other intellectual property issues

For more information, e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FUNDAMENTAL COURSES

Patent Law and Trade Secrets
LEGL1-CE8701 *(page 44)*

Fundamentals of Intellectual Property Management
LEGL1-CE8703 *(page 44)*

Copyright Law
LEGL1-CE8704 *(page 44)*

Trademark Law
LEGL1-CE8705 *(page 44)*

SUPPLEMENTAL COURSES

International Intellectual Property
LEGL1-CE8706 ❖

Licensing of Intellectual Property
LEGL1-CE8707 *(page 44)*

International Trade Law and Regulation
LEGL1-CE8805 *(page 43)*

Legal Issues and Big Data
LEGL1-CE9817 *(page 44)*

INTELLECTUAL PROPERTY LAW

These courses are ideal for legal department personnel, patent law administrators, foreign-trained intellectual property lawyers, and anyone—including artists and scientists—who needs to understand the various forms of protection afforded to creative work and inventions.

Copyright Law
LEGL1-CE8704/$750

Sec. 1: Mon. Wed. 6.30–8.30 p.m., Sept. 28–Nov. 4 (10 sessions). No class Sept. 30, Oct. 12. Thomas Kjellberg, counsel, Cowan, Liebowitz & Latman, P.C.

Examine basic legal concepts relevant to the protection of works of authorship under copyright law. Basic questions regarding subject matter, substantive requirements, and procedures for protection are answered. Other topics include ownership, transfers, duration, renewal, and termination of transfers. Additional emphasis is on infringement actions, remedies, preemption and related bodies of law, and digital technology copyright protection. **CEU: 2.0.**

Fundamentals of Intellectual Property Management
LEGL1-CE8703/$725

Sec. 1: Tues. Thurs. 6.30–8.30 p.m., Sept. 29–Oct. 22 (8 sessions). Martin Novar, Esq., attorney-at-law.

Gain an understanding of patent, copyright, trademark, and other intellectual property (IP) rights and their logistics. Topics include IP technology transfer; IP management resources; and license drafting, negotiation, and review skills. **CEU: 1.5.**

Wondering what to take?
e-mail: spsinfo@nyu.edu or call: (212) 998-7200

Legal Issues and Big Data
LEGL1-CE9817/$800

M *Sec. 1: Thurs. 9 a.m.–5.30 p.m., Fri. 9 a.m.–5 p.m., Nov. 5–6 (2 sessions).* Andres Fortino, partner and innovation consultant, Paradigm Research International; author.

This two-day seminar covers the legal issues affecting big data, data analytics, and data-driven business models. Specifically, review the intellectual property, contractual, and regulatory legal environments for data-driven businesses. For example, discuss under what circumstances intellectual property rights apply in the creation of data-driven businesses; what contractual models are appropriate; and what governmental regulations currently in play and on the horizon constrain, limit, or support these businesses. **CEU: 1.5.**

Licensing of Intellectual Property
LEGL1-CE8707/$675

Sec. 1: Mon. Wed. 6.30–8.30 p.m., Nov. 9–Dec. 2 (6 sessions). No class Nov. 11, Nov. 25. Daniel Marotta.

Each year, billions of dollars change hands in licensing deals around the world. Licensing influences every industry and sector, affecting everything from software and technology to designer brand names and sports franchises. This course focuses on licensing agreements in a variety of industries and covers such topics as trademark licenses and business franchises; merchandising agreements; manufacturing and distribution agreements; music copyright licensing for TV commercials, video games, and ring tones; adaptation rights; broadcasting; rights of publicity; and character licensing. **CEU: 1.0.**

Patent Law and Trade Secrets
LEGL1-CE8701/$750

Sec. 1: Tues. Thurs. 6–8.50 p.m., Nov. 5–Dec. 3 (7 sessions). No class Nov. 19, Nov. 26. Mark Montague, partner, Cowan, Liebowitz & Latman, P.C.

Learn to differentiate among the types of intellectual property protection. Gain an understanding of the basic principles of patent law and trade secrets, including what is and what is not patentable, the scope of protection afforded by patents, and the different types of patents available. Topics include the process for pursuing a patent from the U.S. Patent and Trademark Office; defenses to and remedies for patent infringement, including patent invalidity; patent licensing; pursuit of patent protection outside the United States; and the benefits of filing an international patent application under the Patent Cooperation Treaty. *A technical background is not required.* **CEU: 2.0.**

Trademark Law
LEGL1-CE8705/$685

M *Sec. 1: Fri. 9 a.m.–4 p.m., Sat. 9 a.m.–2 p.m., Oct. 16–17 (2 sessions).* Kieran Doyle, partner, Cowan, Liebowitz & Latman, P.C.

In this introduction to key concepts of trademark law, the significance of legal terms, such as *arbitrary*, *fanciful*, *suggestive*, and *descriptive*, are explained. Other topics include trade dress, surnames, and unfair competition; acquisition and registration of trademarks; infringement; dilution; product passing-off; false advertising and misappropriation; unregistered marks; remedies; and Internet issues in trademark law. **CEU: 1.0.**

PROGRAM IN U.S. LAW AND METHODOLOGIES

This program of study provides an introduction to the U.S. legal system and its methodologies in an intensive format that can be completed in just two semesters. Designed specifically for non-lawyers and foreign attorneys, the curriculum is excellent preparation for those considering law school or for anyone interested in U.S. law. Topics include:

- The fundamental concepts of U.S. law, legal systems, and methodologies, including basic principles of stare decisis and precedent
- The structure of legal education in the United States, the basic source of law, and principles of legal writing
- Torts, contracts, corporations, and securities regulation, and basic elements of corporate law and contract law
- Basic constitutional law, administrative procedure, and criminal law and procedure

For more information, e-mail sps.atl.ce@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FUNDAMENTAL COURSES

Introduction to U.S. Law and Methodologies
LEGL1-CE8801 *(page 45)*

U.S. Private Law
LEGL1-CE8802 *(page 45)*

U.S. Public Law
LEGL1-CE8803 *(page 45)*

SUPPLEMENTAL COURSES

Fundamentals of Business Law
LEGL1-CE8804 *(page 45)*

International Trade Law and Regulation
LEGL1-CE8805 *(page 43)*

Copyright Law
LEGL1-CE8704 *(page 44)*

Trademark Law
LEGL1-CE8705 *(page 44)*

International Intellectual Property
LEGL1-CE8706 ❖

Survey of Wills, Trusts, and Estates
LEGL1-CE9814 *(page 45)*

E-Discovery Intensive
LEGL1-CE8806 ❖

Employment Law Intensive
LEGL1-CE9816 *(page 45)*

U.S. LAW AND METHODOLOGIES

These courses provide an overview of the concepts, mechanisms, and institutions of the U.S. legal system, emphasizing the method of legal analysis and learning. Courses are designed for business and non-legal professionals whose work intersects with the law, for foreign-trained attorneys, for students who are considering law school, and for those who want to learn more about the U.S. legal system.

Employment Law Intensive
LEGL1-CE9816/$625

M *Sec. 1: Fri. Sat. 9 a.m.–5 p.m., Oct. 16–17 (2 sessions).* Instructor TBA.

This course provides a basic overview of employment law, focusing on some of the most significant laws and legal principles that are utilized in today's workplace. The goal is to provide supervisors, labor and employment mediators, arbitrators, and human resources personnel with a basis of knowledge that can be used to identify and to handle potential legal issues that may arise between employers and employees. This course is intended to serve as an introduction for professionals interested in expanding their existing knowledge about employment law, or as a refresher course for those who have experience with this area of law. **CEU: 1.5.**

Fundamentals of Business Law
LEGL1-CE8804/$775

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Melvin Lazar, private practice.

A fundamental knowledge of the tenets of business law is essential for anyone contemplating a career in business. This course provides a solid foundation in the concepts of business law by exploring the Uniform Commercial Code with particular emphasis on contracts for the sale of goods—including warranties and product liability—as well as the law of negotiable instruments including drafts, trade acceptances, checks, and promissory notes. Also covered are the important common law principles of contract law, including agreement, consideration, capacity, legality, defenses to contract enforceability, third-party rights, breach, and remedies. In class, explore covenants not to compete in employment contracts and in the sale of an ongoing business. Forms of business organization such as sole proprietorships, partnerships, corporations, and limited liability companies are reviewed, and the advantages and disadvantages of each form are discussed. The constitutional environment of business as set forth in the Commerce Clause, Article 1 Section 8, of the U.S. Constitution and the expansion of federal regulatory power as interpreted by U.S. Supreme Court decisions are analyzed. **CEU: 3.0. 50-Minute Hours: 30.**

Weekend Courses

Employment Law Intensive
LEGL1-CE9816 *(page 45)*

Survey of Wills, Trusts, and Estates
LEGL1-CE9814 *(page 45)*

Trademark Law
LEGL1-CE8705 *(page 44)*

Introduction to U.S. Law and Methodologies
LEGL1-CE8801/$855

Sec. 1: Mon. Wed. 6.15–9.50 p.m., Sept. 28–Nov. 4 (10 sessions). No class Sept. 30, Oct. 12. Thomas Sciacca, Law Offices of Thomas Sciacca, PLLC.

Acquire an intensive introduction to U.S. law, legal systems, and methodologies, as well as the nature of legal education, sources of law, and legal writing. Topics include American Federalism; separation of powers and judicial structure; the U.S. mixed system of statutes, regulations, common law, and constitutional law; the hierarchy of sources of law; and the synthesis of law sources. Also, discuss legal research; the judicial process and the doctrine of stare decisis; overruling precedent, holding, rationale, and dictum; proper ways of writing a legal memorandum, a memo, and a client letter; the legislative process; and issues of statutory interpretation. **CEU: 4.0.**

Survey of Wills, Trusts, and Estates
LEGL1-CE9814/$625

W *Sec. 1: Sat. 10 a.m.–6 p.m., Dec. 5–12 (2 sessions).* Thomas Sciacca, Law Offices of Thomas Sciacca, PLLC.

This intensive course provides an overview of the legal processes that occur when someone dies in New York State, and it outlines what people can do during their lifetime to plan appropriately. Gain an understanding of the important elements of a will; the various decisions to be made concerning healthcare, including healthcare proxies and living wills; and the selection of beneficiaries and executors. Examine the advantages and disadvantages to having a power of attorney. Also, discuss the distribution of a decedent's assets, the rights of surviving spouses and other family members upon the death of a decedent, and the rights of creditors of an estate. In addition, this course covers the Surrogate's Court, including the roles of the attorneys, the guardians ad litem, the public administrator, and the New York State attorney general. The transfer tax system also is discussed, including estate, gift, and generation-skipping transfer taxes. This course is beneficial to those studying law, financial planning, or accounting, as well as to individuals interested in the subject for personal reasons. *No prior legal experience is necessary.* **CEU: 1.5.**

U.S. Private Law
LEGL1-CE8802/$835

Sec. 1: Mon. Wed. 6.45–9.30 p.m., Nov. 9–Dec. 21 (11 sessions). No class Nov. 11, Nov. 25. Thomas Sciacca, Law Offices of Thomas Sciacca, PLLC.

Gain an overview of the substantive law that governs the legal relationships between private parties. The course focuses heavily on the law of torts (intentional torts, negligence, malpractice, strict liability, and product liability) and property (individual and concurrent ownership of property, acquisition of property, real estate sales/purchases, title, recording, and transfers of assets during lifetime and upon death). This course also provides a brief introduction to contracts and business organizations, which are covered more thoroughly in *Fundamentals of Business Law/LEGL1-CE8804.* As a class, visit the New York City Small Claims Court to observe actual litigated matters between private parties. *This class is offered in an intensive format, so prospective students can expect a demanding workload.* **CEU: 3.5.**

U.S. Public Law
LEGL1-CE8803/$815

Sec. 1: Tues. Thurs. 6.30–9 p.m., Nov. 10–Dec. 10 (8 sessions). No class Nov. 19, Nov. 26. Diana Drits, Ernst & Young, LLP.

This introduction to the basic principles of U.S. public law considers constitutional law as developed by the U.S. Supreme Court, from its first cases through recent decisions. The course focuses on developments in public law, such as the standards of due process, both substantive and procedural; civil rights; discrimination; the role of religion in public places; equal protection; the right to counsel; and the "war on terror." Issues are addressed through extensive reading of Supreme Court decisions. **CEU: 2.0**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

MARKETING

The NYU School of Professional Studies Marketing program—within the Department of Strategic Communication, Marketing, and Media Management—delivers innovative strategies that provide a competitive advantage in today's media-saturated, technology-driven world. Whether you work in marketing management, research, advertising, or sales, you need strategic, results-driven skills that enhance the bottom line. The School offers one of the country's most comprehensive university-based professional training programs, taught by practitioners who are leaders in the field.

Offerings in Marketing include:

- **More than 75 Career Advancement Courses**, covering everything from marketing fundamentals and best practices to highly specialized, advanced topics
- **Career Advancement Programs of Study:** Digital Analytics *(page 47)*, Digital Marketing *(page 48)*, and Media Management *(page 50)*
- **Master of Science in Integrated Marketing**, which provides the strategic, management, and analytical skills you need to lead in the increasingly digital, multichannel, and competitive global marketplace *(page 159)*

For more information about Career Advancement offerings, visit sps.nyu.edu/marketing, e-mail sps.marketing.pr@nyu.edu, or call (212) 998-7200. For information about the M.S. in Integrated Marketing, visit sps.nyu.edu/msim, e-mail sps.gradadmissions@nyu.edu, or call (212) 998-7100.

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ADVERTISING

Learn to use advertising to build or to revitalize a brand, and create campaigns that translate into sales.

Advanced Advertising Strategies
MADV1-CE9008/$825

Sec. 1: Thurs. 6.30–9 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

Acquire practical knowledge of the advertising industry through the lens of account executives, strategic communications planners, copywriters, and art directors. During this course, create an advertising campaign from start to finish. Develop a broad understanding of the role that advertising plays in building an overall marketing plan. Topics covered include target definition and consumer insights, positioning and branding, creative briefs and implementation, communication objectives and strategies, and agency and client management. **CEU: 2.0.**

Wondering what to take?
spsinfo@nyu.edu
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DATA MINING

Basic Statistical Analysis for Marketing
DTMG1-CE8113/$825

Sec. 1: Fri.–Sun. 9 a.m.–4.40 p.m., Sept. 25–27 (3 sessions). Instructor TBA.

Sec. 2: Thurs. 6.30–9 p.m., Oct. 8–Dec. 3 (8 sessions). No class Nov. 26. Instructor TBA.

This course leverages actual marketing data to illustrate the importance of basic statistical measures, and it teaches you how to run simple statistical analyses. Learn how to create univariate and summary statistics, to assess marketing test results, to apply various graphing techniques, and to perform a variety of data quality checks. Acquire the ability to calculate measures of central tendency and dispersion, assess the underlying distribution, identify outliers, deal with missing data, validate data ranges, conduct hypothesis tests, create confidence intervals, determine appropriate sample sizes, perform simple ANOVA and chi-square goodness-of-fit tests, and run correlation and simple linear regression analyses. *Enrollment is limited. Prerequisite: Business Intelligence: Concepts and Techniques II/DTMG1-CE8112.* **CEU: 2.0.**

Business Intelligence: Concepts and Techniques I
DGTA1-CE1000/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

Sec. 2: Sat. Sun. 10 a.m.–4 p.m., Nov. 7–15 (4 sessions). Instructor TBA.

This course provides a critical overview of methodologies and technologies that enable companies to transform raw data into meaningful and useful information for business purposes. Learn how to use and manage data, to apply techniques for converting data into valuable information, and to analyze data for making data-driven recommendations. **CEU: 2.0.**

Business Intelligence: Concepts and Techniques II
DTMG1-CE8112/$825

Sec. 1: Mon. 6.30–9 p.m., Oct. 5–Nov. 30 (8 sessions). No class Oct. 12. Instructor TBA.

Learn to examine multiple data elements simultaneously in order to make business decisions using a customer-level marketing database or data warehouse. Acquire the skills necessary to navigate the menu-driven interface of the SAS Enterprise Guide in order to perform important functions, such as integrating data from the commonly used data formats—SAS, Excel, and Access. Learn how to bring data together from a variety of sources—including prospect data, test data, fulfillment files, and marketing campaign data—to create new business metrics; to execute queries and develop marketing campaign reports; to calculate date intervals; to convert variable formats; and to sort, merge, and link data. **CEU: 2.0.**

Business Intelligence: Concepts and Techniques III
DTMG1-CE8118/$825

Sec. 1: Tues. 6.30–9 p.m., Oct. 6–Nov. 24 (8 sessions). Instructor TBA.

Knowledge of advanced data mining techniques enables marketers to gather and organize data and to address key business questions. Learn how to leverage the growing volume of customer data captured in the marketing process. Following an overview of data mining techniques—including regression analysis, CHAID, and text mining—analyze case studies using a combination of analytical and data manipulation tools to answer the underlying business question. This course covers the following techniques using SAS, SAS/STAT, and SAS Enterprise Miner: multiple regression analysis, logistic regression analysis, decision trees, factor analysis, cluster analysis, risk modeling, neural networks, web log analysis, and market basket analysis. **CEU: 2.0.**

Weekend Courses

Basic Statistical Analysis for Marketing
DTMG1-CE8113 *(page 46)*

Business Intelligence: Concepts and Techniques I
DGTA1-CE1000 *(page 46)*

Campaign Management
MIMC1-CE9280 *(page 49)*

Developing the Marketing Plan II
MKMG1-CE9941 *(page 50)*

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DMMK1-CE9504 *(page 47)*

Digital Analytics II
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Digital Marketing I
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Presentation Skills for Marketing and PR Executives
MKMG1-CE9636 *(page 49)*

Social Media Marketing Analytics II
DMMK1-CE9947 *(page 49)*

Special Events Marketing Strategies
MEEM1-CE9296 *(page 50)*

DIGITAL MEDIA MARKETING

Digital media marketing is an essential component of successful strategic marketing campaigns. Develop a competitive edge with expertise in this rapidly evolving industry.

Advanced Topics: Big Data for Marketing
DGTA1-CE2200/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

This course allows you to apply knowledge and skills acquired through the previous digital analytics courses to solve a challenging marketing problem. Bring the theories and principles you have learned to practical application and demonstrate your mastery of critical concepts. **CEU: 2.0.**

Analyzing the Digital Consumer
DMMK1-CE9503/$825

Sec. 1: Tues. 6.30–9 p.m., Oct. 6–Nov. 24 (8 sessions). Instructor TBA.

Chances are, someone is talking about your brand on social media. You may or may not be part of this conversation, but content is being developed and decisions are being made about whether to purchase your product. Learn how to develop campaigns and content that drive advocacy among your brand's loyal fans, generating earned reach and empowering recommendations through social media. **CEU: 2.0.**

Digital Analytics I
DMMK1-CE9504/$825

M *Sec. 1: Sat. 10 a.m.–4 p.m., Sept. 26–Oct. 17 (4 sessions).* Instructor TBA.

Sec. 2: Tues. 6.30–9 p.m., Sept. 29–Nov. 17 (8 sessions). Instructor TBA.

S *Sec. 3: Sat. Sun. 10 a.m.–4 p.m., Oct. 10–18 (4 sessions).* Instructor TBA.

Sec. 4: Wed. 6.30–9 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

S *Sec. 5: Fri.–Sun. 9 a.m.–4.40 p.m., Oct. 23–25 (3 sessions).* Instructor TBA.

S *Sec. 6: Fri.–Sun. 9 a.m.–4.40 p.m., Nov. 20–22 (3 sessions).* Instructor TBA.

Sec. 7: Oct. 19–Nov. 1. Instructor TBA.

S *Sec. 8: Fri.–Sun. 9 a.m.–4.40 p.m., Dec. 4–6 (3 sessions).* Instructor TBA.

Effectively measuring digital marketing campaigns requires an excellent understanding of web analytics and e-mail profile data, allowing you to track and analyze the behavior of customers, browsers, and nonresponders. Explore topics such as recency, frequency, and monetary (RFM) analysis; site usage; domains and URLs; keywords; search engine placement; and analytics software. Also, learn how to extract conclusions from abandoned shopping carts and how data is passed between applications. **CEU: 2.0.**

Digital Analytics II
DGTA1-CE2000/$825

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Instructor TBA.

M *Sec. 2: Sat. 10 a.m.–4 p.m., Oct. 3–24 (4 sessions).* Instructor TBA.

Identify the critical metrics needed to distinguish and maximize online and offline marketing campaigns. This course covers methods for tracking the impact of all sales channels and all elements of the marketing mix. It also introduces the fundamentals of working with dashboards and the three main digital analytics software packages: Omniture SiteCatalyst, Google Analytics, and IBM Coremetrics. **CEU: 2.0.**

Digital Analytics III
DMMK1-CE9511/$825

Sec. 1: Wed. 6.30–9 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

In this seminar, identify, analyze, and apply advanced emerging topics that are pertinent to the digital analytics sphere. The specific titles and content of the seminar change each semester to reflect the current topic areas of interest, which can only be determined at the time of offering. Continue to check the website for updates on the coming semester's topics. **CEU: 2.0.**

Digital Marketing I
DMMK1-CE9505/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

S *Sec. 2: Sat. Sun. 10 a.m.–4 p.m., Sept. 26–Oct. 4 (4 sessions).* Instructor TBA.

S *Sec. 3: Fri.–Sun. 9 a.m.–4.40 p.m., Oct. 2–4 (3 sessions).* Instructor TBA.

Sec. 4: Thurs. 6.30–9 p.m., Oct. 15–Dec. 10 (8 sessions). No class Nov. 26. Instructor TBA.

S *Sec. 5: Fri.–Sun. 9 a.m.–4.40 p.m., Nov. 6–8 (3 sessions).* Instructor TBA.

S *Sec. 6: Fri.–Sun. 9 a.m.–4.40 p.m., Nov. 13–15 (3 sessions).* Instructor TBA.

This course introduces the use of digital channels for inbound marketing and provides a foundation in various acquisition tactics. Gain an in-depth understanding of digital marketing concepts while exploring how to select, use, and implement the latest developments in digital marketing vehicles. Delve into the fundamentals of digital marketing and its impact on business and communications. Also, discuss its development and use as a core strategy in the marketing plan. **CEU: 2.0.**

PROGRAM IN DIGITAL ANALYTICS (ONLINE AND IN-PERSON)

The ability to use digital data—information collected in interactive channels—is critical to improving business performance and increasing competitive advantage, according to the Digital Analytics Association. This program of study, which is geared toward entry- to mid-level management and technology professionals, provides the skills, knowledge, and capabilities necessary for a career in data-driven marketing and digital analytics. The program is organized in a way that allows students to gain exposure to both the new and emerging trends in digital analytics, as identified by guest speakers and School faculty and as used by various companies with best-in-class thinking regarding digital analytics. Completed in its entirety, this program enables students to:

- Analyze and use the data generated by digital analytics reporting tools to map back to business objectives
- Calculate key performance indicators (KPIs) and metrics for websites, e-mail, and social media
- Use these KPIs to improve online campaigns, website content, conversion of website traffic, and general website ROI
- Understand the relationship between digital analytics and search engine optimization (SEO)
- Assess the results of an online campaign strategy and relate it to a website visitor conversion path
- Develop strategies for managing the lifetime value (LTV) of online customers
- Identify critical processes for measuring online campaign performance
- Use digital analytics strategically to address concerns and questions of different stakeholders inside the business
- Assess the capabilities of the various digital analytics vendors and relate these capabilities to business KPIs

For more information, visit sps.nyu.edu/marketing or e-mail sps.marketing.pr@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Business Intelligence: Concepts and Techniques I
DGTA1-CE1000 *(page 46)*

Digital Analytics II
DGTA1-CE2000 *(page 47)*

Digital Analytics I
DMMK1-CE9504 *(page 47)*

Advanced Topics: Big Data for Marketing
DGTA1-CE2200 *(page 47)*

SUPPLEMENTAL COURSES

Social Media Marketing Analytics I
DGTA1-CE2100 *(page 49)*

Social Media Marketing Analytics II
DMMK1-CE9947 *(page 49)*

Digital Marketing II
DMMK1-CE9508/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). Instructor TBA.

S *Sec. 2: Fri.–Sun. 9 a.m.–4.40 p.m., Oct. 2–4 (3 sessions).* Instructor TBA.

Sec. 3: Wed. 6.30–9 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

S *Sec. 4: Sun. 10 a.m.–4 p.m., Nov. 1–22 (4 sessions).* Instructor TBA.

M *Sec. 5: Sat. 10 a.m.–4 p.m., Oct. 31–Nov. 21 (4 sessions).* Instructor TBA.

S *Sec. 6: Fri.–Sun. 9 a.m.–4.40 p.m., Dec. 4–6 (3 sessions).* Instructor TBA.

Sec. 7: Nov. 2–16. Instructor TBA.

Search marketing is one of the most important marketing skills you can acquire. Develop and implement effective search engine marketing and search engine optimization tactics (including organic/PPC search, paid/sponsored listings, and contextual listing). Learn to optimize site content, develop search marketing strategies, and integrate search into your overall marketing plan. **CEU: 2.0.**

Digital Marketing III
DMMK1-CE9801/$825

S *Sec. 1: Fri.–Sun. 9 a.m.–4.40 p.m., Sept. 25–27 (3 sessions).* Instructor TBA.

The emphasis on using technology to reach increasingly untethered consumers through multiple touch points has created unprecedented growth opportunities for businesses. As organizations consider the often-complex intersection of technology and marketing, an increasing number are looking for professionals to fill a new role: marketing technologist. The days of IT running marketing and brand initiatives are over. Today, it is the tech-savvy marketing department that leads initiatives, ranging from banner ads to blogs, social to search engine marketing, and mobile to measurement—and marketing technology is the engine that drives it all. Explore current and future marketing technologies from both agency and brand points of view, and learn how to choose the right digital marketing tools to execute successful campaigns. **CEU: 2.0.**

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

PROGRAM IN DIGITAL MARKETING (ONLINE AND IN-PERSON)

The marketing industry is undergoing a fundamental transformation. Consumers and businesses are increasingly shifting their attention to digital marketing. To succeed today, companies must connect with customers and with other businesses through digital channels, and they need to adjust their marketing mix accordingly. This program of study focuses on helping marketers to build and sustain successful, integrated digital media marketing programs. Marketing professionals with expertise in this area are invaluable assets to organizations, as emerging technology continues to dictate the way marketing is practiced. Completion of foundational courses and a selection of supplemental courses provides a comprehensive overview in:

- Developing and executing digital deployment plans to solve digital marketing challenges
- Integrating digital initiatives, including websites, search, e-mail, social media, mobile campaigns, and various online promotions
- Conducting consumer research in order to produce effective campaigns and a cost-effective means of generating leads, increasing sales, and enhancing customer relationship management (CRM) programs
- Targeting and delivering smart marketing messages to on-the-go and digital media-savvy audiences
- Achieving better results with digital spending and showing the exact return on marketing investment

For more information, visit sps.nyu.edu/marketing or e-mail sps.marketing.pr@nyu.edu.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those without a strong marketing foundation are advised to begin with the following:

Marketing Principles and Practices I
MKFD1-CE9247 *(page 49)*

FOUNDATIONAL COURSES

Digital Marketing I
DMMK1-CE9505 *(page 47)*

Digital Marketing II
DMMK1-CE9508 *(page 47)*

Digital Analytics I
DMMK1-CE9504 *(page 47)*

SUPPLEMENTAL COURSES

Advanced Topics: Engaging the Global Market
MKFD1-CE9215 *(page 49)*

Social Media Marketing Analytics II
DMMK1-CE9947 *(page 49)*

Mobile Marketing I
DMMK1-CE9506 *(page 48)*

Marketing and Strategic Communications Writing II
DMMK1-CE9035 *(page 50)*

Emerging Topics in Marketing
DMMK1-CE9690 *(page 48)*

Digital Marketing Strategies
DMMK1-CE8119 *(page 48)*

Advanced Advertising Strategies
MADV1-CE9008 *(page 46)*

Social Media Campaign I
MADV1-CE9034 *(page 48)*

Presentation Skills for Marketing and PR Executives
MKMG1-CE9636 *(page 49)*

Marketing Principles and Practices III
MIMC1-CE9212 *(page 49)*

E-Commerce: Managing, Building, and Developing Digital Sales Environments
MRET1-CE8264 *(page 48)*

Social Media Communication I
DMMK1-CE8110 *(page 57)*

Marketing Research II
MIMC1-CE9288 *(page 49)*

Marketing and Strategic Communications Writing I
PRWG1-CE9293 *(page 50)*

Digital Marketing Intensive
DMMK1-CE8108 ❖

Start-Ups in a Digital Ecosystem
DMMK1-CE8225 ❖

Developing the Marketing Plan III
MKSB1-CE9943 *(page 50)*

The Media Mix
MIMC1-CE9281 ❖

Digital Marketing Strategies
DMMK1-CE8119/$825 ✧

Sec. 1: Wed. 6.30–9 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

S *Sec. 2: Fri.–Sun. 9 a.m.–4.40 p.m., Nov. 6–8 (3 sessions).* Instructor TBA.

In today's digital age, marketing plans must have innovative content strategy in order to succeed. An enticing pitch is absolutely essential for making digital content engaging and viral. Gain an understanding of how best to utilize video, text, audio, photography, and design to foster brand loyalty and to build trust in the digital realm. Hands-on exercises with top industry experts help you to develop best practices and content solutions for using the web, wireless apps, widgets, and mobile technology to achieve strategic goals. **CEU: 2.0.**

E-Commerce: Managing, Building, and Developing Digital Sales Environments
MRET1-CE8264/$825

Sec. 1: Tues. 6.30–9 p.m., Oct. 6–Nov. 24 (8 sessions). Instructor TBA.

Sec. 2: Thurs. 6.30–9 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

Sec. 3: Oct. 19–Nov. 1. Instructor TBA.

Faster than it takes to order something online, e-commerce appears to be outpacing overall retail sales. Today's consumer market redefines the way retailers need to diversify and position their products and brands. In this hands-on course, analyze how e-commerce impacts retail sales. Explore website design and development, product positioning, marketing, advertising, order processing, fulfillment, customer service, and customer retention initiatives that e-commerce sales demand. By the end of the course, have the tools to begin the process of developing an "e-tail" company—or to more effectively manage an existing e-commerce endeavor. **CEU: 2.0.**

Emerging Topics in Marketing
DMMK1-CE9690/$825

S *Sec. 1: Sat. Sun. 10 a.m.–4 p.m., Nov. 7–15 (4 sessions).* Instructor TBA.

This seminar enhances marketing offerings by providing identification, analysis, and application of advanced emerging topics pertinent to the marketing sphere. The specific titles and content of each seminar change to reflect the emerging areas of interest, which can only be determined at the time of offering. Continue to check the website for updates on the coming semester's topics. **CEU: 2.0.**

Mobile Marketing I
DMMK1-CE9506/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

Sec. 2: Tues. 6.30–9 p.m., Oct. 13–Dec. 1 (8 sessions). Instructor TBA.

Sec. 3: Nov. 30–Dec. 14. Instructor TBA.

Expectations of where and how brands interact with our mobile and tech-savvy culture consistently evolve. Learn how marketers meet and forecast consumer expectations by focusing on current and upcoming technologies and platforms, on underlying behaviors and trends in device and platform usage, and on the content and context that brands must provide for success. Examine how this approach affects all aspects of marketing—from product development to CRM to public and internal relations. Write a mobile marketing plan and learn how to measure and analyze its success. Leave this course with a transferable method and the mindset to improve your role within any organization or department. Relevant case studies and guest speakers provide additional insight. **CEU: 2.0.**

Mobile Marketing II
DMMK1-CE9509/$825

M *Sec. 1: Sat. 10 a.m.–4 p.m., Oct. 31–Nov. 21 (4 sessions).* Instructor TBA.

Today's consumers carry wireless devices everywhere. Success in this highly personal medium requires the evolution to a marketing and advertising approach that seeks consumers' permission to deliver to them the information they want, when they want it. Examine how wireless technology fits into the advertising and marketing landscape. Discuss text messaging, mobile applications, hardware, streaming content, contextual advertising, and permission-based alerts. Write a wireless marketing plan, and learn how to measure its success. Case studies and guest speakers provide additional insight. **CEU: 2.0**.

Mobile Marketing III
DMMK1-CE9942/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

M *Sec. 2: Sat. 9 a.m.–4.40 p.m., Oct. 17–Nov. 7 (4 sessions).* Instructor TBA.

Explore the pros and cons of the iPhone, Android, iPad, Kindle, Nook, and other mobile devices, platforms, and apps and learn the best practices for marketing on each to consumers. Course topics include mobile analytics; market considerations for developing an app; reasons to bring an app to market, including augmented reality; promotional strategies for driving traffic, free downloads, and sales; and pricing strategies based upon business goals. In addition, learn how to effectively integrate mobile advertising, how marketing an app and creating an ad fit into an overall mobile marketing campaign, and how to analyze results for optimal ROI. **CEU: 2.0.**

Social Media Campaign I
MADV1-CE9034/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

Explore the variety of media channels available to marketers, and discover how to use them in acquisition- and retention-integrated campaigns. Determine target markets for specific campaigns, select the appropriate media channel to reach the market, identify the media segments most likely to respond, test media, break down media costs, and efficiently buy for each medium. **CEU: 2.0.**

Social Media Campaign II
DMMK1-CE9221/$825

Sec. 1: Thurs. 6.30–9 p.m., Sept. 24–Nov. 12 (8 sessions). Instructor TBA.

E-mail marketing is a proven, cost-effective way to generate sales, increase customer spending, acquire new customers, and drive traffic. Explore the power of e-mail marketing from strategic, creative, segmentation, and measurement perspectives. Discover how to integrate social media, mobile marketing, user-generated content, and video into your e-mail marketing mix. Learn how and why e-mail should be a core component of your overall marketing plan and what you need to know to create and manage successful e-mail marketing campaigns, including how to assess and refine your marketing strategy and how to employ sophisticated techniques to improve campaign results. **CEU: 2.0.**

Social Media Campaign III
DMMK1-CE9946/$825

Sec. 1: Thurs. 6.30–9 p.m., Oct. 15–Dec. 10 (8 sessions). No class Nov. 26.
Instructor TBA.

Your organization has a Facebook page and a Twitter account—but now what? Learn social media management skills to help reach specific business or nonprofit goals. Maximize your social media impact by learning how to consistently post content that attracts a growing following of consumers. Topics include defining, finding, listening to, and engaging your audience; creating a social media management plan; developing your organization's social media "voice"; keeping your social media efforts on track; and increasing your number of followers. *Students must be able to tweet and to post entries on Facebook and LinkedIn.* **CEU: 2.0.**

Social Media Marketing Analytics I
DGTA1-CE2100/$825

Sec. 1: Thurs. 6.30–9 p.m., Oct. 15–Dec. 10 (8 sessions). No class Nov. 26.
Instructor TBA.

Sec. 2: Tues. 6.30–9 p.m., Oct. 13–Dec. 1 (8 sessions). Instructor TBA.

This course focuses on the application of marketing analytics across critical marketing planning, implementation, and control processes, including segmentation, targeting, positioning, customer lifetime value, forecasting, new product development, and optimal resource allocation. **CEU: 2.0.**

Social Media Marketing Analytics II
DMMK1-CE9947/$825

Sec. 1: Wed. 6.30–9 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25.
Instructor TBA.

S *Sec. 2: Sat. Sun. 10 a.m.–4 p.m., Nov. 7–15 (4 sessions).* Instructor TBA.

Explore the most effective strategies for evaluating and monetizing captured data that determines consumer insights. Learn how to answer the key questions that influence online corporate campaigns, their impact on return on investment, and other business decisions. Examine social media analytical tools, and discover how to monitor feeds to find out what consumers and bloggers are saying about your brand. This course analyzes today's most popular platforms and technologies. **CEU: 2.0.**

INTEGRATED MARKETING COMMUNICATIONS

Campaign Management
MIMC1-CE9280/$825

S *Sec. 1: Fri.–Sun. 9 a.m.–4.40 p.m., Oct. 2–4 (3 sessions).* Instructor TBA.

Develop your expertise by engaging in seminars and campaign simulations to learn what is needed to coordinate a successful campaign. This course covers tools, strategies, and management tactics for producing successful campaigns, while focusing on implementation of emerging technologies. Work in teams to produce a real-world project for a small business in the area in order to display your mastery of campaign development, execution, leadership, and measurement. **CEU: 2.0.**

Presentation Skills for Marketing and PR Executives
MKMG1-CE9636/$825

M *Sec. 1: Sat. 10 a.m.–4 p.m., Oct. 24–Nov. 14 (4 sessions).* Instructor TBA.

Strengthen the skills needed to become a more comfortable, captivating, and compelling speaker in the public relations or marketing field. Take a professional approach to examining and applying the critical skills necessary to become an engaging, powerful, and persuasive orator. Numerous speech writing and presentation exercises focus on both content development and appropriate delivery methods, and your work is evaluated by the instructor and fellow classmates. **CEU: 2.0.**

MARKETING FUNDAMENTALS

Gain powerful insights to launch your marketing career, to market a product, or to enhance your existing skills.

Advanced Topics: Engaging the Global Market
MKFD1-CE9215/$825

Sec. 1: Thurs. 6.30–9 p.m., Oct. 8–Dec. 3 (8 sessions). No class Nov. 26.
Instructor TBA.

Successful consumer marketing in today's competitive world requires an understanding of the global marketplace. In this practical overview, explore how the rapidly changing global scene affects consumer marketing and new product introductions. Learn to identify market opportunities and to select, develop, and exploit business opportunities. Topics include performing global market planning, analyzing competition, introducing a new product or launching an existing one into new markets, and formulating global marketing strategies. Course work includes analyzing case studies and writing an abbreviated global marketing plan. **CEU: 2.0.**

Marketing Principles and Practices I
MKFD1-CE9247/$825

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Instructor TBA.

Sec. 2: Tues. 6.30–8.30 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

M *Sec. 3: Sat. 10 a.m.–4 p.m., Oct. 17–Nov. 7 (4 sessions).* Instructor TBA.

Study the fundamental marketing concepts at work in today's business environment. Explore the most relevant areas of consumer marketing, including situation analysis, development of marketing objectives and strategies, the marketing mix, research, target marketing and segmentation, product development, and forecasting and budgeting. Discuss marketing language, retailing, wholesaling, promotion, and advertising functions; examine their interplay and timing; and learn how they propel a business. Consider how consumers' changing lifestyles, current developments in the global market, and laws all affect marketing. This course features case studies and guest speakers. **CEU: 2.0.**

Marketing Principles and Practices II
MKSB1-CE9255/$825

Sec. 1: Tues. 6.30–8.30 p.m., Sept. 22–Nov. 24 (10 sessions).
Instructor TBA.

M *Sec. 2: Sat. 10 a.m.–4 p.m., Oct. 24–Nov. 14 (4 sessions).* Instructor TBA.

Competition drives performance at every corporate level. Whether for a small retail outlet, a service firm, or a dominant multinational corporation, strategic positioning and brand development are critical to commercial success. Understand how markets evolve and how to know whether a product or service satisfies end user demands. Dig deep into a brand's DNA to understand what its components are and what brings it to life. Develop a plan that differentiates a product from the competition and fosters brand loyalty with the consumer base. Master the skills required to devise and implement strategies that build strong brands. **CEU: 2.0.**

Marketing Principles and Practices III
MIMC1-CE9212/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 21–Nov. 16 (8 sessions). No class Oct. 12. Instructor TBA.

Sec. 2: Sat. 10 a.m.–4 p.m., Oct. 24–Nov. 14 (4 sessions). Instructor TBA.

This course offers marketers and account executives a practical blueprint for developing integrated marketing communication plans that include advertising, promotion, direct marketing, sales, public relations, event marketing, and electronic media. This dynamic marketing model requires a completely different approach to planning and budgeting, and clients and agencies increasingly are seeking managers with just such expertise. **CEU: 2.0.**

MARKETING RESEARCH

Discover how to use research to make sound marketing decisions and how to use metrics to justify your actions.

Analyzing Consumer Behavior
MRSH1-CE9241/$825

Sec. 1: Thurs. 6.30–9 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

To succeed in today's competitive environment, a good marketer must learn to think like a consumer. This practical course is designed to help marketers think like consumers and use what they know about consumer markets to make better marketing decisions. Discover how cultural, social, personal, economic, and psychological factors influence buyer behavior. Understand how consumers are motivated to make decisions based upon beliefs, perceptions, attitudes, and organizational dynamics. Learn how to analyze and predict consumer response in today's traditional and online marketplaces. **CEU: 2.0.**

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

Marketing Research I
MRSH1-CE9140/$825

Sec. 1: Wed. 6.30–9 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25.
Instructor TBA.

Turn research findings into business solutions. Whether you already are a market researcher or you want to conduct your own research studies, this introductory course helps you to deliver successful results. Learn how to recruit respondents, to field focus groups, to conduct surveys (online and offline), to moderate groups, to facilitate group exercises, and to design questionnaires. Delve into sampling theory, data analysis, and interpretation. Discuss how to present findings effectively. Develop business cases, gather secondary data, and design both qualitative (focus groups) and quantitative (surveys) research. This class is an excellent introduction to more specialized e-marketing research courses. **CEU: 2.0.**

Marketing Research II
MIMC1-CE9288/$825

Sec. 1: Wed. 6.30–9 p.m., Sept. 30–Dec. 2 (8 sessions). No class Nov. 11, Nov. 25.
Instructor TBA.

Sec. 2: Mon. 6.30–9 p.m., Oct. 26–Dec. 14 (8 sessions). Instructor TBA.

Consumers are now interacting with brands through a variety of channels. Learn to design, deliver, measure, and refine a multichannel marketing approach that utilizes traditional and new forms of media. Translate your brand seamlessly across platforms to captivate your audience and to impact the bottom line. Explore the tools and techniques of multichannel marketing through lectures, discussions, projects, and guest speakers when applicable. **CEU: 2.0.**

Marketing Research III
MKMG1-CE9277/$825

Sec. 1: Thurs. 6.30–9 p.m., Oct. 15–Dec. 10 (8 sessions). No class Nov. 26.
Instructor TBA.

Focus on managing your greatest asset—your clientele—by learning to develop strategies that lead to customer retention and reactivation. In class, discuss customer life-cycle marketing, as well as segmentation and differentiated treatment. Become adept at identifying and targeting customers; quantifying the value of the customer; analyzing reasons for defection; and developing multiple strategic solutions that foster customer acquisition, retention, and reactivation. **CEU: 2.0.**

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN MEDIA MANAGEMENT

In this program of study, participants focus on the critical management issues facing professionals in the media industry. The program helps participants to develop the strategic skills necessary for the effective management of today's media mix. Students gain the analytical skills required to create and to execute successful marketing campaigns. The curriculum highlights the expertise needed to maximize key media channels and to manage technologies. Upon completion of the program, students have the ability to:

- Manage and maximize the vast array of media channels available today
- Position marketing and media efforts effectively
- Employ strategic media planning to realize goals
- Apply psychographic and demographic information appropriately

For more information, visit sps.nyu.edu/marketing or e-mail sps.marketing.pr@nyu.edu.

SUGGESTED PATH OF STUDY

RECOMMENDED PREREQUISITE

Prior to enrolling in foundational courses, those without a strong marketing foundation are advised to begin with the following:

Marketing Principles and Practices I
MKFD1-CE9247 *(page 49)*

FOUNDATIONAL COURSES

Marketing Research II
MIMC1-CE9288 *(page 49)*

Campaign Management
MIMC1-CE9280 *(page 49)*

Digital Marketing III
DMMK1-CE9801 *(page 47)*

SUPPLEMENTAL COURSES

Advanced Topics: Engaging the Global Market
MKFD1-CE9215 *(page 49)*

Social Media Marketing Analytics II
DMMK1-CE9947 *(page 49)*

Mobile Marketing I
DMMK1-CE9506 *(page 48)*

Advanced Advertising Strategies
MADV1-CE9008 *(page 46)*

Marketing and Strategic Communications Writing II
DMMK1-CE9035 *(page 50)*

Emerging Topics in Marketing
DMMK1-CE9690 *(page 48)*

E-Commerce: Managing, Building, and Developing Digital Sales Environments
MRET1-CE8264 *(page 48)*

Social Media Campaign I
MADV1-CE9034 *(page 48)*

Presentation Skills for Marketing and PR Executives
MKMG1-CE9636 *(page 49)*

Marketing Principles and Practices III
MIMC1-CE9212 *(page 49)*

Digital Analytics I
DMMK1-CE9504 *(page 47)*

Social Media Communication I
DMMK1-CE8110 *(page 57)*

Competitive Intelligence: Breakthrough Strategies for Competitive Advantage
MKMG1-CE9224 ❖

Marketing Research III
MKMG1-CE9277 *(page 49)*

Developing the Marketing Plan II
MKMG1-CE9941 *(page 50)*

Innovative New Product and Service Development
MKMG1-CE9252 ❖

Developing the Marketing Plan III
MKSB1-CE9943 *(page 50)*

Start-Ups in a Digital Ecosystem
DMMK1-CE8225 ❖

Building Reputation in a Regulated Environment
PRFD1-CE8123 ❖

The Media Mix
MIMC1-CE9281 ❖

MARKETING SPECIALTIES

Explore the various career opportunities as a marketing specialist by developing expertise in a vertical area.

Special Events Marketing Strategies
MEEM1-CE9296/$825

S *Sec. 1: Fri.–Sun. 9 a.m.–4.40 p.m., Sept. 25–27 (3 sessions).* Instructor TBA.

Explore events marketing from ideation to results analysis. This introductory course covers the core principles of the industry, from the perspectives of both client and agency, including the who, what, how, when, where, and why of events marketing. Participate in a mock campaign and examine how events fit into a fully integrated marketing communications program. Discuss strategic planning, creative development and production, sponsorships, partnerships, and benefits, with a particular emphasis on return on investment (ROI). Guest speakers are featured. **CEU: 2.0.**

MARKETING STRATEGY AND BRANDING

Move into a management position by developing breakthrough strategies and marketing programs that have a positive impact on your organization's bottom line.

Developing the Marketing Plan I
MKSB1-CE9143/$825

Sec. 1: Thurs. 6.30–9 p.m., Sept. 24–Nov. 12 (8 sessions). Instructor TBA.

Sec. 2: Tues. 6.30–9 p.m., Oct. 6–Nov. 24 (8 sessions). Instructor TBA.

An effective marketing plan is a road map to success for businesses both large and small. Learn how to express a marketing strategy through a comprehensive and coherent plan. Examine how strategies and plans change at each stage in the life cycle of a product, service, or concept. Class instruction emphasizes effectively accumulating relevant data; analyzing the competition; naming and pricing products; and positioning, promoting, and distributing. In this highly interactive course, prepare your own model marketing plans. **CEU: 2.0.**

Developing the Marketing Plan II
MKMG1-CE9941/$825

Sec. 1: Tues. 6.30–9 p.m., Sept. 29–Nov. 17 (8 sessions). Instructor TBA.

W *Sec. 2: Fri.–Sun. 9 a.m.–4.40 p.m., Nov. 20–22 (3 sessions).* Instructor TBA.

Today's marketers must think strategically and consider consumer insights, digital versus traditional media, and social media while determining where and how sales, PR, metrics, and analytics fit into building the business. Learn how agency strategic planners assess brands, develop customer insights, and create marketing strategies. Apply a simple framework to develop meaningful business-building strategies for your brand, your program, or yourself. Using real-world case studies, examine the consequences of both good and bad strategies, and simulate the experience of selling strategies to key decision-makers. **CEU: 2.0.**

Developing the Marketing Plan III
MKSB1-CE9943/$825

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Instructor TBA.

As audiences increasingly control the information that they consume, the changing media landscape continues to challenge marketing communications. To stand out, brands must think and act like storytellers, which drives engagement and builds relationships. Learn how stories can be used to create and to reinforce positive brand associations and gain the skills to create interesting and enduring stories. Join special guest speakers to learn more about the core principles of good storytelling, strategies that leading companies use to move beyond branded content and to tell compelling stories, current research regarding the effects of storytelling on consumer response, and more. **CEU: 2.0.**

MARKETING WRITING

Marketing and Strategic Communications Writing I
PRWG1-CE9293/$1,030

Sec. 1: Tues. 6.30–9 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

M *Sec. 2: Sat. 10 a.m.–4 p.m., Oct. 17–Nov. 14 (5 sessions).* Instructor TBA.

Persuasive writing demands more than a working knowledge of language, grammar, and paragraph construction. It requires an understanding of how individuals, businesses, and government institutions communicate to influence decision-making, including the use of three essential tools that help writers frame their work: clear objectives, knowledge of the target audience, and key messages. Learn how to apply these tools to formats commonly used by marketing and public relations professionals—from press releases, backgrounders, biographies, and position statements to ads, e-mail newsletters, web content, blogs, and presentations. In class, analyze strategies and techniques for mastering the art of persuasion, participate in stimulating class exercises, review real-world examples, and discuss weekly writing assignments. **CEU: 2.0.**

Marketing and Strategic Communications Writing II
DMMK1-CE9035/$825

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Instructor TBA.

S *Sec. 2: Sat. 10 a.m.–4 p.m., Oct. 24–Nov. 21 (5 sessions).* Instructor TBA.

Learn to write across all forms of media and get results, including higher search positions, more click-throughs, and increased completed transactions. Turn a simple strategy into a powerful concept, and translate print and broadcast strategies for use on social media platforms to maintain a consistent voice for your brand. Learn to determine which medium is best suited to the message. Develop a writing strategy for multiple media outlets and marketing channels, and maximize search results by integrating key phrase choices to develop website copy, including headlines, articles, and online press releases. Learn to write winning e-mail copy, pop-up ads, online newsletters, and proposals. **CEU: 2.0.**

Marketing and Strategic Communications Writing III
MKWG1-CE9152/$825

Sec. 1: Tues. 6.30–9 p.m., Oct. 6–Dec. 8 (10 sessions). Instructor TBA.

Effective marketing communications writing demands more than a working knowledge of language, grammar, and paragraph construction; it requires clear marketing objectives, knowledge of the target audience, and key messages. This course demonstrates how to apply these techniques, and it offers a method for writing a range of materials commonly assigned to marketing communications professionals—from ads, brochures, and press releases to e-mail, newsletters, and web content. Through weekly class exercises and writing assignments, develop a complete communications package for a product or service of your choice. **CEU: 2.0**

PROJECT MANAGEMENT

Staying competitive requires managing projects in which schedules, budgets, and quality intersect with customer satisfaction. Powerful new techniques and methods in project management vastly improve the organizational environment and ultimately help to achieve bottom-line success.

The NYU School of Professional Studies has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI)®. PMI course numbers and credit hours (PDUs) are listed at the end of each applicable course description.

Offerings in Project Management include:

- **Career Advancement Courses** that address core and advanced skills in various fields
- **Career Advancement Program of Study:** Project Management *(page 53)*
- **Winter Preview:** Project Management Winter Intensive *(page 52)*
- **Master of Science in Management and Systems**, offered both online and in person, with concentrations in Database Technologies, Enterprise Risk Management, Strategy and Leadership, and Systems Management *(page 159)*
- **Master of Science in Project Management**, in which management and leadership skills are fused with the business and technical know-how required to manage projects across a broad array of industries *(page 159)*
- **Graduate Certificates:** Core Business Competencies, Enterprise Risk Management, Information Technologies, and Strategy and Leadership *(page 160)*

For more information about Career Advancement offerings, visit sps.nyu.edu/management or call (212) 998-7200. For more information about the graduate degrees and certificates, visit sps.nyu.edu/masters, e-mail sps.gradadmissions@nyu.edu, or call (212) 998-7100.

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Specialized Topics in Project Management 52

CORE PROJECT MANAGEMENT AND EXAM PREP

Agile Project Management
PROJ1-CE8642/$735

M *Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 3–17 (3 sessions).* Instructor TBA.

M *Sec. 2: Sat. 9 a.m.–5 p.m., Nov. 21–Dec. 12 (3 sessions). No class Nov. 28.* Instructor TBA.

S *Sec. 3: Sun. 9 a.m.–5 p.m., Oct. 11–25 (3 sessions).* Instructor TBA.

Sec. 4: Thurs. 6–9 p.m., Oct. 8–Nov. 19 (7 sessions). Instructor TBA.

Surviving in today's dynamic business world requires organizations to be able to respond quickly and effectively to changing business and project conditions. Project managers have to master new approaches to project planning and team management. Learn the theories and methods behind agile or adaptive project life cycles as described in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition* from the Project Management Institute (PMI). Find out about the agile tools, techniques, and skills included on PMI's Agile Certified Practitioner (ACP) certification examination. Learn the principles and best practices of the scrum agile product development framework. Discover how agile methods for determining requirements, estimating, and enabling self-managing teams to build products can help better control today's high-demand, ever-changing project environments. Learn agile techniques for managing change and risk in a project, so that you can embrace change even when it is introduced late in a project life cycle. *Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.5. PM Contact Hours/PDU: 21.

Basic Project Management
PROJ1-CE8600/$855

Sec. 1: Tues. 6.30–9.30 p.m., Oct. 6–Nov. 24 (8 sessions). Instructor TBA.

M *Sec. 2: Wed.–Fri. 9 a.m.–6 p.m., Sept. 23–25 (3 sessions).* Instructor TBA.

M *Sec. 3: Wed.–Fri. 9 a.m.–6 p.m., Nov. 4–6 (3 sessions).* Instructor TBA.

M *Sec. 4: Sat. 9 a.m.–6 p.m., Sept. 26–Oct. 10 (3 sessions).* Instructor TBA.

W *Sec. 5: Sun. 9 a.m.–6 p.m., Oct. 4–18 (3 sessions).* Instructor TBA.

M *Sec. 6: Sat. 9 a.m.–6 p.m., Oct. 31–Nov. 14 (3 sessions).* Instructor TBA.

Sec. 7: Wed. 6.30–9.30 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

M *Sec. 8: Wed.–Fri. 9 a.m.–6 p.m., Oct. 7–9 (3 sessions).* Susan Shapiro, PMP®.

M *Sec. 9: Mon.–Wed. 9 a.m.–6 p.m., Oct. 26–28 (3 sessions).* Jeff Furman.

Sec. 10: Thurs. 6.15–9.15 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

Sec. 11: Tues. 6–9 p.m., Sept. 29–Nov. 17 (8 sessions). Instructor TBA.

M *Sec. 12: Wed.–Fri. 9 a.m.–6 p.m., Dec. 9–11 (3 sessions).* Instructor TBA.

M *Sec. 13: Fri.–Sun. 9 a.m.–6 p.m., Dec. 4–6 (3 sessions).* Instructor TBA.

S *Sec. 14: Sat. 9 a.m.–6 p.m., Dec. 5–19 (3 sessions).* Instructor TBA.

Sec. 15: Thurs. 6.30–9.30 p.m., Sept. 24–Nov. 12 (8 sessions). Instructor TBA.

Project management skills are increasingly important in today's competitive organizations, especially for meeting project goals on time, within budget, and while maintaining high standards of quality. Acquire the fundamental theories, tools, and techniques of successful project management for an entire project life cycle. Learn and apply a framework that has been proven necessary for project management success. Through lectures, discussions, and exercises, the course covers the essential aspects of managing projects, including assigning responsibility and ownership of project components; setting milestones for the completion of major tasks; breaking a complex project into manageable parts; organizing and sequencing tasks; managing cost, performance, and client expectations; and developing a project plan. The content and subject matter presented in this class are aligned with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition* and other Project Management Institute (PMI) global standards. *PMI course number 2204-499600. Recommended for those with fewer than two years of project management experience.*
CEU: 2.0. PM Contact Hours/PDU: 24.

Certified Associate in Project Management (CAPM)® Certification Exam Prep
PROJ1-CE8602/$855

S *Sec. 1: Sun. 9 a.m.–6 p.m., Nov. 1–15 (3 sessions).* Instructor TBA.

W *Sec. 2: Sun. 9 a.m.–6 p.m., Sept. 20–Oct. 4 (3 sessions).* Instructor TBA.

Project management skills are increasingly important in today's competitive organizations. Management of the standard triple constraints—aligned toward project delivery—determines the overall success or failure of a project. In this course, learn the theories, tools, and techniques behind successful project management practices. Sessions cover the fundamental aspects of project management through the study of 10 knowledge areas and related process groups. These include task organization and sequencing; schedule development; critical path methods; milestone, PERT, and Gantt charts; reverse planning methods; and cost, performance, and client considerations—all of which enable you to meet your professional challenges head-on. The content and subject matter presented in this course are aligned with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition* from the Project Management Institute (PMI). *The CAPM® exam is administered by PMI (**pmi.org**) and can only be taken after the CAPM® Certification Application is approved by PMI. For detailed information about the CAPM® certification application requirements and exam centers, please visit the PMI website. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.5. PM Contact Hours/PDU: 24.

Managing Projects Using MS Project 2013
PROJ1-CE8630/$735

S *Sec. 1: Sun. 9 a.m.–5 p.m., Oct. 18–Nov. 1 (3 sessions).* Instructor TBA.

M *Sec. 2: Mon.–Wed. 9 a.m.–5 p.m., Oct. 19–21 (3 sessions).* Instructor TBA.

W *Sec. 3: Sat. 9 a.m.–5 p.m., Nov. 7–21 (3 sessions).* Instructor TBA.

M *Sec. 4: Mon.–Wed. 9 a.m.–5 p.m., Oct. 5–7 (3 sessions).* Instructor TBA.

M *Sec. 5: Wed. 9 a.m.–5 p.m., Dec. 2–16 (3 sessions).* Instructor TBA.

Focus on the use of Microsoft Project 2013, as an essential tool for developing a project schedule. The course integrates theory and practice so you develop a hands-on understanding of how to build a project work plan. Course work centers on project planning, execution, monitoring, and control processes. Learn how to use MS Project to keep track of project details, while simultaneously maintaining a focus on goals and objectives. *Project Management Institute (PMI) course number 2204-499610. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.5. PM Contact Hours/PDU: 21.

Project Management Professional (PMP)® Certification Exam Prep
PROJ1-CE8601/$895

Sec. 1: Mon. Thurs. 7–9.30 p.m., Sept. 24–Nov. 12 (14 sessions). No class Oct. 12. Instructor TBA.

M *Sec. 2: Mon.–Fri. 9 a.m.–5 p.m., Oct. 5–9 (5 sessions).* Instructor TBA.

M *Sec. 3: Sun. 9 a.m.–5 p.m., Oct. 4–Nov. 1 (5 sessions).* Instructor TBA.

S *Sec. 4: Sun. 9 a.m.–5 p.m., Nov. 1–Dec. 6 (5 sessions). No class Nov. 29.* Instructor TBA.

Sec. 5: Tues. Thurs. 6.30–9.30 p.m., Oct. 6–Nov. 12 (12 sessions). Instructor TBA.

In today's competitive job market, credentials matter more than ever. Not only are project managers with the Project Management Professional (PMP)® credential more marketable, but they also have access to better opportunities. This advanced project management course is designed to help project managers master *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition*, including the project management knowledge areas, processes, and best practices for the planning, execution, and control of project initiatives. Prepare to take the PMP® exam from the Project Management Institute (PMI) to attain PMP® Certification. The content and subject matter presented in this class are aligned with the *PMBOK® Guide* and other appropriate PMI global standards. *The PMP® exam is administered by PMI (**pmi.org**) and can only be taken after the PMP® Certification Application is approved by PMI. For detailed information about the PMP® certification application requirements and exam centers, please visit the PMI website. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 4.0. PM Contact Hours/PDU: 35.

To fulfill the Project Management Institute's education requirements, a candidate must have completed all 35 contact hours of formal education before applying for a PMI credential.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

SPECIALIZED TOPICS IN PROJECT MANAGEMENT

Advanced Techniques in Project Management
PROJ1-CE8615/$955

Sec. 1: Tues. 6–9.30 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

Rapid global change requires real-world, real-time skills that go beyond the basics. Advanced techniques to manage risk and procurement include analysis, causation, and remediation of issues in risk management and procurement plans. Explore the roles of motivation, leadership, and teamwork in project success. Examine the importance of developing up-front buy-in, keeping external stakeholders satisfied, and correcting project missteps. Identify and discuss several *PMBOK® Guide* skills in depth. Take this course if you are a dedicated project management student ready for certification, or if you are a certified project manager seeking to maintain or further your skills. *Prerequisites: Contracts, Procurement, and Negotiation for Project Managers/PROJ1-CE8620 and Risk and Change Management/PROJ1-CE8611, or equivalent experience.*
CEU: 3.5. PM Contact Hours/PDU: 34.

Contracts, Procurement, and Negotiation for Project Managers
PROJ1-CE8620/$840

Sec. 1: Wed. 6.30–9.30 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Sec. 2: Sat. 10 a.m.–2 p.m., Oct. 10–Nov. 14 (6 sessions). Instructor TBA.

Project managers often work with a complex lineup of vendors, purchasers, and subcontractors. Understanding the contracting process, including negotiating strategies, is a critical part of keeping projects on target and within budget. In this course, acquire an overview of the contracting process. Learn how to prepare for negotiations, establish a starting position, influence the other party, and move toward closure. Gain insight into how to interpret and administer contracts. Special attention is given to performance and cost control from the project manager's viewpoint. *Project Management Institute (PMI) course number 2204-499602. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 24.

Enterprise Project Management
PROJ1-CE8644/$795

Sec. 1: Oct. 26–Nov. 23. Instructor TBA.

Enterprise project management—extending a vital project role to a holistic view of the organization—is the future of business. Achieving the seamless and transparent integration of all organizational project planning and decision-support information has proven elusive, however. Examine the critical enterprise role of the project manager, see why significant progress has not been made, and explore how this holistic approach can be used to manage projects in today's complex organizations. The course also introduces Microsoft Office Project Server 2007, which enables managers to expand their control over individual projects and communications across the organization and helps them to achieve enterprise project management goals. *Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.* **CEU: 1.5.**

Ethics in Project Management
PROJ1-CE8665/$750

M *Sec. 1: Sat. 9 a.m.–5 p.m., Dec. 5–12 (2 sessions).* Instructor TBA.

Explore the many ethical issues facing project managers that potentially can jeopardize project success. Examine the four ethical principles that the Project Management Institute (PMI) emphasizes in its code of ethics and professional conduct, as well as the sub-clauses in the code and the specific ethical issues they address. Discuss the repercussions that ethical failures can bring to projects, using pertinent examples from current events. Gain an understanding of how strong ethics are key to long-term profit and company growth. Learn strategies for making the best decisions on projects by keeping the competing interests of the customer and the performing organization in balance, best practices and success stories from the corporate world for fostering an ethical workplace, and root causes behind ethical compromises on projects. Gain familiarity with PMI's new tool for making ethical decisions—the Ethical Decision-Making Framework (EDMF). Review sample PMP® test questions representative of the ethics-based questions on the exam.
CEU: 1.5. PM Contact Hours/PDU: 14.

Extreme Project Management
PROJ1-CE8641/$560

Sec. 1: Sept. 28–Oct. 26. Instructor TBA.

An "extreme project" is one in which the stakes are high, the luxury of a long planning period is nonexistent, quality is paramount, and resources are few. As a project manager or team member, learn extreme project management theory and processes and employ the tools required to complete such a project. You are encouraged to take this course with a multidisciplinary team of four to six members and to bring a project that you currently are working on. Then, work with your team to complete and deliver your project plans to senior management (subject to availability) for approval. *Project Management Institute (PMI) course number 2204-499608. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 1.5. PM Contact Hours/PDU: 16.

WINTER PREVIEW

Project Management Winter Intensive
PROJ1-CE8631

Dates and times to be announced.

Project management is an essential skill in today's business world. Professionals need a workable methodology to ensure that their projects are profitable and aligned with the strategic goals and mission of their organization. This course provides a framework for understanding and applying the tools, techniques, processes, methodologies, and knowledge associated with a structured project management approach. This highly interactive program combines lectures, facilitated discussions, and a simulation project exercise, enabling you to gain hands-on experience in developing a project plan. Key takeaways from this course include the skills to define a business problem or opportunity, to plan the delivery of its solution, and to manage the execution of that plan. The content and subject matter presented in this course are aligned with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition* from the Project Management Institute (PMI).

For more information on Winter Session courses, visit sps.nyu.edu/winterce or call (212) 998-7200.

NEW

Legal Services Portfolio Management
PROJ1-CE8670/$840

Sec. 1: Oct. 8–Dec. 17. Instructor TBA.

Legal service enterprises operate with limitations on budget and resources. The selection or prioritization of one legal project often requires forgoing or de-prioritizing another. Legal services portfolio management is the discipline by which factors such as budget, risks, human resources, material resources, scheduling constraints, and importance according to strategic objectives are considered in order to select and prioritize projects across the enterprise. This course guides legal project managers through the implementation of these processes in an effort to identify high-priority, high-risk projects. The content and subject matter presented in this class are aligned with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition* and other appropriate Project Management Institute (PMI) global standards. **CEU: 2.5.**

PROGRAM IN PROJECT MANAGEMENT (ONLINE AND IN-PERSON)

This program of study is designed for individuals with little or no project management experience, as well as for those interested in advancing their project management skills. It provides the knowledge and techniques necessary to operate successfully as a project manager in a variety of industries, including business and IT. The NYU School of Professional Studies has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI)®. As a PMI Registered Education Provider (R.E.P.), the School abides by PMI-established quality assurance criteria.

The suggested foundational courses are meant for those who are new to project management. Students who choose to take any one of the foundational courses will learn the basic project management concepts and techniques. Students with some project management experience may wish to take supplemental courses that cover key competencies and knowledge areas to gain additional project management skills. Advanced students may choose from specialized courses by industry and business function that are most applicable to their career needs or areas of interest.

Students who take the Certified Associate in Project Management (CAPM)® or the Project Management Professional (PMP)® exam preparatory course will meet the educational requirements needed for CAPM® and PMP® qualification, respectively. Alternatively, students may take any combination of two other courses in the program to meet the educational requirements for CAPM® or PMP® qualification.

For advisement, please contact the program office at sps.mgmtech@nyu.edu.

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SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Basic Project Management
PROJ1-CE8600 *(page 51)*

Project Management Summer Intensive
PROJ1-CE8660 ❖

Project Management Winter Intensive
PROJ1-CE8631 *(page 52)*

SUPPLEMENTAL COURSES

Persuasive Presentations for Project Managers
PROJ1-CE8610 *(page 53)*

Risk and Change Management
PROJ1-CE8611 *(page 54)*

Project Communication Management
PROJ1-CE8612 *(page 54)*

Team Management in a Project Environment
PROJ1-CE8617 *(page 54)*

Contracts, Procurement, and Negotiation for Project Managers
PROJ1-CE8620 *(page 52)*

Managing Projects Using MS Project 2013
PROJ1-CE8630 *(page 51)*

Quality Techniques for Projects
PROJ1-CE8640 *(page 54)*

Ethics in Project Management
PROJ1-CE8665 *(page 52)*

SPECIALIZED COURSES: INDUSTRY AND BUSINESS FUNCTION

Project Analysis for Managers
PROJ1-CE8613 *(page 54)*

Advanced Techniques in Project Management
PROJ1-CE8615 *(page 52)*

Extreme Project Management
PROJ1-CE8641 *(page 52)*

Agile Project Management
PROJ1-CE8642 *(page 51)*

Managing Projects for Speed
PROJ1-CE8643 *(page 53)*

Enterprise Project Management
PROJ1-CE8644 *(page 52)*

Managing Virtual Teams
PROJ1-CE8664 *(page 53)*

Legal Services Project Management
PROJ1-CE8625 *(page 53)*

Legal Services Portfolio Management
PROJ1-CE8670 *(page 52)*

Legal Services Program Management
PROJ1-CE8671 *(page 53)*

Project Management for Healthcare
PROJ1-CE8646 *(page 54)*

Project Management for Information Systems
PROJ1-CE8650 *(page 54)*

Project Management in the Financial Services Industry
PROJ1-CE8652 *(page 54)*

Project Management for Mobile Apps
PROJ1-CE8655 *(page 54)*

SPECIALIZED COURSES: PMI EXAM PREPARATION

Project Management Professional (PMP)® Certification Exam Prep
PROJ1-CE8601 *(page 51)*

Certified Associate in Project Management (CAPM)® Certification Exam Prep
PROJ1-CE8602 *(page 51)*

NEW

Legal Services Program Management
PROJ1-CE8671/$840

Sec. 1: Sept. 30–Dec. 2. Instructor TBA.

Many areas of legal services entail performing similar projects. Examples of such project categories include patent filings and debt collections. This course applies the learning process that takes place in the management of individual projects to empower legal department managers with the skills to develop and continuously improve the processes for managing legal department programs. The content and subject matter presented in this class are aligned with *A Guide to the Project Management Body of Knowledge* (*PMBOK® Guide*)—*Fifth Edition* and other appropriate Project Management Institute (PMI) global standards. **CEU: 2.5.**

Legal Services Project Management
PROJ1-CE8625/$645

Sec. 1: Sept. 29–Nov. 17. Instructor TBA.

This course demonstrates how to apply traditional and agile project management methods to the management of legal service matters (cases and transactions) and of legal service enterprises, such as law firms, in-house legal departments of public and private organizations, and the courts. In class, apply the global standards of project management to distinct legal enterprises and legal services. Be able to demonstrate the applicability of each phase of the project management life cycle to the management of legal services. The content and subject matter presented in this class are aligned with *A Guide to the Project Management Body of Knowledge* (*PMBOK® Guide*)—*Fifth Edition* and other appropriate Project Management Institute (PMI) global standards. *Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 24.

Managing Projects for Speed
PROJ1-CE8643/$805

Sec. 1: Tues. 6.30–9.15 p.m., Oct. 13–Dec. 1 (8 sessions). Instructor TBA.

The challenge of completing an important project earlier than scheduled, or bringing a project that has fallen behind back on schedule, requires a special set of skills. Learn techniques that allow you to effectively speed up a project in difficult project environments across multiple industries, including telecommunications and IT. In this course, 12 practical tools and 10 key areas of effectiveness are presented, culminating in three essential steps for successfully speeding up a project. Gain the knowledge and skills to effectively move a project along with a set of useful project management tools and techniques. *Project Management Institute (PMI) course number 2204-499604. Prerequisite: Basic Project Management/ PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 23.

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

Managing Virtual Teams
PROJ1-CE8664/$550

Sec. 1: Wed. 6.30–9 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Coordinating and managing the efforts of geographically distributed, high-performance teams (GD/HPT) are challenges that project managers need to address quickly. Examine today's distributed work environment, and analyze the tools and practices needed to manage in the new virtual workplace. Analyze the difficulties of working with globally dispersed teams, explore the required shift in the manager's mindset, and define new management styles and methodologies. Explore new project management/ communications tools, such as Basecamp, Jive, Yammer, Thymer, GQueues, Dropbox, and Campfire, that help to communicate and manage more effectively.
CEU: 2.0. PM Contact Hours/PDU: 21.

Persuasive Presentations for Project Managers
PROJ1-CE8610/$795

M *Sec. 1: Wed.–Fri. 9 a.m.–5 p.m., Nov. 4–6 (3 sessions).* Instructor TBA.

One of the key skills required of project managers is the ability to give presentations. Project managers are called upon to present to their team members, management, customers, and other stakeholders. These presentations need to be highly effective and persuasive, often for the purpose of convincing reluctant or opposing stakeholders that their buy-in is needed on a crucial aspect of the project. Yet, most managers are not trained in giving presentations—and they find this a very challenging and highly stressful part of their job. This course strongly emphasizes learning by doing. In class, create a short, persuasive presentation with fellow project managers and practice giving it in a supportive and fun environment. Explore tips and techniques for making your presentations interactive, engaging, and successful. Examine common pitfalls that all presenters face, and learn secrets and tricks of the trade for avoiding them. As a bonus, receive a PowerPoint template to help you easily get started, even if a PowerPoint novice. *Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.5. PM Contact Hours/PDU: 21.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

Weekend Courses

Agile Project Management
PROJ1-CE8642 *(page 51)*

Basic Project Management
PROJ1-CE8600 *(page 51)*

Certified Associate in Project Management (CAPM)® Certification Exam Prep
PROJ1-CE8602 *(page 51)*

Contracts, Procurement, and Negotiation for Project Managers
PROJ1-CE8620 *(page 52)*

Ethics in Project Management
PROJ1-CE8665 *(page 52)*

Managing Projects Using MS Project 2013
PROJ1-CE8630 *(page 51)*

Project Communication Management
PROJ1-CE8612 *(page 54)*

Project Management Professional (PMP)® Certification Exam Prep
PROJ1-CE8601 *(page 51)*

Project Analysis for Managers
PROJ1-CE8613/$840

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 30–Dec. 2 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Learn what it takes to bring challenging projects to completion in record time. This hands-on course demonstrates how to diagnose and to correct project management problems quickly and accurately. Evaluate case studies and examine actual projects taken from the workplace, with a focus on planning, triage, and a structured methodology for identifying problems and implementing corrective measures step by step. By employing the methods used in this course to your project management, avoid wasting time, effort, and resources. *Project Management Institute (PMI) course number 2204-499603. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 24.

Project Communication Management
PROJ1-CE8612/$805

S *Sec. 1: Sat. 9 a.m.–6 p.m., Sept. 26–Oct. 10 (3 sessions).* Instructor TBA.

M *Sec. 2: Fri. 9 a.m.–6 p.m., Sept. 25–Oct. 9 (3 sessions).* Instructor TBA.

Sec. 3: Wed. 6.30–9.30 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Approximately 90 percent of a project manager's time is spent communicating, and the effectiveness of this communication relates directly to a project's success. Technology provides many communication options, but the choices can be overwhelming. As a project manager, learn to make technology work for you. In class, explore tools and techniques that improve communication and increase productivity. Discover how technology can help you to report on project status; manage stakeholder expectations; conduct effective meetings; communicate with clients, senior management, and project team members; and express your ideas clearly and concisely. *Project Management Institute (PMI) course number 2204-499609. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.5. PM Contact Hours/PDU: 23.

Project Management for Healthcare
PROJ1-CE8646/$800

Sec. 1: Oct. 22–Nov. 10. Instructor TBA.

Project management skills—the ability to meet project goals on time and within budget while maintaining quality standards—are increasingly important in today's competitive healthcare environment. In this course, learn the theories, tools, and techniques for successful project management. Topics covered include task organization and sequencing; schedule development; critical path method implementation as a management tool; milestone and Gantt charts; the reverse planning method; and cost, performance, and client considerations. Learn to apply these techniques to meet your professional challenges in the healthcare field head-on.
CEU: 2.5. PM Contact Hours/PDU: 21.

Project Management for Information Systems
PROJ1-CE8650/$840

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Nov. 17 (8 sessions). Instructor TBA.

Gain a theoretical and practical understanding of how to plan and manage the implementation of a new system or technology-driven initiative. This course provides an overview of the project manager's roles and responsibilities, as well as the associated tools, templates, and methodologies. Learn how to develop a systematic approach to the management of a software or systems implementation project, with a focus on both the process and product work streams. Conjoin the project life cycle and systems development life cycle models to manage the planning, execution, and control of a project initiative more effectively. The content and subject matter presented in this class are aligned with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition* and other appropriate Project Management Institute (PMI) global standards. *PMI course number 2204-499607. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 24.

Project Management for Mobile Apps
PROJ1-CE8655/$895

Sec. 1: Thurs. 6.30–9 p.m., Nov. 5–Dec. 17 (6 sessions). No class Nov. 26. Instructor TBA.

With the continued growth in mobile technologies, project managers are faced with the challenge of working with cross-functional teams to implement business requirements that drive the development of mobile applications. In this advanced class, work within the context of a mobile application development project. Receive an introduction to the foundations of mobile app development for iPad/iPhone and Android platforms, followed by an examination of the project management approaches suitable for such an undertaking. Project Management Institute (PMI) knowledge areas and process groups are applied to the mobile app development life cycle. *Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 15.

Project Management in the Financial Services Industry
PROJ1-CE8652/$795

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

Emerging from the worst financial and industry crises of the generation, the financial services industry is adopting the practices and methods of sound project management disciplines at a very aggressive pace, realizing that this is the new normal for both "change the bank" (CTB) and increasingly in "run the bank" (RTB) initiatives. Given the stakes involved and the numerous crises confronted and experienced—including managing risks and meeting regulatory requirements and deadlines—leaders, managers, and frontline associates are acknowledging the increasing importance of project management. In this course, focus on building your own playbook for effectively understanding, practicing, and maximizing project management techniques in the financial services industry. Review presentations, templates, tools, and case examples interactively. Topics include a basic knowledge of several segments of the financial services industry and project management from a "practitioner's view." The course provides an overview of the roles and responsibilities of individuals involved in financial service projects, with an emphasis on managing stakeholder relationships and expectations while delivering maximum business value. *Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.* **CEU: 2.5.**

Quality Techniques for Projects
PROJ1-CE8640/$770

Sec. 1: Thurs. 6.30–9.15 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

From developing new software to building a skyscraper, today's business growth relies on successful projects. Quality is a key component of project deliverables and an important aspect of perceived success. Understand the application of fundamental and advanced quality improvement techniques and state-of-the-art quality concepts, including the popular, often-practiced Six Sigma. Upon completion of the course, have the knowledge and skills to apply these concepts and tools successfully to any project. *Project Management Institute (PMI) course number 2204-499614. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 22.

Risk and Change Management
PROJ1-CE8611/$840

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

Sec. 2: Mon. 6.30–9.30 p.m., Oct. 19–Dec. 7 (8 sessions). Instructor TBA.

Uncertainty is always present, even in the best-planned projects. Learn how to deal with the unpredictable as you focus on managing change and minimizing risk. Study effective methods for identifying the risks that threaten your projects and their potential impact, then learn how to establish a risk-management plan. Discover the best ways to control cost and schedule variances. Examine sources of change, and explore the context in which strategies to monitor and update project plans are designed. *Project Management Institute (PMI) course number 2204-499601. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 24.

Team Management in a Project Environment
PROJ1-CE8617/$875

Sec. 1: Thurs. 6.30–9.40 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

Develop the skills necessary to bring diverse individuals together into a cohesive, goal-oriented team. Learn to communicate the scope and importance of your project, to keep meetings on track, to deal with the challenges of managing a high-performance team, and to balance individual efforts with the collective efforts of the team toward achieving project goals and objectives. This course demonstrates team-building and team-management techniques through leadership development, and it is designed to help prepare project managers to address the complexities of managing diverse projects. Collaboration, connectivity, adaptability, creativity, and innovation are essential attributes in proactive project management. Through discussions, activities, reflections, and collaboration, learn how to carry an idea from its initial conception to a finished product or service. The content and subject matter presented in this class are aligned with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition* and other appropriate Project Management Institute (PMI) global standards. *PMI course number 2204-499605. Prerequisite: Basic Project Management/PROJ1-CE8600 or equivalent experience.*
CEU: 2.0. PM Contact Hours/PDU: 25.

International Institute for Learning, Inc.

NYU SCHOOL OF PROFESSIONAL STUDIES

IIL and the NYU School of Professional Studies:

Two Global Brands Serving the World's Learning Needs

New York City—the City at the crossroads of the world—is home to both the NYU School of Professional Studies and the global headquarters of International Institute for Learning's (IIL) network of 18 companies that span the globe. A leader in business skills training, consulting, and coaching, IIL shares a commitment with the NYU School of Professional Studies to support diversity, build cross-cultural competence, and encourage globalization that extends far beyond the four walls of a classroom.

Since 2004, the NYU School of Professional Studies has been offering joint programs with IIL, and this unique relationship has benefited thousands of enterprising adult learners. The NYU School of Professional Studies/IIL joint programs provide participants with the opportunity to experience the synergy between the academic and the real-world pulse of the global marketplace.

IIL offers students at the NYU School of Professional Studies the opportunity to study with the Institute's elite roster of more than 300 international trainers, whose expertise in the classroom is matched by extensive global experience in the field. In turn, the NYU School of Professional Studies offers IIL clients the academic prestige of affiliation with one of the top post-baccalaureate continuing education programs in the U.S.

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Project management applies constantly evolving principles, concepts, tools, and techniques to improve project performance and organizational effectiveness. We offer a broad array of core, intermediate, PM for IT, and advanced PM courses.

Business Analysis

Over the last several years, the field of business analysis has experienced exponential growth. Whether you are pursuing a career as a business analyst, want to earn your CBAP® or CCBA™ certification, or are interested in training in business analysis, we have the perfect course for you.

Microsoft Project Certifications

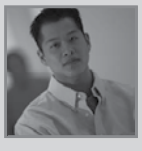
IIL is a Microsoft® Gold Learning Partner with three gold and eight silver Microsoft competencies. We offer a four-tiered series of Project "Belt" Certification in Microsoft Project, and our Orange Belt® course prepares you to earn the Microsoft MCTS credential.

Leadership and Interpersonal Skills

From conflict resolution to communication skills, from negotiation to change management, and from leading cross-cultural virtual teams to creative problem solving, our curriculum prepares you to handle the most demanding projects and personnel situations.

Lean Six Sigma and Process Excellence

Lean Six Sigma combines the power of Six Sigma—strategic alignment, customer focus, and rigorous analytical tools—with Lean's focus on speed to deliver breakthrough results. In addition to an introductory course in Lean Six Sigma, we offer a three-level "Belt" Certification Program.



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DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PUBLIC RELATIONS

Public relations and corporate communication continue to be essential elements of the marketing mix that support the strategic management of complex organizations and issues. The NYU School of Professional Studies offers one of the country's largest university-based professional training programs in PR and investor relations, taught by some of today's most successful practitioners in the field. Day, evening, and weekend courses are available.

Offerings in Public Relations include:

- **A wide range of Career Advancement Courses** to help you acquire the specific skills and knowledge necessary for success in the field of public relations
- **Career Advancement Programs of Study:** Public Relations *(page 56)* and Integrated Communications *(page 57)*
- **Master of Science in Public Relations and Corporate Communication**, named the nation's top PR education program in 2009 and 2010 by *PRWeek* magazine, which prepares you to enter into or to advance in the field of public relations, one of today's fastest-growing professions *(page 159)*

For more information about Career Advancement offerings, visit sps.nyu.edu/pr, e-mail sps.marketing.pr@nyu.edu, or call (212) 998-7200. For more information about the M.S. in Public Relations and Corporate Communication, visit sps.nyu.edu/mspr, e-mail sps.gradadmissions@nyu.edu, or call (212) 998-7100.

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Public Relations and Corporate Communication 56
Advanced PR Strategies 57

PROGRAM IN PUBLIC RELATIONS

This program of study immerses students in the public relations profession, offering an in-depth overview of the ways in which PR professionals use media vehicles to reach target audiences. Almost every industry today requires a coordinated and effective public relations effort to shape a company's or an individual's strategy and to build rapport with customers, voters, employees, stockholders, or the general population. This program is taught by a faculty of industry professionals who bring invaluable present-day experiences to the classroom. Students who complete the foundational courses and take a variety of supplemental courses gain an understanding of:

- The fundamental principles and practices of a PR professional, as presented through lectures, workshops, case studies, and real-life applications
- The responsibilities of serving as a spokesperson for an organization and interacting with the media
- The process of preparing and executing powerful PR campaigns and press events
- Strategies for publicizing an event, organization, or individual
- The most effective use of PR tools—news releases, video news releases, press kits, speeches, pitch letters, press events, media conferences, satellite and market-by-market media tours, and public service announcements (PSAs)

For more information, e-mail sps.marketing.pr@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Public Relations: The Principles of the Practice
PRFD1-CE9640 *(page 57)*

Media Relations: Present and Future
PRFD1-CE9655 *(page 56)*

Marketing and Strategic Communications Writing I
PRWG1-CE9293 *(page 50)*

SUPPLEMENTAL COURSES

Crisis Communication and Reputation Management
PRAV1-CE9070 *(page 57)*

Social Media Campaign I
MADV1-CE9034 *(page 48)*

Emerging Topics in PR
PRAV1-CE9662 ❖

Social Media Communication II
PRAV1-CE8109 *(page 57)*

Data-Driven PR Strategies
PRAV1-CE9071 ❖

Presentation Skills for Marketing and PR Executives
MKMG1-CE9636 *(page 49)*

Marketing and Strategic Communications Writing II
DMMK1-CE9035 *(page 50)*

Special Events Marketing Strategies
MEEM1-CE9296 *(page 50)*

Marketing Principles and Practices II
MKSB1-CE9255 *(page 49)*

Marketing Principles and Practices III
MIMC1-CE9212 *(page 49)*

Campaign Management
MIMC1-CE9280 *(page 49)*

Digital Marketing Strategies
DMMK1-CE8119 *(page 48)*

Visual Branding and Marketing for Retailers
MKSB1-CE8975 ❖

Developing the Marketing Plan III
MKSB1-CE9943 *(page 50)*

Global Public Relations Strategy and Execution Intensive
PRFD1-CE9643 ❖

INVESTOR RELATIONS

Investor relations is a strategic management responsibility that utilizes the finance, communications, and marketing disciplines to manage the content and flow of company information to financial and other constituencies for the purpose of maximizing relative valuation.

Advanced Topics: Investor Relations
INVR1-CE9395/$825

M *Sec. 1: Fri.–Sun. 9 a.m.–4.40 p.m., Dec. 4–6 (3 sessions).* Instructor TBA.

Designed for public relations generalists with little or no background in finance and investment, this course details how to successfully conduct financial public relations and investor relations. Focus on financial market essentials, including financial institutions, information flow, disclosure requirements, communication practices, and the financial press. Explore the significance of shareholder publications, annual meetings, mergers and acquisitions, and overseas programs. Develop and implement an investor relations program from start to finish. **CEU: 2.0.**

PUBLIC RELATIONS AND CORPORATE COMMUNICATION

Media Relations: Present and Future
PRFD1-CE9655/$825

M *Sec. 1: Sat. Sun. 10 a.m.–4 p.m., Sept. 26–Oct. 4 (4 sessions).* Instructor TBA.

Sec. 2: Thurs. 6.30–9 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

Learn how publicists appeal to the minds that matter most. Examine the essential elements of an innovative and powerful media relations plan. Analyze the evolving and symbiotic relationships among public relations, advertising, and marketing, and evaluate contemporary trends in media relations including digital, print, and electronic outlets. Develop distinct media pitches for various media outlets that offer mutually beneficial aspects. **CEU: 2.0.**

PROGRAM IN INTEGRATED COMMUNICATIONS (ONLINE AND IN-PERSON)

This program of study provides the broad-based, interdisciplinary knowledge and skill set that are essential for success in higher-level marketing and communications roles within national and international organizations. To accommodate a broader, more complex, and more balanced discipline for the marketplace, this program provides a strong foundation in the principles and practices of marketing and public relations, with specific focus on key elements such as social media, reputation management, innovation, and growth. The program approaches the subject matter from a strategic perspective rather than from a purely tactical or functional one. Those who complete the foundational courses and a variety of supplemental courses gain knowledge and skills related to:

- Understanding consumer needs
- Providing consumers with innovative products and services
- Building brands
- Leading organizations

For more information, e-mail sps.marketing.pr@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Marketing Principles and Practices I
MKFD1-CE9247 *(page 49)*

Marketing Principles and Practices III
MIMC1-CE9212 *(page 49)*

Media Relations: Present and Future
PRFD1-CE9655 *(page 56)*

SUPPLEMENTAL COURSES

Crisis Communication and Reputation Management
PRAV1-CE9070 *(page 57)*

Social Media Campaign I
MADV1-CE9034 *(page 48)*

Emerging Topics in PR
PRAV1-CE9662 ❖

Social Media Communication II
PRAV1-CE8109 *(page 57)*

Presentation Skills for Marketing and PR Executives
MKMG1-CE9636 *(page 49)*

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PRWG1-CE9293 *(page 50)*

Marketing and Strategic Communications Writing II
DMMK1-CE9035 *(page 50)*

Data-Driven PR Strategies
PRAV1-CE9071 ❖

Marketing Research I
MRSH1-CE9140 *(page 49)*

Analyzing Consumer Behavior
MRSH1-CE9241 *(page 49)*

Advanced Advertising Strategies
MADV1-CE9008 *(page 46)*

Digital Marketing I
DMMK1-CE9505 *(page 47)*

Special Events Marketing Strategies
MEEM1-CE9296 *(page 50)*

Marketing Principles and Practices II
MKSB1-CE9255 *(page 49)*

Innovative New Product and Service Development
MKMG1-CE9252 ❖

Visual Branding and Marketing for Retailers
MKSB1-CE8975 ❖

Developing the Marketing Plan I
MKSB1-CE9143 *(page 50)*

Developing the Marketing Plan II
MKMG1-CE9941 *(page 50)*

Digital Marketing Intensive
DMMK1-CE8108 ❖

Global Public Relations Strategy and Execution Intensive
PRFD1-CE9643 ❖

The Media Mix
MIMC1-CE9281 ❖

Public Relations: The Principles of the Practice
PRFD1-CE9640/$825

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Instructor TBA.

M *Sec. 2: Sat. 10 a.m.–4 p.m., Nov. 7–Dec. 5 (4 sessions). No class Nov. 28.* Instructor TBA.

Analyze the principles and ethical components that underlie the management of a sound public relations program, using both a theoretical and a real-world approach. Examine the specific requirements for interacting successfully with various publics—from consumers to media—with regard to crisis, image building, and social responsibility. Survey industry-derived case studies to better understand how to design and implement effective public relations campaigns. **CEU: 2.0.**

Social Media Communication I
DMMK1-CE8110/$825

Sec. 1: Nov. 2–15. Instructor TBA.

Social media is crucial for today's communicators and marketers to understand. Explore how to build strategic opportunities across a variety of social media channels that allow marketers to engage in authentic conversation with prospective clients and current consumers. Investigate the role of social networking channels as valuable marketing spaces through a combination of theoretical grounding, practical application, and most important, strategic thinking and management. Learn how best to interact with customers through user-generated platforms, to align social media with business objectives and overall communication strategies, and to incorporate social media within various departmental functions across an organization. **CEU: 2.0.**

Social Media Communication II
PRAV1-CE8109/$825

Sec. 1: Thurs. 6.30–9 p.m., Oct. 1–Nov. 19 (8 sessions). Instructor TBA.

S *Sec. 2: Sat. Sun. 10 a.m.–4 p.m., Nov. 14–22 (4 sessions).* Instructor TBA.

Social media offers brands and organizations unlimited opportunities to interact with the public, to harness influencers, and to strengthen their public perception. To take advantage of these benefits, PR and marketing professionals must be able to identify and to activate key brand ambassadors. In addition, they must be able to tailor content through a variety of media in order to provoke consumer action, to reveal measurable impact of efforts in the social space, and to support goals that will positively affect the organization's bottom line. Learn to capture and activate an audience by crafting strong, concise brand messaging and content to reach consumers on your preferred social media platform. Gain invaluable hands-on experience utilizing current tools and technologies to measure engagement—and apply these metrics to strengthen a brand or an organization's PR presence. **CEU: 2.0.**

Weekend Courses

Advanced Topics: Ethics and Regulation
PRAV1-CE9661 *(page 57)*

Advanced Topics: Investor Relations
INVR1-CE9395 *(page 56)*

Media Relations: Present and Future
PRFD1-CE9655 *(page 56)*

Public Relations: The Principles of the Practice
PRFD1-CE9640 *(page 57)*

Social Media Communication II
PRAV1-CE8109 *(page 57)*

ADVANCED PR STRATEGIES

Advance into a management position by developing breakthrough strategies and public relations programs that have a positive impact on sales and marketing.

Advanced Topics: Ethics and Regulation
PRAV1-CE9661/$795

S *Sec. 1: Fri.–Sun. 9 a.m.–4.40 p.m., Nov. 13–15 (3 sessions).* Instructor TBA.

This seminar for senior practitioners focuses on the difficult choices that confront public relations people in their interactions with clients, the press, government agencies, customers, and employees. Case studies are used to illustrate the challenges that PR professionals face in maintaining credibility, resolving conflict, and managing the interests of many parties. The seminar covers general principles of communications ethics, including truth telling and propaganda, conflicts of interest, confidentiality, corruption of communication channels, and the guaranteeing of results beyond the PR person's control. Guest speakers and role-playing are featured. **CEU: 2.0.**

Crisis Communication and Reputation Management
PRAV1-CE9070/$825

Sec. 1: Wed. 6.30–9 p.m., Oct. 14–Dec. 9 (8 sessions). No class Nov. 25. Instructor TBA.

This course focuses on the business decisions, management processes, and leadership skills necessary to anticipate, plan for, manage through, communicate about, and recover from crises affecting corporations and other complex organizations. Learn how to manage an organization's identity and reputation as assets so that, over the long term, they contribute to its growth and viability. Explore how to identify and influence the ways that organizations represent themselves to various constituencies, and determine how an identity is influenced by interactions with these groups. **CEU: 2.0.**

GLOBAL AFFAIRS

Today's global issues—from terrorism and immigration to international law, finance, and human rights—have both subtle and significant implications in our lives. Whether you want to become a better-informed world citizen or you seek to prepare for a career in the international arena, the NYU School of Professional Studies Center for Global Affairs offers a wide range of courses that help you to achieve your goals. Dynamic faculty members and guest speakers provide insights to help you to develop your career in international affairs, governmental and nongovernmental operations, trade, finance and banking, journalism, or education. Programs are available in a variety of formats to fit your schedule.

For more information about Career Advancement programs, events, and faculty members, visit **sps.nyu.edu/cga** or call **(212) 998-7200**.

For more information about CGA graduate offerings, including the M.S. in Global Affairs and graduate certificates, visit **sps.nyu.edu/cga/programs**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

See also:

M.S. in Global Affairs 159
Graduate Certificates. 160

GLOBAL AFFAIRS

Offerings in Global Affairs include:

- **An array of Career Advancement Courses**, including one-day seminars and online offerings, to expand your knowledge of world events, foreign and economic policies, and key issues in international relations
- **Career Advancement Programs of Study:** Global Affairs *(page 58)* and Global Philanthropy *(page 60)*
- **Master of Science in Global Affairs**, a degree with an emphasis on current issues in world affairs that is designed to familiarize you with critical issues in international politics, economics, development, and related areas *(page 159)*
- **Graduate Certificates:** Global Energy, Peacebuilding, and Transnational Security *(page 160)*

For more information about Career Advancement programs, events, and faculty members, visit **sps.nyu.edu/cga** or call **(212) 998-7200**. To learn more about the M.S. in Global Affairs and the related graduate certificates, visit **sps.nyu.edu/msga**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

GLOBAL AFFAIRS

NEW

Critical Infrastructure: Security and Resilience

GLOB1-CE9672/$525

Sec. 1: Thurs. 6.30–9.30 p.m., Sept. 24–Oct. 29 (6 sessions). Mohamed Telab, security, resilience, and infrastructure professional with the U.S. government.

Energy and water, communications and transportation, and everything in between—these are the essential elements of any developed society. Few things have a greater impact than an interruption to any one of these sectors. The protection and resilience of these critical services are vital to the preparedness and post-disaster activities of governments, emergency responders, and the private sector. This course provides a framework for identifying and organizing critical infrastructure protection and resilience activities that are associated with comprehensive risk reduction. Explore restoration prioritization and infrastructure preparedness activities and analyze lessons learned, all with an eye toward reducing the consequences of future interruptions.

NEW

East Asia Today

GLOB1-CE9802/$525

W *Sec. 1: Sat. 10 a.m.–2.30 p.m., Oct. 31–Nov. 21 (4 sessions).* Yee Seng Cheah, executive vice president, Capital Position.

East Asia, the world's most densely populated region, has stepped into the international spotlight as a center of economic growth. It is a region under rapid transformation, struggling between historical baggage and many challenges for potential opportunities ahead. Take this course to gain a better understanding of domestic politics and international relations in contemporary East Asia. We pay particular attention to seven Asian countries: India, China, Japan, South Korea, Myanmar, Vietnam, and Singapore. Analyze key economic, political, social, security, and cultural issues in these countries from a comparative perspective.

PROGRAM IN GLOBAL AFFAIRS (ONLINE AND IN-PERSON)

For those thinking about pursuing a graduate degree in global affairs or for anyone wanting to work in the global arena, this program of study provides an excellent introduction. It has evolved over nearly two decades and offers a solid foundation in global affairs, as well as the tools for understanding a world that is constantly changing. The comprehensive curriculum provides students with:

- An in-depth understanding of political developments and alignments since the end of World War II, with special emphasis on the post-Cold War era
- A basic grasp of factors that shape today's economy and influence international relations, such as trade policies, the role of multinationals, economic strategies of developing countries, and economic integration
- Familiarity with international and nongovernmental organizations, international law, and new and evolving procedures for dealing with international disputes and civil wars

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

International Relations in the Post-World War II Era
GLOB1-CE9210 *(page 59)*

The Politics of International Economic Relations
GLOB1-CE9251 *(page 60)*

SUPPLEMENTAL COURSES

Choose from among the course numbers that begin with GLOB1-CE.

Emerging Latin American Puma Economies

GLOB1-CE9422/$525

S *Sec. 1: Sun. 9.30 a.m.–1 p.m., Sept. 27–Nov. 1 (5 sessions). No class Oct. 11.* Patricia Samwick, president, SMG Consulting; former director, global business development, Citigroup.

The new darlings of global financial markets are the four ascending economies of Chile, Colombia, Mexico, and Peru. What are the political and economic philosophies that they share, and how have they affected their development? How have these countries diversified their economies beyond commodity wealth, and what have they been doing to invest in alternative, sustainable economic engines? Are these four countries positioned to achieve Asian Tiger-style potential, and what have they done to avoid sluggish growth, infrastructure decline, weakening institutions, and political strife? Examine the newly formed Pacific Alliance comprised of these "Puma Economies," and explore how they are moving beyond trade into integration of economic and political structures.

Global Civil Society Organizations

GLOB1-CE9920/$525

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 30–Nov. 4 (6 sessions). Catherine Pierce, international development consultant; former director, U.N. Population Fund, Office for the Pacific.

Civil society organizations (CSOs) have long been forces for change on the local and global scene. In recent decades, the scope and impact of CSOs have grown considerably, aided by the speed of communication and the emergence of new partners. Analyze the evolving role of CSOs by examining their interactions with international organizations and the private sector, as well as their part in setting the agenda for change at local, national, and international levels. Analyze how CSOs raise money, implement mandates, and respond to emerging challenges.

Global Conflict and the Crisis of Diplomacy

GLOB1-CE9195/$525

Sec. 1: Mon. 6.45–8.25 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Gerald Protheroe, historian and author.

Examine the impact of World War I on the first half of the 20th century, including the emergence of international communism and fascism and the rise of single-party dictatorships. Explore why China succumbed to internal collapse, how foreign policy was formulated in Japan, and how Japan's "China War" led Tokyo into conflict with the United States. Learn about the Wannsee Conference and its importance in the history of the Holocaust. The great controversies of the world wars are examined through diplomatic documents, diaries, and film.

Globalizing Gender: Inclusion, Mainstreaming, and Resistance

GLOB1-CE9657/$525

Sec. 1: Thurs. 6.30–9.30 p.m., Nov. 5–Dec. 17 (6 sessions). No class Nov. 26. Piro Rexhepi, scholar, democratization and international relations; board member, New York Civil Liberties Union.

Gender issues have taken an increasingly significant role globally. Explore recent and current work on the mainstreaming of women's issues, sexuality, and gender issues in global development. What roles do colonial legacies and cultural relativism play in shaping norms and debates on the politics of representation, "pink washing," and "homonationalism"? What is their impact on global politics? Examine the strategies that states and nonstate actors in global politics use to frame, organize, and advocate the globalization of gender and sexuality. Also, look at the resistance to—and criticism of—this movement.

International Relations in the Post-World War II Era

GLOB1-CE9210/$525

Sec. 1: Tues. 6.45–8.25 p.m., Sept. 29–Dec. 1 (10 sessions). Carla De Ycaza, editor, Dialogues on Historical Justice and Memory Research Network, Institute for the Study of Human Rights, Columbia University.

Sec. 2: Sept. 27–Dec. 13. Carla De Ycaza.

Gain an in-depth understanding of the world order that emerged following World War II, and explore how that era continues to shape the geopolitical and economic landscapes of our contemporary world. Consider the principal theories of international relations and analyze the key dimensions of Cold War politics, competing ideologies, threats, and challenges. Examine the critical events and policies from the Cold War to the War on Terror, including the "hot" wars of the Cold War; the end of colonialism; European economic integration; nuclear proliferation; globalization; the emergence of new players on the economic scene; and "issues without borders," such as climate change, human rights, trafficking, and global pandemics. Discuss the influence that key leaders, international organizations, civil society groups, and technology have in shaping the world as we know it today.

NEW

Politics Meets Policy: Foreign Affairs in the 2016 Presidential Election

GLOB1-CE9670/$525

Sec. 1: Mon. 6.45–8.25 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Judith Siegel, consultant; former deputy assistant secretary, Bureau of International Information Programs, U.S. Department of State.

Foreign affairs will be a significant focus of the 2016 U.S. presidential race, in both the primaries and the general election. Trends in the global landscape—such as instability in the Middle East, the rise of nonstate actors, public empowerment through social media, and the broad ideological spectrum among candidates—suggest a vigorous debate. Examine current international issues and the range of candidates' positions. Also, explore public opinion, along with candidate rhetoric, tactics, and strategies, to better understand the role of foreign affairs issues in electoral outcomes. The course presents an in-depth historical review of the role of foreign affairs in U.S. presidential elections, including the historical and current divide between isolationism and internationalism.

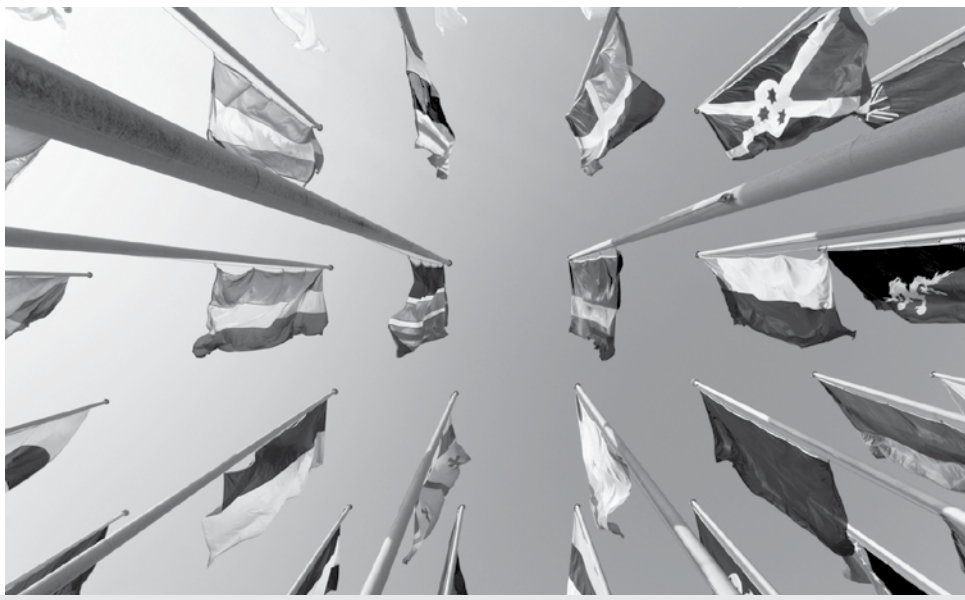
NEW

Proactive Reform: Clean Energy Policies of the Past, Present, and Future

GLOB1-CE9671/$525

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Nov. 3 (6 sessions). Cameron Bard, manager, energy and finance, Office of the Governor of New York.

Here in New York, a transition to support the emerging clean economy is underway—a pivot from one-time grants and rebates to new market-oriented strategies to accelerate and increase private investment in energy efficiency and renewables. From Germany's feed-in tariffs to the U.S. Department of Energy's ARPA-E initiative, government programs also are increasing in diversity and evolving as quickly as the markets they seek to support. Through a combination of local and international case studies, group discussions, and in-class debates, examine how government-led policies and regulations have and will continue to play a proactive role in shaping the growth of clean energy technologies, industries, and actions to mitigate climate change. Review, analyze, discuss, and debate the merits of past, present, and future clean energy policies and regulations. Topics include an introduction to New York's reformed energy vision, innovation and R&D, early start-ups, deployment, and financing.



DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN GLOBAL PHILANTHROPY

In today's global community, the impact of economic crises, poverty, war, and climate change extends far beyond national borders. The public sector must respond to issues globally, which requires that fundraisers be familiar with, and able to identify, the major issues confronting various countries and their immediate needs. This program, designed for those interested in working in the public sector and for governmental and nongovernmental organizations (NGOs), prepares students to assess and confront the challenges facing both programming officers and fundraisers. Students examine current debates about humanitarian assistance, ethics, governance, and related issues—from both programming and fundraising perspectives. Participants may focus on specific subject areas tailored either to the programming or the development side. Completing the foundational courses and choosing from a variety of supplemental Philanthropy and/or Global Affairs courses provides fundraisers and programmers with the opportunity to:

- Deepen their knowledge of fundraising concepts
- Gain critical insights into programming and development
- Strengthen proposal-writing skills
- Acquire an in-depth understanding of the critical issues facing the global community

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Global Philanthropy and Civil Society
PHIL1-CE9406 *(page 135)*

Global Civil Society Organizations
GLOB1-CE9920 *(page 59)*

Fundraising Concepts and Practices
PHIL1-CE9100 *(page 134)*

Fundraising Concepts and Practices (Online)
PHIL1-CE9002 *(page 134)*

SUPPLEMENTAL PHILANTHROPY COURSES

Ethics, Laws, and Board Governance for Nonprofits
PHIL1-CE9215 *(page 134)*

Ethics and Laws of Nonprofits (Online)
PHIL1-CE9225 *(page 134)*

Grant Proposal Writing
PHIL1-CE9105 *(page 135)*

Grant Proposal Writing (Online)
PHIL1-CE9205 *(page 136)*

How to Start and Operate a Nonprofit
PHIL1-CE9214 *(page 136)*

Corporate and Foundation Fundraising
PHIL1-CE9300 ❖

Technology for Fundraising
PHIL1-CE9980 ❖

Getting Government Funding
PHIL1-CE9007 *(page 135)*

The Politics of Giving
PHIL1-CE9306 ❖

Grantmaking Strategies: Philanthropy's Influence on Foreign Policy and Development
PHIL1-CE9037 ❖

What Fundraisers Should Know About Funders
PHIL1-CE9069 ❖

Technology for Funders
PHIL1-CE9208 ❖

SUPPLEMENTAL GLOBAL AFFAIRS COURSES

International Relations in the Post-World War II Era
GLOB1-CE9210 *(page 59)*

India: Growth, Globalization, and Geopolitics
GLOB1-CE9416 *(page 62)*

The IMF and World Bank: Key Players in the World Economy
GLOB1-CE9400 *(page 62)*

World Politics: Global Leadership and Regional Conflicts
GLOB1-CE9450 *(page 61)*

Urbanization and Food Security
GLOB1-CE9011 *(page 62)*

Globalizing Gender: Inclusion, Mainstreaming, and Resistance
GLOB1-CE9657 *(page 59)*

Investing for Environmental and Social Benefits
GLOB1-CE9150 *(page 62)*

Writing About Global Affairs
GLOB1-CE9172 *(page 61)*

The Politics of International Economic Relations
GLOB1-CE9251/$525

Sec. 1: Wed. 6.45–8.25 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Patrick Reed, international trade lawyer, Simons & Wiskin.

Sec. 2: Sept. 27–Dec. 13. Instructor TBA.

Examine the critical issues facing global affairs from a political-economic context. Explore the current issues of our changing world, accelerated by the interdependence upon, and conflicts caused by, globalization. Discuss the vanishing "North-South" dynamics of the post-World War II economic order. Also, examine the impact that trade protectionism and resource geopolitics have on new global governance and on nations' ability to address crises in finance, energy, climate change, population growth, health, economic disparities, and terrorism. Other topics include the basics of international markets for goods and services, labor, finance, knowledge, and technology, as well as the roles in international relations of multinational enterprises, banks, NGOs, governments, and multilateral institutions.

Weekend Courses

China's Emergence as a Global Power
GLOB1-CE9093 *(page 62)*

NEW **East Asia Today**
GLOB1-CE9802 *(page 58)*

Emerging Latin American Puma Economies
GLOB1-CE9422 *(page 59)*

India: Growth, Globalization, and Geopolitics
GLOB1-CE9416 *(page 62)*

NEW **Renewable Energy in an Age of Cheaper Oil**
GLOB1-CE9674 *(page 62)*

The IMF and World Bank: Key Players in the World Economy
GLOB1-CE9400 *(page 62)*

Understanding Capital Markets: Theory and Practice
GLOB1-CE9026 *(page 60)*

Urbanization and Food Security
GLOB1-CE9011 *(page 62)*

NEW Tools of Multilateral Diplomacy: The Evolving Role of U.N. Sanctions
GLOB1-CE9673/$525

Sec. 1: Wed. 6.45–8.50 p.m., Sept. 30–Nov. 18 (8 sessions). Shane Katherine Chase, political adviser, sanctions, U.S. Mission to the United Nations.

As President Obama said in 2009, "We must develop alternatives to violence that are tough enough to actually change behavior—for if we want a lasting peace, then the words of the international community must mean something … sanctions must exact a real price." The United Nations Security Council is increasingly turning to smart sanctions to defend international standards, without the human and financial costs of using force. The increase since 2011 in the number of U.N.-sanctioned regimes indicates the Council's readiness to use sanctions to address a growing list of issues, including countering terrorism, preventing nuclear proliferation, defending human rights, and supporting peaceful political transitions. Explore the U.N.'s multifaceted sanctions architecture, examine implementation challenges that threaten the viability of these sanctions, and evaluate the merits of multilateral sanctions as a tool for addressing emerging global threats.

Understanding Capital Markets: Theory and Practice
GLOB1-CE9026/$525

W *Sec. 1: Sat. 10 a.m.–2.30 p.m., Sept. 26–Oct. 24 (4 sessions). No class Oct. 10.* Yee Seng Cheah, executive vice president, Capital Position.

What are the necessary skills needed to think like a global investor? Learn how to interpret key economic indicators, and gain an understanding of the structure, risks, and rewards of the equity, fixed income, currency, and commodities markets. Building upon what you learn in class lectures, complete a series of assignments that help you to develop a framework for creating a top-down investment proposal. Analyze how a given macroeconomic forecast can create opportunities and risks across different asset classes and industry sectors, before extending the proposal to a specific, investable exchange-traded fund, stock, bond, commodity, or currency.

NEW! New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

DAYTIME COURSES

NEW

America in the World
GLOB1-CE9631/$525

M *Sec. 1: Thurs. 1–2.40 p.m., Oct. 1–Nov. 19 (8 sessions).* Raymond Smith, senior fellow, Progressive Policy Institute; adjunct assistant professor, NYU and Columbia University.

"First new nation," "global superpower," "the American exception," and "indispensable nation"—all of these, and many other terms, have been used to describe the position of the United States in the world today. In this engaging and interactive course, we explore the many dimensions of this position—both the ways in which it is unique and the ways in which it is part of a larger family of nations. The course draws upon two books written by the instructor: *The American Anomaly: U.S. Politics and Government in Comparative Perspective* (3rd ed., Routledge, 2013) and *Importing Democracy: Ideas from Around the World to Reform and Revitalize American Politics and Government* (Praeger, 2010).

NEW

Behind the Lead Story: How the Press Covers the World
GLOB1-CE9626/$525

M *Sec. 1: Mon. 10 a.m.–12 p.m., Sept. 28–Nov. 9 (6 sessions). No class Oct. 12.* Alexis Gelber, former top editor, *Newsweek*; founding books editor, *The Daily Beast*; adjunct professor, Arthur L. Carter Journalism Institute, NYU.

This course examines how the media's coverage of international events—in the Middle East, Asia, Latin America, and Europe, as well as the related U.S. foreign policy—affects public attitudes and diplomatic decisions. We analyze major stories in a range of print, digital, and broadcast media, and we look at how new media platforms are changing perceptions of important world developments. Leading reporters, editors, and producers share experiences about stories they have covered. Topics include the opening up of Cuba; the Mideast, and in particular, Israel, Iran, and ISIS; the 2016 presidential candidates and foreign policy; Putin's Russia; and doing business in China.

NEW

Root Causes of Violent Extremism and Countering Measures
GLOB1-CE9630/$525

M *Sec. 1: Wed. 10–11.40 a.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Alon Ben-Meir, senior fellow, Center for Global Affairs.

This course surveys the background behind the rise of violent extremism. We examine its root causes, which include but are not limited to historical developments, socioeconomic conditions, the reign of ruthless despots, the role and ambitions of regional powers, and the inability to integrate young Muslims into Western societies and the resulting self-imposed isolationism of these groups in their adopted countries. In the second half of the course, we identify the main tools available to the international community and explore ideas on how communities should counter violent extremism, including systematic approaches to field-based social understanding and psychological motivation.

NEW

World Politics: Global Leadership and Regional Conflicts
GLOB1-CE9450/$525

OFF *Sec. 1: Tues. 6.20–8 p.m., Sept. 29–Dec. 1 (10 sessions). Meets at Scandinavia House, 58 Park Ave.* Ralph Buultjens, historian; author; recipient, Toynbee Prize in Social Sciences.

U *Sec. 2: Tues. 10–11.40 a.m., Sept. 29–Dec. 1 (10 sessions). Oct. 13 session meets at NYC Bar Association, 42 W. 44th St.* Ralph Buultjens.

U *Sec. 3: Tues. 1–2.40 p.m., Sept. 29–Dec. 1 (10 sessions). Oct. 13 session meets at NYC Bar Association, 42 W. 44th St.* Ralph Buultjens.

U *Sec. 4: Thurs. 10–11.40 a.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26. Oct. 15 session meets at NYC Bar Association, 42 W. 44th St.* Ralph Buultjens.

In several areas of the world today, there are important conflicts between local powers for regional leadership. These contests are sometimes warlike and sometimes economic or political competitions. The collective outcome will define world politics for the next decade or more. Rivalries and contests are currently most evident in the Middle East (Saudi Arabia and Iran engaging in proxy wars) and in South Asia (India and Pakistan continuing fierce competition/nuclear standoff). In East Asia, China and Japan contend over islands, but this is only part of an old struggle for regional leadership. In Europe, old conflict finds new expression as the two strongest states and leaders (Germany/Merkel and Russia/Putin) are in a showdown on the East-West divide. The future of Latin America may be seriously affected by the rivalry between Brazil and Mexico, each leading increasingly competitive economic groups (Mercosur versus the Pacific Alliance). In Africa, Nigeria and South Africa are potential rivals for leadership. As these and similar situations elsewhere evolve, will they be resolved by peace or war, by diplomacy or confrontation? Could they expand into larger wars? Will the United States and other key nations choose sides or try to mediate? How will this affect the U.S. role in the world and in global leadership? Will major players in the vortex (i.e., South Korea, Israel, the E.U., etc.) be affected? Can the United Nations be useful? Will nongovernment groups, such as terrorists, be involved? Are a new international landscape and a new balance of power emerging? Who will be the winners and who will be the losers? This course discusses these and other issues in the context of current world affairs.

Special Seminar

Global Issues: Critical Topics, Expert Lecturers
GLOB1-CE9311/$100

M *Sec. 1: Fri. 9 a.m.–5 p.m., Oct. 30.* Instructor TBA.

Join the NYU School of Professional Studies Center for Global Affairs in an examination of critical issues with global repercussions. This daylong seminar features five experts who, in lectures of 75 minutes each, probe the ramifications and contours of today's most important topics, ranging from cybercrime and the rise of Asia, to the Middle East and the role of women in global affairs. Each semester's selection of topics reflects the most pertinent issues. For those interested in a deeper understanding of today's controversies, conflicts, and challenges, this new seminar series questions, enlightens, and offers insights not generally available outside graduate seminars.

For this semester's topics and speakers, please visit sps.nyu.edu/cga/globalissues. For more information, call (212) 992-8380.

Writing About Global Affairs
GLOB1-CE9172/$525

Sec. 1: Thurs. 6.30–9.30 p.m., Sept. 24–Oct. 29 (6 sessions). Piro Rexhepi, scholar, democratization and international relations; board member, New York Civil Liberties Union.

From op-ed pieces to press releases, writing serves as the foundation of a career in global affairs. Whether you are working for an international organization, an NGO, an advocacy group, or a media organization, examine the essential forms of writing in this field, including memoranda, speeches, official reports, diplomatic correspondence, briefings, and public commentary. Gain exposure to the trappings and techniques of the writing trade as they relate to global affairs, and try your hand at various forms of communication.

PUBLIC EVENTS AT THE CENTER FOR GLOBAL AFFAIRS

By hosting a provocative and diverse series of free public programs, the Center for Global Affairs (CGA) strives to shape and to focus student, scholarly, and public opinion on global issues through a variety of lenses, such as journalism, art, economics, history, politics, law, and international relations. Most events take place at CGA's home in the Woolworth Building.

PROGRAMS INCLUDE:

- **Bad Company: Conversations About the New Global Underworld.** This series, hosted by Mark Galeotti, CGA clinical associate professor, illuminates the workings of the global underworld.
- **Conflict, Security, and Development.** This brown-bag lunch series examines new research, creative policy approaches, and recent innovations in addressing security and development challenges in conflict and post-conflict contexts.
- **Fueling Our Future.** Join Carolyn Kissane, CGA clinical associate professor and academic chair, and experts in the field to discuss the changing landscape of global energy: its potential, its challenges, and its impact on how we live today.
- **Global Leaders: Conversations with Alon Ben-Meir.** Ben-Meir, author and syndicated columnist, hosts leaders from around the world in conversations that consider critical global issues and the policies designed to address them.
- **In Print with James F. Hoge, Jr.** Hoge—a senior adviser at Teneo Intelligence, chairman at Human Rights Watch, and CGA advisory board member—speaks with leading journalists and authors.
- **International Careers: Practical Advice and Real-Life Experience.** This popular series explores international careers in four areas: the private sector, NGOs and international organizations, the United Nations, and the U.S. government.
- **Newsmakers: Perspectives in Global Media with Alexis Gelber.** Join Gelber, a long-time top editor at *Newsweek*, in conversation with today's new global journalists who use print, social, and alternative media inventively to change how global stories are covered and, sometimes, to affect their outcomes.
- **Peace Corps Information Sessions.** This series is for individuals who are interested in learning more about the Peace Corps program.

For more information, visit **sps.nyu.edu/cga.events** or call **(212) 992-8380**. The Center for Global Affairs is located in the Woolworth Building at 15 Barclay Street, between Broadway and Church Street.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

One-Day Seminars

China's Emergence as a Global Power
GLOB1-CE9093/$195

S *Sec. 1: Sat. 9 a.m.–5 p.m., Sept. 26.* Hermann Jaeger, director of global risk analysis, Deutsche Bank.

Explore China's emergence as a global economic, financial, political, and military power. Discuss the Chinese economic model (a.k.a. Beijing consensus) in comparative and historical perspectives, assess its future viability, and evaluate the reforms approved by the Third Plenum. Understand the impact that China's emergence has had, and will continue to have, on the existing global economic-financial order, with a special emphasis on bilateral Sino-U.S. relations. Explore how China's emergence as a major power has affected Beijing's relations with Washington and with its Asian neighbors.

India: Growth, Globalization, and Geopolitics
GLOB1-CE9416/$195

S *Sec. 1: Sat. 9 a.m.–5 p.m., Nov. 7.* John Nelson, Churchgate Partners.

India's role on the world stage has grown significantly in recent years. Examine the key issues and sociocultural forces related to the development of contemporary India. Explore the changing nature of politics in India since 1947, and look at how the 2014 election of Narendra Modi represents a new era of politics and governance. Gain insights into India's economic reforms, the impact of globalization and foreign investment, and the economic opportunities and challenges facing the country. Understand India's foreign policy priorities and the geopolitical implications that India faces as a regional and emerging global power.

Investing for Environmental and Social Benefits
GLOB1-CE9150/$195

W *Sec. 1: Fri. 9 a.m.–5 p.m., Oct. 16.* Steven Godeke, philanthropic investment adviser; principal, Godeke Consulting.

Impact investors seek to generate environmental and social impacts in addition to financial returns. This one-day seminar introduces you to how markets can solve critical social and environmental challenges. While this approach has long been used within the public sector and by NGOs, commercial investors are increasingly embracing this strategy in fields such as energy, water, community development, health, sustainable development, and education. The course draws upon principles of finance, theories of change, public policy, and investment management to evaluate specific cases and investment tools.

NEW Renewable Energy in an Age of Cheaper Oil
GLOB1-CE9674/$195

S *Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 17.* Carter Page, managing partner, Global Energy Capital LLC.

Over the past decade, governments in the U.S., in China, in Europe, and worldwide have taken major steps toward increasing the presence of wind, solar, and other renewable resources in the global energy mix. Within the past year, however, the significant volatility of and decrease in energy prices have created seismic shocks that carry both positive and negative implications for the future of renewables. This course provides a detailed introductory overview of the fundamentals of clean energy resources, including the technological innovations that have increased their presence and the market factors that may determine their continued growth trends.

The IMF and World Bank: Key Players in the World Economy
GLOB1-CE9400/$195

S *Sec. 1: Sat. 9 a.m.–5 p.m., Oct. 3.* David Cheney, consultant; former division chief, International Monetary Fund.

Explore the important roles of the International Monetary Fund (IMF) and the World Bank in the global economy. While the differences between the two institutions occasionally blur, their basic missions are distinct: the World Bank finances large-scale development projects and offers interest-free loans and grants to poor countries, and the IMF seeks to ensure the stability of the world monetary system by providing temporary financing to countries with balance-of-payments deficits. How do these institutions influence today's global economy? Are they helping to promote recovery from the global recession, and can they help to achieve a more sustainable and equitable globalization? *Please register early, as pre-course reading may be assigned.*

Urbanization and Food Security
GLOB1-CE9011/$195

S *Sec. 1: Sat. 9 a.m.–5 p.m., Nov. 14.* Jessica Wurwarg, food policy and urban specialist; former staff member, World Bank.

What are the effects of urbanization on food security? What are the differences between rural and urban hunger? How do movements of people into cities and away from agricultural lifestyles affect food security, production, distribution, and consumption? Examine the nexus of urbanization and food security in cities and countries at varying levels of development, and explore innovative policy and programmatic solutions to urban food insecurity.

NYU SCHOOL OF PROFESSIONAL STUDIES facebook.com/nyusps twitter.com/nyusps youtube.com/scpsnyu

HEALTH AND CARE PROGRAMS

The NYU School of Professional Studies Health and Care Programs provide a range of courses and programs of study for students at every level, from seasoned clinical professionals interested in exploring new career options in healthcare to entry-level professionals looking to transition into a new field.

The Health and Childcare Careers programs provide training from leading professionals in the field to prepare you for the growing demands of the health and care industries. The Healthcare Navigation program provides a framework for understanding the healthcare system and guiding patients through it, while the programs in Nursing Home Administration and Childcare Management equip students with the necessary training to manage either a nursing home or a family day care facility.

The Health Information Management (HIM) programs provide skill-based training in a diverse profession that incorporates medicine, management, finance, information technology, and law. It encompasses all aspects of managing patient health information and medical records. HIM professionals work in a variety of healthcare settings including hospitals, clinics, government agencies, and insurance providers.

For more information about Career Advancement offerings, visit **sps.nyu.edu/ce/healthandcare** or call **(212) 998-7188**.

HEALTH AND CARE PROGRAMS

Offerings in Health and Care Programs include:

- **Career Advancement Courses** that provide the skills needed to succeed in the health industry
- **Career Advancement Programs of Study:** Childcare Management *(page 64)*, Healthcare Navigation *(page 64)*, Nursing Home Administration *(page 65)*, and Medical Auditing *(page 65)*

For more information about Career Advancement offerings, visit **sps.nyu.edu/ce/healthandcare** or call **(212) 998-7188**.

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Clinical Documentation Improvement 65
Medical Auditing 65
Medical Coding 66

HEALTH AND CHILDCARE CAREERS

CHILDCARE MANAGEMENT

These courses are designed to provide quality training for childcare professionals and for parents or others who care for children. Infant/toddler and preschool teachers, as well as family day care providers, may apply courses in this program toward the training hours required for the Child Development Associate (CDA) National Credentialing Program.

Child Development I: Infants to Five-Year-Olds

CCMC1-CE9465/$290

S *Sec. 1: Sat. 10 a.m.–3.20 p.m., Sept. 26–Oct. 17 (3 sessions). No class Oct. 10.* Instructor TBA.

Infancy and early childhood are critical and complex stages of a child's development. For professional childcare providers and for parents, understanding these stages requires knowledge of basic principles of development and behavior. This course focuses on normal development and behaviors that are expected at each stage, the tasks that are mastered, and the ways in which adults can maximize that development. Examine the physical, intellectual, social, and emotional areas of development with an emphasis on observing children and relating observations to developmental stages. **CEU: 1.5.**

Designing an Early Childhood Environment

CCMC1-CE9475/$200

S *Sec. 1: Sat. 10 a.m.–3 p.m., Nov. 14–21 (2 sessions).* Instructor TBA.

Children learn about themselves and their world through play. A well-designed environment encourages children of all ages to explore, experiment, and interact well with others. A variety of developmentally appropriate toys and learning materials, as well as a challenging curriculum, are essential to creating such an environment. Discover how to arrange learning and activity centers, which toys and materials are important to buy or make, and how to write curriculum plans that maximize learning. **CEU: 1.0.**

Discipline: Setting Limits for Toddlers to Five-Year-Olds

CCMC1-CE9467/$290

S *Sec. 1: Sat. 10 a.m.–3.20 p.m., Nov. 14–Dec. 5 (3 sessions). No class Nov. 28.* Instructor TBA.

Working with young children is a joy and a challenge. As children grow and develop, they move through stages that create stress and frustration for parents and caregivers. Through positive limit-setting, meet children's needs and help them to learn, develop social skills, and build self-esteem. Explore the concept of positive discipline and its relationship to healthy, well-functioning children, and discuss strategies for positive limit-setting. Observe child behavior outside of class, and relate it to limit-setting strategies discussed in each session. **CEU: 1.5.**

Wondering what to take?
e-mail: **spsinfo@nyu.edu** or call: **(212) 998-7200**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

Keeping Children Healthy: Safety, Nutrition, and Environment
CCMC1-CE9468/$290

S *Sec. 1: Sat. 10 a.m.–3.20 p.m., Oct. 24–Nov. 7 (3 sessions).* Instructor TBA.

Young children's health can be measured by their physical, emotional, social, and intellectual development. This development is affected by environmental conditions and nutrition. With a focus on the caregiver's role in optimizing children's well-being, this course emphasizes preventing injury and illness and incorporating specific healthful practices into daily routines. Survey hazards that children face and learn how to eliminate them, examine nutrition guidelines, discuss ways to encourage good eating habits and fitness, and design a teaching project. Also, explore environmental risks, the influence of media, and current issues in the field of children's health. **CEU: 1.5.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

Music for Young Children
CCMC1-CE9534/$200

S *Sec. 1: Sat. 10 a.m.–3 p.m., Oct. 24–31 (2 sessions).* Instructor TBA.

Gain an introduction to the methods and materials used to teach music to young children, ages six months to five years, in preschool or day care environments. Genres of music covered include classical and folk, traditional children's songs, and multicultural music. Develop a thematic curriculum to connect music to weekly themes in the classroom. Instruments and movement activities are incorporated into the class. Handouts include songs and articles about children's early musical experiences.

The Business of Childcare
CCMC1-CE9419/$200

S *Sec. 1: Sat. 10 a.m.–3 p.m., Sept. 26–Oct. 3 (2 sessions).* Instructor TBA.

Running your own financially successful professional childcare business, such as family day care, involves challenges and rewards. The advantage of being independent is the ability to do things your way, while following legal guidelines and meeting professional standards. In this course, learn how to prepare a business plan, write contracts with parents, keep necessary records, and use helpful forms. Develop your own business plan and contracts in class, explore marketing methods, and discuss tax preparation and insurance. **CEU: 1.0.**

PROGRAM IN CHILDCARE MANAGEMENT

This program of study is designed to provide training for those who wish to become family day care providers in New York State and for those working toward the national Child Development Associate (CDA) Credential. The program also serves as important training for parents and nannies, as well as for infant and toddler caregivers and preschool teachers. Students who complete the four foundational courses and five supplemental courses meet the 120 hours of professional education needed to qualify for the CDA Credential exam. They also attain knowledge and understanding of the following:

- Child development for toddlers through five-year-olds
- Appropriate discipline (limit setting) for infants through five-year-olds
- Appropriate safety and nutritional issues for infants and young children
- Appropriate learning activities to promote development of infants through five-year-olds

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Child Development I: Infants to Five-Year-Olds
CCMC1-CE9465 *(page 63)*

Helping Children Learn: Infants to Five-Year-Olds
CCMC1-CE9463 ❖

Discipline: Setting Limits for Toddlers to Five-Year-Olds
CCMC1-CE9467 *(page 63)*

Keeping Children Healthy: Safety, Nutrition, and Environment
CCMC1-CE9468 *(page 64)*

SUPPLEMENTAL COURSES

Administration of Childcare Centers
CCMC1-CE9472 ❖

Art for Young Children
CCMC1-CE9454 ❖

The Business of Childcare
CCMC1-CE9419 *(page 64)*

Observing, Recording, and Communicating Children's Progress
CCMC1-CE9453 ❖

Caring for Children with Special Needs
CCMC1-CE9469 ❖

Understanding and Working with Children's Temperaments
CCMC1-CE9455 ❖

Identifying, Reporting, and Coping with Child Abuse
CCMC1-CE9457 ❖

Designing an Early Childhood Environment
CCMC1-CE9475 *(page 63)*

Communicating with Parents
CCMC1-CE8053 ❖

Playing Is Learning
CCMC1-CE8112 ❖

Music for Young Children
CCMC1-CE9534 *(page 64)*

Nurturing Social and Emotional Development in Early Childhood
CCMC1-CE9275 ❖

HEALTHCARE NAVIGATION

NEW

Improving Health Outcomes Through Effective Communication
CHNV1-CE1001/$560

S *Sec. 1: Sat. 9 a.m.–1 p.m., Oct. 31–Nov. 21 (4 sessions).* Instructor TBA.

Understand the need for and facilitate effective and clear communication among clients, care providers, insurers, and family members. In addition to facilitation, learn strategies to promote supportive and caring discussion around patients during their time of illness. Cultural humility and sensitivity are thoroughly explored. **CEU: 1.5.**

Introduction to the Health Delivery System
CHNV1-CE1000/$425

S *Sec. 1: Sat. 10 a.m.–1 p.m., Oct. 3–24 (4 sessions).* Instructor TBA.

As our healthcare system becomes more complex and challenging to navigate, many people with complicated health needs find that they need a knowledgeable guide to assist them on their journey. By educating and supporting patients to be empowered partners with their healthcare team, a navigator works to eliminate disparities and to overcome treatment obstacles. If you are interested in becoming a healthcare navigator, then become familiar with the healthcare system as it exists today. This course covers different delivery systems (hospitals, nursing homes, assisted living, and ambulatory care settings) and their specific interactions with patients and their families. Study patient-centered care, and learn how to recognize cultural, social, and institutional barriers to achieving better health outcomes. **CEU: 2.0.**

PROGRAM IN HEALTHCARE NAVIGATION

In recent years, a number of factors have contributed to the need for healthcare navigators to help individuals and their families reduce barriers to care and improve healthcare outcomes. Across the healthcare delivery system, patients expect to participate in decisions about their care and to have rights, though these are not automatically honored. In many instances, patients experience poor-quality care because of lack of sensitivity by healthcare providers to accommodate culture, ethnicity, race, gender, language, lifestyle choices, and individual patient needs. Sometimes, the patient's lack of knowledge about how to obtain effective recourse when needs are not met and rights are violated contributes to poor-quality care and low patient satisfaction.

This program of study provides a framework to teach participants to become navigators who assist patients with coordination of healthcare services and provider referrals, understand the legal rights of patients, and facilitate effective communication among patients and their families, health professionals, and insurers.

Those who choose to complete all foundational courses acquire the knowledge necessary for positions such as healthcare navigator, patient representative, case manager, admissions coordinator, service coordinator, and patient access specialist. They may work in hospitals, for nonprofits, at community health organizations, or as consultants. They also are able to:

- Demonstrate effective communication, especially health-related
- Understand and explain the roles and responsibilities of a navigator
- Describe patients' rights within the context of regulatory/policy mechanisms
- Help patients to analyze and respond to ethical issues
- Apply advocacy strategies
- Discuss ways to help patients and their families achieve successful health outcomes
- Understand the different components of the health delivery system

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to the Health Delivery System
CHNV1-CE1000 *(page 64)*

Improving Health Outcomes Through Effective Communication
CHNV1-CE1001 *(page 64)*

Roles and Responsibilities of Patient Navigators ❖

Health Promotion and Client Education ❖

Ethics and Advocacy: Exploring the Concept of Patient-Centered Care ❖

NURSING HOME ADMINISTRATION

Over the next two decades, the over-65 population in the United States is expected to increase dramatically, presenting new challenges—and opportunities—for healthcare providers. These courses provide the skills necessary for professionals in this field—or those who want to enter it—to be prepared for the changing healthcare landscape.

Human Resource Management
CNHA1-CE9001/$1,000 ✧

Sec. 1: Sept. 2–Dec. 22. Instructor TBA. ★▲

This course provides a comprehensive overview of attracting, developing, and managing people in nursing home organizations. Topics covered include recruitment, selection, induction, training, performance appraisals, wage problems (including evaluation), grievances, morale, safety, fringe benefits, and turnover.

Nursing Home Administration
CNHA1-CE9003/$1,000 ✧

Sec. 1: Sept. 2–Dec. 22. Instructor TBA. ★▲

This course provides a framework for acquiring knowledge about the role and responsibilities of nursing home administrators. Discuss the domains of practice for administrators established by the American College of Health Care Administrators (ACHCA), including organizational management and general administration; resident care oversight; and human resource, financial, environmental, and regulatory management.

PROGRAM IN NURSING HOME ADMINISTRATION (ONLINE)

Designed for professionals who are interested in improving the long-term care system, the five-course, fully online program in Nursing Home Administration provides nurses, healthcare managers, nursing home and residential care administrators, and career changers with the educational preparation required to take the licensure examination for nursing home administrator (NHA) in New York State. Those who choose to complete the suggested path of study in its entirety are prepared to:

- Use regulatory codes, ethical codes of conduct, and marketing strategies that apply to nursing home management
- Identify quality standards of care set by The Joint Commission (TJC) and federal and state agencies
- Implement regulations that are related to human resource management, governance, negligence, and patient rights in the nursing home environment
- Evaluate the impact of age-related changes in the planning and the implementation of quality care and resources
- Take the Nursing Home Administrator Licensure Examination for New York State

Course content is delivered in an interactive online format that includes forums, blogs, and chats and that provides students with opportunities to network with nursing home administration professionals in New York State, across the country, and around the globe. Real-time, online meetings with advisers, instructors, and fellow students turn the computer into a classroom community.

Participants in this program must hold a bachelor's degree from an accredited college or university. International candidates who hold a degree equivalent to a U.S. bachelor's degree also are eligible. In addition, participants must be able to demonstrate knowledge of certain subject areas, either through work experience or through formal college-level course work, and they are required either to provide college transcripts or to arrange for an interview with the program coordinator (contact Carmelita Blake at cb2@nyu.edu or (212) 992-8724) to discuss prerequisite knowledge of organizational behavior, healthcare management, and principles of accounting.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

These courses are offered in the spring and fall semesters only.

Human Resource Management
CNHA1-CE9001 *(page 65)*

Financial Management of Health Services
CNHA1-CE9002 ❖

Nursing Home Administration
CNHA1-CE9003 *(page 65)*

Gerontology
CNHA1-CE9004 ❖

Legal Aspects of Healthcare
CNHA1-CE9005 ❖

HEALTH INFORMATION MANAGEMENT

CLINICAL DOCUMENTATION IMPROVEMENT

Applied CDI
MDCD1-CE9010/$350

Sec. 1: Mon. 6–9 p.m., Nov. 9–Dec. 7 (5 sessions). Instructor TBA.

Develop your ability to apply clinical knowledge in the analysis and interpretation of medical records. Using case studies, examine clinical documentation improvement (CDI) methods and learn how to recognize problematic, conflicting, or ambiguous documentation. Understand query concepts, and learn how to formulate physician queries. **CEU: 1.5.**

Principles of Clinical Documentation Improvement
MDCD1-CE9011/$400

Sec. 1: Tues. 6–9 p.m., Sept. 8–Oct. 6 (5 sessions). Instructor TBA. ★

Understand the purpose of clinical documentation improvement (CDI) and the role of the clinical documentation specialist (CDS). Learn the professional standards of clinical documentation improvement and understand how CDI programs work within the hospital systems. Obtain an understanding of CDI programs' impact in areas of reimbursement, data quality, and compliance. *For adviser approval to enroll, please call (212) 998-7188.* **CEU: 1.5.**

MEDICAL AUDITING

Foundations of Chart Audits
MDCD1-CE9014/$695

Sec. 1: Wed. 6–9 p.m., Sept. 9–Oct. 14 (6 sessions). Instructor TBA.

Gain a better understanding of revenue integrity audits. Explore the essentials of auditing in a variety of healthcare settings. This course provides an in-depth review of clinical documentation requirements and regulatory and compliance guidance for various medical and surgical specialties. Auditing tips are provided for each specialty area, as are available resources and tools. By the end of the course, be equipped with a tool kit to help you assess documentation sufficiency and charge accuracy, and to identify compliance and revenue opportunities. *Prerequisite: Introduction to the Revenue Cycle/MDCD1-CE9013.* **CEU: 2.5.**

PROGRAM IN MEDICAL AUDITING (ONLINE)

This online program of study is designed to prepare those who are interested in pursuing a career in medical auditing to work in a variety of healthcare settings and to step into audit roles in hospital compliance, revenue management, and health plans, or as an independent auditor. This program is appropriate for a variety of medical professionals, including nurses, therapists, physicians, and certified coders. Those who choose to complete the suggested path of study in its entirety are equipped with:

- Comprehensive knowledge of ethics and standards of conduct for medical auditors
- An understanding of legislative and regulatory compliance guidelines
- A thorough understanding of facility-based and professional billing
- In-depth training for conducting line-item audits in a variety of medical and surgical specialties

For more information, please contact the program area at sps.him@nyu.edu or (212) 998-7188.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to the Revenue Cycle
MDCD1-CE9013 *(page 66)*

Foundations of Chart Audits
MDCD1-CE9014 *(page 65)*

Medical Coding for Clinical Auditors
MDCD1-CE9015 *(page 66)*

Chart Audits II
MDCD1-CE9018 ❖

Regulatory Guidelines for Audit and Reimbursements
MDCD1-CE9016 ❖

Reimbursement Concepts for Medical Auditors
MDCD1-CE9017 ❖

Medical Auditing Principles and Ethics
MDCD1-CE9019 ❖

How to Register
online sps.nyu.edu/fallce
phone (212) 998-7150
in person 7 East 12th Street, Room 133 *See inside front cover for details.*
postal mail *Use the form and the envelope at the back of the Bulletin.*

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

Weekend Courses

Child Development I: Infants to Five-Year-Olds
CCMC1-CE9465 *(page 63)*

Designing an Early Childhood Environment
CCMC1-CE9475 *(page 63)*

Discipline: Setting Limits for Toddlers to Five-Year-Olds
CCMC1-CE9467 *(page 63)*

NEW **Improving Health Outcomes Through Effective Communication**
CHNV1-CE1001 *(page 64)*

Introduction to the Health Delivery System
CHNV1-CE1000 *(page 64)*

Keeping Children Healthy: Safety, Nutrition, and Environment
CCMC1-CE9468 *(page 64)*

Medical Coding Practicum
MDCD1-CE9009 *(page 66)*

Music for Young Children
CCMC1-CE9534 *(page 64)*

The Business of Childcare
CCMC1-CE9419 *(page 64)*

Introduction to the Revenue Cycle
MDCD1-CE9013/$695

Sec. 1: Tues. 6–9 p.m., Sept. 8–Oct. 20 (7 sessions). Instructor TBA.

This course provides an overview of the revenue cycle by focusing on critical components, from patient scheduling and billing to claims follow-up. Learn the importance of accurate data capture and ways that it impacts revenue. Understand the billing process, the differences between physician and facility billing, managed care concepts, and reimbursement. Be prepared to translate clinical documentation into itemized bills. **CEU: 2.0.**

Medical Coding for Clinical Auditors
MDCD1-CE9015/$695

Sec. 1: Wed. 6–9 p.m., Sept. 30–Nov. 18 (8 sessions). Instructor TBA.

This course provides an overview of medical coding for clinical auditors. Learn the diagnosis and procedure coding systems, as well as CPT outpatient procedure coding. Gain an understanding of modifiers and HCPCS Level II codes (implants/supplies/drugs/procedures), and learn why, and when, they are utilized. The course introduces diagnosis-related group (DRG) assignments for inpatient, ambulatory payment classification (APC), and physician fee schedule (PFS) systems for outpatient services. Key concepts and guidelines for these methodologies are reviewed. **CEU: 2.0.**

MEDICAL CODING

Learn how to apply medical codes to describe the clinical picture of patients in both inpatient and outpatient healthcare settings. Acquire the fundamental proficiencies for ICD-10-CM, ICD-10-PCS, and CPT-4 coding. Understand human anatomy, physiology, and medical terminology. Gain the necessary skills to take advantage of the growing opportunities for medical coding professionals.

ICD-9 Coding
MDCD1-CE9012/$600

Sec. 1: Thurs. 6–9 p.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26. Instructor TBA.

This course provides the fundamentals of the International Classification of Diseases, 9th Edition. Learn the history and background of the coding classification system, as well as key concepts and guidelines for ICD-9 coding. Enhance your ability to code and your accuracy using realistic case studies. *Prerequisites: Introduction to HIM and Medical Terminology/ MDCD1-CE9002, Anatomy and Physiology I/MDCD1-CE9001, and Pathophysiology and Pharmacology for Coders/ MDCD1-CE9003.* **CEU: 3.5.**

ICD-10 Clinical Modification
MDCD1-CE9007/$750

Sec. 1: Tues. 6–9 p.m., Sept. 22–Dec. 22 (14 sessions). Instructor TBA.

Prepare for the demanding and complex structure of the ICD-10-CM coding classification system. Explore the history and background of coding classification systems, with a focus on ICD-10-CM. Learn key concepts and guidelines for each of the 21 chapters of ICD-10-CM. Enhance your accuracy and ability to code so that you reach the highest level of specificity required by ICD-10-CM using realistic case studies. *May be taken concurrently with ICD-10 Procedure Classification System/MDCD1-CE9008.* **CEU: 5.0.**

ICD-10 Procedure Classification System
MDCD1-CE9008/$750

Sec. 1: Mon. 6–9 p.m., Sept. 14–Dec. 21 (14 sessions). No class Oct. 12. Instructor TBA.

Prepare for the demanding and complex structure of the ICD-10 Procedure Classification System (PCS). This course provides the history and background of coding classification systems, with a focus on ICD-10-PCS. Learn key concepts and guidelines for each chapter of ICD-10-PCS. Enhance your accuracy and ability to code to the highest level of specificity required by ICD-10-PCS using realistic case studies. *May be taken concurrently with ICD-10 Clinical Modification/ MDCD1-CE9007.* **CEU: 5.0.**

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

Medical Coding Practicum
MDCD1-CE9009/$200

OFF *Sec. 1: Sat. 9–11.30 a.m., Nov. 7–Dec. 19 (6 sessions). No class Nov. 28.* Instructor TBA. ★

Explore real-life case studies in the health information management field. Participate in industry-specific team exercises and simulations. Gain a firsthand understanding of the expectations of an ICD-10 coding professional. The first three sessions focus on outpatient coding, while the remaining sessions focus on inpatient coding. *Students are required to bring their coding textbooks to class.* **CEU: 1.0.**

Reimbursement Methodology
MDCD1-CE9005/$240

Sec. 1: Tues. 6–9 p.m., Nov. 3–Dec. 8 (6 sessions). Instructor TBA.

Learn the basics of medical insurance billing and current payment methodologies in inpatient, hospital outpatient, and physician office's settings. The focus of this course is on compliance with regulatory requirements and common billing practices. **CEU: 1.0.**

HOSPITALITY AND TOURISM

Hospitality—comprised of hotel operations and food and beverage management—is a dynamic, high-growth industry, and there is no place more exciting than New York University at which to learn the skills and gain the knowledge needed to advance your career. Whether you have several years of experience, are transitioning industries, or are looking for your first position, the Tisch Center for Hospitality and Tourism offers a variety of Career Advancement programs in which to study the business of hotels; restaurants; and conferences, meetings, and events. Pursue your professional goals by learning from industry leaders while experiencing New York City as a living part of classroom interaction.

For more information about the Tisch Center's Career Advancement programs, visit **sps.nyu.edu/tischcenter** or call **(212) 998-7200**. To learn about the B.S. in Hotel and Tourism Management, visit **sps.nyu.edu/tischcenter/undergraduate** or call **(212) 998-4500**. For more information about Tisch Center graduate programs, visit **sps.nyu.edu/tischcenter/graduate** or call **(212) 998-7100**.

See also:

B.S. in Hotel and Tourism Management 162
M.S. in Hospitality Industry Studies 159
M.S. in Tourism Management 160
Graduate Certificates. 160

HOSPITALITY AND TOURISM

Offerings in Hospitality and Tourism include:

- **Career Advancement Courses** that cover a broad range of industry-related topics, including hospitality, conference and meeting management, and restaurant management
- **Career Advancement Programs of Study:** Advanced Conference and Meeting Management *(page 68)*, International Conference Center Management *(page 69)*, Advanced Hospitality Management and Operations *(page 70)*, and Advanced Restaurant Management *(page 70)*
- **B.S. in Hotel and Tourism Management** *(page 162)*
- **Graduate Degrees:** M.S. in Hospitality Industry Studies *(page 159)* and M.S. in Tourism Management *(page 160)*
- **Graduate Certificates:** Hospitality Industry Studies and Tourism Management *(page 160)*

For more information about Tisch Center Career Advancement offerings, visit **sps.nyu.edu/tischcenter** or call **(212) 998-7200**. To learn about the B.S. in Hotel and Tourism Management, visit **sps.nyu.edu/tischcenter/undergraduate** or call **(212) 998-4500**. To learn more about graduate degrees and certificates, visit **sps.nyu.edu/tischcenter/graduate**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

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Restaurant Management and Operations 71

CONFERENCE AND MEETING MANAGEMENT

Conferences and meetings are integral to doing business. There is a growing demand for professionally trained planners who understand the complexity of staging and implementing meetings to achieve an organization's objectives. Faculty members are seasoned conference and meeting planners.

Accelerated Course in Meeting and Conference Management

TCCE1-CE9561/$1,180

Sec. 1: Mon. Wed. 6.30–9 p.m., Sept. 23–Dec. 23 (24 sessions). No class Oct. 12, Nov. 11, Nov. 25. Instructor TBA.

This accelerated course provides a comprehensive overview of the critical elements involved in creating and executing successful meetings and conferences. It focuses on implementing the planning process, selecting venues and sites, developing content for the meeting plan, budgeting, defining objectives, and coordinating meeting or conference logistics. Topics include negotiating with suppliers, building relationships with industry and location partners, establishing the registration process, and managing on-site logistics. Learn how to use technology effectively in all aspects of programming, to create a "green" event, and to build awareness of international business factors and cultures among planners. *Required text:* ***Professional Meeting Management*** *by the Professional Convention Management Association (5th ed., Kendall Hunt, 2005). Attendance at the first class is required to receive the course outline. Recommended for students without prior industry experience.* **CEU: 6.5.**

Budgeting and Financial Management for Meeting Managers

TCCE1-CE9531/$825 ✧

Sec. 1: Sept. 26–Nov. 14. Instructor TBA.

Regardless of an event's size or budget, financial goals rank high in importance for meeting sponsors. This course looks at this financial management process—from developing a budget to analyzing return on investment. Discuss the many forces at play in successful financial management for meeting managers. Topics include fixed and variable cost controls, exploration of a variety of revenue streams, and the strategies for managing the variances in profit-and-loss expectations. Using Microsoft Excel, learn how to track expenses, create data reports, and format a proper budget. *Students should be familiar with developing spreadsheets and using the financial tools in Excel.* **CEU: 3.0.**

Wondering what to take?
spsinfo@nyu.edu
(212) 998-7200

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN ADVANCED CONFERENCE AND MEETING MANAGEMENT (ONLINE AND IN-PERSON)

This program of study examines the essential elements and best practices for planning, producing, and evaluating successful meetings, conventions, and conferences, and it offers firsthand knowledge from industry experts. This curriculum often can be substituted for industry experience when pursuing an entry-level position. Students who complete all foundational courses and some supplemental courses attain an understanding of:

- Management principles that govern the meeting and conference industry
- The business development, leadership, and team-building skills required to launch a career in this field
- The skills necessary to select venues, negotiate contracts, market venues, and ensure adequate security and technology to make events a success

For more information about this program of study, call (212) 998-9100.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Meeting and Conference Management
TCCE1-CE9560 *(page 68)*

Catering for Meetings and Events
TCCE1-CE9509 *(page 68)*

Budgeting and Financial Management for Meeting Managers
TCCE1-CE9531 *(page 67)*

Marketing and Positioning Strategies for Meetings, Events, and Conferences
TCCE1-CE9117 *(page 68)*

New Technologies for the Meeting and Conference Industry
TCCE1-CE9521 *(page 68)*

SUPPLEMENTAL COURSES

The Art and Science of Negotiation for Meeting Managers
TCCE1-CE9530 *(page 69)*

Strategic Design: Creating Memorable Meetings and Events
TCCE1-CE9119 *(page 68)*

Managing Special Event Vendors: Working Smart through Partnerships
TCCE1-CE9511 ❖

Special Events Management
TCCE1-CE9816 *(page 68)*

The Art of Wedding Planning
TCCE1-CE9535 *(page 69)*

Catering for Meetings and Events
TCCE1-CE9509/$825

Sec. 1: Tues. Thurs. 6.30–9 p.m., Oct. 27–Nov. 19 (8 sessions). Instructor TBA.

Catering is an integral part of any event. This course takes a practical approach to understanding what is involved in creating a themed event. Explore menu planning and wine selection, and discuss what constitutes proper room setup and service options. Learn to analyze the goals of an event in order to tailor cuisine, entice the palate, and develop a theme to accommodate those attending. Cost-cutting measures and guidelines for a variety of events and budget sizes are discussed. *Required texts are defined in the course syllabus, which is distributed at the first session.* **CEU: 2.0.**

Related Course

Foundations of HR, Part I: Practices and Techniques
HRMD1-CE9303
(page 15)

Note: *Section 200 is specifically designed for service-based industries.*

Current Issues in Conference Center Operations
TCCE1-CE9112/$695

Sec. 1: Sept. 23–Dec. 2. Instructor TBA.

This course examines all phases of conference center development and operations. Topics include aspects of food and beverage operations specific to conference centers, the basic principles of meeting architecture, return on investment (ROI) measurement, ethical issues facing event planners, risk assessment and management, current trends and emerging markets in the conference and convention sector, and the role of environmental and social sustainability in conference center operations. Gain an understanding of the concepts involved in developing, hosting, operating, and managing conference centers, as well as in delivering the unique International Association of Conference Centres (IACC) meeting experience. **CEU: 2.5.**

Financial and Legal Frameworks
TCCE1-CE9113/$750

Sec. 1: Sept. 24–Dec. 17. Instructor TBA.

Gain an introduction to the accounting and financial principles, instruments, and structures governed by the Uniform Systems of Accounts for Conference Centers. Emphasis is placed on the skills needed to understand basic budgeting, financial planning, and accounting practices used in conference centers, and their importance in making informed business decisions. Topics include fixed and variable cost controls, identification of revenue streams, income statements, owner's equity statements, statements of cash flow, and management of the variances that affect profit and loss expectations. Learn how to monitor expenses, create management reports, and format a proper budget using accounting and business software. Also, explore the processes and due diligence practices regarding the international, national, provincial, and local laws and regulations that are related to meetings and conferences. **CEU: 3.5.**

Marketing and Positioning Strategies for Meetings, Events, and Conferences
TCCE1-CE9117/$695

Sec. 1: Tues. Thurs. 6–8.30 p.m., Sept. 29–Oct. 22 (8 sessions). Instructor TBA.

Sec. 2: Oct. 23–Dec. 4. Instructor TBA.

The business of meetings and conferences is driven by strong value propositions for buyers. Conference and meeting planners, as well as suppliers, require strong marketing strategies and sound promotional tactics to reach buyers; to increase attendance; and to position an event, venue, or conference center successfully within a competitive global landscape. In this course, learn proven methods for developing the most successful positioning, marketing, and promotional strategies that win business and generate additional event revenue. Also, gain the know-how to institute solid sponsorship and strategic partnership plans. **CEU: 2.5.**

Meeting and Conference Management
TCCE1-CE9560/$1,020

Sec. 1: Sept. 28–Dec. 21. Please see website for detailed meeting pattern. Instructor TBA.

A successful conference or meeting requires accomplishing numerous predetermined tasks and understanding the critical elements that must be considered in the planning process. Learn to establish clear meeting objectives and to apply the principles of adult learning to program development. This course outlines how to create meeting goals, to negotiate with suppliers, to register participants, and to manage on-site tasks. **CEU: 3.5.**

New Technologies for the Meeting and Conference Industry
TCCE1-CE9521/$825

Sec. 1: Oct. 19–Dec. 7. Instructor TBA.

Sec. 2: Oct. 2–4. Please see website for detailed meeting pattern. Instructor TBA.

Technology is constantly evolving in both its applications and the challenges it presents for today's meeting and conference professionals. It is essential to understand the appropriate technological tools and new platforms, as well as their uses as they apply to catering, audio/visual programming, and event logistics. From social media, mobile apps, and desktop tools to search engine marketing and advancements in legacy software, learn how technology connects with the business travel and meeting industries as applied to in-person, hybrid, video-conferencing, and blended events. **CEU: 2.5.**

Prospecting and Sales Strategies for Conference Centers and Event Venues
TCCE1-CE9121/$650

Sec. 1: Nov. 17–Dec. 22. Instructor TBA.

Investigate the selling process in regard to conference and meeting management, including building relationships with clients, working with intermediaries, and generating new business. An examination of the competitive analysis and competitive pricing process is complemented by a review of lead sources and referral programs. This course hones the sales skills needed of a consummate conference center professional, from assessing a client's needs and developing presentation skills to understanding the role of site inspections and answering objectives effectively. **CEU: 2.0.**

Special Events Management
TCCE1-CE9816/$1,020

Sec. 1: Tues. 6.30–9 p.m., Sept. 29–Dec. 15 (12 sessions). Instructor TBA.

Organizations spend millions of dollars to achieve specific objectives through special events. Explore professional practices used to create special events that meet client goals. Improve your event planning by learning to employ creative ideas while developing a theme; managing a variety of events; and incorporating site selection, decor, activities, and food and drink. Also, acquire the essential skills to effectively manage volunteers and VIPs, negotiate with sponsors and vendors, manage projects and budgets, and minimize risk. **CEU: 3.5.**

Strategic Design: Creating Memorable Meetings and Events
TCCE1-CE9119/$825

S *Sec. 1: Fri. Sat. 9 a.m.–5 p.m., Oct. 16–17, Oct. 24 (3 sessions).* Instructor TBA.

An exceptionally designed meeting, event, conference, or exhibition is critical to an organization's communication objectives. The role of the planner involves understanding the strategic function of event design in relation to a firm's or a department's business goals. Translating these business objectives into a memorable experience is vital to the "return on event," an evaluative metric tool akin to return on investment. In class, take the canvas of a venue or location and identify available resources (staff, budgets, timing, regulations), so you become adept at maximizing a message through strategic use of design elements and spatial flow. Also, learn how to work with a variety of vendors, including creative talent, procurement specialists, wholesalers, and more. **CEU: 2.0.**

PROGRAM IN INTERNATIONAL CONFERENCE CENTER MANAGEMENT (ONLINE)

Conference centers represent a distinct, highly complex, and integral segment of the global meetings industry. Today's conference center managers face unique challenges and require the appropriate skills and training to succeed in a dynamic and changing business environment. Through this program of study, students employ a global lens to evaluate common business issues, including decisions about ownership structures and day-to-day operations; supervision of a diverse workforce in a service industry; ethical issues and risk assessment; business development, marketing, and positioning; the use of technology to modernize service offerings; and development of a strategic vision to ensure long-term success.

This program was developed in consultation with the International Association of Conference Centres (IACC), which boasts a membership of over 350 venues worldwide. Recognizing the significant career opportunities available to both seasoned industry veterans and individuals seeking to launch their careers in this area, the NYU School of Professional Studies partnered with IACC to develop a curriculum that would serve the educational and training needs of the global conference center partner community. Students who choose to pursue this suggested path of study should complete all foundational courses and two of the three supplemental courses to build optimal skill sets to succeed in this field. For more information about the International Association of Conference Centres, visit iacconline.org.

Note: If you are an IACC member or would like more information about this program, please contact the department at tisch.center@nyu.edu or (212) 998-9100 to speak with an adviser.

It is recommended that students register for Section 200 of Foundations of HR, Part I: Practices and Techniques/HRMD1-CE9303, as it is specifically designed for service-based industries.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Foundations of Conference Center Management and Operations
TCCE1-CE9116 *(page 69)*

Budgeting and Financial Management for Meeting Managers
TCCE1-CE9531 *(page 67)*

Foundations of HR, Part I: Practices and Techniques
HRMD1-CE9303 *(page 15)*

SUPPLEMENTAL COURSES

Prospecting and Sales Strategies for Conference Centers and Event Venues
TCCE1-CE9121 *(page 68)*

New Technologies for the Meeting and Conference Industry
TCCE1-CE9521 *(page 68)*

Marketing and Positioning Strategies for Meetings, Events, and Conferences
TCCE1-CE9117 *(page 68)*

The Art and Science of Negotiation for Meeting Managers
TCCE1-CE9530/$825

Sec. 1: Nov. 6–Dec. 5. Please see website for detailed meeting pattern. Instructor TBA.

Make the most of your meeting dollars by becoming aware of what is and isn't negotiable with suppliers. In this practical course for meeting managers, learn how to build win-win working agreements by thoughtfully assessing the interests and needs of your suppliers. Gain insight through discussion, presentations, and role-playing, and experience the negotiation process firsthand. Acquire effective tactics that help you to navigate obstacles and to maintain good long-term working relationships. *Textbooks are required for this course. The list is distributed to all registered students at the first class.* **CEU: 2.0.**

The Art of Wedding Planning
TCCE1-CE9535/$1,020

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Instructor TBA.

Acquire the skill set to become a wedding planner and to create unforgettable experiences. Topics covered include developing a business plan, understanding the responsibilities of the wedding planner, working with vendors and suppliers, developing an event timeline, coordinating the ceremony for different religious beliefs, planning the reception, helping to arrange for the honeymoon, and knowing proper wedding etiquette and protocol. Also, discuss the public relations and management criteria that define success in wedding planning. **CEU: 3.5.**

CONFERENCE CENTER MANAGEMENT

Foundations of Conference Center Management and Operations
TCCE1-CE9116/$695

Sec. 1: Sept. 28–Nov. 16. Instructor TBA.

Develop an understanding of the buyers and suppliers in the contemporary conference and convention market. Topics include the positions and purposes of conferences; the different venue types for conferences, including conference centers and management and ownership structures; the differences among buyer groups, such as corporate, association and social, military, education, religious, and fraternal (SMERF); collaborations with suppliers and convention bureaus; and development of requests for proposal (RFPs). Review the certification standards of the International Association of Conference Centres (IACC). Gain an understanding of the concepts involved in developing, hosting, operating, and managing conference centers, as well as delivering the IACC unique meeting experience. **CEU: 2.5.**

COURSES FOR PROFESSIONAL DEVELOPMENT

Beverage Management: Sales, Service, and Buying Strategies for Hospitality Professionals
TCCE1-CE9114/$1,180

Sec. 1: Tues. 6.20–8.50 p.m., Sept. 29–Dec. 1 (10 sessions). Instructor TBA.

Learn the art and science of the wine and spirits business in this hands-on and interactive sales, service, and buying course. Whether at a fine or casual dining operation, guests prefer beverage choices that maximize their dining satisfaction and create memorable experiences. Food and beverage professionals seek beverage programs that attract diners, generate recommendations, and drive profitability. This course, geared toward the hospitality professional, provides the foundational skills and knowledge needed to successfully run a wine and spirits program. Topics include list development, service and financial standards, inventory best practices, staff training, and relationships with suppliers. Developed in conjunction with American Sommelier, this course is recommended for food and beverage professionals and restaurant owners, as well as the passionate consumer. **CEU: 3.5.**

Global Food, Beverage, and Dining Trends for Hospitality Professionals
TCCE1-CE9838/$825

Sec. 1: Wed. 6.30–9 p.m., Sept. 30–Nov. 4 (6 sessions). Instructor TBA.

In the dynamic dining-out and food and beverage industries, one innovative idea can spark a trend in how we eat, drink, and live daily life. This class dives into cutting-edge global travel, restaurant, and food and beverage trends from New York City and from around the world. Staying current, relevant, and inventive is what generates positive word of mouth from customers and media alike. Innovations in service styles, restaurant themes, bars, festivals, cuisines, and beverages are showcased by leading and rising restaurant and hospitality professionals. From the communal table trend to the cult of kale, examine new ideas from media, science, and consumer experience trends. **CEU: 2.0.**

NYU SCHOOL OF PROFESSIONAL STUDIES facebook.com/nyusps twitter.com/nyusps youtube.com/scpsnyu

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

ADVANCED PROGRAMS OF STUDY

For those thinking about pursuing the Master of Science in Hospitality Industry Studies *(page 159)*, these programs of study serve as excellent career preparation. They provide participants with an in-depth look at the management, operations, and decision-making processes used in hotels and restaurants. These programs, targeted to mid-level hospitality managers who are seeking to advance their careers, are designed to provide the unique opportunity to learn from outstanding professionals in these fields. Course formats consist of interactive lectures, class discussions, guest speakers, assignments, and field trips, as appropriate.

PROGRAM IN ADVANCED HOSPITALITY MANAGEMENT AND OPERATIONS

In this program of study, students expand their knowledge of, and gain valuable insight into, the management, operations, and financial viability of hotel facilities that provide limited or expanded services depending upon the current economic climate. Emphasis is on front office management and operations, food and beverage management as it supports the lodging concept, accounting and financial systems, marketing in a socially networked environment, facilities management, human capital management, customer relations and resolution of service issues, and the development of new revenue streams. Discussions focus on the legal environment in which hotels and restaurants operate and the various types of ownership agreements that exist.

For more information about the program, call (212) 998-9100.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Hotel and Restaurant Department Operations
TCCE1-CE9809 *(page 70)*

Executive Hotel Management
TCCE1-CE9804 *(page 70)*

PROGRAM IN ADVANCED RESTAURANT MANAGEMENT

Students in this program of study expand their expertise in, and gain new knowledge of, the operation and management of restaurants and food service facilities. Emphasis is placed on accounting and financial systems; marketing in a socially networked environment; facilities management; human capital management; dining room service and the guest experience; menu planning; beverage service; the resolution of service issues; and the development of new, or the maximization of existing, revenue streams. Discussion focuses on the legal environment in which restaurants operate and the various types of ownership agreements that exist.

For more information about the program, call (212) 998-9100.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Food and Beverage Management and Controls Systems
TCCE1-CE9516 *(page 71)*

Executive Restaurant Management
TCCE1-CE9532 *(page 71)*

INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE

The 38th Annual NYU International Hospitality Industry Investment Conference

June 5–7, 2016
New York Marriott Marquis
Located in the heart of Times Square—1535 Broadway at 45th Street

For more information, visit sps.nyu.edu/hospitalityconference.

HOSPITALITY MANAGEMENT AND OPERATIONS

Accelerated Course in Hotel Operations
TCCE1-CE9801/$1,180

Sec. 1: Mon. Wed. 6.30–9 p.m., Sept. 23–Dec. 23 (24 sessions). No class Oct. 12, Nov. 11, Nov. 25. Instructor TBA.

While people skills remain important to success in this field, operating hotel properties has evolved into a blend of high-tech and high-touch. Today's managers must make challenging decisions on what to be, what to offer, and to whom, while sustaining the property's profitability. This intensive course addresses the different roles, responsibilities, services, and business skills involved in hotel operations. Gain general knowledge of industry-specific terms and practices while studying rooms division, food and beverage services, facilities management, sales and marketing, human resources, customer relations, legal issues, and information systems. *Attendance at the first class is required to receive the course outline, reading assignments, and the off-site class schedule. Recommended for students without prior industry experience.* **CEU: 6.5.**

Executive Hotel Management
TCCE1-CE9804/$1,180

Sec. 1: Thurs. 6.20–8.50 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26. Instructor TBA. ▲

Using Peter Drucker's theory that employees are resources and not cost factors, this course provides an in-depth look at the roles of the general manager, the controller, the management company, and the many components utilized internally and externally in the development of a successful hotel brand. Through case studies, on-site hotel visits, guest speakers, and industry publications, analyze the performance of hotel properties against industry benchmarks. Examine and evaluate the criteria for excellence in hotel food and beverage management, with emphasis on the financial, marketing, technological, and internal communication aspects. Course topics include technological interfaces between departments and point-of-sale systems, interdepartmental communications, criteria for service excellence programs, financial analysis and reporting, revenue and cost management, development of the brand, global completion, and leadership considerations. *To register for this course, students must have industry experience or have earned a grade of B+ or higher in Accelerated Course in Hotel Operations/TCCE1-CE9801. For more information and to verify eligibility, contact the department at tisch.center@nyu.edu or (212) 998-9100.* **CEU: 4.0.**

Hotel and Restaurant Department Operations
TCCE1-CE9809/$1,180

Sec. 1: Tues. 6.20–8.50 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Instructor TBA. ▲

In this course, examine the operational issues of each revenue-generating and overhead department in a hotel property, as well as department managers' responsibilities, staffing issues, performance measures, revenue generation, and management of the physical plant. Topics include guest service operations, accounting and revenue management systems, the legal environment in which hotels operate, management contracts, the relationship of revenue forecasts to staff planning, and operating guide generation. Examine interdepartmental relationships, and study how organizations function as cohesive entities. Leadership issues and human relations management are discussed in the context of current trends in hotel and restaurant organizations. A broad range of issues, including motivation, compensation, discipline, and diversity, also are explored. *To register for this course, students must have industry experience or have earned a grade of B+ or higher in Accelerated Course in Hotel Operations/TCCE1-CE9801. For more information and to verify eligibility, contact the department at tisch.center@nyu.edu or (212) 998-9100.* **CEU: 3.5.**

DEGREE PROGRAMS OFFERED BY THE TISCH CENTER FOR HOSPITALITY AND TOURISM

Bachelor of Science in Hotel and Tourism Management

The Bachelor of Science in Hotel and Tourism Management is a comprehensive undergraduate degree designed to prepare individuals for professional careers at hotels and resorts, convention and conference centers, and tourism and travel organizations *(page 162)*.

Master of Science in Hospitality Industry Studies

This program emphasizes the knowledge and analytical skills needed for efficient and effective financial management of worldwide hospitality investments. A credit-bearing Graduate Certificate in Hospitality Industry Studies, which requires the submission of the graduate degree application, also is offered *(page 159)*.

Master of Science in Tourism Management

This degree program focuses on the growing importance of tourism as an economic sector and emphasizes the applicable skills in research, planning, and strategic development. A credit-bearing Graduate Certificate in Tourism Management, which requires the submission of the graduate degree application, also is offered *(page 160)*.

SUMMER 2016 HIGH SCHOOL PROGRAM
OFFERED BY THE TISCH CENTER FOR HOSPITALITY AND TOURISM

Are you a high school student interested in learning more about the hospitality and tourism industries in college classroom setting? If so, then consider enrolling in the Tisch Center's Summer Program and exploring these dynamic industries while living in the New York University dormitories. The course format consists of interactive lectures, class discussions, guest speakers, assignments, and field trips. Course credits for this class are offered to students enrolling in the B.S. in Hotel and Tourism Management program.

Specific course dates will be available in November. Call **(212) 998-9100** for more information.

To apply, visit nyu.edu/admissions/visiting-students.

Weekend Course

Strategic Design:
Creating Memorable Meetings and Events
TCCE1-CE9119 *(page 68)*

RESTAURANT MANAGEMENT AND OPERATIONS

Accelerated Course in Restaurant Operations
TCCE1-CE9803/$1,180

Sec. 1: Tues. Thurs. 6.30–9 p.m., Sept. 24–Dec. 17 (24 sessions). No class Nov. 26. Instructor TBA.

Developing and building a successful restaurant requires a balance between creating a memorable service experience and minimizing operational expenditures to ensure profitability. This 12-week intensive course addresses the strategies necessary for evaluating menu offerings while considering food and beverage costs, developing effective marketing, examining the profit and loss statement, handling inventory and purchasing, enhancing facility design, and managing and investing in human capital. This highly structured course combines classroom lectures and site visits. **CEU: 6.5.**

Executive Restaurant Management
TCCE1-CE9532/$1,180

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Instructor TBA. ▲

Gain an in-depth understanding of the numerous and complex management, marketing, and financial components of restaurant properties. In this course, which incorporates a case-study approach and on-site visits, examine and evaluate the criteria that determine excellence in food and beverage management. Discuss the internal factors that could impede facilities' profitability and effective risk management. Learn the current practices of the finest restaurants in the world in regard to financial, marketing, technological, and internal communication techniques. Topics include a review of the technological interface between departments and point-of-sale systems, human resource management, interdepartmental communications, service excellence, financial analysis and reporting, revenue and cost management, analysis of management contractual agreements, the legal aspects of food service, and leadership considerations. *To register for this course, students must have industry experience or have earned a grade of B+ or higher in Accelerated Course in Restaurant Operations/TCCE1-CE9803. For more information and to verify eligibility, contact the department at tisch.center@nyu.edu or (212) 998-9100.* **CEU: 3.5.**

Food and Beverage Management and Controls Systems
TCCE1-CE9516/$1,180

Sec. 1: Mon. 6.30–9 p.m., Sept. 28–Dec. 21 (12 sessions). No class Oct. 12. Instructor TBA. ▲

Examine every phase of food and beverage operations in a variety of restaurant facilities. Emphasis is placed on the process for establishing quality dining room and beverage management service, development of a restaurant theme that supports the menu concept, and facility layout and design. Topics covered include the role of the food and beverage manager in various dining outlets; strategies for managing private or corporate dining facilities; service to customers; menu planning and development; production need forecasting; and methods for calculating food, beverage, and labor costs. Also, discuss beverage management, income control procedures, loss-prevention methods, purchasing, inventory controls, storage, sanitation procedures, layout and design, and equipment concerns. *To register for this course, students must have industry experience or have earned a grade of B+ or higher in Accelerated Course in Restaurant Operations/TCCE1-CE9803. For more information and to verify eligibility, contact the department at tisch.center@nyu.edu or (212) 998-9100.* **CEU: 3.5.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

LIBERAL STUDIES AND ALLIED ARTS

Whether you want to learn a new language, pursue a creative passion, or sharpen your communication skills to advance professionally, the NYU School of Professional Studies offers challenging and inspiring programs in liberal studies and allied arts that enrich your life.

At the NYU School of Professional Studies, a faculty of leading experts helps you to expand your critical thinking, communication, and language skills; to deepen your appreciation of the arts and of history; to explore your individual creativity; and to pursue a career in the arts, translation, interpreting, publishing, or writing. Programs are offered weeknights, weekends, online, in accelerated formats, and as study-away options.

For more information about Career Advancement programs, public events, and faculty members, visit **sps.nyu.edu/liberalarts** or call **(212) 998-7200**.

For more information about the exclusively online M.S. in Professional Writing, which propels students to the forefront of fields that require excellent writing skills, visit **sps.nyu.edu/mspw** or call **(212) 998-7100**.

Arts and Humanities 72

English as a Second Language (American Language Institute) 89

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See also:

M.S. in Professional Writing 159

M.S. in Publishing: Digital and Print Media 160

M.S. in Translation 160

ARTS AND HUMANITIES

Cultivate your intellectual, creative, and professional interests through NYU School of Professional Studies arts, humanities, performing arts, and personal enrichment offerings. Prepare for an exciting and fulfilling career in art appraisal, art business, or arts administration. Explore the world of art, from gallery exhibits to the global market; read great works of literature; study ancient cultures; or take in and discuss the season's best films, theater, and music with faculty members who are accomplished experts and artists passionate about their disciplines.

Offerings in Arts and Humanities include:

- **A wide range of courses** in art, photography, literature, film, theater, performing arts, history, philosophy, psychology, religion, and food and wine that will spark your curiosity and challenge you to view the world from a different perspective
- **Career Advancement Programs of Study:** Appraisal Studies in Fine and Decorative Arts *(page 73)*, Art Business *(page 78)*, Art Marketing and Communications *(page 79)*, Arts Administration *(page 80)*, and Art Collections Management and Display *(page 81)*
- **Winter Preview:** A Taste of Acting: Winter Session *(page 84)*

For more information, visit **sps.nyu.edu/liberalarts** or call **(212) 998-7200**

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PROGRAM IN APPRAISAL STUDIES IN FINE AND DECORATIVE ARTS (ONLINE AND IN-PERSON)

This program of study is designed for prospective and practicing appraisers, as well as arts professionals who are interested in honing their skills and expanding their realm of expertise in the fine and decorative arts. It explores the techniques and practices of art appraisal in depth, and it provides the critical knowledge and competence to appraise paintings, furniture, jewelry, and more. Completion of the foundational courses, in addition to several supplemental courses in the student's area of interest, allows the participant to acquire:

- An understanding of all the essential skills necessary to be an appraiser or to work at a gallery, auction house, or insurance company as an appraisal expert
- The ability to objectively and critically evaluate fine and decorative arts
- Familiarity with the legal and ethical aspects of appraising
- Research skills and knowledge of the methodologies used by appraisers
- Specialized knowledge in various fields of appraisal studies, such as American and European paintings and drawings, Asian art, silver, arts and crafts, furniture, modern design, fashion, photography, books, and jewelry

It is suggested that students begin the program of study with *Essentials of Appraising* and take *Appraisal Writing Workshop* toward the end. For more information, please contact sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Essentials of Appraising
ARTP1-CE8659 *(page 75)*

The Heart of the Matter: Legal and Ethical Aspects of Appraising
ARTP1-CE8604 *(page 76)*

IRS Legal Guidelines in Valuation of Fine and Decorative Arts
ARTP1-CE9515 *(page 75)*

Research Methods for Appraisers
ARTP1-CE9522 *(page 76)*

Appraisal Writing Workshop
ARTP1-CE9675 *(page 74)*

Uniform Standards of Professional Appraisal Practice for Personal Property Appraisers
ARTP1-CE9503 *(page 76)*

SUPPLEMENTAL COURSES

A Grand Tour of New York City's Finest Art and Antique Galleries
ARTP1-CE9556 *(page 74)*

A Guide to Style and Ornament
ARTP1-CE9573 *(page 74)*

Using Comparables in Appraisal Practice: An Essential Guide
ARTP1-CE9840 ❖

18th- and 19th-Century Furniture: Materials, Construction, and Use
ARTP1-CE9604 *(page 73)*

The Art Dealer in the 21st Century
ARTP1-CE9716 *(page 79)*

Fine Art as a Financial Asset
ARTP1-CE8034 *(page 78)*

The Art of Jewelry Appraising
ARTP1-CE8552 *(page 76)*

Appraising Glass: The Victorian, Art Nouveau, and Art Deco Eras
ARTP1-CE9437 ❖

Appraisal of Oriental Rugs
ARTP1-CE9555 *(page 74)*

Appraising 18th- and 19th-Century English Pottery and Porcelain
ARTP1-CE9601 ❖

A Unique Sensibility: Valuing 19th- and 20th-Century American Art
ARTP1-CE9970 *(page 74)*

Introduction to Appraising Fine Art
ARTP1-CE9663 *(page 75)*

The Art Auction
ARTP1-CE8602 *(page 79)*

The Fine Art of Printmaking
ARTP1-CE9534 *(page 76)*

Appraising Fine and Rare Wine
ARTP1-CE8153 *(page 75)*

Appraisal of Contemporary Art from East and Southeast Asia
ARTP1-CE9448 ❖

The Appraisal of 20th-Century Modernist Painting
ARTP1-CE9824 ❖

Appraisal of American Folk Art
ARTP1-CE9831 ❖

American Furniture Styles 1700–2000
ARTP1-CE8147 *(page 74)*

Photography Appraisal and Collection
ARTP1-CE9447 *(page 75)*

An Introduction to the Examination and Conservation of Works of Art
ARTP1-CE9521 *(page 74)*

Appraising Antique Jewelry
ARTP1-CE9543 *(page 75)*

American Furniture: The Essential Introduction
ARTP1-CE9691 ❖

Appraising 20th-Century American Ceramics and Glass
ARTP1-CE9707 ❖

Creating Public and Private Art Collections
ARTP1-CE9769 *(page 81)*

Damage and Loss
ARTP1-CE9790 *(page 75)*

The Appraisal of Household and Personal Property
ARTP1-CE9822 *(page 76)*

The Appraisal of European Furniture Styles 1700–2000
ARTP1-CE9209 ❖

Appraising Silver
ARTP1-CE9834 ❖

The Conservation and Science of Appraising
ARTP1-CE9820 ❖

Problems in Authenticating Works of Art
ARTP1-CE9608 ❖

Appraising American Sculpture
ARTP1-CE9562 ❖

Appraising Estate Jewelry
ARTP1-CE9542 ❖

Continental Pottery and Porcelain 1700–1850
ARTP1-CE9537 ❖

Modern Design in French Decorative Arts: Art Nouveau to Art Deco
ARTP1-CE9477 ❖

Impressionist, Modern, and Contemporary Art: The Auction Market and Appraisal Issues
ARTP1-CE9210 ❖

Internship in Appraisal Studies
ARTP1-CE9642 *(page 75)*

Appraising the Hudson River School Painters
ARTP1-CE9832 ❖

The Appraisal of Old Master European and Early American Prints
ARTP1-CE9450 *(page 76)*

Introduction to Provenance Research
ARTP1-CE9611 *(page 75)*

Art Prices and Values: Movements, Markets, and Money
ARTP1-CE9401 ❖

Cultural Heritage and the Law
ARTP1-CE8745 ❖

Appraising Art of the Middle East and South Asia
ARTP1-CE9680 ❖

The Appraisal of Modern and Contemporary Prints
ARTP1-CE9767 ❖

Appraisal of American Art and Design Between the Wars
ARTP1-CE9998 ❖

Appraising Contemporary Asian Art
ARTP1-CE8008 ❖

Appraisal of Historical Textiles and Clothing
ARTP1-CE9780 ❖

ARTS PROGRAMS

Interested in exploring some of the world's most celebrated masterpieces at The Metropolitan Museum of Art? Maybe you would like to try your hand at painting, drawing, or photography. Launch or advance your career in the art world with courses in art appraisal, art business, and arts administration. The NYU School of Professional Studies offers a wide array of programs to inspire your creative interests and to meet your professional needs.

APPRAISAL STUDIES IN FINE AND DECORATIVE ARTS

Designed for both the prospective and the practicing appraiser, as well as other arts professionals, the NYU School of Professional Studies Appraisal Studies program provides a structured overview of the field for dealers, collectors, writers, scholars, and museum personnel, as well as for those who require continuing education for recertification by professional appraisal societies. This program is invaluable for individuals interested in working for galleries and auction houses; those in the trade; writers in the field; professionals at insurance companies, banks, and law firms specializing in art; and high-net-worth individuals. While they do not qualify students immediately as appraisers, the six foundational courses do prepare them for numerous professional qualifying examinations, and the supplemental courses delve into areas of specialization.

Note: Please note that the Appraisers Association of America handbook, *Appraising Art: The Definitive Guide to Appraising Fine and Decorative Arts*, is available for purchase at the NYU Bookstore, 726 Broadway.

18th- and 19th-Century Furniture: Materials, Construction, and Use

ARTP1-CE9604/$395

M *Sec. 1: Fri. Sat. 9.30 a.m.–4.30 p.m., Oct. 23–24 (2 sessions).* Philip Zimmerman, consultant, Boscobel Restoration and other institutions; senior curator, Winterthur Museum.

Explore the history of furniture construction and decoration, and learn how to distinguish period pieces from well-crafted reproductions. Gain an understanding of joints, woods, finishes, and tools, and examine the ways in which evolving design requirements have affected methods of furniture construction. With a background in the technical innovations of the period, learn how to assess period pieces from the inside out. A visit to an American furniture dealer for a workshop session is planned. **CEU: 1.5.**

How to Register
online sps.nyu.edu/fallce
phone (212) 998-7150
in person 7 East 12th Street, Room 133 See inside front cover for details.
postal mail Use the form and the envelope at the back of the Bulletin.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

A Grand Tour of New York City's Finest Art and Antique Galleries
ARTP1-CE9556/$395

OFF *Sec. 1: Tues. 10.30 a.m.–12.30 p.m., Sept. 29–Nov. 3 (6 sessions).*
Louise Devenish, certified appraiser, Appraisers Association of America; principal, Louise Devenish Associates.

Step into New York City's most glamorous carriage trade galleries, museums, and auction houses for a look at some of the finest art and antiques available in today's market. Meet the principals of several galleries, and learn how to recognize quality and to determine current market value. In the past, venues included Bernard & S. Dean Levy, The Metropolitan Museum of Art, Hirschl & Adler, Spanierman Gallery, S.J. Shrubsole, James Robinson, H.M. Luther, and Dalva Brothers. *Please note that galleries change each semester. Tuition does not include museum fees.* **CEU: 1.0.**

A Guide to Style and Ornament
ARTP1-CE9573/$395

S *Sec. 1: Fri. Sat. 9.30 a.m.–5.30 p.m., Nov. 6–7 (2 sessions).* Louise Devenish, certified appraiser, Appraisers Association of America; principal, Louise Devenish Associates.

Receive an introduction to the visual vocabulary of style and ornament in the European and American decorative arts of the 17th through early 20th centuries. This slide-illustrated course provides you with the essential tools for writing good appraisals and for determining the age and origin of objects. Learn to describe the decorative elements that have been carved, molded, painted, or applied to silver, porcelain, and furniture. Discuss methods of distinguishing between original forms and later revival derivations. Field trips are planned. **CEU: 1.5.**

A Unique Sensibility: Valuing 19th- and 20th-Century American Art
ARTP1-CE9970/$395

M *Sec. 1: Wed. 11 a.m.–12.40 p.m., Oct. 7–Nov. 4 (5 sessions).* Suzanne Julig, private art adviser.

The market for 19th- and 20th-century American art is unique. Unlike European, Asian, or contemporary art, it is collected almost exclusively by Americans. Defined by such movements as the Hudson River School, Ashcan, regionalism, pop art, and abstract expressionism, works are sought after by passionate and sophisticated collectors as prices for rare major examples increase. Explore methods for assessing the value of works in varied media and across periods and artists' careers. The ways in which condition and rarity affect prices are studied, and research tools for determining value are examined. A visit to a preeminent American art gallery is included. **CEU: 1.0.**

SPECIAL EVENT: ART LAW DAY

Friday, November 6

Join the NYU School of Professional Studies and the Appraisers Association of America in our annual conference focusing on a broad range of issues that affect arts and the law. Experts address timely art law topics, including the complexities of art insurance claims, estate planning changes, stolen art issues, standards and protocols, and updates on new regulations and practices.

General Admission: $295
Members of AAA/ISA/ASA/RICS, NYU students and alumni, NYC Bar Association: $250

CLE units and financial aid are available for those who qualify.

For more information, visit sps.nyu.edu/humanities/artlawday.

NYU SCHOOL OF PROFESSIONAL STUDIES AFFILIATION WITH THE APPRAISERS ASSOCIATION OF AMERICA

A partnership between the NYU School of Professional Studies Appraisal Studies Program and the Appraisers Association of America offers enrolled students the opportunity to become Student Affiliates and to begin the trajectory toward becoming an Association member. Annual dues of $100 entitle Student Affiliates to discounts on Association programs, including the monthly Lecture Series and the annual National Conference, as well as on publications such as *Appraising Art: The Definitive Guide* and a subscription to the Appraisers Association weekly electronic newsletter.

For more information, contact the Appraisers Association of America by mail, 212 West 35th Street, 11th Floor South, New York, NY 10001; by phone, **(212) 889-5404 ext. 13**; by e-mail, membership@appraisersassociation.org, or online, appraisersassociation.org.

American Furniture Styles 1700–2000
ARTP1-CE8147/$395

Sec. 1: Thurs. 4–6 p.m., Sept. 24–Oct. 22 (5 sessions). Patricia Dillon, art and antique appraisal, Putnam Art Advisors & Consultants, Inc.

Can you distinguish a Queen Anne chair from a Chippendale? Or a Victorian side table from one made in the Arts and Crafts style? From the colonial era to present day, American artisans and furniture makers have created distinctive, lasting designs. For appraisers, collectors, and dealers, the ability to recognize and determine value for works from different periods is crucial. Learn the identifying characteristics and modes of construction for a broad range of American furniture styles. The focus is on the major typologies and on research resources to further expand your ability to appraise American furniture. **CEU: 1.0.**

An Introduction to the Examination and Conservation of Works of Art
ARTP1-CE9521/$395

OFF *Sec. 1: Wed. 6.20–8 p.m., Oct. 14–Nov. 11 (5 sessions).* Paul Himmelstein, partner, Appelbaum and Himmelstein; conservator.

Receive an introduction to the field of art conservation as it applies to the appraiser and the collector. Learn how to examine a work of art using simple tools, including magnification and ultraviolet illumination; how to identify media and supports, as well as agents of deterioration; and how to assess condition. Paintings, 3D objects, and works on paper are covered. The course is taught in a working conservation laboratory so you can view works of art at various stages in their examination and treatment. *This course is a suggested prerequisite for Problems in Authenticating Works of Art/ARTP1-CE9608.* **CEU: 1.0.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

Appraisal of Oriental Rugs
ARTP1-CE9555/$395

OFF *Sec. 1: Wed. 6.20–8 p.m., Sept. 30–Oct. 28 (5 sessions).*
George Anavian, importer and dealer in fine oriental rugs.

Explore the historic and geographic development of Oriental rugs and carpets while cultivating your ability to evaluate and appraise them. Learn how to identify antique rugs made by various tribes, villages, towns, and districts throughout India, Turkey, Europe, China, Persia, Asia Minor, the Caucasus, and Turkestan. Topics include methods of dating, inspecting for alterations and repairs, restoration and conservation, and aspects of valuation and investment. Various examples are used in class to demonstrate how appraisals are made. **CEU: 1.0.**

Appraisal Writing Workshop
ARTP1-CE9675/$395

Sec. 1: Wed. 6–8 p.m., Sept. 30–Oct. 28 (5 sessions). Sharon Chrust, certified appraiser, art consultant.

S *Sec. 2: Fri. Sat. 10 a.m.–5 p.m., Oct. 23–24 (2 sessions).* Sharon Chrust. Kathleen Rosenblatt, independent certified appraiser.

Correctly written appraisals are a necessity in the art appraisal profession because these reports are the sole product of appraisal work. In this course, learn how to approach, construct, and develop various types of written appraisals that are appropriate for their purpose and reflective of the highest current standards. This workshop focuses on insurance, damage/loss, estate, donation, equitable distribution, and inventory documents. Receive a comprehensive textbook as well as hands-on assistance with projects. **CEU: 1.5.**

NEW

Appraising 19th-Century French Painting and Sculpture

ARTP1-CE8010/$395

S *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Sept. 25–26 (2 sessions).* Thomas Folk, certified specialist, American painting and sculpture, Appraisers Association of America.

French 19th-century art includes a dizzying array of styles and movements—neoclassicism, romanticism, impressionism, and the birth of modernism, among others. Explore the appraisal of French painting, from the neoclassicism of Jacques-Louis David and the Barbizon school of painting to impressionism of the 1870s. Examine academic painters, such as William-Adolphe Bouguereau and Carolus-Duran, and sculptors, including Albert-Ernest Carrier-Belleuse and Pierre-Jules Mêne. The course focuses on the broad range of French painters and sculptors that an appraiser would be likely to encounter in an average fine arts appraisal. Visits to the Metropolitan Museum and galleries are included. **CEU: 1.5.**

Appraising Antique Jewelry

ARTP1-CE9543/$395

M *Sec. 1: Fri. Sat. 9.30 a.m.–5 p.m., Dec. 4–5 (2 sessions).* Joyce Jonas, president emerita, American Society of Jewelry Appraisers; jewelry appraiser, *Antiques Roadshow*.

Explore the history of jewelry and jewelry making, and learn how to approach its appraisal. Examine the styles, materials, innovations, and techniques used, beginning in the prehistoric era through the Egyptian, Greek, Etrurian, Roman, Byzantine, Barbarian, and Gothic periods. Trace the influences of these ancient methods in subsequent jewelry making as early techniques and practices evolved from the 14th to 19th centuries. Gain a clear understanding of jewelry styles, techniques, and the social contexts influencing the appearance and manufacture of each period. Students are encouraged to bring in jewelry for hands-on sessions. **CEU: 1.5.**

Appraising Fine and Rare Wine

ARTP1-CE8153/$395

Sec. 1: Mon. 6.30–8.30 p.m., Oct. 5–Nov. 9 (5 sessions). No class Oct. 19. Gayle Skluzacek, president, Abigail Hartmann Associates; certified USPAP instructor.

Many people collect wine purely for their own enjoyment, but fine and rare wine collections also present opportunities for investment, and wine appraisals are sometimes necessary for divorce settlements, estate planning, donations, and insurance purposes. Explore the factors that determine the value of a wine or wine collection for buyers and investors. Topics include global wine trends and markets, wine authentication, extraordinary assumptions and hypothetical conditions, and inventory creation. **CEU: 1.0.**

Damage and Loss

ARTP1-CE9790/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Nov. 13–14 (2 sessions).* Sabine Wilson, independent art consultant, certified appraiser, NYU School of Professional Studies Teaching Excellence Award. Sylvia Wolf, certified member, former president, and board member, Appraisers Association of America.

Appraisers are called upon to perform appraisals for a variety of client needs, including estate purposes, charitable donations, insuring of artwork, and equitable distribution of assets to children. This course focuses on the damage and loss appraisal, used when the value of the damaged or lost property must be assessed to facilitate insurance claim settlements and disputes. Learn about many aspects of damage and loss appraisals, including how to accurately identify the current condition of objects, what types of examination and documentation are needed for claims, and how to locate professional restoration and conservation specialists. **CEU: 1.5.**

Essentials of Appraising

ARTP1-CE8659/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Oct. 9–10 (2 sessions).* Jane Jacob, independent certified appraiser; president, Jacob Fine Art; NYU School of Professional Studies Teaching Excellence Award. Sabine Wilson, independent art consultant, certified appraiser, NYU School of Professional Studies Teaching Excellence Award.

Sec. 2: Mon. 6–8.30 p.m., Oct. 5–Nov. 9 (5 sessions). No class Oct. 12. Susan McDonough, owner, McDonough Fine Art Appraisals.

Learn the essential framework of personal property appraisal and acquire an education in appraising with this introductory course. Discuss important issues in the field and gain a general knowledge of the duties of a professional appraiser. Study different kinds of appraisals (estate tax, insurance, charitable contributions, and equitable distribution); examine the types of value and evaluation approaches used in appraisal reports; and look at markets and the varieties of property most often appraised. Other topics include client relations, standards and codes of ethics, and establishing a practice. **CEU: 1.5.**

Internship in Appraisal Studies

ARTP1-CE9642/$545

OFF *Sec. 1: Sept. 23–Dec. 23.* Linda Selvin, executive director, Appraisers Association of America. ★▲

Acquire practical experience through an internship with an appraiser of fine and decorative arts. The internship, which concludes with a written project, equals up to one year of additional work experience toward membership in the Appraisers Association of America. *To apply for the internship, send your transcript/grade mailer and résumé to: Appraisal Studies Internship, NYU School of Professional Studies, 838 Broadway, 6th Floor, New York, NY 10003. For application deadline information, please call (212) 998-7289.* **CEU: 2.0.**

Introduction to Appraising Fine Art

ARTP1-CE9663/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Oct. 9–10 (2 sessions).* Gayle Skluzacek, president, Abigail Hartmann Associates; certified USPAP instructor.

Sec. 2: Thurs. 4–6 p.m., Oct. 29–Dec. 3 (5 sessions). No class Nov. 26. Sabine Wilson, independent art consultant, certified appraiser, NYU School of Professional Studies Teaching Excellence Award.

Receive a general introduction to the various media and styles commonly encountered in the appraisal of paintings, drawings, prints, sculpture, and mixed media. Fakes, forgeries, and restoration work all are addressed in terms of how they affect value and markets. Classes meet for the scheduled online or in-person sessions and at several other mutually acceptable times throughout the course for field trips to museums, auction houses, and galleries. *Tuition does not include museum fees.* **CEU: 1.0.**

Introduction to Provenance Research

ARTP1-CE9611/$450

Sec. 1: Wed. 6.45–8.45 p.m., Oct. 21–Dec. 16 (8 sessions). No class Nov. 25. Marykate Cleary, collections specialist, The Museum of Modern Art.

Explore the basic principles and methods of researching the history of ownership, transfer, and exhibition—or provenance—of artwork. Through various cases, gain a background in the political, moral, and ethical dimensions of the topic, with a particular focus on Nazi-era dispossession and restitution. Discuss the international resources available to aid specialist research, and further develop your understanding of professional practice by conducting individual research and examining objects in a museum setting. **CEU: 1.5.**

IRS Legal Guidelines in Valuation of Fine and Decorative Arts

ARTP1-CE9515/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Oct. 9–10 (2 sessions).* Helena Addison, appraiser, Internal Revenue Service; licensed general real estate appraiser, State of New York.

Sec. 2: Wed. 6.30–8.30 p.m., Nov. 4–Dec. 9 (5 sessions). No class Nov. 25. Patricia Dillon, art and antique appraisal, Putnam Art Advisors & Consultants, Inc.

Learn about current tax law as it applies to the valuation of fine and decorative arts for estate, inheritance, gift, and income tax purposes, as well as for donations to charitable institutions. **CEU: 1.5.**

NEW

Mexico: Appraising Five Centuries of Art

ARTP1-CE8013/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Oct. 16–17 (2 sessions).* Maria Del Carmen Melian, senior specialist and vice president, Latin American Art Department, Sotheby's.

Explore the long tradition of Mexican art—from the period of European arrival in the Americas through the colonial viceregal period, to independence, and then to today's contemporary artists. Mexico's unique artistic heritage is built upon its pre-Columbian cultures, combined with Moorish, Asian, and European influences. These cultures combined to produce a new, diverse, cosmopolitan tradition seen in works from the colonial period to the Mexican muralist movement made prominent by artists such as Diego Rivera, Siqueiros, and Orozco. The course includes lectures on Mexican art and consideration of value and appraisal issues, as well as museum and gallery visits. *Tuition does not include museum fees.* **CEU: 1.5.**

Photography Appraisal and Collection

ARTP1-CE9447/$395

Sec. 1: Thurs. 6.45–8.45 p.m., Oct. 1–29 (5 sessions). Anita Chernewski, lecturer, International Center of Photography, Cooper Union, Long Island University. Jack Domeischel, president, Domeischel Communications; owner, Domeischel Gallery.

The fine art photography market continues its rapid growth, with both vintage and contemporary works commanding record prices at auctions and galleries. This course, for both the novice and experienced appraiser and collector, provides essential information on types of prints, key artists to collect, and ways of determining authenticity and establishing value. Learn what the latest market trends are in photography, how to build a great collection with a limited budget, where to buy quality images, and how to differentiate vintage prints from more recent ones. **CEU: 1.0.**

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

ARTS AND HUMANITIES

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

Research Methods for Appraisers
ARTP1-CE9522/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Oct. 16–17 (2 sessions).* Gayle Skluzacek, president, Abigail Hartmann Associates; certified USPAP instructor.

Sec. 2: Thurs. 6.30–8.30 p.m., Oct. 29–Dec. 10 (5 sessions). No class Nov. 19–26. Gayle Skluzacek.

Learn about the tools that enable an appraiser or collector to research a work of art or an object, determine the appropriate market from which to draw comparables, write a narrative analysis, and assign a value. Suggestions are offered on the use of standard reference works and major reference centers in the New York metropolitan area. By completing a research project, gain broad exposure to the standards and methodologies used by accredited appraisers. **CEU: 1.5.**

The Appraisal of Household and Personal Property
ARTP1-CE9822/$395

Sec. 1: Tues. 5–7 p.m., Oct. 6–Nov. 3 (5 sessions). Cynthia Herbert, member, board of directors, Appraisers Association of America.

Sec. 2: Tues. 6.45–8.45 p.m., Nov. 10–Dec. 8 (5 sessions). Victoria Shaw-Williamson, specialist, Furniture Department, Christie's Interiors; owner, Victoria Shaw-Williamson Associates.

While much appraisal work concerns a specialization in a particular period or art medium, a significant portion is general residential household appraising. Learn the basics of appraising household contents, including fine art, furniture, silver, porcelain, rugs, antiques, and other collectibles. Acquire the techniques and skills necessary to become a general appraiser, and know when and where to hire a specialist. **CEU: 1.0.**

The Appraisal of Old Master European and Early American Prints
ARTP1-CE9450/$395

Sec. 1: Wed. 7–9.30 p.m., Sept. 30–Oct. 28 (5 sessions). Sarah Hanley, independent print curator, specialist certified appraiser.

In this first part of a two-semester introduction to the appraisal of prints, gain a foundation in the methodology for assessing and valuing prints from the Renaissance to the impressionist era. Learn to identify and value the prints of artists often encountered in appraisal, such as Dürer, Rembrandt, Whistler, Audubon, and Cassatt. Basic techniques—including relief, intaglio, and lithography—are covered, as are condition issues, fakes, forgeries, price research, and auction histories. The follow-up course, *Introduction to Modern and Contemporary Prints and Multiples*, will be offered in Spring 2016. **CEU: 1.5.**

The Art of Jewelry Appraising
ARTP1-CE8552/$395

W *Sec. 1: Fri. 1–5 p.m., Sat. 10 a.m.–5 p.m., Nov. 13–14 (2 sessions).* Edward Lewand, independent appraiser, Consultant Appraisal Services, Inc.

Learn how to price and appraise gold, diamonds, colored stones, and finished jewelry. Through hands-on instruction, learn which tests to use to determine the carat of gold, how to write and understand a jewelry proposal, and where to begin research on the pricing and appraisal of diamonds and colored stones. This course also introduces the research tools and equipment needed to examine and appraise jewelry. Guest speakers and a gallery trip may be included. *A $30 lab fee is required for gold testing materials.* **CEU: 1.5.**

The Fine Art of Printmaking
ARTP1-CE9534/$395

OFF *Sec. 1: Thurs. Fri. 10.30 a.m.–6 p.m., Dec. 3–4 (2 sessions).* Erin Bennett, associate director, Department of Prints & Drawings, Swann Auction Galleries.

An introduction to the Old Masters through 20th-century European and American prints and multiples, this course serves as a foundation in the methods used in the appraisal of prints. Learn to identify the modern artists most commonly encountered and to recognize the media used, including etching, lithography, and screen print. Other topics include fakes and forgeries, price research, and concise appraisal description writing. **CEU: 1.5.**

The Heart of the Matter: Legal and Ethical Aspects of Appraising
ARTP1-CE8604/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Oct. 2–3 (2 sessions).* Victor Wiener, independent appraiser; former executive director, Appraisers Association of America.

Sec. 2: Tues. 4–6 p.m., Oct. 6–Nov. 3 (5 sessions). Patricia Dillon, art and antique appraisal, Putnam Art Advisors & Consultants, Inc.

Sec. 3: Wed. 6.45–9.05 p.m., Nov. 4–Dec. 9 (5 sessions). No class Nov. 25. Victor Wiener.

Legal aspects of appraising have become crucial to the profession. At its highest levels, appraising requires in-depth knowledge of key issues, including clear title (NAGPRA with regard to ownership of Nazi-era looted property), IRS legal considerations, determination of authenticity, appropriate marketplace (retail market and tax shelters), the factoring in of volume discounts, the interaction of case law and the Uniform Standards of Professional Appraisal Practice, and legal aspects of damage/loss appraisals. Analyze prominent cases that illustrate compelling legal considerations connected with valuing modern and contemporary art, including that of Warhol, O'Keeffe, Rothko, and Calder. **CEU: 1.5.**

Uniform Standards of Professional Appraisal Practice for Personal Property Appraisers
ARTP1-CE9503/$465

M *Sec. 1: Fri. Sat. 9 a.m.–5.30 p.m., Oct. 30–31 (2 sessions).* Victor Wiener, independent appraiser; former executive director, Appraisers Association of America. Gayle Skluzacek, president, Abigail Hartmann Associates; certified USPAP instructor.

Sec. 2: Tues. 4–7 p.m., Nov. 10–Dec. 8 (5 sessions). Gayle Skluzacek.

The Uniform Standards of Professional Appraisal Practice (USPAP) establishes a unified code of ethics and standards for appraisal report writing. This unique USPAP seminar, offered in cooperation with the Appraisers Association of America, concentrates on personal property appraising and prepares you for the USPAP examination offered at the close of the course. Passing this exam is proof of professional competence and commitment, and it is essential for those who intend to become professional appraisers. The curriculum follows the guidelines of the Appraisal Standards Board of the Appraisal Foundation. **CEU: 2.0.**

ARCHITECTURAL HISTORY

No grades are issued for these courses.

Know Your Architectural Styles I
ARTS1-CE9982/$370

Sec. 1: Tues. 6.45–8.25 p.m., Nov. 3–Dec. 22, Sat. 11 a.m.–12.45 p.m., Dec. 12 (9 sessions). Gail Cornell, architectural historian; study tour leader, The National Trust for Historic Preservation, Smithsonian Journeys, National Geographic.

Don't ever confuse Doric, Ionic, and Corinthian again. Review six major historic architectural styles and their revivals in the 19th and 20th centuries. Learn the stylistic, structural, and formal characteristics of Greek, Roman, Romanesque, Gothic, Renaissance, and baroque architecture. Then, discover how these styles were adapted to modern times centuries later, as exemplified in Greek Revival, neoclassical, Romanesque Revival, neo-Gothic, Italianate, and Beaux-Arts architecture. The course includes a 90-minute walking tour in Manhattan to view examples of each revival style—many off the beaten path and others hiding in plain sight.

Understanding Modern Architecture: A Historical and Practical Survey
ARTS1-CE9185/$370

M *Sec. 1: Tues. 10–11.40 a.m., Oct. 6–Nov. 24 (8 sessions).* Samuel Albert, architectural historian; instructor, Pratt Institute, Hebrew University, Rutgers University.

More than painting or sculpture, architecture is an art that affects us daily and personally. It not only defines our environment but also influences how we experience the buildings around us. Learn about the advent of modern architecture, as well as the concepts and vocabulary crucial to understanding its architects and buildings. Through lectures and two walking tours, focus on the origins of modern architecture. Starting with the revolutionary changes of the Victorian era, explore how architecture has evolved over time, incorporating new materials and reflecting cultural changes.

ART AND ART HISTORY

Unless otherwise noted, no grades are issued for these courses.

American Art from the Civil War to the Gilded Age
ARTS1-CE9912/$410 ✧

M/OFF *Sec. 1: Wed. 1–3 p.m., Oct. 14–Dec. 9 (8 sessions). No class Nov. 25.* Emily Folpe, lecturer, Metropolitan Museum of Art; author, *It Happened on Washington Square*.

M/OFF *Sec. 2: Thurs. 1–3 p.m., Oct. 15–Dec. 10 (8 sessions). No class Nov. 26.* Emily Folpe.

Explore outstanding American artists from the second half of the 19th century—and the range of their achievements in painting, sculpture, architecture, and the decorative arts. Through lectures and museum visits, discover the realism of Winslow Homer, Thomas Eakins, and Eastman Johnson, and the varied styles of expatriates James McNeill Whistler, Mary Cassatt, and John Singer Sargent. Topics include innovations in architecture (H. H. Richardson, Richard Morris Hunt, and Stanford White), revolutions in decorative art (Louis Comfort Tiffany), public sculpture (Daniel Chester French and Augustus Saint-Gaudens), and the impact of national and international expositions on American art and culture. *Tuition includes museum fees.*

An Introduction to Abstract Art
ARTS1-CE9987/$340

M *Sec. 1: Wed. 1–2.40 p.m., Sept. 30–Nov. 4 (6 sessions).* Joanne Kesten, fine art appraiser; author, *The Portraits Speak: Chuck Close* and *Miró: Two Early Works.*

The French symbolist artist, Maurice Denis, offered the following definition of painting: "Remember that a picture—before being a battle horse, a nude, or some anecdote—is essentially a flat surface covered with colors assembled in a particular order." Using that idea, learn how to understand and interpret abstract art—and unlock the pleasures of a wealth of modern and contemporary work. Explore masters and movements of abstract art, including postimpressionism, fauvism, cubism, futurism, German expressionism, abstract expressionism, and minimalism. *Tuition does not include museum fees.*

M NYU Midtown Center, 11 W. 42nd Street
N Norman Thomas Center, 111 E. 33rd Street
S Washington Square, Union Square vicinity
U SUNY College of Optometry, 33 W. 42nd Street
V Manhattan Village Academy, 43 W. 22nd Street
W Woolworth Building, 15 Barclay Street
OFF In-Person Off Campus
▲ Online registration is not available for this course
★ Consult an adviser before registering
✧ No discounts apply to this course
❖ For information on courses that do not have descriptions or set run dates, call (212) 998-7200

LEGEND

NEW

Art and the Edible: Food in Modern and Contemporary Art
ARTS1-CE9504/$370

M *Sec. 1: Thurs. 10–11.40 a.m., Oct. 22–Dec. 17 (8 sessions). No class Nov. 26.*
Instructor TBA.

Food, drink, and culinary themes have been central elements in the history of modern and contemporary art—as reflected in numerous works, including Andy Warhol's iconic *Campbell's Soup Cans* and Judy Chicago's *The Dinner Party*. Learn about some of the most significant artistic developments of the past 150 years through the unique lens of food and eating. By using a subject (and often medium) with such history and familiarity as food, artists have been able to stretch artistic boundaries to new limits and to comment on various aspects of society. Key artistic movements explored include impressionism, cubism, futurism, surrealism, pop art, eat art, Fluxus, feminist art, and various examples of contemporary installation and performance. **CEU: 1.5.**

Art Styles Through the Ages
ARTS1-CE9071/$395

Sec. 1: Mon. 6.45–8.25 p.m., Sept. 28–Dec. 14 (12 sessions).
Francine Tyler, adjunct professor, art history, Long Island University.

Survey painting, sculpture, architecture, and prints—and build a foundation in art history. Topics include prehistoric art; Egyptian art; archaic, classical, and Hellenistic art; Roman art and architecture; early Christian, Jewish, and Islamic art; Byzantine, Romanesque, and Gothic art; the early and High Renaissance in Italy and northern Europe; baroque art of the 17th century; the Dutch masters; neoclassical art of the 18th century; romanticism, realism, and impressionism of the 19th century; postimpressionism; and the 20th-century styles of fauvism, cubism, futurism, surrealism, and social realism. A visit to The Metropolitan Museum of Art is planned. *Tuition includes museum fees.*

NEW

Egyptian Art Transformed
ARTS1-CE9503/$370

OFF *Sec. 1: Mon. 11 a.m.–12.40 p.m., Sept. 28–Nov. 16 (8 sessions).*
Morena Stefanova, research associate, Department of Egyptian Art, Metropolitan Museum of Art.

Discover anew the civilization of ancient Egypt, one of the most fascinating of antiquity, as we trace the fundamental forms, function, and symbolism of ancient Egyptian art. Explore the culture's historically transformative aspects, including the invention of the alphabet, construction of the pyramids, Akhenaten's religious revolution, female pharaohs, and the influence of Egyptian art on contemporary cultures. Examine the new exhibition *Between the Old and the New: Middle Kingdom Egypt* opening in mid-October 2015 at The Metropolitan Museum of Art. Sessions include museum visits.

NEW

Face to Face: The Art of the Portrait
ARTS1-CE9502/$360 ✧

OFF *Sec. 1: Wed. 3.15–5.15 p.m., Oct. 14–Nov. 18 (6 sessions).*
Filip Noterdaeme, lecturer, Metropolitan and Guggenheim Museums.

Explore the Met's superb collection of European and American paintings to study the evolution of portraiture from a literal representation of a living person to the more abstract modernist portrait. Beginning with traditional Renaissance portraiture and culminating with Picasso's famous proto-cubist portrait of Gertrude Stein, we retrace the history of portraiture across a 500-year continuum, from van Eyck to van Gogh and beyond. Artists discussed include Petrus Christus, van Dyck, Rembrandt, Velázquez, Goya, Cézanne, Sargent, Rosa Bonheur, and Cassatt. *Tuition includes museum fees.*

NEW

Going for Baroque at the Met
ARTS1-CE9501/$360 ✧

OFF *Sec. 1: Mon. 3.15–5.15 p.m., Oct. 19–Nov. 23 (6 sessions).*
Filip Noterdaeme, lecturer, Metropolitan and Guggenheim Museums.

The baroque period yielded some of the most vital and brilliant artists of all time. Explore some the finest baroque paintings from the Met's collection by three monumental figures of this remarkable age: Caravaggio, Velázquez, and Rubens. Opulent courts, powerful art patrons, competing religions, and increasingly complex politics provide the backdrop as painting became a potent expression of the moment. From different corners of Europe, these great masters provide three different interpretations of baroque art. *Tuition includes museum fees.*

Masterpieces at The Metropolitan Museum of Art
ARTS1-CE9019/$450 ✧

OFF *Sec. 1: Fri. 1.30–3.10 p.m., Sept. 25–Dec. 4 (10 sessions). No class Nov. 27.* Susan Raggio, former faculty, Metropolitan Museum of Art; Museum of Fine Arts, Boston; Art Institute of Chicago.

Why do some works of art retain the status of masterpiece while others do not? Major works of art in The Metropolitan Museum of Art's collection are highlighted and discussed within the context of symbolism, individual expression, and changing styles. From ancient Egyptian, Greek, and Roman art, through the art of the Middle Ages and the Renaissance, to mannerism, baroque, neoclassicism, romanticism, realism, and impressionism, consider masterpieces by such artists as Filippo Lippi, Bellini, Botticelli, Raphael, David, Goya, Ingres, Delacroix, Turner, Daumier, Monet, Manet, Renoir, Cézanne, van Gogh, Toulouse-Lautrec, and Gauguin. *Tuition includes museum fees.*

Modern Art in Europe: 1850–1940
ARTS1-CE9989/$370

M *Sec. 1: Thurs. 1–2.40 p.m., Oct. 1–Nov. 19 (8 sessions).* Lorenza Smith, art historian, Ministry of Fine Art, Venice and Curia Patriarcale (Churches of Venice); author, *Venezia: la città, l'arte, la storia*.

The greatest artistic movements of the modern era arose in Europe, including impressionism, postimpressionism, fauvism, cubism, abstraction, Dada, and surrealism. Explore the breadth of modern European art, including painting, sculpture, and architecture from the mid-19th century to the 1940s. In class, focus on key individual artists whose work was influential in its time and afterward, and learn about their art and the movements with which they were associated. View their work as a product of a total cultural and social environment, with parallels to other arts—and in relation to the social and political structures of the period.

Signs and Symbols: Reading Art
ARTS1-CE9107/$390

Sec. 1: Wed. 6.45–8.25 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25.
Robert Melzak, art editor, researcher, contributor, *The Dictionary of Art*.

Explore the content and use of signs and symbols in art, and understand how they can open up entirely new levels of meaning and interpretation. Examine Greek mythology in ancient and later art; the Jewish Bible in medieval and Renaissance art; commedia dell'arte theater in Watteau and Picasso; and politics in Goya and Guston. Other artists discussed include Michelangelo, Rembrandt, van Gogh, and Dalí. *Includes two Friday evening tours of The Metropolitan Museum of Art. Tuition does not include museum fees.*

The Art Scene
ARTS1-CE9062/$430

OFF *Sec. 1: Fri. 3–5 p.m., Sept. 25–Dec. 4 (10 sessions). No class Nov. 27.*
Filip Noterdaeme, lecturer, Metropolitan and Guggenheim Museums.

OFF *Sec. 2: Thurs. 11 a.m.–1 p.m., Oct. 8–Dec. 17 (10 sessions). No class Nov. 26.* Florence Dan Letica, lecturer.

Visit New York City's museums and galleries to gain fresh insight into the meaning and inspiration of today's art. Explore the changing art scene firsthand during field outings to artists' spaces and auction houses; galleries in SoHo, in Chelsea, and on 57th Street and Madison Avenue; and at the Metropolitan, Whitney, and Guggenheim Museums. Discuss the societal, economic, and political forces that transform the art of this century. *Tuition does not include museum fees.*

NEW

The Best Photo Shows This Fall: Defining and Redefining Camera Art in 2015
ARTS1-CE9500/$340 ✧

M *Sec. 1: Wed. 11 a.m.–12.45 p.m., Oct. 28–Dec. 9 (6 sessions). No class Nov. 25.*
Anne Hoy, author, *The Book of Photography* and *Fabrications: Staged, Altered, and Appropriated Photographs*.

Social media and smartphones, selfies and Snapchat. How have smartphone cameras and digital photography changed camera art, photojournalism, and their New York gatekeepers—museums, galleries, and auction houses? Explore photography at two New York museums reopening this fall—the Whitney in its new building in Chelsea and the International Center of Photography—and at MoMA. Visit the most provocative gallery shows in Chelsea and on 57th Street, and see exhibits of more international work, notably from China and South Africa. Go behind the scenes with Daile Kaplan, longtime Swann Galleries photography auctioneer and *Antiques Roadshow* regular. *Tuition includes admission to MoMA.*

The Contemporary Art World
ARTS1-CE9041/$430

OFF *Sec. 1: Wed. 11 a.m.–12.40 p.m., Sept. 16–Dec. 16 (10 sessions). No class Sept. 23, Nov. 4, Nov. 25, Dec. 2.*
Douglas Maxwell, arts editor, *Psychoanalytic Review*.

OFF *Sec. 2: Fri. 11 a.m.–12.40 p.m., Sept. 18–Dec. 18 (10 sessions). No class Sept. 25, Nov. 6, Nov. 27, Dec. 4.*
Douglas Maxwell.

New York City's art season ushers in the most exciting paintings, sculpture, photography, and installation work in the contemporary art world. Visit the most important exhibits and develop an understanding of the aesthetics of modern art. Exhibitions are selected by the instructor from those announced by museums and galleries. Meetings are devoted to major exhibits in leading art museums or to shows in the more prominent as well as lesser-known art galleries in Chelsea, in SoHo, and on 57th Street. *Tuition does not include museum fees.*

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

The Glittering Art Deco Metropolis
ARTS1-CE9184/$200 ✧

OFF *Sec. 1: Thurs. 2–4.30 p.m., Oct. 1–29 (5 sessions).* Anthony Robins, former deputy director of research and director of survey, Landmarks Commission.

Take five walks through Manhattan to explore New York's major monuments of art deco architecture—buildings that transformed the City into the world's modern metropolis. Downtown, we examine the work of Ralph Walker, the architect who shaped New York's skyline during the Roaring Twenties. Two walks cover East and West Midtown, including the miraculously urbane wonderland of Rockefeller Center and the Garment District, both of which illustrate the work of Ely Jacques Kahn. We finish on Central Park West, with its great twin-towered apartment buildings and other Jazz Age fantasies of upscale living overlooking the park.

The Roots of Modern Art: Impressionism and Postimpressionism
ARTS1-CE9226/$390

M *Sec. 1: Tues. 1–3 p.m., Oct. 20–Dec. 8 (8 sessions).* Susan Karnet, art historian, graphic designer.

The impressionists were the first artists in the history of art to be violently rejected by the public and, often, their peers. Yet artists such as Manet and Monet were the forerunners of today's avant-garde. Explore 19th-century impressionism and postimpressionism and their revolutionary techniques of using light, color, and brushstrokes to create some of the most beautiful artwork of all time. Learn about the important social, technological, and political events that helped form this pivotal moment in art history. During this course, analyze and discuss the art and take three visits to museums and galleries to examine firsthand some important works. *Tuition does not include museum fees.*

Understanding Contemporary Art: The Essential Guide to New Art and New Media
ARTS1-CE8656/$390

Sec. 1: Tues. 7–8.40 p.m., Sept. 29–Nov. 17 (8 sessions). Ivan Rumenov Shumkov, architect.

Explore the often rapid shifts in contemporary art, from conceptual and performance art to digital and video work. This course surveys art from 1960 to the present with an eye toward underlying ideas and theories. Learn about major aesthetic trends such as minimalism and genres including new media. Also, discuss the complex issues facing the art world today, including the role of the contemporary art museum and curator; the influence of critics; the evolution and sheer number of art fairs, biennials, and galleries devoted to contemporary art; and the risks and rewards inherent in collecting new work.

Vienna 1900: Artistic Modernism and the Austro-Hungarian Empire
ARTS1-CE9985/$390

Sec. 1: Tues. 6.45–8.25 p.m., Oct. 6–Nov. 24 (8 sessions). Samuel Albert, architectural historian; instructor, Pratt Institute, Hebrew University, Rutgers University.

Vienna, considered one of birthplaces of modernism during the turn of the 20th century, is home to the world-renowned paintings of Gustav Klimt and Egon Schiele—as well as the innovative design and architecture of Adolf Loos, Otto Wagner, and Josef Hoffmann. But Vienna's artistic revolutions did not occur in isolation. Throughout the Austro-Hungarian Empire, similar experiments were taking place in the arts, often infused with nationalist yearnings. Explore the history of modernism's fascinating artistic ferment and experimentation in Vienna, as well as other Austro-Hungarian cities and regions, including Budapest, Prague, Zagreb, and Lviv.

ART BUSINESS

NEW
Art Markets and Sales: A Practical Guide
ARTP1-CE8011/$395

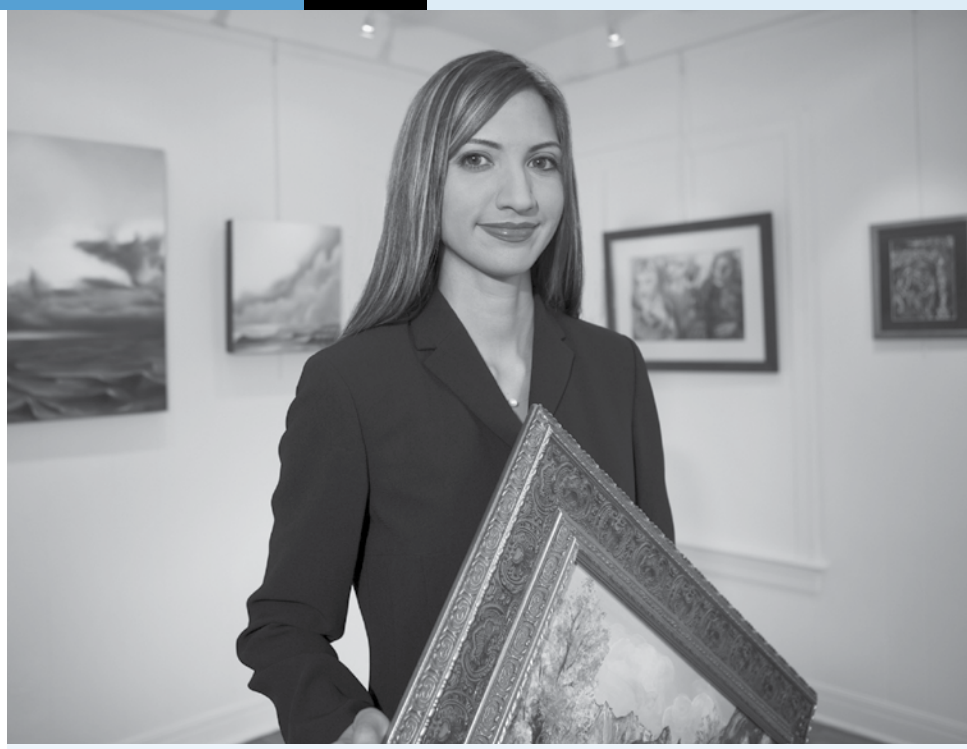
Sec. 1: Thurs. 6.45–8.45 p.m., Oct. 1–Nov. 12 (6 sessions). No class Oct. 22. Clayton Press, contemporary art adviser and curator, Linn Press LLC.

The art market—a $54 billion global business as of 2014—is disproportionately centered in the United States, the United Kingdom, and increasingly, China. The component parts of the art business use a complex mixture of sales channels: auctions, galleries, private dealers, advisers, and the Internet. Explore the size of each sector of the global art market, dissect the processes used in each, and examine how business is conducted. The course focuses on the practicalities of market segments. Topics include art finance, auction guarantees, and sales and usage tax (both U.S. and VAT). Come away with a firm foundation in the intricacies of art business and finance. **CEU: 1.0.**

Fine Art as a Financial Asset
ARTP1-CE8034/$395

Sec. 1: Tues. 6.45–8.45 p.m., Sept. 29–Nov. 3 (5 sessions). No class Oct. 20. Clayton Press, contemporary art adviser and curator, Linn Press LLC.

Art continues to be used as collateral for financial loans, at both banks and auction houses. Learn the loan requirements and considerations of such lenders. What are the characteristics of fine art that make it a viable alternative asset? Analyze the performance of fine art over time, within art collecting categories, and as compared to the stock market. Examine the value of fine art in the context of current domestic and international economies, draw on lessons of the performance of art in prior economies, and project what this may mean for the future. **CEU: 1.0.**



PROGRAM IN ART BUSINESS

Today's global art market is more complex than ever, and in the midst of current economic uncertainties, there is a substantial need for professionals with advanced education, practical skills, and industry-specific knowledge who can effectively navigate these challenges. This program of study provides the expertise needed by individuals interested in starting a new art business; managing an art gallery; or working as a wealth manager, financial planner, or adviser to high-net-worth individuals. Leading practitioners in their fields bring their experience into the classroom and educate participants about the latest trends in today's art market. Students acquire valuable information regarding current business practices and technology, along with an understanding of the broader global landscape of the field, among other essential skills. Completion of the foundational courses and some supplemental courses in the student's area of interest provides:

- Expertise required to appraise the quality of artwork and to analyze and assess value
- Familiarity with the legal and ethical aspects of the art market
- Knowledge of the specific dynamics of art collecting, and the social and financial contexts in which dealers and collectors operate
- An understanding of the specific concerns and needs of the high-net-worth client who is an art collector, enabling the student to build a stronger relationship with the client
- The ability to analyze the art market, understand its essential dynamics and players, assess current art markets, and predict future art markets

Courses are offered throughout the academic year; all courses are not necessarily offered in the current semester. For more information, please contact sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Today's American and International Art Market
ARTP1-CE9996 *(page 79)*

Law and Ethics in the Art Market
ARTP1-CE9726 *(page 79)*

The Art Auction
ARTP1-CE8602 *(page 79)*

SUPPLEMENTAL COURSES

The Art Dealer in the 21st Century
ARTP1-CE9716 *(page 79)*

Starting a Successful Art Business
ARTP1-CE9812 ❖

Fine Art as a Financial Asset
ARTP1-CE8034 *(page 78)*

Determining Value in Contemporary Art: Pleasure, Taste, Brand, Celebrity, and Price
ARTP1-CE9305 ❖

Wealth Management in the Art Market
ARTP1-CE8529 ❖

Introduction to Art and New Media
ARTP1-CE9609 ❖

Establishing Your Online Brand Identity in the Arts
ARTP1-CE9610 ❖

Creating Public and Private Art Collections
ARTP1-CE9769 *(page 81)*

The Art Market Revolution: Online Art Businesses
ARTP1-CE9770 ❖

New and Social Media Marketing for the Arts
ARTP1-CE9791 *(page 79)*

Art Business: The Changed Environment (1950–The Present)
ARTP1-CE9314 ❖

Art Prices and Values: Movements, Markets, and Money
ARTP1-CE9401 ❖

Cultural Heritage and the Law
ARTP1-CE8745 ❖

Law and Ethics in the Art Market
ARTP1-CE9726/$450

Sec. 1: Wed. 6.45–8.45 p.m., Oct. 7–Nov. 11 (5 sessions). No class Oct. 21.
Michael McCullough, managing partner, Michael McCullough, LLC.

The art market operates under a unique set of rules. This course—designed for art market professionals, including art dealers and wealth managers—presents an overview of the legal conventions and practices in today's art market. Delve into the rights and responsibilities of artists, collectors, art dealers, and auction houses, while analyzing fine art appraisals, consignment agreements, commissions, and other contracts as legal documents. Thoroughly examine due diligence, title, and the legal status of works of art, copyright, and reproduction. Understand charitable giving and the tax consequences of being a collector, investor, or dealer of fine art. **CEU: 1.5.**

The Art Auction
ARTP1-CE8602/$450

W *Sec. 1: Fri. Sat. 9.30 a.m.–4.30 p.m., Oct. 30–31 (2 sessions).* Lark Mason, president, igavelauctions.com; regular participant, *Antiques Roadshow*.

Sec. 2: Mon. 5.30–7.30 p.m., Nov. 9–Dec. 7 (5 sessions). Lark Mason.

Examine the ever-evolving art auction business and its importance in the international art market. Gain insight into the history of art auctions; the roles of the art expert; and the myriad services provided by auction houses, including the rise of private sales and financial guarantees. The impact of the Internet, including the rise in the number of online auctions—and the immediate worldwide availability of auction sales information—is analyzed. Learn how to buy and sell at auction, how an auction is put together, and how to navigate the industry. **CEU: 1.5.**

The Art Dealer in the 21st Century
ARTP1-CE9716/$395

M *Sec. 1: Sat. 10 a.m.–12.30 p.m., Sept. 26–Oct. 24 (5 sessions).* Laura Miner, former arts manager, Citibank.

Venture behind the scenes of the world of art dealing. Meet art dealers in their galleries and discuss the art they sell; their personal experiences; and issues such as connoisseurship, marketing, pricing, gallery space, and design. Focus on the skills, strategies, and tactics needed for success in the changing international art gallery world, where competition is fierce among auction houses, art fairs, private dealers, and art consultants. Recent dealers visited include Sperone Westwater Gallery, On Stellar Rays, Denny Gallery, George Adams Gallery, Mixed Greens Gallery, and Loretta Howard Gallery. **CEU: 1.5.**

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

Today's American and International Art Market
ARTP1-CE9996/$450

Sec. 1: Mon. 6.45–8.45 p.m., Sept. 28–Nov. 2 (5 sessions). No class Oct. 12.
Patrick Regan, consultant, PWR Studios; specialist, modern and contemporary Asian art, Artnet Auctions.

Discover global and regional trends in today's international art market by analyzing auction sales and gallery activity for both established and emerging artists. Through the examination of several specific collecting categories—both historically and in the context of the current global economy—be able to address questions about the future of the art market, including what factors affect today's market trends, and where is the market headed. If you are working or aspiring to work in the art market, whether as an art dealer or a professional adviser, examine issues of art loss and restitution, national patrimony, and increasing worldwide wealth. **CEU: 1.0.**

ART MARKETING AND COMMUNICATIONS

Brand Romance
ARTP1-CE9792/$395

Sec. 1: Thurs. 6.45–8.45 p.m., Oct. 29–Dec. 3 (5 sessions). No class Nov. 26.
William White, president and co-creative director, WiT Media.

Marketing, at its core, is a matter of building and managing relationships. Explore marketing relationships through a lens we all know: dating. Learn about trends in consumer engagement and study the evolution of consumers' relationships with the brands they love. How does online transparency affect branding? What types of interactions spark strong first impressions? How is loyalty built, maintained, or lost? The curriculum, which employs a case-study method, explores off-line and online experiences that make for-profits or nonprofits—from start-ups to legacy brands—magnetic. Come away with a strong framework for replicating success in your own brand romance endeavors. **CEU: 1.0.**

New and Social Media Marketing for the Arts
ARTP1-CE9791/$450

Sec. 1: Tues. 6.45–8.45 p.m., Oct. 13–Dec. 1 (8 sessions). Heidi Riegler, founder, Riegler Media/Marketing.

Survey the newest developments in digital and social media, and understand how they can be utilized effectively for an arts organization, business, or nonprofit to get the most out of an online marketing presence. Explore how online marketing strategies are established for large-scale businesses and how to adapt approaches to niche markets. Topics include effective use of social media platforms, such as Facebook, Twitter, and Google+; blogging; SEO; web design; and e-mail marketing. The course includes case studies, group assignments, and mock projects. **CEU: 2.0.**

PROGRAM IN ART MARKETING AND COMMUNICATIONS

Technology and social media have revolutionized every aspect of the art world—nowhere more so than in marketing and communications. Auction houses, online and traditional art businesses, museums and collections, galleries, and other arts organizations all need to retool and rethink their strategies in regard to communicating their mission and to marketing their institution. This program of study, designed for both seasoned and emerging professionals, provides the necessary knowledge to integrate traditional marketing principles with the newest approaches in digital media. Participants learn the enormous potential that new technology offers for establishing market presence, formulating brand, reaching new audiences, creating "new communities," and developing a successful arts organization. The knowledge and practical skills acquired in this program can be applied and adapted for art businesses, nonprofit arts organizations, artists' studios, and art service providers. Completion of the foundational courses and some supplemental courses in the student's area of interest provides the knowledge to:

- Identify arts audiences and develop a comprehensive marketing plan
- Use digital initiatives and technological advances to strengthen marketing and communication strategies
- Plan and implement the most effective marketing strategies for an operation, integrating new media and technology to maximize visibility and return
- Establish powerful brand identity by communicating an organization's mission and goals across new marketing platforms
- Create "smart" content and marketing initiatives to expand an organization's outreach through the use of dynamic blogging, microblogging, interactive data mining, online branding, and social media marketing campaigns

For more information, please contact sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Marketing the Arts
ARTP1-CE9701 *(page 80)*

New and Social Media Marketing for the Arts
ARTP1-CE9791 *(page 79)*

Introduction to Art and New Media
ARTP1-CE9609 ❖

SUPPLEMENTAL COURSES

Establishing Your Online Brand Identity in the Arts
ARTP1-CE9610 ❖

Brand Romance
ARTP1-CE9792 *(page 79)*

The Art Market Revolution: Online Art Businesses
ARTP1-CE9770 ❖

Audience Development and Community Engagement for Arts Organizations
ARTP1-CE9815 *(page 79)*

ARTS ADMINISTRATION

The growth in the number of visual and performing arts organizations has created opportunities and a need for skilled managers in arts administration. These offerings are valuable to professionals who want to broaden their skills, to newcomers who seek a structured introduction to the field, to artists who want to start their own companies or who need to prepare for management positions, and to board members and volunteers who want to be more informed and effective. This program is equally useful for those working in nonprofit and for-profit institutions, as the distinctions between the two become increasingly fluid.

Audience Development and Community Engagement for Arts Organizations
ARTP1-CE9815/$395

Sec. 1: Wed. 6.20–8.20 p.m., Oct. 28–Dec. 9 (5 sessions). No class Nov. 11, Nov. 25.
Alexander Sarian, director, finance and new business, Lincoln Center Education; founding director, Affinity Arts Group.

Every arts organization, regardless of size, needs to work constantly to attract and retain new audiences. A successful audience development campaign begins with a mission, a vision, resources, and a plan. Learn how arts organizations nurture new audiences and increase visibility within communities. Using real case studies and site visits, learn how to interpret community demographics, build relationships with leading community individuals and organizations, and design programs to engage new audiences. Complete the course with a portfolio that includes the concept, vision, and action plan for the implementation of a new initiative (or the redesign of an existing program) for a cultural institution. **CEU: 1.0.**

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DELIVERY METHOD LEGEND

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Online Synchronous
In-Person Location TBA

PROGRAM IN ARTS ADMINISTRATION

This program of study equips students with the marketing, managerial, fundraising, and financial skills required to succeed in the exciting and increasingly competitive world of arts organizations and institutions. Completion of the foundational courses, along with supplemental courses in the student's area of interest, provides:

- Experience creating strategic plans, budgets, and other financial documents
- Fundraising skills for arts organizations, both for- and nonprofit
- Insight and resources to market diverse projects and organizations in the arts
- Management skills in areas related to museums, galleries, alternative spaces, and performing arts groups and organizations

Courses are offered throughout the academic year; all courses are not necessarily offered in the current semester. For more information, please contact sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Managing the Arts
ARTP1-CE9700 *(page 80)*

Marketing the Arts
ARTP1-CE9701 *(page 80)*

Fundraising for the Arts
ARTP1-CE9710 *(page 80)*

Financial Management for the Arts
ARTP1-CE9720 *(page 80)*

Financing Cultural Institutions: Strategies and Challenges
ARTP1-CE9752 *(page 80)*

SUPPLEMENTAL COURSES

The Art Dealer in the 21st Century
ARTP1-CE9716 *(page 79)*

Successful Grant Proposal Writing for the Arts
ARTP1-CE9309 ❖

Public Relations for the Arts
ARTP1-CE9841 ❖

Exhibit Design: Practices Workshop
ARTP1-CE8633 ❖

The Arts and Education: Designing Effective Programs
ARTP1-CE9732 ❖

Special Event Production for Nonprofit Organizations
ARTP1-CE9709 ❖

Introduction to Art and New Media
ARTP1-CE9609 ❖

Establishing Your Online Brand Identity in the Arts
ARTP1-CE9610 ❖

Exhibition Design
ARTP1-CE9723 *(page 80)*

Public Relations for the Visual and Performing Arts
ARTP1-CE9760 *(page 81)*

Creating Public and Private Art Collections
ARTP1-CE9769 *(page 81)*

International Fine Art Logistics
ARTP1-CE9535 ❖

Running Successful Performing Arts Organizations in the 21st Century
ARTP1-CE9735 ❖

Art in the Public Domain
ARTP1-CE9761 ❖

Internship in Arts Administration
ARTP1-CE9745 ❖

Museum Management in the 21st Century
ARTP1-CE9733 *(page 81)*

A Case Study: Managing on Broadway
ARTP1-CE9762 ❖

The Art Market Revolution: Online Art Businesses
ARTP1-CE9770 ❖

New and Social Media Marketing for the Arts
ARTP1-CE9791 *(page 79)*

Executive Leadership for Museums and Nonprofit Arts Institutions
ARTP1-CE9797 ❖

Cultural Heritage and the Law
ARTP1-CE8745 ❖

Introduction to Provenance Research
ARTP1-CE9611 *(page 75)*

Art Prices and Values: Movements, Markets, and Money
ARTP1-CE9401 ❖

Creating "Theatrical Magic" Through Management
ARTP1-CE9705 ❖

Audience Development and Community Engagement for Arts Organizations
ARTP1-CE9815 *(page 79)*

The Business of Broadway
ARTP1-CE9975 ❖

The Arts and the Law
ARTP1-CE9725 ❖

Exhibition Design
ARTP1-CE9723/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Nov. 20–21 (2 sessions).* Todd Palmer, exhibition designer, curator; consultant, Ralph Appelbaum Associates.

This two-day workshop introduces the museum exhibit design process, from concept to installation, using case studies from cultural and natural history museums and science centers. Explore the interpretive potential of artifacts, graphics, AV programs and interactives, text, and architectural elements, as well as the roles of the design team, museum administrators, curators, researchers, media producers, hardware and lighting consultants, and fabricators. As an optional sketch exercise, develop an interpretive installation concept and submit it to the instructor. *Tuition does not include museum fees.* **CEU: 1.5.**

Financial Management for the Arts
ARTP1-CE9720/$515

W *Sec. 1: Fri.–Sun. 10 a.m.–5 p.m., Nov. 13–15 (3 sessions).* Instructor TBA.

Explore the challenging issues of budgeting, accounting, and financial management in today's art world. Discover how best to construct a budget, to manage in times of financial crisis, and to meet auditing and accountability requirements. Using case studies, gain a thorough overview of financial management in small- to mid-size arts organizations, with emphasis on practical issues, such as ensuring an honest box office, understanding a balance sheet, and knowing what tasks to delegate. Guest speakers are featured. **CEU: 2.5.**

Financing Cultural Institutions: Strategies and Challenges
ARTP1-CE9752/$515

W *Sec. 1: Fri.–Sun. 10 a.m.–5 p.m., Dec. 4–6 (3 sessions).* Richard Shein, chief financial officer, New-York Historical Society; NYU School of Professional Studies Teaching Excellence Award.

Cover the basic models of how cultural institutions finance their programs in light of the challenges presented by today's competitive economic environment. Topics include ways that institutions price their services, the different roles played by auxiliaries (food service, retail, and others), membership programs as a fundraising tool, and capital financing and grants management as part of the financial mix. The role of the board is discussed, as are current trends in institutional financing, including Internet use. The course may include one field trip. *No prior course work in finance or business is required.* **CEU: 2.5.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

Fundraising for the Arts
ARTP1-CE9710/$515

S *Sec. 1: Fri.–Sun. 10 a.m.–5 p.m., Oct. 30–Nov. 1 (3 sessions).* Geri Thomas, president, Thomas & Associates; NYU School of Professional Studies Teaching Excellence Award.

W *Sec. 2: Fri.–Sun. 10 a.m.–5 p.m., Dec. 11–13 (3 sessions).* Susan Erenrich, arts and nonprofit management expert.

Gain an understanding of the basic principles of arts fundraising from both public and private sources, and learn the techniques, skills, and strategies for implementing an effective fundraising plan in challenging times. Learn how to assess organizational readiness and to make the "case." Central issues discussed include recent fundraising trends; the roles and resources of the board, the staff, and volunteers; ways to identify potential supporters and to sustain relationships with public, private, and individual donors; and effective communication through written and oral presentations. Acquire the core competencies needed for a career in arts and cultural fundraising. **CEU: 2.5.**

Managing the Arts
ARTP1-CE9700/$515

Sec. 1: Thurs. 6.45–8.45 p.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26. Catherine Behrend, former deputy director, Percent for Art, N.Y.C. Department of Cultural Affairs.

W *Sec. 2: Fri.–Sun. 10 a.m.–5 p.m., Oct. 16–18 (3 sessions).* Cynthia Ries, former deputy director, Children's Museum of Manhattan.

Survey the principal tasks, concerns, and skill requirements of the nonprofit arts manager. Course topics include the history of the arts and arts management in the United States, the legal obligations of the board, organizational structures, fundraising, audience creation, economic development and the arts, best practices for working with artists, and the budget process. Study personnel issues, programming, partnership development, planning, advocacy, and job searches. **CEU: 2.5.**

Marketing the Arts
ARTP1-CE9701/$515

W *Sec. 1: Fri.–Sun. 10 a.m.–5 p.m., Oct. 2–4 (3 sessions).* Marianela Vera, director, marketing and communications, Theatre for a New Audience.

Examine what a nonprofit arts manager must know about the business of both performing and visual arts marketing. Learn how to identify and develop arts audiences and to increase earned income through the creation and implementation of a comprehensive marketing plan. Topics include market research, pricing, budgeting and income projections, branding and graphic design, direct marketing techniques, promotions, advertising, public relations, and digital and interactive marketing. Case studies and guest speakers aid in analyzing current marketing trends and in developing effective marketing strategies. **CEU: 2.5.**

NEW

Media Relations for the Arts
ARTP1-CE9742/$450

W *Sec. 1: Fri. Sat. 10 a.m.–4 p.m., Oct. 9–10 (2 sessions).* Heidi Riegler, founder, Riegler Media/Marketing.

In the vastly changed media environment facing arts institutions today, an essential skill for arts professionals is successful use of media to promote arts organizations. Learn how to develop a comprehensive media relations plan and to create and convey media pitches using both traditional and social media outlets. Plan a press strategy, become familiar with the various media outlets, and learn how best to approach journalists when pitching story ideas. Understand crucial components in writing press releases, drafting press pitches, and creating press kits. Discuss the importance of cultivating relationships with journalists in a fast-changing media environment with social media, e-communications, and more. **CEU: 1.0.**

Museum Management in the 21st Century
ARTP1-CE9733/$545

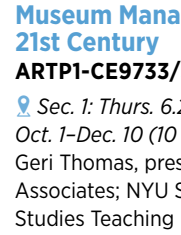
Sec. 1: Thurs. 6.20–8.50 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Geri Thomas, president, Thomas & Associates; NYU School of Professional Studies Teaching Excellence Award.

This course introduces the principles and practices of museum management. Sessions cover museum leadership and strategic planning; staffing, curating, and exhibition design; educational programming; building and facilities management; fundraising and development; docent and volunteer training; and public relations. Additional topics include acquiring and deaccessioning works of art, conservation and restoration issues, and the role of the museum in contemporary society. Guest speakers and a field trip are planned. **CEU: 3.0.**

Public Relations for the Visual and Performing Arts
ARTP1-CE9760/$395

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Oct. 23–24 (2 sessions).* Michael Chang, president, MC Art Strategies; former executive director, Downtown Music at Grace.

Over the years, public relations has helped arts institutions to gain visibility for their programs and has motivated communities and corporations to contribute to arts institutions that they deem important. Now and in the future, skilled public relations professionals are critical to attracting attention in the highly competitive environment of the arts world. Learn essential public relations skills, including rhetoric, persuasion, writing, promotion, and networking. This course focuses on new media public relations, as well as that conducted through more traditional outlets. **CEU: 1.5.**



COLLECTIONS MANAGEMENT AND DISPLAY

Creating Public and Private Art Collections
ARTP1-CE9769/$395

S *Sec. 1: Fri. Sat. 12–5 p.m., Nov. 6–7 (2 sessions).* Renee Vara, director, Vara Fine Arts; NYU School of Professional Studies Teaching Excellence Award.

A broad range of organizations and corporations hire experts to create art collections for them. Learn exactly how to conceive and to create an art collection. Instruction covers how to define a collection and to obtain, maintain, and display art. This course presents case studies, features guest speakers who have curated both public and private corporate collections, and includes a visit to one of New York City's excellent collections. *Tuition does not include museum fees.* **CEU: 1.0.**

Internship in Collections Management, Registration, and Display
ARTP1-CE8148/$545

OFF *Sec. 1: Sept. 23–Dec. 23.* Geri Thomas, president, Thomas & Associates; NYU School of Professional Studies Teaching Excellence Award. ★▲

Gain experience working on-site at a gallery, auction house, museum, exhibit designer, or other art institution, and complete a written project at the conclusion of the internship. *To apply for the internship, send your transcript/grade mailer and résumé to: Collections Management, Registration, and Display Internship, NYU School of Professional Studies, 838 Broadway, 6th Floor, New York, NY 10003. For application deadline information, please call (212) 998-7289. Prerequisites: Introduction to Art Collections/ARTP1-CE8146, The Management and Registration of Art and Artifact Collections/ARTP1-CE8152, and Object Care and Display for Collections Managers/ARTP1-CE8151.* **CEU: 2.0.**

PROGRAM IN ART COLLECTIONS MANAGEMENT AND DISPLAY

This program of study provides students with the skills necessary to work as professionals in a field that is crucial to a broad range of art institutions and in roles such as registrar, exhibition designer, collections manager, art handler, and exhibition installer. Completion of the foundational courses and some supplemental courses in the student's area of interest provide:

- An understanding of how to manage and to care for art and artifact collections, including skills in registration, cataloging, and documentation
- Insight into and resources for developing and implementing a collections management policy for the care and the conservation of objects
- Practical skills in the handling and the display of art objects and in the development of exhibition design

Courses below are offered throughout the academic year; all course are not necessarily offered in the current semester. For more information, contact sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to Art Collections
ARTP1-CE8146 *(page 81)*

The Management and Registration of Art and Artifact Collections
ARTP1-CE8152 *(page 81)*

Object Care and Display for Collections Managers
ARTP1-CE8151 *(page 81)*

Collections Management and Digital Technology
ARTP1-CE9106 ❖

SUPPLEMENTAL COURSES

Internship in Collections Management, Registration, and Display
ARTP1-CE8148 *(page 81)*

Exhibit Design: Practices Workshop
ARTP1-CE8633 ❖

Exhibition Design
ARTP1-CE9723 *(page 80)*

Creating Public and Private Art Collections
ARTP1-CE9769 *(page 81)*

International Fine Art Logistics
ARTP1-CE9535 ❖

The Technological Revolution in Art Collecting
ARTP1-CE9971 ❖

Cultural Heritage and the Law
ARTP1-CE8745 ❖

Introduction to Provenance Research
ARTP1-CE9611 *(page 75)*

Introduction to Art Collections
ARTP1-CE8146/$450

Sec. 1: Mon. 6.45–8.45 p.m., Sept. 28–Nov. 2 (5 sessions). No class Oct. 12. Geri Thomas, president, Thomas & Associates; NYU School of Professional Studies Teaching Excellence Award.

Many of the world's great museums were created thanks to the collecting habits of wealthy individuals—the Getty Museum and the Morgan Library and Museum are examples. Yet, there are many ways to create collections and to develop them over time. Gain an introduction to the formation, development, and stewardship of art and artifact collections. Begin with a historical overview and then focus on the practical aspects: what constitutes a collection, how and why collections are created, and how collection policies are developed. Other topics include accessioning and deaccessioning; basic registration and preservation principles; and ethics, accountability, and legal issues for both public and private collections. **CEU: 1.0.**

Object Care and Display for Collections Managers
ARTP1-CE8151/$450

Sec. 1: Tues. 6.20–8.20 p.m., Oct. 6–Dec. 8 (10 sessions). Charles Agro, manager, packing and art services, Metropolitan Museum of Art.

This in-depth course covers art and artifact handling and display techniques for a variety of objects including paintings, sculptures, works on paper, furniture, textiles, new media, and ethnographic objects. Discuss the challenges of contemporary art, materials, large-scale work, and installations. Topics include environmental concerns and monitoring, archival materials, lighting, cases, transportation, packing, and shipping. **CEU: 2.0.**

The Management and Registration of Art and Artifact Collections
ARTP1-CE8152/$450

Sec. 1: Thurs. 6.30–8.45 p.m., Oct. 1–Dec. 3 (9 sessions). No class Nov. 26. Instructor TBA.

This course provides an applied and practical approach to the management and care of art and artifact collections—and the skills that are needed to be a registrar—whether for a museum, gallery, or private collection. Topics include collection management policy implementation; registration methods, documentation, and record keeping; budgeting; and basic care and preservation of objects such as paintings, works on paper, furniture, textiles, new media, and ethnographic objects. **CEU: 2.0.**

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

PHOTOGRAPHY

No grades are issued for these courses.

Intro to Flash Photography
ARTA1-CE9007/$125

W *Sec. 1: Sat. 10 a.m.–5 p.m., Nov. 14.* Lawrence Wheatman, professional photographer, exhibiting artist.

Turn your snapshots into photographs and your photographs into art. Take indoor, outdoor, action, and portrait pictures with a flash that don't look like flash pictures. In this one-day intensive seminar, see demonstrations of quick and easy portable lighting set-ups whose results look like full-studio production work. Using only common flash units and simple accessories, learn to create dramatic, glamour, natural, and other dynamic-looking lighting compositions. Class instruction concentrates on using the camera's manual exposure mode. The seminar is intended for enthusiasts who are somewhat acquainted with a camera's shutter, aperture, and ISO controls.

NEW

Lomography Photography
ARTA1-CE9211/$150

OFF *Sec. 1: Sat. 1–5 p.m., Oct. 3, Sat. 1–3 p.m., Oct. 10 (2 sessions).* Robert Schaefer, Jr., photographer, work in Bibliothèque Nationale de France (Paris), Museum of Modern Art.

Starting out as an art movement in Vienna in the 1990s, lomography refers to a photo style using analog cameras with unique abilities, like capturing 360-degree panoramic shots, to produce creative imagery. The Lomography Society now has a store on West 8th Street in Manhattan. In this two-session workshop, discover the imaginative appeal of lomography. We meet at the Lomography Gallery Store, where you select a camera to borrow to shoot at such locations as the High Line and Times Square. You buy the film, which is processed and printed at the store free of charge at day's end. The first class includes a presentation on lomography by the manager, Christian Polt. At the second session, all participants' prints are discussed and critiqued at the Gallery Store and may be uploaded to the Lomography Society's website.

NEW

Photographic Techniques: From Slow Shutter to Tilt-Shift and Beyond
ARTA1-CE9210/$360

Sec. 1: Thurs. 6.20–9.10 p.m., Oct. 15–Nov. 19 (6 sessions). Lawrence Wheatman, professional photographer, exhibiting artist.

Photographic images can look amazingly different depending upon the specific technique used. In this class, explore a range of techniques, including painting with light, slow shutter, second curtain sync, color to black-and-white conversion, HDR, tilt-shift, and macro photography. Learn to use these techniques to accomplish extraordinarily varied results and to broaden your work for either your professional or artistic goals. Create images in class and on your own.

Photography 101: The Basics
ARTA1-CE9101/$390

Sec. 1: Thurs. 6.45–9.15 p.m., Sept. 24–Nov. 12 (8 sessions). Kay Kenny, three-time recipient, NJSCA Fellowship Award; NYU School of Professional Studies Teaching Excellence Award.

W *Sec. 2: Wed. 1.30–4.30 p.m., Sept. 30–Nov. 18 (8 sessions).* Kay Kenny.

If you are new to both photography and digital media, then develop these skills by taking snapshots, portraits, and street and travel photographs. Since taking good photos requires not only an interesting subject but also attention to basic elements of composition and appropriate lighting, the class focuses on developing an eye for photography through color, lighting, composition, and editing. It covers basic camera controls so that you maintain maximum flexibility with your camera. *Students may work with either a digital point-and-shoot or digital SLR camera, which they should bring to class or be prepared to purchase after consulting with the instructor.*

Photography: From Beginner to Exhibitor
ARTA1-CE9008/$470

Sec. 1: Tues. 6.45–9.30 p.m., Sept. 29–Dec. 15 (12 sessions). Lawrence Wheatman, professional photographer, exhibiting artist.

If you have dreams of introducing your photographic vision to a wider audience, then this class is for you. Receive critiques, guidance, encouragement, and the necessary technical assistance to achieve your goals. Invite friends, family, and coworkers to your one-night floor show reception to be held at the Soho Photo Gallery in Tribeca at the end of the semester. *An installation fee of $40 is collected at the beginning of the semester to help cover associated costs; however, the artists collect 100 percent of all sales.*

Photography: New York at Twilight
ARTA1-CE9077/$380 ✧

Sec. 1: Mon. 6.30–8.50 p.m., Sept. 28–Nov. 16 (8 sessions). Kay Kenny, three-time recipient, NJSCA Fellowship Award; NYU School of Professional Studies Teaching Excellence Award. Lynn Saville, author, *Night/Shift* and *Acquainted with the Night*; recipient, NYFA and NYSCA grants.

At twilight, the rhythm of the city abruptly changes. The shifting light from the sky yields a kaleidoscope of colors on the streets below. Explore this moment of light and shadow and learn to observe the nuances of contrasts and change from daylight to dusk. Field trips around Manhattan alternate with classroom reviews of the resulting photography in a supportive environment. Lectures and demonstrations encourage aesthetic development. *A tripod and a digital or film SLR camera that can be set to manual controls are required.*

Taking Digital Portraits of People
ARTA1-CE9032/$345

Sec. 1: Wed. 6.20–8.50 p.m., Sept. 30–Nov. 4 (6 sessions). John Hart, author, *Art of the Storyboard, 50 Portrait Lighting Techniques, Lighting for Action*, and others.

Explore techniques for photographing people using available indoor and natural outdoor light—and learn how to obtain professional results. Use your own camera equipment and simple white reflectors to photograph your classmates. Critiques of contact sheets and 8- by 10-inch enlargements are part of each session. Field trips to the instructor's studio and to a professional black-and-white photography laboratory are planned.

STUDIO ART

No grades are issued for these courses.

Drawing and Painting with Mixed Media
ARTA1-CE9088/$450

Sec. 1: Mon. 6.30–9 p.m., Oct. 5–Dec. 7 (10 sessions). Claire Rosenfeld, exhibiting artist, Prince Street Gallery, New York Studio School, Grey Gallery.

Explore the range of media available for painting and drawing, and expand the boundaries of your art. Approach the relationship between drawing and painting dynamically, and experiment with a variety of techniques and materials. Choose to work in charcoal, pencil, colored pencil, ink, watercolor, gouache, pastel, or collage. You may work from suggested subject matter or independent projects. Uses of all materials and ways of combining them are demonstrated.

Drawing at The Metropolitan Museum of Art
ARTA1-CE9028/$450 ✧

OFF *Sec. 1: Thurs. 2–4.30 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Meera Thompson, artist, exhibitions in New York.

Studying the masters has played an important role in the training of artists throughout the ages. Whether you are new to the medium or an experienced artist, drawing works of art at The Metropolitan Museum of Art both broadens your knowledge and expands your style. This is an opportunity to sketch the paintings and sculptures of influential artists celebrated for their drawings, among them Rodin, Degas, Delacroix, Ingres, Rembrandt, Rubens, Sargent, and Eakins. *Bring a 14- by 17-inch pad of paper, a 4B pencil, and a kneaded eraser to the first class. Tuition includes museum fees.*

Introduction to Drawing
ARTA1-CE9037/$450

W *Sec. 1: Mon. 2–4.30 p.m., Oct. 5–Dec. 7 (10 sessions).* Meera Thompson, artist, exhibitions in New York.

Drawing arises from a universal human impulse—the desire to communicate. The act of drawing consists of using the eyes, mind, and heart to translate an image seen into an image recorded. If you have always wanted to express yourself through drawing, then take this course to gain an introduction to the fundamental concepts and techniques necessary to unlock the mysteries of perspective, shading, and rendering a likeness. *A list of required materials is sent before the first class.*

Watercolor
ARTA1-CE9010/$450 ✧

Sec. 1: Tues. 6.30–9 p.m., Oct. 6–Dec. 8 (10 sessions). Elizabeth Terhune, artist, exhibitions throughout the United States.

Designed for beginning and intermediate students, this course illustrates how to use a variety of watercolor techniques to express the versatile and spontaneous nature of the watercolor medium. Emphasis is on the elements of form, composition, space, and color. Instruction is given through lecture and demonstration. Receive individual guidance in the use of the brush and other methods to encourage personal expression. *Bring a pad or block of watercolor paper (8- by 10-inch or larger), a small tube of burnt sienna watercolor, and a bamboo or watercolor brush to the first class.*

Painting
ARTA1-CE9033/$430

Sec. 1: Wed. 6.45–9.15 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Brian McCafferty, watercolor and acrylic painter; exhibited artist; president, Lionize, a literary agency.

Whether you are a beginning or advanced student of painting, work with oil and acrylic paints to learn composition, proportion, texture, and mark-making. Discover how to set up the palette, mix, and contrast warm and cool colors. Gain an understanding of both realistic and imaginative uses of color. Work with still-life arrangements, photographs, and live models. Group instruction and individual feedback are provided. Personal expression is encouraged.

Still-Life Drawing
ARTA1-CE9041/$450

W *Sec. 1: Wed. 2–4.30 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Meera Thompson, artist, exhibitions in New York.

Many of the best opportunities for drawing can be found all around us, in the chance arrangements of objects from everyday life. Learn the fundamentals of selecting a composition, focusing on a concept, and choosing a technique for rendering objects, including flowers, fruit, and drapery. This class is open to beginners and more advanced students. Instruction is given on an individual basis. Those with prior experience may choose to work in color. *Bring a 14- by 17-inch all-purpose pad, an assortment of soft charcoal pencils, a chamois cloth, and a kneaded eraser to the first class.*

HUMANITIES

Read great books and enjoy fascinating discussions with expert faculty members and fellow students. Discover the masters of American cinema, or become engrossed in the work of modern philosophers. Explore New York City's theater, music, and food scenes. Appreciate the culture of our time, while learning important lessons that only history can teach. Unless otherwise noted, no grades are issued for Humanities courses.

FILM STUDIES

NEW

Coming-of-Age Films
CINE1-CE9501/$380

M *Sec. 1: Thurs. 2–5 p.m., Oct. 1–Nov. 19 (8 sessions).* Leonard Quart, coauthor, *The Films of Mike Leigh* and *American Film and Society Since 1945*.

The process of maturing from youth to adulthood is never easy, and the end point is always difficult to define. Despite or because of this, coming-of-age stories have been embraced across international cinema as a universal and beloved theme. Examine films—American, English, and French—that handle the subject in a variety of ways. Some of the films are dark, others light, and still others a mix of comedy and drama. But the best are deeply personal, if not autobiographical, with directors often using their own lives as a subject. Films include George Lucas's *American Graffiti*, John Boorman's *Hope and Glory*, Kimberly Peirce's *Boys Don't Cry*, and Olivier Assayas's *Something in the Air*.

NEW

Great British Cinema, Part I
CINE1-CE9502/$430

M *Sec. 1: Mon. 10 a.m.–1 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12.* Michael Zam, screenplay on The Black List 2010; screenplays for DreamWorks, Plan B, and others; two-time recipient, NYU School of Professional Studies Teaching Excellence Award.

The great French director, François Truffaut, once claimed that the term "British cinema" was an oxymoron. Survey a stellar collection of films from Great Britain that easily proves him wrong. Each selection highlights an important work from a significant filmmaker. The genres covered include comedy, drama, crime thriller, and even an innovative "memoir with song." With one exception, each film is set in the time it was made, proving that many of Britain's best films extend beyond sumptuous period pieces and literary adaptations. Lively discussion follows each screening. Films include *The 39 Steps, Black Narcissus, Brief Encounter, The Servant*, and *The Third Man*.

NEW

Let's Go to the Movies
CINE1-CE9060/$430

M *Sec. 1: Tues. 2–5 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13.* Harry Chotiner, former president of development, Interscope Communications; former vice-president of creative affairs, Twentieth Century Fox; NYU School of Professional Studies Teaching Excellence Award.

M *Sec. 2: Wed. 2–5 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Harry Chotiner.

M *Sec. 3: Thurs. 2–5 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Harry Chotiner.

As Audrey Hepburn said, "Everything I learned I learned from the movies." Whether they're Hollywood blockbusters, Academy Award winners, darlings of the indie circuit, eye-opening documentaries, or exquisitely animated films, great movies have a way of illuminating something previously unrecognized about the human experience. Examine a wide range of films and engage in lively discussions about what makes them truly exceptional works of art. Films change every semester based upon current events, student interest, and new releases.

HISTORY AND CULTURE

Early Civilizations and Empires: From the Bronze Age to AD 500
HIST1-CE9025/$430

Sec. 1: Tues. 6.45–8.25 p.m., Sept. 29–Dec. 1 (10 sessions). Robin McMahon, contributor, *De Imperatoribus Romanis*; author of biographies of Decius, Probus, and Tacitus.

Discover the origins of civilization among the fascinating societies along the Tigris, Euphrates, and Nile Rivers. Explore their influence on ancient Israel and their possible contacts with ancient India and China. Weigh the successive impact of bronze, chariot warfare, iron, techniques of statecraft, social organization, and literacy. Compare China's legalism to the unifying conquests of Alexander the Great, and the natural law theories of Confucius to the moralism of Socrates, Plato, and Aristotle. Discuss the roles of Jesus, Paul, and the stresses that led to the destruction of the Roman Empire and to the emergence of the medieval Church.

NEW

England's Victorian Theatre
HIST1-CE9011/$430

M *Sec. 1: Thurs. 11 a.m.–12.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Lorella Brocklesby, cultural historian; fellow, Royal Society of Arts; NYU School of Professional Studies Teaching Excellence Award.

The theatre of 19th-century England was a fascinating reflection of Victorian society. Examine perspectives on that era and later decades to reveal the varied repertoire of performances, plays, and censorship that appeared in this period. Learn about famous actors, including renowned American performers who trod the English stages. Uncover the impact of the popular music hall, which offered entertainment for the less well-off, the satire in Gilbert and Sullivan's works, and the exuberance of Victorian theatre architecture. Explore the uncompromising portrayals of English society by George Bernard Shaw and Oscar Wilde.

NEW

Great Civilizations of the Ancient Andean World
HIST1-CE9666/$350

M *Sec. 1: Fri. 1–4 p.m., Oct. 30–Dec. 11 (4 sessions). No class Nov. 20–Dec. 4.* George Scheper, directs National Endowment for the Humanities institutes on cultural studies.

Explore the 2,500-year history of pre-Columbian civilizations in the Andean world. Beginning with Caral, the first city of Ancient America, we look at the mysterious shamanistic Chavín culture. We then move to the Paracas culture, famous for its elaborate textiles used for mummy bundles, and the Nazca culture, with its unprecedented geoglyphs. Next, we focus on the Moche culture, featuring extraordinary art and iconography and the richest tomb of Ancient America. Final sessions focus on the Tiwanaku and Huari highland empires and the Chimu of northern Peru. We conclude with visits to the celebrated Inca (or Inka) culture, as seen in such sites as Cusco, Písac, and Machu Picchu.

Italian Nobility: The Lesser Princely Courts
HIST1-CE9430/$430

M *Sec. 1: Wed. 1–2.40 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Andrea Grover, cultural historian, NYU School of Professional Studies Teaching Excellence Award.

During the late Middle Ages and the Renaissance, Italy was a honeycomb of princely courts, the grandest of which were centered in Rome, Florence, and Naples. Less known, but equally influential, were a handful of courts based in Padua, Verona, Rimini, and Bologna. These too were powerful cultural centers, dispensing patronage and supporting the arts. Among their many beneficiaries was Dante, who during exile from Florence wrote *The Divine Comedy* while a guest of the della Scala family of Verona. Join us in exploring these courts that reflect colorful, intriguing, and sumptuous lifestyles.

Manhattan History: Pre-European to Post-Revolutionary War
NYCM1-CE9830/$370

Sec. 1: Tues. 6.45–8.25 p.m., Sept. 29–Nov. 17 (8 sessions). Joyce Gold, director, Joyce Gold History Tours of New York; author, *From Windmills to the World Trade Center*.

Discover how New York City's fascinating past illuminates its vibrant life today. Through lectures and walking tours, discover in depth the history of various Lower Manhattan neighborhoods, as well as fascinating insights into New York's natural environment. Topics include New York's pre-European topography; Dutch New Amsterdam and life after the American Revolution; the street patterns of Greenwich Village; and the history of neighborhoods, including the Financial District, the West Village, the Five Points area, and the East Village.

NEW

Medieval England: Kings, Castles, and Cathedrals
HIST1-CE9665/$430

M *Sec. 1: Thurs. 2–3.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Lorella Brocklesby, cultural historian; fellow, Royal Society of Arts; NYU School of Professional Studies Teaching Excellence Award.

The destiny of kings, their imposing castles, and the splendor of the great cathedrals are tightly interwoven threads in the tapestry of medieval England. In this course, covering three centuries, study the reigns of monarchs, some heroic, some deposed, including Henry II, husband of Eleanor of Aquitaine; Edward I, who led armies against Scotland; the murdered Edward II; and the devout Henry VI. Learn how castles, including Dover and Warwick, were developed to become fortresses and palaces for sovereign and courtier; and explore cathedral masterpieces, including Canterbury, St Albans, and Gloucester, which were the locations for coronations and royal pilgrimages.

NEW

The Greatest of American Tragedies: The Civil War and Reconstruction
HIST1-CE9667/$430

M *Sec. 1: Thurs. 2–4 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Juliana Gilheany, NYU School of Professional Studies Teaching Excellence Award.

As we mark the 150th anniversary of the end of the Civil War, explore the causes of the Civil War: economic and political, legal and constitutional, and ideological and moral. Examine both the major figures and the common people of the period: Lincoln and Davis, Grant and Lee, Douglass and Tubman, Northerners and Southerners, abolitionists and slave owners, and the slaves—in bondage and dubious freedom. Topics include major battles (Antietam, Shiloh, the Wilderness, Vicksburg, and Gettysburg) and historical turning points (Emancipation Proclamation, Gettysburg Address, Sherman's march to the sea, Appomattox, and the assassination of Lincoln). Then, study the aftermath of the war as the country moved into Reconstruction and redemption, racism, and segregation.

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

The Regions of Italy: Puglia
HIST1-CE9612/$430

M *Sec. 1: Thurs. 11 a.m.–12.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Andrea Grover, cultural historian, NYU School of Professional Studies Teaching Excellence Award.

Although Italy has been united since the late-19th century, many Italians still identify themselves regionally rather than nationally. From history to food, language, and culture, regional variations thrive in Italy. In this series on Italy's regions, explore Puglia and its contributions to arts, culture, and gastronomy. Discover why Frederick II, the Holy Roman Emperor, built castles at Castel del Monte, Bari, and Trani; why exquisite Apulian Romanesque churches, like the one in Ruvo, will take your breath away; why beehive-like stone structures called trulli dot central Puglia; and why burrata and Apulian olive oil and bread are on every stylish restaurant table.

MUSIC AND THEATER APPRECIATION

LISTENING TO MUSIC

NEW

Maurice Ravel: An Exquisite Composer
MUSI1-CE9140/$430

M *Sec. 1: Wed. 1–3 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Edmund Cionek, composer, arranger, orchestrator.

The life of Maurice Ravel resonates with a rich musical heritage and a fascinating personal story. Whether immersed in the magical world of Paris at the turn of the 20th century, performing dangerous service on the western front in World War I, or embarking on an American tour at the height of the Jazz Age—Ravel lived many lives within the course of his lifetime. His compositions show meticulous craftsmanship and a radiant orchestral palette. Explore Ravel's musical legacy, including the piano work, *Sonatine*; romantic compositions such *La valse*; and his famous and well-loved *Boléro*. *No musical knowledge is necessary for the enjoyment of this class.*

THEATER APPRECIATION

NEW

Revolutionary Playwrights of the 1960s
THEA1-CE8515/$390

M *Sec. 1: Wed. 10 a.m.–12 p.m., Sept. 30–Nov. 18 (8 sessions).* John Erman, Emmy Award-winning director.

Explore several major 1960s playwrights, both British and American, whose work confronted many issues of social turmoil and cultural change. Writing about sensational subjects that were not at all what theatergoers were used to seeing—particularly in London's conservative West End—these playwrights broke the conventions, both social and theatrical, of commercial theater and ushered in the avant-garde theater movement. They were outsiders who changed the rules of theater. Readings include Edward Albee's *A Delicate Balance*, Joe Orton's *Entertaining Mr Sloane*, Harold Pinter's *The Homecoming*, and John Osborne's *Look Back in Anger*.

The Play's the Thing
THEA1-CE8501/$950 ✧

M *Sec. 1: Wed. 2–5 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Zoe Kaplan, author, lyricist, actress, NYU School of Professional Studies Teaching Excellence Award.

Attend and discuss six of the newest Broadway and off-Broadway plays on Wednesday afternoons. Following many of the performances, the class may have the opportunity to ask questions of the director, playwright, actors, or members of the production staff. On the four dates when no play is scheduled, the class meets at the NYU Midtown Center for in-depth discussions of the productions and of theater in a broader context. Recent performances have included *War Horse*, *Seminar*, *Porgy and Bess*, and *Once*. *Tuition includes theater tickets.*

NEW YORK: METROPOLITAN STUDIES

NEW

Landmarks Lost, Landmarks Preserved
NYCM1-CE8150/$370

Sec. 1: Wed. 6.20–8.20 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. John Tauranac, author, *The Empire State Building: The Making of a Landmark and New York from the Air*; map maker, *Manhattan Block By Block: A Street Atlas*; NYU School of Professional Studies Teaching Excellence Award.

This year marks the 50th anniversary of the law creating the Landmarks Preservation Commission, which has helped to preserve some of New York City's great structures. Explore some buildings that fell before the enactment, including the City's first "built" City Hall, the nation's first capitol, the Singer Building, and Pennsylvania Station. Also, rediscover landmarked beauties—St. Paul's Chapel, the Woolworth Building, and whole neighborhoods such as Greenwich Village. The 34th Street mansion of Mrs. Astor was torn down for the original Waldorf-Astoria Hotel, which was torn down for today's Empire State Building. The first two would no doubt have been designated; the Empire State Building is, as is the current Waldorf-Astoria.

Weekend Courses

18th- and 19th-Century Furniture: Materials, Construction, and Use
ARTP1-CE9604 *(page 73)*

A Guide to Style and Ornament
ARTP1-CE9573 *(page 74)*

Appraisal Writing Workshop
ARTP1-CE9675 *(page 74)*

NEW **Appraising 19th-Century French Painting and Sculpture**
ARTP1-CE8010 *(page 75)*

Appraising Antique Jewelry
ARTP1-CE9543 *(page 75)*

Creating Public and Private Art Collections
ARTP1-CE9769 *(page 81)*

Damage and Loss
ARTP1-CE9790 *(page 75)*

Essentials of Appraising
ARTP1-CE8659 *(page 75)*

Exhibition Design
ARTP1-CE9723 *(page 80)*

Financial Management for the Arts
ARTP1-CE9720 *(page 80)*

Financing Cultural Institutions: Strategies and Challenges
ARTP1-CE9752 *(page 80)*

Fundraising for the Arts
ARTP1-CE9710 *(page 80)*

Intro to Flash Photography
ARTA1-CE9007 *(page 82)*

Introduction to Appraising Fine Art
ARTP1-CE9663 *(page 75)*

IRS Legal Guidelines in Valuation of Fine and Decorative Arts
ARTP1-CE9515 *(page 75)*

NEW **Lomography Photography**
ARTA1-CE9211 *(page 82)*

Managing the Arts
ARTP1-CE9700 *(page 80)*

Marketing the Arts
ARTP1-CE9701 *(page 80)*

NEW **Media Relations for the Arts**
ARTP1-CE9742 *(page 81)*

NEW **Mexico: Appraising Five Centuries of Art**
ARTP1-CE8013 *(page 75)*

Public Relations for the Visual and Performing Arts
ARTP1-CE9760 *(page 81)*

Research Methods for Appraisers
ARTP1-CE9522 *(page 76)*

The Art Auction
ARTP1-CE8602 *(page 79)*

The Art Dealer in the 21st Century
ARTP1-CE9716 *(page 79)*

The Art of Jewelry Appraising
ARTP1-CE8552 *(page 76)*

The Heart of the Matter: Legal and Ethical Aspects of Appraising
ARTP1-CE8604 *(page 76)*

Uniform Standards of Professional Appraisal Practice for Personal Property Appraisers
ARTP1-CE9503 *(page 76)*

WINTER PREVIEW

A Taste of Acting: Winter Session
PERF1-CE9985

Dates and times to be announced.

Explore your creative side in this one-day workshop, designed to welcome newcomers to the world of acting. Gain an introduction to theater games, strategies to conquer stage fright and self-consciousness, and the rudiments of playing a role. This enjoyable course is for the beginner or for anyone who wants a taste of the full-length beginning acting courses offered in the summer or fall semesters.

For more information on Winter Session courses, visit sps.nyu.edu/winterce or call (212) 998-7200.

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

NEW

Robert Moses and Jane Jacobs
NYCM1-CE8152/$470

M *Sec. 1: Tues. 10–11.40 a.m., Sept. 29–Dec. 15 (12 sessions).* Francis Morrone, author, *An Architectural Guidebook to Brooklyn, Brooklyn: A Journey Through the City of Dreams*, and *The Guide to New York Urban Landscapes*; NYU School of Professional Studies Teaching Excellence Award.

Sec. 2: Tues. 6.45–8.25 p.m., Sept. 29–Dec. 15 (12 sessions). Francis Morrone.

From the 1950s to the 1970s a battle raged for New York's soul, pitting Robert Moses—the public works "czar," advocate of building on a grand and disruptive scale and the man who "got things done"—against Jane Jacobs, a Greenwich Village journalist (often called "housewife") who boldly opposed the bulldozer approach to urban renewal in favor of the vital messiness of cities that evolved to suit their residents' needs. We read substantial selections by and about the two, and we consider how their story has been oversimplified, and above all, how that battle resonates—or doesn't—in today's hyper-gentrified City.

NEW

The City and the Book: A History of New York Book Culture
NYCM1-CE9970/$430

M *Sec. 1: Thurs. 10–11.40 a.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Francis Morrone, author, *An Architectural Guidebook to Brooklyn, Brooklyn: A Journey Through the City of Dreams,* and *The Guide to New York Urban Landscapes*; NYU School of Professional Studies Teaching Excellence Award.

Sec. 2: Thurs. 6.45–8.25 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Francis Morrone.

New York City has been the national capital of book publishing and bookselling for 200 years. Trace the history of book publishing in New York from 1800 to today, and consider the history of bookstores in the context of the City's changing economy and culture. Discuss Harper, Scribner, Wiley, Simon & Schuster, Random House, and other publishers, as well as booksellers from Brentano's to the fabled Book Row. What has the book meant to New York—and New York to the book? And does the publishing world's changed nature mean that the storied relationship between book and City is about to end?

LITERATURE

NEW

Ancient Greek Tragedy: Family and Loyalty
LITR1-CE9004/$430

Sec. 1: Wed. 1–2.40 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.
Susan Matthias, award-winning translator of Greek literature, NYU School of Professional Studies Teaching Excellence Award.

In a society dominated by men, Greek tragedians nevertheless created female characters whose loyalty and devotion preserved their family honor. Read and discuss dramas about bold wives, mothers, daughters, and sisters who stood staunchly by their loved ones—the *Electra* plays by Aeschylus, Sophocles, and Euripides; Sophocles' *Oedipus at Colonus* and *Antigone*; Euripides' *Iphigenia in Aulis* and *Iphigenia in Tauris*; and several of Euripides' works focusing on royal women seized as concubines after the Trojan War. *A reading list is distributed prior to the first session.*

Don Quixote: An Adventure in Reading
LITR1-CE9981/$430

M *Sec. 1: Mon. 2–3.40 p.m., Oct. 5–Dec. 14 (10 sessions). No class Oct. 12.* Pilar Rotella, former instructor, University of Chicago.

Don Quixote is a work of extraordinary importance, significant not only in itself, but also because of the long-lasting influence it has exerted on the development of modern fiction—and specifically, the novel—as we understand this term today. Writers such as Carlos Fuentes, Milan Kundera, and Vladimir Nabokov, among others, have acknowledged their debt to Cervantes's *The Ingenious Gentleman Don Quixote of La Mancha*. As V. S. Pritchett professed, "Don Quixote begins as a province, turns into Spain, and ends up as the universe." Through close reading, analysis, and class discussion, explore the text's richness and complexity within the socio-political-cultural framework of late 16th- and early 17th-century Spain. *Read the prologue and chapters I–VIII prior to the first class. Recommended edition: Edith Grossman's translation, Harper Perennial 2005 paperback.*
CEU: 2.0.

Introduction to the Old Testament, Part 3
LITR1-CE9414/$430

M *Sec. 1: Tues. 12–1.40 p.m., Sept. 29–Dec. 15 (10 sessions). No class Oct. 13, Nov. 24.*
Ilona Rashkow, author, *Taboo or Not Taboo: Sexuality and Family in the Hebrew Bible*.

Containing the sacred writings of two of the major world religions, the Hebrew Bible (Old Testament) has influenced centuries of literature, art, and thought. This course, the third part of *Introduction to the Old Testament*, treats the historical, sociological, and literary contexts both ancient and contemporary in which the books of the Hebrew Bible emerged, and its role as canonical scripture in Judaism and Christianity. We continue our readings from *Parts 1* and *2* and examine the "writings," the last part of the Hebrew Bible. Classes are discussion-oriented and involve close analysis and interpretation of texts. *No previous religious knowledge is required.* **CEU: 2.0.**

Masterpieces of 19th-Century Fiction
LITR1-CE9031/$260

M *Sec. 1: Mon. 1–2.40 p.m., Sept. 28, Oct. 19, Nov. 9, Nov. 30, Dec. 14 (5 sessions).*
Margaret Boe Birns, writer, *The New York Times Book Review*; NYU School of Professional Studies Teaching Excellence Award.

Study five major 19th-century classics that have passed the test of time: a daring French novel regarded as too radical for its day; an epic depiction of the way that large forces affect lives from peasant to czar in a Russian novel considered one of the greatest of the century; a wonderful, comic novel depicting the way changing times rock a sleepy English cathedral town; and a haunting story of freedom and fate in the life of a late-Victorian "pure woman." Readings include George Sand, *Horace*; Leo Tolstoy, *War and Peace*; Anthony Trollope, *Barchester Towers*; and Thomas Hardy, *Tess of the d'Urbervilles. Students should read* ***Horace*** *for the first class.*
CEU: 1.0.

Reading James Joyce's *Ulysses*
LITR1-CE9169/$430

Sec. 1: Thurs. 6.45–8.25 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.
Robert Frumkin, James Joyce scholar; presenter, Joyce conference in Irvine, CA and Dublin, Ireland.

James Joyce's *Ulysses* has been called the greatest novel ever written. It also may be the funniest—and the most difficult. Its greatness rests in part on Joyce's ability to make his main character, the kind but ordinary Leopold Bloom, seem extraordinary. Through interior monologue and a bewildering array of styles, Joyce reveals the innermost workings of Bloom's mind. Master these difficult styles through the close reading of passages in class. Then, ponder the mystery of how the obstacles the novel presents move the reader, paradoxically, closer to Joyce's hero. *Bring a copy of* ***Ulysses****, edited by Hans Walter Gabler, to the first class.* **CEU: 1.5.**

Shakespearean Controversies: *Hamlet* and *The Merchant of Venice*
LITR1-CE9975/$430

M *Sec. 1: Tues. 11 a.m.–12.40 p.m., Sept. 29–Dec. 1 (10 sessions).* Barbara Parker, professor emerita, English Renaissance literature, William Paterson University.

Explore two of Shakespeare's greatest and most controversial plays—*Hamlet* and *The Merchant of Venice*—and the political, religious, and cultural forces that helped to shape them. Is *Merchant* anti-Semitic, as is commonly alleged? Does it censure anti-Semitism? Or is it an impartial depiction of anti-Semitism? And who—or what—is the ghost in *Hamlet*? Is the ghost really Hamlet's father? Or a force of evil bent on Hamlet's destruction? By the end of the course, understand Shakespeare's language in both its literary and cultural contexts and have the resources to enjoy his work on your own. **CEU: 2.0.**

AMERICAN LITERATURE

NEW

Emily Dickinson: Debunking the Myth and Cliché
LITR1-CE9005/$390

M *Sec. 4: Wed. 11 a.m.–12.40 p.m., Oct. 7–Dec. 2 (8 sessions). No class Nov. 25.*
Nancy DiBenedetto, lecturer, Yale; The Graduate Center, CUNY; Marymount Manhattan College.

Emily Dickinson was a poet—not the "Moth of Amherst," the "New England Nun," or the "Queen Recluse," as many claim. In fact, she was quite the opposite. Using her *Collected Poems* as the primary text for the course, uncover hints about her life and discover why she was illusive and enigmatic about her work. Discuss her major themes—family, home, education, and the culture of 19th-century New England—as well as her literary influences, from Keats and Browning to Shakespeare and the Bible. Learn about her active—not reclusive—life, and explore the reasons why her poems and her exceptional wit remain beloved in American literature.

NEW YORK BEHIND THE SCENES

New York Behind the Scenes
NYCM1-CE8503/$400

M *Sec. 1: Wed. 10–11.40 a.m., Sept. 30–Nov. 18 (8 sessions).* Susan Teltser-Schwarz, cultural researcher, freelance author.

Gain valuable insights from New York's movers and shakers, who will help you to take full advantage of the City's cultural resources. Classroom discussions are scheduled with Barbara Burn about the treasures of City Island; prominent attorney David Richards on the establishment of the High Line; Nicole Kagan, City Harvest's senior director, about her organization's mission; and William Higgins, consultant, on the preservation and restoration of historic properties. On-site sessions include a visit to the Shubert Archives at the Lyceum Theater to see its mammoth collection of theater memorabilia; the Cooper Hewitt Smithsonian Design Museum to see the institution's facelift with Caroline Payson, director of education; the Animal Medical Center, where Allison Hageman, special events manager, shows how the organization promotes the health and well-being of companion animals; and El Museo del Barrio with Eileen Reyes Arias, government and community affairs director, on that museum's distinctive ethnic emphasis.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

TOPICS IN LITERATURE

Brilliant Minds
LITR1-CE9305/$450

M *Sec. 1: Tues. 10–11.40 a.m., Sept. 29–Dec. 15 (12 sessions).* Peter Arcese, poet, director, attorney, NYU School of Professional Studies Teaching Excellence Award.

Literary genius can take innumerable shapes and forms through novels, plays, or poetry. Brilliant minds use their gifts to entertain, inspire, engage, and enlighten us about philosophical and artistic concerns, social trappings, and human conceit. In this course, read examples of genius, including: Sophocles, *Antigone*; Plato, *Symposium*; Rabelais, *Gargantua and Pantagruel*; Shakespeare, *Twelfth Night*; Racine, *Phèdre*; Austen, *Persuasion*; Prince, *The History of Mary Prince*; Rimbaud, *A Season in Hell* and *The Drunken Boat*; Waugh, *Brideshead Revisited;* and Ishiguro, *The Buried Giant. Please read* ***Antigone*** *prior to the first session.*

The Novel Today
LITR1-CE9270/$430

M *Sec. 1: Thurs. 10–11.40 a.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26.* Margaret Boe Birns, writer, *The New York Times Book Review*; NYU School of Professional Studies Teaching Excellence Award.

M *Sec. 2: Thurs. 1–2.40 p.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26.* Margaret Boe Birns.

M *Sec. 3: Wed. 1–2.40 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Margaret Boe Birns.

Discuss major new works by today's top writers, including emerging novelists, award-winners, and established favorites, all of whom are central to today's cultural conversation. With settings ranging from Iowa to Ireland, Bronxville to Burma, Paris to Pakistan, and that country of the mind known as "the future," these important novels have been chosen for their diverse and inventive narrative strategies, their psychological acuity, and their rich insights into contemporary life and the human condition. Readings include Ian McEwan, *The Children Act*; Francine Prose, *Lovers at the Chameleon Club, Paris 1932*; Marilynne Robinson, *Lila*; Colm Tóibín, *Nora Webster*; Matthew Thomas, *We Are Not Ourselves*; Jenny Offill, *Dept. of Speculation*; Richard Flanagan, *The Narrow Road to the Deep North*; Zia Haider Rahman, *In the Light of What We Know*; and Emily St. John Mandel, *Station Eleven*. **CEU: 2.0.**

NEW The Personal and Political: Nonfiction with a Social Conscience
LITR1-CE9003/$390

S *Sec. 1: Tues. 1–2.40 p.m., Sept. 29–Nov. 17 (8 sessions).* Bob Lamm, contributor, *The New York Times, Village Voice, Ms.*; instructor, CUNY, Yale University.

Many nonfiction writers address issues of social justice not so much with facts and figures but rather through compelling personal stories, often their own. When truly successful in relating personal stories to the larger social and political framework, these writers have influenced generations of readers and society as a whole. Readings include Elie Wiesel, *Night*; Jeanne Wakatsuki Houston, *Farewell to Manzanar*; James Baldwin, *The Fire Next Time*; Marjane Satrapi, *Persepolis*; Barbara Ehrenreich, *Nickel and Dimed*; Dave Eggers, *Zeitoun*; and the anthology *Click: When We Knew We Were Feminists. Please read* ***Incidents in the Life of a Slave Girl*** *by Harriet Jacobs prior to the first class.*

Women Fiction Writers
LITR1-CE9293/$430

M *Sec. 1: Thurs. 11 a.m.–12.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Joan Dulchin, former faculty, Barnard College, Wesleyan University.

How do women writers see the world? How do they portray their distinctive experiences? Explore Charlotte Brontë's passionate account of a woman's struggle to live a full life (*Jane Eyre*); Charlotte Perkins Gilman's depiction of a woman losing her grip on sanity (*The Yellow Wallpaper*); and Virginia Woolf's exploration of a woman's mind, family ties, and the passage of time (*To the Lighthouse*). Examine the work of Jean Rhys (*Wide Sargasso Sea*), Margaret Drabble (*The Seven Sisters*), poet Anne Carson ("The Glass Essay" and *Autobiography of Red*), and Lydia Davis (*Almost No Memory*). **CEU: 2.0.**

OXFORD UNIVERSITY STUDY PROGRAM AT CHRIST CHURCH COLLEGE, OXFORD, ENGLAND

Footsteps to the Past: Exploring England's History
July 17–30, 2016

From the minute you enter onto the impressive campus of historic Christ Church College, Oxford, you will be enthralled by the memorable summer study program that awaits you. Now in its 17th year, this popular program offers you the rare chance to experience the traditions of this renowned Oxford college. Learn about fascinating aspects of England's Victorian and Edwardian eras as you live, study, and dine on campus, where every footstep of the past is evident. Enjoy lectures, field trips to places of historic interest, and unique events—arranged especially for NYU School of Professional Studies participants—as well as the flexibility to enroll for one or two weeks.

The program, a unique collaboration between Oxford University and the NYU School of Professional Studies, combines engaging courses taught by distinguished Oxford tutors, held each morning, and two supplemental lectures given each week by accompanying NYU faculty. Afternoons are free for you to take advantage of the optional events that are offered, or to pursue your own interests.

On campus, discover the soaring medieval cathedral with its tranquil cloister, the impressive Master's Garden, the gallery of art masterpieces, and the famous Christ Church meadow with views of the river. Use your free time to explore what the historic town has to offer beyond the campus, including the spectacular 17th-century Sheldonian Theatre, the Bodleian Library, the extensive collections of the Ashmolean Museum, and the Oxford Museum of Modern Art. There is a rich repertoire of evening concerts, recitals, and plays throughout the town, as well as interesting evening events on campus. A weekly field trip led by NYU faculty also gives you the opportunity to visit a historic place outside the city.

Register for one or two weeks. Enrollment is open to all.

Week One: The Victorians—Inside the Society That Changed England
July 17–23, 2016

Tutor: Kees Windland, D.Phil.

Explore the Victorian era from the inside out—from stately homes to teeming cities, from its stately and refined art to its groundbreaking popular culture, and from its buttoned-up social manners to its shocking underbelly. Drawing on a wide range of sources—including art, music, literature, and newspapers—uncover how the Victorians viewed their changing society, its social structure, women's emancipation including the role of activist Annie Besant, and popular culture. Study the impact of such celebrated 19th-century luminaries as poet John Ruskin, who studied at Oxford's Christ Church College, and Prime Minister Benjamin Disraeli, who was one of Queen Victoria's favorite politicians.

Week Two: Edwardian England—Empire, Elegance, and Excess
July 24–30, 2016

Tutor: Freyja Cox Jensen, D.Phil.

The reign of King Edward VII (1901–1910) enjoyed a reputation for elegance and excess under the influence of a monarch who had scandalized society in his younger days. Explore the glitz and glamour of Edwardian society and its legacy, including the raciest of court secrets, scandalous socialites like Lily Langtry, the campaign for votes for women, and the rise of the modern age and new technologies such as the wireless and the automobile. Read and discuss the vibrant legacies of cultural icons of the period, including the writers George Bernard Shaw and Thomas Hardy.

Included in the tuition and program activity fee: Academic program; accommodation; all breakfasts, lunches, and dinners at Christ Church daily, including receptions and a special farewell dinner; field trips, special events, and private walking tours exclusive to the NYU School of Professional Studies program participants; accompanying School faculty; reading lists; and a predeparture briefing. Airfare is *not* included.

Accommodations: Students are provided with single rooms at Christ Church College. A limited number of rooms that feature a private shower and toilet are allocated on a first-come, first-served basis at an additional cost.

Please note: This is a very popular program. Enrollment is strictly limited to 20 students per course, and the courses often fill by early spring, so it is essential to register as soon as possible.

For further information, including the 2016 tuition and program activity fee, or to register, please visit sps.nyu.edu/oxford. If you have any questions, please contact Tavora Escoffery, program administrator, by e-mail tse2@nyu.edu or by telephone **(212) 992-3258**.

Wondering what to take?
e-mail: spsinfo@nyu.edu or call: (212) 998-7200

PERFORMING ARTS

Whether you have beginning aspirations for the stage or you are a seasoned professional seeking to advance your skills, these courses appeal to every level and interest and help you get where you want to go in the performing arts.

ACTING AND PERFORMANCE

Acting for the Nonprofessional
PERF1-CE9982/$430

Sec. 1: Wed. 6.40–9.40 p.m., Oct. 14–Dec. 9 (8 sessions). No class Nov. 25. Lisa Chess, actor; director; faculty, UCLA.

Do you often feel that you are one person at work and another when away from the workplace? Do you ever wish you could integrate these two people, allowing the real, creative, "whole" you to function in both places? Using professional acting techniques in a supportive environment, allow your full potential to unfold and blossom into self-expression and more effective personal presentation. This training introduces new levels of relaxation, concentration, and focus, with the goal of helping you to deepen your sensory awareness, heighten your imagination, release spontaneity, and improvise. Primarily for nonactors, this course also provides an excellent orientation for beginning actors.

NEW! New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

Acting in "The Zone": Scene Study and Improvisation
PERF1-CE9986/$520

Sec. 1: Thurs. 6.40–9.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Laurence Gewirtz, cofounder and artistic director, Liberty Stage Company; NYU School of Professional Studies Teaching Excellence Award.

Athletes describe "the zone" as a place where performance is exceptional, consistent, and flowing. When acting, seek this transcendent state through a method that fuses scene study and improvisation. Once you have the author's words crystallized in your mind, personalize them by employing challenging improvisations and by exploring the character in your own words, beyond the boundaries of the text. Return to the script with a stronger personal connection, prepared to act in "the zone"—where you and the character are one. The course concludes with two public performances of scenes and monologues you worked on during the semester. This course is highly recommended for students who have already taken a beginning acting class; however, everyone is welcome. *The course concludes with two additional dates, one for rehearsal and the other for a public performance of the scenes and monologues worked on during the semester. These are held at The Producers' Club.*

SUMMER 2016 PREVIEW

Modern British Drama in London
LITR1-CE9028 ✧

July 31–August 13, 2016. Michael Zam, screenplay on The Black List 2010; screenplays for DreamWorks, Plan B, and others; two-time recipient, NYU School of Professional Studies Teaching Excellence Award.

Now in its 17th season, this program is a thrilling experience for anyone who loves theater. In the morning, learn about the history of Great Britain's exciting theater scene from World War II to the present—the golden age when audiences were introduced to some of the world's most influential playwrights. In the evening, attend new productions in London's West End and the occasional off-West End and/or Fringe playhouses (at least nine productions). Previous classes were the first to see such award-winning international hits as *War Horse*; *One Man, Two Guvnors*; *Twelfth Night* featuring Mark Rylance; and the critically acclaimed *The Curious Incident of the Dog in the Night-Time*.

Areas Covered
- The history of post-World War II British theater
- More than a dozen major playwrights and more than 20 plays
- The present-day theater scene and its influence on U.S. theater

Program Notes
The group meets once at NYU prior to departure. In London, class meets Monday to Friday, 10 a.m. to 12 p.m. Productions are generally Monday to Thursday evenings, usually at 7.30 p.m., with a few weekday matinees. Weekend time is free.

The tuition and program activity fee include accommodation in Central London, all theater tickets, and admission to two theater-related afternoon activities. Airfare is not included. Enrollment is strictly limited.

Please visit sps.nyu.edu/humanities/modernbritishdrama for further information, including the 2016 tuition and program activity fee. If you have any questions, please contact Lorraine Camp at (212) 992-3387.

Beginning Acting: The ABCs
PERF1-CE9900/$430

Sec. 1: Tues. 6.45–9.15 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Steve Perlmutter, acting instructor, The New York Conservatory for Dramatic Arts, Rutgers University; actor in theater and TV and radio commercials.

Whether you envision yourself acting on a Broadway stage or at your local community theater, learn the basic skills you need to develop as an actor in an enjoyable, pressure-free environment. Learn techniques to deal with stage fright and to use your body and voice effectively. Explore your creativity and analyze a script from an actor's perspective. Identify the mental, physical, and emotional elements required to create a role and to tap into resources deep within yourself. This class helps you to bring a playwright's words to life and to approach with confidence any character you are called upon to play. **CEU: 2.5.**

Beginning Acting Boot Camp
PERF1-CE9611/$360

Sec. 1: Mon. 6.30–9.30 p.m., Oct. 19–Nov. 16 (5 sessions). Laurence Gewirtz, cofounder and artistic director, Liberty Stage Company; NYU School of Professional Studies Teaching Excellence Award.

Immerse yourself in the world of acting in this engaging, interactive workshop, suitable for first-time actors and budding thespians alike. Spark your creativity and explore the basic tenets of role-playing, movement, and speech through theater games and improvisations. Become comfortable on stage and in front of the room. This course is for beginners or for anyone who wants a taste of a full-length beginning acting course. **CEU: 1.5.**

Voiceover Acting
PERF1-CE9993/$360

Sec. 1: Mon. 6.30–9.30 p.m., Oct. 19–Nov. 16 (5 sessions). Jean Brassard, actor, *The Fault in Our Stars*; voiceover actor.

From movie trailers and commercials to audiobooks and corporate training videos, opportunities for voiceover actors are abundant, and technology has opened the door for amateurs. However, voiceover work isn't simply reading—great voiceover is an art. Actors must be able to convey emotion, get a point across, and nail it. In this class, discover the keys to voiceover work—learn to find voice cues in a text and gain tools for creating characters, including accents, dialects, and gendered voices. Learn the ins and outs of launching a voiceover career, from recording your demo to the audition process.

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

PERSONAL ENRICHMENT

FOOD AND WINE

Becoming a Wine Expert
FOOD1-CE9006/$385 ✧

Sec. 1: Wed. 6.30–8.30 p.m., Oct. 14–Nov. 18 (6 sessions). Tyler Colman, scholar; writer, specializing in the wine industry in France and U.S.; former instructor, University of Chicago.

Which wine should you drink with dinner tonight? What is the best wine to give as a gift to a host? And just how do you find the best value on the wine list? These questions and more are answered in this introductory wine course. Join wine expert and award-winning wine blogger and author, Tyler Colman ("Dr. Vino"), for this extremely popular class. To boost your wine confidence and knowledge, each session focuses on a different theme and includes discussion and a tasting.

PHILOSOPHY

Hegel's *Encyclopedia Logic*
PHRE1-CE9087/$430

Sec. 1: Thurs. 6.45–8.45 p.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26. James O'Higgins, published in *Bennington Review* and *Foucault: Politics, Philosophy, Culture*.

Georg Wilhelm Friedrich Hegel's philosophical system, so remarkable for its breadth and depth, is enjoying a resurgence of interest both in analytic and continental philosophical circles. Hegel considered his *Logic* to be the "absolute foundation" of his entire system. This course combines a close reading of *The Encyclopedia Logic* with a discussion of Hegel's relevance to contemporary debates in epistemology, metaphysics, philosophy of mind, and ethics. In class, we make ample use of other writings by Hegel, as well as commentaries on this work.

Introduction to Philosophical Thought
PHRE1-CE9010/$430

Sec. 1: Mon. 6.45–8.25 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. John Riggins, former faculty, The New School, Mercy College, Brooklyn College, John Jay College.

Explore a range of compelling ideas about the nature of the universe and the role we play in it. Examine philosophy's relationship to religion and science, and inquire into different philosophical approaches to morals and ethics, artistic creation, the nature of the state, and the meaning of human life and aspirations. Readings and discussions consider philosophers from Eastern and Western traditions and from Islam. Become more familiar with major philosophical traditions, such as idealism, rationalism, empiricism, existentialism, and postmodernism.

NEW

Nietzsche: His Controversial Legacy
PHRE1-CE9013/$430

M *Sec. 1: Wed. 11 a.m.–12.40 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25.* Avraam Koen, author, *Atoms, Pleasure, Virtue*; former faculty, Bennington College.

The 19th-century German philosopher, Friedrich Nietzsche, has alternately been seen as the high priest of postmodernism, a proto-Nazi, an ethical genius, and a prophet of nihilism. Explore the work of this important figure who continues to exert an influence on contemporary writers and thinkers. Look at his writings on tragedy, Socrates, and Jesus, and examine his roles as social critic, polemicist, and visionary madman. The course features intensive readings and discussions of some of his works.

PSYCHOLOGY

Dreaming: Its Psychology, Its Meaning
PSYC1-CE9009/$370

Sec. 1: Wed. 6.45–8.45 p.m., Oct. 7–Dec. 9 (8 sessions). No class Nov. 11, Nov. 25. Frank Heynick, medical historian; psychiatric researcher; author, *Language and Its Disturbances in Dreams*.

Since the discovery of rapid eye movement (REM) sleep in the 1950s, scientists have increasingly studied the physiology of sleep, hoping to unlock the function and meaning of dreams. For millennia, every culture has had its own ideas about dreaming. Explore Western culture's psychological theories of dreaming, including those of psychoanalysis (Freud), other depth psychology (Jung), and cognitive and linguistic psychology. Look at current research and theories about how dreaming functions and what it means, including the phenomena of lucid dreaming, or being fully conscious in a dream state; universal dream themes; and myths, or "public dreams."

RELIGION

Judaism and Christian Origins
PHRE1-CE9009/$430

M *Sec. 1: Thurs. 12–1.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Ilona Rashkow, author, *Taboo or Not Taboo: Sexuality and Family in the Hebrew Bible*.

The period that led to the emergence of Christianity and Second Temple Judaism (400 BCE–400 CE) is a fascinating era of both continuity and innovation in religious traditions. Explore this period and its history, literature, and religious communities by reading an array of ancient primary sources and understanding the connections and adaptations made to earlier traditions. Examine how these primary texts reflect and contribute to identity formation for different groups within these traditions. Topics include canon and prophecy; death and afterlife; temples, synagogues, and churches; sin and righteousness; and the concepts of messiah and redemption.

Pathfinders: Comparative Religions
PHRE1-CE9091/$430

M *Sec. 1: Mon. 11 a.m.–12.40 p.m., Oct. 5–Dec. 7 (10 sessions).* Ernest Rubinstein, author, *From Ecclesiastes to Simone Weil*; NYU School of Professional Studies Teaching Excellence Award.

Embark on a two-part journey in this study of world religions. First, navigate the theory of religion and explore its diverse definitions, categories, experience, language, and communities. Then, examine the ideals of six world religions through a close study of texts: the ideal of law in Judaism, Christianity's other-worldliness, the concept of surrender in Islam, Hinduism's action, negation in Buddhism, and harmony in Confucianism.

NEW

Religion and Literature
PHRE1-CE9012/$370

M *Sec. 1: Thurs. 11 a.m.–12.40 p.m., Oct. 8–Dec. 3 (8 sessions). No class Nov. 26.* Ernest Rubinstein, author, *From Ecclesiastes to Simone Weil*; NYU School of Professional Studies Teaching Excellence Award.

The theologian Paul Tillich observed that "religion is the substance of culture, culture is the form of religion" to emphasize the ties between the two. Yet literary art and religious sensibility concurrently partner with and protest against each other. The Bible and Shakespeare's works address similar themes—love, death, evil, suffering, forgiveness, and saintliness—but in sometimes strikingly contrasting ways. Is love inclusive or exclusive? Is evil sinful or glamorous? Is suffering productive or pointless? Explore these themes across a range of religious and literary texts from the Western canon and beyond, including the Bible, Plato, Homer, Augustine, Dante, Milton, Shakespeare, Tolstoy, and Dostoevsky.

NEW

Religion in Psychological Perspective
PHRE1-CE9011/$430

M *Sec. 1: Thurs. 2–3.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26.* Harriet Lutzky, psychotherapist; former associate professor, University of Paris.

Contemporary thought and research on psychology and religion have broadened our understanding of the complexities of religion and spirituality. Explore this fascinating field through a variety of topics and perspectives, including definitions of religion, the place of spiritual beings (souls, gods, angels, and demons) in religion, and the existence (or nonexistence) of universal religious phenomena. We also address the importance of identity and social learning in religious adherence, the paradoxical relation of women to religion, pro- and antisocial aspects of religious adherence (including religiously inspired violence), the characteristics of conversion, and the development of secularization.

Tibetan Meditation: Bringing Meaning to Every Moment
PHRE1-CE9142/$300

Sec. 1: Tues. 6.45–8.45 p.m., Oct. 13–Dec. 1 (8 sessions). Carol Savvas, author, *Transformation into the Exalted State*.

Explore ways in which the Mahayana Buddhist concepts of compassion and wisdom, coupled with unique Tibetan meditation techniques, can transform the mind and can serve as the basis for a healthy, happy, and meaningful life. Focus on essential Tibetan meditation techniques designed to calm the mind and to bring meaning to every moment. Included are visualization and breathing techniques; meditation exercises to transform the mind; and a study of the Tibetan practice of taking each occurrence in our daily lives as a basis for mental, physical, and spiritual development. Guided meditation and relaxation exercises are part of each class.

ENGLISH AS A SECOND LANGUAGE (AMERICAN LANGUAGE INSTITUTE)

Do you need to improve your English in order to enroll in college or to advance professionally? Do you want to polish your pronunciation, develop a sophisticated vocabulary, or speak more fluently? The NYU School of Professional Studies American Language Institute (ALI) offers full- and part-time programs in English as a second language (ESL) instruction for beginning, intermediate, and advanced students. Whatever your current level of English or your future language goals, ALI can help you to master the English skills you need to succeed.

The American Language Institute (ALI) offers:

- **Courses for nonnative speakers** that provide English-language study for all levels of proficiency
- **Extracurricular activities**, such as concerts and plays, tours of New York City and nearby states, and visits to American homes, all as part of the study experience, as well as coffee hours, parties, and other informal get-togethers that help you to hone your English-language social skills
- **Advisement** provided by international student advisers who are available to answer questions about nonimmigrant visa matters and to discuss academic plans and personal concerns
- **Proficiency reports**, known as English Language Reports, which are official statements of the results of the proficiency evaluation and often are needed for schools, organizations, or sponsors (copies of this report are sent upon written request)

Individual Evaluation and Registration:

Before registration, all new students must have their English-language proficiency evaluated at the American Language Institute. The ALI Placement Test is followed by an individual interview with a faculty member. Specific, suitable courses are then recommended at that time.

- Please call **(212) 998-7040** or e-mail **ali@nyu.edu** to learn more about online and in-person placement tests, and arrange to take the test by **Thursday, September 3** (Comprehensive English Program and F-1 students) or by **Saturday, September 12** (Professional English Program evening and Saturday students only)
- After your test and interview, you are assisted with in-person registration
- Once you have selected a course, tuition should be paid by cash, check, or credit card
- If you are a returning student who has studied at ALI or if you already have taken the Placement Test, then you should visit the ALI office at 7 East 12th Street to receive an adviser's approval before proceeding with registration

The ALI Experience:

All ALI classes incorporate a communicative approach to language learning. The ALI educational philosophy leads to learner-centered, task-based, interactive classes that address individual needs and learning styles and that help you to progress according to your own abilities and efforts.

People from around the world—from many different language, cultural, and ethnic backgrounds—study in the same classes at ALI. Developing cultural awareness and appreciation goes hand in hand with English-language and American-culture studies.

Note: Most ALI classes meet in the Woolworth Building at 15 Barclay Street. Call **(212) 998-7040** for details.

For more information, visit **sps.nyu.edu/ali**; call **(212) 998-7040**; or write to the American Language Institute, NYU School of Professional Studies, 7 East 12th Street, Suite 821, New York, NY 10003.

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COMPREHENSIVE ENGLISH PROGRAM

Full-Time Study for Personal, Professional, and Academic Purposes
$5,540

Sec. 1: Mon.–Thurs. 9 a.m.–12 p.m., 1–2.50 p.m. Sept. 9–Dec. 10. No class Oct. 12–13, Nov. 25–26.

This 20-hour per week program consists of a set of four connected classes. Two classes form an integrated skills comprehensive core, offered at nine levels of proficiency—from absolute beginner to near-native fluency—and two enrichment and engagement-oriented classes introduce study-focus options and encourage the practice of your growing language and cultural skills. The comprehensive core classes meet in the morning, and the enrichment classes in the afternoon. *Qualifies for F-1 visa study.*

Part-Time Study for Personal, Professional, and Academic Purposes
$3,640

Sec. 1: Mon.–Thurs. 9 a.m.–12 p.m. Sept. 9–Dec. 10. No class Oct. 12–13, Nov. 25–26.

If you are an ESL student already living in the United States and you do not require an F-1 visa, then you have the option to register only for the integrated skills (listening, speaking, reading, and writing) comprehensive core classes, which meet in the morning.

PROFESSIONAL ENGLISH PROGRAM

With a wide variety of offerings—from accent correction to business writing to American culture studies—the ALI Professional English Program focuses on helping you to develop the skills necessary to succeed in your career and to function comfortably in more casual settings. Instruction is offered by highly qualified teachers in supportive, small-group settings who provide intensive, individualized feedback on the use of language, whether that is in leading discussions, making oral presentations, or writing and revising papers. Consult an adviser before registering for courses.

Accent Correction
CESL1-CE9361/$595

S *Sec. 1: Sat. 10.30 a.m.–1 p.m., Sept. 19–Nov. 21 (10 sessions).*
Instructor TBA. ★▲

In this course, learn to minimize your accent, to self-correct errors, and to project a more professional image. Explore strategies for producing clearer sounding sentences with proper rhythm and flow. Then, move on to more complex components, such as reduced speech, stress, and inflection. Also, improve your use of context and tone through intensive, individualized feedback from the instructor.

Accent Reduction I
CESL1-CE9471/$795

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 9–Dec. 9 (13 sessions). No class Nov. 25.
Instructor TBA. ★▲

If you speak English with a heavy accent, then have your individual pronunciation trouble spots identified and remedied in this course. Learn customized strategies for achieving more natural-sounding articulation and flow. Class activities include enunciation drills, dialogues, discussion, and short readings. Also, work on idioms and basic American conversational etiquette, including polite disagreement and interruption. Throughout the course, receive intensive, individualized attention.

Accent Reduction II
CESL1-CE9481/$795

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 9–Dec. 9 (13 sessions). No class Nov. 25.
Instructor TBA. ★▲

If you are fluent in English but would like to strengthen your ability to communicate, this course helps you to minimize accent interference and uneven speech patterns. Become more proficient in the sounds and rhythms of American English speech.

American Culture and Communication: Historical Foundations and Movements
CESL1-CE9497/$795

Sec. 1: Thurs. 6.45–8.45 p.m., Sept. 10–Dec. 10 (13 sessions). No class Nov. 26. Instructor TBA. ★▲

Have you ever wondered what American culture is and why Americans think and behave the way they do? This class—designed for advanced nonnative English speakers—explores the intellectual, cultural, and moral foundations of American society. Read several foundational texts by important American thinkers to better understand contemporary issues surrounding religion, family, food, civil rights, gender rights, immigration, the economy, education, and healthcare. Classes mainly consist of discussions about readings, lectures, and film clips. Receive individualized correction of any lingering grammar and pronunciation problems you might have. By the term's end, speak more clearly and confidently about sophisticated ideas and have a better understanding of American history and culture.

New courses are added throughout the semester. Check **sps.nyu.edu/fallce** for the latest additions.

ENGLISH AS A SECOND LANGUAGE (AMERICAN LANGUAGE INSTITUTE)

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

ALI PROGRAM IN PROFESSIONAL ENGLISH

The Program in Professional English at the American Language Institute (ALI) offers a rigorous course of study in American communication and culture that enables students to have more effective engagement in a professional setting. These part-time courses are designed to address the specific needs of international professionals, both in content and in delivery. Courses include a wide variety of options, from improving grammar to reducing an accent, and building fluency to writing clearly.

For more information, visit sps.nyu.edu/ali or call (212) 998-7040.

PROFESSIONAL ENGLISH COURSES

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Understanding English Grammar I
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Understanding English Grammar II
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Speaking with Confidence and Fluency III
CESL1-CE9495 ❖

American Culture and Communication: Historical Foundations and Movements
CESL1-CE9497 *(page 89)*

American Culture and Communication: Literature and Philosophy
CESL1-CE9498 ❖

Building Fluency and Accuracy in English Through Improvisational Acting
CESL1-CE9486 *(page 90)*

Writing Your Life
CESL1-CE9404 ❖

Effective Business Communication I
CESL1-CE9475 *(page 90)*

Effective Business Communication II
CESL1-CE9485 *(page 90)*

Effective Business Writing I
CESL1-CE9479 *(page 90)*

Effective Business Writing II
CESL1-CE9489 *(page 90)*

Accent Correction
CESL1-CE9361 *(page 89)*

Building Word Power: A Speech Course
CESL1-CE9362 ❖

Improving Writing Skills
CESL1-CE9354 *(page 91)*

Preparing for the TOEFL
CESL1-CE9368 *(page 91)*

Mastering the Basics of American English I
SESL1-CE9450 ❖

Understanding English Grammar I
SESL1-CE9473 ❖

Writing Clearly and Effectively I
SESL1-CE9484 ❖

Writing Clearly and Effectively II
SESL1-CE9494 ❖

Accent Reduction I
SESL1-CE9471 ❖

Accent Reduction II
SESL1-CE9481 ❖

Speaking with Confidence and Fluency II
SESL1-CE9488 ❖

Speaking with Confidence and Fluency III
SESL1-CE9495 ❖

Writing Your Life: Developing Personal Essays to Improve Writing Skills
SESL1-CE9404 ❖

Effective Business Communication I
SESL1-CE9475 ❖

Effective Business Writing I
SESL1-CE9479 ❖

Building Fluency and Accuracy in English Through Improvisational Acting

CESL1-CE9486/$795

Sec. 1: Thurs. 6.45–8.45 p.m., Sept. 10–Dec. 10 (13 sessions). No class Nov. 26. Instructor TBA. ★▲

Speak in English with improved accuracy and skill through improv, or improvisational acting. Improv is a practice that professionals use to boost their creativity, confidence, fluency, and oral presentation skills. In this class, perform monologues, exercises, and scenes drawn from the worlds of acting and sketch comedy, which helps to improve your pronunciation, active vocabulary, listening skills, and humor delivery in a supportive and collaborative environment.

Business Speak: Sounding Professional in the Workplace

CESL1-CE9392/$300

S *Sec. 1: Sat. 10.30 a.m.–1 p.m., Nov. 7–21 (3 sessions).* Instructor TBA. ★▲

In this short course, develop professional speaking skills by enhancing your business vocabulary. Learn and practice vocabulary and idioms that are most frequently used in professional settings. Through intensive exercises, role-playing, and extended activities, become comfortable and confident in using appropriate new business expressions.

Effective Business Communication I

CESL1-CE9475/$795

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 15–Dec. 8 (12 sessions). No class Oct. 13. Instructor TBA. ★▲

If you are a professional who is a nonnative English speaker and you wish to speak American English more confidently, then improve your business communication and related language skills by taking this course. Participate in role-playing and in listening, grammar, vocabulary, and pronunciation exercises that are designed to help you speak confidently and accurately in the workplace.

Effective Business Communication II

CESL1-CE9485/$795

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 15–Dec. 8 (12 sessions). No class Oct. 13. Instructor TBA. ★▲

Learn how to make presentations, to facilitate group discussions, and to interact professionally in English. Discover how to assess the cultural appropriateness of a variety of business communications. This course emphasizes idiomatic control and fluency.

Effective Business Writing I

CESL1-CE9479/$795

Sec. 1: Thurs. 6.45–8.45 p.m., Sept. 10–Dec. 10 (13 sessions). No class Nov. 26. Instructor TBA. ★▲

Learn the essentials of business writing, including format, style, and tone. Focus on the fundamentals of letter and memo writing. This workshop includes a weekly review of class assignments and of relevant English grammar.

Effective Business Writing II

CESL1-CE9489/$795

Sec. 1: Thurs. 6.45–8.45 p.m., Sept. 10–Dec. 10 (13 sessions). No class Nov. 26. Instructor TBA. ★▲

This workshop focuses on letter and report writing in a business setting. English grammar and appropriate business writing styles are reviewed. Constructive, critical analysis of writing assignments is given throughout.

Getting into an American University

CESL1-CE9370/$300

S *Sec. 1: Sat. 2–4.30 p.m., Sept. 26–Oct. 10 (3 sessions).* Instructor TBA. ★▲

If you are an international student, then this course can help you to navigate the complex process of applying to study at American universities. Learn how to choose an appropriate program, understand the criteria for admission, complete the application form, and write effective admissions essays. Become adept at gathering helpful recommendations, communicating with admissions offices, and preparing for interviews. In this workshop-style class, participate in a variety of exercises to prepare you for completing college applications. Working on application essays and role-playing admissions interviews are critical components of the class.

Grammar Review I

CESL1-CE9453/$795

Sec. 1: Mon. 6.45–8.55 p.m., Sept. 14–Dec. 7 (12 sessions). No class Oct. 12. Instructor TBA. ★▲

This course is for students who are comfortable speaking and writing in English but do not yet have a command of grammar and usage. Work on mastering grammar fundamentals to avoid misunderstandings and ultimately to make headway in achieving your academic and professional goals. In addition to drills for reinforcement, the class focuses on grammar in context, and you receive individualized correction on weekly written assignments. **CEU: 3.0.**

ALI PROGRAMS IN COMPREHENSIVE ENGLISH AND INTENSIVE ENGLISH

The ALI Programs in Comprehensive English and Intensive English offer a rigorous curriculum of English study.

- For the ALI Program in Comprehensive English, a student takes two core courses (reading/writing and speaking/listening) in the Comprehensive English Program at the student's appropriate English-language level
- For the ALI Program in Intensive English, the student takes two core courses (reading/writing and speaking/listening) and two enrichment courses in the Comprehensive English Program at the student's appropriate English-language level

For more information, please visit sps.nyu.edu/ali or call (212) 998-7040.

Grammar Review II
CESL1-CE9463/$795

Sec. 1: Mon. 6.45–8.55 p.m., Sept. 14–Dec. 7 (12 sessions). No class Oct. 12. Instructor TBA. ★▲

This course is for students who have a good command of English but are not yet accurate in their use of the language. Through spoken and written practice of advanced complex structures and usage, learn to minimize errors and to increase accuracy. In-class activities include error analysis and exercise drills to deepen understanding of the language, helping you to gain greater competence and confidence when communicating. **CEU: 3.0.**

Improving Writing Skills
CESL1-CE9354/$595

S *Sec. 1: Sat. 10.30 a.m.–1 p.m., Sept. 19–Nov. 21 (10 sessions).* Instructor TBA. ★▲

Become a more effective and more confident writer by receiving individualized correction in a supportive, small-group atmosphere. In this course, focus on writing sentences that are correct, concise, and cogent—with proper punctuation and usage. Learn how to organize, edit, and produce writing that is coherent, interesting, and logical, whether for a short e-mail or a long composition. Key grammar issues also are covered.

Job Hunting Skills for International Professionals
CESL1-CE9399/$350

S *Sec. 1: Sat. 2–4.30 p.m., Oct. 24–Nov. 21 (5 sessions).* Instructor TBA. ★▲

If you are an international job applicant, then this course can help you to prepare for each step of a successful job search, including writing an effective résumé and cover letter, conducting a focused search for opportunities, preparing for interviews, and negotiating and following up with prospective employees. Write several versions of your résumé, and learn to produce targeted application letters. Develop effective job hunting strategies, and gain skills and confidence for interviews by role-playing in class. Also, learn how to navigate Internet job resources.

Mastering the Basics of American English I
CESL1-CE9450/$1,330

Sec. 1: Mon. Wed. 6.45–8.45 p.m., Sept. 9–Dec. 9 (25 sessions). No class Oct. 12, Nov. 25. Instructor TBA. ★▲

If you are comfortable speaking English but need to master the basics of grammar and writing, then you can benefit from this course. Improve your writing in English so that you feel more confident in both professional and personal situations.

Weekend Courses

Accent Correction
CESL1-CE9361 *(page 89)*

Business Speak: Sounding Professional in the Workplace
CESL1-CE9392 *(page 90)*

Getting into an American University
CESL1-CE9370 *(page 90)*

Improving Writing Skills
CESL1-CE9354 *(page 91)*

Job Hunting Skills for International Professionals
CESL1-CE9399 *(page 91)*

Preparing for the TOEFL
CESL1-CE9368 *(page 91)*

Preparing for the TOEFL
CESL1-CE9368/$595

S *Sec. 1: Sat. 10.30 a.m.–1 p.m., Sept. 19–Nov. 21 (10 sessions).* Instructor TBA. ★▲

This course provides an intensive introduction to all sections of the TOEFL. Become familiar with each test section while practicing the skills necessary to raise your scores. In the process, learn how to expand your vocabulary in order to master the reading and listening sections, whether the subject is environmental biology, ancient Greek history, or modern dance. The course builds your confidence and helps to develop your overall academic skills in English.

Speaking with Confidence and Fluency I
CESL1-CE9478/$795

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 15–Dec. 8 (12 sessions). No class Oct. 13. Instructor TBA. ★▲

If you already are proficient in English, then the sequenced *Speaking with Confidence and Fluency* courses are designed to help you participate more actively in both professional and casual conversations. Learn to speak more fluently and accurately, to develop your listening skills and comprehension levels, and—most important—to improve your self-confidence.

Speaking with Confidence and Fluency II
CESL1-CE9488/$795

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 15–Dec. 8 (12 sessions). No class Oct. 13. Instructor TBA. ★▲

If you already are proficient in English, then this speaking and listening course can help you to participate more actively in both professional and casual conversations. The primary goals of the course are to help you to speak more fluently and accurately, to develop your listening skills and comprehension levels, and—most important—to improve your self-confidence.

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

Writing Clearly and Effectively I
CESL1-CE9484/$1,330

Sec. 1: Mon. Wed. 6.45–8.45 p.m., Sept. 9–Dec. 9 (25 sessions). No class Oct. 12, Nov. 25. Instructor TBA. ★▲

If you already are proficient in English, then this course is designed to help you write comfortably for both professional and personal uses. The primary goals of the course are to help you to develop your accuracy, style, and vocabulary and to improve your self-confidence when expressing yourself in writing.

Writing Clearly and Effectively II
CESL1-CE9494/$1,330

Sec. 1: Mon. Wed. 6.45–8.45 p.m., Sept. 9–Dec. 9 (25 sessions). No class Oct. 12, Nov. 25. Instructor TBA. ★▲

As an international professional who is proficient in English, you may be ready to concentrate on writing and reading for personal and professional purposes. If so, then this course hones your ability to interpret nuance and implication through reading assignments and prepares you for upper-division university work through writing exercises. Acquire the skills to write about sophisticated subject matter with accuracy and clarity. *Enrollment is limited.*

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

FOREIGN LANGUAGES, TRANSLATION, AND INTERPRETING

Learn a new language, improve your current language skills, or acquire the expertise to become an interpreter or translator. The NYU School of Professional Studies offers a variety of formats and curriculum levels in more than 25 foreign languages. Take courses in Chinese, Japanese, Russian, or Arabic—languages that are becoming increasingly important in the business and nonprofit sectors—or gain the specialized skills in medical or legal interpreting necessary to take advantage of the growing need for these professionals. Acquire the translation skills to work in government, the corporate world, or the international arena.

Placement and Advisement

You should select courses based upon your previous experience with the language you have chosen to study. Refer to the respective course descriptions. For placement advisement, call **(212) 998-7030**. Self-placement tests in French, German, Italian, and Spanish are available at **sps.nyu.edu/placement.tests**.

Textbooks and Materials

Textbooks and materials are chosen carefully. Only those that best meet the needs, the interests, and the goals of our students are selected. Specific information on textbooks and materials can be found under individual language headings. Tuition does not include textbooks or other instructional materials.

Faculty

Faculty members are foreign language professionals either who are native speakers of the languages they teach or are long-term residents of areas where the language is spoken. Many of them have taught at the NYU School of Professional Studies for 10 years or more.

Offerings in Foreign Languages, Translation, and Interpreting include:

- **Career Advancement Courses** in a wide range of formats and levels to suit your schedule, interests, and abilities
- **Private instruction** for individuals whose schedules are not suited to regular class times or for groups that have specific language needs *(page 93)*
- **Career Advancement Programs of Study:** Foreign Languages *(page 93)*; Legal Interpreting: Spanish/English *(page 100)*; Medical Interpreting: Chinese/English, Russian/English, and Spanish/English *(page 101)*; and Translation *(page 102)*
- **Master of Science in Translation:** Offered online (French to English, Spanish to English, English to Spanish) and in person (Chinese to English), this graduate program imparts expert translation skills and critical knowledge of translation theory, new technologies, and the professional disciplines where demand is greatest *(page 160)*

For more information on Career Advancement offerings, visit **sps.nyu.edu/lang** or call **(212) 998-7200**. For more information about the M.S. in Translation, visit **sps.nyu.edu/mstrans**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

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FOREIGN LANGUAGE ADVISEMENT, PLACEMENT, AND PROFICIENCY TESTING

The NYU School of Professional Studies offers courses in more than 25 languages throughout the year. At every level, the emphasis is on language as a vehicle for direct, immediate communication. A broad range of schedules and course formats is available to meet a variety of interests and needs.

PROFICIENCY TESTING IN FOREIGN LANGUAGES

Proficiency tests are available for individuals wishing to measure their knowledge of a foreign language. The results of the tests, which are transcripted by the NYU School of Professional Studies, may be used by universities to grant academic credit or to award advanced placement. They also may be used for professional purposes, like teaching certification or proof of linguistic competence for business use. Tests are given by appointment and may be administered at off-site locations in the U.S. or abroad. Exam fees for Fall 2015 are $120 for 4-point (one-hour) exams, $300 for 12-point (two-hour) exams, and $400 for 16-point (three-hour) exams. There is an additional registration fee of $20, which is a one-time fee per semester to register for proficiency tests and for courses. Your registration and exam fees are due on the day of the exam. Registration fees are nonrefundable. All payments must be made by credit card or money order in U.S. currency only. The exam fee covers one official letter sent to a designated institution and one copy for personal records. Additional letters may be requested for $15 per language exam.

New York City residents must take the test at NYU. Exceptions are considered on a case-by-case basis. To receive further information, to make an appointment, or to request a brochure, call (212) 998-7030. Exams are offered in the following languages:

- Afrikaans
- Albanian
- Arabic
- Armenian
- Bengali
- Bosnian
- Bulgarian
- Catalan
- Chinese: Cantonese, Mandarin (traditional and simplified characters)
- Croatian
- Czech
- Danish
- Dutch
- Finnish
- French
- German
- Greek (Modern)
- Gujarati
- Haitian Creole
- Hebrew
- Hindi
- Hungarian
- Ibo
- Icelandic
- Indonesian
- Irish
- Italian
- Japanese
- Korean
- Latin
- Lithuanian
- Malay
- Norwegian
- Persian
- Polish
- Portuguese (Brazilian)
- Punjabi
- Romanian
- Russian
- Serbian
- Slovak
- Spanish
- Swahili
- Swedish
- Tagalog
- Thai
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- Yiddish
- Yoruba

PROGRAMS IN FOREIGN LANGUAGES

The NYU School of Professional Studies offers a wide variety of foreign language courses. To attain proficiency, it is suggested that students take at least four courses in the appropriate language cluster.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Arabic: Four courses
French: Four courses
Italian: Four courses
Japanese: Four courses
Mandarin: Four courses
Middle Eastern Languages: A total of four courses in any combination of Arabic and Persian
Modern Greek: Four courses
Portuguese: Four courses
Russian: Four courses
Scandinavian Languages: A total of four courses in any combination of Danish, Norwegian, and Swedish
Spanish: Four courses

PRIVATE INSTRUCTION

If regular courses do not suit your schedule, you may be interested in private instruction.

Private Instruction in Foreign Languages: Individual
PRIV1-CE9991/$1,700 ✧

Sec. 1: Sept. 2–Dec. 23. Instructor TBA. ★▲

Register at any time during the semester for a block of 12 actual meeting hours of private instruction in a foreign language of your choice. You are advised, evaluated, and assigned an instructor to help you plan the curriculum based upon your needs. Lessons are scheduled according to your own and the instructor's availability on NYU premises. Register for as many blocks as you need during a semester. *While individual private instruction may begin at any point during the semester, the 12 hours must be completed within three months of registering. There is a 24-hour notice policy should students need to reschedule a class. For more information, call (212) 998-7030.*

Private Instruction in Foreign Languages: Small Group
PRIV1-CE9992/$745 ✧

Sec. 1: Sept. 1–Dec. 23. Instructor TBA. ★▲

Private instruction in certain foreign languages can be arranged for small groups of three to six students. While an effort is made to coordinate students, NYU does not form groups for private instruction. Already formed groups can register at any time during the semester for blocks of 12 actual meeting hours. Group members are advised, evaluated, and assigned an instructor who helps them to plan the curriculum based upon the group's needs. Lessons are scheduled according to the group members' and the instructor's availability on NYU premises. Groups may register for as many blocks as they need in a semester. *While private instruction may begin at any point during the semester, the 12 hours must be completed within three months of registering. There is a 24-hour notice policy should students need to reschedule a class. For more information, call (212) 998-7030.*

FOREIGN LANGUAGE COURSES

ARABIC

NYU School of Professional Studies Modern Standard Arabic courses cover all four core language skills: listening, speaking, reading, and writing. The Arabic alphabet, pronunciation, vocabulary, and basic rules of grammar are taught within a cultural context. Where appropriate, instructors address issues of dialect. Reinforcing exercises help to accelerate learning. *Classes are conducted in Arabic to the extent possible.*

The textbook used in Level I is ***Alif Baa: Part I*** (3rd ed., Georgetown University Press, 2011). Levels II through V use ***Al-Kitaab: A Textbook for Beginning Arabic: Part I*** (2nd ed., Georgetown University Press, 2004). Courses Level VI and higher use ***Al-Kitaab: Part II*** (2nd ed.).

Arabic: Modern Standard I
MIDE1-CE9001/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Ahmed Eissawi, director, teaching supervisor, Arabic Language Institute.

This course, taught within a cultural context, provides an introduction to Modern Standard Arabic. The Arabic alphabet, pronunciation, essential vocabulary, and basic rules of grammar are presented. Establish the four core skills: listening, speaking, reading, and writing. Exercises and assignments develop reading comprehension and enhance writing skills. *28 instructional hours.*

Arabic: Modern Standard II
MIDE1-CE9002/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Ahmed Eissawi, director, teaching supervisor, Arabic Language Institute.

This course, a continuation of *Arabic: Modern Standard I*, is designed for those who already know the Arabic alphabet and basic pronunciation. The course focuses on all four core skills: reading, writing, listening, and speaking. Discussions include the differences between Modern Standard Arabic and various dialects, based upon students' needs. *28 instructional hours.*

Arabic: Modern Standard III
MIDE1-CE9003/$550

Sec. 1: Tues. 6.45–8.40 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Rasha Arabi.

Expand your vocabulary and range of grammatical expression, and learn to converse about simple, everyday topics in this continuation of *Arabic: Modern Standard II*. The course focuses on all four core skills: listening, speaking, reading, and writing. Discussions include the differences between Modern Standard Arabic and various dialects, based upon students' needs. *28 instructional hours.*

Arabic: Modern Standard Intensive I
MIDE1-CE9061/$835

Sec. 1: Sat. 9.20 a.m.–1.15 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28. Mohamed Alsiadi, lecturer, coordinator, Arabic Language Program, Fordham University.

This course is designed for those with no previous knowledge—or very limited knowledge—of the Arabic language. Through audio and visual instruction, learn to speak, understand, read, and write Modern Standard Arabic, which is the form of Arabic shared by all Arab countries. Classroom time is devoted to conversation (skits and discussions), as well as grammar exercises (including skim-reading tasks), that stem from the video material. Consistent emphasis is placed on authentic materials that derive a modern cultural context.

Arabic: Modern Standard Intensive II
MIDE1-CE9062/$835

Sec. 1: Sat. 2–5.55 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28. Mohamed Alsiadi, lecturer, coordinator, Arabic Language Program, Fordham University.

This course is designed for those who possess a novice understanding of Modern Standard Arabic, including knowledge of the alphabet, letter connections, four phrases, and nominal sentences. Study present and future tenses, and learn how to comprehend and to respond to spoken and written Arabic with increased proficiency and cultural awareness. The instructor uses authentic materials and supplementary learning media.

Arabic Calligraphy
MIDE1-CE9070/$360

Sec. 1: Thurs. 6.45–8.40 p.m., Sept. 24–Nov. 12 (8 sessions). Majed Seif, artist specializing in Arabic calligraphy; instructor, Arabic calligraphy, United Nations.

Learn about the different styles of Arabic calligraphy and the rules of the widely used Naskh style (خط النسخ), and practice writing in it. Gain an introduction to the history and development of Arabic calligraphy. Develop your handwriting skills and deepen your understanding of the art of calligraphy. Explore specific strategies for producing your own artistic pieces, and at the end of the course, organize an exhibition of your artwork. *18 instructional hours. Prerequisite: Arabic: Modern Standard I/ MIDE1-CE9001 or equivalent knowledge.*

NEW

Gulf Arabic
MIDE1-CE9501/$275

Sec. 1: Thurs. 6.45–8.40 p.m., Sept. 24–Oct. 29 (6 sessions). Instructor TBA.

Arabic is one language with many varieties. Business, educational, and cultural contact with the Persian Gulf states is on the rise. If you have studied Modern Standard Arabic and wish to travel to the Gulf and shop at the local souq, you may want to pick up the local dialect before you go. Learn the basics of Gulf Arabic in terms of pronunciation, vocabulary, and grammatical expression. Explore the specifics of the different Gulf states, as culture is an integral part of class. *This course is for students who are at an advanced-beginner level or higher in Modern Standard Arabic.*

FOREIGN LANGUAGES, TRANSLATION, AND INTERPRETING

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

CHINESE (MANDARIN)

In this Mandarin-language program, courses cover speaking, listening, reading, and writing—with greater emphasis on the first two skills. Learn pronunciation and tones through vocabulary, useful expressions, and structures that allow communication. Become familiar with the Pinyin transliteration system and basic radicals. Both traditional and simplified characters are introduced. Acquire approximately 10 characters per week. *Classes are conducted in Mandarin to the extent possible.*

The textbook employed in all Level I through Level IV courses is ***Integrated Chinese*** (3rd ed., Cheng & Tsui, 2009). Level I students need to purchase the traditional characters version. Materials used in advanced and specialized courses are selected by the respective instructors.

Mandarin I
CHIN1-CE9001/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Qijian Wang, former assistant research fellow, Institute of Foreign Literature, Chinese Academy of Social Sciences.

Sec. 2: Wed. 6.30–8.25 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Julie Wan, English Treasure Workbook series.

S *Sec. 3: Sat. 10–11.55 a.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Instructor TBA.

If you have never studied Mandarin, then begin learning the language in this introductory course. Emphasis is placed on listening, speaking, reading, and writing, along with basic pronunciation and tones, through vocabulary, useful expressions, and structures. Learn the Pinyin transliteration system and basic radicals. Both traditional and simplified characters are taught, and by the course's conclusion, have 120 characters mastered. *28 instructional hours.*

Mandarin II
CHIN1-CE9002/$550

Sec. 1: Thurs. 6.45–8.40 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26. Qijian Wang, former assistant research fellow, Institute of Foreign Literature, Chinese Academy of Social Sciences.

This course builds upon *Mandarin I*, with greater emphasis placed on all four core skills (listening, speaking, reading, and writing). Continue to explore pronunciation, expand your vocabulary and structure, and engage in simple conversations. Both traditional and simplified characters are taught, with 10 new characters introduced in every session, resulting in 240 characters mastered by the conclusion of this course. *28 instructional hours.*

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

Mandarin III
CHIN1-CE9003/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Julie Wan, English Treasure Workbook series.

This course builds upon *Mandarin II*, with greater emphasis placed on all four core skills (listening, speaking, reading, and writing). Continue to expand your vocabulary, structure, and range of conversation. Both traditional and simplified Chinese characters are taught, with 10 new characters in every session. Notes on Chinese culture and business protocol also are included. *28 instructional hours.*

Mandarin V
CHIN1-CE9005/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 21 (12 sessions). No class Oct. 12. Ling Chen, principal, Sino Language Shop; NYU School of Professional Studies Teaching Excellence Award.

Learn to use longer and more complex sentence structures for both speaking and writing, and develop skills to better express your opinions and to comment on specific topics. This course emphasizes listening, speaking, reading, and writing. Hone your ability to speak about studying, course selection, dietary preferences, shopping, style, and more. *28 instructional hours.*

Mandarin VIII
CHIN1-CE9008/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Qihui Wang, former associate professor, China School of Journalism.

Build upon what you learned in *Mandarin VII* or a comparable class, and continue to expand your vocabulary and fine-tune your speaking and writing skills. Engage in class discussions and writing assignments to reinforce your knowledge. The course emphasizes listening, speaking, reading, and writing. *28 instructional hours.*

Mandarin: Accelerated I and II
CHIN1-CE9015/$550

Sec. 1: Tues. 6.45–8.40 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Qihui Wang, former associate professor, China School of Journalism.

This course is for those who have previously studied Mandarin and need a review before they move forward in work or study, or for individuals who know a cognate language. This fast-paced course condenses the material covered in two levels into the time it normally takes to complete one. *28 instructional hours.*

Mandarin: Intermediate Conversation
CHIN1-CE9053/$360

Sec. 1: Wed. 6.30–8.25 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Juiling Huang.

Do you want to improve your ability to articulate yourself in Mandarin beyond regular daily conversation? If you have a good understanding of Mandarin, then continue to improve your speaking ability. Delve into readings about Chinese culture, business, technology, and other topics to encourage conversation and dialogue in class. New grammatical structures and vocabulary are introduced each session. Reading and writing skills are emphasized. *18 instructional hours. At least three years of college-level Mandarin, or the equivalent, is required. Experience living in a Mandarin-speaking country or speaking the language for multiple years is highly recommended.*

Mandarin for Realtors
CHIN1-CE9080/$275

M *Sec. 1: Tues. 11 a.m.–12.55 p.m., Sept. 29–Nov. 10 (6 sessions). No class Oct. 13.* Instructor TBA.

As a New York real estate professional, you have clients from all over the world. Acquire some basic Mandarin-language skills to facilitate your communication with Chinese clients. Gain familiarity with greetings, courtesies, customs, and feng shui, and develop a better understanding of how real estate decisions are made in the Chinese culture. The course includes conversation practice and role-playing. *14 instructional hours.*

NEW

Mandarin for Social Services
CHIN1-CE9077/$485

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Instructor TBA.

Every day, numerous limited-English-proficiency New Yorkers visit social services offices and try to overcome the language barrier. In this course, providers of social services at public and private institutions can acquire basic communication skills in Mandarin in order to be able to establish initial contact with their clients and to address their needs in a culturally sensitive way. This course is for students who have no familiarity with Mandarin. Only speaking and listening skills are taught, using dialogue and role-playing.

DANISH

Courses in Danish are offered in cooperation with the American-Scandinavian Foundation.

Danish I
SCAN1-CE9001/$550

OFF *Sec. 1: Thurs. 6.30–8.25 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26.* Dorte Tulet, instructor, Danish and ESL; translator and interpreter, Danish to English, English to Danish.

In this introductory course, gain familiarity with the Danish alphabet and pronunciation and master the three most common verb tenses: present, past, and past perfect. Learn the definite article, pronouns, and basic sentence structure. Pronunciation is emphasized throughout the course, with special attention on the glottal stop. Topics of conversation covered include introducing yourself and asking and giving basic directions, as well as speaking about numbers, time, shopping, and the royal family. *Required textbook: Jokeren Grundbog by Per Pinholt (Gyldendal Forlag, 2000). 28 instructional hours.*

Danish III
SCAN1-CE9003/$550

OFF *Sec. 1: Tues. 6.30–8.25 p.m., Sept. 29–Dec. 15 (12 sessions).* Dorte Tulet, instructor, Danish and ESL; translator and interpreter, Danish to English, English to Danish.

Building upon the knowledge acquired in *Danish II*, continue to develop your listening, speaking, reading, and writing skills. Master correct pronunciation and establish good grammatical habits within a cultural context and a communicative environment. Learn to speak about everyday topics. *28 instructional hours.*

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

FRENCH

The French program is geared toward the needs of adults who wish to use the language for professional and personal purposes. Courses teach all four core skills—listening, speaking, reading, and writing—with a focus on developing communicative ability. Level I courses are for total beginners. *French: Accelerated I and II* is for students who have studied the language in the past, or who have some basic knowledge of French and can move at a quicker pace. By the end of Level IV, all grammatical structures have been covered and an intermediate level of conversational skills has been acquired. *All classes are conducted in French.*

If you have studied French and you are not sure which level is most appropriate for your needs, you can take a specially designed self-placement test on the web. Visit sps.nyu.edu/placement.tests and follow the instructions.

NEW

Finessing Your French Grammar
FRCH1-CE9436/$400

Sec. 1: Sept. 23–Nov. 24. Annie Heminway, conception and coordination, *Travel and Speak French*.

As you progress in your study of French, you may feel overwhelmed by unfamiliar grammatical rules, such as when to use the passé composé versus the imparfait or passé simple, how to determine the gender of nouns, which words are "false friends" to avoid, and how to remember the proper verb-preposition combinations. You may not be aware of all the transfers and transpositions from one language to the other. For example, English speakers *walk to work*, while French speakers *go to work on foot*. In English, a person *makes a decision*, while in French, a person *takes a decision*. And often, a French negative is constructed in English as a positive. These concepts present extraordinary challenges, but this online course provides an arsenal of strategies to help you master French. Each week, you are assigned sentences to translate and grammar exercises to complete.

French I
FRCH1-CE9001/$465

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Stephane Zaborowski, French teacher, French Institute Alliance Française.

Sec. 2: Mon. 6.45–8.55 p.m., Sept. 28–Dec. 21 (12 sessions). No class Oct. 12. Instructor TBA.

Sec. 3: Sept. 23–Dec. 16. Please see website for detailed meeting pattern. Instructor TBA.

If you are a first-time French student, then take this introductory course to acquire the basic pronunciation, vocabulary, useful expressions, and fundamental grammatical notions that allow for effective communication. Acquire the conversational skills needed to convey likes and dislikes, to tell time, and to discuss personal information, family, relationships, and everyday activities. By the end of the course, you are expected to reach the novice-mid level on the ACTFL proficiency scale. *31 instructional hours.*

French II
FRCH1-CE9002/$465

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Irene Shifman, lecturer, Ithaca College; teaching assistant, Cornell University.

Build upon the basic knowledge obtained in *French I*, or an equivalent course, and expand the range of your conversational ability. Efforts are made to conduct classes entirely in French. Learn how to order food in a café; talk about leisure activities, seasons, and the calendar date; and discuss the weather. By the end of the course, you are expected to reach the intermediate-low level on the ACTFL proficiency scale.

French III
FRCH1-CE9003/$465

Sec. 1: Wed. 6.45–8.55 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Chantal Oldenburg, instructor, French Institute Alliance Française, The New School.

If you have mastered basic tenses and grammatical structures and are able to engage in simple conversations in French, then this course can help you to continue improving your ability to communicate in French. Hone your listening, speaking, reading, and writing skills and continue to expand your French grammatical tools and vocabulary. *31 instructional hours.*

French IV
FRCH1-CE9004/$465

Sec. 1: Wed. 6.45–8.55 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Carole Fabre, adjunct assistant professor, Baruch College.

Sec. 2: Sept. 28–Dec. 14. Please see website for detailed meeting pattern. Instructor TBA.

Complete the formal acquisition of French grammatical structures by taking this course. Build upon what you have learned in the previous three levels of study, engage in conversations on a wider range of topics, and learn how to employ the necessary lexical and grammatical means. *31 instructional hours.*

French V
FRCH1-CE9005/$465

Sec. 1: Sept. 28–Dec. 14. Please see website for detailed meeting pattern. Instructor TBA.

Build upon the knowledge and skills acquired in the first four semesters of French study and focus on more advanced topics, such as the conditional and the subjunctive. Learn grammar in action and engage in authentic guided dialogues and readings. The objective is to achieve a solid intermediate level in French. *31 instructional hours.*

French: Accelerated I and II
FRCH1-CE9015/$465

Sec. 1: Mon. 6.45–8.55 p.m., Sept. 28–Dec. 14 (12 sessions). Stephane Zaborowski, French teacher, French Institute Alliance Française.

Sec. 2: Tues. 6.45–8.55 p.m., Sept. 29–Dec. 15 (12 sessions). Stephanie Dubois, senior lecturer, French Department, NYU.

This quick-paced course covers French pronunciation, grammar, and vocabulary within a cultural context for students who previously have studied or have been exposed to French, or who are comfortable moving at a faster pace. This course condenses the material covered in two levels into the time it normally takes to complete one. Online assignments are an important part of the curriculum. By the completion of this course, you are expected to substantially increase your proficiency in both speaking and writing basic French through extensive and practical verbal transformation exercises and to reach the intermediate-low level on the ACTFL proficiency scale.

French: Accelerated II and III
FRCH1-CE9018/$465

Sec. 1: Mon. 6.45–8.55 p.m., Sept. 28–Dec. 14 (12 sessions). Carole Fabre, adjunct assistant professor, Baruch College.

This course is for students who have completed *French I*, or the equivalent, and would like to progress at a faster pace. Like the other accelerated courses in this program, this course condenses the material covered in two levels into the time it normally takes to complete one. Build and reinforce your vocabulary, expand your grammatical structures, and learn to converse about simple topics using videos, music, and role-play exercises. By the end of the course, you are expected to reach the intermediate-mid level on the ACTFL proficiency scale.

French: Accelerated III and IV
FRCH1-CE9007/$465

Sec. 1: Thurs. 6.45–8.55 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26. Chantal Oldenburg, instructor, French Institute Alliance Française, The New School.

If you have a solid knowledge of French-language basics (essential vocabulary, verb forms, and basic tenses), or if you are a once-fluent speaker who wants to get back up to speed or to rekindle a dormant interest, then this class is an efficient way to improve your French. This course introduces the challenge of intermediate functions, and the focus is on expanding vocabulary, participating in simple conversations, and mastering new grammatical structures. *31 instructional hours.*

French: Intensive I
FRCH1-CE9061/$755

S *Sec. 1: Sat. 9.20 a.m.–1.15 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Nils Froment.

This beginner course is designed to help develop useful, real-world communication skills in spoken and written French through immersion in the language. Acquire the basic pronunciation, vocabulary, useful expressions, and fundamental grammatical notions that allow for effective communication. This course, designed for those who have never studied French, provides thorough and systematic instruction in the basics of the language, with time allotted for extensive practice. Attention is devoted to the development of correct linguistic habits, with an emphasis on the ability to communicate effectively.

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

French: Spoken Contemporary
FRCH1-CE9401/$400

M *Sec. 1: Wed. 11.50 a.m.–1.30 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25.* Stephane Zaborowski, French teacher, French Institute Alliance Française.

This course may lead French people to ask, "Excuse me, are you French?" If you are interested in improving your fluency in French, this course fine-tunes your reading comprehension and builds your knowledge of grammar and vocabulary. Gain the confidence necessary to express opinions and complex ideas. Expand the range of your idiom, and learn to hold your own in discussions about a wide variety of topics. Authentic material from current newspapers and magazines is used. *24 instructional hours. Course content changes every semester.*

French Conversations on Art and History
FRCH1-CE9079/$295

S *Sec. 1: Fri. 11 a.m.–12.55 p.m., Sept. 25–Nov. 13 (8 sessions).* Stephane Zaborowski, French teacher, French Institute Alliance Française.

This course is for students who have completed *French IV* in this program or in an equivalent setting. Conversations center around how art mirrors history. Weekly discussions, oral presentations, and written assignments in French focus on critical analysis of artwork in terms of visual appearance, subject matter, and sociocultural meaning. Learn a wide variety of art history terms and concepts. Also, develop the skills for formal, stylistic, and historical analysis of the works of artists, writers, and art critics, such as Diderot, Baudelaire, and Proust, observing visual materials from museums such as the Louvre and the Met and from other sources. While emphasis is on painting, sculpture, and architecture, the course also tackles decorative arts. After completing this course, you will be able to hold your ground when conversing in French on topics related to art at the advanced-mid level on the ACTFL proficiency scale. *18 instructional hours.*

French Intermediate Conversation: L'Art de la Conversation
FRCH1-CE9058/$465

Sec. 1: Thurs. 6.45–8.40 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26. F. Susan Barniker.

Raise the level of your communication skills and improve your accuracy in French. Research materials on the Internet, in newspapers, in literary works, and on film, and then discuss them in class, while mastering new vocabulary and linguistic expression. Subjects of discussion range from French cuisine to popular music, news, and art. Classes are highly interactive and engaging. In addition to having fun, learn techniques for listening comprehension and sounding "more French," as well as some finer points of grammar and vocabulary. Review the differences between the passé composé and the imperfect tenses, the subjunctive as used in conversation, and the *si* clauses. This course is for intermediate-high students who wish to advance to the next level. *28 instructional hours.*

GREEK (ANCIENT)

Ancient Greek: Accelerated I
GREK1-CE9301/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Martha Rowen, Latin teacher, Bard High School Early College; former adjunct lecturer, Hunter College, Brooklyn College.

This course allows you to start from the beginning and learn Ancient Greek at an accelerated pace. Consider taking this class if you are a beginner who is willing to work intensively, if you have previously studied Ancient Greek and want to review the basics, or if you possess a strong knowledge of another inflected language. *28 instructional hours.*

Reading Ancient Greek
GREK1-CE9321/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 21 (12 sessions). No class Oct. 12. Martha Rowen, Latin teacher, Bard High School Early College; former adjunct lecturer, Hunter College, Brooklyn College.

If you have a basic knowledge of Ancient Greek, use your skills to read and discuss an Ancient Greek work that changes each semester, ranging from the timeless epics of Homer to the New Testament. In addition to a strong focus on grammar and syntax, this course includes a fascinating exploration of the historical background and literary interpretation of the selected readings. Whenever possible, commentaries are chosen based upon their capacity to help build grammar and vocabulary. *28 instructional hours.*

GREEK (MODERN)

Greek: Modern I
GREK1-CE9001/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Kyriaki Christodoulou.

Master modern Greek pronunciation, grammar, and vocabulary, and learn the language within a cultural context in this beginner class. By the course's end, be able to engage in simple conversations in Greek. *28 instructional hours.*

Greek: Modern III
GREK1-CE9003/$550 ✧

Sec. 1: Thurs. 6.45–8.40 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26. Kyriaki Christodoulou.

Continue to build the listening, speaking, reading, and writing skills that you developed in *Greek: Modern II.* Master correct pronunciation, and form good grammatical habits within a cultural context and a communicative environment. Learn to discuss everyday topics in Greek.

HINDI

Hindi I
HIND1-CE9101/$275

Sec. 1: Tues. 6.45–8.40 p.m., Sept. 29–Nov. 10 (6 sessions). No class Oct. 13. Bindeshwari Aggarwal.

If you like yoga, meditation, and Indian food, then this is the right course for you. In this short course, acquire basic Hindi communication skills that complement your interest in Indian culture. Learn how to interact with your friends and counterparts using simple language in real-life situations. The language instruction includes an appropriate cultural component that clarifies the linguistic meanings. By the end of the course, have a good beginner foundation in spoken Hindi. *14 instructional hours.*

ITALIAN

The Italian program is geared toward the needs of adults who wish to use the language for professional and personal purposes. Courses teach all four core language skills—listening, speaking, reading, and writing—with a focus on developing communicative ability. Level I is for total beginners. *Italian: Accelerated I and II* is for students who have studied the language in the past, or who have some basic knowledge of Italian and can move at a quicker pace. By the end of Level IV, all grammatical structures have been covered and an intermediate level of conversational ability has been acquired. *Courses are taught in Italian.*

The textbook employed in all Level I through Level IV courses is ***Italian Espresso*** (Alma Edizioni, 2006). Materials used in advanced and specialized courses are selected by the respective instructors.

If you have studied Italian and you are not sure which level is most appropriate for your needs, you can take a specially designed self-placement test on the web. Visit sps.nyu.edu/placement.tests and follow the instructions.

Italian I
ITAL1-CE9001/$465

Sec. 1: Mon. 6.30–8.25 p.m., Sept. 28–Dec. 14 (12 sessions). Pasquale Deserio, NYU School of Professional Studies Teaching Excellence Award.

S *Sec. 2: Sat. 9.20–11.15 a.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Pasquale Deserio.

If you have never studied Italian, then take this course to acquire the basic pronunciation, vocabulary, useful expressions, and fundamental grammatical notions that allow for effective communication. *28 instructional hours.*

Italian II
ITAL1-CE9002/$465

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Rosella Matt, adult education instructor, Marymount Manhattan College; NYU School of Professional Studies Teaching Excellence Award.

Building upon *Italian I*, continue to expand your vocabulary and to master more advanced grammatical structures. The instructor provides greater opportunities for expanding the range of your conversational ability.

Italian III
ITAL1-CE9003/$465

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Rocco Arcuri, adjunct instructor, The English Language Center, LaGuardia Community College.

If you have a solid knowledge of Italian language basics (essential vocabulary, verb forms, and basic tenses), or if you have completed Level II in this department or the equivalent, then this is the right course for you. In class, expand your vocabulary, master more complex grammatical structures, and become a more confident speaker of Italian.

Italian: Accelerated I and II
ITAL1-CE9015/$465

Sec. 1: Tues. 6.30–8.25 p.m., Sept. 29–Dec. 15 (12 sessions). Pasquale Deserio, NYU School of Professional Studies Teaching Excellence Award.

If you have previously studied Italian and want to review the basics, or if you have a strong knowledge of a cognate language, then this class is an appropriate step in your study of Italian. This fast-paced course condenses the material covered in two levels into the time it normally takes to complete one. Homework assignments are an important part of the curriculum. *28 instructional hours.*

JAPANESE

The textbook employed for Level I and II courses is ***Japanese for Busy People*** (rev. ed., Kodansha International). The accompanying workbook and tapes do not need to be purchased unless so advised by the instructor. Materials used in advanced and specialized courses are selected by the respective instructors.

Japanese I
JAPN1-CE9251/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Ichiro Kishimoto, theater performer, NYU School of Professional Studies Teaching Excellence Award.

S *Sec. 2: Sat. 10.20 a.m.–12.15 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Ichiro Kishimoto.

Acquire basic communication skills such as introducing yourself, exchanging business cards, asking for directions, and talking about weekend activities. Master basic one-verb, one-adjective sentence structures. Reading and writing focus on all 46 characters of the Hiragana alphabet. *28 instructional hours.*

Japanese II
JAPN1-CE9252/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 21 (12 sessions). No class Oct. 12. Yoichi Fukui.

In this course, build upon what you learned in *Japanese I* or in equivalent course work. The te-form of Japanese verbs is introduced to expand the range of your conversational skills. With these new structures, be able to initiate conversations; make suggestions; and express requests, commands, and desires. Reading and writing focus on all 46 characters of the Katakana alphabet. *28 instructional hours.*

Japanese III
JAPN1-CE9253/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Yoichi Fukui.

In this course, build upon what you learned in *Japanese II* or in equivalent course work. Acquire more presentational skills. The plain-form of Japanese verbs is introduced, as well as comparative degrees of adjectives. With these two grammatical structures, be able to form complex sentences, to report on recent events, and to express opinions. Reading and writing include about 100 Kanji characters. *28 instructional hours.*

NEW
Today's Japan: From Politics to Anime
JAPN1-CE9295/$300

S *Sec. 1: Sat. 1.20–3.15 p.m., Sept. 26–Nov. 14 (8 sessions).* Ichiro Kishimoto, theater performer, NYU School of Professional Studies Teaching Excellence Award.

Strengthen your conversational skills in Japanese and keep abreast of developments in current-day Japan by taking this course. Discuss topics relating to contemporary Japanese society, ranging from politics and the economy to art and anime. Prior to each class, read authentic materials from Japanese websites, magazines, and books. Present your findings and observations on the topic of the day, thereby enhancing your vocabulary, range of expression, and fluency. *This course is appropriate for those who have studied Japanese and know 500 or more Kanji characters.*

LATIN

NEW
Reading Latin
LATN1-CE9121/$300

Sec. 1: Tues. 6.45–8.40 p.m., Sept. 29–Nov. 17 (8 sessions). Martha Rowen, Latin teacher, Bard High School Early College; former adjunct lecturer, Hunter College, Brooklyn College.

Read selections from various Latin authors. Texts span the early Latin comedies of Plautus and Terence; Latin literature of the Golden Age by Cicero, Virgil, and Ovid; Silver Age Latin authors, such as Seneca and Pliny; and late Latin works, including the Latin Vulgate Bible and Boethius's *The Consolation of Philosophy.* In addition to a strong focus on grammar and syntax review, the course includes an exploration of each work's historical background and literary interpretation. Whenever possible, commentaries are chosen based upon their capacity to help with grammar and vocabulary. This course is appropriate for anyone who has basic knowledge of Latin, the equivalent of a two-semester introductory course. This semester, the focus is Ovid's delightful poems of love, *Amores.* **CEU: 2.0.**

NORWEGIAN

Norwegian I
SCAN1-CE9301/$550

OFF *Sec. 1: Wed. 6.30–8.25 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25.* Birgitte Jensen.

In this beginner's course, build your Norwegian vocabulary, pronunciation, and grammar skills within a cultural context. By the term's end, be able to conduct simple conversations in Norwegian. *28 instructional hours.*

Norwegian II
SCAN1-CE9302/$550

OFF *Sec. 1: Mon. 6.30–8.25 p.m., Sept. 28–Dec. 14 (12 sessions).* Birgitte Jensen.

This course builds upon *Norwegian I.* Continue to expand your vocabulary and master grammatical structures. The instructor provides greater opportunities for enhancing the range of your conversational abilities. The course is conducted in Norwegian to the extent possible. *28 instructional hours.*

PERSIAN

Introduction to Persian Grammar
MIDE1-CE9221/$275

Sec. 1: Thurs. 6.30–8.30 p.m., Nov. 5–Dec. 17 (6 sessions). No class Nov. 26. Fahimeh Gooran Savadkoohi, Persian tutor, Tehran.

This course is for all students who are ranked at the novice-high/intermediate-low level on the ACTFL proficiency scale, and who would like to advance their knowledge of Persian grammar in order to express themselves in a more articulate, educated manner. The focus of this course is on writing, and the grammar points taught include verb formation, proper use of the main tenses, prepositions, conjunction words, and the conditional and subjunctive tenses and passive forms.

Persian I
MIDE1-CE9201/$550

Sec. 1: Tues. 6.45–8.40 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Fahimeh Gooran Savadkoohi, Persian tutor, Tehran.

In this introductory class, study the Persian alphabet and sound system, and learn how to read and write individual words. Simple sentence structure and intonations for delivering different moods of speech are covered. Learn how to ask and answer questions and to discuss family relationships, the home, colors, numbers, daily routines, time, and education. By the end of the semester, be familiar with personal pronouns, verb formation and conjugation, the present and simple past tenses, possessive forms and constructions, and other basic grammatical structures. Classes are conducted predominantly in Persian. *28 instructional hours.*

Persian III
MIDE1-CE9203/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Fahimeh Gooran Savadkoohi, Persian tutor, Tehran.

Continue to master Persian pronunciation, grammar, and vocabulary in a cultural context. Learn to communicate on more complex topics, and study Iranian culture. *28 instructional hours.*

NEW
Persian XII
MIDE1-CE9212/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Fahimeh Gooran Savadkoohi, Persian tutor, Tehran.

Take this course to develop fluency and accuracy and to broaden your usage of more complex grammatical structures. Review and apply more intricate grammatical rules and exceptions to rules. Practice writing longer, more complex summaries and short essays. Participate in the selection of discussion material from web news broadcasts and blogs, and become familiar with a variety of text styles from social media. The course also incorporates short stories, poems, music, and movies. Hone your presentation skills, while discussing topics of political, social, and cultural significance. Learn proverbs and slang, as well as their underlying cultural references.

Reading and Writing in Persian
MIDE1-CE9275/$275

Sec. 1: Thurs. 6.30–8.30 p.m., Sept. 24–Oct. 29 (6 sessions). Fahimeh Gooran Savadkoohi, Persian tutor, Tehran.

This course is for heritage speakers of Farsi who are at the novice-low to novice-mid level on the ACTFL proficiency scale in speaking and listening, but who cannot read or write in the language. In class, learn the Persian alphabet, practice simple handwriting, and become familiar with the Persian keyboard. Through regular reading and writing practice, learn basic sentence structure and verb forms. By the end of this course, you are expected to reach the novice-high level on the ACTFL proficiency scale in all four core skills: speaking, listening, reading, and writing.

FOREIGN LANGUAGES, TRANSLATION, AND INTERPRETING

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PORTUGUESE (BRAZILIAN)

Conversational Portuguese
PORT1-CE9242/$270

Sec. 1: Thurs. 6.45–8.40 p.m., Sept. 24–Oct. 29 (6 sessions). Marcia Winger, instructor, Baruch College Continuing and Professional Studies.

If you wish to advance your speaking and reading skills in Portuguese—as well as your knowledge and understanding of Brazilian culture—then this course is for you. Benefit from this opportunity to read and listen to a slew of authentic materials: newspaper and magazine articles, popular films and documentaries, songs, short stories, and poems. The instructor chooses a variety of topics relevant to the class's interests and objectives. The goals of the course are to improve pronunciation, use grammar correctly, increase vocabulary, and develop more fluid conversational skills. These are accomplished through a wide range of activities: analyzing literary works, expressing opinions and ideas, acting out stories, giving cooking instructions, discussing current events, and more. *14 instructional hours.*

Portuguese: Accelerated I and II
PORT1-CE9215/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Marcia Winger, instructor, Baruch College Continuing and Professional Studies.

If you have an elementary knowledge of Portuguese grammar and vocabulary, then learn the basic structures of the language (present, past, and future tenses) in this fast-paced course. Practice using these structures in contexts ranging from informal conversations to formal dialogues and in various settings, such as at a university, in a restaurant, and in a store. Homework assignments help you to master what you learn in class. *28 instructional hours.*

Portuguese: Accelerated III and IV
PORT1-CE9210/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Marcia Winger, instructor, Baruch College Continuing and Professional Studies.

If you have a solid knowledge of Portuguese language basics (essential vocabulary, verb forms, and basic tenses), or if you have completed Level II and wish to learn at an accelerated pace, then this course is for you. Focus on expanding your vocabulary, mastering more complex grammatical structures, and holding simple conversations. This fast-paced course condenses the material covered in two levels into the time it normally takes to complete one. Homework assignments are an important part of the curriculum. Classes are conducted in Portuguese. *28 instructional hours.*

Portuguese: Accelerated V and VI
PORT1-CE9218/$550

Sec. 1: Tues. 6.45–8.40 p.m., Sept. 29–Dec. 15 (12 sessions). Marcia Winger, instructor, Baruch College Continuing and Professional Studies.

Learn advanced grammatical structures and expressions in Portuguese, including present, future, and subjunctive (present and past) tenses. This course places emphasis on oral communication, listening skills, written communication, and reading comprehension of complex texts. The goal is to improve your ability to understand spoken Portuguese and to be able to discuss a range of topics, such as Brazilian cities, ways of life, and history. *28 instructional hours.*

NEW!

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

Portuguese: Intensive I
PORT1-CE9261/$755

S *Sec. 1: Sat. 9.20 a.m.–12.15 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Marcia Winger, instructor, Baruch College Continuing and Professional Studies.

This intensive course, designed for those with limited or no previous knowledge of Portuguese, presents basic language patterns and common daily vocabulary. Learn how to greet people; to introduce yourself; to express needs, as well as likes and dislikes; and to talk about daily activities. Practice grammar, reading, writing, and listening in Portuguese, and learn about topics in Brazilian culture related to food, ways of life, and customs.

RUSSIAN

The Russian program is geared toward the needs of adults who wish to use the language for professional and personal purposes. *Russian I*, which is for total beginners, teaches the Russian alphabet and orthography and introduces cases, tenses, and other grammatical structures, all of which are practiced in a communicative way. By the end of *Russian III*, students are able to engage in simple conversations on everyday topics. *Classes are conducted in Russian to the extent possible.*

Russian I
SLAV1-CE9201/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Ella Movshovich, instructor, Russian High School.

If you have never studied Russian, then gain an introduction to the alphabet and simple grammatical notions such as cases and some tenses in this introductory course. From the very beginning, become familiar with everyday conversational patterns. *28 instructional hours.*

Russian II
SLAV1-CE9202/$550

Sec. 1: Mon. 6.45–8.40 p.m., Sept. 28–Dec. 14 (12 sessions). Nellie Terlemezian, certified interpreter and translator.

This course builds upon the skills developed in *Russian I*. Continue to expand your vocabulary and to master more grammatical structures. The instructor provides greater opportunities for expanding the range of your conversational ability. *28 instructional hours.*

Russian III
SLAV1-CE9203/$550

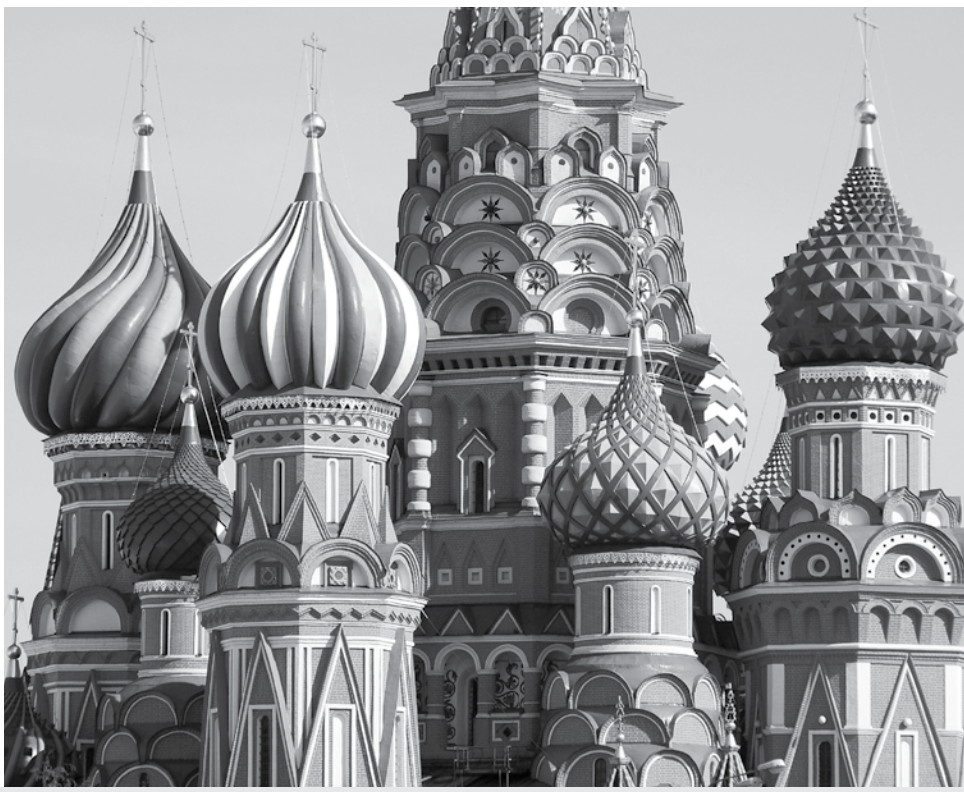
Sec. 1: Tues. 6.45–8.40 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Nellie Terlemezian, certified interpreter and translator.

This course builds upon the skills developed in *Russian II*. Continue to expand your vocabulary and to acquire more complex grammatical structures. Be challenged to engage in longer conversations. *28 instructional hours.*

Russian IV
SLAV1-CE9204/$550

Sec. 1: Wed. 6.45–8.40 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Nellie Terlemezian, certified interpreter and translator.

Continue to develop the skills taught in *Russian III*. Expand the range of your constructions and vocabulary through more advanced readings and discussions of authentic texts. Practice the case system, adjective-noun agreement, and the perfect and imperfect verb forms. By the end of this course, be able to discuss personal, social, and current issues using appropriate language. *28 instructional hours.*



SPANISH

The Spanish program is geared toward the needs of adults who wish to use the language for professional and personal purposes. Courses teach all four core language skills—listening, speaking, reading, and writing—with a focus on developing communicative ability. Issues of Spanish variants are addressed. Level I is for total beginners. *Spanish: Accelerated I and II* is for students who have studied the language in the past, or have some basic knowledge of Spanish and can move at a quicker pace. By the end of Level V, all grammatical structures have been covered and a high-intermediate level of conversational ability has been acquired. Level VI is a review of the material covered in the preceding five levels and an expansion of conversational skills. *All classes are conducted in Spanish.*

If you have studied Spanish and you are not sure which level is most appropriate for your needs, you can take a specially designed self-placement test on the web. Visit sps.nyu.edu/placement.tests and follow the instructions.

Spanish I
SPAN1-CE9001/$465

Sec. 1: Wed. 6.45–8.55 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Andrea Behan, freelance translator, editor.

Sec. 2: Mon. 6.45–8.55 p.m., Sept. 28–Dec. 21 (12 sessions). No class Oct. 12. Noemi Morriberon, instructor, Fairfield University; NYU Scholar-in-Residence, Spring 2013.

Sec. 3: Sept. 29–Dec. 15. Please see website for detailed meeting pattern. Carlos San Juan-Garcia, Spanish instructor, The Dalton School.

If you have never studied Spanish before, then take this course to develop basic listening, speaking, reading, and writing skills in Spanish. In classes conducted in Spanish, learn through a variety of paired, small-group, and whole-class activities that rely heavily on student interaction and participation. Understand conversations about basic topics, exchange information, and engage in brief social interactions using phrases and sentences. By the end of this course, you are expected to reach the novice-mid level on the ACTFL proficiency scale. *31 instructional hours.*

Spanish II
SPAN1-CE9002/$465

Sec. 1: Wed. 6.45–8.55 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25. Noemi Morriberon, instructor, Fairfield University; NYU Scholar-in-Residence, Spring 2013.

The goal of this course is to further develop basic listening, speaking, reading, and writing skills through a variety of paired, small-group and whole-class activities. Special attention is devoted to oral communication. Learn to use a wider range of vocabulary, as well as past and present tenses. By the end of the course, you are expected to reach the intermediate-low level on the ACTFL proficiency scale.

Spanish III
SPAN1-CE9003/$465

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 29–Dec. 15 (12 sessions). Andrea Behan, freelance translator, editor.

If you have completed *Spanish II*, or if you have mastered the basic tenses and grammatical structures and can engage in simple conversations in Spanish, then this course is the appropriate next step in your Spanish-language study. Hone your listening, speaking, reading, and writing skills, and continue to expand your grammatical tools and vocabulary.

Spanish IV
SPAN1-CE9004/$465

Sec. 1: Tues. 6.45–8.55 p.m., Sept. 29–Dec. 22 (12 sessions). No class Oct. 13. Sarah Rubio, Spanish instructor, Instituto Cervantes, New York City.

In this continuation of *Spanish III*, refine your oral skills and practice the present perfect and the present subjunctive to better articulate your thoughts verbally in Spanish. *31 instructional hours.*

Spanish V
SPAN1-CE9005/$465

Sec. 1: Sept. 28–Dec. 21. Please see website for detailed meeting pattern. Instructor TBA.

Build upon the knowledge and skills acquired in the first four semesters of Spanish-language study, and focus on more advanced topics and complex structures. This course includes a great deal of practice and engages you in guided dialogues and readings. The objective is to achieve a solid intermediate level in Spanish. *31 instructional hours.*

Spanish: Accelerated I and II
SPAN1-CE9015/$465

Sec. 1: Thurs. 6.45–8.55 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26. Hernan Ortiz.

Sec. 2: Tues. 6.45–8.55 p.m., Sept. 29–Dec. 15 (12 sessions). Wallace Sanders, N.Y.S. certified Spanish teacher; former visiting adjunct assistant professor, Adelphi University.

If you have previously studied Spanish and want to review the basics, or if you have a strong knowledge of a cognate language, this fast-paced course condenses the material covered in two levels into the time it normally takes to complete one. The instructional methodology employed is geared toward enhancing both oral and written proficiency. By the end of this course, increase your proficiency in basic spoken and written Spanish and reach the intermediate-low level on the ACTFL proficiency scale.

Spanish: Accelerated II and III
SPAN1-CE9018/$465

Sec. 1: Thurs. 6.30–8.40 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26. Carlos San Juan-Garcia, Spanish instructor, The Dalton School.

This course is for students who have completed *Spanish I* or the equivalent and who would like to progress at a faster pace. Like the other accelerated courses in this program, this course condenses the material covered in two levels into the time it normally takes to complete one. Build and reinforce your vocabulary; expand your grammatical resources; and, using videos, music, and role-play exercises, learn to converse about simple topics. By the end of the course, reach the intermediate-mid level on the ACTFL proficiency scale.

Spanish: Accelerated III and IV
SPAN1-CE9016/$465

Sec. 1: Wed. 6.30–8.40 p.m., Sept. 23–Dec. 23 (12 sessions). No class Nov. 11, Nov. 25. Carlos San Juan-Garcia, Spanish instructor, The Dalton School.

If you have a solid knowledge of Spanish language basics (essential vocabulary, verb forms, and basic tenses), or if you have completed Level II and wish to learn at an accelerated pace, then this course is for you. Focus on expanding your vocabulary, mastering more complex grammatical structures, and holding simple conversations. This fast-paced course condenses the material covered in two levels into the time it normally takes to complete one. Homework assignments are an important part of the curriculum.

Spanish: Conversation and Composition
SPAN1-CE9077/$240

Sec. 1: Thurs. 6.45–8.55 p.m., Sept. 24–Oct. 29 (6 sessions). Sarah Rubio, Spanish instructor, Instituto Cervantes, New York City.

Develop conversational and written skills in Spanish within a group setting. Speak and write with confidence on a variety of topics from personal interests to world affairs. Weekly writing assignments are assigned in line with relevant class discussions. The goal of the course is to help you expand your vocabulary and develop more fluent speaking and writing skills. *Students must possess at least an intermediate knowledge of Spanish.* **CEU: 2.0.**

Spanish: Daytime Accelerated I and II, Part A
SPAN1-CE9831/$200

W *Sec. 1: Tues. 12–1.30 p.m., Sept. 29–Nov. 10 (6 sessions). No class Oct. 13.* Wallace Sanders, N.Y.S. certified Spanish teacher; former visiting adjunct assistant professor, Adelphi University.

As an absolute beginner in Spanish, learn the language in an intensive format, covering Level I materials. *11 instructional hours.*

Spanish: Daytime Accelerated I and II, Part B
SPAN1-CE9832/$200

W *Sec. 1: Tues. 12–1.30 p.m., Nov. 17–Dec. 22 (6 sessions).* Wallace Sanders, N.Y.S. certified Spanish teacher; former visiting adjunct assistant professor, Adelphi University.

As a beginner, learn Spanish in an intensive format with this course. Part B covers Level II materials. *11 instructional hours.*

Spanish: Intensive I
SPAN1-CE9063/$755

S *Sec. 1: Sat. 9.20 a.m.–1.15 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Instructor TBA.

This beginner course is for those who want to immerse themselves in Spanish. Acquire the basic pronunciation, vocabulary, useful expressions, and fundamental grammatical notions that allow for effective communication. Receive thorough and systematic instruction in the basics of Spanish, with time allotted for extensive practice. Attention is devoted to developing correct linguistic habits and communicating effectively.

Spanish: World News
SPAN1-CE9098/$325

Sec. 1: Thurs. 6.45–8.55 p.m., Sept. 24–Nov. 12 (8 sessions). Andrea Behan, freelance translator, editor.

If you wish to improve your Spanish fluency and you frequently travel to Spanish-speaking countries or are a political junkie, then this intermediate-level course is for you. Surf the web in Spanish, read newspaper and magazine articles, and in the process, broaden your vocabulary and range of expression. Then, engage in lively discussions based upon your readings. *21 instructional hours. Prerequisite: Spanish III/SPAN1-CE9003 or equivalent Spanish-language ability.*

Wondering what to take?
e-mail: spsinfo@nyu.edu or call: (212) 998-7200

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

NEW

Spanish for Social Services
SPAN1-CE9076/$400

Sec. 1: Mon. 6.45–8.55 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Instructor TBA.

Every day, numerous limited-English-proficiency New Yorkers visit social services offices and try to overcome the language barrier. In this course, providers of social services at public and private institutions can acquire basic communication skills in Spanish in order to be able to establish initial contact with their clients and to address their needs in a culturally sensitive way. This course is for students who have no familiarity with Spanish. Only speaking and listening skills are taught, using dialogue and role-playing.

Speaking Spanish
SPAN1-CE9060/$240

Sec. 1: Wed. 6.45–8.55 p.m., Sept. 23–Oct. 28 (6 sessions).
Wallace Sanders, N.Y.S. certified Spanish teacher; former visiting adjunct assistant professor, Adelphi University.

If you are at an intermediate level or above in Spanish and wish to focus exclusively on advancing your speaking skills, then this course is for you. Read and listen to a variety of authentic materials: articles, films, songs, short stories, and poems. Those are followed by rigorous discussions and a variety of aural exercises. The instructor focuses on topics relevant to the class's interests and objectives. The goal of the course is to help you improve pronunciation, use grammar correctly, build vocabulary, and develop more fluid conversational skills. Learn to express yourself more freely and with greater confidence on a range of subjects. *16 instructional hours.*

SWEDISH

The following courses are offered in cooperation with the American-Scandinavian Foundation.

Swedish I
SCAN1-CE9401/$550

OFF *Sec. 1: Mon. 6.30–8.25 p.m., Sept. 28–Dec. 14 (12 sessions).* Malin Tybahl, Swedish instructor.

In this beginner's course, build your Swedish vocabulary, pronunciation, and grammar within a cultural context. By term's end, be able to engage in simple conversations in Swedish. *28 instructional hours. Required texts: **Rivstart A1 + A2** textbook and workbook by Paula Levy Scherrer and Karl Lindemalm (2nd ed.).*

Swedish III
SCAN1-CE9403/$550

OFF *Sec. 1: Thurs. 6.30–8.25 p.m., Sept. 24–Dec. 17 (12 sessions). No class Nov. 26.* Malin Tybahl, Swedish instructor.

Continue to develop reading, writing, listening, and speaking skills, and learn to discuss everyday topics in Swedish. Master correct pronunciation, and reinforce good grammatical habits within a cultural context and a communicative environment. *28 instructional hours. Required texts: **Rivstart A1 + A2** textbook and workbook by Paula Levy Scherrer and Karl Lindemalm (2nd ed.).*

Swedish V
SCAN1-CE9405/$550

OFF *Sec. 1: Tues. 6.30–8.45 p.m., Sept. 29–Dec. 15 (12 sessions).*
Malin Tybahl, Swedish instructor.

Read fairy tales and historical fiction, and practice grammar studied in previous Swedish-language courses, while examining it in greater depth. This course is suitable for students who have learned spoken Swedish, and for heritage students who lack formal Swedish education and would like to improve their grammar. The focus is on conversation and fluency. Short essays are assigned weekly to improve writing skills. By the end of the course, you are expected to reach the intermediate-low to intermediate-mid level on the ACTFL proficiency scale. *28 instructional hours. Required text: **Rivstart B1 + B2** textbook and CD (MP3) by Paula Levy Scherrer and Karl Lindemalm (2009). Prerequisite: Swedish IV/SCAN1-CE9404 or equivalent knowledge.*

Swedish: Literature and Conversation
SCAN1-CE9421/$550

OFF *Sec. 1: Wed. 6.30–8.25 p.m., Sept. 23–Dec. 16 (12 sessions). No class Nov. 25.* Malin Tybahl, Swedish instructor.

This course is geared toward those with an intermediate level of proficiency and who wish to develop their reading, writing, and conversational skills. Explore various aspects of Swedish history and literature. Read complex texts, and build your confidence in speaking. Deepen your knowledge of the language and its syntax by writing essays periodically throughout the semester. The main focus of the course is on conversation relating to historical and literary topics. *28 instructional hours.*

TURKISH

Turkish I
MIDE1-CE9301/$365

Sec. 1: Mon. 6.30–8.25 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

If you are fascinated by Turkey's rich history and culture, then acquire the basic communication skills to complement your interests. Learn how to interact with your Turkish friends and counterparts using simple language in real-life situations. The language instruction includes an appropriate cultural component that makes the linguistic meaning much clearer. By the end of the course, have a good beginning foundation in spoken Turkish.

PROGRAM IN LEGAL INTERPRETING: SPANISH/ENGLISH

This program of study is designed for individuals with a mastery of both Spanish and English. As a prerequisite to entering the program, all prospective students must take an oral admission test in both languages, consisting of a telephone interview, to determine linguistic competence and general cultural preparation. Satisfactory ratings on the Spanish and English test are required. Results are valid for one year. Please contact the department at (212) 998-7030 for an appointment. Students may continue with the program only upon successful completion of the course *Fundamentals of Court Interpreting* with a grade of B or higher.

For more information, please call (212) 998-7030.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Fundamentals of Court Interpreting
INTR1-CE9601 *(page 100)*

Consecutive Interpreting
INTR1-CE9650 *(page 100)*

Simultaneous Interpreting I
INTR1-CE9651 ❖

Simultaneous Interpreting II
INTR1-CE9652 ❖

INTERPRETING

COURT INTERPRETING: SPANISH/ENGLISH

The inability to communicate completely and accurately in English limits equal access to justice for the members of other language groups. To remedy this problem, the courts need well-trained, highly competent, specialized interpreters. The NYU School of Professional Studies Legal Interpreting program has been developed to provide professional training to those who are preparing for careers in judiciary interpreting. It is of particular interest to anyone who is planning to take the federal or state court interpreters examinations.

Consecutive Interpreting
INTR1-CE9650/$1,025

S *Sec. 1: Sat. 1–3.30 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.*
Maria Esperanza Voltmer, ATA-accredited interpreter, Spanish to English, English to Spanish. ★▲

Acquire the skills required for consecutive interpreting, the main mode of interpreting in judicial settings. Assignments include exercises in memory training and in bilingual interpreting. Materials used in class include simulated and authentic court trials, depositions, and other attorney-client meeting documents. Also, practice sight translation. *Prerequisite: Fundamentals of Court Interpreting/INTR1-CE9601.*

Fundamentals of Court Interpreting
INTR1-CE9601/$1,195

S *Sec. 1: Sat. 9 a.m.–12.25 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Maria Esperanza Voltmer, ATA-accredited interpreter, Spanish to English, English to Spanish. ★▲

This course addresses the role and function of the court interpreter, covering ethical issues, reference materials, glossary preparation, translation theories and approaches, sight translation, note-taking skills, consecutive interpreting, simultaneous interpreting, translation for interpreters, tape transcription, and other topics. *Students must pass an admission test before registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

PROGRAM IN MEDICAL INTERPRETING: CHINESE/ENGLISH, RUSSIAN/ENGLISH, AND SPANISH/ENGLISH

This 120-contact hour curriculum is designed to train entry-level medical interpreters in Chinese (Mandarin and Cantonese), Russian, or Spanish to meet the needs of doctors' offices, hospitals, emergency rooms, and other medical facilities. Recent New York City legislation requires that all city services, including medical facilities, provide translation and interpreting services for residents with limited English proficiency. Also, recent New York State regulations require that all healthcare facilities in the state provide interpreting services to limited-English-proficiency patients by skilled interpreters. During their studies, students are encouraged to volunteer in a New York hospital. Upon completion of this program of study, students have attained the following:

- Interpreting skills
- Knowledge of English medical terminology
- A vocabulary of language-specific medical terms and expressions
- Training in cultural competency
- Ethics and confidentiality training
- Skills in professional conduct for various clinical settings
- Preparation to work in any hospital setting

This program consists of two courses of 60 contact hours each, taken in sequence. Students must pass a written and oral admission test to evaluate their proficiency in English and Chinese, Russian, or Spanish prior to registering for the first course in the sequence, *Introduction to Medical Interpreting and Terminology*. Please note that the first course for the Russian/English program is offered in the fall semester only. Students must complete *Introduction to Medical Interpreting and Terminology* with a grade of B or higher in order to be allowed to proceed to the second course. For more information, please call (212) 998-7030.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES: CHINESE/ENGLISH

Introduction to Medical Interpreting and Terminology: Chinese/English
INTR1-CE9480 *(page 101)*

Medical Consecutive Interpreting: Chinese/English
INTR1-CE9422 *(page 101)*

FOUNDATIONAL COURSES: RUSSIAN/ENGLISH

Introduction to Medical Interpreting and Terminology: Russian/English
INTR1-CE9470 *(page 101)*

Medical Consecutive Interpreting: Russian/English
INTR1-CE9471 ❖

FOUNDATIONAL COURSES: SPANISH/ENGLISH

Introduction to Medical Interpreting and Terminology: Spanish/English
INTR1-CE9490 *(page 101)*

Medical Consecutive Interpreting: Spanish/English
INTR1-CE9455 *(page 101)*

MEDICAL INTERPRETING

CHINESE/ENGLISH

Introduction to Medical Interpreting and Terminology: Chinese/English
INTR1-CE9480/$865

S *Sec. 1: Sat. 9 a.m.–1.10 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Rodney Lau, translator, Cantonese and Mandarin to English and French. Evelyn Huang, medical interpreter. ★▲

Explore the basic elements of medical interpreting and medical terminology. Examine recent developments in the field, professional ethics, and standards of practice. Analyze challenges and ethical dilemmas that often arise when interpreters and medical professionals interact, and develop the judgment needed to respond to them. Effective medical interpreting requires an understanding of human anatomy, physiology, and pathology. Learn the basics of human biology, and find out how various internal structures trigger physiological processes. Understand disease pathology and the medical instruments that pathological conditions call for in order to become fully conversant with both medical professionals and patients. Gain valuable insight into strategies for effective communication with patients. This course, specifically designed for medical interpreters, prepares you to take advantage of opportunities in hospitals and other medical facilities. *Students must pass an admission test before enrolling. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

Medical Consecutive Interpreting: Chinese/English
INTR1-CE9422/$865

S *Sec. 1: Sat. 9 a.m.–2.40 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Ellen Gayama, Chinese medical interpreter, trainer. ★▲

Develop the requisite skills to become a professional medical interpreter. Through role-playing scenarios, explore strategies for effective communication with patients and providers, and deepen your understanding of the standards of practice for professional conduct, the meaning of medical terminology, the skills and principles of interpretation, and the medical interpreter code of ethics. *Prerequisite: Introduction to Medical Interpreting and Terminology: Chinese/English/INTR1-CE9480.*

RUSSIAN/ENGLISH

Introduction to Medical Interpreting and Terminology: Russian/English
INTR1-CE9470/$865

S *Sec. 1: Sat. 10 a.m.–2.10 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Evgenia Lipkina. ★▲

Learn the basic elements and professional ethics of medical interpreting and medical terminology. Understand the interpreter's role in the medical setting and strategies for effective communication with patients and healthcare providers. Examine challenges and ethical dilemmas that can arise, and develop the judgment to respond to them. Explore the basics of human anatomy, physiology, and biology that are required for efficient medical interpreting. Understand pathological processes of various medical conditions and diseases. Become familiar with medical and diagnostic procedures, instruments, and types of treatments. Taught by a physician, this course is designed to prepare you to take advantage of interpreting opportunities in hospitals and other medical facilities in accordance with the standards and ethics of the profession. *Students must pass an admission test prior to enrolling. For more information, contact the department at (212) 998-7030 or sps.translation@nyu.edu.*

SPANISH/ENGLISH

Introduction to Medical Interpreting and Terminology: Spanish/English
INTR1-CE9490/$865

S *Sec. 1: Sat. 10 a.m.–2.10 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Brenda Hernandez, member, National Council on Interpreting in Health Care; ATA; Massachusetts chapter, IMIA. Christian Gonzalez, nationally certified medical interpreter, New York State certified legal interpreter. ★▲

Understand the basic elements and professional ethics of medical interpreting. Learn about strategies for effective communication with patients and healthcare providers. Examine challenges and ethical dilemmas that can arise, and learn how to respond to them properly. Explore the basics of human biology, disease pathology, medical instruments, and treatments. This course is designed to prepare you to take advantage of Spanish/English interpreting opportunities in hospitals and other medical facilities. *Required textbook: The Language of Medicine by Davi-Ellen Chabner (8th or 9th ed.). Students must pass an admission test before registering. For more information, contact the department at (212) 998-7030 or sps.translation@nyu.edu.*

Medical Consecutive Interpreting: Spanish/English
INTR1-CE9455/$865

M *Sec. 1: Sat. 9 a.m.–1.10 p.m., Sept. 26–Dec. 19 (12 sessions). No class Nov. 28.* Jossety Parada, medical interpreter. ★▲

This skills development course is designed for those interested in becoming professional medical interpreters. The primary mode of learning is role-playing. Scenarios are given that approximate situations faced by medical interpreters on a daily basis. Learn strategies for effective communication with patients and providers. Deepen your understanding of the standards of practice for professional conduct and of the medical interpreter code of ethics. *Prerequisite: Introduction to Medical Interpreting and Terminology: Spanish/English/INTR1-CE9490.*

FOREIGN LANGUAGES, TRANSLATION, AND INTERPRETING

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN TRANSLATION (ONLINE)

This online program of study is intended for linguistically skilled individuals of diverse professional and educational backgrounds who seek to develop abilities in the field of translation. The program is offered eight language pairs or in general translation:

- Arabic to English Translation
- French to English Translation
- German to English Translation
- Portuguese to English Translation
- Spanish to English Translation
- English to French Translation
- English to Portuguese Translation
- English to Spanish Translation
- General Translation (two language pairs)

Admission: Students must pass an admission test before enrolling in the introduction course in the language pair of their choice. Test results are valid for one year.

For more information, please call (212) 998-7030.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSE

Introduction Course
This course, offered in each language pair, provides a survey of the reference materials, methods, and techniques of translation for those specific languages. Students are exposed to a wide range of texts and issues from a variety of fields to become acquainted with the materials and problems that translators actually encounter in professional life. Students must pass an admission test before enrolling in this course.

SPECIALIZED COURSES

Commercial Translation I and II
Commercial Translation I courses concentrate on the analysis and translation of documents related to business, banking, finance, and insurance. *Commercial Translation II* courses introduce more challenging documents and terminological problems encountered in this field.

Legal Translation I and II

Legal Translation I courses provide an introduction to the demanding task of translating between the two languages and the different legal systems. They also address legal style, terminology, and specialized reference materials. *Legal Translation II* courses delve deeper into the intricacies of this fascinating subject.

Technical Translation
In today's world, it is impossible to ignore the importance of science and technology. These courses address problems specific to technical translation. Sample texts are related to engineering, optics, the oil industry, telecommunications, manufacturing, and more.

Medical Translation
The medical translation industry is expanding at a dramatic rate. Information is exchanged across international borders, from pharmaceutical and advanced technologies to biomedical and genetic research. In these courses, students master the skill of translating a wide range of materials from the areas of medical research, clinical medicine, and pharmaceuticals.

SUPPLEMENTAL COURSES

Supplemental courses can be chosen from among the available offerings in the relevant language pair, which are offered on a rotating basis. Example courses include *Public Relations*, *International Organizations*, *Translating the News*, *Literary Translation*, and *Translation into the Source Language*. Not all supplemental courses are available in every language pair.

TRANSLATION

Translation is the art and craft of cross-cultural written communication. If you are fluent in two or more languages, develop the skills necessary for a rewarding career as a translator. Faculty members are highly accomplished translators who work in-house or who freelance for international organizations.

Computer-Assisted Translation
TRAN1-CE9615/$725

W *Sec. 1: Sat. 9 a.m.–4 p.m., Oct. 3–24 (4 sessions).* Jon Ritzdorf. ★▲

Designed to introduce language professionals to the growing importance of computer-assisted translation, this course uses the translator's point of view to focus on the application of translation memory (TM) tools throughout all phases of a project. Understand the overlying concepts and terminology, as well as the how, why, and when of operating TM tools. Obtain hands-on practice with leading translation technology software from Trados™ and memoQ for document and presentation translation. Learn about low-cost alternatives to mainstream tools that suit your professional needs and financial means.

Internship in Translation
TRAN1-CE9914/$395

OFF *Sec. 1: Sept. 23–Dec. 23.* Instructor TBA. ★▲

If you have completed five courses in translation studies while maintaining an average grade of B+ or higher, then take advantage of an internship to help you make the transition from student to translation professional. An internship consists of approximately 60 hours of practical work in translation for a banking institution, law firm, translation company, or other organization in the New York metropolitan area. *For more information, call (212) 998-7030.*

Introduction to CAT and Terminology Management
TRAN1-CE8008/$725

Sec. 1: Oct. 5–Dec. 12. Georg Eberhardt. Carla Di Franco, freelance translator; translation and localization project manager, Microsoft; NYU School of Professional Studies Teaching Excellence Award. ★▲

Understand the basic concepts and components of CAT tools and terminology management using a few of the more common options available. Learn how to work with these technologies and processes more effectively, including dealing with internationalization issues that impact translators; handling a variety of file formats; building concept-oriented terminology lists; and understanding the effects that such technologies have on translators in the industry today. *Software used in the class is PC-only. Windows is required for in-class lab work. It is possible to use a Mac in this class; however, the instructors cannot provide assistance with software setup or support.*

NEW

The Business of Translation
TRAN1-CE8900/$725

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

If you're planning to work as a freelance translator, then learning to translate is only half the battle. You also need to know how to market to agencies and to direct clients, set your rates and collect payment, make a financial plan for your freelance business, and create an online presence so clients find you when they need a translator. This course teaches you how to launch and run a successful freelance translation business from the ground up, with practical examples that you can apply immediately. **CEU: 2.0.**

ARABIC TO ENGLISH

Take advantage of the exciting opportunities available to those with training in Arabic to English translation. The program consists of six courses covering the areas in which most translation work is found.

Arabic to English: An Introduction to Translation
TRAN1-CE9999/$725

Sec. 1: Oct. 5–Dec. 12. Abraham Haak, ATA-certified; former assistant professor, Senzoku Gakuen University, Japan. ★▲

Gain a comprehensive overview of Arabic to English translation. Explore how to use key translation resources, to develop strategies, to edit translated texts, and to understand the major theoretical and historical landmarks of the field. Translate academic documents, consumer-oriented texts, scientific and technical texts, material for the medical profession, legal and financial documents, literary publications, and websites. Learn to use search engines, dictionaries, glossaries, and parallel documents; new translation technologies, including computer-assisted translation tools; and terminology management tools. Practice translating a wide variety of documents from Arabic into English. *Students must pass an admission test before registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

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Arabic to English Translation of Military Documents
TRAN1-CE9666/$725 ✧

Sec. 1: Oct. 5–Dec. 12. Carl Wurtzel, ATA-certified, Arabic to English. ★▲

For more than 50 years, governments, NGOs, and other organizations have been producing great volumes of documents on war and terrorism in the Middle East, all of which need to be translated from Arabic to English. Gain an overview of this diverse field by translating an array of documents that range from an article on the Crimean War to texts on more contemporary conflicts and issues that cover history, politics, and diplomacy. *Prerequisite: Arabic to English: An Introduction to Translation/ TRAN1-CE9999.*

ENGLISH TO ARABIC

NEW
English to Arabic: An Introduction to Translation
TRAN1-CE8401/$725

Sec. 1: Oct. 5–Dec. 12. Abraham Haak, ATA-certified; former assistant professor, Senzoku Gakuen University, Japan. ★▲

Gain a comprehensive overview of English to Arabic translation in this online course. Explore how to use key translation resources, to develop strategies, and to edit translated texts. Translate academic documents, scientific and technical texts, material for the medical profession, legal and financial documents, and literary publications. Learn about search engines, dictionaries, glossaries, and parallel documents, as well as current translation technologies, including computer-assisted translation and terminology management tools. *Students must pass an admission test before registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

ENGLISH TO FRENCH

English to French: An Introduction to Translation
TRAN1-CE8817/$725

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

Gain a thorough overview of the field of English to French translation. Learn how to use key translation resources, to develop strategies, and to edit translated texts. Examine the most prominent current trends and debates in the field. Find out about new translation technologies, including computer-assisted translation tools, translation memory, and more. Practice translating a wide variety of documents from English into French, including academic documents, consumer-oriented texts, scientific and technical texts, and literary publications, as well as material for the medical profession, legal firms, and financial organizations. *Students must pass an admission test before registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

English to French Medical Translation
TRAN1-CE8850/$725

Sec. 1: Oct. 5–Dec. 12. Françoise Herrmann. ★▲

This course is designed to introduce some key aspects of the language of medicine in a comparative perspective, the more common genres of medical translation, and the tools needed for delivering high-quality medical translations. The types of texts selected for practice include patient information, instructions for medicine and instrumentation, labels, medical research abstracts, consent forms, and research protocols. Participate in a live Translators Without Borders project, choosing one medical translation project of personal interest, so you can explore the scope of medical translation for humanitarian purposes. Acquire a robust skill set for approaching and successfully translating a range of increasingly technical medical documents. *Prerequisite: English to French: An Introduction to Translation/ TRAN1-CE8817.* **CEU: 2.0.**

ENGLISH TO PORTUGUESE

English to Portuguese: An Introduction to Translation
TRAN1-CE9909/$725

Sec. 1: Oct. 5–Dec. 12. Adauri Brezolin. ★▲

Receive a comprehensive overview of the field of English to Portuguese translation in this course. Learn how to use key translation resources, develop strategies, and edit translated texts. Gain an understanding of the major theoretical and historical landmarks of the field. Practice translating a wide variety of documents from English to Portuguese, including academic papers, consumer-oriented texts, scientific and technical texts, material for the medical profession, legal and financial documents, literary publications, and web content. Explore the use of search engines, dictionaries, glossaries, and parallel documents; new translation technologies, including computer-assisted translation tools; and terminology management tools. *Students must pass an admission test before registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

English to Portuguese Legal Translation II
TRAN1-CE9978/$725

Sec. 1: Oct. 5–Dec. 12. Amanda Morris. ★▲

This course expands on the concepts introduced in *Legal Translation I* and maintains focus on the intricacies of legalese, the differences between the Brazilian and American legal systems, and methods for bridging these gaps. Hone your skills by translating authentic documents that focus on public and private international law, commercial law, and corporate law. *Prerequisite: English to Portuguese Legal Translation I/TRAN1-CE9979.*

English to Portuguese Medical Translation
TRAN1-CE9186/$725

Sec. 1: Oct. 5–Dec. 12. Regina Alfarano. ★▲

Gain an introduction to the translation of medical documents and texts from English to Portuguese. This course improves your translation skills and enhances your awareness of medical and related subject matters that apply to translators. Translate general information medical texts, specialized medical texts, clinical trial materials, informed consent documents, and other resources. Build an English-to-Portuguese medical glossary, and read medical news and other related materials in English and in Portuguese to learn terminology in both languages and to gain experience with medical concepts. *Prerequisite: English to Portuguese: An Introduction to Translation/TRAN1-CE9909.*

Weekend Courses

Arabic: Modern Standard Intensive I
MIDE1-CE9061 *(page 93)*

Arabic: Modern Standard Intensive II
MIDE1-CE9063 *(page 93)*

Computer-Assisted Translation
TRAN1-CE9615 *(page 102)*

Consecutive Interpreting
INTR1-CE9650 *(page 100)*

French: Intensive I
FRCH1-CE9061 *(page 95)*

Fundamentals of Court Interpreting
INTR1-CE9601 *(page 100)*

Introduction to Medical Interpreting and Terminology: Chinese/English
INTR1-CE9480 *(page 101)*

Introduction to Medical Interpreting and Terminology: Russian/English
INTR1-CE9470 *(page 101)*

Introduction to Medical Interpreting and Terminology: Spanish/English
INTR1-CE9490 *(page 101)*

Italian I
ITAL1-CE9001 *(page 96)*

Japanese I
JAPN1-CE9251 *(page 97)*

Mandarin I
CHIN1-CE9001 *(page 94)*

Medical Consecutive Interpreting: Chinese/English
INTR1-CE9422 *(page 101)*

Medical Consecutive Interpreting: Spanish/English
INTR1-CE9455 *(page 101)*

Portuguese: Intensive I
PORT1-CE9261 *(page 98)*

Spanish: Intensive I
SPAN1-CE9063 *(page 99)*

NEW
Today's Japan: From Politics to Anime
JAPN1-CE9295 *(page 97)*

FOREIGN LANGUAGES, TRANSLATION, AND INTERPRETING

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

ENGLISH TO SPANISH

English to Spanish: An Introduction to Translation
TRAN1-CE8804/$725

Sec. 1: Oct. 5–Dec. 12. Veronica Cartagenova, writer for language publications. ★▲

Gain a thorough overview of the field of English to Spanish translation. Acquire the basic skills and techniques for translating texts, and understand how to maximize the resources available to help you solve translation problems. Topics include the translation of medical, news, legal, business, and financial documents. Review grammar issues in both English and Spanish, and focus on comparative studies of grammatical structures and glossary building. *Students must pass an admission test before registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

English to Spanish Commercial Translation II
TRAN1-CE8838/$725

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

Take on increasingly complex documents and tackle some of the challenging terminological problems encountered in the field of international business. *This course is offered in the fall semester only. Prerequisite: English to Spanish Commercial Translation I/TRAN1-CE8829.*

English to Spanish Environmental Translation
TRAN1-CE8024/$725 ✧

Sec. 1: Oct. 5–Dec. 12. Diana Rivas. ★▲

Environmental topics encompass a wide variety of issues that need to be translated globally in the 21st century. This course covers an introduction to the environment, natural resources, climate change, sustainability, air and water pollution control, waste prevention, conferences and international agreements, greenhouse gas emissions, the carbon market, clean energy programs, energy sources and resources, and laws and regulations. Learn environmental terminology, and become familiar with Spanish-language resources and useful guidelines for testing, proofreading, and editing your own work on a timely basis. *Prerequisite: English to Spanish: An Introduction to Translation/ TRAN1-CE8804.*

English to Spanish Legal Translation I
TRAN1-CE8854/$725

Sec. 1: Oct. 5–Dec. 12. Graciela Steinberg, certified and sworn translator, English to Spanish. ★▲

This course offers an introduction to the demanding task of translating between two languages and different legal systems. Legal styles, terminology, and specialized reference materials are addressed. *This course is offered in the fall semester only. Prerequisite: English to Spanish: An Introduction to Translation/TRAN1-CE8804.*

English to Spanish Literary Translation
TRAN1-CE8828/$725

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

A literary translator's job requires far more than merely rendering meaning from one language to another; he or she also must convey atmosphere, tone, style, and texture. In this course, translate works of contemporary fiction, focusing on these more subtle aspects of literary translation without forsaking the essential mechanical ones such as grammar and editing skills. Explore the literary translation market in the Spanish-speaking world. In addition to acquiring the skills necessary for translating literature, develop personal translation strategies to meet the challenges of this demanding field. *Prerequisite: English to Spanish: An Introduction to Translation/ TRAN1-CE8804.*

English to Spanish Medical Translation II
TRAN1-CE8741/$725

Sec. 1: Oct. 5–Dec. 12. Veronica Cartagenova, writer for language publications. ★▲

In this continuation of *English to Spanish Medical Translation*, build upon the knowledge of medical terminology you attained in that course. Focus on translating more advanced types of medical and healthcare-related documents from English to Spanish. The broad spectrum of documents includes clinical studies, radiology and laboratory reports, case reports, medical journal articles, and pharmacological information. *Prerequisite: English to Spanish Medical Translation/ TRAN1-CE8826.*

FRENCH TO ENGLISH

French to English: An Introduction to Translation
TRAN1-CE8801/$725

Sec. 1: Oct. 5–Dec. 12. Blandine Anwar, translator and interpreter, English to French, French to English. ★▲

Maximize key translation resources, develop strategies, edit translated texts, and learn the major theoretical and historical landmarks of the translation field. Practice translating a wide variety of documents from French to English, including academic documents, consumer-oriented writing, scientific and technical texts, material for the medical profession, legal and financial documents, literary publications, and web content. Explore the use of search engines, dictionaries, glossaries, and parallel documents. Learn about new translation technologies, including computer-assisted translation tools, terminology management tools, and MT. *Students must pass an admission test prior to registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

French to English Commercial Translation I
TRAN1-CE8820/$725

Sec. 1: Oct. 5–Dec. 12. Blandine Anwar, translator and interpreter, English to French, French to English. ★▲

Analyze and translate documents related to business, banking, finance, and insurance. Acquire a new skill to increase your competitiveness in a globalized marketplace. *This course is offered in the fall semester only. Prerequisite: French to English: An Introduction to Translation/ TRAN1-CE8801.*

NEW! New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

French to English Legal Translation II
TRAN1-CE8835/$725

Sec. 1: Oct. 5–Dec. 12. Eileen Hennessy, ATA-certified translator, French, German, Italian, Portuguese, Spanish to English. ★▲

Take this course to delve deeper into the intricacies of the subject of French to English legal translation. *This course is offered in the fall semester only. Prerequisite: French to English Legal Translation I/ TRAN1-CE8830 or French to English Translation of Contracts/TRAN1-CE9600.*

French to English Medical Translation
TRAN1-CE9907/$725 ✧

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

Medical translation is a much sought-after specialty in today's market. This course provides an overview of texts common to this field, including clinical trial documentation, regulatory and compliance requirements, drug packaging and labeling, hospital and lab reports, medical journal articles, global health governance documents, and policy and funding information. Learn technical terminology and hone your research skills by translating authentic documents with a view toward working in this challenging and rewarding domain. *Prerequisite: French to English: An Introduction to Translation/ TRAN1-CE8801.*

GERMAN TO ENGLISH

German to English: An Introduction to Translation
TRAN1-CE9902/$725

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

By working through different text types in German, gain experience with different domains, learn to cater texts to intended audiences, and understand the research necessary for a variety subjects. Each week, translate a short text from German into English and provide terminology documentation and parallel text research. Additionally, you are expected to identify the strategies you used in the translation and to participate in a virtual workshop for each text via the online course forum. *Students must pass an admission test prior to registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

German to English Commercial Translation II
TRAN1-CE9936/$725

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

Take on increasingly complex documents and tackle the challenging terminological problems often encountered in the international business field when translating from German to English. Learn to navigate linguistic challenges with ease and confidence. *This course is offered in the fall semester only. Prerequisite: German to English Commercial Translation I/TRAN1-CE9921.*

German to English Legal Translation I
TRAN1-CE9931/$725

Sec. 1: Oct. 5–Dec. 12. Eve Hecht, ATA-accredited, freelance translator, German to English, French to English. ★▲

This course offers an introduction to the challenging task of translating between two different languages and two different legal systems. Legal styles, terminology, and specialized reference materials are addressed in detail. *This course is offered in the fall semester only. Prerequisite: German to English: An Introduction to Translation/ TRAN1-CE9902.*

German to English Medical Translation
TRAN1-CE9969/$725

Sec. 1: Oct. 5–Dec. 12. Elke Kramer. ★▲

From pharmaceuticals and advanced technologies to biochemical and genetic research, the medical industry is expanding at a dramatically fast rate. Learn how to translate medical reports, research papers, reports of clinical trials of drugs, package inserts for medications, and much more from German to English. *Prerequisite: German to English: An Introduction to Translation/TRAN1-CE9902.*

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PORTUGUESE TO ENGLISH

Portuguese to English: An Introduction to Translation
TRAN1-CE8840/$725

Sec. 1: Oct. 5–Dec. 12. Robert Finnegan. ★▲

Gain hands-on experience translating excerpts of a representative cross section of documents that a professional Portuguese to English translator might encounter on the job, such as legal, medical, technical, and official documents; advertising copy; and school transcripts. Leverage key translation tools, including bilingual and monolingual dictionaries, glossaries, parallel documents, discussion lists, and other essential online resources. Explore the fundamentals of translation-related technologies, such as computer-assisted translation software and machine translation programs, along with basic terminology management tools. Additional topics include the translation market, language service providers, invoicing services, time management, and ethical issues related to translation. *Students must pass an admission test before registering. For more information, contact the department at sps.translation@nyu.edu or (212) 998-7030.*

NEW

Portuguese to English Legal Translation II
TRAN1-CE8846/$725

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

This course builds upon the content introduced in *Portuguese to English Legal Translation I.* It also provides a brief explanation of the concept of jurisdiction and the structure of the Brazilian judicial branch, as well as an overview of the Constitution of Brazil and intra-constitutional legislation, both codified and uncodified. Exercises make use of current documents drawn from an array of sources and branches of law to polish translation skills and to address problematic terminology and structures. *Prerequisite: Portuguese to English Legal Translation I/ TRAN1-CE8845.* **CEU: 2.0.**

SPANISH TO ENGLISH

Spanish to English: An Introduction to Translation
TRAN1-CE8803/$725

Sec. 1: Oct. 5–Dec. 12. Rosene Zaros. ★▲

Maximize key translation resources, develop strategies, determine criteria for evaluation, edit translations, and evaluate the major theoretical and historical landmarks of the translation field. Discuss the most prominent trends and debates in the field. Use key translation resources, including dictionaries, glossaries, and parallel documents, and learn about translation technologies, including computer-assisted translation tools, terminology management tools, and MT. Practice translating a wide variety of documents from Spanish to English, and gain proficiency estimating job word counts, turnaround times, and invoicing. *Students must pass an admission test before registering. For more information, contact the department at (212) 998-7030 or sps.translation@nyu.edu.*

Spanish to English Commercial Translation I
TRAN1-CE8822/$725

Sec. 1: Oct. 5–Dec. 12. Jean Campbell, NYU School of Professional Studies Outstanding Service Award. ★▲

Translate documents found in today's increasingly digital business environment, and learn to facilitate communication among cross-border trading partners. Translation assignments are based upon documents from import/export activity and a range of global industries and technologies. Gain an insider's perspective on commercial transactions and greater familiarity with specialized business terminology. *This course is offered in the fall semester only. Prerequisite: Spanish to English: An Introduction to Translation/ TRAN1-CE8803.*

Spanish to English Legal Translation II
TRAN1-CE8842/$725

Sec. 1: Oct. 5–Dec. 12. Michael J. Crooks, NAATI-certified; owner, Criteria Language Solutions SL. ★▲

Continue to hone your skills in the field of Spanish to English legal translation. Work with authentic documents of greater complexity. This course addresses litigation, and topics covered include lawsuit filings, petitions for bankruptcy, judgments, appeals, and awards of damages. Gain exposure to insurance documents, policies, claims, and more. Practice working with trademark filings and other documents that translators encounter on a regular basis. *This course is offered in the fall semester only. Prerequisite: Spanish to English Legal Translation I/TRAN1-CE8832.*

Spanish to English Medical Translation I
TRAN1-CE8880/$725 ✧

Sec. 1: Oct. 5–Dec. 12. Instructor TBA. ★▲

Learn to effectively translate various types of medical and healthcare-related documents from Spanish to English. Documents covered include clinical studies and reports, hospital discharge summaries, clinical trials, and pharmacology and medical journal articles. Explore standard medical terminology, medical phraseology, and specialty terms. Become familiar with standard medical reference materials and medical websites, and develop your own medical terminology glossary. *Prerequisite: Spanish to English: An Introduction to Translation/TRAN1-CE8803.*

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

PUBLISHING

Do you want to learn about self-publishing opportunities or the increasing role of video in book, magazine, and digital publishing? Maybe you want to brush up on your editing skills, learn how to research and fact-check, or understand the many web tools and platforms that publishing professionals use. Perhaps you already work in publishing and want to incorporate the latest social media strategies and digital developments into your job. At the NYU School of Professional Studies, hands-on, how-to courses prepare you for success in this dynamic industry.

If you are just entering the industry, there are courses in publishing fundamentals, including editing, copyediting, marketing and publicity, advertising, and more. If you have some experience, then expand your knowledge and gain fluency with the interactive technologies and practices that are transforming the publishing industry. Learn from top publishing professionals, and develop the skills you need to excel.

Offerings in Publishing include:

- **Career Advancement Courses** that help you to understand the basics of editing, copyediting, finance, and marketing, as well as the latest strategies in digital publishing and the skills for success either as a freelancer or as a publishing house employee
- **Career Advancement Programs of Study:** Book Publishing: Print and Digital *(page 106)*, Digital Publishing for Experienced Industry Professionals *(page 107)*, Editing *(page 107)*, and Magazine and Website Publishing *(page 108)*
- **Master of Science in Professional Writing**, completed entirely online, which propels students to the forefront of fields that require excellent writing skills, including business, healthcare, science, technology, politics, urban policy, and government *(page 159)*
- **Master of Science in Publishing: Digital and Print Media**, a highly respected graduate program that integrates publishing basics and digital media training for this rapidly changing industry *(page 160)*

To learn more about Career Advancement offerings, visit sps.nyu.edu/publishing or call (212) 998-7200. For more information about the graduate programs, visit sps.nyu.edu/masters, e-mail sps.gradadmissions@nyu.edu, or call (212) 998-7100.

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BOOK PUBLISHING: PRINT AND DIGITAL

360-Degree Publishing: Creating the Total Package
WPUB1-CE9504/$395

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 30–Nov. 4 (6 sessions). Catharine McKean, literary agent, Howard Morhaim Literary Agency.

Learn what 360-degree publishing means and why it's essential for success in the current publishing landscape. Today, authors must have a robust presence across platforms (e-books, digital shorts, and videos) and on social media, and publishers are increasingly dependent on authors to create their own digital presence. As a result, a range of new opportunities has opened for those providing "total package" author services. Learn to manage multiplatform services in order to connect authors to readers. Whether you're an author aiming to market your book, a publishing professional, or a provider of author services, learn how to create the total package. **CEU: 1.0.**

Children's Book Publishing
WPUB1-CE9105/$495

Sec. 1: Tues. 6.45–8.45 p.m., Oct. 20–Dec. 8 (8 sessions). Instructor TBA.

One of the most exciting, successful, and rewarding areas in publishing today is the world of children's books. Whether you seek to enter this specialty as a writer, an editor, or a designer, or from the marketing and sales side, acquire practical, specific information about children's book publishing through each stage, from acquisition to distribution. In this introductory course, all aspects of editorial, design, production, sales, marketing, and subsidiary rights and responsibilities are covered. Assignments include readings along with simulated editorial tasks. **CEU: 2.0.**

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PROGRAM IN BOOK PUBLISHING: PRINT AND DIGITAL

This program of study offers a unique professional curriculum for those who are interested in beginning or furthering their careers in book publishing, both in traditional publishing houses and in the growing e-book industry. Courses are taught by working publishing professionals and provide thorough overviews of the core functions of the industry, as well as focused study on key topics such as the impact of, and the opportunities arising from, new digital media. Students who complete the foundational courses and supplemental courses in their area of interest are equipped with:

- Comprehensive working knowledge of major publishing functions
- Invaluable networking opportunities with a peer group of working adults and industry professionals
- In-depth training in a specific skill set, such as editorial content development, marketing, publicity, finance, or digital media

Courses are offered throughout the academic year; all courses are not necessarily offered in the current semester. For more information, please e-mail sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

From Writer to Reader: An Introduction to Book Publishing
WPUB1-CE9100 *(page 106)*

Digital Trends in the Book Industry
WPUB1-CE9221 *(page 106)*

The Business of Book Publishing for the Non-Financial Manager
WPUB1-CE9180 ❖

SUPPLEMENTAL COURSES

The History and Future of Book Publishing
WPUB1-CE9108 ❖

Children's Book Publishing
WPUB1-CE9105 *(page 106)*

How to Be a Book Editor
WPUB1-CE9122 *(page 107)*

Book Manuscript Editing Workshop
WPUB1-CE9129 ❖

Freelance Editorial Opportunities in Book Publishing
WPUB1-CE9192 ❖

360-Degree Publishing: Creating the Total Package
WPUB1-CE9504 *(page 106)*

Fundamentals of Copyediting and Proofreading Books
WPUB1-CE9120 *(page 107)*

Grammar Intensive for Publishing Professionals
WPUB1-CE9125 *(page 107)*

Digital Rights and Permissions
WPUB1-CE9222 ❖

Rights and Licensing: The Global Market in Publishing
WPUB1-CE9523 ❖

Social Media: Strategies for Digital Publishers
WPUB1-CE9200 *(page 108)*

Book Marketing Strategies in Print and Online
WPUB1-CE9162 ❖

Book Publicity and Promotion
WPUB1-CE9146 ❖

Creating Author Platforms
WPUB1-CE9149 ❖

Understanding Metadata for Digital Publishing
WPUB1-CE9223 ❖

New Media Technology: Devices and Formats
WPUB1-CE9152 ❖

Book Editing Manuscript Workshop: Editing Children's and YA Novels
WPUB1-CE9402 ❖

Literary Agents from A to Z
WPUB1-CE9408 ❖

The Art of the App in Publishing
WPUB1-CE9301 ❖

Digital Trends in the Book Industry
WPUB1-CE9221/$495

Sec. 1: Thurs. 6.45–8.45 p.m., Oct. 1–Nov. 19 (8 sessions). Jeffrey Yamaguchi, director, digital marketing, Abrams.

New digital technology has changed the face of the book publishing industry, bringing with it new language, processes, issues, and opportunities. Learn about digital formats (e-books, apps, and more); search engines; aggregators; and the importance of the web in marketing and promotion, particularly through social media sites and blogs. If you are an industry professional interested in expanding your knowledge of digital platforms and strategies, or if you are considering a career in digital media, then this course offers you the opportunity to comprehensively explore this subject matter. Learn how digital technology can improve content acquisition, development and sales, archiving, and asset management. **CEU: 2.0.**

From Writer to Reader: An Introduction to Book Publishing
WPUB1-CE9100/$595

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 30–Dec. 16 (10 sessions). No class Nov. 11, Nov. 25. Carol Taylor, former editor, Random House; author, *The Ex Chronicles.*

Follow a book from conception to completion, including submission by a literary agent; contract negotiations and acquisition by an editor; the editorial process; design and production; marketing, publicity, promotion, advertising, sales, special sales, and subsidiary rights sales; and distribution. Learn about the interplay of these different functions, and examine the importance of e-books, digital marketing, and digital sales in the publishing process. The primary focus of the course is on trade book publishing. **CEU: 2.0.**

Fundamentals of Copyediting and Proofreading Books
WPUB1-CE9120/$595

Sec. 1: Tues. 6.45–8.45 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Thomas Claire, former associate managing editor, *Ladies' Home Journal.*

Sec. 2: Mon. 6.45–8.45 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. John Morrone, production editor, St. Martin's Press.

Sec. 3: Thurs. 6.45–8.45 p.m., Sept. 24–Dec. 3 (10 sessions). No class Nov. 26. Claire Wyckoff, freelance editor.

In this practical training course, develop the skills needed to pursue a career as a copy editor or proofreader. While the majority of the course is devoted to copyediting trade, reference, and other types of books—including electronic copyediting—it also covers the basics of proofreading. Learn about standard symbols, manuscript development, style sheets, house styles, and common word usage problems. Topics include proofing against a manuscript; the use of appropriate reference works; and the interrelationships among proofreaders, copy editors, editors, and production editors. This course includes extensive assignments for which you receive constructive feedback. *Students must be fluent in English and proficient in English grammar.* **CEU: 2.0.**

Grammar Intensive for Publishing Professionals
WPUB1-CE9125/$495

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 30–Nov. 18 (8 sessions). Pamela Maines, executive managing editor, Sterling Publishing.

Every publishing professional needs to know the basics of good sentence structure. This course is designed to help you enhance your skills and avoid the grammatical mix-ups that can threaten good writing. Topics include dangling modifiers, subject-object agreement, the misuse of collective nouns, misplaced punctuation, illogical fragments, run-on sentences, and other grammatical infractions. Also, study solutions to complex grammatical problems and explore ways to incorporate style and elegance into manuscripts. **CEU: 2.0.**

How to Be a Book Editor
WPUB1-CE9122/$495

Sec. 1: Mon. 6.45–8.45 p.m., Oct. 5–Nov. 30 (8 sessions). No class Oct. 12. Michael Flamini, executive editor, St. Martin's Press.

Editors are the first and most crucial link in the publishing chain. If you are an aspiring or fledgling editor, this course provides you with practical information, including where ideas come from, how to evaluate proposals and to pitch projects to publishing boards, and how to negotiate with agents. Learn about working with authors through the writing process, basic line editing techniques, and the editor's ongoing role in the publishing process. Class assignments allow you to hone your editorial skills. The course concludes with a discussion of editorial career paths. **CEU: 1.5.**

PROGRAM IN DIGITAL PUBLISHING FOR EXPERIENCED INDUSTRY PROFESSIONALS

If you are an experienced publishing industry professional who is interested in updating your skills to meet the challenges of an increasingly digital industry, you now have the opportunity to take part in a customized program of study. Work with the NYU School of Professional Studies Publishing program area to design a program of study that is tailored to fit your needs and your level of experience. Course work may focus on e-book publishing, website management, app development, search engine optimization, and online publicity and marketing. For more information, please e-mail the department at sps.libarts@nyu.edu.

PROGRAM IN EDITING

This program of study equips students with the specific skills they need to pursue a career in editing—versing them in everything from acquiring and editing books and magazine articles to copyediting text into highly readable prose. Students learn how to think like a book or magazine editor, to work with writers, and to develop an article or manuscript to reflect the voice and the point of view that they and the author want. Courses also focus on the essentials of copyediting, proofreading, and grammar. The benefits attained when students complete a range of courses in their areas of interest include:

- Skills in copyediting, line editing, proofreading, researching, and indexing, as well as grammar proficiency
- Working knowledge of how to acquire and edit a book or a magazine article
- A full understanding of the editing process and the role of an editor in print and digital formats
- Invaluable networking opportunities with a peer group of working adults and industry professionals

For more information, please e-mail sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

From Writer to Reader: An Introduction to Book Publishing
WPUB1-CE9100 *(page 106)*

Fundamentals of Copyediting and Proofreading Books
WPUB1-CE9120 *(page 107)*

Grammar Intensive for Publishing Professionals
WPUB1-CE9125 *(page 107)*

Research and Fact-Checking
WPUB1-CE9502 *(page 108)*

How to Be a Book Editor
WPUB1-CE9122 *(page 107)*

Book Manuscript Editing Workshop
WPUB1-CE9129 ❖

Freelance Editorial Opportunities in Book Publishing
WPUB1-CE9192 ❖

Introduction to Magazine Publishing: Print and Digital
WPUB1-CE9500 *(page 108)*

Magazine Copyediting
WPUB1-CE9520 *(page 108)*

Book Editing Manuscript Workshop: Editing Children's and YA Novels
WPUB1-CE9402 ❖

Magazine Editing Intensive: The Front of Book
WPUB1-CE9510 ❖

Hands-On Editing: Magazines and Websites
WPUB1-CE9107 *(page 108)*

Hands-On Magazine Editing Intensive
WPUB1-CE9501 ❖

Introduction to Online Media
WPUB1-CE9133 ❖

InCopy and InDesign for Copy Editors and Proofreaders
WPUB1-CE9526/$225

Sec. 1: Wed. 6.30–9 p.m., Dec. 2–9 (2 sessions). Lauren Spencer, assistant managing editor, *Woman's Day.* ★▲

Gain practical, hands-on training in Adobe InCopy and InDesign, the two most commonly used software programs for copyediting and proofreading books and magazines. Learn how to edit using InCopy in galley, story, and layout views; use sticky notes to communicate with editors and designers; and work with overflow text. Take your editing skills to the next level in InDesign and learn to work with text in a layout, readjust boxes for fit, add or change colors, and more. From resizing captions to adjusting kerning, gain the skills that publishers demand of freelance copy editors and proofreaders. *No grades issued. Prerequisite: Fundamentals of Copyediting and Proofreading Books/WPUB1-CE9120 or Magazine Copyediting/WPUB1-CE9520.*

Related Courses

How to Find a Literary Agent
WRIT2-CS9714 *(page 109)*

Query Letters: Selling Your Writing
WRIT2-CS9711 *(page 109)*

The Book Proposal: What Agents and Editors Want
WRIT2-CS9713 *(page 110)*

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

MAGAZINE AND WEBSITE PUBLISHING

Hands-On Editing: Magazines and Websites
WPUB1-CE9107/$495

S *Sec. 1: Sat. Sun. 10 a.m.–4.30 p.m., Oct. 17–24 (3 sessions).* Jennifer Murphy, deputy editor, *AFAR* magazine.

Develop the skills you need to launch your career in magazine and website editing. Hone your editing skills, develop valuable insights into the editing process, and learn how to work successfully with writers and colleagues. Learn to write effective magazine display copy, including cover lines, headlines, and photo captions, in order to attract readers and to increase sales. Discover how headlines on the web can maximize page views and search engine results. Find out which stories work best for print and which work best for digital media. Proven copy techniques for fashion and beauty, entertainment, news, lifestyle, and other magazines also are discussed. **CEU: 1.5.**

PROGRAM IN MAGAZINE AND WEBSITE PUBLISHING

Professionals currently working in print or digital publishing now need to understand how to create, sell, and market content online and through other digital platforms. This program of study offers a broad overview of magazine—both print and digital—and website publishing for those interested in launching or furthering their careers in these areas. Students gain specific, targeted skills that make them more valuable as employees in an industry whose focus is increasingly shifting to the web and to interactive media. Those who currently work for print publications develop an understanding of how traditional and online platforms interrelate in regard to content development and financial models. Those launching publishing careers receive a thorough understanding of the industry as a whole, from content creation and editing to business and marketing skills, making them far more likely to be hired for publishing positions. Completion of foundational courses and supplemental courses in students' areas of interest equip them with:

- Skills for writing and editing content across platforms, including magazines, websites, mobile apps, and blogs
- An understanding of financial models for print and digital media
- Online marketing and publicity techniques
- Circulation strategies for print publications and audience development and retention strategies for websites
- Expertise in digital publishing platforms and devices

Courses are offered throughout the academic year; all courses are not necessarily offered in the current semester. For more information, please e-mail sps.libarts@nyu.edu.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to Magazine Publishing: Print and Digital
WPUB1-CE9500 *(page 108)*

Introduction to Online Media
WPUB1-CE9133 ❖

Hands-On Editing: Magazines and Websites
WPUB1-CE9107 *(page 108)*

Inside the Business of Magazines in Print and on the Web
WPUB1-CE9580 ❖

Publishing Online: Site Planning and Management
WPUB1-CE9106 ❖

SUPPLEMENTAL COURSES

How to Write and Edit for the Web
WPUB1-CE9214 ❖

Magazine Copyediting
WPUB1-CE9520 *(page 108)*

Research and Fact-Checking
WPUB1-CE9502 *(page 108)*

Grammar Intensive for Publishing Professionals
WPUB1-CE9125 *(page 107)*

Social Media: Strategies for Digital Publishers
WPUB1-CE9200 *(page 108)*

The Art of the App in Publishing
WPUB1-CE9301 ❖

Search Engine Optimization and Site Traffic
WPUB1-CE9151 ❖

Introduction to Web Tools and Platforms for Publishing Professionals
WPUB1-CE9135 ❖

Advanced Web Tools and Platforms for Publishing Professionals
WPUB1-CE9136 ❖

Magazine Advertising and Branding in Print and on the Web
WPUB1-CE9612 ❖

New Media Technology: Devices and Formats
WPUB1-CE9152 ❖

Magazine Editing Intensive: The Front of Book
WPUB1-CE9510 ❖

Adobe InDesign CC
GDES1-CE9101 *(page 118)*

Graphic Print Production and Project Management
GDES1-CE9025 *(page 120)*

Crafting a Career Inside Websites
WPUB1-CE9613 ❖

Editing for Online Content
WPUB1-CE9614 ❖

User Experience (UX) Design I
UXDX1-CE9002 *(page 123)*

Weekend Course

Hands-On Editing: Magazines and Websites
WPUB1-CE9107 *(page 108)*

Introduction to Magazine Publishing: Print and Digital
WPUB1-CE9500/$595

Sec. 1: Tues. 6.45–9.15 p.m., Oct. 6–Dec. 1 (8 sessions). No class Oct. 13.
Kristina Johnson, publishing consultant; former VP and editor-in-chief, *Women's Health*.

Learn step by step how a magazine brand works as a complete editorial and business enterprise, and examine the increasingly important role of tablets and digital formats. Explore the interaction among the editorial, advertising, consumer marketing, and digital divisions of a publishing company. Learn the basics of production, audience reach and retention, advertising, marketing, financial management, and design. Understand how print and online work together. Review major consumer magazines and niche publications, and identify trends and core issues currently facing the industry. Guest speakers from major magazine publishing companies provide a behind-the-scenes take on the internal workings of the business. **CEU: 2.5.**

Magazine Copyediting
WPUB1-CE9520/$495

Sec. 1: Thurs. 6.45–8.45 p.m., Oct. 1–Nov. 19 (8 sessions). Lauren Spencer, assistant managing editor, *Woman's Day*.

Skilled magazine copy editors are in demand. Develop copyediting expertise and increase your marketability through intensive, hands-on training. Improve your knowledge of grammar, punctuation, style, and usage, regardless of your skill level or experience. Hone your ability to edit for accuracy, clarity, and flow. Get insider advice on how to secure work, either as a freelancer or in-house. Explore the magazine production cycle and the role and function of the copy editor. Guest speakers build your understanding of the business of magazine copyediting. **CEU: 2.0.**

Research and Fact-Checking
WPUB1-CE9502/$395

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 30–Nov. 4 (6 sessions). Instructor TBA.

Develop fact-checking strategies that work. Explore the most effective online and off-line research sources, and master how to fact-check a submission quickly and methodically. Through hands-on assignments, gain a thorough understanding of the importance of accuracy and the best strategies to achieve it. As many periodicals rely on freelance fact-checkers, mastering research and fact-checking techniques can be an important asset. The course focuses on magazine publishing, including the re-reporting process and libel law. Also, discuss how to establish good working relationships with sources, writers, and editors. **CEU: 1.5.**

Social Media: Strategies for Digital Publishers
WPUB1-CE9200/$395

Sec. 1: Thurs. 6.30–8.50 p.m., Oct. 8–Nov. 5 (5 sessions). James Hopkinson, author, *Salary Tutor*; former marketing director, Condé Nast Digital.

User-generated content has transformed the way publishers do business. In both the book and magazine industries, social networking sites such as Twitter, Facebook, and YouTube have become important ways to promote products, to reach a wide and engaged audience, and to receive feedback. Creating reader-generated content, commentary, and connectivity is now a major part of every publishing website and marketing plan. In this course, examine the importance of social media and learn how both freelancers and those working inside publishing companies can best use it to promote products, drive sales, and understand an audience's buying and consuming patterns. **CEU: 1.0.**

WRITING AND COMMUNICATION

Do you want to see your byline in print? Are you dreaming of writing an award-winning screenplay? Do your presentation skills need sharpening? Communicating with ease, confidence, and clarity is key in any personal or professional endeavor. NYU School of Professional Studies courses provide the skills and the guidance you need, whether you want to start a freelance writing career, or you simply want to learn to present your ideas in a way that commands attention.

Offerings in Writing and Communication include:

- **Career Advancement Courses in Writing**, from fiction and poetry to journalism, that help you to improve your professional writing skills or to embark on creative pursuits
- **One-Day Writing Seminars** *(page 111)*
- **Career Advancement Courses in Communication**, designed to improve your speaking voice and to help you communicate more persuasively
- **Career Advancement Programs of Study:** Creative Writing *(page 110)*, Screenwriting *(page 113)*, Journalism: Print and Digital Media *(page 114)*, and Communication Skills *(page 116)*
- **Master of Science in Professional Writing**, completed entirely online, which propels students to the forefront of fields that require excellent writing skills, including business, healthcare, science, technology, politics, urban policy, and government *(page 159)*

For more information on Career Advancement offerings, visit sps.nyu.edu/writing or call (212) 998-7200. For more information on the M.S. in Professional Writing, visit sps.nyu.edu/mspw, e-mail sps.gradadmissions@nyu.edu or call (212) 998-7100.

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CREATIVE WRITING

NEW Advanced Writing Workshop
WRIT1-CE9162/$450

Sec. 1: Wed. 6.30–9.30 p.m., Oct. 14–Nov. 18 (6 sessions). Jan Clausen, author, *From a Glass House*; writing fellowships recipient, National Endowment for the Arts. ★▲

Whether you're an advanced writer looking for a challenge or a student planning to apply to a graduate writing program, this workshop can help you to hone your craft and further develop your distinctive voice. As a participant in this rigorous M.F.A.-style workshop, have your writing read and critiqued weekly. Challenge yourself to produce new writing or to revise and polish works already in progress. As in many M.F.A. programs, this course is designed to intermingle students working on short stories, novels, and memoirs. *Admission is by permission of the instructor. To apply, e-mail five pages (double-spaced, 12-point font) to sps.workshop@nyu.edu. Please include your phone number and e-mail address. Admission is on a rolling basis, and the class may fill before the start of the semester. Applicants are encouraged to apply early. For application deadline information, call (212) 998-7289.* **CEU: 3.5.**

Getting into the Writing Habit
WRIT1-CE9780/$360

Sec. 1: Mon. 6.45–9.05 p.m., Nov. 2–30 (5 sessions). Lori Fischer, playwright; NYU Harry Kondoleon Graduate Award in Playwriting.

What do all writers have in common? They don't write. It sounds strange, but it's true. They let work, stress, and even vacuuming take precedence over their desire to write. If writing is a calling, are you going to answer the phone? Facing the blank page takes courage; overcoming the blank page takes writing. Through writing prompts and exercises, this class helps you to jump-start your writing project. There are habits you can develop that can create an environment for writing success. By combining in-class writing exercises and focused goal setting, access an empowered approach to your writing life. *No grades issued.* **CEU: 1.0.**

How to Find a Literary Agent
WRIT2-CS9714/$95 ✧

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 22. Catharine McKean, literary agent, Howard Morhaim Literary Agency.

In the path to publication, finishing your book is an essential first step, but finding the right literary agent is a close second, as it can make or break your chances of getting published. In this comprehensive workshop, learn strategies and resources to cut through the voluminous information available about literary agents so you can figure out what—and who—is relevant to your work. Learn submission techniques and the standard practices of most literary agents, so you won't be left in the dark. Armed with this information, you will be better prepared to find success on your publishing journey.

Preparing Your M.F.A. Application
WRIT1-CE9015/$290

Sec. 1: Sept. 28–Oct. 30. Joseph Fassler, contributing writer, *The Atlantic*; instructor, Stanford University, Southern New Hampshire University.

This course, taught by a former admissions reader for the Iowa Writers' Workshop, explains the often intimidating and mysterious M.F.A. application process. Find out more about popular programs and discover overlooked funding opportunities and schools. Receive advice on how to choose a writing sample from your portfolio, and learn strategies to craft a manuscript that makes the cut. Finally, take on that most confounding of genres—the personal statement—by sharing examples and workshopping drafts. In addition to joining a community of other applicants, take this course to gain admissions tools, resources, expert feedback, advice, and behind-the-scenes experience. If you're gearing up for M.F.A. application season, this course is for you. *No grades issued.*

Query Letters: Selling Your Writing
WRIT2-CS9711/$95 ✧

Sec. 1: Wed. 6.30–9.30 p.m., Nov. 18. Catharine McKean, literary agent, Howard Morhaim Literary Agency.

A query letter is a writer's calling card. Essentially a cover letter, a query letter is a writer's first chance to impress agents and editors. But what makes a good query letter can be utterly confusing. In this three-hour workshop taught by a literary agent, hear what editors and agents look for when reading queries. Learn the essential building blocks of a query letter, all of which are adaptable to any genre or writing style, including fiction, nonfiction, and children's/young adult. Read real query letters that have been successful, and receive a detailed list of dos and don'ts so you don't fall prey to common mistakes.

Taking the First Steps: An Introduction to Creative Writing
WRIT1-CE9272/$580

M *Sec. 1: Mon. 10 a.m.–3 p.m., Nov. 2–Dec. 7 (6 sessions).* Beth Bauman, author, *Beautiful Girls*.

Through a series of in-class and take-home writing exercises, tap into all of your senses, draw upon your memories and imagination, and unleash your creativity. If you want to write but are unsure of where to begin, learn the basic craft elements of memoir and fiction writing through class sessions spent writing, sharing work, and discussing the qualities of good writing. **CEU: 3.0.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN CREATIVE WRITING

This program of study is designed to provide knowledge and experience in the student's chosen area of specialization—fiction or nonfiction. The fiction courses are offered online and in person. Through a sequence of beginning and advanced courses, as well as a tutorial and final project, students acquire skills, develop a portfolio, and refine career goals that are necessary to the pursuit of a life in writing. Supplemental courses offer the opportunity to delve into a variety of genres, while mastering new techniques.

SUGGESTED PATH OF STUDY

SPECIALIZED COURSES IN FICTION (ONLINE AND IN-PERSON)

Fiction Writing I
WRIT1-CE9320 *(page 111)*

Fiction Tutorial
WRIT1-CE9329 ❖

Fiction Writing II
WRIT1-CE9321 *(page 112)*

Short Story Writing
WRIT1-CE9330 *(page 112)*

Advanced Short Story Writing
WRIT1-CE9161 *(page 112)*

Building a Short Story Collection
WRIT1-CE9165 ❖

Novel Writing I: Beginning Novel Writing
WRIT1-CE9355 *(page 112)*

Novel Writing II: Advanced Novel Writing
WRIT1-CE9357 *(page 112)*

Fiction Writing III: Advanced Fiction Writing
WRIT1-CE9322 *(page 112)*

Reading Fiction for Fiction Writers
LITR1-CE9002 *(page 112)*

SPECIALIZED COURSES IN NONFICTION

Creative Nonfiction Writing
WRIT1-CE9713 *(page 110)*

Nonfiction Tutorial
WRIT1-CE9704 ❖

Personal Essay Writing
WRIT1-CE9710 *(page 110)*

Writing Your Memoir
WRIT1-CE9712 *(page 110)*

Essentials of Writing Essays: From Personal to Persuasive
WRIT1-CE9033 ❖

Writing Nonfiction: The Basic Building Blocks
WRIT1-CE9039 ❖

SUPPLEMENTAL COURSES

Writing Great Characters
WRIT1-CE9224 ❖

Food Writing
WRIT1-CE9782 ❖

The Global Traveler
WRIT1-CE9786 ❖

Writing Great Characters II
WRIT1-CE9930 ❖

Beyond a Boundary: Writing Across Genres
WRIT1-CE9390 ❖

The Writer's Toolbox
WRIT1-CE9647 ❖

Poetic Forms: Past and Present, Part I
WRIT1-CE9551 ❖

Poetic Forms: Past and Present, Part II
WRIT1-CE9870 ❖

Poetry Writing: Formal and Free Verse
WRIT1-CE9342 ❖

One-Month Novel Tune-Up
WRIT1-CE9045 ❖

The Sincerest Form: Discovering Your Writing Voice
WRIT1-CE9029 ❖

The Devil's in the Details: Using Research in Fiction and Nonfiction Writing
WRIT1-CE9023 ❖

Magic, Fabulous, and Surreal: Writing Fantastic Fiction
WRIT1-CE9003 ❖

Writing for Children: Picture Books and Chapter Books
WRIT1-CE9034 ❖

Crime Writing
WRIT1-CE9735 ❖

Writing Comics and Graphic Novels
WRIT1-CE9372 ❖

Autobiographical Fiction: Exploring Both Fiction and Memoir
WRIT1-CE9609 ❖

Poetry Writing I
WRIT1-CE9340 ❖

From Traveler to Travel Writer
WRIT1-CE9543 ❖

Writing the Comic Essay
WRIT1-CE9032 ❖

Eight Weeks, One Great Short Story
WRIT1-CE9041 ❖

Writing by Editing
WRIT1-CE9725 ❖

Young Adult Fiction: Sci-Fi and Fantasy
WRIT1-CE9631 ❖

Writing to Persuade
WRIT1-CE9935 ❖

Humor Writing
WRIT1-CE9341 ❖

Writing the Young Adult Novel
WRIT1-CE9070 ❖

Short-Short Fiction
WRIT1-CE9092 ❖

Writing Modern Fairy Tales: Journeys, Tests, and Enchantments
WRIT1-CE9311 *(page 112)*

Getting Published: Short Stories and Literary Journals
WRIT1-CE9621 *(page 112)*

Writing New York
WRIT1-CE9025 ❖

Whodunit? Writing the Detective Novel
WRIT1-CE9022 ❖

Advanced Memoir Writing
WRIT1-CE9738 ❖

Write Your Novel Scene by Scene
WRIT1-CE9271 ❖

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YouTube youtube.com/scpsnyu

CREATIVE NONFICTION

Creative Nonfiction Writing
WRIT1-CE9713/$580

Sec. 1: Wed. 6.45–9.05 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Carol Bergman, writer, *The New York Times, Family Circle, Cosmopolitan*; faculty, The New School, Gotham Writers' Workshop.

Explore the process of writing nonfiction with clarity and precision, as well as with a poet's eye. Geared toward both novice writers and out-of-practice scribes, this course guides you through a series of effective exercises to jump-start your nonfiction writing. Emphasis is placed on building self-confidence and developing your individual voice. Write short essays, memoirs, and profiles. Learn to improve tone, style, and point of view through imaginative weekly writing assignments and by reading masters of nonfiction. **CEU: 2.5.**

Personal Essay Writing
WRIT1-CE9710/$450

Sec. 1: Mon. 6.45–9.05 p.m., Oct. 19–Dec. 7 (8 sessions). Kate Walter, author, *Looking for a Kiss: Downtown Heartbreak and Healing*.

Turn personal experiences into marketable essays or op-ed columns for newspapers or the web. This popular genre is a great way to break into a competitive marketplace. Editors want writers' unique perspectives and quirky slants on a wide variety of topics. Learn how to recast life lessons into essays with universal appeal or to transform them into topical opinion pieces. This course, for novice and more advanced writers, explores how to turn ideas into prose, to find forms for your voice and views by practicing different essay styles, and to get your work published. **CEU: 2.5.**

The Book Proposal: What Agents and Editors Want
WRIT2-CS9713/$185 ✧

S *Sec. 1: Sat. 10 a.m.–4 p.m., Oct. 24.* Carol Taylor, former editor, Random House; author, *The Ex Chronicles*.

Taught by a successful book editor, this course reveals what every nonfiction writer wants to know—how to write a successful book proposal. Whether you have a finished manuscript or are only beginning to write, now is the time to start thinking about your book proposal. Hear directly from an editor about what's expected in a book proposal and whether you need to submit a complete manuscript or only an outline. Refine your pitch to grab the attention of agents and editors. Discuss not only how to sell your book but also how to sell yourself as a viable author.

Witness to History: Personal Essays and Memoirs
WRIT1-CE9940/$360

M *Sec. 1: Mon. 12–2.20 p.m., Oct. 19–Nov. 16 (5 sessions).* Carol Bergman, writer, *The New York Times, Family Circle, Cosmopolitan*; faculty, The New School, Gotham Writers' Workshop.

Whether it's the moon landing, the 9/11 terrorist attacks, or the election of the country's first African-American president, historic, world-changing events can have a very personal impact. In this interactive workshop, choose a reported event—whether witnessed firsthand or through the media—and craft a personal essay that recounts it from your own perspective. Use oral storytelling of personal recollections to shape your essay, and then delve into research to unlock memories and to add context to your story. The only required tools are memory, a notebook and pen, and access to the Internet or a library. Beginners and seasoned writers are welcome. **CEU: 1.0.**

Writing Your Memoir
WRIT1-CE9712/$580

M *Sec. 1: Tues. 12–2.20 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13.* Marion Landew, writer, *The New York Times, Travel + Leisure, Playbill*; NYU School of Professional Studies Teaching Excellence Award.

Sec. 2: Tues. 6.40–9 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Cullen Thomas, author, *Brother One Cell*; articles published in *The New York Times Magazine, GQ, The Daily Beast*.

At the heart of memoir writing is the idea that each of us has an individual, meaningful story that can be told through a process that involves remembering, reimagining, and recording the past. Work on developing a style that yields an authentic voice, thereby elevating personal experience into compelling prose. Learn how to bring focus and clarity to a memoir through writing exercises, analysis of published memoirs, and guidance—along with discussions of plot, structure, characterization, description, dialogue, and point of view. **CEU: 2.5.**

One-Day Writing Seminars

Whether you've never tried creative writing or you're a long-time nonfiction writer who would like to try your hand at writing a novel; whether the blank page or blinking cursor unleashes your creativity or induces writer's block, expand your horizons with a one-day writing workshop. Try a new genre, jump-start your creativity, and get feedback from seasoned instructors and published writers. *No grades are issued for these courses.*

Fiction Writing One-Day Workshop
WRIT2-CS9007/$185

S *Sec. 1: Sat. 10 a.m.–4 p.m., Nov. 7.* Jan Clausen, author, *From a Glass House*; writing fellowships recipient, National Endowment for the Arts.

Are you eager to write fiction but unsure where to start? Have you wanted to begin a short story, novella, or novel but require direction and encouragement? Through easy-to-follow lectures, learn the elements of the fiction writer's craft, including structure, characterization, plot, description, dialogue, point of view, style, and voice. Gain experience with each one in a series of inspiring in-class exercises. Acquire knowledge of the craft of fiction, generate story ideas, and gain the inspiration and momentum required to begin writing in earnest. Publishing in print and online also is discussed.

Jump-Start Your Novel
WRIT2-CS9002/$135 ✧

S *Sec. 1: Sat. 1–5 p.m., Oct. 24.* Meredith Willis, author, *Higher Ground* and *Only Great Changes*.

Regain creative momentum and learn techniques for starting (or restarting) a large writing project. This seminar provides exercises and ideas to help to get writing projects moving to the next stage. Topics include outlining and its ability to help or hinder, the Archipelago Method of drafting, the scene as the building block of a novel, and ways to move forward with quotidian scenes and set pieces. Discuss how to sustain the writing of a book, and end the session with more than five pages of new material.

NEW
One-Day Humor Writing Workshop
WRIT2-CS9012/$185

S *Sec. 1: Sat. 10.30 a.m.–4.30 p.m., Oct. 3.* Kurt Opprecht, instructor, Gotham Writers' Workshop; contributor, *The New York Times, The Economist*.

Do you think you're funny but are unsure if your humor is conveyed in your writing? In this intensive workshop, explore how humor translates to the written word. Mine the work of diverse humorists like Tina Fey, Bill Bryson, and Dorothy Parker for inspiration. Work individually and in small groups to develop short character sketches and story ideas into beginning pieces of short-form humor, whether memoir, essay, or fiction. Learn techniques for punching up your writing that will have your readers laughing with you, not at you.

NEW
Polishing Your Short Story: One-Day Intensive
WRIT2-CS9013/$185

S *Sec. 1: Sat. 10.30 a.m.–4.30 p.m., Oct. 17.* Lee Harrington, author, *Rex and the City* and *Nothing Keeps a Frenchman from His Lunch*.

Do you have a completed short story that needs one more revision before you send it to publishers and editors? In this fun, inspiring, and instructional one-day intensive seminar, receive expert guidance from a seasoned editor and writer. In-class writing exercises help you to refine your prose, sharpen your characterizations, clarify your plot, and polish your dialogue. Acquire invaluable knowledge about the craft of fiction and the art of revision. Leave feeling inspired and empowered, armed with new tools and techniques that help you to revise your own material in the future. *Please bring a printed copy of your completed story, no longer than 30 pages, to class.*

NEW
The First Page Is Everything: Writing Your Novel's Opening Page
WRIT2-CS9720/$185

S *Sec. 1: Sat. 10.30 a.m.–4.30 p.m., Oct. 10.* Matthew Marinovich, author, *The Winter Girl* and *Strange Skies*.

The beginning of a novel is easily the most vital part of the manuscript. On the first page, the writer must capture the audience's attention instantly. And with online retailers offering free excerpts, the importance of the first page, the first paragraph, and even the first line has only increased. At the same time, the first page also is important to the writer—if the start is strong, the tone and pacing of the rest novel will follow. Come to class with at least three rough ideas for a novel and be prepared to write, revise, and workshop your beginning. Leave with a first page that will thrill you and your readers.

Up Close and Personal: Your Story in Two Pages
WRIT2-CS9716/$185

S *Sec. 1: Sat. 10 a.m.–4 p.m., Nov. 14.* Nicole Kear, author, *Now I See You*; freelance writer, *Parents, Fit Pregnancy, Time Out New York Kids*.

First-person essays are one of the best ways for beginning writers to get published anywhere, from *The New York Times* to *The Huffington Post*. But the process of writing "the story of your life" can be daunting, and real-life experiences are difficult to whittle down to two pages. In this intensive course, become familiar with the mechanics of personal essay writing—opening with a strong hook, creating a satisfying trajectory, and developing a unique and compelling voice—and learn how to pitch and get published. Leave with a marketable concept, a strong sense of how to execute it, and a clear idea of the steps needed to see your writing in print.

FICTION WRITING

Fiction Writing I
WRIT1-CE9320/$580

Sec. 1: Thurs. 6.45–9.05 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Beth Bauman, author, *Beautiful Girls*.

Sec. 2: Wed. 6.30–8.50 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Meredith Willis, author, *Higher Ground* and *Only Great Changes*.

Sec. 3: Mon. 6.45–9.05 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Chester Kozlowski, published in *Guernica, Global City Review, Fiction Attic, The Brooklyn Rail, Menda City*.

Sec. 4: Sat. 10–11.30 a.m., Oct. 3–Dec. 12 (10 sessions). No class Nov. 28. Emily Prager, author, *Roger Fishbite* and *In the Missionary Position*.

If you want to write fiction but need to develop basic skills, then take this course to examine the fundamentals of fiction, including story structure, character, plot, dialogue, description, point of view, style, and voice. Writing assignments help you to mine your life experiences for fiction pieces. Your work and the publications of established authors are read and analyzed in class. In addition, you are encouraged to develop your powers of observation and to hone your fiction-writing skills by writing sketches and viewing the process as a daily activity. **CEU: 2.5.**

TAKING THE NEXT STEP IN YOUR WRITING

These courses are designed for writers who are ready for the next step, whether it's applying to a master of fine arts program in creative writing or getting work published. These courses help you to experience the breadth and rigor of an M.F.A. writing program or to take the essential steps to go from aspiring writer to published author.

NEW
Advanced Writing Workshop
WRIT1-CE9162 *(page 109)*

How to Find a Literary Agent
WRIT2-CS9714 *(page 109)*

Preparing Your M.F.A. Application
WRIT1-CE9015 *(page 109)*

Query Letters: Selling Your Writing
WRIT2-CS9711 *(page 109)*

Reading Fiction for Fiction Writers
LITR1-CE9002 *(page 112)*

The Book Proposal: What Agents and Editors Want
WRIT2-CS9713 *(page 110)*

How to Register
online sps.nyu.edu/fallce
phone (212) 998-7150
in person 7 East 12th Street, Room 133 See inside front cover for details.
postal mail Use the form and the envelope at the back of the Bulletin.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

Fiction Writing II
WRIT1-CE9321/$580

Sec. 1: Thurs. 6.45–9.05 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Chester Kozlowski, published in *Guernica, Global City Review, Fiction Attic, The Brooklyn Rail, Menda City.*

Sec. 2: Oct. 12–Dec. 18. Instructor TBA.

Expand your mastery of fiction writing through reader responses and short assignments in and outside class. The techniques of prose narrative, including dialogue, character development, pacing, point of view, flashback, and creative revision, receive special emphasis as you explore and express your stories. Short samples of works by a diverse group of writers are used for illustration and discussion. *Prerequisite: Fiction Writing I/ WRIT1-CE9320 or equivalent experience.* **CEU: 2.5.**

Fiction Writing III: Advanced Fiction Writing
WRIT1-CE9322/$580

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Martha Hughes, author, *Precious in His Sight*; contributor, *Out of Her Mind: Women Writing About Madness.* ★▲

This peer workshop emphasizes craft, with special attention to developing characters and themes; dramatizing rather than summarizing; pacing; using sensory detail to create a cogent, fictive world; creating tension; and polishing dialogue. Submit works-in-progress for discussion by the instructor and the class. In most sessions, four class participants each receive a half-hour critique. Published authors, editors, and agents are invited each semester to lecture and to answer questions. *Admission is by permission of the instructor. To apply, e-mail five double-spaced manuscript pages to sps.advancedfiction@nyu.edu. Please include your phone number and e-mail address. For application deadline information, call (212) 998-7289. Admission is on a rolling basis, and the class may fill before the start of the semester. Applicants are encouraged to apply early.* **CEU: 3.0.**

Reading Fiction for Fiction Writers
LITR1-CE9002/$390

Sec. 1: Mon. 6.40–8.20 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Jonathan Liebson, published in *Meridian, Pleiades, Missouri Review, Harvard Review.*

One of the most important tools for a writer is the ability to read like one. In this course, which is designed for creative writing students, examine the strengths and weaknesses of master storytellers with the intent of applying these lessons to your own work. Each class features a lecture on one of the elements of the writing craft—structure, plot, characterization, description, dialogue, point of view, style, and voice—while offering occasional exercises for added practice. Examine the writing of both canonical and contemporary writers, from Ernest Hemingway and Flannery O'Connor to Charles Baxter and Annie Proulx.

Writing Modern Fairy Tales: Journeys, Tests, and Enchantments
WRIT1-CE9311/$580

Sec. 1: Tues. 6.30–8.50 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Karen Heuler, writer and contributor to more than 50 magazines and anthologies.

Simple, luminous, and strange, fairy tales evolved as instructions on how the world worked. Magic wishes, tricks, or trials with surprising outcomes represented a moral and social order and uncovered the hidden rules of life. Old fairy tales are increasingly retold—on Broadway, in the movies, and by ourselves. The stories are rich, and they continue to evolve and to add luster to writing. Each week, use a traditional tale as a jumping-off point to develop your own version, starting with some familiar elements: the journey, the ordeal, and three wishes. **CEU: 2.5.**

NOVEL WRITING

National Novel Writing Month: A Novel in 30 Days
WRIT1-CE9044/$340

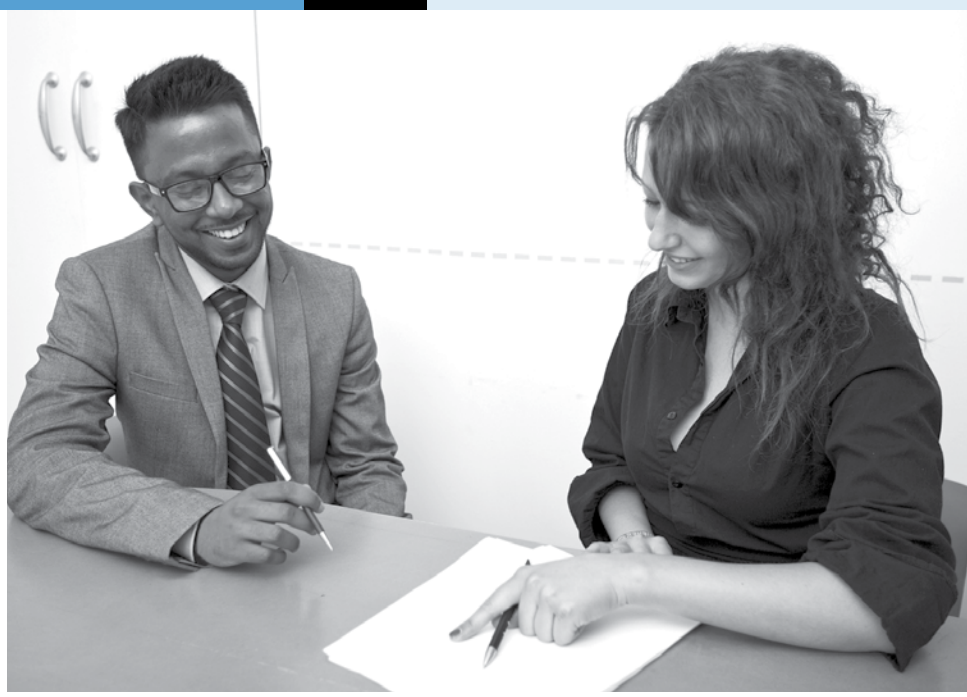
Sec. 1: Oct. 26–Dec. 4. Joseph Fassler, contributing writer, *The Atlantic*; instructor, Stanford University, Southern New Hampshire University.

Participate in the annual National Novel Writing Month, NaNoWriMo, a worldwide phenomenon that challenges writers—amateurs and professionals alike—to write a complete, 60,000-word novel during the month of November. This class provides a system of support and accountability to help ensure a successful NaNoWriMo experience. In addition to focusing on the novel's fundamentals—structure, character, theme, and conflict—learn methods for productive daily writing, including overcoming writer's block and unleashing creativity. At the end of the course, discuss next steps and practical approaches to revising your book-length manuscript. Come away with strategies to sustain a lifetime of rewarding writing practice. *No grades issued.*

Novel Writing I: Beginning Novel Writing
WRIT1-CE9355/$580

Sec. 1: Mon. 6.30–8.50 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Meredith Willis, author, *Higher Ground* and *Only Great Changes*.

Receive the help you need to get started and to get structured, whether your goal is to write a novel or to mold a series of short stories into a longer work. In this course, delve into writing exercises that practice establishing tone, exploring character, tightening and deepening dialogue, and adding interior monologue. Topics covered include sustaining interest as a writer and a reader, understanding the value of an agent, and excerpting from a lengthy work for publication in magazines. This course is appropriate for anyone who has done some writing or who has taken an introductory writing course. **CEU: 2.5.**



Novel Writing II: Advanced Novel Writing
WRIT1-CE9357/$580

Sec. 1: Thurs. 6.45–9.05 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Elizabeth Tippens, author, *Winging It*; published in *Harper's Magazine, Ploughshares*, and others. ★▲

This class, taught by a published novelist, begins with a discussion of structure and then looks closely at up to 50 pages of manuscript text from each participant. Bring 12 copies of a one- to two-page overview or a two- to three-page writing sample from your draft manuscript to the first class. For those with longer or revised manuscripts, this course may be repeated. *Admission is by permission of the instructor. To apply, send five double-spaced manuscript pages to sps.advancednovel@nyu.edu. Please include your phone number and e-mail address. For application deadline information, please call (212) 998-7289. Admission is on a rolling basis, and the class may fill before the start of the semester. Applicants are encouraged to apply early. No grades issued.* **CEU: 2.5.**

SHORT STORY WRITING

Advanced Short Story Writing
WRIT1-CE9161/$580

Sec. 1: Mon. 6.45–9.05 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Maureen Brady, author, *Ginger's Fire, Folly,* and *The Question She Put to Herself*.

The short story is neither a compressed novel nor an excerpt from one. Rather, it is an entirely different form that some say most resembles a poem. Delve deeper into the traditions and possibilities of short fiction in this writing workshop. Explore the relationship between character and plot and the delicate balance between drama and narration. What is the ideal point-of-view strategy for a particular story? Is there such a thing as too much dialogue? Examine style, voice, revision, and submission. Leave the course having completed two polished stories. *Prior completion of Short Story Writing/WRIT1-CE9330 is not required, but students must be familiar with the basic tenets of fiction writing.* **CEU: 2.5.**

Getting Published: Short Stories and Literary Journals
WRIT1-CE9621/$450

Sec. 1: Wed. 6.45–9 p.m., Sept. 30–Nov. 18 (8 sessions). Joseph Fassler, contributing writer, *The Atlantic*; instructor, Stanford University, Southern New Hampshire University.

Creative writing courses, in their focus on craft, tend to overlook an important aspect of the writing process: how to get published. This course, taught by a writer who has read submissions for major literary journals, bridges the gap between polished draft and published work, with a focus on the short story and literary journals. Move toward a finalized short story manuscript, develop submission strategies, refine a list of submission venues, and learn to deliver the quality that editors seek. Discuss how to get published in literary journals—whether in print or online. Receive submission advice on one or two short stories. The course includes question-and-answer sessions with guest editors. **CEU: 1.0.**

Short Story Writing
WRIT1-CE9330/$580

Sec. 1: Thurs. 6.30–8.50 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Martha Hughes, author, *Precious in His Sight*; contributor, *Out of Her Mind: Women Writing About Madness*.

Sec. 2: Oct. 5–Dec. 11. Instructor TBA.

Though limited in form, the short story is a natural passageway into fiction writing, and its effect on the reader can be extremely powerful. Learn not only the fundamentals of short story writing—characterization, plot, dialogue, imagery, and tone—but also strategies for achieving powerful results that, in Flannery O'Connor's words, keep "the short story from being short." Receive guidance with brief writing assignments that are supplemented with works by contemporary short story authors. Finish the course having completed at least one short story. **CEU: 2.5.**

DRAMATIC WRITING

FOR TELEVISION AND THE WEB

NEW

Writing and Developing a Series for Television
WRIT1-CE9644/$580

Sec. 1: Wed. 6.30–8.50 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Michael Zam, screenplay on The Black List 2010; screenplays for DreamWorks, Plan B, and others; two-time recipient, NYU School of Professional Studies Teaching Excellence Award.

Have a great idea for a continuing or limited series for cable, network, or the web? If so, now is the time to write it. Not since television began have there been so many possibilities for new voices, nor so much competition to be heard. That's why it's more crucial than ever that your idea be fully developed and professionally presented. Learn everything you need to be able to do this, including the all-important presentation document—sometimes called the show's "bible"—which includes an introduction, premise, characters, and outlines of the first episode and the season, along with breakdowns for future episodes. **CEU: 2.5.**

NEW

Writing Your TV Pilot
WRIT1-CE9691/$580

Sec. 1: Tues. 6.30–8.50 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Michael Zam, screenplay on The Black List 2010; screenplays for DreamWorks, Plan B, and others; two-time recipient, NYU School of Professional Studies Teaching Excellence Award.

First impressions are the most important, and that's especially true when it comes to the first episode of a new television series. A pilot not only needs to hook a wide audience, but it also must serve as a general blueprint for all succeeding episodes, while establishing the show's premise, characters, tone, and backstory. Learn tools specific to writing an original pilot, whether a network procedural, a quirky web series, or an edgy comedy for cable or a streaming service. By the end of the class, have a strong draft of a pilot for your own series. **CEU: 2.5.**

FOR THE SCREEN

Pitching Your Script
WRIT1-CE9637/$360

S *Sec. 1: Sat. 10 a.m.–4 p.m., Oct. 17–24 (2 sessions).* Mark Degasperi, story analyst, Sony Pictures Entertainment, Tribeca Productions, Paramount Pictures, WME.

Whether you're a seasoned screenwriter or a novice, a pitch is an essential part of selling your screenplay, TV script, or web series. Pitches are so powerful that they can convince producers to purchase an idea before the script has been written. So, how do you write a good pitch? A professional story analyst and writer answers this question and explains successful selling methods, from entering contests to submitting to studios and stars. A pitch also is a creative tool, so whether you're looking to sell your script or you're just thinking of writing one, learning this process is invaluable. **CEU: 1.0.**

Rewriting a Screenplay in 10 Weeks
WRIT1-CE9646/$780

Sec. 1: Tues. 6–9.30 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Marilyn Horowitz, author, *The Four Magic Questions of Screenwriting*; script consultant, *Someone Like You!*; NYU School of Professional Studies Teaching Excellence Award.

If you have written a first draft of a screenplay, then this intensive workshop can guide you through the crucial process of rewriting. Class time is divided between workshopping sections of scripts and lectures on finding and fixing structural problems, bringing characters to life, improving dialogue, strengthening scenes, and more. In-class exercises aid the rewriting process. Be prepared to make significant changes in structure, plot, and character, as required. After the rewriting process is completed, the final sessions are reserved for one-on-one meetings with the instructor. *Bring the course workbook, available at the NYU Bookstore (726 Broadway), to the first session.* **CEU: 4.0.**

Screenwriting I: An Introduction
WRIT1-CE9620/$580

Sec. 1: Tues. 6.45–9.05 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Jonathan Grupper, seven-time Emmy-nominated producer, writer, director, PBS, Discovery Networks, and others.

S *Sec. 2: Sat. 1–3.20 p.m., Oct. 3–Dec. 12 (10 sessions). No class Nov. 28.* Marc Lieberman, screenwriter, *Love Kills*; visiting professor, Vassar College, Princeton University; faculty, Harvard University; NYU School of Professional Studies Teaching Excellence Award.

Sec. 3: Oct. 5–Dec. 11. Jason Greiff, award-winning screenwriter; contributing author, *Writing Movies*; former story analyst, Sundance Film Institute; NYU School of Professional Studies Teaching Excellence Award.

Learn the basic elements of dramatic writing with an emphasis on theme, dialogue, and characterization. Take part in exercises that deal with conflict, exposition, crisis, and climax. Assignments familiarize you with the use of these structural tools, while exercises and lectures aid in the exploration of the screenplay's format and special characters. By the end of the course, be prepared to begin work on a full-length dramatic script. **CEU: 2.5.**

PROGRAM IN SCREENWRITING (ONLINE AND IN-PERSON)

The program in Screenwriting, available in person and online, has been designed to teach the craft of telling stories in pictures, thereby transforming students from movie watchers to movie writers. Students learn about structure, characterization, and dialogue, as well as screenplay format, scene-writing techniques, and revision. Foundational courses provide the basics in understanding the ways in which the written word is translated to the screen. Screenplay workshops hone skills in a variety of genres. Supplemental courses teach students how to promote themselves and their work as screenwriters.

Online courses include text-based lectures; opportunities to submit assignments directly to the instructor for personalized feedback; and a message board to workshop classmates' screenplays, discuss treatments, and share a common love for the art of screenwriting. Some courses also give students and the instructor the opportunity to meet in real-time in a video chat room.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

The Screenwriter's Craft
WRIT1-CE9661 *(page 114)*

Screenwriting III: Advanced
WRIT1-CE9626 *(page 113)*

Master Class in Screenwriting
WRIT1-CE9639 ❖

SCREENPLAY WORKSHOPS

Creating Great Scenes: The Key to Cinematic Drama
WRIT1-CE9642 ❖

From Real Life to Reel Life
WRIT1-CE9733 ❖

Adapting a Novel to the Screen
WRIT1-CE9615 ❖

Writing Comedy for Film
WRIT1-CE9004 *(page 114)*

Writing Film Dialogue
WRIT1-CE9150 ❖

Screenwriting I: An Introduction
WRIT1-CE9620 *(page 113)*

Screenwriting II: A Workshop
WRIT1-CE9634 *(page 113)*

Writing a Screenplay in 10 Weeks
WRIT1-CE9692 *(page 114)*

Rewriting a Screenplay in 10 Weeks
WRIT1-CE9646 *(page 113)*

The Screen Treatment: You Shouldn't Start Writing Without One
WRIT1-CE9746 *(page 114)*

Writing the Short Film: A Practical Approach
WRIT1-CE9690 ❖

Writing the TV Script
WRIT1-CE9603 ❖

Comedy Writing for Television
WRIT1-CE9002 ❖

Screenwriting Boot Camp
WRIT1-CE9262 ❖

Writing the Short Film Intensive
WRIT1-CE9945 ❖

SUPPLEMENTAL COURSES

Pitching Your Script
WRIT1-CE9637 *(page 113)*

Sell Your Screenplay in 30 Days
WRIT1-CE9037 ❖

The Character-Plot Connection in Screenwriting
WRIT1-CE9035 ❖

Screenwriting II: A Workshop
WRIT1-CE9634/$580

Sec. 1: Oct. 5–Dec. 11. Jason Greiff, award-winning screenwriter; contributing author, *Writing Movies*; former story analyst, Sundance Film Institute; NYU School of Professional Studies Teaching Excellence Award.

If you are an intermediate-level screenwriter, you have taken *Screenwriting I: An Introduction*, or you have equivalent experience or writing ability, then this workshop can help you to sharpen your screenwriting skills. Whether you're working on a new script, finishing an existing one, or pitching Hollywood or the independent filmmaking market, this course helps you to improve your screenplay. Class time is devoted to workshopping sections of student scripts; in-class exercises; and lectures on creating and improving premise, developing interesting characters, strengthening structure, crafting an effective plot, and improving dialogue. Class participation is essential. **CEU: 2.5.**

Screenwriting III: Advanced
WRIT1-CE9626/$580

Sec. 1: Wed. 6.45–9.05 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Mark Degasperi, story analyst, Sony Pictures Entertainment, Tribeca Productions, Paramount Pictures, WME. ★▲

This advanced writing workshop emphasizes developing new screenwriting material or revising a completed script. At the end of the semester, discuss your script during private interview sessions with the instructor. *Admission is by permission of the instructor. To apply, e-mail 10 pages of a properly formatted screenplay manuscript to sps.advancedscreenwriting@nyu.edu. Please include your phone number and e-mail address. For application deadline information, please call (212) 998-7289. Admission is on a rolling basis, and the* class may *fill before the start of the semester. Applicants are encouraged to apply early.* **CEU: 2.5.**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

The Screen Treatment: You Shouldn't Start Writing Without One
WRIT1-CE9746/$470

Sec. 1: Mon. 6.20–9.50 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Michael Zam, screenplay on The Black List 2010; screenplays for DreamWorks, Plan B, and others; two-time recipient, NYU School of Professional Studies Teaching Excellence Award.

As any film industry professional will tell you, the most important element of any screenplay—artistically and commercially—is its story. Successful screenwriters develop a thoroughly worked-out screen story before ever writing "Fade In" on their script. Take the time to develop your story—whether purely original, taken from real life, or adapted—into a prose document, most commonly known as a *treatment*. Then, you have the foundation for a polished, professional—and fun to write—first (or second) draft. **CEU: 1.5.**

The Screenwriter's Craft
WRIT1-CE9661/$640

Sec. 1: Thurs. 6.20–9.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Jason Greiff, award-winning screenwriter; contributing author, *Writing Movies*; former story analyst, Sundance Film Institute; NYU School of Professional Studies Teaching Excellence Award.

Sec. 2: Sept. 28–Dec. 4. Jason Greiff.

If you are a screenwriter or you simply love the cinema and want to understand how the written word translates to screen, then this class can provide you with essential insight into the "understructure" of film. Each week, examine the screenplay of a movie that is shown in the next class. Lively discussion sessions follow the screenings and touch on craft elements, including characterization, dialogue, plot, theme, scene writing, conflict, adaptation, action, and comedy. Additional readings, interviews with screenwriters, and other related materials support class discussion. Writing exercises complement each week's lesson. **CEU: 4.0.**

Writing a Screenplay in 10 Weeks
WRIT1-CE9692/$780

Sec. 1: Thurs. 6.10–9.40 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Michael Zam, screenplay on The Black List 2010; screenplays for DreamWorks, Plan B, and others; two-time recipient, NYU School of Professional Studies Teaching Excellence Award.

This intensive writing course takes you from story idea to first draft of a feature-length screenplay in 10 weeks. Using accelerated techniques that focus on character, learn to develop plots naturally. You are required to come to the first session with a story idea no longer than one page. Then, you are expected to write 10 to 15 pages per week. Scripts are due at the final class meeting, and the following two weeks are reserved for individual conferences with the instructor. *Bring the course workbook, available at the NYU Bookstore (726 Broadway), to the first session. Prerequisite: Screenwriting I: An Introduction/WRIT1-CE9620, Creating Great Scenes: The Key to Cinematic Drama/WRIT1-CE9642, or equivalent experience.* **CEU: 4.0.**

Writing Comedy for Film
WRIT1-CE9004/$430

Sec. 1: Wed. 6.45–9.45 p.m., Oct. 14–Nov. 11 (5 sessions). Gregory DePaul, screenwriter, *Saving Silverman* and *Bride Wars*.

Whether a physical comedy like *Airplane!*, a cult comedy like *The Big Lebowski*, or a dark, emotional comedy like *Little Miss Sunshine*, all successful comedic films begin with a hilarious screenplay. Comic screenwriters must know how to create funny concepts, expand them into full-length screen stories, and write scenes that make readers (and ultimately viewers) fall off their chairs laughing. In this course, explore different genres of comedic films and learn the fundamentals of comedy screenwriting. Leave with both a short treatment for a feature-length comedy film and a polished opening scene for the screenplay. **CEU: 1.5.**

JOURNALISM

NEW

The Art of the Pitch: Selling Your Stories
WRIT1-CE9132/$290

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 15–Nov. 5 (4 sessions). Francis Flaherty, former columnist and editor, *The New York Times*.

As the journalism industry evolves, newspapers, magazines, and websites are relying more and more on freelance writers. In fact, there's no better time to break into journalism as a freelancer—and that means this is the time to learn how to pitch. In this course, taught by a former *New York Times* editor, learn how to hatch fresh story ideas that draw editors' attention and to portray these ideas in winning ways. Whether your target publication is Buzzfeed or *The Wall Street Journal*, and whether you write features, profiles, or criticism, the pitch is the key to opening editors' doors, getting your writing noticed, and getting paid.

DIGITAL JOURNALISM

Blogging for Journalists
WRIT1-CE9550/$290

Sec. 1: Wed. 6.45–9.05 p.m., Sept. 30–Oct. 28 (5 sessions). Elizabeth Wright, freelance social media consultant, blogger.

Whether you're working as a freelance journalist or hoping to break into the industry, a blog can be a great place to showcase your writing and land your next freelance assignment. Your blog also can become a profitable business in its own right. Through guest lectures, case studies, and hands-on exercises, learn how to write effectively for the web and how to craft an original point of view. Discover how to make your blog posts shareable and share-worthy on social media and how to promote your work. Discuss monetization strategies, advertorials, and search engine optimization (SEO). *Basic familiarity with a blogging platform like WordPress is mandatory prior to enrolling.* **CEU: 1.0.**

PROGRAM IN JOURNALISM: PRINT AND DIGITAL MEDIA

The program in Journalism: Print and Digital Media offers a comprehensive approach to journalism training by providing instruction in essential skills such as feature- and breaking-news writing and current digital production and editing techniques. Participants learn how to deliver news to audiences through a variety of media—newspapers, magazines, websites, blogs, podcasts, social media sites, and more. Students acquire practical training in producing strong narrative stories across multiple platforms; they learn to incorporate print, social media, video, audio, still photography, and infographics; and they develop a portfolio that demonstrates their writing, research, and digital production skills. Students completing all of the foundational courses and enrolling in a variety of supplemental courses in either writing or digital media attain:

- A strong competency in the foundational tools of journalism, including writing, information gathering, and reporting
- Proficiency in writing and editing in a variety of journalistic genres, including news, features, long-form narratives, cultural reviews, and profiles
- An understanding of the ways that digital and multimedia advances have transformed and redefined the journalistic profession
- Digital production and editing techniques (specializations include video, audio, photography, and data visualization)
- Mastery of multimedia storytelling and the ability to translate news stories into dynamic multimedia packages
- Expertise in both the essentials of written journalism and the necessary digital media skills
- Knowledge of journalistic ethics

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Reporting, Researching, and Writing the News
WRIT1-CE9515 *(page 115)*

Feature Writing for Print and Digital Media
WRIT1-CE9530 *(page 115)*

Legal and Ethical Issues in Journalism
WRIT1-CE9538 *(page 115)*

Multimedia Storytelling for Journalists
WRIT1-CE9113 *(page 115)*

SUPPLEMENTAL COURSES IN WRITING

Interviews and Profiles
WRIT1-CE9531 *(page 115)*

Fashion Writing
WRIT1-CE9781 ❖

Technology Journalism
WRIT1-CE9749 ❖

Film Reviewing
WRIT1-CE9561 *(page 115)*

Freelancing in Print and Online
WRIT1-CE9086 ❖

Science and Medical Writing
WRIT1-CE9728 ❖

Reporting and Writing in the Digital Era
WRIT1-CE9861 ❖

Food Writing
WRIT1-CE9782 ❖

Business Journalism
WRIT1-CE9502 ❖

Writing Topical Humor
WRIT1-CE9512 ❖

Writing on Health and Wellness
WRIT1-CE9857 ❖

Political Reporting
WRIT1-CE9860 ❖

Writing Editorials, Commentary, and Opinion Blogs
WRIT1-CE9938 ❖

Long-Form Journalism
WRIT1-CE9527 ❖

From Traveler to Travel Writer
WRIT1-CE9543 ❖

Cultural Criticism
WRIT1-CE9001 ❖

SUPPLEMENTAL COURSES IN DIGITAL MEDIA

Data Journalism
WRIT1-CE9787 ❖

Social Media for Journalists
WRIT1-CE9785 *(page 115)*

Blogging for Journalists
WRIT1-CE9550 *(page 114)*

Advanced Digital Journalism Intensive
WRIT1-CE9409 ❖

Digital Journalism Intensive
WRIT1-CE9008 ❖

Analytics and Data Visualization for Journalism
WRIT1-CE9741 ❖

Designing Data: Infographics
ANMA1-CE9108 ❖

Long-Form Digital Storytelling
WRIT1-CE9619 ❖

Introduction to Audio for Multimedia
AUDP1-CE9065 ❖

Digital Filmmaking I
FLMM1-CE9921 ❖

Editing I: Final Cut Pro
EDTG1-CE9225 ❖

Journalism on the Web: The Key to Writing Online
WRIT1-CE9618 ❖

Multimedia Storytelling for Journalists
WRIT1-CE9113/$780

Sec. 1: Wed. 6–9.45 p.m., Sept. 30–Nov. 18 (8 sessions). Joshua Davis, multimedia producer, NPR, *Planet Money*.

Multimedia storytelling provides context and depth to news stories. In this hands-on course, receive a comprehensive overview of multimedia storytelling, which is crucial for professional success as a journalist today. While participating in an intensive group project, gain hands-on experience in all facets of digital story production for news and documentaries. In the first two sessions, build your technical skills by shooting digital footage and completing editing exercises. Then, explore fundamental theory and practice while developing a multimedia product appropriate for the web, mobile devices, and social media. Topics include story research, planning, and scripting; DSLR photo and video techniques; sound acquisition; and lighting. **CEU: 2.5.**

Social Media for Journalists
WRIT1-CE9785/$360

Sec. 1: Tues. 6.45–9.15 p.m., Nov. 3–Dec. 8 (5 sessions). No class Nov. 24.
Elizabeth Wright, freelance social media consultant, blogger.

The popularity of interactive media has revolutionized the nature of journalism and transformed journalistic communication into interactive dialogue. Social media tools can be utilized at every stage of a journalist's work—from conducting real-time research, identifying sources, and writing and producing a story, to enhancing networks and assessing reach and effectiveness. Obtain a complete background in the newest tools needed to research and write the news and then to display and distribute content. Become more familiar with what the major social media platforms offer and how social media can be used for news gathering and research. Also, learn how to connect with sources, engage audiences, and effectively interact with and engage readers. **CEU: 1.5.**

JOURNALISM FUNDAMENTALS

Legal and Ethical Issues in Journalism
WRIT1-CE9538/$290

Sec. 1: Wed. 6.40–9 p.m., Oct. 7–Nov. 4 (5 sessions). Joscelyn Jurich, journalist and critic, *The New York Times, The Village Voice, Bookforum, The Huffington Post*.

Every day, journalists make decisions with ethical consequences about the people they interview and quote and the angle they use. Often, an individual's right to privacy conflicts with the public's right to know. But does the public need to know? What loyalty, if any, do journalists have to their readers, listeners, and viewers? This practical case-method course examines these complex issues and legal questions, and it offers working journalists a framework for ethical decision-making. Topics include law and ethics of the web. **CEU: 1.5.**

REPORTING AND WRITING

Feature Writing for Print and Digital Media
WRIT1-CE9530/$580

Sec. 1: Wed. 6.45–9.05 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Susan Hartman, contributor, *The New York Times, Newsday, The Christian Science Monitor*; NYU School of Professional Studies Teaching Excellence Award.

Sec. 2: Mon. 6.45–9.05 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. John Crudele, columnist, *New York Post*.

This practical workshop is designed to prepare you to write and publish feature articles. Learn to spot ideas, conduct research and interviews, devise leads that work, write with clarity and style, and pitch to editors. Explore various types of feature writing, including service articles and profiles. Some sessions may feature guest editors. Course work includes in-class exercises and numerous out-of-class assignments. The goal is to complete one full-length feature story suitable for submission to a newspaper, magazine, or website. **CEU: 2.5.**

Film Reviewing
WRIT1-CE9561/$290

Sec. 1: Tues. 6.45–9.05 p.m., Oct. 20–Nov. 17 (5 sessions).
Joshua Rothkopf, film editor, *Time Out New York*.

While many of us dream of watching movies and getting paid for it, film critics actually do it. Of course, their job requires expertise and skill. Learn what a reviewer looks for when viewing a film, and turn your opinions into intelligent, interesting articles, many of which are often better than the films they evaluate. Discuss potential markets, both in print and online. Guest speakers may include editors and distinguished critics. **CEU: 1.0.**

Interviews and Profiles
WRIT1-CE9531/$290

Sec. 1: Tues. 6.45–9.05 p.m., Oct. 20–Nov. 17 (5 sessions). Diane Snyder, contributor, *Time Out New York, The Guardian, The Wall Street Journal*.

If you can come up with good questions, then you can learn how to conduct effective interviews, fashion them into articles, and get published in newspapers and magazines. Designed for novice journalists and established writers, this course targets the most basic skill in journalism: interviewing. Topics include selecting the right subject, researching an idea and an interviewee, dealing with spokespeople and publicists, preparing for an interview, applying interviewing styles and techniques, choosing and attributing quotations, and marketing your story. Writing assignments are based upon actual interviews. **CEU: 1.0.**

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

Reporting, Researching, and Writing the News
WRIT1-CE9515/$580

Sec. 1: Tues. 6.45–9.05 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Stephen Sheppard, writer, producer, editor, *60 Minutes, CBS Reports, Frontline*.

Sec. 2: Thurs. 6.30–9.25 p.m., Oct. 1–Nov. 19 (8 sessions). Holly St. Lifer, health journalist, *Shape, AARP The Magazine, Psychology Today*, AOL; editor, *YCteen*.

Focus on the basic principles of news reporting with an emphasis on learning by doing. Examine what news is, who defines it, and how to write it. Most sessions combine principle with practice and classroom discussion with in-class writing and out-of-class assignments. Learn to determine the focus of the story, cover all the angles, interview, research (including online), organize material, find and write the lead, rewrite and edit, work on deadline, cope with controversy, and remain objective. *Students must have a solid command of English grammar, spelling, and punctuation.* **CEU: 2.5.**

WRITING AND COMMUNICATION SKILLS

Business Etiquette
COMM2-CS1003/$185

S *Sec. 1: Sat. 10 a.m.–4 p.m., Nov. 14.*
Linda Stone, career counselor, human resources professional.

Master proper business etiquette to gain a competitive edge in any professional situation, from a job interview to a high-powered lunch. This course focuses on the rules of etiquette that everyone should know for the office, business meals, and off-site work situations. Topics include proper introductions, cultural dos and don'ts, table manners, interview skills, and guidelines for ordering food and alcohol. Learn to make a positive and lasting first impression; to project a dynamic presence on the phone; and to employ tact in matters of diversity, gender, and age.

NEW
Extreme Professional Makeover: Communications Boot Camp
COMM1-CE1010/$370

S *Sec. 1: Fri. Sat. 10.30 a.m.–4.30 p.m., Nov. 20–21 (2 sessions).* Ellen Reeves, author, *Can I Wear My Nose Ring to the Interview?*; career and communications consultant.

How you communicate is a key part of your professional image and reputation. In this intensive two-day boot camp, focus on your writing, public speaking, and interpersonal skills with the goal of becoming a more effective communicator. Begin by assessing your oral, written, and nonverbal communication styles, and then learn strategies to tailor verbal and nonverbal messages for supervisors, clients, and coworkers across ages and cultures. Modules within the boot camp focus on business writing, including e-mails, memos, and reports; presentation skills and public speaking; and interpersonal communication, including body language and nonverbal communication. *Students must speak and read English with native fluency.*

BUSINESS AND PROFESSIONAL WRITING

Writing on the Job I: Fundamentals of Business Writing
WRIT1-CE9062/$545

Sec. 1: Tues. 6.45–8.45 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Jeremy Kareken, screenwriter; playwright; awards from Guthrie Theater, Actors Theatre of Louisville, and others.

Sec. 2: Thurs. 6.45–8.45 p.m., Oct. 1–Dec. 10 (10 sessions). No class Nov. 26. Enid Stubin, associate professor, Kingsborough Community College, Baruch College.

Do you procrastinate when you have to write a memo or a report? Do you struggle to meet deadlines? Do you find it difficult to be clear and concise? Learn to write documents with clarity and confidence and to tackle assignments without hesitation. Use strategies that reduce stress, and follow guidelines that demonstrate where to begin and how to finish. Ask questions that help to identify the audience, and discover strategies for composing memos, e-mails, and reports that people read and remember. Projects and homework assignments allow you to experiment with what you learn and to put your skills into practice. *Students must speak and read English with native fluency.* **CEU: 2.0.**

Writing on the Job II: Professional Writing with Power
WRIT1-CE9061/$545

Sec. 1: Mon. 6.30–8.30 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Carol Lawson, former editor and reporter, *The New York Times;* freelance contributor to national magazines; corporate consultant for professional writing.

More advanced than *Writing on the Job I*, this course is for those who are comfortable writing but want to draft memos, e-mails, reports, and brochures with greater impact and style. Good writers are in demand in almost every field, whether to write and edit documents for different media or simply to communicate well via e-mail. Learn to cut away the dead language and bureaucratic excess that clog most business and professional writing. Find what needs to be said and express it in a memorable way. *Students must speak and read English with native fluency.* **CEU: 2.0.**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

SPEECH

Whether the occasion is work-related or casual, learn to present yourself in the most advantageous light. These offerings cover everything from overcoming stage fright to using humor to capture the attention of your audience. Learn to speak to the best of your ability with confidence.

Storytelling for Business People
SPCH1-CE9812/$250

Sec. 1: Wed. 6.30–9.30 p.m., Oct. 21–Nov. 4 (3 sessions). Andrew Linderman, writer, storyteller, performer, The Moth, Upright Citizens Brigade.

Do you need an amazing story to tell at a meeting or in a job interview? Are you trying to launch or rebrand a product and want an enticing hook? Explore the many ways to incorporate personal stories into your professional life. Delve into the specific uses of storytelling in business, from marketing to human resources, before uncovering your own stories through a series of improvisation, writing, and presentation exercises. Finally, incorporate your new storytelling skills into a presentation, and receive feedback on ways to make your stories and pitches more engaging wherever your business takes you. *No grades issued.*

PUBLIC SPEAKING

Actors' Secrets for Powerful Public Speaking
SPCH1-CE9085/$545

Sec. 1: Mon. 6.45–8.45 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Mary Workman, author, *Speak Honestly, Clearly, and Without Fear*.

Learn how to speak clearly and without fear using tools that actors have employed for centuries. No matter your background, become comfortable speaking in front of a crowd. Learn techniques that increase your confidence and that keep you from worrying about your performance. Focus on the needs of your listeners, let your speech take them on an interesting journey, and develop a relationship with them. Topics include relaxation, physical centering, and vocal strength. Receive personalized one-on-one coaching, and leave the course with a polished presentation and the knowledge to successfully construct future talks. **CEU: 2.0.**

Communicating Leadership and Power in Public Speaking
SPCH1-CE9088/$545

Sec. 1: Tues. 6.45–9.15 p.m., Oct. 6–Dec. 1 (8 sessions). No class Oct. 13. Beverly Thompson, communications consultant and trainer, Deutsche Bank, Bankers Trust, GE, New York Life, and others.

In today's competitive business environment, every time you verbalize a thought or an intention you are judged. Instant assumptions are made about your intelligence, education, and competence. Finessing your speaking skills to convey confidence and authority is the quickest and most effective way to distinguish yourself from the competition. In this course, all elements of your communication persona are evaluated, exercised, challenged, and ultimately upgraded in order to transform you into a speaker with power. *Students should be comfortable with public speaking before enrolling in this course.* **CEU: 2.0.**

Presentation Skills for Introverts®
COMM2-CS1000/$150

Sec. 1: Wed. 6–9 p.m., Oct. 7–14 (2 sessions). Nancy Ancowitz, business communication coach; author, *Self-Promotion for Introverts®*.

Introverts often are not naturally adept at speaking in front of others. If this describes you, then learn to share your knowledge and to present your ideas with confidence and passion by tapping into the strengths and advantages of being an introvert. Course topics include preparing for a presentation, using body language and vocal variety, managing jitters, and staying attuned to the audience. Lessons are customized to build upon your individual abilities and style. Strengthen your voice through in-class exercises and constructive critique, all within a lively, supportive setting.

Sharpening Your Presentation and Speech Skills
SPCH1-CE9531/$545

Sec. 1: Tues. 6.45–8.45 p.m., Sept. 29–Dec. 1 (10 sessions). Michele Mason, communications and holistic stress-management consultant.

Sec. 2: Thurs. 6.30–9 p.m., Oct. 1–Nov. 19 (8 sessions). Michele Mason.

Learn how to hold an audience's attention by developing an individual public speaking style. Whether you're an executive, teacher, community leader, or sales professional, develop the ability to deliver formal and informal speeches with conviction, confidence, and clarity. Discover ways to organize material for maximum impact and to make subtle use of body language and eye contact for effect. Cultivate your skill set through in-class exercises, videotaping, and constructive feedback. You are encouraged to incorporate specific career-related projects into your class presentations. **CEU: 2.0.**

Speaking Impromptu: The Art of Thinking on Your Feet
SPCH1-CE9083/$480

Sec. 1: Thurs. 6.45–8.45 p.m., Sept. 24–Nov. 12 (8 sessions). Nicole Wells Kurtzman, instructor, Rutgers University, University of Minnesota Duluth.

Are you comfortable giving prepared talks but get tongue-tied when asked to speak off the cuff? Whether your presentation is for a board of directors or a classroom of kids, being thrown into the spotlight without advanced preparation can be nerve-wracking. This course is designed to help you develop poise, clarity, and a sense of ease with impromptu speaking. Learn how to prepare for the unexpected through in-class exercises, while brushing up your fundamental presentation skills. The instructor provides constructive feedback on each person's performance. Self-monitoring is encouraged and aided through the use of videotaping. **CEU: 1.5.**

PROGRAM IN COMMUNICATION SKILLS

The program in Communication Skills prepares students to succeed in the contemporary workplace through a combination of courses that are designed to improve their competency at writing and speaking on the job. Foundational courses in writing or public speaking provide a solid understanding and application of those critical skill sets. Supplemental courses focus on skills specifically required for business and professional writing.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES IN WRITING

- Mastering Correct English — **WRIT1-CE9050** ❖
- Building Word Power — **WRIT1-CE9052** ❖
- Writing and Grammar: The Basics — **WRIT1-CE9010** *(page 117)*
- Improving Writing Skills I — **WRIT1-CE9053** *(page 117)*
- Improving Writing Skills II: Editing and Revising — **WRIT1-CE9055** *(page 117)*
- Essentials of Writing Essays: From Personal to Persuasive — **WRIT1-CE9033** ❖

FOUNDATIONAL COURSES IN PUBLIC SPEAKING

- Speaking with Confidence — **SPCH1-CE9080** ❖
- Developing Your Speaking Voice — **SPCH1-CE9073** *(page 117)*
- Sharpening Your Presentation and Speech Skills — **SPCH1-CE9531** *(page 116)*
- Speaking Without Fear — **SPCH1-CE9081** *(page 117)*
- Speaking Impromptu: The Art of Thinking on Your Feet — **SPCH1-CE9083** *(page 116)*
- Actors' Secrets for Powerful Public Speaking — **SPCH1-CE9085** *(page 116)*
- Communicating Leadership and Power in Public Speaking — **SPCH1-CE9088** *(page 116)*
- Communication Skills for Business — **SPCH1-CE9016** ❖
- Be Your Own Critic: Digitally Recorded Public Speaking — **SPCH1-CE9225** ❖
- Communicating Leadership — **SPCH1-CE9091** ❖
- Communication Skills for Women — **SPCH1-CE9092** ❖
- Persuasive Communication — **SPCH1-CE9811** ❖
- Interpersonal and Business Communications — **SPCH1-CE9103** ❖
- Dynamic Communication: The Key to Professional Success — **SPCH1-CE9013** ❖

SUPPLEMENTAL COURSES IN BUSINESS AND PROFESSIONAL WRITING

- Get to the Point: Business Writing That Works — **WRIT1-CE9939** ❖
- Science and Medical Writing — **WRIT1-CE9728** ❖
- Business Writing for the Web: Giving Online Readers What They Want — **WRIT1-CE9026** ❖
- Writing on the Job I: Fundamentals of Business Writing — **WRIT1-CE9062** *(page 115)*
- Writing on the Job II: Professional Writing with Power — **WRIT1-CE9061** *(page 115)*

Speaking Without Fear
SPCH1-CE9081/$545

Sec. 1: Wed. 6.45–9.15 p.m., Sept. 30–Dec. 2 (8 sessions). No class Nov. 11, Nov. 25. Nicole Wells Kurtzman, instructor, Rutgers University, University of Minnesota Duluth.

Do your fears get the best of you when it comes to public speaking? Are you too intimidated to speak in front of even a small group? Anxiety can undermine self-confidence and can hinder professional and personal endeavors. Overcome the fear of public speaking with tried-and-true strategies that desensitize your fears and help you to perform well in spite of them. Learn how to use self-regulation and self-monitoring techniques to prepare remarks and to deliver them effectively. Have your presentations recorded, and then get constructive feedback from the instructor and the class. **CEU: 2.0.**

VOICE AND DICTION

No grades are issued in these courses.

10 Steps to a More Dynamic Voice
COMM2-CS1002/$275

Sec. 1: Tues. 6.30–8.30 p.m., Nov. 3–Dec. 1 (5 sessions). Karen Schadow, president, The Voice of Success.

An individual's speaking voice is critical to conveying ideas confidently and convincingly, whether interviewing for a job or giving a presentation at work. Discover how effective breathing, articulation, and pitch placement lead to opportunity in the workplace. Learn 10 steps to strengthening your voice. Reinvigorate your speaking voice for meetings, job interviews, phone calls, and conversations with colleagues and clients. Become aware of how a voice, when properly used, can reflect a new self-confidence and make a difference in achieving career success.

Developing Your Speaking Voice
SPCH1-CE9073/$545

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Christina Pastor, voice and speech coach, Circle in the Square Theatre School; actress.

Have your voice analyzed for quality, pitch, volume, resonance, and flexibility, and learn how to apply what you learn to achieve dynamic vocal skills. Let an experienced speech instructor help you to develop your speaking voice—a critical quality for teachers, performers, executives, and sales personnel. Acquire basic information about your vocal mechanism, gain an understanding of vocal production, and learn how to take care of your voice. Lectures, video clips, and demonstrations help to clarify the physiology, acoustics, and perception of voice. **CEU: 2.0.**

WRITING FOUNDATIONS

To benefit from these courses, students must be proficient in basic writing skills and completely fluent in English.

NEW
Grammar Review Crash Course
WRIT1-CE9865/$320

Sec. 1: Thurs. 6.30–8.30 p.m., Oct. 1–Nov. 12 (6 sessions). No class Nov. 5. Robert Black, author, columnist, NYU School of Professional Studies Teaching Excellence Award.

Whether you struggle with comma placement, run-on sentences, verb tense agreement, or active versus passive voice, this grammar review boot camp is for you. Spend the beginning of each class session reviewing basic grammar rules and concepts, and then put them to use in a highly interactive hour of drills, in-class writing, and even grammar games. Come away with a better understanding of grammar and improved confidence in your writing.

Improving Writing Skills I
WRIT1-CE9053/$545

Sec. 1: Mon. 6.45–8.45 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. Robert Black, author, columnist, NYU School of Professional Studies Teaching Excellence Award.

Sec. 2: Oct. 5–Dec. 11. Catherine Crawford, author, *French Twist*; contributor, *The Huffington Post.*

As an unpracticed writer who lacks self-confidence, or as a writer whose skills may be a bit rusty, explore both the theory and practice of writing well. Learn to compose sentences clearly and concisely, develop effective paragraphs, design persuasive openings, arrange facts and ideas logically, increase a piece's coherence, and edit and proofread written material. Student writing is read and reviewed by the instructor and used as a basis for class discussion. **CEU: 2.0.**

Improving Writing Skills II: Editing and Revising
WRIT1-CE9055/$545

Sec. 1: Wed. 6.45–8.45 p.m., Sept. 30–Dec. 9 (10 sessions). No class Nov. 25. Chester Kozlowski, published in *Guernica, Global City Review, Fiction Attic, The Brooklyn Rail, Menda City.*

Be your own best editor by mastering the art of revising what you write for increased clarity and impact. In this writing workshop, submit writing samples for constructive feedback and analysis by the instructor and the class. Learn to identify the relationship between the writer's intentions and the reader's expectations, and discuss examples of copy that miss the mark on both ends. Find out how to organize ideas and support evidence coherently and forcefully, cut extraneous words and phrases, keep the reader's interest, and select more powerful words and images. **CEU: 2.0.**

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

Writing and Grammar: The Basics
WRIT1-CE9010/$545

Sec. 1: Tues. 6.45–8.45 p.m., Sept. 29–Dec. 8 (10 sessions). No class Oct. 13. Joan Oleck, freelance writer and editor; former editor, *Businessweek, Newsday*.

Are you often at a loss when trying to decide whether to hyphenate certain words? Do you lack confidence regarding sentence structure? Learn the answers to your grammar questions and other usage problems and gain experience using correct grammar in your writing. Course topics include common grammatical errors and basic principles of grammar, punctuation, and sentence structure; useful practices for choosing words and eliminating wordiness; and easily applied organizational strategies to guarantee a logical flow in any mode of writing, including memos, essays, and personal statements. **CEU: 2.0.**

Weekend Courses

Business Etiquette
COMM2-CS1003 *(page 115)*

NEW **Extreme Professional Makeover: Communications Boot Camp**
COMM1-CE1010 *(page 115)*

Fiction Writing I
WRIT1-CE9320 *(page 111)*

Fiction Writing One-Day Workshop
WRIT2-CS9007 *(page 111)*

Jump-Start Your Novel
WRIT2-CS9002 *(page 111)*

NEW **One-Day Humor Writing Workshop**
WRIT2-CS9012 *(page 111)*

Pitching Your Script
WRIT1-CE9637 *(page 113)*

NEW **Polishing Your Short Story: One-Day Intensive**
WRIT2-CS9013 *(page 111)*

Screenwriting I: An Introduction
WRIT1-CE9620 *(page 113)*

The Book Proposal: What Agents and Editors Want
WRIT2-CS9713 *(page 110)*

NEW **The First Page Is Everything: Writing Your Novel's Opening Page**
WRIT2-CS9720 *(page 111)*

Up Close and Personal: Your Story in Two Pages
WRIT2-CS9716 *(page 111)*

MEDIA INDUSTRY STUDIES AND DESIGN

As media and multiplatform design, production, and entertainment continually change, the NYU School of Professional Studies develops new, innovative programs to keep your knowledge and your skill sets current, incorporating the latest trends, technologies, and strategies for success in these rapidly evolving fields. Faculty members are top professionals and designers from the creative sectors and industries that drive New York City's economic and cultural engines. They provide you with high-caliber instruction and the expertise to meet and to exceed your personal and professional goals.

Programs are offered on weeknights, on weekends, online, and in accelerated formats to fit your busy lifestyle. A wide selection of courses and programs of study provides you with a variety of options from which to choose.

For more information about Career Advancement offerings and faculty members, visit **sps.nyu.edu/cada** or call **(212) 998-7200**.

Design 118

Digital Arts 124

Digital Film, Video, and Broadcasting 128

DESIGN

Design plays a vital role in media today. Examine the art and the craft behind various creative fields, including graphic design for print, mobile, and web; interior design; product design; and user experience design. Learn the principles and emerging trends in design, and familiarize yourself with the latest software. Nurture your artistic talents and develop your own visual style. A wide range of offerings helps you to gain the skills required for a career in the vibrant applied arts industries.

Offerings in Design include:

- **A range of Career Advancement Courses** that helps you to strengthen your design skills while you refine your unique communication style
- **Career Advancement Programs of Study:** Design: Fundamentals *(page 119)*, Design: Graphic Essentials *(page 119)*, Digital Design for Entrepreneurs *(page 120)*, Digital Print Production *(page 120)*, Visual Branding and Graphic Design *(page 120)*, Interactive Design for Mobile and Tablet *(page 120)*, Interior Design: Fundamentals *(page 121)*, Interior Design: Essentials *(page 121)*, Product Design: Fundamentals *(page 122)*, 3D Modeling and Printing *(page 122)*, UX: Fundamentals *(page 123)*, UX: Advanced *(page 123)*, and UX: Applied Design *(page 123)*

For more information, visit **sps.nyu.edu/cada** or call **(212) 998-7200**.

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DESIGN FUNDAMENTALS

Design fundamentals address the perennial question: Where do we get our ideas? Discover the forms, principles, and concepts common in all design disciplines. Learn the stages of the creative process, and recognize how they interconnect. These courses help you to unlock your creativity and to develop design strategies. Acquire a working knowledge of the essential skills for effective design.

Adobe Illustrator CC

DDRW1-CE9004/$525

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Oct. 14 (4 sessions). Joseph Caserto.

Sec. 2: Mon. 6.30–9.30 p.m., Nov. 30–Dec. 21 (4 sessions). Jenna Lucente, exhibiting artist, designer, teacher.

Adobe Illustrator is the leading software for vector-based art creation. Familiarize yourself with Illustrator tools, interface, and palettes. Learn how to draw with the pen and pencil tools, create curves, and select objects, and then combine these with geometric objects. Modify objects with the reshape, transform, and arrange commands. Stroke your paths, color your shapes, add type to your designs, and work with layers and filters. Use brushes, gradients, and blends; open and import images from other applications; and learn what file formats correspond to different outputs. Hands-on class exercises and take-home assignments are designed to build a designer's and illustrator's portfolio. *Prerequisite: Color Systems/PHTG1-CE9223 or equivalent knowledge.*

Adobe InDesign CC

GDES1-CE9101/$725

Sec. 1: Nov. 6–Dec. 18. Ivan Freaner, design consultant.

Sec. 2: Nov. 17–Dec. 22. Joseph Caserto.

InDesign is a robust application so tightly integrated with Photoshop, Illustrator, and Acrobat that it gives unparalleled control and reduces production time. Gain hands-on experience through step-by-step demonstrations, assignments, and exercises. Learn to import text, manipulate graphics, control colors, set master pages, and work with layers. Understand the steps needed to print, to export to a PDF, to gather files for a vendor, and to store your documents. *Prerequisite: Color Systems/PHTG1-CE9223 or equivalent knowledge.*

For the most up-to-date course information and to register online, visit **sps.nyu.edu/fallce**.

PROGRAM IN DESIGN: FUNDAMENTALS (ONLINE AND IN-PERSON)

This program of study provides the basis for anyone interested in developing a career in virtually any design discipline by teaching the foundations of design theory. Participants learn how to think creatively like designers; how to analyze form, space, and color in their designs; and how to communicate their ideas more effectively. While the course work can stand on its own, it also is meant to lay the groundwork for pursuing additional courses or programs of study that incorporate design thinking and execution, including technology- or software-based offerings. Upon completion of this suggested program of study in its entirety, students have the ability to:

- Solve design problems through brainstorming, visual storytelling, ideation, and conceptual thinking
- Use typography to communicate effectively
- Develop and strengthen design capabilities with unique style and vision
- Apply the design process from concept to completion

This program is particularly recommended for students with no prior formal training in graphic design composition. It helps students to build both their conceptual skills and their ability to execute ideas prior to enrolling in technology- or software-based courses. For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Design Principles
FUND1-CE9220 *(page 119)*

Conceptualization and Ideation
FUND1-CE9221 *(page 119)*

Color Theory for Artists and Designers
FUND1-CE9102 ❖

Form and Space
FUND1-CE9275 ❖

Adobe Photoshop CC
PHTG1-CE9003/$525

Sec. 1: Tues. 6–9.30 p.m., Sept. 29–Oct. 20 (4 sessions). Thomas Reed, materials development, New York City Department of Health.

Sec. 2: Mon. 6–9.30 p.m., Nov. 30–Dec. 21 (4 sessions). Kevin Zupp, Adobe Certified Expert, Photoshop; Apple Certified Pro, Aperture.

Photoshop, the leading design and production software for raster-based images, is used to develop multimedia, print materials, and web graphics. Learn the essential tools for creating new—or manipulating scanned and captured—images, such as resolution, mode, levels, and channels. Get hands-on practice in selection, cloning, toning, filters, color correction, and clipping paths. Learn from demonstrations of layering techniques, including layer masks, adjustment layers, and blending options. *Prerequisite: Color Systems/PHTG1-CE9223 or equivalent knowledge.*

Color Systems
PHTG1-CE9223/$295

Sec. 1: Sept. 23–30. Benjamin Coopersmith, photographer.

Gain a comprehensive understanding of color modes, including RGB for light-based projects such as broadcast, CMYK and flat colors for print projects, and hexadecimal for interactive projects. Learn how the physics of light and pigment is applied in raster and vector environments.

Wondering what to take?
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Conceptualization and Ideation
FUND1-CE9221/$525

Sec. 1: Thurs. 6–9.30 p.m., Oct. 22–Nov. 12 (4 sessions). John Davison.

Learn the methods that professionals use throughout the creative process, and discover how to generate powerful and effective design concepts. In this class, participate in a series of design exercises, in-depth discussions, and brainstorming sessions to deepen your capacity for conceptual thinking. Experiment with basic principles of drawing to refine and hone your design concepts and to improve your ability to communicate ideas clearly. Using a sketchbook and a pencil, learn how to indicate simple shapes to convey your ideas, strengthen hand-eye coordination, and use your creativity to generate original, powerful ideas that effectively address clients' needs. *Prerequisite: Design Principles/FUND1-CE9220 or equivalent knowledge.*

Design Principles
FUND1-CE9220/$525

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Oct. 14 (4 sessions). Camille Bugden.

Sec. 2: Mon. 6.30–9.30 p.m., Nov. 23–Dec. 14 (4 sessions). John Davison.

Appreciating visual grammar is the first step toward creating work that resonates. Understand the elements of form and the principles of composition to create projects that attract the eye. In this course, participate in a series of exercises and critiques to deepen your perceptions of the 2D picture plane and to hone your awareness of aesthetic options. Learn how to effectively use the elements of form, such as dot, line, shape, value, and texture. Also, study the impact of compositional approaches, such as dominance, hierarchy, emphasis, balance, contrast, tension, and rhythm.

PROGRAM IN DESIGN: GRAPHIC ESSENTIALS (ONLINE)

In this program of study, students learn tactical skills to improve their ability to execute design ideas. This program covers the foundations of color systems upon which images are built, essential knowledge about typography, and the industry-standard applications of Adobe Photoshop, Illustrator, and InDesign. Participants also learn best practices for workflow and for other processes in graphic design. This program is designed to provide the basis needed to develop professional quality work across all digital media and all industries. Upon completion of this suggested program of study in its entirety, students:

- Understand the underlying principles of color spaces and image creation
- Have working familiarity with the Adobe Creative Cloud suite of products
- Appreciate the anatomy of type and its relationship to graphical elements
- Have the ability to create a basic digital print product containing graphics, images, and type components

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Color Systems
PHTG1-CE9223 *(page 119)*

Adobe Photoshop CC
PHTG1-CE9003 *(page 119)*

Adobe Illustrator CC
DDRW1-CE9004 *(page 118)*

Typography
FUND1-CE9015 *(page 119)*

Adobe InDesign CC
GDES1-CE9101 *(page 118)*

Weekend Courses

3D Printing: Rapid Prototyping
PDES1-CE9099 *(page 122)*

Digital 3D Scanning
PDES1-CE9106 *(page 122)*

SolidWorks I
PDES1-CE9093 *(page 122)*

Sourcing for Interior Design
NDES1-CE9149 *(page 121)*

Typography
FUND1-CE9015/$775

Sec. 1: Mon. Thurs. 6.30–9.30 p.m., Nov. 19–Dec. 17 (8 sessions). No class Nov. 26. Clive Jacobson.

Typography is a powerful communication tool that sets great designers apart from the pack. Develop an understanding of type's anatomy, terminology, organization, and relationship with other graphic elements. Explore how letterforms and clusters of letters can convey meaning. Become aware of how font choices have an impact on messages and compositions. Create typographic configurations to sharpen your perceptions of the characteristics of type. *Prerequisites: Design Principles/FUND1-CE9220 and Conceptualization and Ideation/FUND1-CE9221, or equivalent knowledge.*

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN DIGITAL DESIGN FOR ENTREPRENEURS (ONLINE)

In today's marketplace, design companies and products worth billions of dollars can exist in almost purely digital form. To achieve success, creators of these products need to understand complex design processes, business concerns, and legal issues that can trip up a venture before it gets off the ground. This program of study helps students to navigate the issues and pitfalls involved in starting a design-based business and to be more successful as they introduce their products to market. Upon completion of this suggested program of study in its entirety, students possess broad knowledge of:

- The workflow and process for conceptualizing and bringing to fruition design-based products
- The business concerns involved in creating design-based products
- The legal concerns in a design business, including copyright and IP protections and contracts

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Digital Product Design
PENT1-CE9511 ❖

Digital Product Workshop
PENT1-CE9510 ❖

Law for Design Businesses
PENT1-CE9146 *(page 130)*

The Design Entrepreneur
FUND1-CE9280 ❖

PROGRAM IN DIGITAL PRINT PRODUCTION (ONLINE)

In this program of study, students learn the techniques, technology, and business practices needed to effectively and efficiently produce eye-popping print material for businesses, clients, or their own productions. Participants acquire advanced techniques in Adobe design software and a practical understanding of the business aspects of print production. In *Graphic Design Studio*, students create a portfolio piece by conceptualizing and executing their vision from initial sketch to final form. Upon completion of this suggested program of study in its entirety, students have an understanding of:

- Advanced design techniques in Adobe Illustrator
- Advanced layout techniques and practices in Adobe InDesign
- Best practices and business concepts involved in producing print material

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Adobe Illustrator CC
DDRW1-CE9004 *(page 118)*

Adobe InDesign CC
GDES1-CE9101 *(page 118)*

Graphic Print Production and Project Management
GDES1-CE9025 *(page 120)*

Graphic Design Studio
GDES1-CE9332 *(page 120)*

PROGRAM IN VISUAL BRANDING AND GRAPHIC DESIGN (ONLINE AND IN-PERSON)

This program of study provides the tools to develop visual and graphic components that deliver compelling brand experiences to customers. Students learn to define key practical, emotional, and psychological characteristics of brands and then to use words, imagery, metaphor, and symbolism to create the building blocks. They discover how logos, color palettes, typography, and images come together to communicate brands in a number of contexts—from websites and retail environments to social media and packaging. Upon completion of this suggested program of study in its entirety, students have the ability to:

- Analyze key components of a business's brand
- Develop a visual brand language
- Create the visual components of a brand
- Communicate a brand in a number of diverse environments

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Brand Identity and Expression
FUND1-CE9105 ❖

Visual Semiotics and Semantics
FUND1-CE9291 *(Running in Fall 2015—see website for details)*

Social Media Design Methodologies
WDES1-CE9306 ❖

Branded Environments and Retail Display Design
NDES1-CE9215 ❖

PROGRAM IN INTERACTIVE DESIGN FOR MOBILE AND TABLET (ONLINE)

As more content migrates onto mobile devices, design ideas and practices must adjust to keep up with the technology. This program of study immerses students in the world of design for mobile and tablet devices. Participants learn how products and brands can be enhanced through icon design and how to deliver state-of-the-art digital media to meet a business's needs. They master the tools available through the Adobe Digital Publishing Suite (DPS) and learn to use those skills to deliver engaging and cutting-edge interactive stories. Upon completion of this suggested program of study in its entirety, students have the ability to:

- Create and share digital documents using Adobe DPS
- Conceptualize and create icons for various uses
- Create interactive, digital versions of corporate documents, such as annual and quarterly reports, newsletters, and magazines
- Generate interactive documents based upon content of their own choosing

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

iPad and Tablet Design with Adobe DPS
GDES1-CE9037 ❖

iOS Icon Design
WDES1-CE9307 ❖

Corporate Design with Digital Publishing Suite
GDES1-CE9333 ❖

Telling Interactive Stories with Digital Publishing Suite
GDES1-CE9331 ❖

GRAPHIC DESIGN FOR MOBILE AND PRINT

Develop the skills necessary for a career in the emerging mobile market or in the rapidly evolving print industry. Learn about production processes for both mobile and print. Once you have developed your eye for color, type, and composition, create sample digital or print projects and begin to build a graphic design portfolio.

Graphic Design Studio
GDES1-CE9332/$975

Sec. 1: Oct. 19–Nov. 23. Joseph Caserto.

In this advanced-level course, work independently but under the guidance of the instructor to create portfolio-ready work. Capitalize on your proficiency with various Adobe programs and challenge yourself and your design ability in advanced-level projects. Learn critical skills for developing a portfolio, speaking about your work, and preparing yourself for a targeted career in your field of study. **CEU: 2.5.**

Graphic Print Production and Project Management
GDES1-CE9025/$725

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Nov. 3 (6 sessions). Stuart Leventhal, president, Lexicon Communications.

Explore how workflow can have an impact on efficiency, delivery, and revenue, whether you are a freelancer with a wide scope of client work or you work in-house at a firm with high quantities of projects for multiple constituents. The technical stages of proofing, printing, finishing, and binding have a critical impact on design and planning. Learn how to determine the most effective and cost-efficient methods for getting accurate proofs. Review printing methods and understand standardized formats and folds, such as accordion and gatefold. See demonstrations on how to specify paper or special substrates. Heighten your familiarity with Pantone match color, metallic and fluorescent inks, and binding options. Develop a system of naming conventions and file management to form an essential foundation for building a strategic workflow when handling multiple projects. Examine how management of a campaign involving multiple production processes can affect design proposals. *Recommended: Adobe InDesign CC/ GDES1-CE9101 or equivalent knowledge.*

Introduction to Adobe CC Workshop
GDES1-CE9002/$525

Sec. 1: Sept. 28–Oct. 16. Jenna Lucente, exhibiting artist, designer, teacher.

Corporations, nonprofits, and small businesses all have projects that require a variety of designs for communicating with customers. Gain an introduction to the Adobe Creative Suite of Photoshop, Illustrator, and InDesign, and explore the capabilities of each program—along with their relationships to each other. Through hands-on drills and case studies, learn general commands and shortcuts that span these three applications, as well as essential tasks that can be completed by combining the power of the Suite for your business needs. Advice from industry professionals helps to point you in the right direction and meet your particular professional goals.

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

PROGRAM IN INTERIOR DESIGN: FUNDAMENTALS (ONLINE AND IN-PERSON)

For those with a flair for interior design, this program of study presents the fundamentals of and provides hands-on training in the discipline of designing interiors. Students learn many introductory aspects of project design—space planning, materials selection, drawings, furniture specification, accessories, and historical reference points—as well as a framework for understanding and handling time and budget constraints. Upon completion of this suggested program of study in its entirety, students have:

- The ability to solve design problems, as well as an understanding of the needs for different projects—from corporate to residential
- An understanding of fundamental interior design principles
- Practice with mechanical drawing and drafting
- Knowledge of space planning, furniture layouts, materials, and sources
- An understanding of the human factors that have an impact on interior design

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Interior Design Industry
NDES1-CE9142 *(page 121)*

Design Styles and Motifs
NDES1-CE9216 *(page 121)*

Basic Drafting for Interior Design
NDES1-CE9143 *(page 121)*

Introduction to 3D Modeling for Interior Design
NDES1-CE9217 ❖

Interior Design Studio I: Fundamental Principles
NDES1-CE9155 *(page 121)*

INTERIOR DESIGN

As one of the major applied arts, interior design is a vibrant industry, serving as a crucial link between architecture and interior decoration. Learn space planning, effective use of light, business practices, and sourcing with an eye toward sustainability. Understand color, drafting, and presentation techniques. Build model rooms to solidify and communicate your vision.

Basic Drafting for Interior Design
NDES1-CE9143/$525

Sec. 1: Tues. 6.15–9.15 p.m., Nov. 17–Dec. 15 (5 sessions). Lynn Paik.

An understanding of spatial relationships is intrinsic to interior design. The other basic requirement is a deep familiarity with architectural drawings—such as floor plans, sections, elevations, detail drawings, and isometric drawings—as these elements truly define a space. In this course, master basic drafting, space surveying, plan sketching, and information recording. Utilize lessons in scale, line weights, notations, and dimensions.

PROGRAM IN INTERIOR DESIGN: ESSENTIALS (ONLINE AND IN-PERSON)

This program of study builds upon the program in Interior Design: Fundamentals *(this page)*, allowing participants to develop more client-based skills for future projects. Students learn the basics of AutoCAD, the industry-leading computer-aided design software. They also deepen their knowledge of how and where to source materials and how to develop lighting layouts for projects. The program teaches participants how to develop presentations for clients and to present the final designs. Students work on a final project of their own, incorporating all that they have learned. Upon completion of this suggested program of study in its entirety, students have:

- Professional presentation skills for interior design projects
- Working knowledge of AutoCAD software
- An industry insider's understanding of where and how to source materials for projects
- The ability to develop lighting schemes for various environments

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

AutoCAD Professional Level I
AEAC1-CE8101 *(page 141)*

Sourcing for Interior Design
NDES1-CE9149 *(page 121)*

Lighting for Interior Designers
NDES1-CE9152 ❖

Presentation Techniques for Interior Designers
NDES1-CE9009 *(page 121)*

Interior Design Studio II: Applied Design
NDES1-CE9156 *(page 121)*

Design Styles and Motifs
NDES1-CE9216/$725

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 15–Nov. 19 (6 sessions). Susan Slotkis, interior designer; ASID chapter medalist; author, *Foundations of Interior Design*.

A foundation in historical design styles prepares interior design students for current, contemporary projects. In this course, learn the key features of furniture, fabrics, decorative arts, color palettes, architecture, and use of interior space from antiquities through today. Strengthen your vocabulary relevant to the architectural and design concepts. The role of Eastern design and motifs on Western design is explored to provide a global perspective. Contemporary interpretations are presented for each style period to provoke thought and conversation. Emerging trends in design style and color are examined. Present a final project to demonstrate your understanding of design styles, inspiration, and influence for current or future projects. **CEU: 2.0.**

Interior Design Industry
NDES1-CE9142/$525

Sec. 1: Wed. 6–9 p.m., Sept. 23–Oct. 14 (4 sessions). Brandy Von Kaenel.

Whether you are considering an interior design career by starting your own company or by joining an existing firm, acquire a working knowledge of the principles and business practices of interior designers. Topics include an overview of the industry, governmental standards and professional requirements, design project phases and scope, standard fees and compensation, the essence of good working relationships with clients, and letters of agreement and contracts. Also, discuss the elements of purchasing, including estimates; quotes; order placement; and furniture, fabric, and finish specifications, especially on custom goods.

Interior Design Studio I: Fundamental Principles
NDES1-CE9155/$895

Sec. 1: Mon. Thurs. 6–9 p.m., Sept. 28–Oct. 22 (7 sessions). No class Oct. 12. Brandy Von Kaenel.

Explore the basic principles of interior design and begin to draw and draft your ideas. Study key design principles, including space planning and design composition, furniture layouts and planning, the application of color, and the use of materials. Examine the elements of design (color, texture, materials, pattern, and light) as applied to interiors; develop basic drafting skills; and learn how designers take projects from concept to completion. Develop a foundation for understanding the design process and for cultivating your ability to think through potential problems. *Prerequisite: Basic Drafting for Interior Design/ NDES1-CE9143 or equivalent knowledge.*

Interior Design Studio II: Applied Design
NDES1-CE9156/$975

Sec. 1: Tues. 6.15–9.15 p.m., Oct. 27–Dec. 15 (8 sessions). Instructor TBA.

This second-level course deals with our relation to space, form, and the environment. Emphasis is on spatial problem solving; the influence of human factors on design; and the application of design principles to projects of varying scale, materials, and structure. Develop and expand your ability to tackle the challenges of more complex design issues by analyzing and considering professional design problems. Strengthen your drafting and rendering skills. Work toward developing a final design project by examining storage solutions and product display systems. Study the application of color, materials, and finishes for commercial design projects. *Prerequisite: Interior Design Studio I: Fundamental Principles/ NDES1-CE9155 or equivalent knowledge.*

Presentation Techniques for Interior Designers
NDES1-CE9009/$875

Sec. 1: Mon. 6–9.30 p.m., Nov. 2–Dec. 7 (6 sessions). Brandy Von Kaenel.

Communicate your concepts with confidence and panache. A successful designer must be sensitive to the client's needs and maintain a rapport based upon trust. The ability to put together a dynamic, innovative presentation that showcases your ideas in a compelling and visually cogent way can be the difference between landing and losing the job. Work through the process of transforming your ideas and drawings into polished presentation materials. Learn the importance of details as subtle as which colored pencils or markers and paper stock to choose. Enhance your skills with in-class practice and attention to preparation. *Prerequisites: Interior Design Studio I: Fundamental Principles/NDES1-CE9155, Basic Drafting for Interior Design/ NDES1-CE9143, and Model Construction for Interior Design/NDES1-CE9157, or equivalent knowledge.*

Sourcing for Interior Design
NDES1-CE9149/$895

M *Sec. 1: Fri. Sat. 10 a.m.–5 p.m., Nov. 6–7 (2 sessions).* Susan Slotkis, interior designer; ASID chapter medalist; author, *Foundations of Interior Design*.

Learn about diverse products and services available to the interior designer and their use in decorating home and office spaces. Through lectures, field trips, guest speakers, and course work, explore the latest trends in home fashion. Receive inside information on working with trade and retail sources. Distinctions between residential and commercial products are explained, as are trade pricing structures, discounts, insider tips, and market shows.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN PRODUCT DESIGN: FUNDAMENTALS

This program of study is geared toward students who are interested in product and industrial design. The program imparts basic design skills, so students learn how to generate ideas while exploring what it takes to go from concept to creation when developing an individual product or an entire line. They also gain basic knowledge of the various factors involved in product design, including manufacturing processes, materials surveys, and basic skills in SolidWorks, the industry-standard program. Upon completion of this suggested program of study in its entirety, students possess:

- An understanding of the design process
- The ability to take a concept from an idea through a finished product
- An introduction to SolidWorks software

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Product Design Fundamentals
PDES1-CE9064 *(page 122)*

Design Drawing and Visual Development
PDES1-CE9088 *(page 122)*

Materials and Manufacturing Processes
PDES1-CE9089 ❖

SolidWorks I
PDES1-CE9093 *(page 122)*

PRODUCT DESIGN AND 3D PRINTING

Product design is a vital component in today's industrial design landscape. Product designers combine art, science, and technology to create aesthetically pleasing, functional, and sustainable products. Learn the software used to generate 2D and 3D prototype renderings. Understand fundamental principles, including how to generate ideas and to evaluate products.

3D Printing: Rapid Prototyping
PDES1-CE9099/$525

M *Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Dec. 5–12 (2 sessions).* Erin Arden.

This rapid prototyping (3D printing) course is geared toward artists and designers interested in developing a digital skill set in visualizing design concepts. As a toy designer, concept artist, industrial designer, character artist, product designer, or hobbyist, take part in a series of hands-on class exercises using cutting-edge 3D modeling software such as Maya, Cinema 4D, ZBrush, and Mudbox. The rapid prototyping and visualization techniques covered also have relevance in other creative manufacturing industries, including architecture, jewelry design, illustration, and fine arts. Complete the course with an optimized 3D model ready for optional 3D printing at the NYU Advanced Media Studio. *Prerequisite: 3D Animation and Modeling/ANMA1-CE9021, SolidWorks I/PDES1-CE9093, or 3D Motion Graphics with Cinema 4D/VFXX1-CE9403, or equivalent knowledge. Recommended: Digital Sculpting/ANMA1-CE9106.*

PROGRAM IN 3D MODELING AND PRINTING

This program of study is designed to familiarize students with the digital tools and techniques relevant to the visualization and prototyping of 3D designs. With a focus on products and sculpture as the primary areas of application, students are taken through a series of hands-on class exercises that are supported with specialized video tutorials in order to become more comfortable with the process of realizing their designs digitally. The program culminates in the creation of a professional 3D product visualization and a physical prototype model of the student's design created with a 3D printer. Rapid prototyping prints of student work are available for an additional fee. Upon completion of this suggested program of study in its entirety, students are able to:

- Take a concept and produce a successful 3D model of it using Maxon Cinema 4D and Pixologic ZBrush software
- Use polygonal geometry efficiently to realize design ideas
- Understand the function of polygon box modeling and digital sculpting techniques
- Recognize the physical limitations of rapid prototyping and its impact on the design process
- Adapt digital tools and techniques with the purposes of exploring 3D designs in 3D printed form

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

3D Modeling
VFXX1-CE9473 *(page 124)*

Digital Sculpting
ANMA1-CE9106 ❖

Digital 3D Scanning
PDES1-CE9106 *(page 122)*

3D Printing: Rapid Prototyping
PDES1-CE9099 *(page 122)*

Design Drawing and Visual Development
PDES1-CE9088/$725

Sec. 1: Tues. Thurs. 6–9 p.m., Sept. 29–Oct. 22 (8 sessions). Dennis Naksen, former senior industrial designer, ION Design.

Drawing is an essential skill that allows a designer to work through design problems and to communicate ideas and concepts. Take this course to develop and improve your industrial design sketch skills for both analog and digital applications. Learn methods of representation and communication, as well as development of form, perspective, and iteration. As an exercise in design, translate you ideas into 3D forms and objects, incorporating various rendering techniques.

Digital 3D Scanning
PDES1-CE9106/$525

M *Sec. 1: Sat. 10 a.m.–5 p.m., Nov. 14–21 (2 sessions).* Erol Gunduz.

3D scanning is a trending technology that has many entrepreneurial and traditional applications within the medical, product design, and entertainment industries. Learn how to acquire and manipulate 3D point cloud data from a range of hardware and software options for the purpose of generating digital objects from real-world sources. Become familiar with potential applications of 3D scanning and digital visualization techniques, including 3D printing and rapid prototyping. Topics include the acquisition, cleanup, enhancement, and integration of raw scan data with popular professional 3D software packages. *Prerequisites: 3D Motion Graphics with Cinema 4D/VFXX1-CE9403 or a similar 3D software course, and Emergent Technologies Seminar/PDES1-CE9085 or equivalent knowledge.*

Product Design Fundamentals
PDES1-CE9064/$975

Sec. 1: Tues. 6.30–9 p.m., Sept. 22–Nov. 10 (8 sessions). Steven Bellofatto, founder, product development lead, ION Design.

Every product that hits the market, from iPads to industrial machinery, passes through rigorous phases of design and prototyping before it ever goes into production. Learn how product development starts, and see how management, engineering, and industrial design converge in the conception and design of a physical product. Employing a user-centered design approach, develop a simple prototype, learn to identify customer needs, define the product's architecture, and use proven methodologies to design for manufacturing. *Prerequisites: Design Principles/FUND1-CE9220 and Conceptualization and Ideation/FUND1-CE9221, or equivalent knowledge.*

SolidWorks I
PDES1-CE9093/$975

W *Sec. 1: Sat. 9.30 a.m.–12.30 p.m., Oct. 3–Nov. 21 (8 sessions).* Alex Moskvin, industrial designer.

SolidWorks is the industry-standard software for industrial and product design due to its powerful 3D modeling capabilities. This course starts with an introduction to the program interface and the sketching and modeling tools, and then it explores the planes and orientation of the 3D model space. Learn how to translate a 2D sketch into a 3D model, to execute multiple 3D models, and to combine them within an assembly file. Understand how to draft 2D and 3D drawing documents for design communication purposes. *Prerequisites: Design Principles/FUND1-CE9220 and Conceptualization and Ideation/FUND1-CE9221, or equivalent knowledge. Recommended: Product Design Fundamentals/PDES1-CE9064 or equivalent knowledge.*

USER EXPERIENCE (UX) DESIGN

Graphic designers for the web are in great demand. Become familiar with the latest industry-standard software, and learn how to structure sites and to ensure that audiences are able to navigate pages easily. Once you have developed your eye for color, type, and composition, create sample sites that are both appealing and functional.

Advanced User Research
UXDX1-CE9011/$725

Sec. 1: Mon. 6.30–9.30 p.m., Nov. 16–Dec. 21 (6 sessions). Carolina Dabbah.

User experience design begins, by definition, with an understanding of the users. In this course, learn how to apply a number of different qualitative and quantitative research methods to create user-centered products and services. Explore interviewing techniques, usability testing, field studies, surveys, and other methods to understand how to engage users effectively at every stage of the design process. *Prerequisite: User Experience (UX) II/UXDX1-CE9003 or equivalent knowledge.* **CEU: 1.5.**

Mobile UX
UXDX1-CE9009/$525

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 1–22 (4 sessions). Allison Ball.

Sec. 2: Tues. 6.30–9.30 p.m., Nov. 3–24 (4 sessions). Elizabeth Filardi.

Develop UX for a site and learn how to craft a positive user experience for mobile websites and apps. Topics include best practices, prototyping and testing, current trends, mobile strategy, and responsive design. The capabilities and constraints of iOS, Android, and the mobile web are discussed in depth. Through hands-on drills, design your own mobile website or app and create the UX specs needed for development teams. *Prerequisite: User Experience (UX) Design I/UXDX1-CE9002 or equivalent knowledge.*

PROGRAM IN UX: FUNDAMENTALS (ONLINE)

User experience (UX) designers occupy a crucial nexus between user needs, business goals, and brand identity. UX design has emerged as the fundamental industry in which other specialties, such as interaction design and user interface design, are housed. UX designers possess a diverse skill set that combines technology and visual design. This program of study is designed to familiarize students with the core concepts of the UX design process. Upon completion of this suggested program of study in its entirety, students have in-depth knowledge of:

- Screen experience and personas
- Identification of user and business goals
- Wireframes and interactive prototypes
- Analytics and strategy
- UX in start-up environments
- Visual design for UX

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

User Experience (UX) Design I
UXDX1-CE9002 *(page 123)*

User Experience (UX) II
UXDX1-CE9003 *(page 123)*

Visual Design for UX
UXDX1-CE9004 *(page 123)*

Understanding Development for Designers
UXDX1-CE9006/$525

Sec. 1: Mon. 6.30–9.30 p.m., Nov. 30–Dec. 21 (4 sessions). Edward Ficklin.

An understanding of design's capabilities and constraints is crucial for success as an interactive content designer. This course introduces development methods like jQuery and HTML5. Acquire the foundational knowledge to communicate effectively with programmers, developers, and other colleagues in order to conceive and create projects. *Though not a programming course, basic, functional hand coding is covered. Prerequisite: User Experience (UX) Design I/ UXDX1-CE9002 or equivalent knowledge.*

User Experience (UX) Design I
UXDX1-CE9002/$925

Sec. 1: Mon. 6.30–9.30 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. James Bradley.

Sec. 2: Thurs. 6.30–9.30 p.m., Oct. 1–Nov. 19 (8 sessions). Van Sedita, art director, graphic designer.

User experience (UX) design is the underlying structure behind websites and apps, incorporating strategy, research, and interactive design to ensure that users are satisfied and that businesses meet their goals. Learn the basics behind information architecture, user research, interaction design, usability testing, wireframes, prototyping, and the gathering of business requirements. In this hands-on course, research, wireframe, and prototype a website or a mobile app that is ready for production.

User Experience (UX) II
UXDX1-CE9003/$725

Sec. 1: Tues. Thurs. 6.30–9.30 p.m., Nov. 24–Dec. 15 (6 sessions). No class Nov. 26. Michael Newcomb.

Sec. 2: Thurs. 6.30–9.30 p.m., Sept. 24–Oct. 29 (6 sessions). James Bradley.

Explore methods for influencing user behavior in ways that best meet your business goals, with an emphasis on driving traffic, retaining users, and reaching conversion goals. Topics include interaction design, analytics, content and social strategies, in-depth usability testing and research techniques, personas, and workshop methods designed for projects with large groups of stakeholders and potential users. Research, wireframe, and prototype a website or mobile app, readying it for production. *Prerequisite: User Experience (UX) Design I/ UXDX1-CE9002 or equivalent knowledge.*

PROGRAM IN UX: ADVANCED (ONLINE)

This online program of study builds upon the knowledge and experience gained in the program in UX: Fundamentals *(this page)*. This program is designed to provide the skills needed to create portfolio-ready assets that demonstrate the essential capabilities sought after by employers. Participants work with industry professionals to develop a portfolio prototype, such as a marketing site, a web app, or a mobile app, and they are provided with professional critique and guidance regarding their career goals. Upon completion of this suggested program of study in its entirety, students have in-depth knowledge of:

- Responsive design development technologies
- Advanced techniques in user research, design, and prototyping

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Mobile UX
UXDX1-CE9009 *(page 122)*

Understanding Development for Designers
UXDX1-CE9006 *(page 123)*

Advanced User Research
UXDX1-CE9011 *(page 122)*

UX Portfolio
UXDX1-CE9140 *(page 123)*

PROGRAM IN UX: APPLIED DESIGN (ONLINE)

This program of study is designed to add specific and uniquely valuable skills to students' UX design arsenals. Participants acquire the knowledge to create and manage great experiences in physical space, to implement gamification principles into design, to assess and optimize existing solutions for existing products, and to approach the complexities of enterprise UX in various business environments. They learn to address real-world needs for real-world clients and add value to their skills as UX designers. Upon completion of this suggested program of study in its entirety, students have in-depth knowledge of:

- Integrating UX principles into physical environments
- Employing gamification into systems
- Incorporating UX principles into complex and multitiered business systems
- Assessing and addressing needs in existing interactive frameworks

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Enterprise UX
UXDX1-CE9012 ❖

UX in Physical Space
UXDX1-CE9014 ❖

Introduction to Gamification for UX
UXDX1-CE9013 ❖

Gamification Studio
UXDX1-CE9017 ❖

UX Optimization
UXDX1-CE9010 *(page 123)*

User Experience (UX) Design Intensive
UXDX1-CE9007/$4,250

W *Sec. 1: Mon.–Fri. 9.30 a.m.–5.30 p.m., Oct. 19–Nov. 6 (15 sessions).* James Bradley. Sung Park. Cathline Marshall, web consultant, Human Rights Watch, Paris 2012 Olympic Games Committee. Elizabeth Filardi. Kevin Sterling.

User experience (UX) design provides a structured process of inquiry, research, development, and review of site environments, app tools, and other virtual experiences and products. UX designers occupy a critical nexus between user needs, business goals, and brand identity. The strategic creation of user experiences that are responsive to user needs is crucial to the long-term success of any enterprise. Establish a conceptual framework for this process by reviewing select case studies and exploring some key tools and resources used to gather information, including interviews, personas, online tools, site surveys, and analytics. Instructors work with you to set parameters and to assist you with the iteration of your concept through the use of sketching, prototypes, and wireframing.

UX Optimization
UXDX1-CE9010/$725

Sec. 1: Mon. 6.30–9.30 p.m., Nov. 2–Dec. 7 (6 sessions). Marc Niola.

UX optimization is the process of continuous learning through research, experimentation, and analysis. In this practicum, work with a local subject matter expert (SME) to help define business goals, KPI metrics, and customer segments. Depending on the SME, develop target customers, set up and track analytics, develop A/B or multivariate testing, and analyze data. Then, present a report to senior stakeholders that demonstrates what is working and what is not, with recommendations about the risks and opportunities, based upon stated business goals for conversion, registration, abandonment rates, support calls, time on page, and reduced customer frustration. The course introduces the leading reporting and analytics tools and the strategies behind building actionable, real-time business intelligence. This course also covers both quantitative and qualitative research principles and methods used to understand why the needle is moving one way and not the other. *Prerequisite: User Experience (UX) Design I/ UXDX1-CE9002 or equivalent knowledge.*

UX Portfolio
UXDX1-CE9140/$975

Sec. 1: Mon. 6.30–9.30 p.m., Oct. 19–Dec. 21 (10 sessions). Matthew Weber.

This hands-on, project-driven course allows you to conceptualize, design, and prototype three portfolio components: a basic marketing site, a complex web app, and a mobile app. Apply fundamentals learned in previous *User Experience (UX) Design* courses, and work toward the goal of producing results that can be used to demonstrate your focus and capabilities as a well-rounded UX designer. Your final project for the course is reviewed by a panel of professional advisers who offer critique and suggest areas for further exploration. *Prerequisites: User Experience (UX) Design I/UXDX1-CE9002, User Experience (UX) II/UXDX1-CE9003, Visual Design for UX/UXDX1-CE9004, Mobile and Tablet UX/UXDX1-CE9009, and Understanding Development for Designers/UXDX1-CE9006.*

Visual Design for UX
UXDX1-CE9004/$525

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 29–Nov. 19 (4 sessions). Sung Park.

Sec. 2: Mon. 6.30–9.30 p.m., Nov. 30–Dec. 21 (4 sessions). Raymond Mancini.

Visual design is one of the core disciplines of user experience (UX) design. Its focus on the aesthetics of the user interface ensures that it matches user needs and expectations, conveys the right message, and elicits appropriate emotional responses. Principally, visual design is concerned with typography, colors, images, symbols, and overall aesthetics. Effective visual design sets the hierarchy of a page or flow and informs users of what they will find within the site, how to navigate it, and why it may be of interest. This course offers specific design recommendations, examines numerous models, and delivers insights needed to increase your project's visual appeal. *Prerequisite: User Experience (UX) Design I/UXDX1-CE9002 or equivalent knowledge.*

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

DIGITAL ARTS

Digital arts encompass the spectrum of computer-generated art and digital media creation. Whether you are an artist specializing in commercial or studio arts who would like to expand your skill set or a student who is interested in exploring the dynamics of digital arts, the NYU School of Professional Studies offers training in a variety of disciplines. Gain an in-depth understanding of the creative and technical aspects of digital media production, including data visualization, motion graphics, digital audio production, and digital photography.

Offerings in Digital Arts include:

- **A range of Career Advancement Courses** that help to strengthen your design skills while refining your unique communication style
- **Career Advancement Programs of Study:** Data Visualization: Fundamentals *(page 124)*, Motion Graphics and Broadcast Design *(page 124)*, Data Visualization: Business *(page 125)*, Data Visualization: Design *(page 125)*, and Digital Photography: Fundamentals *(page 127)*

For more information about Career Advancement offerings, visit sps.nyu.edu/cada or call (212) 998-7200.

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Digital Audio Production 127
Digital Imaging and Photography 127

DATA VISUALIZATION

Acquire the fundamental proficiencies required to create engaging data visualizations for commercials, film, science journals, websites, business reports, and marketing campaigns. Gain an understanding of the key components of convincing storytelling and the necessary skills to take advantage of the growing number of opportunities in this field.

3D Modeling
VFXX1-CE9473/$725

Sec. 1: Thurs. 6.30–9.30 p.m., Sept. 24–Oct. 29 (6 sessions). Erol Gunduz.

Expand your modeling skills with Maxon Cinema 4D. A vital tool for aspiring 3D artists, this high-end and versatile computer graphics application is among the most popular 3D tools used by industry professionals for film, broadcasting, and games—as well as for medical, architectural, engineering, and product visualization. Become familiar with the workflow and interface, as well as the fundamentals for working with 3D geometry, NURBS modeling methods, logo design, and character development. The software's open architecture makes it easy to develop 3D forms that can be used with other 3D applications, such as Autodesk Maya, Mudbox, and Pixologic ZBrush. The lectures and assignments are designed to impart modeling foundation experience and familiarity with techniques relevant to the 3D design, visualization, and animation industries. *No prior knowledge of 3D software is required for this class.* **CEU: 2.0.**

3D Motion Graphics with Cinema 4D
VFXX1-CE9403/$975

Sec. 1: Thurs. 6–9.30 p.m., Oct. 22–Dec. 17 (8 sessions). No class Nov. 26. Craig Davis.

Expand your animation and visual effects skills with Maxon Cinema 4D. A vital tool for aspiring 3D artists, this high-end computer graphics application is among the most popular tools used by industry professionals for film, broadcast, and games—as well as for medical, architectural, engineering, and product visualization. Cinema 4D is a cross-platform, general-purpose 3D application used for modeling, texturing, and animating objects, graphics, and characters. Become familiar with its workflow and interface, and learn about designing logos and using more intricate motion graphics and animation techniques. Its open architecture makes it easy to integrate other applications, such as After Effects and Final Cut Pro. *Recommended: Design Principles/FUND1-CE9220 and Conceptualization and Ideation/ FUND1-CE9221, or equivalent knowledge, as well as drawing skills.*

PROGRAM IN DATA VISUALIZATION: FUNDAMENTALS (ONLINE)

Today, big data is a universal priority, given its impact on industries like healthcare, journalism, finance, and science. Large data sets must be analyzed and visualized by forming and asking key questions and then by organizing the data to answer those questions. Analytics provide meaningful patterns in the data, and data visualization communicates the information clearly through graphical means. This program of study is designed to familiarize students with core concepts of dealing with this data, thereby laying the foundation for better data visualization. Participants begin with a survey course on data visualization, work through the statistics necessary to analyze data, and finally, address the management of data. This prepares them to present clearer, more actionable findings in any scenario. Courses feature working examples of Tableau, R-based, Excel, and other data-based software. Upon completion of this suggested program of study in its entirety, students are able to:

- Apply data to decision-making and creative problem solving
- Use collection software and process large data sets
- Employ techniques/tools to separate big data into manageable and logical components
- Eliminate "noise" by cleaning data
- Perform data analysis with the goal of extracting useful information
- Provide a clear representation of data using visualization techniques
- Apply analytics and data visualization to the needs of a specific industry

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY
FOUNDATIONAL COURSES

Introduction to Data Visualization
DATA1-CE9005 *(page 126)*

Statistical Foundations of Data Visualization
DATA1-CE9004 *(page 126)*

Applied Data Management for Visualization
DATA1-CE9001 *(page 125)*

PROGRAM IN MOTION GRAPHICS AND BROADCAST DESIGN

Participants in this program of study explore the fundamental principles of motion graphics, which blend art and technology to create dynamic visuals for the screen. Through the curriculum, they become familiar with the processes of creating effective titles and sequences for broadcast graphics, film titles, or commercials. They develop an understanding of how to create engaging visual imagery, to generate unique ideas, and to apply color palettes that support a concept. Students learn how to harness color and to choose typography to fit the delivery mechanism, whether television, cinema, computer monitor, or mobile screen. Also, they master industry-standard, image-manipulation software, including After Effects and Cinema 4D. The program culminates with a studio motion graphics course, in which students create a title or broadcast design project. Upon completion of this suggested program of study in its entirety, students have an understanding of:

- Conception and visualization of projects
- Industry-standard software applications
- Titles and graphics generation
- The design process from concept to completion
- Ways to develop and to strengthen unique style and vision
- Best industry practices

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY
FOUNDATIONAL COURSES

Digital Production Standards
ANMA1-CE9005 *(page 126)*

After Effects I
VFXX1-CE9230 *(page 125)*

After Effects II
VFXX1-CE9256 *(page 125)*

3D Motion Graphics with Cinema 4D
VFXX1-CE9403 *(page 124)*

Broadcast and Title Design
VFXX1-CE9474 *(page 125)*

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PROGRAM IN DATA VISUALIZATION: BUSINESS (ONLINE)

Big data is big business, and understanding how best to represent key findings is a skill that is in high demand. This program of study imparts essential skills that can be used every day in the workplace. Participants learn how to create powerful and compelling visualizations in Microsoft Excel, to drive action through effective visualization, and to hone their data presentation skills for use in face-to-face meetings. For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Advanced Tools for Data Visualization
DATA1-CE9011 *(page 125)*

Data Visualization for Business
DATA1-CE9006 *(page 126)*

Data Mining, Predictive Analytics, and Big Data
DATA1-CE9009 *(page 125)*

Presentation Techniques for Data
DATA1-CE9008 *(page 126)*

Advanced Tools for Data Visualization
DATA1-CE9011/$975

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Nov. 4 (7 sessions). Instructor TBA.

There is a constant stream of new tools available for data presentation. But what is the difference between "advanced" data visualization and the routine charts and graphs of Excel or PowerPoint? Traditional reports using tabs, rows, and columns do not paint the whole picture, which potentially can lead an analyst to the wrong conclusion. Advanced data visualization encompasses practices such as geospatial visualization, dynamic data, visual querying, linked multidimensional visualization, animation, personalization, and actionable alerts. Explore industry-leading software tools from IBM, Information Builders, SAP, SAS, Tableau, Tibco, and Oracle in tandem with lectures that introduce new concepts and strategies for solving large data visualization problems. *Prerequisite: Presentation Techniques for Data/ DATA1-CE9008 or equivalent knowledge.* **CEU: 1.5.**

After Effects I
VFXX1-CE9230/$725

Sec. 1: Tues. 6–9.30 p.m., Sept. 29–Nov. 3 (6 sessions). Kalika Sharma, animator, motion graphics artist.

Adobe After Effects, the industry standard for 2D animation and visual effects, is used to design motion graphics for broadcast, film, video, and the web. Learn the essentials of choosing bit depth, realizing multimedia projects, importing digitized video and Photoshop and Illustrator files, and altering time codes. Get hands-on practice viewing and managing footage, setting keyframes, working with alpha channels, applying effects, and animating text. Watch demonstrations of nesting precompositions, cloning, and time remapping. *Prerequisite: Adobe Photoshop CC/ PHTG1-CE9003 or equivalent knowledge. Recommended: Design Principles/ FUND1-CE9220 and Conceptualization and Ideation/FUND1-CE9221, or equivalent knowledge, as well as drawing skills.*

PROGRAM IN DATA VISUALIZATION: DESIGN (ONLINE)

The design and presentation of data can be the difference between making an impactful point to millions of people and having information lost in the shuffle. This program of study focuses on how to create unique and, more important, effective visual representations of data—in essence, how to tell a story using data. Participants learn to create interactive data visualizations, to conceptualize and produce compelling infographic visuals and presentations, and to critically analyze both the informational and artistic value of data visualizations. Upon completion of this suggested program of study in its entirety, students are able to:

- Effectively employ interactivity in data visualizations
- Provide a clear representation of data using visualization techniques
- Use graphics software to tell data stories
- Design with form and function in order to communicate information

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Introduction to Interactive Data Visualization
DATA1-CE9010 *(page 126)*

Designing Data: Infographics
ANMA1-CE9108 *(page 126)*

The Art of Data Visualization
DATA1-CE9002 *(page 126)*

After Effects II
VFXX1-CE9256/$725

Sec. 1: Tues. 6–9.30 p.m., Nov. 10–Dec. 15 (5 sessions). No class Nov. 24. Kalika Sharma, animator, motion graphics artist.

Expand your current knowledge of Adobe After Effects and take your multimedia project to the next level. Use intermediate-level tools and techniques, including stacking order, sequencing, wireframes, keyframe interpolation, and layer masks. Develop your skills with hands-on exercises as you explore transparency, axis modes, track mattes, adjustment layers, and camera and light settings. *Prerequisite: After Effects I/VFXX1-CE9230 or equivalent knowledge. Recommended: Design Principles/ FUND1-CE9220 and Conceptualization and Ideation/FUND1-CE9221, or equivalent knowledge, as well as drawing skills.*

Applied Data Management for Visualization
DATA1-CE9001/$1,050

Sec. 1: Sept. 28–Nov. 20. Andres Fortino.

Sec. 2: Mon. Thurs. 7–9.30 p.m., Nov. 23–Dec. 21 (8 sessions). No class Nov. 26. Engin Yalt.

Explore the techniques and tools used to organize data into manageable and logical components for analysis and visualization. Gain an overview of the multiple ways in which data is managed, with particular focus on five topics: sourcing, comprehension, reshaping, reduction, and presentation. Receive an introduction to these various methods so you can pursue your own interests in creating data sets that are accurate, valid, and complete. Topics include Excel, delimited files, HTML tables, SQL, and specialized databases. *Prerequisite: Introduction to Data Visualization/ DATA1-CE9005.* **CEU: 2.5.**

Broadcast and Title Design
VFXX1-CE9474/$725

W *Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Oct. 3–24 (4 sessions).* Instructor TBA.

In this hands-on course, learn techniques for creating eye-popping graphics that can be used in a variety of applications, including broadcast and narrowcast media, television and film title design, advertising and commercials, and logos. Examine case studies and iconic examples, and then use 2D and 3D elements in both After Effects and Cinema 4D to create your own project, from conceptualization to final render. Topics include typography; design principles, such as composition, color, and motion; 2D and 3D integration; and industry-tested best practices. **CEU: 2.0.**

Data Mining, Predictive Analytics, and Big Data
DATA1-CE9009/$825

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Nov. 17 (8 sessions). Instructor TBA.

The collection, analysis, and visualization of complex data play critical roles in research, business, and government. Powerful tools that harness applied statistics, mathematics, and computational science can be used to uncover the meaning behind complex data sets. Gain an overview of the relevant pivotal concepts. Explore in depth specific areas of statistics and analytic techniques that allow you to provide data summarization (e.g., through visualization), identify important patterns and trends, and apply practical skills and a theoretical basis for approaching challenging data analysis problems. Big data and analytics are crucial to data visualization, as big-data insights and predictions are more easily understood when presented in visual form. *Prerequisite: Advanced Tools for Data Visualization/ DATA1-CE9011 or equivalent knowledge.* **CEU: 2.0.**

How to Register
online sps.nyu.edu/fallce
phone (212) 998-7150
in person 7 East 12th Street, Room 133 See inside front cover for details.
postal mail Use the form and the envelope at the back of the Bulletin.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

Weekend Course

Broadcast and Title Design
VFXX1-CE9474 *(page 125)*

Data Visualization for Business
DATA1-CE9006/$1,050

Sec. 1: Sept. 28–Dec. 4. Donald Bottelsen.

Sec. 2: Oct. 12–Dec. 18. Donald Bottelsen.

Accurate and effective analysis of data is crucial for informing decision-making in today's business environment. Increasingly, professionals across sectors and departments need to possess the tools to gather, disseminate, visualize, and communicate data-based information. In this hands-on course, learn to generate, analyze, and communicate data for a specific business-related project. Focus on using data analysis tools; computer-assisted reporting; data visualization techniques; GIS data; and other tactics to conceptualize, research, and produce a project. Whether your aim is to understand business metrics and performance, to uncover trends and insights, or to address cost, productivity, and functionality, discover how to best use these skills to accomplish your purpose. *Prerequisites: Introduction to Data Visualization/DATA1-CE9005, Statistical Foundations of Data Visualization/DATA1-CE9004, Designing Data: Infographics/ANMA1-CE9108, Applied Data Management for Visualization/DATA1-CE9001, and The Art of Data Visualization/DATA1-CE9002.* **CEU: 2.5.**

Designing Data: Infographics
ANMA1-CE9108/$975

W *Sec. 1: Fri. 6.30–9.30 p.m., Sept. 25–Dec. 4 (10 sessions). No class Nov. 27.* Raymond Vella.

Sec. 2: Sept. 28–Dec. 4. Instructor TBA.

Information graphics—also known as infographics—are visual representations of information and data designed to engage≈audiences while delivering efficient communications. They surround us every day in the form of maps, graphs, and diagrams that serve to communicate to and guide us. These visualizations are represented by simple pie charts, complex maps, and visuals that detail data over time. Infographics are used in nearly every industry, including journalism, entertainment, education, marketing, and business. In this course, focus on merging data, technology, and design to convey exciting, engaging, and informative imagery. Gather data, identify the "story" points, and use digital design tools to create infographics for target audiences. *Prerequisites: Adobe Photoshop CC/PHTG1-CE9003 and Adobe Illustrator CC/DDRW1-CE9004, or equivalent knowledge. Recommended: Introduction to Excel/INFO1-CE9906 or equivalent knowledge.*

Digital Production Standards
ANMA1-CE9005/$255

Sec. 1: Sept. 28–Oct. 30. Michael Grabowski, videographer, projects for Jonathan Demme and Clinica Estetico.

In this online course, gain a thorough introduction to the use of image compression technology and the digital imaging process for video and still images for multiplatform use. Topics include digital imaging basics, the production process, industry technology, industry trends, formats, standards, codecs, audio, video, resolution, input, output, SD, HD, 4K, recording formats, devices, sample rates, bit depth, aspect ratio, and processing. The course demystifies terminology and jargon, clarifies the relationships between software packages, and teaches the foundational tools to meet the expectations of the ever-evolving digital industry.

Introduction to Data Visualization
DATA1-CE9005/$650

Sec. 1: Thurs. 7–9.30 p.m., Sept. 24–Oct. 29 (6 sessions). Adam Ware.

Sec. 2: Mon. 6.30–9 p.m., Nov. 16–Dec. 21 (6 sessions). Donald Bottelsen.

Data visualization is the process used to communicate information clearly in graphical form. Gain an overview of the concepts and models used to visualize data, with a focus on trends in the fields of business, journalism, and graphic design. Examine data visualization projects and learn how these projects integrate statistical analysis, computer science, and graphic design.

Introduction to Interactive Data Visualization
DATA1-CE9010/$1,050

Sec. 1: Sept. 28–Dec. 4. Gabriel Gianordoli.

How can we transform data into compelling and meaningful visuals and use visualization to tell stories and show patterns from data sets? In this course, learn the basic steps of visualizing data, from spreadsheets to visual representations. Case studies are presented and examined through technical and conceptual lenses. Using programming, experiment with a wide range of visual approaches and create your own custom visualizations. Projects focus on creating interactive systems and interfaces that allow users to explore different layers and views. *This course is designed for those with little to no programming experience, and it introduces introductory-level programming concepts and skills.* **CEU: 3.5.**

Presentation Techniques for Data
DATA1-CE9008/$720

Sec. 1: Wed. 6–9 p.m., Oct. 7–28 (4 sessions). Engin Yalt.

An analyst provides information; a strategist provides insight. In this hands-on, personalized workshop, improve your data presentation skills to move beyond analysis to thought partnership and strategic leadership. Using proven communications tools and methods, build upon your unique strengths to organize and synthesize information, analyze audiences, and deliver keener, more useful insights with significantly more impact. Using video review and counsel from instructors and classmates, sharpen your skills to become more persuasive at the front of the room, no matter how skilled you were to start. Each session includes exercises, video examples, and assignments that help you to organize ideas more quickly, discover your most potent communication techniques, and gain the confidence to share ideas and lead productive discussions with grace. **CEU: 1.0.**

Statistical Foundations of Data Visualization
DATA1-CE9004/$1,050

Sec. 1: Sept. 29–Nov. 17. Paul Trowbridge.

Sec. 2: Nov. 3–Dec. 22. Paul Trowbridge.

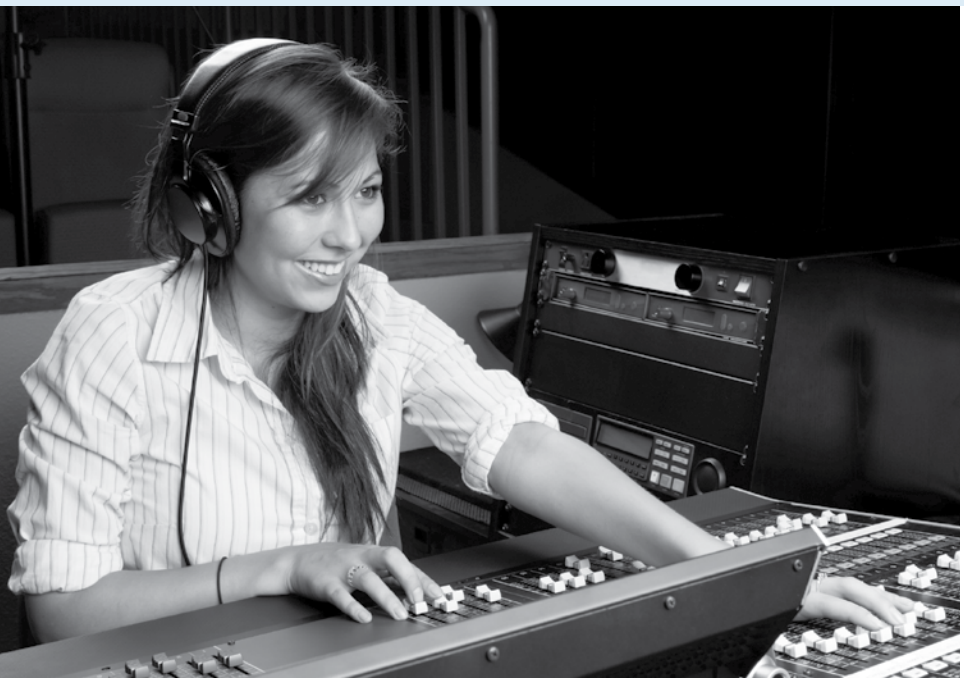
Data visualization has been recognized as a core competency of statisticians since the time of John Tukey in the 1970s. This course covers the essentials of the statistical foundations of visualizing data. Learn the systems involved in processing and transforming data with the goal of creating useful information for decision-making, interpretation, and visualization. Using statistical tools, gain an understanding of how to interpret data quantitatively and to explore data-oriented structures. The primary focus is on descriptive statistics used to present and summarize numerical information. **CEU: 3.0**.

The Art of Data Visualization
DATA1-CE9002/$725

Sec. 1: Sept. 28–Nov. 6. Andres Fortino.

Sec. 2: Tues. 6.30–9.30 p.m., Nov. 17–Dec. 22 (6 sessions). Kaiser Fung, author, *Numbers Rule Your World.*

Data visualization is storytelling in a graphical medium. The format of this course is inspired by the workshops used extensively to train budding writers, in which you gain knowledge by doing and redoing, by offering and receiving critique, and above all, by learning from each another. Present your project while other students offer critique and suggestions for improvement. The course offers immersion into the creative process, the discipline of sketching and revising, and the practical use of tools. Develop a discriminating eye for good visualizations. Readings on aspects of the craft are assigned throughout the term.



DIGITAL AUDIO PRODUCTION

Learn how well-crafted audio can enhance the value and the impact of audio and visual projects.

Audio Recording
AUDP1-CE9071/$1,250

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Dec. 1 (10 sessions). Samer Skaf, member, AES, SMPTE, and IEEE.

Practice essential recording techniques for a variety of media projects, and get hands-on training that enables you to create professional-quality sound in different environments. Whether recording audio for film, video, or new media productions, explore strategies for capturing optimal sound. This course covers basic sonic principles along with audio acquisition equipment, including digital and analog recording devices. Learn techniques to record and mix narration, live action, and sound effects for documentaries and feature films. Lectures and demonstrations cover microphone patterns and placement, as well as the crucial relationships between sound, camera, and action.

DIGITAL IMAGING AND PHOTOGRAPHY

Through a blend of art and technology, explore the creative potential of digital imaging and photography. Acquire the essential skills for a variety of disciplines, including graphic design for print, the web, and the commercial arts. Become proficient in the industry-standard operating system, and learn Adobe's raster and vector programs.

Digital Photography: Shooting Workshop
PHTG1-CE9304/$875

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 1–22, Sat. 11 a.m.–2 p.m., Oct. 24–Nov. 7 (7 sessions). Benjamin Coopersmith, photographer.

Point-and-click may suffice for digital photography amateurs, but if you are ready to take your digital pictures to the next level, then this hands-on workshop can help. Develop excellent photographic and aesthetic practices as you learn techniques to improve your work. This course includes on-site shoots where you can apply newly learned techniques to various location-based challenges. Critique each other's work to hone presentation skills, and discuss artistic work in depth. *Students must bring a digital camera to class; a digital SLR is highly recommended, but any digital camera with manual controls is sufficient.*

Digital Photography Lighting
PHTG1-CE9109/$795

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Oct. 28 (6 sessions). Morten Kristensen.

Learn basic lighting principles for commercial digital photography. For dramatic impact or for a conventional professional look, configure studio lighting and explore effective use of available light. Consider how proper lighting of products or portraits can reduce the need to alter images after shooting and, thus, production costs. Through a series of demonstrations and exercises, gain familiarity with techniques for creating innovative effects to heighten the impact of images. *Equipment provided for use in the studio includes a 35mm digital camera, a telephoto lens, a wide angle lens, a strobe kit, bounce cards, and a seamless background. Students should have cameras of their own for out-of-class work. Recommended: Digital Photography: Shooting Workshop/PHTG1-CE9304 or equivalent knowledge.*

PROGRAM IN DIGITAL PHOTOGRAPHY: FUNDAMENTALS

This program of study introduces the basic technical concepts and visual principles of digital photography, such as f-stops, lenses, depth-of-field, and other fundamental skills, with an exposure to both interior and exterior shoots. Students learn how to produce higher-quality digital images and to prepare their files for use in print or online, as well as professional workflow strategies, techniques, and practices useful for taking their photography to the next level. Upon completion of this suggested program of study in its entirety, students are able successfully to apply:

- Basic technical concepts and visual principles when taking digital images
- Professional workflow standards for working with digital images
- Fundamental lighting techniques for digital photography

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY
FOUNDATIONAL COURSES

Photographic Workflow
PHTG1-CE9311 *(page 127)*

Digital Photography Lighting
PHTG1-CE9109 *(page 127)*

Digital Retouching Fundamentals
PHTG1-CE9224 *(page 127)*

Digital Photography: Shooting Workshop
PHTG1-CE9304 *(page 127)*

Digital Retouching Fundamentals
PHTG1-CE9224/$725

Sec. 1: Nov. 9–Dec. 18. Jeremiah Dart, owner and retoucher, House.

Retouching skills are in demand for fashion, automotive, and other image-intensive industries. Intended for those familiar with Photoshop, this course explores methods for professionally correcting technical errors and boosting the impact of images. Modify colors, adjust exposure, deepen contrast, brighten shadows, and minimize reflections. Remove distracting elements, from stray hairs to lampposts to entire backgrounds. Manipulate layer masks, levels, and filters to make seamless changes. Perform a digital makeover by smoothing skin, whitening teeth, dramatizing cheekbones, and accentuating eyes. Discover insider tips on realistically enhancing images, from subtle adjustments of small details to major transformations. *Prerequisite: Adobe Photoshop CC/PHTG1-CE9003 or equivalent knowledge.*

Photographic Workflow
PHTG1-CE9311/$725

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Nov. 3 (6 sessions). Jeremiah Dart, owner and retoucher, House.

Speed, quality, organization, calibration, storage, equipment, transportation, redundancy, industry standards, and protocol—these are the concerns that occupy the minds of photographers and postproduction artists, from first shutter click to printed page. Explore the winding path of digital workflow and learn the clear standards for the industry. This course provides an overview of the shooting platform, Capture One; the editing, processing, and cataloging software, Adobe Lightroom; and the photo editing and retouching software, Adobe Photoshop. Learn to output files to specific destinations, such as websites, the printed page, or exhibition prints. The course concludes by focusing on naming convention practices, metadata tagging, storage equipment, and archiving. Leave the course with an understanding of the principles of digital workflow and the many facets of the start-to-finish digital image. **CEU: 1.5.**

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

DIGITAL FILM, VIDEO, AND BROADCASTING

Digital Film, Video, and Broadcasting courses offer opportunities for a variety of professionals—including directors, cinematographers, editors, and producers—to learn the craft and the business aspects of this highly competitive industry. Join like-minded professionals in an environment that provides hands-on training and technical support.

Offerings in Digital Film, Video, and Broadcasting include:

- **Career Advancement Courses** that provide practical training and knowledge of current industry practices and equipment
- **Career Advancement Programs of Study:** Digital Cinematography *(page 128)*, Digital Filmmaking: Fundamentals *(page 129)*, Digital Filmmaking: Advanced *(page 129)*, Entertainment and Media Producing *(page 130)*, and Entertainment and Media Business *(page 130)*

For more information, visit sps.nyu.edu/cada or call (212) 998-7200.

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Digital Cinematography 128
Digital Filmmaking: Fundamentals 128
Entertainment and Media Business 129
Postproduction 130

PROGRAM IN DIGITAL CINEMATOGRAPHY

The images that appear on the movie screen arise from the artistic vision, imagination, and skill of the cinematographer as he or she works in a collaborative relationship with fellow artists. This program of study provides students with the opportunity to explore this collaborative art form and to learn how to capture motion picture images. Working with HD video, participants receive hands-on training in lighting and digital video camera operation, as well as in the theoretical and aesthetic aspects of the craft. Upon completion of this suggested program of study in its entirety, students have covered:

- The operation of HD cameras
- The structure and job responsibilities of the camera unit of a production crew
- Principles of lenses, f-stops, film stocks, and lighting equipment
- Basic types of lighting, including special effects that can be produced in-camera
- The history and development of technology in cinematographic equipment, such as dollies and Steadicams
- Scene composition with the camera and the use of a photographic technique to tell a story visually
- The aesthetics of frame composition and an in-depth survey of the classic examples of artistic cinematography
- Best practices for working and collaborating in a team-based environment

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Techniques and Technologies
FLMM1-CE9220 *(page 129)*

Art of Cinematography
CNMT1-CE9517 *(page 128)*

Digital Cinematography
CNMT1-CE9087 *(page 128)*

Advanced Digital Cinematography
CNMT1-CE9107 ❖

DIGITAL CINEMATOGRAPHY

Obtain in-depth training from professional directors of photography in this core element of filmmaking. Consider how lighting, framing, and camera movements contribute to the message of a scene and to an entire film. Hone your technical skills using HD video equipment.

Art of Cinematography
CNMT1-CE9517/$975

Sec. 1: Oct. 26–Dec. 18. Mark Tekushan.

A skillful cinematographer brings a whole new dimension to a director's vision by creating images that enhance the narrative of a film. This survey course is for aspiring cinematographers, filmmakers, directors, and anyone interested in the art of cinematography. By studying select examples of visual style, tone, and continuity from prominent films, learn what key elements to consider when setting up your own shots. Discussion covers the use of framing, composition, color, light, and shadow to create compelling images.

Digital Cinematography
CNMT1-CE9087/$1,495

Sec. 1: Tues. 6–9.30 p.m., Oct. 20–Dec. 22 (10 sessions). Mark Raker, cinematographer.

Through a series of progressively challenging projects, this hands-on course teaches the professional concepts and techniques of digital media production. Learn how to interpret a script visually, to work with the director and a crew, to shoot exteriors and interiors, and to use digital exposure meters. Emphasizing the aesthetics of cinematography, sessions cover the role of the cinematographer, lens selection and camera operation, the duties of the camera assistant, and an overview of film stocks and video formats. Practice shooting HD video using digital cameras. *Prerequisite: Techniques and Technologies/ FLMM1-CE9220 or equivalent knowledge.*

DIGITAL FILMMAKING: FUNDAMENTALS

With HD cameras and technology, the term *filmmaking* has come to refer to the creation of a motion picture, regardless of the technology used to create it. Courses in this area allow you to understand the production processes of filmmaking, as well as the aesthetic and theoretical aspects. Gain hands-on training in digital formats and acquire the essential skills for moving from an initial idea to a final product.

Cinematic Structure
FLMM1-CE9232/$975

Sec. 1: Sept. 28–Nov. 20. Till Schauder, winner, Best Director Award, Tokyo International Film Festival.

Many factors affect the construction of a compelling narrative in cinema. Editing, dramatic arc, multimedia, and the use of cinematic space all play important roles in a film's cinematic structure. Drawing upon examples of historical and contemporary cinema, analyze the patterns that are used frequently to create this visual structure, and examine how these techniques heighten meaning and tell a story to its greatest effect. Discussion topics include parallel action, slow disclosure, and moving versus static camera. Explore how directors use these tools to convey a story visually.

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

Related Courses

Pitching Your Script
WRIT1-CE9637 *(page 113)*

Rewriting a Screenplay in 10 Weeks
WRIT1-CE9646 *(page 113)*

Screenwriting I: An Introduction
WRIT1-CE9620 *(page 113)*

Screenwriting II: A Workshop
WRIT1-CE9634 *(page 113)*

Screenwriting III: Advanced
WRIT1-CE9626 *(page 113)*

The Screen Treatment: You Shouldn't Start Writing Without One
WRIT1-CE9746 *(page 114)*

The Screenwriter's Craft
WRIT1-CE9661 *(page 114)*

Writing a Screenplay in 10 Weeks
WRIT1-CE9692 *(page 114)*

Writing Comedy for Film
WRIT1-CE9004 *(page 114)*

PROGRAM IN DIGITAL FILMMAKING: FUNDAMENTALS

In this program of study, students learn how to create a film from initial story to final cut. Courses cover the fundamentals of all aspects of digital filmmaking. From the aesthetic and theoretical to the technical, participants learn the essential skills necessary to take a project from preproduction to the screen. Students acquire production skills and apply them to a narrative project with the guidance of industry professionals throughout the process. Upon completion of this suggested program of study in its entirety, students have an understanding of:

- Industry craft and practices
- Editing
- Producing
- Directing

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Techniques and Technologies
FLMM1-CE9220 *(page 129)*

Cinematic Structure
FLMM1-CE9232 *(page 128)*

Producing and Writing Your Film
PENT1-CE9075 ❖

Editing I: Final Cut Pro
EDTG1-CE9225 *(page 130)*

Editing I: Premiere Pro
EDTG1-CE9210 ❖

Digital Filmmaking I
FLMM1-CE9921 *(page 129)*

PROGRAM IN DIGITAL FILMMAKING: ADVANCED

This program of study takes students further into the fine art of creating great film experiences and projects. Participants learn the craft of screenwriting for short films, build technical skills in industry-tested cinematographic and audio techniques, and improve their editing, both practically and conceptually, to improve and fine-tune footage. Students produce their own fully realized film, from conception through final cut. Upon completion of this suggested program of study in its entirety, students are able to:

- Write their own short screenplay that is ready for production
- Work with HD cameras to create rich, compelling footage
- Record on-set audio clearly and effectively
- Create a final HD film, up to eight minutes in length

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Writing the Short Film: A Practical Approach
WRIT1-CE9690 ❖

Digital Cinematography
CNMT1-CE9087 *(page 128)*

Art of Editing
EDTG1-CE9622 ❖

Audio Recording
AUDP1-CE9071 *(page 127)*

Editing II: Final Cut Pro
EDTG1-CE9607 *(page 130)*

Digital Filmmaking II
FLMM1-CE9936 ❖

Digital Filmmaking I
FLMM1-CE9921/$1,450

W *Sec. 1: Sat. 9.30 a.m.–5 p.m., Oct. 3–Nov. 14 (7 sessions).* Marc DeRossi, producer, director, editor.

This hands-on introductory course covers basic HD camera operations, nonlinear editing, and execution of a video production. Working in teams with rotating crews, write, produce, direct, and edit individual and group projects—ultimately demonstrating growing confidence with production equipment and professional practices. Shoot tapeless in high definition using Panasonic 24P cameras. *Additional hours outside of class time, to be arranged, are required. Lighting, sound equipment, and editing workstations are provided. Required hardware: External hard drive. Prerequisites: Editing I: Premiere Pro/EDTG1-CE9210 and Techniques and Technologies/ FLMM1-CE9220, which may be taken concurrently, or equivalent knowledge.* **CEU: 4.0.**

Techniques and Technologies
FLMM1-CE9220/$1,025

Sec. 1: Sept. 28–Dec. 4. Michael Furth.

Behind every artistic vision in filmmaking is an understanding of how to use technology to realize the concept. Gain an understanding of the vast landscape of film and video production in this comprehensive course. Through lectures and discussions, explore theories and tools, from cameras to postproduction visual effects. Review film stocks; HD, 4K, 8K, and 3D formats; lenses; lighting; and crew positions. Go from f-stop to final cut as you learn about historical and emerging technologies.

The Art of Developing, Pitching, and Negotiating
PENT1-CE9123/$725

Sec. 1: Thurs. 6.30–9.30 p.m., Oct. 15–Nov. 19 (6 sessions). James Arnoff.

Discover how a television or digital project is packaged from creation to sale. Learn the dos and don'ts of pitching and negotiating, including what makes the strongest pitch package according to the agents, how to assemble the most compelling elements, and how to gain access to buyers. Explore the roles of the producer, agent, manager, and lawyer—how they interact and how to put together the best team. Examine what goes into creating the best creative collaboration of producers, writers, and talent for your project. Understand how deals are structured, what you need to know about intellectual property and copyrights, and what makes an effective negotiator. Industry professionals from production companies and cable and digital networks provide their expertise and screen sizzle reels. Each student has the option to create a pitch package for a project over the course of the semester and then receive feedback on it from fellow students and guest professionals.

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

Weekend Course

Digital Filmmaking I
FLMM1-CE9921 *(page 129)*

ENTERTAINMENT AND MEDIA BUSINESS

As business decision-makers in a creative industry, producers and other media executives must understand both the financial and creative aspects of the business in order to succeed. Learn to make well-informed decisions throughout the development, production, and postproduction phases. Study how marketing and distribution shape project success, and examine the opportunities that new media offers.

Entertainment Industry
PENT1-CE9007/$875

Sec. 1: Wed. 6.30–9 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Joseph Piasek, producer, Viacom/MTV Networks, Nickelodeon, Sirius Satellite Radio, The Broadcast Education Association.

Gain an overview of the entertainment media industry and the platforms they dominate (film, television, radio, satellite, music, and the Internet) from economic, creative, and usage perspectives. Learn how these entertainment sectors have developed, how they are structured, and how they navigate changes in technology and consumer behavior. After identifying the significant milestones, important innovations, and major players, explore successful entertainment products within the context of marketing, revenue streams, and participatory audiences. Finally, focus on emerging entertainment paradigms and business models, and examine how they are shaping the future of entertainment.

Finance Management for Film and TV Production
PENT1-CE9125/$725

Sec. 1: Wed. 6.30–8.30 p.m., Sept. 30–Nov. 11 (7 sessions). Jonathan Fish, CPA, manager, production finance, Omnimedia; production accountant, HBO.

Once a film, television show, or other media project is given the go-ahead for production, cost management becomes essential. This course is designed for producers, film and television executives, production managers, department heads, finance professionals, and anyone interested in the management, control, and cost reporting of film and television production expenses. Explore best practices, industry standards, and current trends for controlling costs, managing budgets, and reporting costs and variances to producers, studios, and finance companies. Topics are covered through the use of case studies, guest speakers, and real-world tools and techniques.

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN ENTERTAINMENT AND MEDIA PRODUCING (ONLINE AND IN-PERSON)

In the television and film industries, the producer's role requires a combination of entrepreneurship, managerial skills, and creativity. In this program of study, students learn a producer's responsibilities and gain an understanding of the underlying business management principles. This program, which can be completed partially or entirely online, comprises three levels of classes that cover the creative, executive, and administrative responsibilities of an independent producer, and it teaches the skill set needed to become an effective member of a producer's unit. Upon completion of this suggested program of study in its entirety, students know how to:

- Fulfill the roles and responsibilities of producers—executive, visual effects, pre- and postproduction, management, and coordination
- Work with script selection and the vetting process
- Develop budgets, identify typical expenditure areas, and track expenses during productions
- Put together an investment prospectus and identify likely investors
- Audition actors and assemble a cast
- Build a crew of writing, film, graphics, music, and technical professionals
- Create a pitch for networks, cable channels, or studios
- Read, understand, and utilize basic contracts and legal business agreements between the different components of a production company, the crew, and the investors

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Producing Fundamentals
PENT1-CE9509 *(page 130)*

Producing Fundamentals Intensive
PENT1-CE9149 *(page 130)*

Producing for TV and New Media
PENT1-CE9167 *(page 130)*

Law for Producers
PENT1-CE9136 ❖

Trials of Superman and Friends: Copyright and Trademark Law
DATA1-CE9007 ❖

The Art of Developing, Pitching, and Negotiating
PENT1-CE9123 *(page 129)*

Law for Design Businesses
PENT1-CE9146/$975

Sec. 1: Sept. 28–Dec. 4. Howard Leib.

Whatever you design—apps or architecture, fashion or furniture, graphics or games—and, whether you are an interior designer or industrial designer, this course can help you to start your own business and to protect your creations. Topics include contracts, copyrights, trademarks, design patents, corporations, and limited liability companies. Learn how to work with a lawyer, what you can protect, and how. Explore how the world of digital creation has altered the law. If your career is in the creative arts, you need to know what your rights are and how to protect yourself—this course shows you how. **CEU: 3.0.**

PROGRAM IN ENTERTAINMENT AND MEDIA BUSINESS (ONLINE)

Entertainment media business managers coordinate with producers, directors, and film distribution companies to organize the business development of productions for the major studios, networks, and web distribution outlets. In this program of study, students gain a solid understanding of the entertainment industry, specifically for film, television, and new media. Upon completion of this suggested program of study in its entirety, students have in-depth knowledge of:

- The structure of the entertainment industry, including basic divisions of labor, organization, and job responsibilities
- Major industry-related venues where new products are bought and sold, along with typical business arrangements, including legal considerations
- The necessary components of an investment package—a prospectus for the project—that includes a business plan, analysis, and an estimated budget

For more information, e-mail ddaf.sps@nyu.edu or call (212) 998-7200.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Entertainment Industry
PENT1-CE9007 *(page 129)*

Content Management Strategies for Digital Media
PENT1-CE9157 ❖

Marketing and Distribution
PENT1-CE9088 *(page 130)*

Finance Management for Film and TV Production
PENT1-CE9125 *(page 129)*

Entertainment Media Business Plans
PENT1-CE9126 ❖

Marketing and Distribution
PENT1-CE9088/$725

Sec. 1: Thurs. 6–9 p.m., Oct. 1–29 (5 sessions). Allen Chou.

Marketing and distribution strategies have changed markedly over the past two decades. Discuss how distributors get films into theaters and the advantages and disadvantages of self-distribution, as well as cable, home video, and ancillary rights. Examine how major studios institute national campaigns, the differences between national circuits and local independents, and the specialized marketing campaigns for independent and foreign films. Learn how theaters decide which films to play, and explore the interdependent relationships among production, marketing, distribution, and exhibition.

Producing for TV and New Media
PENT1-CE9167/$975

Sec. 1: Mon. 6–9 p.m., Nov. 2–Dec. 21 (8 sessions). Paul Schneider.

This course offers a deep dive into the processes and procedures of producing content for TV and new media applications. Case studies, guest lectures, and in-depth discussions immerse you in the world of production management. Build upon the theoretical discussions and various techniques learned in *Producing Fundamentals*, and apply these concepts to real-world production. Individual classes focus on several aspects and techniques of production, including budgeting, wrapping, storyboard breakdowns, and business operations. *Prerequisite: Producing Fundamentals/PENT1-CE9509, Producing Fundamentals Intensive/ PENT1-CE9149, or equivalent knowledge.*

Producing Fundamentals
PENT1-CE9509/$1,250

Sec. 1: Wed. 6.30–9.30 p.m., Sept. 23–Nov. 4 (7 sessions). Minna Packer.

A good producer needs to know a little bit about a lot of things. This course teaches the basics of producing for film, TV, animation, and visual effects. Fundamentals of budgeting, scheduling, workflow, 2D and 3D animation/VFX, and contracts are explained, as well as ways of defining and managing a project's scope and resource needs. Case studies, guest lectures, and in-depth discussions immerse you in the world of production management. **CEU: 4.0.**

Producing Fundamentals Intensive
PENT1-CE9149/$1,450

M *Sec. 1: Mon.–Fri. 9.30 a.m.–5.30 p.m., Dec. 7–11 (5 sessions).* Vladan Nikolic, director, cinematographer.

As a beginning or prospective producer, chart your career path in this intensive course. Understand producers' core responsibilities through an overview of the creative, executive, and technical aspects of production and distribution. Gain insights into determining a story's artistic and financial worth, defining the target audience, and accurately projecting production and marketing costs. Learn to analyze scripts and stories to gauge expenses; to develop budgets; to structure and solicit funding; and to enter into contracts with actors, executive producers, distributors, and others. Also, identify opportunities and get started as a producer.

POSTPRODUCTION

Film and video editors transform raw footage into the final cuts we see on screen. Acquire editing skills and become familiar with the industry's professional practices. Develop technical proficiency with digital tools, learn how to assemble shots for maximum impact, and gain a thorough understanding of movement as it applies to visual storytelling. Blend art and technology to create dynamic visuals for the screen. Become familiar with the processes of crafting effective titles and sequences.

Editing I: Final Cut Pro
EDTG1-CE9225/$1,270

Sec. 1: Tues. 6.30–9.30 p.m., Sept. 29–Dec. 1 (10 sessions). David Frankfurt, Best Director Award, FanclubX Filmmaking Contest.

Final Cut Pro is a cost-effective nonlinear editing system. Through lectures, demonstrations, and hands-on exercises, learn the basic tools of Final Cut Pro and develop an understanding of editing fundamentals using provided footage. Begin with an introduction to nonlinear editing and learn the Final Cut Pro interface, including the browser, viewer, canvas, and timeline. Become acquainted with workflow and HD video formats. Work with projects, build a sequence, and create a simple montage. With further practice, progress to editing organizational techniques, including logging and capturing, using bins and browser features, synching clips, and creating a rough cut. *Required hardware: External hard drive. Prerequisite: Color Systems/ PHTG1-CE9223 or equivalent knowledge.*

Editing II: Final Cut Pro
EDTG1-CE9607/$1,270

W *Sec. 1: Fri. 6.30–9.30 p.m., Sept. 25–Nov. 20, Fri. 6–9 p.m., Dec. 4 (10 sessions).* David Frankfurt, Best Director Award, FanclubX Filmmaking Contest.

In this hands-on course, sharpen your editing skills while troubleshooting problems encountered in the professional postproduction process. Intended for those with Final Cut Pro (FCP) experience, this course enables you to master the advanced features of nonlinear editing systems in order to make aesthetic choices and to sharpen your work as an editor. Understand the interface, advanced trimming tools, filters, and transitions, and learn about audio. Get a feel for continuity, rhythm, and time manipulation while editing a narrative scene. Explore non-editorial features, such as media management, motion graphics, and color correction. Practice multicam editing, media compression, and reel preparation. *Required hardware: External hard drive. Prerequisite: Editing I: Final Cut Pro/EDTG1-CE9225 or equivalent knowledge.*

NYU SCHOOL OF PROFESSIONAL STUDIES INITIATIVE FOR CREATIVITY AND INNOVATION IN CITIES

The NYU School of Professional Studies Initiative for Creativity and Innovation in Cities was created to address the issues surrounding the growth of cities and the complex and often subtle interplay between business competitiveness and community prosperity.

The curriculum, offered online, engages you in a study of the world's population, of which more than half live in cities. More than 3.5 billion people currently live in cities, with an estimated 60 million moving to them every year. By 2050, more than 75 percent of the world's population will be city dwellers. Moreover, the economic output of the 60 largest global cities will grow by $30 trillion, accounting for two-thirds of all economic growth. A renowned faculty leads this examination of the global economy and its relation to the growth of cities.

For more information about Career Advancement offerings, visit **sps.nyu.edu/creativecities** or call **(212) 998-7200**.

NYU SCHOOL OF PROFESSIONAL STUDIES INITIATIVE FOR CREATIVITY AND INNOVATION IN CITIES

Offerings include:

- **Career Advancement Courses** that address the issues surrounding the growth of cities and the complex and often subtle interplay between business competitiveness and community prosperity
- **Career Advancement Program of Study:** Creative Cities and Economic Development *(page 132)*

For more information about the Career Advancement offerings, visit **sps.nyu.edu/creativecities** or call **(212) 998-7200**.

CREATIVE CITIES AND ECONOMIC DEVELOPMENT

Creative Placemaking
ECDV1-CE2010/$495

Sec. 1: Sept. 30–Oct. 21. Please see website for detailed meeting pattern. Instructor TBA.

More than ever before, economic development is about building creative, authentic communities that attract, retain, and foster talent. A recent Gallup poll of more than 40,000 people found that three main qualities attach individuals to place: social offerings, openness, and aesthetics. Effective, creative "placemaking," from physical development and space use to on-the-street programming, takes each of these factors into account. Placemaking today is not just about raising a single development or building but also involves creating large-scale physical and cultural improvements across entire neighborhoods and communities. This course provides an overview of the latest best practices and approaches for creative placemaking, including neighborhood revitalization, public and green space use, and street-level programming. **CEU: 1.0.**

Economic Development Partnerships
ECDV1-CE2020/$395

Sec. 1: Nov. 4–Dec. 9. Please see website for detailed meeting pattern. Instructor TBA.

Economic development should not be solely government driven. Governments alone do not have the tools, the capital, or the networks to build prosperous, creative communities. Successful economic development requires the partnership of all sectors—public, private, and nonprofit. Today, communities are using new partnership models to revitalize distressed communities, to tackle regional challenges, and to market themselves to the world as places open to business. In parallel, many of these communities are utilizing innovative, place-based incentives and grants to incubate ideas, new policies, and start-ups. This course helps you to uncover the most effective models and best practices of economic development partnerships, and it outlines the tools used in modern-day economic development, including place-based incentives, grants, and financing models. **CEU: 1.0.**

Global Cities
ECDV1-CE2000/$395

Sec. 2: Nov. 24–Dec. 15. Please see website for detailed meeting pattern. Instructor TBA.

Cities are the most important engines and organizing units of the global economy. They are more than just the sum of their built infrastructure—their political, social, cultural, and intellectual fabric is complex. While urbanization is a powerful force for growth and innovation, it is not self-regulating; global cities need a generation of leaders who understand the challenges of both developed and developing cities, as well as the best practices that drive economic growth and prosperity. This course offers key insights into the challenges and the trends that are having an impact on the world's cities, including increased urbanization, social and equity divides, infrastructure development, and human skill development. **CEU: 1.0.**

Principles of Economic Development
ECDV1-CE1000/$795

Sec. 3: Sept. 15–Nov. 10. Please see website for detailed meeting pattern. Steven Pedigo, clinical assistant professor and director, NYU School of Professional Studies Initiative for Creativity and Innovation in Cities.

For the first time in human history, the basic logic of the economy dictates that further economic development requires the additional expansion and utilization of human creative capabilities. The principles of economic development—technology, talent, tolerance, and territory assets—offer a strategy for competitiveness in the creative age. Communities must create ecosystems that develop new ideas and that foster cultural, entrepreneurial, civic, scientific, and artistic creativity. This course, which serves as the entry point for the program in Creative Cities and Economic Development, provides practical examples, case studies, and best practices for building creative, inclusive communities. **CEU: 2.5.**

Wondering what to take?
e-mail: **spsinfo@nyu.edu** or call: **(212) 998-7200**

NYU SCHOOL OF PROFESSIONAL STUDIES INITIATIVE FOR CREATIVITY AND INNOVATION IN CITIES

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN CREATIVE CITIES AND ECONOMIC DEVELOPMENT (ONLINE)

One of humanity's greatest innovations, cities have always been centers of human creativity. Today, however, they also have become the basic platform for economic and business growth. More than half of the world's population lives in cities—over 3.5 billion people—and an estimated 60 million are moving to them every year. By 2050, more than 75 percent of the world's population will be city dwellers. Moreover, the economic output of the 60 largest global cities will grow by $30 trillion, accounting for two-thirds of all economic growth.

As the world's economy has become more global, its geography has become more focused; talent, innovation, and economic output are concentrating in a relative handful of cities. The 100 largest metros house just 29 percent of the world's population but account for $14.5 trillion in economic output, or 60 percent of the global total. Given the urban tilt of technology and entrepreneurship, and the speed at which the transition is occurring, it is critical that city and economic development leaders, as well as decision-makers, appreciate the place, the assets, and the capabilities that are the most critical to businesses' location decisions. They need to have a deep understanding of the complex and often subtle interplay between business competitiveness and community prosperity.

In his international best seller, *The Rise of the Creative Class*, NYU Global Research Professor Richard Florida outlined the three Ts of economic development (technology, talent, and tolerance), without which no city or region can hope to prosper in the creative economy.

The NYU School of Professional Studies program in Creative Cities and Economic Development provides city and state officials, economic development professionals, nonprofit leaders, and city builders with the skills, expertise, and insights that they need to create, implement, and measure asset-driven strategies and plans that move beyond real estate to build upon the creativity, innovation, and human capability of their local communities. This suggested program of study provides students with the following capabilities and competencies:

- Mastery of the fundamentals, tools, and techniques of economic development
- Full-scale, data-driven city economic development attraction and retention strategies
- Identification of key economic data, including industry and occupational measurements and demographic sources and metrics
- A grasp of necessary quantitative and qualitative skills and expertise that are critical for success
- A network of peer economic development practitioners and experts
- An understanding of key differences between economic development practices across the globe for developed cities and countries and for those still developing
- Best-practice development and curation of creative city approaches
- A creative placemaking toolkit for a variety of communities and neighborhoods
- A diverse array of economic development tools, incentive programs, and partnership models
- Knowledge of livability and resiliency factors, as well as best practices for the built city environment

For more information about this program, visit sps.nyu.edu/creativecities.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Principles of Economic Development
ECDV1-CE1000 *(page 131)*

Tools and Techniques for Understanding Urban Economies
ECDV1-CE1010 *(page 132)*

SUPPLEMENTAL COURSES

Global Cities
ECDV1-CE2000 *(page 131)*

Creative Placemaking
ECDV1-CE2010 *(page 131)*

Economic Development Partnerships
ECDV1-CE2020 *(page 131)*

Urban Innovation
ECDV1-CE2030 *(page 132)*

Resilient Cities
ECDV1-CE2040 *(page 132)*

Maps and Geospatial Analysis
ECDV1-CE2050

Resilient Cities
ECDV1-CE2040/$395

Sec. 2: Oct. 22–Nov. 12. Please see website for detailed meeting pattern. Instructor TBA.

In the next 50 years, three out of every five people will live in an urban area. This will strain the ability of urban infrastructures to supply their populations with food, water, and energy. At the same time, the destructive storms and rising tides that are a consequence of global warming, as well as other natural and man-made disasters, will inevitably take a steep toll. In this course, study new approaches to building resilient cities that incorporate climate and sustainability policies, physical development, and environment protection. **CEU: 1.0.**

Tools and Techniques for Understanding Urban Economies
ECDV1-CE1010/$795

Sec. 3: Oct. 26–Dec. 14. Please see website for detailed meeting pattern.
Timothy Nadreau. Robert Sentz.

Location is the key economic organizing unit of our time. For businesses, the right location can provide them with access to key customers and clients, talent pools, R&D assets, and clusters of related firms. For economic developers, it is crucial to understand how to effectively measure a community's competitive assets, including growth industries, talent specializations, and demographics, as well as how to promote and market those strengths to businesses. This key methods course for the program in Creative Cities and Economic Development offers important insights into effective economic development research methods and associated strategies. **CEU: 2.5.**

Urban Innovation
ECDV1-CE2030/$395

Sec. 2: Sept. 24–Oct. 15. Please see website for detailed meeting pattern.
Ian Hathaway.

Thanks to cities' creative-class appeal, amenities, and walkability, start-up activity in the U.S. increasingly is shifting from suburban "nerdistans" to the urban environment. Recent research suggests that communities with supportive, entrepreneurial ecosystems—available talent, business support, capital, and inclusive environments—are more likely to attract, grow, and retain entrepreneurs and start-up organizations. Around the world, cities big and small are utilizing innovative support programs, university partnerships and technology transfer programs, incubators and accelerators, and funding mechanisms to help fuel the growth of their start-up communities. This course demonstrates the importance of an ecosystem to start-up businesses, and it showcases various models and approaches for supporting innovation and start-ups in urban environments, including incubator and accelerator best practices. **CEU: 1.0.**

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

PHILANTHROPY AND FUNDRAISING

At the NYU School of Professional Studies George H. Heyman, Jr. Center for Philanthropy and Fundraising, acquire the skills necessary for professional success in the fields of philanthropy, fundraising, and grantmaking. If your interest lies in philanthropy, the Academy for Grantmaking and Funder Education offers opportunities for you to explore and to advance. Whether you are just starting out in fundraising or you are an experienced professional in the field, Heyman Center courses offer key insights into the complexity and the scope of real-world challenges encountered on the job. Gain practical knowledge, acquire enhanced comprehension and skills, and benefit from outstanding networking opportunities. Programs are offered on a variety of topics and in formats that support your professional needs.

For more information about Career Advancement programs and faculty members, visit **sps.nyu.edu/phil** or call **(212) 998-7200**. For more information about the M.S. in Fundraising and Grantmaking, visit **sps.nyu.edu/msfr**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

See also:

M.S. in Fundraising and Grantmaking 158

PHILANTHROPY AND FUNDRAISING

Offerings in Philanthropy and Fundraising include:

- **Career Advancement Courses** through the George H. Heyman, Jr. Center for Philanthropy and Fundraising to help you gain practical skills while developing a professional network of valuable contacts
- **Career Advancement Programs of Study:** Grantmaking and Foundations *(page 134)*, Fundraising *(page 135)*, and Global Philanthropy *(page 60)*
- **Winter Preview:** Winter Intensive Program in Fundraising *(page 136)*
- **Master of Science in Fundraising and Grantmaking**, designed for current and aspiring fundraising and foundation grantmakers, to further their knowledge and skills through a combination of scholarly and practical course work *(page 158)*

For more information about Career Advancement offerings and faculty members, visit **sps.nyu.edu/phil** or call **(212) 998-7200**. For more information about the Master of Science in Fundraising and Grantmaking, visit **sps.nyu.edu/msfr**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

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Fundraising 134

ACADEMY FOR GRANTMAKING AND FUNDER EDUCATION

The Academy for Grantmaking and Funder Education is the nation's oldest and most comprehensive university-based program teaching funders and grantmakers. The Academy's curriculum is targeted to individual philanthropists and foundation professionals alike. It is based upon core competencies of grantmaking and is sequential in nature. The program was developed in collaboration with the Council on Foundations, the Association of Small Foundations, the Forum of Regional Associations of Grantmakers, the National Center for Family Philanthropy, and numerous private foundations, as well as key professionals in the field.

Foundations of Philanthropy for Funders

PHIL1-CE9010/$650

M *Sec. 14: Thurs. Fri. 9.30 a.m.–5 p.m., Oct. 1–2 (2 sessions).* Richard Marker, coprincipal, Wise Philanthropy; member of several foundation boards.

In the United States, virtually everyone is asked to be charitable, but not everyone knows how to be philanthropic. Whether you work for a grantmaking foundation or you are personally committed to charitable giving, this course explores American philanthropy, the role of the funder, current best practices and ethical standards, the public's relationship to nonprofit organizations, and the nature of grantmaking. Utilizing both theoretical and case-study methods, this interactive class provides the basis for subsequent course work for the program in Grantmaking and Foundations. **CEU: 1.5.**

Grantmaking Strategies

PHIL1-CE9025/$600

M *Sec. 8: Thurs. Fri. 9.30 a.m.–5 p.m., Oct. 22–23 (2 sessions).* Richard Marker, coprincipal, Wise Philanthropy; member of several foundation boards.

Designed for grantmakers, this interactive workshop provides an introduction to the grantmaking process using the case-study method. Topics covered include setting priorities, developing a style and mission for your foundation, establishing constructive parameters and ground rules, and measuring the impact of your grants. Also, discuss the role of needs assessment and organizational capacity. *Prerequisite: Foundations of Philanthropy for Funders/PHIL1-CE9010.* **CEU: 1.5.**

Law of Nonprofit Management

PHIL1-CE9120/$450

Sec. 1: Wed. 6–9 p.m., Sept. 30–Nov. 4 (6 sessions). Michael Kutzin, contributing editor, column on private foundations, *Journal of Exempts*.

This course empowers fundraisers, board members, staff, and volunteers of nonprofit, tax-exempt organizations to enhance their knowledge of the legal and ethical considerations of fundraising. Topics include forming and maintaining a nonprofit corporation, as well as acquiring and maintaining tax-exempt status. Also, discuss the regulation of fundraising; innovative fundraising techniques; charitable registration; corporate governance and the duties, responsibilities, and potential liabilities of members, the board of directors, and the staff; and standards of professional conduct for fundraisers. **CEU: 2.0.**

PHILANTHROPY AND FUNDRAISING

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN GRANTMAKING AND FOUNDATIONS

This program of study is designed for entry- to mid-level grantmakers, both professional and volunteer. The curriculum provides a structured program built upon the core competencies necessary for philanthropic giving by individuals and grantmaking organizations. This program, the only one of its kind in the United States, addresses a long, unmet need—to train grantmakers to give wisely and with more sophistication. Completion of foundational courses and supplemental courses in an area of interest provides knowledge of:

- The history of philanthropy in the United States and elsewhere in the world
- The law, the financial structures, and the nature of nonprofits and nongovernmental organizations (NGOs)
- The best practices, values, and ethics of grantmaking and philanthropy
- The skills and strategies for grantmaking, as well as current trends
- The evaluation of grants and the role of the grantmaker

An accelerated path of study also is available. For questions about this program of study, e-mail sps.giving@nyu.edu or call (212) 998-6770.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Foundations of Philanthropy for Funders
PHIL1-CE9010 *(page 133)*

Program Evaluation Approaches for Funders
PHIL1-CE9015 *(page 134)*

Grantmaking Strategies
PHIL1-CE9025 *(page 133)*

Analyzing and Understanding Nonprofit Financial Statements
PHIL1-CE9110 ❖

Law of Nonprofit Management
PHIL1-CE9120 *(page 133)*

SUPPLEMENTAL COURSES

Perspectives on Corporate Philanthropy
PHIL1-CE9040 ❖

Talking the Talk: Communications Skills for Grantmakers for Corporations and Foundations
PHIL1-CE9316 ❖

Management Principles for Nonprofit Organizations
PHIL1-CE9203 ❖

Management for Nonprofit Organizations (Online)
PHIL1-CE9070 *(page 137)*

Global Philanthropy and Civil Society
PHIL1-CE9406 *(page 135)*

Grantmaking Strategies: Arts Funding
PHIL1-CE9107 ❖

Corporate Philanthropy
PHIL1-CE9108 ❖

Grantmaking Strategies: Philanthropy's Influence on Foreign Policy and Development
PHIL1-CE9037 ❖

Dynamics of Family Philanthropy
PHIL1-CE9901 ❖

The Role of the Funder
PHIL1-CE9902 ❖

Technology for Funders
PHIL1-CE9208 ❖

Mini-Intensive for New Philanthropists and Grantmakers
PHIL1-CE9029 ❖

Advanced Mini-Intensive in Grantmaking
PHIL1-CE9501 ❖

Women in Philanthropy
PHIL1-CE9405 ❖

ACCELERATED PATH OF STUDY

FOUNDATIONAL COURSES

Mini-Intensive for New Philanthropists and Grantmakers
PHIL1-CE9029 ❖

Advanced Mini-Intensive in Grantmaking
PHIL1-CE9501 ❖

Program Evaluation Approaches for Funders
PHIL1-CE9015/$500

Sec. 11: Mon. 6.30–8.30 p.m., Nov. 2–23 (4 sessions). Mirele Goldsmith, former director of accreditation at Hillel, Washington, D.C. ★

After funders make a grant, they often fund evaluation mechanisms to determine the effectiveness, outcomes, and possible replicability of the grant. As a funder, learn about different evaluation methodologies, including which ones work for which programs and which ones may not be worth utilizing at all. Interactive exercises reinforce evaluation concepts. *Prerequisite: Grantmaking Strategies/PHIL1-CE9025 or permission of the instructor.*

FUNDRAISING

Donor Engagement: Online and Mobile Tools
PHIL1-CE9335/$450

W *Sec. 1: Tues. 10 a.m.–2 p.m., Nov. 10–17 (2 sessions).* Elizabeth Ngonzi, president, Amazing Taste.

Case studies and new industry data probe how online and mobile technologies are changing the ways that donors give money and the ways that organizations raise it. Delve into this topic by examining the integration of social media with online fundraising, the use of video for engagement and fundraising, the changing role of websites, the merging of online and off-line channels, multichannel message development, and the use of mobile applications and texting for list building and fundraising. Explore the organizational issues resulting from new technology, including cost-benefit challenges, proliferating databases and data, and management structure. Review web and social media strategies, as well as organizational practices, through class discussion. **CEU: 1.0.**

Ethics and Laws of Nonprofits (Online)
PHIL1-CE9225/$500

Sec. 1: Sept. 22–Oct. 27. Please see website for detailed meeting pattern. Naomi Levine, B.A., LL.B., J.S.D., former executive director, George H. Heyman, Jr. Center for Philanthropy and Fundraising. William Josephson, contributor, legal publications.

This online course examines legal issues and the importance of ethics in fundraising, with special attention to New York State laws and federal laws and regulations. Since New York State fundraising laws are among the strictest in the country, they can serve as a model for nonprofits in other states. Explore the responsibility that boards of trustees have in upholding and adhering to prescribed ethical standards in fundraising, including criteria for accepting or rejecting contributions.

Ethics, Laws, and Board Governance for Nonprofits
PHIL1-CE9215/$500

Sec. 1: Wed. 6.30–8.30 p.m., Nov. 4–Dec. 2 (4 sessions). No class Nov. 25. Naomi Levine, B.A., LL.B., J.S.D., former executive director, George H. Heyman, Jr. Center for Philanthropy and Fundraising. William Josephson, contributor, legal publications.

While the overwhelming majority of fundraisers are honest, any hint of subterfuge or abuse taints the profession and chills donor generosity. Address the responsibility of institutions to protect donor interests and to respect the intent of their gifts, as well as to be accountable to donors and the public. Examine the responsibility of boards of trustees to uphold and adhere to prescribed ethical standards in fundraising, including criteria for accepting or rejecting contributions.

Fundraising Concepts and Practices
PHIL1-CE9100/$600

Sec. 1: Thurs. 6.30–9 p.m., Sept. 24–Nov. 12 (8 sessions). Daniel Butler.

Learn the theories and concepts of fundraising, from the basics to new ideas, with applications to practical cases and situations. Profiles of donors and recipients, the psychology of giving, feasibility studies, and the roles of the executive director and the board in fundraising all are discussed. This course also covers donor solicitation skills, methods of ongoing fundraising, corporate and foundation fundraising, deferred giving, ethics, and special campaigns. In class, select a nonprofit and, throughout the course, compose a development plan for that organization. **CEU: 2.0.**

Fundraising Concepts and Practices (Online)
PHIL1-CE9002/$600

Sec. 1: Tues. 6–8 p.m., Sept. 29–Nov. 24 (8 sessions). No class Oct. 13. Richard Brown, former vice president, leadership giving, Autism Speaks.

Fundraising is one of the most rewarding careers one can enter. It presents opportunities to serve compelling missions and to take on real professional responsibilities, but success in this challenging field requires specific skills and knowledge. This online course introduces every major facet of fundraising, including direct mail, special events, major gifts, corporate and foundation giving, sponsorships, cause-related marketing, and planned giving. The course also explores the fields of online giving and social media. **CEU: 2.0.**

PROGRAM IN FUNDRAISING (ONLINE AND IN-PERSON)

The program in Fundraising is designed for those in fundraising, marketing, finance, nonprofit management, and other fields who are interested in gaining a greater understanding of the fundraising profession and complementing their course work with their experience in the field. Foundational courses offer an introduction to the basics of fundraising and to the ethics and laws related to board governance and nonprofits. Specialized courses allow students to zone in on particular areas of interest, while supplemental courses round out the educational experience.

An accelerated path of study is available during the Winter Session *(see page 136)*. For questions about this program of study, e-mail sps.giving@nyu.edu or call (212) 998-6770.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Fundraising Concepts and Practices
PHIL1-CE9100 *(page 134)*

Fundraising Concepts and Practices (Online)
PHIL1-CE9002 *(page 134)*

Ethics, Laws, and Board Governance for Nonprofits
PHIL1-CE9215 *(page 134)*

Ethics and Laws of Nonprofits (Online)
PHIL1-CE9225 *(page 134)*

SPECIALIZED COURSES

Grant Proposal Writing
PHIL1-CE9105 *(page 135)*

Grant Proposal Writing (Online)
PHIL1-CE9205 *(page 136)*

Analyzing and Understanding Nonprofit Financial Statements
PHIL1-CE9110 ❖

The Annual Appeal: A Comprehensive Strategy
PHIL1-CE9115 ❖

Management Principles for Nonprofit Organizations
PHIL1-CE9203 ❖

Management for Nonprofit Organizations (Online)
PHIL1-CE9070 *(page 137)*

Corporate and Foundation Fundraising
PHIL1-CE9300 ❖

Planned Giving
PHIL1-CE9305 ❖

Planned Giving (Online)
PHIL1-CE3220 *(page 137)*

Annual Giving, Major Gifts, and Capital Campaigns
PHIL1-CE9310 ❖

Annual and Capital Campaigns (Online)
PHIL1-CE9305 ❖

Technology for Fundraising
PHIL1-CE9980 ❖

Introduction to Prospect Research
PHIL1-CE9982 *(page 136)*

Nonprofits 3.0: Technology Strategies and Practice
PHIL1-CE9235 ❖

SUPPLEMENTAL COURSES

How to Be a Successful Fundraiser
PHIL1-CE9000 *(page 136)*

Getting Government Funding
PHIL1-CE9007 *(page 135)*

Stewardship: The Art of Thanking Donors
PHIL1-CE9106 ❖

Law of Nonprofit Management
PHIL1-CE9120 *(page 133)*

The Art of the Ask
PHIL1-CE9220 *(page 137)*

Women in Philanthropy
PHIL1-CE9405 ❖

Global Philanthropy and Civil Society
PHIL1-CE9406 *(page 135)*

Donor Engagement: Online and Mobile Tools
PHIL1-CE9335 *(page 134)*

How to Start and Operate a Nonprofit
PHIL1-CE9214 *(page 136)*

Social Media for Nonprofits
PHIL1-CE9211 ❖

Introduction to Social Media for Nonprofits (Online)
PHIL1-CE9407 ❖

Special Events: Planning for Profit and Growth
PHIL1-CE9065 *(page 137)*

Cultivate Donors for Transformational Giving
PHIL1-CE9066 ❖

Cultivation for Transformational Giving (Online)
PHIL1-CE9206 ❖

Nonprofit Turnarounds
PHIL1-CE9068 ❖

Social Entrepreneurship in the Charitable Sector
PHIL1-CE9044 ❖

Tools for Integrating Online Communities
PHIL1-CE9700 *(page 137)*

Landing the Big Gift: Engaging Major Donors
PHIL1-CE9701 ❖

What Fundraisers Should Know About Funders
PHIL1-CE9069 ❖

The Nonprofit Board of Directors
PHIL1-CE9503 ❖

Creating Video for Social Change
PHIL1-CE9313 ❖

Corporate Sponsorship in the Arts
PHIL1-CE9505 ❖

Quantity and Quality: Perspectives on Metrics
PHIL1-CE9192 ❖

Branding Your Nonprofit Organization for Success
PHIL1-CE9207 ❖

ACCELERATED PATH OF STUDY

FOUNDATIONAL COURSE

Winter Intensive Program in Fundraising
PHIL1-CE9500 *(page 136)*

Getting Government Funding
PHIL1-CE9007/$250

W *Sec. 1: Wed. 3–5.30 p.m., Nov. 11–Dec. 9 (4 sessions). No class Nov. 25.*
Beth Katznelson.

Become familiar with the navigational tools required to understand state and federal funding processes. Learn how to work with elected officials, to address project management issues, to maximize project impact and evaluation, to ensure financial accountability, and to put together a grant package from strategy to completion. Also, explore new federal funding mechanisms initiated by the current administration through the 2009 American Recovery and Reinvestment Act. This course is designed for grant seekers in public/private partnerships, foundations, and municipal agencies in the areas of energy and environment, education, workforce and economic development, healthcare and human services, and housing and urban development.

Global Philanthropy and Civil Society
PHIL1-CE9406/$450

M *Sec. 1: Fri. 9 a.m.–4 p.m., Sat. 9 a.m.–12 p.m., Oct. 9–10 (2 sessions).*
Barry Gaberman, former senior vice president, Ford Foundation.

Once thought to be uniquely American, philanthropy and civil society are now seen as global phenomena. This course highlights the obligations of philanthropy to have civil society as its primary vehicle for accomplishing its programmatic objectives. Examine individual giving, organized philanthropy, corporate social responsibility, and corporate philanthropy as contributors to the common good throughout the world. Analyze the impact of technology on giving and the role of evaluation in assessing the ability of global philanthropy to sustain civil society. The course features lectures, discussions, and readings. **CEU: 1.0.**

Grant Proposal Writing
PHIL1-CE9105/$500

Sec. 1: Tues. 6.30–8.30 p.m., Oct. 20–Nov. 24 (6 sessions). Jane Alpert, founder and principal, Strategies and Writing for Nonprofits. ★

In this course, learn to analyze the strategies and processes of writing effective proposals to foundations, corporations, or individuals. Examine the elements and characteristics of successful proposals, including information gathering, organization, and budget review. This course helps you to focus on writing clearly and tailoring your proposal to the prospective funder. Throughout the course, complete weekly written assignments, culminating in a prototype grant proposal. *Prerequisite: Fundraising Concepts and Practices/ PHIL1-CE9100 or Fundraising Concepts and Practices (Online)/PHIL1-CE9002, two years of experience at a nonprofit organization, or permission of the instructor.* **CEU: 1.5.**

How to Register
online sps.nyu.edu/fallce
phone (212) 998-7150
in person 7 East 12th Street, Room 133 See inside front cover for details.
postal mail Use the form and the envelope at the back of the Bulletin.

PHILANTHROPY AND FUNDRAISING

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

WINTER PREVIEW

Winter Intensive Program in Fundraising
PHIL1-CE9500

Dates and times to be announced.

For the NYU Winter Session in January 2016, the Heyman Center is offering the condensed version of the program in Fundraising. This valuable opportunity is beneficial to individuals who are interested in advancement in the field but who have limited time and/or live outside the region or country. *Prerequisites: Fundraising Concepts and Practices/PHIL1-CE9100 or Fundraising Concepts and Practices (Online)/PHIL1-CE9002, as well as Ethics, Laws, and Board Governance for Nonprofits/PHIL1-CE9215 or Ethics and Laws of Nonprofits (Online)/PHIL1-CE9225.*

This week-long program comprises the courses listed below:

- Analyzing and Understanding Nonprofit Financial Statements: Winter Term
- The Annual Appeal: Winter Term
- The Art of the Ask: Winter Term
- Planned Giving: Winter Term
- Online and Mobile Fundraising: Winter Term

For more information on Winter Session courses, visit sps.nyu.edu/winterce or call (212) 998-7200.

NYU SCHOOL OF PROFESSIONAL STUDIES HEYMAN CENTER: APPROVED CFRE CONTINUING EDUCATION PROVIDER

Approved Provider For CFRE™ 2010 Continuing Education

The NYU School of Professional Studies George H. Heyman, Jr. Center for Philanthropy and Fundraising is approved by CFRE International as a continuing education provider. CFRE International offers the only internationally recognized professional credential for philanthropic fundraising executives. CFRE certification helps to increase credibility and to improve career opportunities. Many courses taken through the Heyman Center earn CFRE continuing education points, which are required for CFRE certification. For information on the requirements for CFRE certification, visit cfre.org. For more information about the Heyman Center and qualifying courses, visit sps.nyu.edu/phil.

Grant Proposal Writing (Online)
PHIL1-CE9205/$500

Sec. 1: Wed. 6.30–8 p.m., Sept. 30, Wed. 8–9 p.m., Oct. 7–Nov. 4 (6 sessions). Susan Davies, former senior director, capital requests, American Cancer Society, Eastern Division.

Analyze the strategies and processes of writing effective proposals to foundations, corporations, or individuals. Examine the elements and characteristics of successful proposals, including information gathering, organization, and budget review. Focus on writing clearly and tailoring your proposals to the prospective funders. Throughout the course, complete weekly written assignments, culminating in a prototype grant proposal. *Prerequisite: Fundraising Concepts and Practices/PHIL1-CE9100 or Fundraising Concepts and Practices (Online)/PHIL1-CE9002, two years of experience at a nonprofit organization, or permission of the instructor. Students also should have good English-language skills.*
CEU: 1.5.

How to Be a Successful Fundraiser
PHIL1-CE9000/$450

S *Sec. 1: Fri. 9 a.m.–5 p.m., Oct. 23.* Naomi Levine, B.A., LL.B., J.S.D., former executive director, George H. Heyman, Jr. Center for Philanthropy and Fundraising.

Fundraising is an exciting profession, offering meaningful job opportunities across a wide range of institutions, agencies, and organizations in both the public and private sectors. In this seminar, Naomi Levine discusses how to obtain and manage major gifts. She explores such topics as fundraising strategies, capital campaigns, corporate and foundation fundraising, planned giving, board relationships, ethics in fundraising, and community visibility. She also discusses in depth the power of women philanthropists, who control 51 percent of the privately held wealth in the United States.

How to Start and Operate a Nonprofit
PHIL1-CE9214/$350

M *Sec. 5: Sat. 10 a.m.–2 p.m., Nov. 7–Dec. 5 (4 sessions). No class Nov. 28.* Toby Sanchez, past chair and member, Center for the Elimination of Violence in the Family.

If you have thought about starting a nonprofit organization, you probably have considered its mission and goals or even its name, but you might not have thought about the processes of incorporation, application for tax exemption, preparation of bylaws, and formation of a board of directors. In this course, learn and discuss standard start-up operations, management issues, record keeping, and initial fundraising techniques. Life stages for all organizations are explored, with discussions about why some thrive, others remain forever immature, and still others wither and die.
CEU: 1.5.

Introduction to Prospect Research
PHIL1-CE9982/$300

Sec. 6: Tues. 6.30–8.30 p.m., Sept. 29–Oct. 27 (4 sessions). No class Oct. 13. Poornima Prasad, board member, Women in Development, New York; New York City Chapter, Association of Fundraising Professionals.

To help your organization flourish, you need to know how to locate and use tools that identify and evaluate prospects and track donors. In this course, learn about prospecting for new donors, including using cost-effective research tools, accessing free information, and evaluating a prospect's ability and inclination to give. Develop the know-how to store, retrieve, and disseminate information effectively. Also, discuss confidentiality and other ethical and legal issues. *Basic computer skills are required.*

Management for Nonprofit Organizations (Online)
PHIL1-CE9070/$450

Sec. 1: Mon. 6–8 p.m., Nov. 2–23 (4 sessions). Richard Brown, former vice president, leadership giving, Autism Speaks.

In this online course, gain an overview of the skills, knowledge, and attributes needed to become an effective leader and manager at a nonprofit organization. Learn how to build an exciting, dynamic, and productive workplace and how to unleash creative energy in yourself and your staff. Explore techniques for effectively managing staff, boards, and volunteers. Develop strategic plans for handling difficult employee issues, communicating effectively, and managing time and stress.

Planned Giving (Online)
PHIL1-CE3220/$350 ✧

Sec. 5: Sept. 28–Oct. 26. Please see website for detailed meeting pattern. Stacy Sulman, vice president, family philanthropy and legal affairs, American Committee for the Weizmann Institute of Science.

This course introduces the fundamentals of planned charitable giving, a critical part of any fundraising initiative. The goal of the course is to impart both an understanding of basic gift plans and an appreciation of the motivations for entering into a planned gift—from both the charity's and the donor's perspectives. To this end, the course addresses relevant tax and estate law, gift administration, marketing, solicitation, and strategies for interacting with all the parties involved in developing and closing planned gifts. **CEU: 1.0.**

Special Events: Planning for Profit and Growth
PHIL1-CE9065/$450

M *Sec. 1: Sat. 9 a.m.–5 p.m., Dec. 5.* Susan Shattuck and Laurie Krotman, copresidents and founders, Special Events Unlimited, Inc. Bunny Grossinger, philanthropist, special events expert.

This full-day seminar covers everything you need to know about special events in fundraising. Explore why donors say yes to events, and examine costs in relation to fundraising goals and new prospects. Topics include identifying and cultivating potential event leadership, setting realistic goals, utilizing volunteers and staff effectively, and following up with attendees to maximize returns. Develop effective ask scripts and plans for your own fundraising events, and explore relevant case studies.

Wondering what to take?
spsinfo@nyu.edu
(212) 998-7200

The Art of the Ask
PHIL1-CE9220/$450

S *Sec. 2: Fri. 9 a.m.–5 p.m., Sept. 25.* Laura Fredricks.

Asking for a gift is both an art and a science. Without an understanding of the most effective methods of asking for financial support, no fundraiser responsible for soliciting gifts from individuals, corporations, or foundations can succeed. In this course, highly successful fundraisers discuss their approaches and a philanthropist is invited to report on how he or she reacts to a particular ask. **CEU: 1.0.**

Tools for Integrating Online Communities
PHIL1-CE9700/$350

Sec. 1: Thurs. 6–8.30 p.m., Oct. 15–Nov. 12 (5 sessions). H. Aldervan Daly, cofounder, City Families, Inc.

Today, fundraisers must be able to access, combine, synthesize, and use data from social media, prospecting tools, and traditional channels and to integrate this information into a usable form that is accessible to staff and volunteers. Learn about the basics of data capture and manipulation from sources including social media, private websites, and traditional avenues. Use real-world examples to build a small online database that integrates data channels. Because every organization is unique, look at solutions based upon a nonprofit's specific needs. Gain a better understanding of what social media's place in a development office is and how data can be captured and used. **CEU: 1.5.**

Webinar: Essentials of Endowment Fundraising
PHIL1-CE9402/$50

Sec. 1: Thurs. 12–2 p.m., Nov. 19. Donaldson Hill.

Today's philanthropic environment presents significant challenges for planned giving programs and endowment fundraising efforts. This webinar identifies and explores these challenges and suggests strategies for success in raising dollars for long-term support.

Webinar: Keys to Corporate and Foundation Funding
PHIL1-CE9312/$50

Sec. 1: Wed. 12–1 p.m., Oct. 21–28 (2 sessions). Michael Evers, president, Drumlish Corporation.

There are many new methodologies in the world of corporate and foundational fundraising. Other aspects, however, don't change at all; they just take different forms. This webinar focuses on some of the most important unchanging aspects of fundraising from institutions, including topics generally not discussed in "polite" fundraising society. Former webinar attendees have told us that this class led them to completely rethink their approach to institutional fundraising. Perhaps it will lead you to rethink yours as well.

Weekend Courses

Global Philanthropy and Civil Society
PHIL1-CE9406 *(page 135)*

Special Events: Planning for Profit and Growth
PHIL1-CE9065 *(page 137)*

How to Start and Operate a Nonprofit
PHIL1-CE9214 *(page 136)*

PROGRAM IN GLOBAL PHILANTHROPY

The program in Global Philanthropy, designed for those interested in working in the public sector and for governmental and nongovernmental organizations (NGOs), prepares students to assess and confront the challenges facing both programming officers and fundraisers in the field of global philanthropy.

For the full description of this program of study, see page 60.

REAL ESTATE

For more than 40 years, the NYU School of Professional Studies Schack Institute of Real Estate has been a seminal force in providing the real estate and construction industries with well-educated, skilled professionals. The quality experienced in the classroom is a product of the Institute's world-class faculty members—leading practitioners who draw their expertise from the real estate and construction industries in New York City and around the globe.

The Institute's curriculum is designed with industry input to keep professionals abreast of current developments and to provide them with advanced techniques and analytical skills. Faculty and advisory board members are considered to be some of the most prominent leaders in their fields. This ensures that course offerings address the key issues facing today's real estate, architecture and engineering, and construction professionals.

For more information about Career Advancement programs, conferences, and faculty members, visit **sps.nyu.edu/schack** or call **(212) 998-7200**.

To learn about the Bachelor of Science in Real Estate, visit **sps.nyu.edu/schack/bsre** or call **(212) 998-4500**.

For more information about Schack graduate degrees and certificates, visit **sps.nyu.edu/schack**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

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Construction 144
Real Estate 147

See also:

B.S. in Real Estate 162
M.S. in Construction Management 158
M.S. in Real Estate 160
M.S. in Real Estate Development 160
Graduate Certificates 160

ARCHITECTURE AND ENGINEERING

The Architecture and Engineering program is designed to help professionals advance their skills, broaden their expertise, heighten their knowledge of industry-specific software, meet New York State licensure requirements, and prepare for architect or professional engineer license examinations.

Offerings in Architecture and Engineering include:

- **More than 500 Career Advancement Courses** offered annually through the NYU School of Professional Studies Schack Institute of Real Estate
- **Career Advancement Programs of Study:** Building Information Modeling (BIM) Using Revit *(page 140)*, Computer-Aided Design Using AutoCAD *(page 141)*, Building Electrical Systems Design *(page 141)*, HVAC Systems Design *(page 142)*, and Plumbing Systems Design *(page 143)*

For more information, visit **sps.nyu.edu/schack** or call **(212) 998-7200**.

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ARCHITECT AND ENGINEER CONTINUING EDUCATION

Architects and engineers licensed and registered in New York State must complete 36 hours of continuing education each three-year registration period. The NYU School of Professional Studies is an approved provider of continuing education for New York State and the American Institute of Architects (AIA). For architects and AIA members, "HSW" after a course description indicates the number of credit hours that qualify as Health, Safety, and Welfare hours. For licensed professional engineers, "PDH" indicates the number of credit hours earned upon satisfactory completion of the course. For further information about these requirements, visit the New York State Education Department Office of the Professions at **www.op.nysed.gov/prof**.

Adaptive Reuse: Structural Renovation Concepts

AECE2-CS9135/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Dec. 4.* Erik Madsen, owner and principal, Madsen Consulting Engineering, PLLC. Brian Schenck, senior project engineer, DeSimone Consulting Engineers.

Learn how to design an efficient renovation project to get the most out of the architectural design and the inherent strengths of the existing building. This course covers the primary styles of historical construction in New York City. It also presents new problem-solving methods for age-old problems, along with proven techniques for redesigning a structure to fit your needs. Learn the history of building materials, and explore what can be accomplished with each, including steel material from its conception, rivets, welding and bolts, terra-cotta and brick arch slabs, early reinforced concrete construction, cast and wrought iron, and different forms of shallow and deep foundations. A brief history of the New York City Building Codes also is presented.
HSW: 6. PDH: 6.

NEW

Combined Heat and Power (CHP) Cogeneration
AECE2-CS9148/$240

M *Sec. 1: Wed. 8.30 a.m.–3.30 p.m., Dec. 9.*
Instructor TBA.

Learn how the fundamental scientific and economic principles of combined heat and power (CHP) make this century-old technology a powerful strategy for reducing operating costs and greenhouse gas emissions in today's building environment. Topics include the specific technologies that are used in CHP systems and their pros and cons, ways of integrating CHP into existing building systems, and strategies for successfully executing CHP projects, with a focus on the multifamily and commercial building sectors.
HSW: 6. PDH: 6.

Concrete: History, Technology, and Repair
AECE2-CS2051/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Nov. 20.*
Pamela Jerome, partner in charge of preservation, Wank Adams Slavin Associates LLP.

Learn the history and technology of Portland cement concrete and its precursors, and examine architectural and engineering uses, inspection techniques, causes of deterioration, and current repair methods. Both cast-in-place and precast concrete are reviewed. The course utilizes several case studies, including examples of repairs required to comply with New York City Local Law 11/98, as well as historic concrete structures such as Fallingwater and the Guggenheim Museum.
HSW: 6. PDH: 6.

NEW

Daylight Analysis for Building Design
AECE2-CS9146/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Nov. 6.*
Instructor TBA.

Learn how to integrate daylight simulations into your professional design practice in this hands-on seminar. Using the DIVA plug-in for Rhino, conduct a series of simulation exercises for Radiance and Daysim. Exercises include conducting a LEED 3.0 compliance analysis, detecting glare at key positions within a building throughout the year, and developing suitable automated electric lighting and shading controls to maximize daylight availability while controlling glare. **HSW: 6. PDH: 6.**

NEW

Energy Modeling for Building Design
AECE2-CS9147/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Dec. 4.*
Instructor TBA.

In this seminar, learn to use energy analysis tools to make informed early-design decisions. Using COMFEN, OpenStudio, eQUEST, and Sefaira modeling interfaces, set up, run, and interpret results from single-zone and core-perimeter models to quickly study the impact of design alternatives on building performance across various interdependent metrics, including energy consumption, peak demand, and thermal and visual comfort.
HSW: 6. PDH: 6.

Facade and Roof Systems
AECE2-CS2030/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Oct. 9.*
Craig Hargrove, senior vice president, Hoffman Architects.

Examine key issues of concern to construction and real estate professionals related to exterior wall and roof design, regulation, maintenance, diagnosis, and repair. Topics include inspection, engineering, compliance, management, investment perspectives, and Local Law 11/98.
HSW: 6. PDH: 6.

NEW

Facade Inspection Safety Program (FISP)
AECE2-CS9145/$645

M *Sec. 1: Wed. 8.30 a.m.–3.30 p.m., Oct. 7.*
Pamela Jerome, partner in charge of preservation, Wank Adams Slavin Associates LLP.

The Facade Inspection Safety Program (FISP) of New York City Local Law 11/98 requires that exterior walls and appurtenances of properties of six or more stories in height be inspected every five years. This seminar covers the origins, recent changes, and current requirements of this law. Case studies are used as examples of compliance with the law. **HSW: 6. PDH: 6.**

NEW

Fundamentals of Energy Management
AECE2-CS9152/$240

M *Sec. 1: Sat. 8.30 a.m.–3.30 p.m., Nov. 14.*
John Catuogno, senior engineer, Consolidated Edison.

Examine fuels, alternative energy, power generation, district energy, regulatory considerations, energy efficiency, environmental matters, and basic energy/utility finance. This course benefits engineers, architects, developers, planners, and those in the financial arena who deal with the energy and utility sectors. **HSW: 6. PDH: 6.**

NEW

Indoor Environmental Quality
AECE2-CS9151/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Dec. 11.*
William Esposito, president, Ambient Group, Inc.

Study the principles of indoor environmental quality (IEQ) and learn how to direct, interpret, and evaluate IEQ site investigation reports. This course provides an overview of the general principles governing the indoor building environment. Other topics covered include gaseous compounds, particulates, asbestos, vermiculite, microbiology, mold issues, physical factors, LEED and green building IEQ credits, chemical and biological agents in terrorism, and air modeling methods. **HSW: 6. PDH: 6.**

New York Commercial Energy Code
AECE2-CS9125/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Oct. 16.*
Juan Toro, associate principal, Glickman Engineering Associates, PLLC.

Understand the essential elements of the New York State and New York City Energy Codes that were officially enacted in January 2011. This course covers the mechanical, envelope, and lighting/power requirements of New York State and New York City. Topics include prescriptive and performance-based ways to comply with the code, standard compliance methodology using COMcheck, an introduction to the performance-based Energy Cost Budget Method of ASHRAE 90.1, and code enforcement. Architects, engineers, code enforcement officials, contractors, and building owners will find the information covered in this course useful.
HSW: 6. PDH: 6.

N.Y.C. Building Code: Fire Protection
AECE2-CS2090/$240

M *Sec. 1: Wed. 8.30 a.m.–3.30 p.m., Nov. 4.*
Zygmunt Staszewski, president, Z.S. Engineering, P.C.

Get a detailed review of the fire protection sections of the New York City Building Code and, in particular, Local Laws 5/73 (fire safety, maintenance), 16/84 (fire safety, emergency lighting), 41/78 (fire safety in places of public assembly), 62/81 (smoke alarm systems), and the recently adopted 11/19 (residential sprinklers). Report forms, compliance, enforcement, fire department rules and regulations, and various building laws (multidwelling units) also are discussed. **HSW: 6. PDH: 6.**

N.Y.C. Building Code Overview
AECE2-CS9132/$340

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Oct. 2–9 (2 sessions).* Robert Marino.

Gain a solid understanding of the main code provisions of the current 2008 New York City Building Code. Topics covered include occupancies, building height and area, construction types, means of egress, accessibility, and some fire protection and structural provisions. **HSW: 12. PDH: 12.**

Solar Essentials: PV and Thermal
AECE2-CS9133/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Dec. 11.*
Andrew McNamara, vice president, new construction, Bright Power.

Learn the essential elements of solar photovoltaic (PV) and thermal system design and integration in this detailed, six-hour seminar. Solar PV topics include both grid-tied and off-grid systems; safety, site assessment, and site restraints; codes; building-integrated PV (BIPV); and user demand. The course covers sizing and designing a system, as well as installing, inspecting, commissioning, maintaining, and troubleshooting it. Learn about overall system costs; NYSERDA, city, state, and federal incentives; tax credits; net metering; and all the system components, including thin-film and crystalline panels, inverters, wiring, connections, mounting options, battery backup and chargers, and local and Internet data collection devices and monitoring systems. Solar thermal topics covered include collection, storage, and distribution for domestic hot water; space heating; commercial applications; flat-plate panels and evacuated tube collectors; system sizing and components; heat storage and heat exchange tanks; closed-loop, pressurized glycol antifreeze systems; the single and double-pump drain-back system; and the drain-down, open-loop active system. **HSW: 6. PDH: 6.**

NEW

The "New" New York State Mold Law
AECE2-CS9150/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Nov. 13.*
William Esposito, president, Ambient Group, Inc.

Gain a comprehensive understanding of the new 2015 New York State Mold Law (N.Y.S. Bill S3667D-2013) and examine its impact on the design, construction, and maintenance of real estate in New York State. Topics include the microbiological principles of mold, the moisture issues responsible for mold proliferation in buildings, the health and legal uncertainties of mold contamination in buildings, and the licensure and minimum work standard settings for mold assessment and remediation specialists. **HSW: 6. PDH: 6.**

NEW

Water Treatment for Commercial Buildings
AECE2-CS9149/$240

M *Sec. 1: Fri. 8.30 a.m.–3.30 p.m., Oct. 23.*
William Esposito, president, Ambient Group, Inc.

Learn why a comprehensive water treatment monitoring program is essential to the design and maintenance of heat transfer equipment in buildings and data centers. A typical building has more than $10 million invested in chiller and heating plant equipment that is vulnerable to corrosion and fouling, and a comprehensive water treatment monitoring program is its sole protection. This seminar provides detailed information on the importance and impact of water treatment related to critical building infrastructure. **HSW: 6. PDH: 6.**

DELIVERY METHOD LEGEND

Blended · Online Synchronous · Hybrid · In-Person Location TBA · Online Asynchronous

ARCHITECT AND ENGINEER LICENSE EXAMINATION REVIEW

These review courses prepare students for the Architect Registration Examination (A.R.E.). The New York State Education Department Office of the Professions requires satisfactory completion of the A.R.E. as partial fulfillment of its requirements for professional licensure and registration as a registered architect. For more information about the process and forms, visit the New York State Office of the Professions website at **www.op.nysed.gov/prof/arch**.

Building Design and Construction Systems for the A.R.E.
AEEP1-CE9360/$295

Sec. 1: Oct. 5–Nov. 30. William Singer, partner, Gruzen Samton LLP.

Get a comprehensive review of the safety, economy, durability, practicality, and architectural expression of modern building materials and methods. Topics include concrete; masonry; wood; metals; thermal and moisture protection; doors, windows, and glass; finish work; building codes (including ICC/ANSI); and sustainable design.

Electrical Building Systems for the A.R.E.
AEEP1-CE9350/$295

Sec. 1: Oct. 5–Nov. 30. Bennett Carlin, senior engineer, Dormitory Authority of the State of New York.

Review the electrical systems used to control the building environment. Topics include basic physics, transmission and usage, electrical equipment, calculations, electrical code, safety considerations, and related services. Also, discuss building automation, lighting systems, artificial lighting calculations, recommended illumination, daylight calculations, and emergency and exit lighting.

Mechanical Building Systems for the A.R.E.
AEEP1-CE9340/$295

Sec. 1: Oct. 5–Nov. 30. Bennett Carlin, senior engineer, Dormitory Authority of the State of New York.

Review the mechanical systems used to control the building environment. Topics include sustainable design; basic thermal processes, including heat transfer and heating and cooling load calculations; comfort, climate, and solar design; mechanical equipment and energy codes; water supply and drainage systems; fire safety; acoustics; and vertical transportation.

Programming, Planning, and Practice for the A.R.E.
AEEP1-CE9320/$295

Sec. 1: Oct. 5–Nov. 30. Emily Mottolese, architect.

This course presents a theoretical and practical review of programming, planning, and practice for the A.R.E. Topics include form prototypes; programming and space needs; building prototypes; new urbanism; environmental factors; land analysis, including surveys, site analysis, and site design; land and building regulation, including property descriptions, deeds, restrictions, air and subsurface rights, eminent domain, and development transfer rights; zoning and building codes; project and practice management, including scheduling, budget analysis, cost estimating, and delivery methods; and the architectural design team.

Schematic Design for the A.R.E.
AEEP1-CE9310/$295

Sec. 1: Oct. 5–Dec. 14. Miguel Cedeno, senior design liaison, N.Y.C. Department of Design and Construction.

Learn a practical approach to the Schematic Design division of the A.R.E. Integrate programmatic and contextual requirements into a cohesive solution. Topics include building schematic designs, interior space design, furniture arrangement, and site and environmental requirements.

Site Planning and Design for the A.R.E.
AEEP1-CE9330/$295

Sec. 1: Oct. 5–Nov. 30. Emily Mottolese, architect.

Examine the integration of programmatic and site requirements in site development. Topics include pedestrian movement and circulation; public transit; provisions for the handicapped; services and utilities; and site assessment, including zoning, climate, topography, water and soil drainage, exploration, and testing. Also, discuss site work, including site preparation, earthwork, and foundations; site improvements such as landscaping; and sustainable design principles and standards.

Structural Systems for the A.R.E.
AEEP1-CE9300/$295

Sec. 1: Oct. 5–Dec. 14. David Resnick, associate commissioner, N.Y.C. Department of Design and Construction.

This online course reviews structural systems and lateral forces for the Structural Systems division of the A.R.E. Topics include basic principles of statics and strength of materials; structural systems and components, including wood, steel, and reinforced concrete structures; analysis and selection of appropriate structures; effects of lateral forces on design; loads; code requirements; and footings, beams, girders, trusses, slabs, and columns. The course also includes an overview of reference source materials.

BUILDING INFORMATION MODELING

Building information modeling (BIM)—the process of creating and using 3D digital models for the design, construction, and operations of buildings—is quickly becoming an industry standard. Leading architectural, engineering, and construction firms have adopted the Autodesk Revit suite of parametric modeling software products for their BIM needs. From preliminary design through design development and construction documents, Revit streamlines the design process with a central 3D model.

Revit Professional Level I
AEAC1-CE8107/$795

Sec. 1: Mon. Wed. 6–9.20 p.m., Oct. 5–28 (7 sessions). No class Oct. 12. Joseph DeChiaro.

M *Sec. 2: Sat. 9 a.m.–5.30 p.m., Oct. 10–24 (3 sessions).* Jessica Bayuk.

Sec. 3: Sept. 28–Oct. 19. Brandon Schumacher.

Learn the fundamentals of Autodesk Revit, from design through construction documentation. This hands-on, lab-based course provides an introduction to the tools and concepts of working with a fully parametric building modeler. Topics include starting Revit projects, defining new family types, working with roofs and floors, creating vertically compound walls, documenting the design, detailing, and working with Revit in a multiuser environment.

Revit Professional Level II
AEAC1-CE8109/$795

Sec. 1: Mon. Wed. 6–9.20 p.m., Nov. 2–23 (7 sessions). Brandon Schumacher.

M *Sec. 2: Sat. 9 a.m.–5.30 p.m., Nov. 7–21 (3 sessions).* Jessica Bayuk.

Sec. 3: Oct. 26–Nov. 23. Brandon Schumacher.

Build upon the instructional material covered in *Revit Professional Level I* and acquire the skills to create a Revit project from the very beginning. Learn how to develop exterior and interior wall systems, roofs, ceilings, room and area plans, and detailing and annotations. The course also covers windows and stair creation, tagging and dimensioning, scheduling and sheet creation, and importing and exporting elements into projects. In addition, discuss how to work in a multiple-user environment. *It is expected that students have completed Revit Professional Level I/AEAC1-CE8107 or have equivalent experience.*

Revit Professional Level III
AEAC1-CE8111/$795 ✧

Sec. 1: Mon. Wed. 6–9.20 p.m., Nov. 30–Dec. 21 (7 sessions). Jason Chen.

Sec. 2: Nov. 30–Dec. 21. Brandon Schumacher.

Further your understanding of Revit in this third professional-level course. Learn how to customize project settings and systems families, create multiple design options in a single model, manipulate geometry visibilities with phasing and view templates, define complex geometries with conceptual massing and adaptive component families, and render and analyze your model using tools within Revit. *It is expected that students have completed Revit Professional Level II/AEAC1-CE8109 or have equivalent experience.*

PROGRAM IN BUILDING INFORMATION MODELING (BIM) USING REVIT (ONLINE AND IN-PERSON)

Participants in this program of study learn Autodesk's Revit software to bring building design ideas from concept to construction with a coordinated building information modeling (BIM) approach. Whether changing careers or currently active in the industry, participants in this professional program acquire the specialized Revit skills and experience they need to increase their productivity and to advance in the field. The core competencies covered in this suggested program of study include:

- Applying BIM core concepts, principles, and strategies
- Using a fully parametric building modeler in a multiple-user environment
- Navigating the user interface and creating projects
- Working with the Toolbox
- Configuring templates and standards
- Creating custom families
- Developing walls, floors, ceilings, and roofs
- Developing doors, windows, stairs, and railings
- Detailing, documenting, and annotating
- Tagging and dimensioning
- Creating plans, sections, elevations, schedules, and sheets
- Importing and exporting elements
- Rendering images

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Revit Professional Level I
AEAC1-CE8107 *(page 140)*

Revit Professional Level II
AEAC1-CE8109 *(page 140)*

Revit Professional Level III
AEAC1-CE8111 *(page 140)*

PROGRAM IN COMPUTER-AIDED DESIGN USING AUTOCAD (ONLINE AND IN-PERSON)

Participants in this program of study learn Autodesk's AutoCAD software to create 2D and 3D digital design models for architecture, engineering, and construction. Whether changing careers or currently active in the industry, participants in this professional program acquire the specialized AutoCAD design and documentation skills they need to increase their productivity and to advance in the field. The core competencies covered in this suggested program of study include:

- Navigating the user interface and creating drawings
- Creating, altering, and hatching objects
- Drawing organization, layouts, and inquiry commands
- Dimensioning and annotation
- Working with reusable content
- Working with blocks and attributes
- Layer management and best practices
- Creating and editing 3D models
- Rendering realistic views

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

AutoCAD Professional Level I
AEAC1-CE8101 *(page 141)*

AutoCAD Professional Level II
AEAC1-CE8102 *(page 141)*

AutoCAD Professional Level III
AEAC1-CE8104 *(page 141)*

COMPUTER-AIDED DESIGN

Since 1991, the NYU School of Professional Studies Schack Institute of Real Estate has provided professional training for beginning and advanced computer-aided design (CAD) users. AutoCAD provides a powerful desktop design tool for architects, engineers, interior designers, facility managers, and other real estate and construction professionals looking to maximize their productivity. No prior drafting experience is necessary.

AutoCAD Professional Level I
AEAC1-CE8101/$795 ✧

M *Sec. 1: Fri. 9 a.m.–5.30 p.m., Oct. 2–16 (3 sessions).* Alphonse Diaz.

Sec. 2: Tues. Thurs. 6–9.20 p.m., Sept. 29–Oct. 20 (7 sessions). Benjamin Birillo, CAD consultant/designer.

Sec. 3: Sept. 28–Oct. 19. Richard Class, president, RTC Associates.

Learn the fundamentals of AutoCAD in this hands-on course, and discover how to prepare 2D drawings for architecture, interior design, mechanical and structural engineering, and other design fields. Topics include the AutoCAD drawing interface; display and modify commands; CAD tools and drawing setup, including scale, coordinate systems, snaps, and grips; basic draw and edit command functions; layers; text; blocks; plotting; and printing basics.

AutoCAD Professional Level II
AEAC1-CE8102/$795

M *Sec. 1: Fri. 9 a.m.–5.30 p.m., Oct. 30–Nov. 13 (3 sessions).* Richard Class, president, RTC Associates.

Sec. 2: Tues. Thurs. 6–9.20 p.m., Oct. 27–Nov. 17 (7 sessions). Benjamin Birillo, CAD consultant/designer.

Sec. 3: Oct. 26–Nov. 23. Richard Class.

Build upon the instructional material covered in *AutoCAD Professional Level I* and learn intermediate editing techniques. These techniques include hatching, polylines, dimensioning, cross-refs, paper space, grips, raster images, blocks, and other attributes. A demonstration of 3D design drawing also is included. *It is expected that students have completed AutoCAD Professional Level I/AEAC1-CE8101 or have equivalent experience.*

AutoCAD Professional Level III
AEAC1-CE8104/$795

M *Sec. 1: Fri. 9 a.m.–5.30 p.m., Dec. 4–18 (3 sessions).* Benjamin Birillo, CAD consultant/designer.

Sec. 2: Nov. 30–Dec. 21. Richard Class, president, RTC Associates.

Experienced 2D AutoCAD users acquire a comprehensive understanding of 3D space in AutoCAD with this hands-on course. Topics include 3D objects and modeling concepts, surfaces versus solids, and 3D axonometric views versus perspective views. Learn to change and apply the user coordinate system to your advantage, scan materials into rendered models, create and revise materials, and use existing images with AutoCAD-generated objects. *It is expected that students have completed AutoCAD Professional Level II/AEAC1-CE8102 or have equivalent experience.*

ELECTRICAL SYSTEMS DESIGN

Since 1975, the NYU School of Professional Studies Schack Institute of Real Estate has been offering courses to professional engineers and others in the building industry. This highly acclaimed curriculum, taught by experienced electrical design professionals, offers new and seasoned professionals the opportunity to review fundamental concepts and to learn more complex concepts related to electrical design.

Electrical Systems Design I
AEEL1-CE9501/$795

Sec. 1: Oct. 7–Dec. 9. Please see website for detailed meeting pattern. Robert Corson.

Sec. 2: Oct. 5–Dec. 14. Robert Corson.

Study electrical principles and their application to electrical equipment, circuits, and systems used in commercial and residential buildings. Topics include elements of DC and AC circuits and calculations, power, power factor, instruments, and three-phase systems. **HSW: 30. PDH: 30.**

Electrical Systems Design II
AEEL1-CE9502/$795

Sec. 1: Oct. 8–Dec. 10. Please see website for detailed meeting pattern. Dirk Anderson.

Sec. 2: Oct. 5–Dec. 14. Dirk Anderson.

Building upon *Electrical Systems Design I*, this course analyzes the various design elements that make up electrical systems. Topics include wire calculations, raceway sizing, branch circuits, motor circuits, fuses, circuit breakers, short circuit protection, feeder design, voltage drop calculations, transformers, commercial calculations, and the National Electric Code as it relates to the above topics. *It is expected that students have completed Electrical Systems Design I/AEEL1-CE9501 or have equivalent experience.* **HSW: 30. PDH: 30.**

Electrical Systems Design III
AEEL1-CE9503/$795

Sec. 1: Oct. 5–Dec. 7. Please see website for detailed meeting pattern. Marios Tinis, vice president, Lizardos Engineering Associates PC.

Sec. 2: Oct. 5–Dec. 14. Marios Tinis.

A continuation of *Electrical Systems Design II*, this course focuses on additional design elements of greater complexity. Topics include service entrance layouts, switchboard configurations and spacing requirements, grounding, ground-fault protection, panel board arrangements and distribution methods, emergency generators, automatic transfer switches, uninterruptible power systems, lighting layouts, lighting calculations, and the National Electric Code as it relates to the above topics. *It is expected that students have completed Electrical Systems Design II/AEEL1-CE9502 or have equivalent experience.* **HSW: 30. PDH: 30.**

Electrical Systems Design IV
AEEL1-CE9504/$795

Sec. 1: Oct. 6–Dec. 8. Please see website for detailed meeting pattern. Instructor TBA.

Sec. 2: Oct. 5–Dec. 14. Instructor TBA.

The elements of electrical design discussed in *Electrical Systems Design I, II*, and *III* are applied to a high-rise office building setting in this final course of the series. Work in a design team to create a final set of working drawings, with particular attention to the development of the service entrance, single line, and light and power riser diagrams. *It is expected that students have completed Electrical Systems Design III/AEEL1-CE9503 or have equivalent experience.* **HSW: 30. PDH: 30.**

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PROGRAM IN BUILDING ELECTRICAL SYSTEMS DESIGN (ONLINE)

Participants in this program of study learn the specialized skills to design electrical systems for commercial, institutional, and multifamily residential building applications. Whether changing careers or currently active in the industry, participants in this professional program acquire the standards of professional electrical design practice. The core competencies covered in this suggested program of study include:

- Electrical principles and their application to electrical equipment
- Electrical distribution systems; conductors, raceways, and branch circuits
- Feeder, voltage drop, transformer, and service load calculations
- Overcurrent and short circuit protection
- Grounding and grounding fault protection
- Power factor
- Energy usage and efficiency
- Code and design standards
- Lighting design and calculations
- Standby emergency systems
- The design process and project coordination

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Electrical Systems Design I
AEEL1-CE9501 *(page 141)*

Electrical Systems Design II
AEEL1-CE9502 *(page 141)*

Electrical Systems Design III
AEEL1-CE9503 *(page 141)*

Electrical Systems Design IV
AEEL1-CE9504 *(page 141)*

DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

PROGRAM IN HVAC SYSTEMS DESIGN (ONLINE)

Participants in this program of study learn the specialized skills to design heating, ventilation, and air conditioning (HVAC) systems for commercial, institutional, and multifamily residential building applications. Whether changing careers or currently active in the industry, participants in this professional program acquire the standards of HVAC professional design practice. The core competencies covered in this suggested program of study include:

- Load calculations
- Ventilation and air distribution
- Ductwork and piping distribution systems
- Energy usage and efficiency
- Code and design standards
- Equipment classification, sizing, selection, and components
- Comparison of heating and cooling systems and their components
- Life cycle costing and value considerations
- The design process and project coordination

A bachelor's degree in mechanical engineering or four years of experience in a consulting engineering or mechanical contracting firm is recommended prior to entering this program.

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

HVAC Systems Design I
AEHV1-CE9517 *(page 142)*

HVAC Systems Design II
AEHV1-CE9518 *(page 142)*

HVAC Systems Design III
AEHV1-CE9519 *(page 142)*

HVAC Systems Design IV
AEHV1-CE9520 *(page 142)*

HVAC SYSTEMS DESIGN

This highly acclaimed curriculum, taught by experienced HVAC design professionals, offers new and seasoned professionals the opportunity both to review fundamental concepts and to learn more complex concepts related to the practice of HVAC design.

HVAC Systems Design I
AEHV1-CE9517/$795

Sec. 1: Sept. 30–Dec. 2. Please see website for detailed meeting pattern. Juan Toro, associate principal, Glickman Engineering Associates, PLLC.

Sec. 2: Oct. 5–Dec. 14. Juan Toro.

Explore the fundamentals of HVAC design. Topics include heating and cooling systems; load calculations, including building envelopes, U-values, internal and external heat gains, and ventilation criteria; psychrometrics; air handling systems and their components, selection criteria, and classification; duct system design, including pressure loss calculation; fan classification and selection; and relevant laws. **HSW: 30. PDH: 30.**

HVAC Systems Design II
AEHV1-CE9518/$795

Sec. 1: Oct. 1–Dec. 10. Please see website for detailed meeting pattern. Frank Cuomo.

Sec. 2: Oct. 5–Dec. 14. Frank Cuomo.

Focus on the types of building systems, including constant and variable volume; vapor compression refrigeration cycle; centrifugal and absorption chillers; heat rejection options, including cooling towers, air cooled condensers, and river water; pipe sizing for hydronic and steam systems; centrifugal pumps including selection criteria and pump laws; and boilers and heat pumps. **HSW: 30. PDH: 30.**

HVAC Systems Design III
AEHV1-CE9519/$795

Sec. 1: Oct. 5–Dec. 7. Please see website for detailed meeting pattern. Matthew Flannery.

Sec. 2: Oct. 5–Dec. 14. Matthew Flannery.

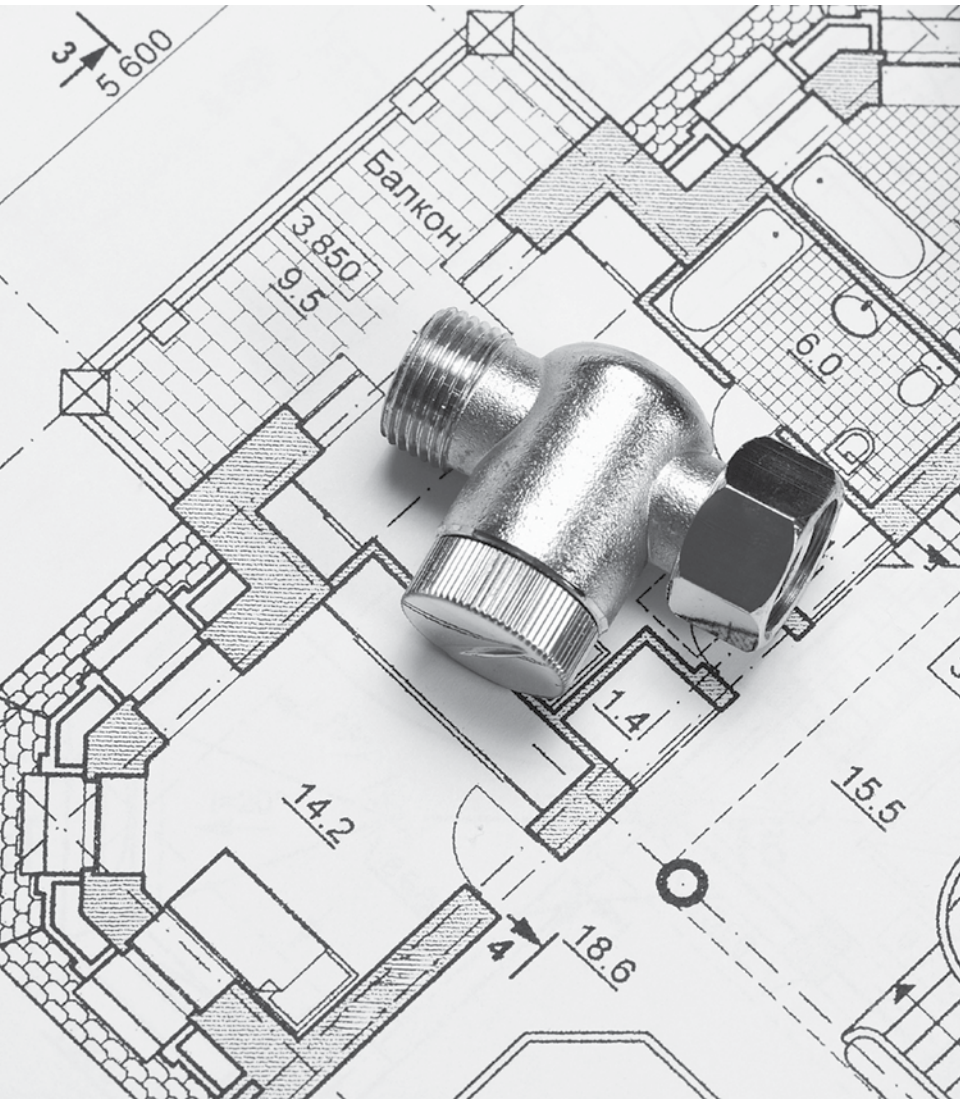
In this continuation of *HVAC Systems Design II*, examine methods for comparing various HVAC systems and their components. Topics for comparison include energy performance, life expectancy, flexibility, maintenance, quality of control, and total life-cycle costs. **HSW: 30. PDH: 30.**

HVAC Systems Design IV
AEHV1-CE9520/$795

Sec. 1: Oct. 6–Dec. 8. Please see website for detailed meeting pattern. Justin Redmond.

Sec. 2: Oct. 5–Dec. 14. Justin Redmond.

In this final course of the series, study the relationships between architect, developer, building owner, and consulting engineers, as well as the coordination between departments within a consulting office, in regard to HVAC systems design. Examine the various code requirements for HVAC systems (NFPA, BOCA, New York State, and New York City). **HSW: 30. PDH: 30.**



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PROGRAM IN PLUMBING SYSTEMS DESIGN (ONLINE)

Participants in this program of study learn the specialized skills to design plumbing systems for commercial, institutional, and multifamily residential building applications. Whether changing careers or currently active in the industry, participants in this professional program acquire the standards of professional plumbing design practice. The core competencies covered in this suggested program of study include:

- Pressurized water distribution systems
- Water chemistry and treatment
- Hot and cold water distribution
- Valves and fixtures
- Natural gas distribution
- Building drainage systems
- Storm water drainage
- Sanitary waste disposal

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Plumbing Systems Design I
AEPL1-CE9500 *(page 143)*

Plumbing Systems Design II
AEPL1-CE9501 *(page 143)*

Plumbing Systems Design III
AEPL1-CE9502 *(page 143)*

Plumbing Systems Design IV
AEPL1-CE9503 *(page 143)*

CONTINUING EDUCATION FOR ARCHITECTS AND ENGINEERS

Architects and engineers licensed and registered in New York State must complete 36 hours of continuing education each three-year registration period. The NYU School of Professional Studies is an approved provider of continuing education for New York State and the American Institute of Architects (AIA). For architects and AIA members, "HSW" after a course description indicates the number of credit hours that qualify as Health, Safety, and Welfare hours. For licensed professional engineers, "PDH" indicates the number of credit hours earned upon satisfactory completion of the course. For further information about these requirements, visit the New York State Education Department Office of the Professions at www.op.nysed.gov/prof.

Weekend Courses

NEW **Fundamentals of Energy Management**
AECE2-CS9152 *(page 139)*

Revit Professional Level I
AEAC1-CE8107 *(page 140)*

Revit Professional Level II
AEAC1-CE8109 *(page 140)*

PLUMBING SYSTEMS DESIGN

This highly acclaimed curriculum, taught by experienced plumbing design professionals, offers new and seasoned professionals the opportunity to review fundamental concepts and to learn more complex concepts related plumbing design.

Plumbing Systems Design I
AEPL1-CE9500/$795

Sec. 1: Oct. 5–Dec. 7. Please see website for detailed meeting pattern.
Matthew Ferguson.

Sec. 2: Oct. 5–Dec. 14. Matthew Ferguson.

Learn the fundamentals of pressurized water distribution, sanitary, and storm systems for commercial and residential low-rise buildings. Topics include a general overview of fluids, construction design, plumbing code, pressure flow equations, friction, mechanical pumping, cold and hot water distribution, water heater selection, backflow prevention, and application and system selection. **HSW: 32. PDH: 32.**

Plumbing Systems Design II
AEPL1-CE9501/$795

Sec. 1: Oct. 6–Dec. 8. Please see website for detailed meeting pattern.
Marc-Henri Gateau.

Sec. 2: Oct. 5–Dec. 14. Marc-Henri Gateau.

Understand the advanced principals of plumbing system design. This course covers the plumbing system design for a high-rise building, including specifications, riser diagrams, and natural gas systems. It focuses on ejectors, sump pumps, and trap design. Topics include water filtration systems, acid neutralization systems, vacuum systems, and an introduction to medical gas systems and storm water control flow systems. **HSW: 27. PDH: 27.**

Plumbing Systems Design III
AEPL1-CE9502/$795

Sec. 1: Oct. 5–Dec. 14. Matthew Ferguson.

This course is the third installation of the *Plumbing Systems Design* series. Learn about advanced building drainage and specialty systems. Topics include sustainable infrastructure for water use, rainwater harvesting, treated sewage systems, solar thermal design, building information modeling (BIM), different design methodologies, life-cycle costing, and systems integration. **HSW: 23. PDH: 23.**

Plumbing Systems Design IV
AEPL1-CE9503/$795

Sec. 1: Oct. 5–Nov. 30. Shamsul Siddique.

In this final course of the series, learn about the different types of fire protection systems, with a focus on high-rise building design. Topics include fire pump and fire tank design, wet pipe, dry pipe, pre-action sprinkler systems, and clean-agent fire suppression systems. The course includes a review of relevant codes, such as NFPA 13, 14, and 20. **HSW: 23. PDH: 23.**

NEW! New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

CONSTRUCTION

The programs in Construction are designed to help building-industry professionals to update their knowledge and to advance their skills. Stay ahead of emerging trends and practices in project management and building construction; keep up to date with the latest sustainable practices in design, construction, and development; and fulfill New York State continuing education requirements.

Offerings in Construction include:

- **More than 500 Career Advancement Courses** offered annually through the NYU School of Professional Studies Schack Institute of Real Estate
- **Intensives:** Construction Project Management Part I: PM Principles; Construction Project Management Part II: Planning, Scheduling, and Control; and Construction Project Management Part III: Risk Management *(page 146)*
- **Career Advancement Programs of Study:** Construction Project Management *(page 145)* and Construction Technology *(page 145)*
- **Master of Science in Construction Management:** A 36-credit degree that covers all the elements involved in the management of a construction enterprise, including law, planning, estimating, scheduling, cost control, labor relations, management, and business development *(page 158)*
- **Graduate Certificate in Construction Management** *(page 160)*

For more information, visit sps.nyu.edu/schack, e-mail sps.realestate@nyu.edu, or call (212) 998-7200 for Career Advancement offerings or (212) 998-7100 for graduate programs.

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Construction Project Management 144
Construction Technology 146

CONSTRUCTION PROJECT MANAGEMENT

Learn how to manage a construction project in a timely and cost-effective manner through this highly popular program that is recognized by the construction industry for its comprehensiveness and relevance, as well as for its role in professionalizing the industry.

Construction Cost Estimating
COPM1-CE9424/$695

Sec. 1: Tues. 6–8.30 p.m., Sept. 29–Nov. 17 (8 sessions). Raynor Rogers, senior preconstruction manager, Lend Lease.

Sec. 2: Oct. 5–Nov. 30. Zekeriya Secilmis.

Acquire an overview of the theory, procedures, and practices used to develop project estimates and final bid price. Topics include the bidding process; the bid package; general conditions; subcontractor bid comparisons; planning for the estimate; internal and external management considerations; the predesign, conceptual, and preliminary budgets; design review; preconstruction and detailed estimates; unit prices; lump-sum bids; direct and indirect costs; overhead; bonds; and insurance. *It is expected that students have completed Construction Project Management/COPM1-CE9422 or have equivalent experience.*

Construction Financial and Cost Management
COPM1-CE9428/$695

Sec. 1: Sept. 28–Nov. 23. Please see website for detailed meeting pattern. Eli Liedman.

Sec. 2: Nov. 2–Dec. 14. Allison Zampetti.

Examine the concepts and techniques of project and program cost management. Topics include project budget development and management, cost estimating and scheduling, cost allocation, direct and indirect costs, overhead, risk and contingency, and change orders. In addition, discuss dispute resolution; financial evaluation techniques and earned value analysis, including cost-to-complete, percent-complete, cost-at-completion, and variance; and preconstruction services for budget management. *It is expected that students have completed Construction Project Management/COPM1-CE9422, or have equivalent experience.*

Construction Legal Issues
COPM1-CE9432/$695

Sec. 1: Tues. 6–8.30 p.m., Sept. 29–Nov. 17 (8 sessions). John Patrick Curran.

Sec. 2: Nov. 2–Dec. 14. Stephen Bialkowski, Law Offices of Stephen Bialkowski, LLC.

Gain a thorough understanding of the legal issues encountered by those who are involved in the construction process. Topics include an overview of participants; bidding and contract formation; typical construction contracts and conditions; subcontracts; architects and engineers; privity of contracts; defaults and termination; changed conditions; changes and extra work; lien law; surety bonds; fraud, duress, and mistakes; delays; and alternative dispute resolution. *It is expected that students have completed Construction Project Management/COPM1-CE9422 or have equivalent experience.*

Construction Project Management
COPM1-CE9422/$695

Sec. 1: Wed. 6.20–8.50 p.m., Sept. 23–Nov. 11 (8 sessions). Kiwesa King.

M *Sec. 2: Sat. 9 a.m.–1 p.m., Oct. 3–31 (5 sessions).* Michael Ross, principal, MDR Consulting.

Sec. 3: Oct. 5–Nov. 30. Raymond Moran, project manager.

Sec. 4: Sept. 21–Nov. 2. Instructor TBA.

Sec. 5: Nov. 2–Dec. 14. Instructor TBA.

Gain an understanding of the construction industry, the construction process, and the way that projects are managed. Review the roles of the owner, architect, engineer, and contractor. Topics covered include project teams and organizations, types of contracts, construction management versus general contracting, bidding and award procedures, construction budgets, cost estimating, construction planning and scheduling, cost control, monitoring and accounting systems, change orders, claims, dispute resolution, safety, insurance, bonds, and liens. *It is expected that students have completed Principles of Project Management/COPM1-CE9420 or have equivalent experience.*

Construction Project Scheduling and Control
COPM1-CE9427/$695

Sec. 1: Mon. 6–8.30 p.m., Sept. 28–Nov. 16 (8 sessions). Randy Apfelbaum, senior vice president, Jones Lang LaSalle Americas, Inc.

Sec. 2: Sept. 21–Nov. 2. James Katsarelis, principal, Gabriel & Katsarelis Architects, LLC.

Sec. 3: Nov. 2–Dec. 14. James Katsarelis.

This comprehensive project management course emphasizes the critical path method (CPM) and other analytical and quantitative scheduling and management techniques. Microsoft Project, case studies, and exercises are used extensively. Topics include feasibility studies, project plan and network development, manpower/resource allocation and costs, schedule and budget control programs, and time/cost analysis. *It is expected that students have completed Construction Project Management/COPM1-CE9422 or have equivalent experience.*

Learn from instructors who are leaders in their fields. For NYU School of Professional Studies faculty bios, visit sps.nyu.edu/faculty.

New York City Building Approvals, Permits, and Certificates of Occupancy
AEBX1-CE9473/$640

Sec. 1: Sept. 29–Nov. 17. Please see website for detailed meeting pattern. Michael Zenreich, principal, Michael Zenreich Architects.

Learn how to tailor your project to comply with New York City Building Codes and regulatory agencies, such as the Fire, Housing Preservation and Development, and Parks Departments. Examine recent procedural changes that have an impact on the design and project management process. Topics include the effects of zoning on a project, Department of Buildings filing and permitting procedures, egress calculations and layout for public assembly spaces, basic plan requirements for submission to regulatory agencies, and types of applications. Discuss the city violation process and learn how to obtain an approval/permit in a shorter amount of time. **HSW: 16.**

Principles of Project Management
COPM1-CE9420/$695

Sec. 1: Thurs. 6.20–8.50 p.m., Sept. 24–Nov. 12 (8 sessions). Velibor Ivanic, quality assurance/risk management, Lockheed Martin Transportation and Security Solutions.

M *Sec. 2: Sat. 9 a.m.–1 p.m., Oct. 3–31 (5 sessions).* George Asimenios, project manager, MTA Long Island Railroad.

Sec. 3: Sept. 21–Nov. 2. Thomas Grassi, program manager, The Port Authority of New York & New Jersey.

Sec. 4: Nov. 2–Dec. 14. Instructor TBA.

Learn the industry-recognized framework for effective cost and time management of a construction project during the design, planning, implementation, and evaluation stages. Topics include organizing the project and selecting a team; establishing objectives; determining project duration and the critical path; planning the master schedule and resource allocation; and utilizing controls, performance measurement, forecast, status, and reporting techniques.

PROGRAM IN CONSTRUCTION PROJECT MANAGEMENT (ONLINE AND IN-PERSON)

Participants in this program of study learn the specialized skills to manage and deliver a quality construction project in a timely and cost-effective manner. Whether changing careers or currently active in the industry, participants in this professional program acquire practical management approaches to support the successful execution of projects and to advance in the field. Students who choose to complete all foundational and supplemental courses acquire skills in:

- Project management principles
- Construction project life cycle and organizational structures
- Contract and delivery methods
- Estimating, bidding, and awarding
- Planning, scheduling, and control
- Financial management and cost control
- Safety management
- Risk management, insurance, and bonding
- Legal principles, claims, liabilities, and dispute resolution

An accelerated path of study also is available.

SUGGESTED PATH OF STUDY (ONLINE AND IN-PERSON)

FOUNDATIONAL COURSES

Reading and Interpreting Construction Drawings
AEBX1-CE9353 *(page 146)*

Principles of Project Management
COPM1-CE9420 *(page 145)*

Construction Project Management
COPM1-CE9422 *(page 144)*

Construction Legal Issues
COPM1-CE9432 *(page 144)*

Construction Project Scheduling and Control
COPM1-CE9427 *(page 144)*

Construction Cost Estimating
COES1-CE9424 *(page 144)*

Construction Financial and Cost Management
COPM1-CE9428 *(page 144)*

SUPPLEMENTAL COURSE

Construction Safety Management
COPM1-CE9178 ❖

ACCELERATED PATH OF STUDY (IN-PERSON)

FOUNDATIONAL COURSES

Construction Project Management Part I: PM Principles
COPM1-CE9649 *(page 146)*

Construction Project Management Part II: Planning, Scheduling, and Control
COPM1-CE9650 *(page 146)*

Construction Project Management Part III: Risk Management
COPM1-CE9651 *(page 146)*

Weekend Courses

Construction Project Management
COPM1-CE9422 *(page 144)*

Principles of Project Management
COPM1-CE9420 *(page 145)*

PROGRAM IN CONSTRUCTION TECHNOLOGY (ONLINE AND IN-PERSON)

Participants in this program of study learn the specialized building materials and construction techniques used in the manufacture of commercial real estate assets. Whether changing careers or currently active in the construction or real estate industry, participants in this professional program acquire the practical knowledge to support the successful execution of projects and to advance in the field. Those students who choose to complete the foundational courses and supplemental courses in their area of interest gain knowledge of:

- Construction drawings, plans, and specifications
- Building code considerations and standards
- Construction project logistics and site work
- Building foundation types and structural systems
- Concrete and steel frame construction
- Exterior wall and roof systems
- Interior walls, partitions, floors, ceilings, and finishes
- Building mechanical, electrical, and plumbing systems
- Sustainability considerations in design and construction
- Building information modeling (BIM) and computer-aided design

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Construction Methods and Materials: Building Core and Shell
AEBX1-CE9300 *(page 146)*

Construction Methods and Materials: Building Interiors
AEBX1-CE9350 *(page 146)*

Building Mechanical and Electrical Systems and Equipment
AEBX1-CE9351 *(page 146)*

Reading and Interpreting Construction Drawings
AEBX1-CE9353 *(page 146)*

SUPPLEMENTAL COURSES

New York City Building Approvals, Permits, and Certificates of Occupancy
AEBX1-CE9473 *(page 145)*

Understanding the New York City Building Code
AEBX1-CE9474 *(page 146)*

Building Commissioning
REFM1-CE9598 *(page 149)*

CONTINUING EDUCATION CREDITS

The NYU School of Professional Studies is an approved provider of continuing education for New York State and the American Institute of Architects (AIA). For architects and AIA members, "HSW" after a course description indicates the number of credit hours that also qualify as Health, Safety, and Welfare hours. For licensed professional engineers, "PDH" indicates the number of professional development hours earned upon satisfactory completion of the course. For further information, visit the New York State Education Department Office of the Professions at www.op.nysed.gov/prof.

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DELIVERY METHOD LEGEND

- Blended
- Hybrid
- Online Asynchronous
- Online Synchronous
- In-Person Location TBA

CONSTRUCTION TECHNOLOGY

Expand your technical skills and knowledge of building construction through a series of courses covering the current construction methods and materials used in the building industry.

Building Mechanical and Electrical Systems and Equipment
AEBX1-CE9351/$695

Sec. 1: Oct. 5–Dec. 14. Bennett Carlin, senior engineer, Dormitory Authority of the State of New York.

Designed for both construction and real estate professionals, this introductory course provides a technical overview of commercial building systems, including design principles, selection and choice, installation, and operating costs. Topics include water and plumbing systems; fire protection and fire alarm systems; heating, ventilation, and air-conditioning systems; electrical systems; telecommunications; security systems; and elevators and escalators. **HSW: 24. PDH: 24.**

Construction Methods and Materials: Building Core and Shell
AEBX1-CE9300/$695

Sec. 1: Mon. 6–8 p.m., Sept. 28–Dec. 7 (10 sessions). No class Oct. 12. John Moore.

Sec. 2: Sept. 21–Nov. 2. Dieter Feurich, senior structural engineer, Arup.

Examine the methods, materials, and structural systems used in constructing the core and shell components of high-rise buildings. Topics include site work; foundations; steel, reinforced concrete, and wood framing; and floor, exterior wall, and roof systems. Acquire an overview of working drawings; specifications; and the roles of the owner, architect/engineer, constructor, and project management representative in the construction process.

Construction Methods and Materials: Building Interiors
AEBX1-CE9350/$695

Sec. 1: Sept. 23–Dec. 2. Please see website for detailed meeting pattern. Michael Ross, principal, MDR Consulting.

Sec. 2: Nov. 2–Dec. 14. Michael Ross.

Examine the methods, materials, and systems used in constructing the architectural components of buildings. Topics include drywall construction systems; light-gauge metal framing; lath and plaster; brick, stone, concrete, and miscellaneous masonry; iron, steel, and miscellaneous metals and alloys; fireproofing; woods and plastics, including fiberglass-reinforced plastics; fasteners; thermal and moisture protection; damp proofing and waterproofing; doors, windows, glass, and glazing; finish ceilings; finish flooring, including tile and terrazzo; and paints, coatings, stains, primers, and sealers.

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

Reading and Interpreting Construction Drawings
AEBX1-CE9353/$695

Sec. 2: Sept. 21–Nov. 2. Thomas Grassi, program manager, The Port Authority of New York & New Jersey.

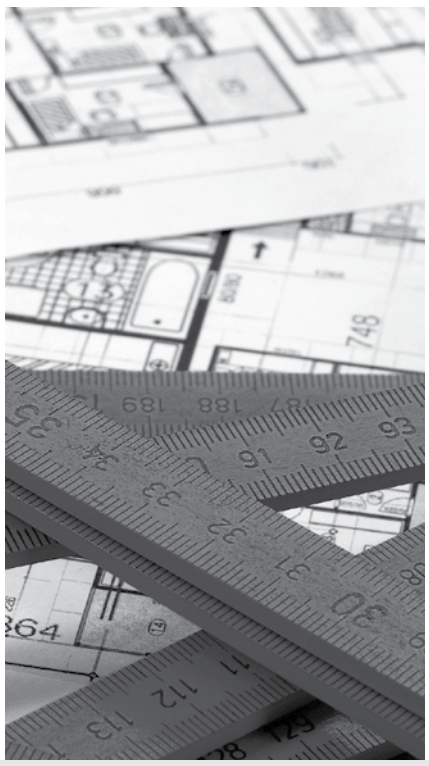
Sec. 3: Nov. 2–Dec. 14. Thomas Grassi.

Construction project managers need to be able to read construction drawings and plans accurately. This course covers plans, specifications, and construction/working drawings for reinforced concrete, steel, wood frame, and masonry construction, as well as for some mechanical and electrical construction. Topics include floor plans, elevations, sections, details, symbols, schedules, specifications, and abbreviations used in architectural and engineering drawings. *It is expected that students have completed Construction Methods and Materials: Building Core and Shell/AEBX1-CE9300 and Construction Methods and Materials: Building Interiors/AEBX1-CE9350, or have equivalent experience.*

Understanding the New York City Building Code
AEBX1-CE9474/$695

Sec. 1: Sept. 28–Nov. 16. Please see website for detailed meeting pattern. Robert Marino.

Discuss the legal and technical framework of the New York City Building Code, including code applicability to work performed on new and existing buildings. Topics include an overview of zoning and other applicable codes, general provisions and administrative requirements, licenses, building construction, building code, and references. *Students must obtain a copy of the New York City Building Code prior to the first class.* **HSW: 20. PDH: 20.**



INTENSIVES

Construction Project Management Part I: PM Principles
COPM1-CE9649/$1,295

M *Sec. 1: Wed.–Fri. 9 a.m.–4.30 p.m., Oct. 7–9 (3 sessions).* Jeff Furman. Thomas Grassi, program manager, The Port Authority of New York & New Jersey.

This intensive, three-day course provides construction project managers with a solid foundation in the theories, tools, and techniques of successful project management. Receive a globally recognized framework and an arsenal of best practices for completing projects on time, on budget, and within scope. Learn to communicate effectively with core teams, stakeholders, and sponsors in both colocated and virtual environments. The course content is applicable to any industry, any project, and any project manager.

Construction Project Management Part II: Planning, Scheduling, and Control
COPM1-CE9650/$1,995

M *Sec. 1: Mon.–Fri. 9 a.m.–4.30 p.m., Oct. 19–23 (5 sessions).* Instructor TBA.

The project manager's role is increasingly critical in the dynamics of the building and construction industry. This intensive, one-week course provides a solid foundation, with a focus on the complexities and techniques of effective construction project management. Gain a greater understanding of the industry by week's end, and acquire practical tools to put to use immediately in your current position. Topics include a construction industry overview, project teams and organizations, project management techniques, construction management versus general contracting, bidding and contract award procedures, construction budgets, cost estimating, planning and scheduling, and change order management. *The first session begins at 8.45 a.m. to allow time for check-in and distribution of course materials. It is expected that students have completed Construction Project Management Part I: PM Principles/COPM1-CE9649 or have equivalent experience.*

Construction Project Management Part III: Risk Management
COPM1-CE9651/$1,995

M *Sec. 1: Mon.–Fri. 9 a.m.–4.30 p.m., Oct. 26–30 (5 sessions).* Instructor TBA.

To succeed and grow professionally as a project stakeholder in today's construction industry, you must have an understanding of the risks inherent in construction projects, as well as the differing objectives, responsibilities, and risk tolerances of each party. You also must know how these elements can affect project delivery, profitability, and the final product. This intensive course provides insight into how project managers can identify, evaluate, and mitigate the consequences of financial, operational, and managerial uncertainty with knowledge of the principles of risk management, contracts, cost management, insurance and bonding, and site safety management. In class, discuss how to integrate risk management and project management and how to assess, monitor, and mitigate risk. Additional topics covered include contractual, technical, business, environmental, regulatory, and communication risk; cost control methods and systems; standard construction contracts, forms, and clauses; change orders and claims; time and delay problems; liquidated damages; bonds and insurance; default; payment and mechanic's liens; substantial completion and final completion; indemnification; dispute resolution; mediation, arbitration, and litigation; and site safety management. *It is expected that students have completed Construction Project Management Part I: PM Principles/COPM1-CE9649 and Construction Project Management Part II: Planning, Scheduling, and Control/COPM1-CE9650, or have equivalent experience.*

REAL ESTATE

The programs offered in real estate through the NYU School of Professional Studies Schack Institute of Real Estate help industry professionals to stay current and competitive in today's challenging real estate market. Schack offerings cover finance, investment, development, leasing, property management, and other topics of importance to the industry.

Offerings in Real Estate include:

- **More than 500 courses** that provide solid grounding in a broad array of areas
- **Intensives:** The Business of Real Estate Development Part I *(page 149)*, The Business of Real Estate Development Part II *(page 149)*, The Business of Real Estate Part I: Property Valuation *(page 152)*, The Business of Real Estate Part II: Debt and Equity Finance *(page 152)*, and The Business of Real Estate Part III: Investment Decision Analysis *(page 152)*
- **Career Advancement Programs of Study:** Real Estate Development *(page 148)*, Facility Management *(page 149)*, Real Estate Finance and Investment *(page 151)*, Commercial Property Management *(page 153)*, and Residential Property Management *(page 154)*
- **Bachelor of Science in Real Estate**, a full-time degree offered by the Schack Institute that imparts knowledge of cutting-edge trends in real estate-related finance, law, economics, and market analysis *(page 162)*
- **Master of Science in Construction Management**, which covers all the elements involved in the management of a construction enterprise, including law, planning, estimating, scheduling, cost control, labor relations, management, and business development *(page 158)*
- **Master of Science in Real Estate**, which provides a thorough grounding in the analysis, development, financing, and operation of investment property worldwide *(page 160)*
- **Master of Science in Real Estate Development**, which prepares students to produce real estate projects strategically and effectively from beginning to end *(page 160)*
- **Graduate Certificates:** Construction Management and Real Estate *(page 160)*

For more information, visit sps.nyu.edu/schack, e-mail sps.realestate@nyu.edu, or call (212) 998-7200 for Career Advancement programs or (212) 998-7100 for graduate programs and certificates.

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COMMERCIAL REAL ESTATE LENDING

NEW Commercial Real Estate Lending Operations
REFI1-CE9505/$695

Sec. 1: Sept. 21–Nov. 2. Instructor TBA.

Sec. 2: Nov. 2–Dec. 14. Instructor TBA.

Apply the skill-based knowledge gained from the three other Commercial Real Estate (CRE) Lending program courses—*Commercial Real Estate Loan Underwriting Essentials/REFI1-CE9500; Underwriting and Structuring Office, Retail, and Industrial Loans/REFI1-CE9502*; and *Underwriting Construction Loans/REFI1-CE9503*—to examine and better understand CRE lending department operations. This course covers processing, underwriting, closing, and servicing CRE loans; setting interest rates and margins; and developing loan programs. Additional topics include funding provisions, marketing, hedging, compliance, loan workouts, and the loan foreclosure process.

NEW Commercial Real Estate Loan Underwriting Essentials
REFI1-CE9500/$695

Sec. 1: Sept. 21–Nov. 2. John Ryan.

Sec. 2: Nov. 2–Dec. 14. John Ryan.

This first course in the Commercial Real Estate (CRE) Lending program provides a comprehensive and practical framework for CRE credit risk assessment and lending decisions. Using multifamily loan exercises, learn fundamental credit analysis and underwriting skills. Topics include the five Cs of credit, the loan process from initial setup through closing, income and expense statements, valuation, market analysis, direct capitalization, gross income multipliers, debt service coverage ratio (DSCR), loan to value (LTV), stressing the loan, borrower evaluation, and the capital stack. In addition, discuss how to write a clear, concise credit memo.

NEW Underwriting and Structuring Office, Retail, and Industrial Loans
REFI1-CE9502/$695

Sec. 1: Sept. 21–Nov. 2. Brian Skurnik, director, originations and credit, CapitalSource Inc.

Sec. 2: Nov. 2–Dec. 14. Brian Skurnik.

Build upon the principles and techniques covered in *Commercial Real Estate Loan Underwriting Essentials/REFI1-CE9500* and learn how to underwrite and structure more complex real estate deals involving office, retail, and industrial loans. Topics include discounted cash flow (DCF) analysis; lease review; rent roll risk; go dark provisions; upside potential; subordination, non-disturbance, and attornment (SNDA) agreements; and single-tenant occupancies and risk mitigation. During the course, prepare a credit memo to "committee" on one or more property types.

NEW Underwriting Construction Loans
REFI1-CE9503/$695

Sec. 1: Sept. 21–Nov. 2. Maria Kastanis.

Sec. 2: Nov. 2–Dec. 14. Maria Kastanis.

Acquire the specialized lending skills to structure real estate construction loans. Topics include sponsorship, completion guarantees, lien waivers, release provisions, loan draws, interest reserve, contingency, third-party reports, hard- and soft-cost budgets, percent complete, work in place, and borrower profile analysis. As part of the course, prepare a credit memo to "committee."

REAL ESTATE DEVELOPMENT

Delve into all aspects of the real estate development process and gain a solid understanding of the phases, issues, and complexities that come into play in the development of real estate—from inception to disposition.

Affordable Housing Finance and Development
REDV1-CE9642/$695

Sec. 1: Tues. 6–8 p.m., Sept. 29–Nov. 17 (8 sessions). Ellen Kackmann, vice president, real estate and asset management, Comunilife, Inc.

Sec. 2: Oct. 5–Nov. 30. Richard Ross.

Examine the world of affordable housing and the many programs in this category. While reviewing the evolution of affordable housing in the United States, learn about specific programs and their objectives, with an emphasis on the New York market. Topics include specific financing mechanisms used to support the development of affordable housing; incentives for developers, such as inclusionary zoning and real estate tax reductions; an overview of compliance issues regarding affordable housing programs; and the future of this type of development.

Commercial Real Estate Asset Management: Strategies and Techniques for Finding Solutions and Creating Value for the Investor
REDV1-CE9639/$695

Sec. 1: Oct. 5–Nov. 30. Edward La Grassa, president, Chilton Realty, Inc.

Take a comprehensive look at commercial real estate investment from the distinct perspective of the asset manager. Using interactive discussions and case studies, learn the components of investment/asset management that directly affect the underlying value of a single asset or portfolio of assets, as well as the overall strategic planning and decision analysis that inform deals. Topics covered include the roles of the property, asset, and portfolio managers; capital raising/joint venture/ownership entity structures; the roles of the promoter and equity investor; fee structuring; carried interests; equity splits; the role of participating debt versus preferred equity; deal sourcing; financing; investment objectives and valuation; risk analysis; buy-sell-hold decision analysis; business plan execution, repositioning, and asset management; and disposition.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN REAL ESTATE DEVELOPMENT (ONLINE AND IN-PERSON)

Participants in this program of study delve into all aspects of the real estate development process and learn the specialized skills to bring a project from concept to reality. Whether changing careers or currently active in the industry, participants in this professional program acquire an understanding of the phases, issues, and complexities that come into play in the development of real estate. Students who choose to complete the foundational courses and a supplemental course in their area of interest gain competencies in:

- The phases of real estate development
- Real estate financial analysis
- Market analysis and site selection
- Project legal and regulatory environment
- Entitlements and public-private partnerships
- Project marketability and feasibility studies
- Interim and permanent project financing
- Project planning, design, and construction
- Asset stabilization and management

An accelerated path of study also is available.

SUGGESTED PATH OF STUDY (ONLINE AND IN-PERSON)

FOUNDATIONAL COURSES

Real Estate Financial Analysis
REFI1-CE9351 *(page 151)*

The Real Estate Development Process
REDV1-CE9402 *(page 149)*

Real Estate Market and Feasibility Analysis
REDV1-CE9635 *(page 148)*

Financing Real Estate Development Projects
REDV1-CE9636 *(page 148)*

Legal Principles and Practices in Real Estate Transactions
REDV1-CE9637 *(page 148)*

Commercial Real Estate Asset Management: Strategies and Techniques for Finding Solutions and Creating Value for the Investor
REDV1-CE9639 *(page 147)*

SUPPLEMENTAL COURSES

Navigating Commercial Leases
REPM1-CE9597 *(page 153)*

Affordable Housing Finance and Development
REDV1-CE9642 *(page 147)*

Multifamily Residential Development
REDV1-CE9643 *(page 148)*

Hotel Real Estate Development
REDV1-CE9644 *(page 148)*

ACCELERATED PATH OF STUDY (IN-PERSON)

FOUNDATIONAL COURSES

The Business of Real Estate Part I: Property Valuation
REFI1-CE9630 *(page 152)*

The Business of Real Estate Development Part I
REDV1-CE9660 *(page 149)*

The Business of Real Estate Development Part II
REDV1-CE9670 *(page 149)*

SUPPLEMENTAL COURSE

Commercial Real Estate Lease Analysis Intensive
REDV1-CE9675 ❖

Financing Real Estate Development Projects
REDV1-CE9636/$695

Sec. 1: Thurs. 6–8 p.m., Sept. 24–Nov. 12 (8 sessions). Mark DePrima, senior director, Guardian Life Insurance.

Sec. 2: Oct. 5–Nov. 30. Anthony Meo, SVP and chief credit officer, Community Federal Savings Bank.

Examine the real estate development finance process for new building projects and renovations. Explore the mechanics, motivations, and requirements of the parties involved in the construction loan (debt) process. Topics include loan types, the development team, the lender's credit criteria, the loan proposal, hard- and soft-cost budgets, the appraisal report, project feasibility, due diligence, construction contracts, and legal documentation. The course also covers guarantees; insurance and bonding; title insurance; liens; environmental reports; the Building Loan Agreement (BLA); requisitions, the funding process, and loan administration; retainage; the lender's engineer; and the takeout. *It is expected that students have completed Real Estate Financial Analysis/REFI1-CE9351 and The Real Estate Development Process/REDV1-CE9402, or have equivalent experience.*

Hotel Real Estate Development
REDV1-CE9644/$695

Sec. 1: Oct. 5–Nov. 30. Naomi Mirsky.

Gain an understanding of the hotel product as a real estate investment by examining the key strategies and challenges for successful hotel real estate development. Topics include an overview of the hotel product (property types, segments, and characteristics), the development team, the development process, market analysis, development planning, operator selection, branding considerations, and site selection analysis (environmental, regulatory, and entitlement considerations). Also, discuss financial analysis, financing, site and hotel design, the planning process, managing ownership and operator/brand interests throughout the design and construction phases, cost management, pre-opening planning, and operations management from an ownership perspective. *It is expected that students have completed Real Estate Financial Analysis/ REFI1-CE9351 or have equivalent experience.*

Legal Principles and Practices in Real Estate Transactions
REDV1-CE9637/$695

Sec. 1: Wed. 6–8 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Scott Newmark, partner, Meister Seeling & Fein, LLP.

Sec. 2: Oct. 5–Nov. 30. David Kaminsky.

Through a step-by-step examination of commercial real estate transactions, gain an understanding of the goals of the parties, the legal structuring, the negotiation, and the documentation essential to each phase of the process. Topics include acquisition, disposition, and development; the precontract period; the letter of intent and due diligence; title search; the contract of sale; and contingencies during due diligence, including environmental, engineering, architectural, zoning, leases, and operating costs. Discuss financing, including conventional, IDA, SBA, seller-financed, assumption of existing financing, and subordinate financing; zoning, current compliance, and anticipated improvements; due diligence during conveyance, including deeds and title; government controls, including land use and zoning regulations; construction contracts; and the real estate closing. *Online sections are not approved for New York State salesperson's and broker's continuing education.* **NYCEM: 15.**

Multifamily Residential Development
REDV1-CE9643/$695

Sec. 1: Mon. 6–8 p.m., Oct. 19–Dec. 7 (8 sessions). Shai Shamir.

Sec. 2: Oct. 5–Nov. 30. Shai Shamir.

Study residential real estate development from financial, land use, design, and public policy perspectives. Explore both redevelopment and new construction opportunities for rental and for-sale product. Topics include acquisition and assemblage, environmental and engineering review, design development, construction, joint ventures and public-private partnerships, capital and financing structure, and sales and marketing concerns. Case studies are included as part of the curriculum.

Real Estate Investment Opportunities and Deal Structures
REDV1-CE9700/$495

Sec. 1: Tues. 6.30–8.15 p.m., Sept. 29–Nov. 3 (6 sessions). Anthony Palazzo.

Leading high-profile investors, developers, and financiers discuss ongoing developments in real estate investment. Lecturers examine the anatomy of deals, focusing on the analyses behind the investment and development strategies employed. Property types covered include office, retail, multifamily, hospitality, and public/private partnership projects. Topics include sourcing projects, finding investors and/or institutional equity participants, structuring partnerships for acquisition and development deals, obtaining financing, and forming exit strategies. Both new and experienced investors will gain insight from the unique perspective that this lecture series offers.

Real Estate Market and Feasibility Analysis
REDV1-CE9635/$695

Sec. 1: Wed. 6.20–8.20 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Wayne Nygard.

Sec. 2: Nov. 2–Dec. 14. Instructor TBA.

Learn fundamental real estate market analysis principles and techniques to make better-informed development and investment decisions. Topics include property location analysis, economic base analysis, demographics, demand analysis, competitive supply analysis, market interaction, capture, absorption rates, and marketability. Also covered are highest and best use, valuation, sales, cost and income approaches, direct capitalization versus yield capitalization (DCF), feasibility analysis, and the economic feasibility/ development approach. *It is expected that students have completed The Real Estate Development Process/REDV1-CE9402 or have equivalent experience.*

NEW

Retail Leasing
REDV1-CE9647/$695

Sec. 1: Nov. 2–Dec. 14. Instructor TBA.

Designed for developers, owners, property managers, investors, and real estate brokers, this course provides an overview of the retail leasing process. Topics include selection of a retail leasing brokerage firm, the mechanics of retail leasing, retail property marketing strategies (landlord representation), tenant representation, useful tools of the trade, and legal agreements.

Sustainable Real Estate Design, Construction, and Development
REDV1-CE9648/$695

Sec. 1: Nov. 2–Dec. 14. Richard McMillan, senior associate, Helpern Architects.

Examine the current industry initiatives and practices used to economically implement eco-friendly measures in the design, construction, development, and occupancy of commercial and residential high-rise properties. Topics include integrated design, LEED and other rating systems, regulatory requirements, financial incentives, project delivery and the project team, site evaluation, energy efficiency, building performance analysis, commissioning, life-cycle assessment, and waste management. Discuss building information modeling (BIM), indoor environmental quality (IEQ), bid documents and the bidding process, risk management, construction administration, operations and management, and post-occupancy evaluation.

The Real Estate Development Process
REDV1-CE9402/$695

Sec. 1: Mon. 6.20–8.50 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Instructor TBA.

M *Sec. 2: Sat. 9 a.m.–1 p.m., Oct. 3–31 (5 sessions).* Gerard Spano, director of development, Capital Properties Inc.

Sec. 3: Oct. 5–Dec. 14. Michael Rushman, principal, Land Strategies.

Sec. 4: Sept. 29–Dec. 1. Please see website for detailed meeting pattern. Stephen Soler.

Sec. 5: Nov. 2–Dec. 14. Stephen Soler.

Learn the fundamental phases of the real estate development process. Property and project types covered include commercial office, multifamily, mixed-use, redevelopment, and urban infill. Study land assemblage, land use review, environmental procedures, design considerations, delivery methods, market feasibility, the project pro forma, capital and financing structures, professional and government agencies, contracts with partners and external parties, the project life cycle, marketing, leasing, and property management. *Online course sections are not approved for New York State salesperson's and broker's continuing education.* **NYCEM: 15.**

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

INTENSIVES

The Business of Real Estate Development Part I
REDV1-CE9660/$2,195

M *Sec. 1: Mon.–Fri. 9 a.m.–4.30 p.m., Oct. 19–23 (5 sessions).* Instructor TBA.

In this intensive course, delve into all aspects of the real estate development process, and gain a solid understanding of the procedures, issues, and complexities that come into play in the development of real estate—from inception to occupancy. Study the phases of real estate development, and acquire essential knowledge and skills. Case studies are used throughout the program. Topics covered include an overview of the real estate development process, legal concepts, market analysis and project site selection, the feasibility study, hard- and soft-cost budget projection, the structuring and raising of equity, construction loan finance and the draw package, construction considerations for the owner, green building development, and branding and marketing strategies. *The first session begins at 8.45 a.m. to allow time for check-in and distribution of course materials. It is expected that students have already completed The Business of Real Estate Part I: Property Valuation/REFI1-CE9630 or have equivalent experience.* **NYCEM: 22.5.**

The Business of Real Estate Development Part II
REDV1-CE9670/$2,195

M *Sec. 1: Mon.–Fri. 9 a.m.–4.30 p.m., Oct. 26–30 (5 sessions).* Instructor TBA.

Examine the techniques for increasing the value of real estate assets under management on behalf of ownership. Learn the components of asset management that directly affect the cash flow and underlying value of a single asset or a portfolio of assets. This intensive, one-week course examines the decision-making process from the property, asset, and portfolio management perspectives. Topics covered include the roles of the property, asset, and portfolio managers; investor objectives and relations; buy-hold-sell decision analysis; commercial leases; commercial real estate transactions; acquisition and disposition within the framework of due diligence; property operations and management; operating and capital budgets and financial reporting; portfolio management, risk, and diversification strategy; and negotiation concepts and strategies. *It is expected that students have completed The Business of Real Estate Part I: Property Valuation/REFI1-CE9630 and The Business of Real Estate Development Part I/ REDV1-CE9660, or have equivalent experience.* **NYCEM: 22.5.**

PROGRAM IN FACILITY MANAGEMENT (ONLINE)

Designed by experienced professionals in the facility management industry, this program of study offers a professional curriculum for those who seek to begin or to further their career in managing facilities for corporate or institutional owners. Students who choose to complete this suggested program of study in its entirety attain knowledge of:

- Facility planning and development of corporate space
- Facility maintenance and repair programs
- Financial management, planning, and controls
- Project management and budgeting
- Workplace requirements to support businesses
- Environmental issues
- Office support systems and technology
- Purchasing, bidding, and negotiating

SUGGESTED PATH OF STUDY
FOUNDATIONAL COURSES

The Business of Facility Management
REFM1-CE9032 *(page 150)*

Navigating Commercial Leases
REPM1-CE9597 *(page 153)*

Facilities Planning and Project Management
REFM1-CE9047 *(page 150)*

Managing Commercial Building Systems and Maintenance I
REPM1-CE9028 *(page 153)*

Managing Commercial Building Systems and Maintenance II
REPM1-CE9037 *(page 153)*

Sustainability and Facilities Management Optimization
REFM1-CE9596 *(page 150)*

REAL ESTATE FACILITY MANAGEMENT

Designed by experienced professionals in the facility management industry, this program offers professional training for those who seek to begin or to further their career in managing facilities for corporate or institutional owners.

Building Commissioning
REFM1-CE9598/$645

Sec. 1: Oct. 5–Nov. 30. Ronald Slember.

Learn how a quality commissioning process can help bridge the gap between design, construction, and operations for today's new generation of high-performance buildings. Using an integrated building design methodology, learn how to apply the commissioning process from early predesign to construction and post-occupancy. Topics covered include the purpose of building commissioning, the Owner's Project Requirements (OPR), the Basis of Design (BOD), the roles and responsibilities of project participants, and LEED certification requirements for commissioning. Discuss how to implement integrated building design methodology and to pursue commissioning for new construction and existing buildings (retro-commissioning).

NEW

Energy Management and Sustainability
REFM1-CE9060/$645

Sec. 1: Oct. 5–Nov. 30. Instructor TBA.

Learn how facilities management organizations develop and implement sustainability and energy management processes, best practices, and programs to optimize delivered value across the business enterprise. Topics include the key attributes of robust, successful sustainability/energy management programs; operations and maintenance best practices; energy master plan development; energy/carbon performance metrics and key performance indicators; change management processes; energy/sustainability communication and awareness programs; and internal and external partnerships, alliances, and collaborations. This course also covers the optimization of operational performance within a framework of cost, performance, reliability, and the quintuple bottom line—economic, social, environmental, technological, and political factors.

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

NEW

Facilities Operations and Maintenance
REFM1-CE9050/$645

Sec. 1: Oct. 5–Nov. 30. Instructor TBA.

Learn the key attributes of an effective, high-performance facilities management (FM) organization and the best ways to develop a robust FM operations and maintenance plan. Topics include analyzing and measuring current services and processes; comparing your services with "best-in-class" processes and practices; developing an effective maintenance program, including preventive, predictive, and reliability-based maintenance processes; and optimizing FM organizational constructs—and the related operational improvement plans—including performance and organizational gap analysis. Discuss in-house versus outsourced evaluation and the key metrics and KPIs necessary to measure and track operational performance. The course also covers integrating sustainability practices and processes into FM cultures, expanding FM influence within a company, becoming a better partner and collaborator with customers and service providers, and enhancing teamwork and communication internal and external to the FM organization.

Facilities Planning and Project Management
REFM1-CE9047/$645

Sec. 1: Oct. 5–Nov. 30. Terence Brennan.

Learn the skills needed to manage a facility-based project while dealing with the corporate organization and its financial constraints. Topics include planning for renovations, relocation, and new construction; financial forecasts and budgeting; feasibility studies and programming; space planning; space and furniture standards; space allocation; legal and regulatory issues; evaluation and hiring of consultants; design development; contract documents; engineering; bidding; scheduling; furniture and construction management; and move-in procedures. *It is expected that students have completed The Business of Facility Management/REFM1-CE9032 or have equivalent experience.*

Sustainability and Facilities Management Optimization
REFM1-CE9596/$645

Sec. 1: Oct. 5–Nov. 30. Ronald Slember.

Today's business enterprises require a customer-focused culture that emphasizes employee productivity and innovation supported by flexible, adaptable, responsive, and cost-effective facilities. Learn how facilities management (FM) groups optimize delivered value within a framework of sustainability across the enterprise—and become key internal consultants, strategists, and process-focused leaders for the business. Learn the key attributes required of a highly effective FM organization, including optimizing business processes to eliminate non-value-adding activities and the allocation of resources, expanding influence and initiatives both upstream and downstream, establishing and maintaining robust partnerships and alliances, fostering external and internal teamwork, and enhancing performance and focus on total cost to the organization. The critical viewpoints of senior leadership, customers, employees, and stakeholders are addressed as we cover the sustainability quintuple bottom line—from economic, social, environmental, technological, and political perspectives.

The Business of Facility Management
REFM1-CE9032/$645

Sec. 1: Oct. 5–Nov. 30. Terence Brennan.

Examine the roles of facility management professionals whose mission is to provide and maintain corporate and institutional real estate assets and workspace. Topics include the facility management mission in relation to an organization's strategic plan, common organizational models, an overview of workplace strategies, operational management, financial forecasting and management, capital and operating budgets, life-cycle costing, general administrative services, technology, the building of a security force, communications, and leadership.

Weekend Courses

Real Estate Finance
REFI1-CE9352 *(page 150)*

Real Estate Financial Analysis
REFI1-CE9351 *(page 151)*

Real Estate Financial Modeling Essentials
REFI1-CE9355 *(page 151)*

The Real Estate Development Process
REDV1-CE9402 *(page 149)*

REAL ESTATE FINANCE AND INVESTMENT

Whether you are just starting out or you are an established finance and investment industry professional, the NYU School of Professional Studies Schack Institute of Real Estate has courses to meet your needs and interests—from the fundamentals of property valuation and financial modeling to capital markets and the structuring real estate investment transactions.

Analyzing Real Estate Investment Trusts (REITs)
REFI1-CE9421/$695

Sec. 1: Nov. 2–Dec. 14. Jordan Sherman, portfolio manager, Perennial Real Estate.

Learn how to analyze the financial performance of a publicly traded real estate investment trust (REIT), to calculate various valuation metrics, and to make investment decisions based upon your results. This class focuses on both qualitative and quantitative analysis. Learn how to determine strategy, to interpret portfolio statistics, to understand the income statement and the REIT-specific metric funds from operation (FFO), to discern balance sheet strength, and to assess dividend-paying ability. The course also covers management teams and demonstrates how to access and approach publicly available documents.

Hotel Investment Analysis and Valuation
REFI1-CE9420/$695

Sec. 1: Nov. 2–Dec. 14. Sean Hennessey, CEO, Lodging Investment Advisors.

Unlike other real estate assets in which revenue streams are tied to short- and long-term leases, hotels can re-lease on a daily basis. However, national, regional, and local economic factors have a significant impact on a hotel's ability to re-lease—and on its rates. Designed for commercial appraisers, lenders, brokers, portfolio analysts, hotel industry professionals, and investors, this seminar examines the economic factors that generate hotel revenues. Topics include operating expenses, operating ratios, capitalization rates, and values for the four primary hotel categories—budget, mid-priced, upscale, and luxury (and related) franchises. Various research and reference sources are discussed and utilized.

Private Equity and Institutional Real Estate Finance
REFI1-CE9414/$695

Sec. 1: Mon. 6–8 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Neil Madsen.

Sec. 2: Sept. 21–Nov. 2. Neil Madsen.

Sec. 3: Nov. 2–Dec. 14. Robert Mooney.

Most commercial real estate transactions involve private equity or institutional investors who approach real estate as an alternative asset class to complement their broader investment strategy. In this course for aspiring real estate professionals, acquire the skills and knowledge to understand and to participate in these investments. Become familiar with real estate as an institutional investment, the different types of PE investors and their respective motivations, private structures and their counterparties/stakeholders, fund formation and life cycle, and the evolving landscape for private equity real estate. Learn to analyze the capital stack of a private structure through the lessons of the current economic contraction and ensuing restructurings. Topics include fund strategies, private equity investment vehicles, joint ventures, j-curve, waterfalls, risk and return, governance issues, alignment of interests, and documentation.

Real Estate Capital Markets
REFI1-CE9359/$695

Sec. 1: Thurs. 6–8 p.m., Sept. 24–Nov. 12 (8 sessions). Louis Mirando.

Sec. 2: Sept. 21–Nov. 2. Gregg Delany.

Sec. 3: Nov. 2–Dec. 14. Jerome Sanzo, director, SBZ Select Investments.

Learn how the world of real estate meets the world of finance, and how debt and equity are raised to finance real estate transactions. Topics include the structure and participants of the public and private real estate capital markets; sources of debt and equity financing; deal structuring; tranches; risk and return; weighted average cost of capital (WACC); the capital asset pricing model (CAPM); the risk-free rate of return; note structures; mezzanine debt; REOCs; real estate-related bonds; private and public real estate investment trusts (REITs); commercial real estate debt markets, including the mortgage finance system; securitization; and commercial mortgage-backed securities (CMBS). *It is expected that students have already completed Real Estate Finance/REFI1-CE9352 and Real Estate Financial Analysis/REFI1-CE9351, or have equivalent experience.*

Real Estate Finance
REFI1-CE9352/$695

Sec. 1: Thurs. 6.20–8.50 p.m., Sept. 24–Nov. 12 (8 sessions). Barry Stein, president, Rohman & Stein Associates Inc.; NYU School of Professional Studies Outstanding Service and Teaching Excellence Awards.

M *Sec. 2: Sat. 9.30 a.m.–1.30 p.m., Oct. 3–31 (5 sessions).* Angela Mirizzi-Olsen, Tamat Advisors LLC.

Sec. 3: Sept. 21–Nov. 2. Efrat Sharon, vice president, CBRE Capital Markets, Inc.

Sec. 4: Nov. 2–Dec. 14. Efrat Sharon.

Learn the principles of real estate investment property finance. Course topics include financing of income-producing properties such as office buildings, industrial buildings, apartment buildings, and shopping centers; types of commercial mortgage instruments and notes; mortgage underwriting; credit analysis; the term sheet; the lease as a form of financing; construction loans, the second mortgage, and other interim loans; the three approaches to value; sources of capital; and an introduction to the secondary mortgage market and securitization. *Online course sections are not approved for New York State salesperson's and broker's continuing education. It is expected that students have completed Real Estate Financial Analysis/REFI1-CE9351 or have equivalent experience.*
NYCEM: 15.

PROGRAM IN REAL ESTATE FINANCE AND INVESTMENT (ONLINE AND IN-PERSON)

Participants in this program of study learn the specialized skills to analyze an investment property and make informed real estate investment decisions. Whether changing careers or currently active in the industry, participants in this professional program become knowledgeable in the methods to analyze, structure, and finance commercial real estate deals. Students who choose to complete all foundational courses and supplemental courses in their area of interest gain competencies in:

- Real estate financial and investment analysis
- Property valuation
- Real estate financial modeling
- Real estate capital markets and sources of capital
- Structured finance and pricing risk
- Mortgage instruments and underwriting
- Transactional due diligence

An accelerated path of study also is available.

SUGGESTED PATH OF STUDY (ONLINE AND IN-PERSON)

FOUNDATIONAL COURSES

Real Estate Financial Analysis
REFI1-CE9351 *(page 151)*

Real Estate Finance
REFI1-CE9352 *(page 150)*

Real Estate Financial Modeling Essentials
REFI1-CE9355 *(page 151)*

Real Estate Capital Markets
REFI1-CE9359 *(page 150)*

Real Estate Investment Analysis: Analyzing the Deal
REFI1-CE9361 *(page 152)*

SUPPLEMENTAL COURSES

Private Equity and Institutional Real Estate Finance
REFI1-CE9414 *(page 150)*

Real Estate Portfolio Management
REFI1-CE9416 *(page 152)*

Hotel Investment Analysis and Valuation
REFI1-CE9420 *(page 150)*

Analyzing Real Estate Investment Trusts (REITs)
REFI1-CE9421 *(page 150)*

Real Estate Taxation
REFI1-CE9423 *(page 152)*

ACCELERATED PATH OF STUDY (IN-PERSON)

FOUNDATIONAL COURSES

The Business of Real Estate Part I: Property Valuation
REFI1-CE9630 *(page 152)*

The Business of Real Estate Part II: Debt and Equity Finance
REFI1-CE9680 *(page 152)*

The Business of Real Estate Part III: Investment Decision Analysis
REFI1-CE9686 *(page 152)*

JACK BRAUSE LIBRARY AND INFORMATION CENTER

The newly renovated Jack Brause Library and Information Center, located within the NYU School of Professional Studies Schack Institute of Real Estate at 11 West 42nd Street, is devoted exclusively to the subject matter of the building industry. As the most comprehensive facility of its kind, the library is a reliable source of information on all aspects of the real estate and construction industries, and it houses books, magazines, journals, maps, market reports, statistical and economic data, and specialized databases. The collection emphasizes the New York metropolitan area, while also featuring extensive information on U.S. national markets and some international markets. Students enrolled in a Career Advancement Course have access to this comprehensive resource, as do those enrolled in graduate certificate and degree programs.

Real Estate Financial Analysis
REFI1-CE9351/$695

Sec. 1: Mon. 6.20–8.50 p.m., Sept. 28–Nov. 23 (8 sessions). No class Oct. 12. Jay Weinberg.

Sec. 2: Oct. 15–Dec. 10. Please see website for detailed meeting pattern. Ciro Trotta, principal, American Financial & Banking Consultants.

Sec. 3: Oct. 15–Dec. 10. Please see website for detailed meeting pattern. Ciro Trotta.

Sec. 4: Tues. 6.30–9 p.m., Sept. 29–Nov. 17 (8 sessions). Michael Sullivan.

Sec. 5: Sept. 21–Nov. 2. Stanley Gniazdowski, president, Realty Concepts, Inc.

M *Sec. 6: Sat. 9.30 a.m.–1.30 p.m., Oct. 3–31 (5 sessions).* Robert Meulmeester, partner, Cadence Capital Group, LLC.

Sec. 7: Oct. 5–Nov. 30. Ciro Trotta.

Sec. 8: Nov. 2–Dec. 14. Stanley Gniazdowski.

M *Sec. 9: Sat. 9.30 a.m.–1.30 p.m., Nov. 7–Dec. 12 (5 sessions). No class Nov. 28.* Robert Meulmeester.

Sec. 10: Wed. 6.20–8.50 p.m., Oct. 14–Dec. 16 (8 sessions). No class Nov. 11, Nov. 25. Benjamin Ho.

Learn the essential concepts, measurements, and calculations employed in quantitative real estate investment and income property analysis. This course covers time value of money (TVM), including future value, present value, net present value (NPV), and internal rates of return (IRR); the pro forma income statement; income and expenses; net operating income (NOI); income capitalization, including direct capitalization and yield capitalization or discounted cash flow analysis (DCF); capitalization rates; cash-on-cash return; residual value; debt service; commercial lease analysis; the implications of leverage on investment returns; and depreciation and capital gains. *Students should bring a fully charged laptop to class and have access to Excel after class to complete course work. Online course sections are not approved for New York State salesperson's and broker's continuing education.* **NYCEM: 15.**

Real Estate Financial Modeling Essentials
REFI1-CE9355/$695

Sec. 1: Wed. 6–8 p.m., Sept. 23–Nov. 11 (8 sessions). Etan Slomovic.

Sec. 2: Thurs. 6–8 p.m., Sept. 24–Nov. 12 (8 sessions). Rafi Hovsepian.

M *Sec. 3: Tues. 3.30–5.30 p.m., Oct. 20–Dec. 8 (8 sessions).* Ciro Trotta, principal, American Financial & Banking Consultants.

Sec. 4: Sept. 21–Nov. 2. Hillman Lam.

M *Sec. 5: Sat. 9 a.m.–1 p.m., Oct. 3–24 (4 sessions).* Rafi Hovsepian.

Sec. 6: Nov. 2–Dec. 14. Hillman Lam.

M *Sec. 7: Sat. 9 a.m.–1 p.m., Nov. 14–Dec. 12 (4 sessions). No class Nov. 28.* Rafi Hovsepian.

Sec. 8: Tues. 6–8 p.m., Oct. 20–Dec. 8 (8 sessions). Ciro Trotta.

Learn the fundamentals of building a real estate financial investment model using Excel. Discover how to organize and present data in order to analyze real estate investments more efficiently. Topics include income and expense assembly; multiple lease analysis, including effective rent; sizing debt with lender parameters; calculating levered and unlevered net present values (NPV) and internal rates of return (IRR); pro forma forecasting; and discounted cash flow (DCF) analysis. Multifamily, interest only (I/O), and office models are presented. Excel functions, tools, and formulas covered include SUM, ROUND, IF, AND, OR, PV, FV, RATE, NPER, NPV, XNPV, IRR, XIRR, PMT, PPMT, IPMT, VLOOKUP, HLOOKUP, and SUMIF; relative and absolute cell references; conditional statements; Boolean logic (True/False); formatting; and keyboard shortcuts. *The in-person sections of this course are held in a computer lab where each student has a computer to use, so there is no need to bring a laptop to class. Students need to have Excel on their computer for the online sections. It is expected that students have completed Real Estate Financial Analysis/REFI1-CE9351 and Real Estate Finance/REFI1-CE9352, or have equivalent experience.*

How to Register
online sps.nyu.edu/fallce
phone (212) 998-7150
in person 7 East 12th Street, Room 133 *See inside front cover for details.*
postal mail *Use the form and the envelope at the back of the Bulletin.*

REAL ESTATE

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

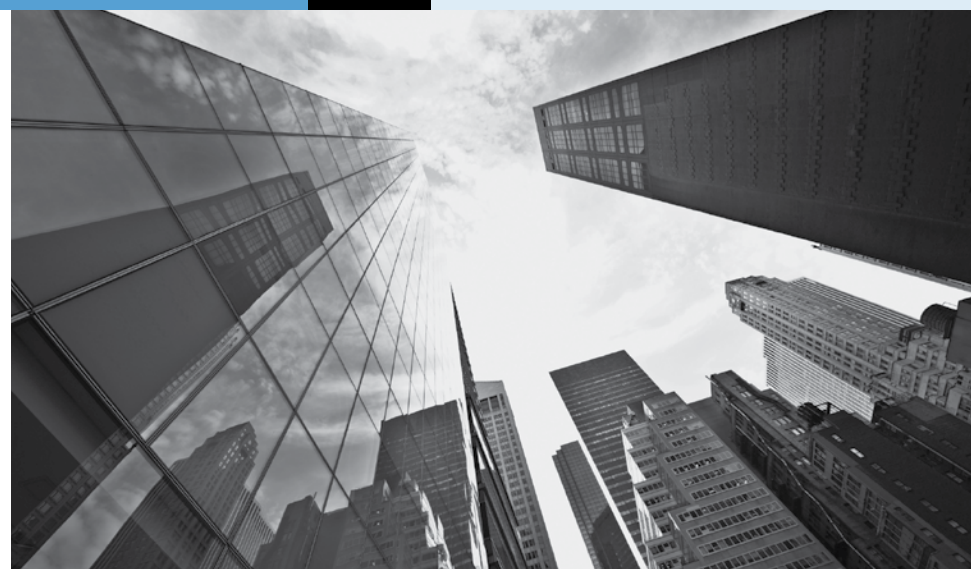
Real Estate Investment Analysis: Analyzing the Deal
REFI1-CE9361/$695

Sec. 1: Wed. 6.20–8.20 p.m., Sept. 23–Nov. 4, Wed. 6.20–8.50 p.m., Nov. 18 (8 sessions). Jerome Sanzo, director, SBZ Select Investments.

Sec. 2: Sept. 21–Nov. 2. Anthony Meo, SVP and chief credit officer, Community Federal Savings Bank.

Sec. 3: Nov. 2–Dec. 14. Anthony Meo.

Apply the concepts learned in previous real estate finance and investment courses to specific real estate transactional situations. Learn how experienced investors analyze a commercial real estate deal and determine its potential for profitability. Topics include forms of ownership and deal structures; the capital stack and structured finance; income and expense analysis; valuation analysis; debt analysis; and equity return analysis, equity investment vehicles, and analytical performance techniques. Investment property case studies bring together various elements that are covered in the course. *Online course sections are not approved for New York State salesperson's and broker's continuing education. It is expected that students have completed Real Estate Financial Analysis/REFI1-CE9351, Real Estate Finance/REFI1-CE9352, Real Estate Financial Modeling Essentials/REFI1-CE9355, and Real Estate Capital Markets/REFI1-CE9359, or have equivalent experience.* **NYCEM: 15.**



INTENSIVES

The Business of Real Estate Part I: Property Valuation
REFI1-CE9630/$2,195

M *Sec. 1: Mon.–Fri. 9 a.m.–4.30 p.m., Oct. 12–16 (5 sessions).* Instructor TBA.

M *Sec. 2: Mon.–Fri. 9 a.m.–4.30 p.m., Oct. 12–16 (5 sessions).* Instructor TBA.

This intensive, one-week course provides a solid foundation for understanding the high-stakes business of commercial real estate. Through exposure to real-world applications, develop an understanding of the essential concepts and underpinnings of commercial real estate finance, investment, and asset valuation. Topics include the nature of real estate and real estate markets, real estate valuation concepts and techniques, and time value of money and mortgage calculations. Discuss property-level income statement and pro forma analysis, capitalization rates and direct capitalization, discounted cash flow analysis and yield capitalization, investment analysis, and analyzing the deal. *The first session begins at 8.45 a.m. to allow time for check-in and distribution of course materials. It is expected that students have a basic working knowledge of Excel prior to taking this course. The course tuition includes lunches, refreshments, and all educational materials.* **NYCEM: 22.5.**

The Business of Real Estate Part II: Debt and Equity Finance
REFI1-CE9680/$2,195

M *Sec. 1: Mon.–Fri. 9 a.m.–4.30 p.m., Oct. 19–23 (5 sessions).* Instructor TBA.

Further your understanding of commercial real estate investment decision analysis by applying a framework of advanced analytical techniques and financial structuring to property acquisitions and dispositions. Learn to find the appropriate discount rate based upon the weighted average cost of capital (WACC). Explore the effects of leverage, and prepare a before- and after-tax investment analysis based upon net present value (NPV) and internal rate of return (IRR). Topics include the top-down approach to investing, essential investment ratios and the effects of leverage, forms of ownership for pooled equity investments, and partnership taxation. Discuss capital markets, funds flow to commercial real estate, alternative real estate financing and investment vehicles, CMBS and securitization, and private equity investment vehicles and waterfalls. *Tuition includes lunches, refreshments, and all educational materials. Students are encouraged to bring a fully charged laptop, as some concepts are taught using Excel. It is expected that students have completed The Business of Real Estate Part I: Property Valuation/REFI1-CE9630 or have equivalent experience.* **NYCEM: 22.5.**

The Business of Real Estate Part III: Investment Decision Analysis
REFI1-CE9686/$2,195

M *Sec. 1: Mon.–Thurs. 9 a.m.–4.30 p.m., Oct. 26–29 (4 sessions).* Manish Srivastava.

Through hands-on exercises and a sequence of increasingly complex case studies, hone your ability to think critically about the real estate investment deals. Analyze a single-asset real estate transaction, and then match multi-asset deals with investor objectives. Explore the dynamics of private equity-funded real estate transactions and related investor considerations. Topics include real estate investment concepts, financial analysis of real property investments, single-asset investing, multi-asset investment analysis, the matching of investor profile to real estate investment, the financing of real estate deals, the structuring of real estate deals from an investor's perspective, real estate private equity investing, private equity investor returns, and institutional investors and real estate. *Tuition includes lunches, refreshments, and all educational materials. It is recommended to register at least one week prior to the course start in order to obtain and review case studies before the first session. All sessions are held in a computer lab. It is expected that students have completed The Business of Real Estate Part I: Property Valuation/ REFI1-CE9630 and The Business of Real Estate Part II: Debt and Equity Finance/ REFI1-CE9680, or have equivalent experience.*

Real Estate Portfolio Management
REFI1-CE9416/$695

Sec. 1: Oct. 5–Nov. 30. Ryan Severino, senior economist, Reis, Inc.

Explore the concepts, tools, and strategies used in the management of portfolios of real estate investments. Learn why investors should evaluate potential real estate investment deals in relation to their overall portfolio goals. Topics include the risk-return paradigm; geographical and financial diversification; risk profiles including core, value-add, and opportunistic; performance measurement and analysis; and mathematical and statistical tools. Also, examine portfolio standards and practices; portfolio selection, allocation, and balancing; asset-only versus asset-liability allocation; interest-rate sensitivity; measures of duration for property investment; and optimal portfolios, including theory and applications.

Real Estate Taxation
REFI1-CE9423/$695

Sec. 1: Nov. 2–Dec. 14. John Haslach.

This course provides an understanding of the impact of taxation on real estate investment, as well as an overview of accounting and tax rules that are applicable to the real estate and construction industries. Review tax and accounting concepts, principles, rules, regulations, and reporting requirements. Discuss the accounting and tax issues that are critical to understanding, managing, operating, and investing in real estate, with a focus on income tax analysis.

REAL ESTATE FINANCIAL MODELING

NEW Financial Modeling for Real Estate Development
REFI1-CE9356/$695

Sec. 1: Sept. 21–Nov. 2. Anthony Meo, SVP and chief credit officer, Community Federal Savings Bank.

Learn to build financial models in Excel for real estate development projects. Discuss residual land valuation, land and acquisition costs, and hard and soft construction cost budget sizing with sources and uses broken down by debt and equity. Topics include contingency; levered and unlevered returns; capital structure; sources of funds; multiple equity sources, mezzanine debt, and preferred equity; interest rate sensitivity analysis; uses of funds; condo development projects with rental fallback analysis; waterfall structures; tenant improvements, leasing commissions, and rent abatements; construction draw-down scheduling and projections; project completion and stabilization; and tax abatements. Sensitivity analysis/stress-testing models with what-if scenarios also are discussed. *It is expected that students have completed Real Estate Financial Analysis/ REFI1-CE9351 and Real Estate Financial Modeling Essentials/REFI1-CE9355, or have equivalent experience.*

NEW Financial Modeling for Real Estate Equity Structures
REFI1-CE9357/$695

Sec. 1: Nov. 2–Dec. 14. Anthony Meo, SVP and chief credit officer, Community Federal Savings Bank.

Learn to build financial models in Excel for real estate partnerships, joint ventures, funds, promotions, and waterfalls. Topics include equity analysis; portfolio management techniques; funding equity in phases from pari-passu to proportional percentage of investment; the recapturing of investor share when exiting deals; primary debt, mezzanine debt, and preferred equity; and sensitivity analysis and stress testing of models. *It is expected that students have completed Real Estate Financial Modeling Essentials/ REFI1-CE9355 and Financial Modeling for Real Estate Development/REFI1-CE9356, or have equivalent experience.*

REAL ESTATE PERSONAL INVESTMENT WORKSHOPS

These investment workshops for the non-real estate professional provide the knowledge needed by investors who seek to find, finance, purchase, and sell real estate properties for their own personal investment.

Buying Foreclosed Real Estate
REFI2-CS9706/$195

Sec. 1: Nov. 28–Dec. 12. Please see website for detailed meeting pattern. Wendy Tilton, principal, Key Properties Consulting.

Buying a foreclosed residential property may mean finding the buy of a lifetime or purchasing someone else's mistake. How do new investors find these properties, judge their potential, and choose a winner? Topics in this introductory course include identifying sources of properties, understanding the process, forecasting financing costs, analyzing necessary property improvements, and closing the deal.

Purchasing Small Investment Properties
REFI2-CS9703/$195

Sec. 1: Nov. 7–21. Please see website for detailed meeting pattern. Wendy Tilton, principal, Key Properties Consulting.

Learn the principles of real estate investment, and discover practical opportunities to invest in real estate with modest sums. This course covers essential topics such as finding good buys in today's market, considering the physical condition of a property, structuring and analyzing deals, and calculating the return on investment. Various property types are discussed, including small mixed-used (commercial with residential units), multifamily residential, and specialty properties.

What Everyone Should Know About Real Estate
REFI2-CS9701/$195

Sec. 1: Oct. 3–17. Please see website for detailed meeting pattern. Wendy Tilton, principal, Key Properties Consulting.

Learn the fundamentals of real estate in today's market. Get an introduction to buying, selling, leasing, and investing in real estate for profit. Topics include the nature and scope of real estate; real estate as an investment; financing and mortgages; ownership and interests; contracts and deeds; real estate taxes; condominiums and co-ops; leases, rent regulations, and appraisals; and best practices when dealing with brokers.

For the most up-to-date course information and to register online, visit sps.nyu.edu/fallce.

REAL ESTATE PROPERTY MANAGEMENT

The NYU School of Professional Studies Schack Institute of Real Estate offers two professional career tracks—commercial and residential—for those interested in property management.

COMMERCIAL PROPERTY MANAGEMENT

The Commercial Property Management program examines the role and responsibilities of the commercial property manager, from planning and standard operating policies to financial operations, budgeting strategies, and building systems and maintenance.

Commercial Property Management
REPM1-CE9027/$695

Sec. 1: Oct. 6–Nov. 24. Please see website for detailed meeting pattern. Deborah Stamos-Tomasi.

Sec. 2: Oct. 5–Nov. 30. Deborah Stamos-Tomasi.

Learn the techniques and strategies for successful management of commercial buildings. Analyze both the financial and physical management functions. Topics include various forms of real estate ownership, management agreements, budgeting and financial reports, standard operating procedures, marketing and leasing service contracts, insurance, plant and energy management, security and emergency procedures, and tenant and employee relations.

Managing Commercial Building Systems and Maintenance I
REPM1-CE9028/$645

Sec. 1: Oct. 5–Nov. 30. James Whelan, general manager, Cushman & Wakefield.

Managing commercial properties and facilities requires a working knowledge of all aspects of building systems, maintenance, and repair. Explore building infrastructure and staffing; budgets; contract services; heating, ventilation, and air conditioning; boilers; plumbing; building envelope; security; computerized maintenance management systems; and environmental health and safety. *It is strongly recommended that students also take Managing Commercial Building Systems and Maintenance II/REPM1-CE9037—either concurrently or separately—to gain a full understanding of building systems.*

Managing Commercial Building Systems and Maintenance II
REPM1-CE9037/$645

Sec. 1: Oct. 5–Nov. 30. Anthony Vetrano, portfolio manager, Cushman & Wakefield.

Managing commercial properties and facilities requires a working knowledge of all aspects of building systems, maintenance, and repair. Gain an in-depth understanding of electrical distribution, lighting, fire protection, energy management, emergency management, and vertical transportation. *It is strongly recommended that students also take Managing Commercial Building Systems and Maintenance I/REPM1-CE9028—either concurrently or separately—to gain a complete understanding of building systems.*

PROGRAM IN COMMERCIAL PROPERTY MANAGEMENT (ONLINE AND IN-PERSON)

Participants in this program of study learn the skills to manage commercial office buildings on behalf of property ownership. Whether changing careers or currently active in the real estate industry, participants in this professional program acquire the specialized skills to operate and maintain—and ultimately enhance the value of—income-producing, commercial real estate assets. Students who choose to complete the foundational courses and the supplemental course gain an understanding of:

- Forms of real estate ownership and management agreements
- Annual property operating data and income statement analysis
- Financial analysis and reporting
- Operating and capital budgets
- Marketing and leasing
- Tenant relations management
- Building systems, operations, and maintenance
- Tenant improvements and construction project management

An accelerated path of study also is available.

SUGGESTED PATH OF STUDY (ONLINE AND IN-PERSON)

FOUNDATIONAL COURSES

Commercial Property Management
REPM1-CE9027 *(page 153)*

Real Estate Financial Analysis
REFI1-CE9351 *(page 151)*

Navigating Commercial Leases
REPM1-CE9597 *(page 153)*

Managing Commercial Building Systems and Maintenance I
REPM1-CE9028 *(page 153)*

Managing Commercial Building Systems and Maintenance II
REPM1-CE9037 *(page 153)*

Construction Project Management
COPM1-CE9422 *(page 144)*

SUPPLEMENTAL COURSE

Construction Methods and Materials: Building Interiors
AEBX1-CE9350 *(page 146)*

ACCELERATED PATH OF STUDY (IN-PERSON)

FOUNDATIONAL COURSES

Commercial Property Management
REPM1-CE9655 ❖

Building Systems, Operations, and Maintenance
REPM1-CE9660 ❖

Commercial Real Estate Lease Analysis Intensive
REDV1-CE9675 ❖

Navigating Commercial Leases
REPM1-CE9597/$645

Sec. 1: Thurs. 6–8.30 p.m., Sept. 24–Nov. 12 (8 sessions). John Wood, Akerman Senterfitt LLP.

Sec. 2: Sept. 21–Nov. 2. Cynthia Couch.

Sec. 3: Nov. 2–Dec. 14. Cynthia Couch.

Examine standard office and retail lease forms, understand the motivations of the parties to a lease, and develop a framework for negotiation—from term sheet to closing. Topics include full-service, triple-net, and modified-gross leases; legal terminology in leases; expenses and additional rent clauses, including operating expenses, common area maintenance (CAM), and real estate taxes; exit strategies, including assignment and sublease; the tenant's rights of first offer, first refusal, renewal, and termination; the role of lenders in commercial leases; guarantees and types of security deposits; insurance and environmental issues; and use and operating covenants specific to retail leases. *Online course sections are not approved for New York State salesperson's and broker's continuing education.* **NYCEM: 15.**

DELIVERY METHOD LEGEND

Blended
Hybrid
Online Asynchronous
Online Synchronous
In-Person Location TBA

PROGRAM IN RESIDENTIAL PROPERTY MANAGEMENT (ONLINE AND IN-PERSON)

Participants in this program of study learn the skills to manage rental apartment buildings on behalf of property ownership. Whether changing careers or currently active in the real estate industry, participants in this professional program acquire the specialized skills to operate and maintain—and ultimately enhance the value of—income-producing, multifamily assets. Students who choose to complete the foundational courses and a supplemental course in their area of interest gain an understanding of:

- Forms of real estate ownership and management agreements
- Cooperative and condominium management
- Landlord/tenant law
- Marketing plans and leasing
- Tenant relations
- Budgeting and financial reporting
- Hiring and supervising personnel
- Building systems and maintenance
- Building code and local law compliance

SUGGESTED PATH OF STUDY

FOUNDATIONAL COURSES

Residential Property Management
REPM1-CE9026 *(page 154)*

Landlord/Tenant Law
REPM1-CE9107 *(page 154)*

Residential Property Financial Management
REPM1-CE9598 *(page 154)*

Residential Building Systems and Maintenance
REPM1-CE9599 *(page 154)*

Construction Project Management
COPM1-CE9422 *(page 144)*

SUPPLEMENTAL COURSES

New York Real Estate Salesperson's Course
RESB1-CE9503 *(page 155)*

The Real Estate Development Process
REDV1-CE9402 *(page 149)*

Real Estate Market and Feasibility Analysis
REDV1-CE9635 *(page 148)*

RESIDENTIAL PROPERTY MANAGEMENT

The Residential Property Management program examines the role and responsibilities of the residential property manager. Topics range from marketing, leasing, accounting, and investment analysis to building systems and maintenance.

Landlord/Tenant Law
REPM1-CE9107/$645

Sec. 1: Thurs. 6–8 p.m., Sept. 24–Nov. 12 (8 sessions). Franklin Kaiman.

Examine the array of legal issues that landlords, agents, property managers, and real estate attorneys in New York face. Topics include leases, statutory rights and obligations affecting the landlord-tenant relationship, and rent control and rent stabilization (coverage, registration, rent increases, required services, luxury decontrol, and proceedings before the DHCR). Also, discuss fair housing (federal, state, and New York City anti-discrimination laws; the rights of the disabled to modifications and reasonable accommodations; and laws prohibiting harassment and retaliation), summary holdover proceedings, summary nonpayment proceedings, and evictions. **NYCEM: 15.**

Residential Building Systems and Maintenance
REPM1-CE9599/$645

Sec. 1: Sept. 24–Nov. 23. Please see website for detailed meeting pattern. Edward Donnelly, director, property management, Blumenfeld Development Group.

Sec. 2: Oct. 5–Nov. 30. Edward Donnelly.

Managing a multifamily residential property requires a working knowledge of all aspects of building systems, maintenance, and repair. Gain a comprehensive understanding of mechanical, electrical, and plumbing systems; elevators; roofs; facades; energy and water conservation; lighting; telecommunications; security; and maintenance and equipment rooms. Discuss custodial services; preventive, corrective, and deferred maintenance; warranties; purchasing and job specifications; mold and mildew control; pest control; rubbish and recycling; lobbies; furnishings; egress and signage; fire safety; inspection checklists; outside contractors; service contracts; and supplies and equipment.

Residential Property Financial Management
REPM1-CE9598/$645

Sec. 1: Sept. 28–Nov. 16. Please see website for detailed meeting pattern. Jonathan Giman, director of corporate services, controller, Metropolitan Life Insurance Company.

Sec. 2: Oct. 5–Nov. 30. Jonathan Giman.

Gain a comprehensive understanding of the economics of operating a multifamily residential investment property—and the principles of budgeting and accounting to effectively plan and manage a property's finances. Topics include net operating income, cash flow, and cash-on-cash return; valuation methods; rent collection; security deposits; vacancy; budgeting and planning; operating and capital budget development; replacement reserves; financial reporting; variance analysis; accounting and record keeping; accrual versus cash accounting; cash management; financial audits; debt financing; loan-to-value; debt coverage; payroll; repairs; supplies; advertising and leasing costs; legal expenses; property taxes; cost recovery deductions; purchase orders; bill payment; Form 1099; and insurance.

Residential Property Management
REPM1-CE9026/$645

Sec. 1: Wed. 6–8.30 p.m., Sept. 23–Nov. 18 (8 sessions). No class Nov. 11. Eric Stern, president, Stern Properties, LLC.

Sec. 2: Sept. 21–Nov. 2. Susan Lo Giudice.

Sec. 3: Nov. 2–Dec. 14. Susan Lo Giudice.

Gain an introduction to the practical aspects of managing multifamily properties, from implementing operational policies to supervising day-to-day operations. Topics include hiring and training staff, delegating ongoing general maintenance, overseeing building upkeep, formulating maintenance contracts, leasing, handling resident relations, and devising marketing strategies. Learn about rent and investment economics; insurance needs of the building, owner, and property manager; budgets; accounting and records; and physical management, including compliance with local building codes and laws. **NYCEM: 15.**

REAL ESTATE SALESPERSON'S AND BROKER'S LICENSING AND CONTINUING EDUCATION

LICENSING REQUIREMENTS

Salesperson's License Requirements: Potential salespersons must complete the 75-hour *New York Real Estate Salesperson's Course/RESB1-CE9503 (this page)* or *9707 (this page)* before applying for the New York State license. They also must be sponsored by a licensed broker and pass the state examination.

Broker's License Requirements: Students seeking a broker's license must complete the 75-hour *New York Real Estate Salesperson's Course/RESB1-CE9503 (this page)* or *9707 (this page),* or have a waiver from the state, and the 45-hour *New York Real Estate Broker's Course/RESB1-CE9601 (this page)*. Additional requirements include experience in the field and passing a state licensing examination. For general information about these courses, call **(212) 998-7272**.

Attendance Requirements for License-Qualifying Courses: New York State has stringent attendance requirements for the successful completion of the salesperson's and broker's licensing courses. To earn a statement of satisfactory completion, students must meet attendance requirements in the lecture portion of each course. For more information, call the New York State Division of Licensing Services at **(518) 474-4429**, or visit dos.ny.gov/licensing.

Textbook: The required text for the salesperson's course is *Modern Real Estate Practice in New York for Salespersons* by Sam Irlander (11th ed., Dearborn Publishers, 2011). The required text for the broker's course is *Modern Real Estate Practices in New York for Brokers* by Sam Irlander (11th ed., Dearborn Publishers, 2011). The textbook should be purchased prior to the first class. Textbooks are available at the NYU Bookstore, 726 Broadway, or at bookstores.nyu.edu.

LICENSING COURSES

New York State requires two specific license-qualifying courses: a 75-hour *New York Real Estate Salesperson's Course/RESB1-CE9503 (this page)* or *9707 (this page)* and a 45-hour *New York Real Estate Broker's Course/RESB1-CE9601 (this page)*.

CERTIFICATES OF COMPLETION

For replacement certificates of completion, e-mail sps.realestate@nyu.edu.

EXAMINATION PROCEDURES

Every Tuesday (by reservation), the New York Department of State administers the Real Estate Salesperson's Licensing Examination. Applicants for the salesperson's license must be 18 years of age or older and must have successfully completed an approved 75-hour real estate salesperson's course, or must complete it within two years of taking the examination. Visit dos.ny.gov/licensing to schedule your New York State exam appointment. You must register for the exam online. Seats fill up quickly, so it is recommended that you schedule your appointment promptly after registering for the NYU School of Professional Studies course.

Wondering what to take?
spsinfo@nyu.edu
(212) 998-7200

22.5-HOUR CONTINUING EDUCATION COURSES

New York State real estate licensees must complete 22.5 hours of approved real estate continuing education every two years prior to the date of license renewal. The 22.5 hours must include at least three hours of instruction pertaining to fair housing and/or discrimination in the sale or rental of real property or an interest in real property. "NYCEM" at the end of a course description indicates that it is an approved module for the number of hours indicated, and "FH" indicates that the course includes the three-hour fair housing requirement. For further information, call the New York State Division of Licensing Services at **(518) 474-4429** or visit the Division's website, dos.ny.gov/licensing.

NEW

Commercial Real Estate Brokerage: Retail Leasing
RESB1-CE9110/$295

Sec. 1: Tues. 6–9.15 p.m., Oct. 20–Dec. 8 (7 sessions). No class Nov. 3. Instructor TBA.

This 22.5-hour real estate salesperson's and broker's continuing education module provides an overview of the retail leasing process. Topics include selection of a retail leasing brokerage firm, the mechanics of retail leasing, marketing strategies for landlords, tenant representation, legal agreements, and fair housing. *No exam.* **NYCEM: 22.5. FH: 3.**

New York Landlord/Tenant Law
RESB1-CE9105/$295

M *Sec. 1: Tues.–Thurs. 9 a.m.–5.30 p.m., Oct. 20–22 (3 sessions).* Lucas Ferrara.

This 22.5-hour real estate salesperson's and broker's continuing education module covers city and state laws concerning both residential and nonresidential tenancies in New York. Learn the legal rights, obligations, and liabilities of owners and tenants. Find out how to analyze lease provisions of rent-regulated apartments and commercial properties. Discuss the terms of terminating the landlord-tenant relationship, including legal proceedings, as well as applicable statutes, laws, and duties imposed by emerging case law. *No exam.* **CEU: 2.0. NYCEM: 22.5. FH: 3.**

BROKER'S LICENSE-QUALIFYING COURSES

New York Real Estate Broker's Course
RESB1-CE9601/$550

M *Sec. 1: Tues.–Thurs. 9 a.m.–5.30 p.m., Nov. 10–19 (6 sessions).* Instructor TBA.

Completion of this 45-hour course, together with the 75-hour *New York Real Estate Salesperson's Course*, is required to apply for a New York State real estate broker's license. Topics include management and supervision of a real estate office, real estate agency disclosure, real estate financing and investment, property management, general business law, conveyance of real property, construction and development, taxes and assessments, title closings and costs, and local concerns. *Prerequisite: New York Real Estate Salesperson's Course/RESB1-CE9503 or 9707.* **NYCEM: 22.5.**

SALESPERSON'S LICENSE-QUALIFYING COURSES

New York Real Estate Salesperson's Course
RESB1-CE9503/$395

M *Sec. 1: Tues. Thurs. 10 a.m.–3.40 p.m., Oct. 13–Dec. 8 (16 sessions). No class Nov. 26.* John Viteritti, real estate consultant.

Prepare for the New York State Real Estate Salesperson's Licensing Examination with this mandatory license-qualifying course. Topics include license law and regulations, law of agency, real estate instruments, estates and interests, real estate financing, and land use regulations. It provides an introduction to construction, valuation, human rights issues, fair housing law, real estate mathematics, and environmental issues.

New York Real Estate Salesperson's Course: Online
RESB1-CE9707/$395

Sec. 1: Oct. 5–Dec. 21. Final exam administered on campus. Instructor TBA.

This instructor-led New York Real Estate Salesperson's License-qualifying course allows you to complete the mandatory 75 hours through online instruction. Meet online for the entire course except the final exam, which is given in person at the NYU Midtown Center at 42nd Street. Topics include law of agency, license law and regulations, real estate instruments, estates and interests, real estate financing, land use regulations, valuation, an introduction to construction, human rights issues, fair housing law, real estate mathematics, and environmental issues.

New courses are added throughout the semester. Check sps.nyu.edu/fallce for the latest additions.

SPORTS MANAGEMENT, MEDIA, AND BUSINESS

New York—with its plethora of legendary sports venues, world-renowned franchises, and sports television networks, as well as the headquarters of five major sporting leagues—is the ideal setting to prepare for a career in the sports industry. The NYU School of Professional Studies Tisch Institute for Sports Management, Media, and Business brings top industry professionals to the classroom on a daily basis to share their real-world knowledge of best practices and business strategies with you. Programs are offered on a variety of topics and in a diverse range of formats to support your professional goals and objectives.

For more information about the Tisch Institute's Career Advancement programs, visit **sps.nyu.edu/tischinstitute** or call **(212) 998-7200**. For more information about the B.S. in Sports Management, call **(212) 998-4500** or visit **sps.nyu.edu/tischinstitute/undergraduate**. For more information about the M.S. in Sports Business and the Graduate Certificate, visit **sps.nyu.edu/mssb**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

See also:

B.S. in Sports Management 162
M.S. in Sports Business 160
Graduate Certificate in Sports Business 160

SPORTS MANAGEMENT, MEDIA, AND BUSINESS

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COURSES FOR PERSONAL ENRICHMENT

How to Turn Your LinkedIn Account into Major Annual Revenue

TCCE1-CE9343/$175

Sec. 2: Wed. 6–9 p.m., Sept. 30. Jennifer Keene, director, North American sales, OCTAGON.

In this is one-session evening workshop, learn how to use LinkedIn, the often underused social networking tool, as a high-percentage sales revenue generator. The seminar will be led by one of the Tisch Institute degree program adjunct professors, Jennifer Keene, who also serves as director of North American sales, marketing, and business development for OCTAGON, one of the world's most prominent sports agencies. **CEU: 2.0.**

TISCH INSTITUTE HIGH SCHOOL PROGRAM

FALL 2015

The sports industry is an expanding global business sector with many direct and indirect career paths or entry levels. Spend several weekends this fall exploring and learning about the intricacies of the business of sports from leaders within the industry. Get an inside view from experts in the field, and explore the college experience by taking a course that mirrors the rigor of an undergraduate classroom.

Fundamentals of Sports Management—The Game Beyond the Playing Field

COURSE DESCRIPTION

We all know what happens on the baseball diamonds, football fields, and basketball courts. However, are you aware of the countless logistics that take place to get your favorite athlete into the game? This class immerses you in all aspects of the sports industry, many that happen behind the scenes. Learn about sports management through an examination of diverse business structures, management theories, and leadership philosophies. As a cultural phenomenon, sports have had a profound influence on all aspects of society. This course provides an opportunity to explore the historical significance of how sports have evolved from leisure activities into a multibillion dollar industry with complex and diverse models of business. Topics covered include the evolution of sports; the scope of sports and its relevance to our global society; models of leadership; the structure and design of amateur and professional sports entities; pioneers, innovators, and events of historical significance; and opportunities and challenges on the horizon in the business of sports.

COURSE LEARNING GOALS AND OBJECTIVES

By the end of the semester, students should be able to:

- Identify various aspects of the sports industry
- Describe the development of sports as a modern business
- Explain the nature of management theories in professional and amateur sports
- Understand the business structures of various sports organizations
- Examine ways in which sports have become and remain integrated in society
- Recognize the various key career options available in the sports industry

For more information, including schedule and registration details, please visit **sps.nyu.edu/hsacademy**.

DEGREE PROGRAMS OFFERED BY THE TISCH INSTITUTE FOR SPORTS MANAGEMENT, MEDIA, AND BUSINESS

Bachelor of Science in Sports Management

This undergraduate degree equips students with the most advanced knowledge in the field of sports management, as well as the skills needed to supervise and manage sports business-related activities for public, volunteer, and private organizations and businesses *(page 162)*.

Master of Science in Sports Business

The Master of Science in Sports Business emphasizes management, business, and leadership skills for professionals in the sports industry. A credit-bearing Graduate Certificate in Sports Business, which requires the submission of the graduate degree application, also is offered *(page 160)*.

SPORTS MANAGEMENT AND OPERATIONS

Accelerated Course in Sports Business Operations

TCCE1-CE9810/$1,180

Sec. 11: Mon. Wed. 6.30–9 p.m., Sept. 23–Dec. 21 (24 sessions). No class Oct. 12, Nov. 25. Instructor TBA.

Through lectures and case studies, become familiar with the business functions, the marketing elements, and the skills utilized by sports business professionals. Review industry strategies by investigating current management practices and cultures. Topics include sponsorship, licensing, facilities management, fan development, athlete representation, college and professional sports, finance and accounting, and public relations. *Attendance at the first class is required to receive the course outline and the off-site class schedule.* **CEU: 6.5.**

Basketball Analytics 101

TCCE1-CE9341/$395

Sec. 2: Thurs. 7.30–9.30 p.m., Oct. 22–Nov. 19 (5 sessions). Jason Rosenfeld, director, basketball analytics, NBA.

Achieve an understanding of analytics, relevant industry applications, and the latest technological tools now being used in basketball. The course instructor is Jason Rosenfeld, director of basketball analytics at the National Basketball Association (NBA) League Office. **CEU: 2.0.**

How to Produce, Promote, and Execute a Pay-Per-View Event

TCCE1-CE9840/$395

Sec. 2: Wed. 6.45–8.45 p.m., Sept. 23–Oct. 21 (5 sessions). Jon Bier, CEO, Jack Taylor PR.

Jon Bier is CEO of Williamsburg-based Jack Taylor PR and handles clients such as GLORY Kickboxing, Invicta FC, Metamoris, World Series of Fighting, various UFC licensees, and other prominent players in the global fight space. From his ongoing, firsthand experience, Bier teaches you how to produce, promote, and broadcast a pay-per-view event and to make money from it. Case studies of successes and failures, including a detailed breakdown of the "Floyd Mayweather Model," are examined. **CEU: 2.0.**

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DEGREE PROGRAMS AND CERTIFICATES

The NYU School of Professional Studies offers a variety of degree programs and certificates, including 16 master's degrees, 15 graduate certificates, and a range of undergraduate degrees—all designed to help students enhance their academic credentials and to launch or advance their careers. The School's programs and certificates offer flexible class schedules, convenient locations, and curricula that have practical workplace applications. Faculty members are renowned leaders in their fields who bring a wealth of current industry information and networking opportunities to the classroom.

For more information about the degree programs and certificates listed in this section, visit **sps.nyu.edu/admissions**, call **(212) 998-7100**, or fill out and return the reply card inserted at the back of this bulletin.

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MASTER'S DEGREES

The NYU School of Professional Studies master's degrees provide instruction in some of today's fastest-growing industries. For admission and financial aid information or to receive detailed information about a particular program, visit **sps.nyu.edu/requestgradinfo**, e-mail **sps.gradadmissions@nyu.edu**, or call **(212) 998-7100**.

Admissions. The NYU School of Professional Studies practices "rolling admissions," meaning that applications are reviewed at recommended dates throughout the year by the School's Office of Admissions. If you apply after a recommended date, you are still considered for the term of your choice if there are openings in the program. If the program has filled for that term, your application is considered for the following term. Please visit the Office of Admissions website at **sps.nyu.edu/admissions/graduate-admissions** for detailed information about the application process and for the recommended dates by which to apply.

Tuition. For tuition rates, see Credit Tuition in the Registration section on page 167.

Financial Aid. Financial aid for NYU School of Professional Studies graduate degree students comes in many forms, including fellowships, scholarships, and student loans. Applicants are encouraged to file for financial assistance when they apply for admission by completing the Free Application for Federal Student Aid (FAFSA), which can be found at **fafsa.ed.gov**. For more information about financial aid, visit **nyu.edu/financial.aid** or call **(212) 998-4444**.

M.S. IN CONSTRUCTION MANAGEMENT

This 36-credit degree, offered by the School's Schack Institute of Real Estate, takes students to the next level in the construction industry, whatever their current role in the field. Students graduate with the skills needed to successfully run a construction business or to oversee a construction project. Taught by professionals in the construction industry, the curriculum provides a broad and deep foundation for the entire discipline of construction management. All elements involved in the management of a construction enterprise are examined, including law, planning, estimating, scheduling, cost control, labor relations, management, and business development. The 18-credit Graduate Certificate in Construction Management also is offered. Credits earned in the Graduate Certificate program often can be applied toward completion of the Master's degree.

For more information on the M.S. in Construction Management, visit **sps.nyu.edu/mscon**. For information about the Graduate Certificate, see page 160. For related Career Advancement offerings, see page 144.

M.S. IN FUNDRAISING AND GRANTMAKING

This degree enables current and aspiring fundraising and foundation grantmakers to further their knowledge and skills through a combination of scholarly and practical course work. Offered through the School's George H. Heyman, Jr. Center for Philanthropy and Fundraising, the program responds to the urgent need for well-rounded professionals in these evolving fields in the United States and around the globe. Students explore the history, philosophy, and fundamentals of fundraising and grantmaking; the psychology behind giving; the effects of globalization on philanthropy; legal and ethical issues; financial and statistical topics; technological support systems and the use of social media; and much more. Students may apply this knowledge to areas such as the arts, the health sciences, and higher education, as well as in the political arena.

For more information on the M.S. in Fundraising and Grantmaking, visit **sps.nyu.edu/msfr**. For related Career Advancement offerings, see page 133.

Your Path to an NYU School of Professional Studies Degree Is Just a Click Away

Explore the most up-to-date information about NYU School of Professional Studies graduate and undergraduate programs. To find course curricula, financial aid information, admissions events, and career resources or to apply online, visit:

sps.nyu.edu/admissions

M.S. IN GLOBAL AFFAIRS

With its emphasis on current issues in world affairs, this degree is designed to familiarize students with critical issues in international politics, economics, development, peacebuilding, law, transnational security, human rights, humanitarian assistance, energy, the environment, and related areas. The program meets the needs of those who are interested in careers in the private sector, government agencies, intergovernmental and non-governmental organizations (NGOs), the United Nations and its affiliated agencies, diplomatic missions, foreign offices, press and media, law firms, foundations, and a host of related institutions. Three 15-credit Graduate Certificates also are offered in Global Energy, Peacebuilding, and Transnational Security. Credits earned in the Graduate Certificate programs often can be applied toward completion of the Master's degree.

For more information on the M.S. in Global Affairs, visit **sps.nyu.edu/msga**. For information about the Graduate Certificates, see page 160. For related Career Advancement offerings, see page 58.

M.S. IN HOSPITALITY INDUSTRY STUDIES

This master's program emphasizes the areas of knowledge needed for effective decision-making by hotel entrepreneurs, investors, financial analysts, directors of operations, brand strategists, directors of customer relationship management, revenue managers, and general managers who wish to advance or to change the direction of their career. The curriculum addresses the increasing complexity of the business of hotels, including global expansion of brands, ownership structures, and business principles. Students gain in-depth knowledge of the importance of sales, marketing, customer relationship management, revenue management, operations, and overall management. Graduates of the program are prepared to assume leadership positions in the industry, equipped with the ability to analyze hotel operations and to understand the planning and development process. A 15-credit Graduate Certificate in Hospitality Industry Studies also is offered. Credits earned in the Graduate Certificate program often can be applied toward completion of the Master's degree.

For more information on the M.S. in Hospitality Industry Studies, visit **sps.nyu.edu/mshs**. For information about the Graduate Certificate, see page 160. For related Career Advancement offerings, see page 67.

M.S. IN HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT (ONLINE AND IN-PERSON)

The M.S. in Human Resource Management and Development prepares students to be leaders in the competitive field of human resources. The 42-credit degree program includes a core curriculum focused on fundamental business competencies, including finance, information technology, communication skills, and business strategy and ethics; concentrations in Human Resource Development, Human Resource Management, and Organizational Effectiveness; and a capstone project. Designed to meet the needs of both working professionals and full-time students, the 14-course curriculum can be completed in two years of full-time study or in up to five years of part-time study. The program may be taken in person, online, or through a combination of these formats. Three 18-credit Graduate Certificates also are offered—in Benefits and Compensation, Human Resource Management, and Organizational and Executive Coaching. Credits earned in the Graduate Certificate programs often can be applied toward completion of the Master's degree.

For more information on the M.S. in Human Resource Management and Development, visit **sps.nyu.edu/mshr**. For information about the Graduate Certificates, see page 160. For related Career Advancement offerings, see page 13.

GRADUATE PROGRAM INFORMATION SESSIONS

Information sessions include presentations about the admissions process, curricula, and career information, and they provide the opportunity to ask questions of faculty and staff members. For graduate information session locations and details, visit **sps.nyu.edu/graduate-events**. For more information, call **(212) 998-7100**.

M.S. IN INTEGRATED MARKETING

Recent articles in the press, from *Advertising Age* to *The New York Times*, report a talent gap in the field of marketing. Specifically, there is a shortage of qualified candidates with skills in marketing analytics and digital marketing. This program provides those skills, preparing students to plan, manage, and measure all aspects of marketing—from brand strategy and campaign management to web analytics. Students begin with a complete education in general marketing, including fundamentals, finance, strategic planning, database technology, campaign management, and digital strategies. They then select specialized electives to build expertise in advanced areas: brand management; digital marketing, including search and social networking; or marketing analytics. To complete the degree, all students take the capstone course, applying their learning to write a complete business plan.

For more information on the M.S. in Integrated Marketing, visit **sps.nyu.edu/msim**. For related Career Advancement offerings, see page 46.

M.S. IN MANAGEMENT AND SYSTEMS (ONLINE AND IN-PERSON)

Through this multidisciplinary degree offered both online and in person, students gain the management and technical skills to advance their careers and to guide their organizations into the future. Courses are taught by industry leaders who are both practicing professionals and exceptional educators. Students can complete the degree in two years of full-time study or in five years of part-time study. A concentration in Database Technologies, Enterprise Risk Management, Strategy and Leadership, or Systems Management complements a comprehensive core curriculum that enables students to acquire the knowledge to facilitate decision-making and strategic planning in today's information-driven world. Four 18-credit Graduate Certificates also are offered—in Core Business Competencies, Enterprise Risk Management, Information Technologies, and Strategy and Leadership. Credits earned in the Graduate Certificate programs often can be applied toward completion of the Master's degree.

For more information on the M.S. in Management and Systems, visit **sps.nyu.edu/msms**. For information about the Graduate Certificates, see page 160. For related Career Advancement offerings, see pages 29 and 51.

M.S. IN PROFESSIONAL WRITING (ONLINE)

Earning the Master of Science in Professional Writing propels students to the very forefront of fields that require excellent writing skills, including health professions, digital media, science and the environment, information architecture, finance, business, advertising, and public relations. This 36-credit program, which is offered entirely online, can be completed in just three semesters of full-time study. It prepares students for careers as skilled writers, communication specialists, and information designers who are able to take advantage of the broad array of employment opportunities in an ever-evolving, technology-driven marketplace.

To succeed, writing and communication professionals must demonstrate a comprehensive background in the fundamentals of communication and technology, while building expertise in an area or in areas of specialization. The M.S. in Professional Writing offers students the opportunity to develop their writing technique in high-demand fields, including health professions, digital media, business, mass media, finance, science, or grant writing.

The program builds a bridge between academic accomplishment and applied, practical knowledge. Small groups of students interact online with faculty members who possess proven academic and industry experience. In addition, students draw support and inspiration from their peers and from the vast resources of NYU.

For more information on the M.S. in Professional Writing, visit **sps.nyu.edu/mspw**. For related Career Advancement offerings, see page 109.

M.S. IN PROJECT MANAGEMENT

The new 36-credit M.S. in Project Management is designed to provide a rigorous academic experience that is grounded in the best practices, principles, and methodologies of this specialized area of expertise. As more companies, nonprofits, and government agencies use project-based methods to accomplish their goals and objectives, experienced project managers will be in greater demand than ever before. The Project Management Institute (PMI)® estimates that 15.7 million new project management jobs will be created on a global scale by 2020. In this program, management and leadership skills are fused with the business and technical know-how required to manage projects across a broad array of industries. Students gain a highly sought-after skill set and knowledge base that allow them to advance in their current field or to launch their career in a discipline that offers limitless opportunity.

For more information on the M.S. in Project Management, visit **sps.nyu.edu/mspm**. For related Career Advancement offerings, see page 51.

M.S. IN PUBLIC RELATIONS AND CORPORATE COMMUNICATION

The M.S. in Public Relations and Corporate Communication prepares students to enter or advance in a field that, according to *Fortune* magazine, will be among the 10 fastest-growing professions over the next 10 years. Today's businesses, nonprofits, law firms, management consulting firms, accounting firms, universities, government organizations, religious and cultural institutions, and healthcare providers rely upon public relations and corporate communication to help them to communicate effectively with the public and to achieve their missions. Through a practicum, research experience, and a capstone project, students learn from industry professionals and perfect their skills in the world's most vigorous and challenging PR and communications marketplace—New York City. Concentrations are offered in Public Relations Management and in Corporate and Organizational Communication.

For more information on the M.S. in Public Relations and Corporate Communication, visit **sps.nyu.edu/mspr**. For related Career Advancement offerings, see page 56.

DEGREE PROGRAMS AND CERTIFICATES

M.S. IN PUBLISHING: DIGITAL AND PRINT MEDIA

Professionals already working in publishing, as well as those just entering the industry, need to be immersed in the latest technology and trends. The M.S. in Publishing: Digital and Print Media teaches students how to excel in all aspects of publishing—including books, magazines, and digital media. Classes are taught by leading industry professionals and cover all aspects of publishing, including editing, finance, marketing and branding, new business development, sales and distribution, advertising, law, leadership and management, and the latest digital strategies. Concentrations are offered in Media Content Development, Media Marketing and Distribution, and Media Profitability. Students select a full- or part-time program of evening classes to fit their schedule. They network with publishing industry leaders in the classroom and at special workshops, panels, and events. Students also participate in an internship program, career guidance sessions, and an annual career fair.

For more information on the M.S. in Publishing: Digital and Print Media, visit **sps.nyu.edu/mspub**. For related Career Advancement offerings, see page 106.

M.S. IN REAL ESTATE

This program provides students with the fundamental knowledge and advanced analytic skills necessary for success in the global real estate industry. The courses, taught by leaders in the field, focus on sustainability and public-private development. The core curriculum provides graduate students with both theory and real-world experience in the areas of law, finance, economics, market analysis, and valuation and feasibility analysis. Upper-tier and concentration courses in Finance and Investment and in Strategic Real Estate Management prepare students to master the challenges of today's real estate industry. The 18-credit Graduate Certificate in Real Estate also is offered, both online and in person. Credits earned in the Graduate Certificate program often can be applied toward completion of the Master's degree.

For more information on the M.S. in Real Estate, visit **sps.nyu.edu/msre**. For information about the Graduate Certificate, see this page. For related Career Advancement offerings, see page 147.

M.S. IN REAL ESTATE DEVELOPMENT

This program explores the role of real estate development in society—a constantly changing, built environment that requires innovative solutions for evolving issues. Focusing on more than just essential techniques, this program embraces the key role that developers play. Students are provided with the knowledge and the skills necessary to produce strategic and effective real estate projects. The curriculum emphasizes entrepreneurship; problem solving; and respect for the social, economic, and environmental impacts of development. Through a concentration in the Business of Development, Global Real Estate, or Sustainable Development, students focus on a specific discipline that directly responds to the changing needs of the industry.

For more information on the M.S. in Real Estate Development, visit **sps.nyu.edu/msred**. For related Career Advancement offerings, see page 147.

M.S. IN SPORTS BUSINESS

This advanced, finance-oriented curriculum emphasizes management, business, law, and leadership skills and is designed to meet the needs of sports industry professionals seeking career enhancement, as well as career changers who want to launch sports business careers. The program addresses such recent developments as the increased use of metrics, new digital media, and broadcasting, as well as the drive to maximize marketing and sales revenues—and naming rights—for professional and collegiate organizations, while understanding the legal implications involved from an ownership or player's perspective. Providing a fiscal and legal overview of the industry and then delving more deeply into emerging topics through concentration courses, this program provides students with an in-depth understanding of finance, facilities development, marketing strategy, market research, and media and public relations. Concentrations are offered in Global Sports Media, Professional and Collegiate Sports Operations, Sports Law, and Sports Marketing and Sales. A 15-credit Graduate Certificate in Sports Business also is offered. Credits earned in the Graduate Certificate program often can be applied toward completion of the Master's degree.

For more information on the M.S. in Sports Business, visit **sps.nyu.edu/mssb**. For information about the Graduate Certificate, see this page. For related Career Advancement offerings, see page 156.

M.S. IN TOURISM MANAGEMENT

This degree integrates academic theory with real-world application, preparing students to excel in the multi-billion-dollar global tourism industry. The program is designed to reflect current and future growth in tourism, spurred by the rise of emerging economies, development of the middle class around the world, and the globalization of business. The curriculum emphasizes skills in research, marketing, new initiative development, planning, and strategic development by all types of tourism planners and policymakers. A 12-credit Graduate Certificate in Tourism Management also is offered. Credits earned in the Graduate Certificate program often can be applied toward completion of the Master's degree.

For more information on the M.S. in Tourism Management, visit **sps.nyu.edu/mstour**. For information about the Graduate Certificate, see this page. For related Career Advancement offerings, see page 67.

M.S. IN TRANSLATION (ONLINE: FRENCH TO ENGLISH, SPANISH TO ENGLISH, AND ENGLISH TO SPANISH; IN-PERSON: CHINESE TO ENGLISH)

This graduate program prepares students to become successful professional translators, equipped with knowledge of translation theory, techniques to produce accurate and elegant translations, and a thorough understanding of the financial or legal fields in which they will translate. Study options are offered in French to English, Spanish to English, and English to Spanish, all of which are completed online, as well as in Chinese to English, which is completed in person in New York City. Taught by a global faculty of outstanding and accomplished translators and scholars, the rigorous, practice-based curriculum incorporates professional expertise and linguistic analysis. Applicants to the program should have excellent speaking, writing, and reading comprehension skills in French, Spanish, or Chinese, the primary source languages for translation. This 36-credit program can be completed in 12 to 15 months of full-time study, or in up to five years on a part-time basis.

For more information on the M.S. in Translation, visit **sps.nyu.edu/mstrans**. For related Career Advancement offerings, see page 92.

GRADUATE CERTIFICATES

Some programs offer graduate certificates, ideal for those who already have a bachelor's degree and who want to expand or shift their career focus. All of these programs are registered by the New York State Education Department as Advanced Certificates. The number of credits in each graduate certificate varies depending upon the number and types of courses in the certificate. Credits earned in graduate certificate programs often can be applied toward completion of the related master's degree program. For admission and financial aid information, call **(212) 998-7100** or visit the corresponding website, as listed below.

For more information on graduate certificates, including graduation rates and the median debt of students who complete the programs, visit **sps.nyu.edu/ged**.

Benefits and Compensation
sps.nyu.edu/gcbc

Construction Management
sps.nyu.edu/gccon

Core Business Competencies
sps.nyu.edu/gccbc

Enterprise Risk Management
sps.nyu.edu/gcerm

Global Energy
sps.nyu.edu/gcge

Hospitality Industry Studies
sps.nyu.edu/gchosp

Human Resource Management
sps.nyu.edu/gchr

Information Technologies
sps.nyu.edu/gcit

Organizational and Executive Coaching
sps.nyu.edu/gcoe

Peacebuilding
sps.nyu.edu/gcpb

Real Estate
sps.nyu.edu/gcre

Sports Business
sps.nyu.edu/gcsb

Strategy and Leadership
sps.nyu.edu/gcsl

Tourism Management
sps.nyu.edu/gctour

Transnational Security
sps.nyu.edu/gcts

offered online and in-person

Note: International students only can enroll in graduate certificates that are offered online.

PAUL MCGHEE UNDERGRADUATE DIVISION DEGREE PROGRAMS

The NYU School of Professional Studies Paul McGhee Undergraduate Division offers undergraduate degree programs for adult and transfer students seeking a small college experience within a major urban research university. We offer an interdisciplinary curriculum that connects the liberal arts with professional studies, delivered by our own core faculty members who are dedicated to excellent teaching and to the creation of a stimulating learning environment that incorporates the diverse talents and experiences of our students.

Admissions Review Process. Our admissions process is selective, and we use a holistic approach to determine an individual's ability to benefit from, and contribute to, the robust learning environment that McGhee offers. Successful students are proactive individuals who take meaningful roles in charting their educational and career plans.

The Admissions Committee welcomes applicants from diverse backgrounds who demonstrate the potential for academic accomplishment in combination with strong personal qualities, including:

- Motivation to learn and to succeed in a university environment
- Self-direction in setting goals and meeting deadlines
- Maturity, responsibility, and focus
- Intellectual curiosity about the world in which we live
- The ability to communicate well both orally and in writing

Recommended Dates to Apply. The NYU School of Professional Studies practices "rolling admissions," meaning that applications are reviewed at recommended dates throughout the year on a space-available basis. If you apply after a recommended date, you are still considered for the term of your choice if there are openings in the program for that term. If the program has filled for that term, your application is considered for the following term. Please visit the Office of Admissions website at sps.nyu.edu/mcghee.admissions for detailed information about the application process and recommended dates by which to apply.

Tuition. For tuition rates, see Credit Tuition in the Registration section on page 167.

Financial Aid. We offer a full range of financial aid, including scholarships, grants, and loans, to assist adult and transfer students in meeting the cost of attending NYU. Your financial situation and academic potential are taken into account in determining which types of aid are available to you. Your request for aid is considered independently of your admissions decision, but applicants are encouraged to file for financial assistance when they apply for admission by completing the Free Application for Federal Student Aid (FAFSA), which can be found at fafsa.ed.gov. For more information, visit nyu.edu/financial.aid or sps.nyu.edu/aid.mcghee, or call (212) 998-4444 for individual counseling.

Credit for Prior Learning. McGhee associate and bachelor degree students may earn up to 50 percent of the degree by combining all four of the following:

- Transfer credits from accredited American colleges and universities, recognized institutions of higher education in other countries, and selected courses in an NYU School of Professional Studies diploma program
- College-level or proficiency examinations
- Proficiency testing in foreign languages
- Evaluation of prior learning by portfolio

For details of our policy on credit for these examinations, visit sps.nyu.edu/mcghee.admissions or contact the School's Office of Admissions at (212) 998-7100.

For a brochure, fill out and return the reply card inserted at the back of the Bulletin. For admissions information, visit sps.nyu.edu/mcghee.admissions, e-mail mcgheeadmissions@nyu.edu, or call (212) 998-7100.

ASSOCIATE IN ARTS (A.A.) AND ASSOCIATE IN APPLIED SCIENCE (A.A.S.) DEGREES

A.A. IN LIBERAL ARTS

The Associate in Arts (A.A.) in Liberal Arts provides a strong foundation for students choosing to continue toward a bachelor's degree, make a career change, or advance in their present career.

A.A.S. IN BUSINESS

The Associate in Applied Science (A.A.S.) in Business is designed to provide students with a strong foundation in core and introductory courses related to general business practice and theory.

A.A.S. IN HEALTH ADMINISTRATION

This degree is designed to meet the increasing demand for administrators who understand the complexities of the healthcare field. This program also offers an excellent foundation for those wishing to pursue the B.S. in Healthcare Management.

A.A.S. IN INFORMATION SYSTEMS MANAGEMENT

This program is both conceptual and practical, providing a foundation in general management theory as well as in specific computer applications.

BACHELOR'S DEGREES

B.A. IN APPLIED GENERAL STUDIES

The Bachelor of Arts in Applied General Studies addresses the demand for an interdisciplinary major that allows students to design their own course of study and to combine courses across disciplinary boundaries, thus helping them to better address academic and intellectual aspirations as well as career goals. The curriculum is drawn from McGhee's Bachelor of Arts degree programs and professionally oriented Bachelor of Science degrees, as well as from undergraduate-level courses in other divisions of the NYU School of Professional Studies. Students work with their McGhee adviser and an assigned faculty mentor to develop a plan of study and a truly customized educational experience.

B.A. IN HUMANITIES

This program provides students with a strong preprofessional education in the liberal arts. Students acquire the writing, thinking, aesthetic, and analytical abilities required for advanced degrees and career development. They choose from concentrations in Art History, Creative Writing, and Literature. Courses introduce students to the concepts, practices, methods, and theories specific to each field of concentration. Students are encouraged to think in the cross-cultural and cross-disciplinary ways necessary in today's increasingly globalized world.

MCGHEE INFORMATION SESSIONS AND EVENTS

Throughout each semester, a variety of events is offered, including presentations on the admissions process, curricula, and career information as well as opportunities to ask questions of current students and faculty and staff members. For details and locations and to R.S.V.P., visit sps.nyu.edu/mcghee-events.

B.A. IN SOCIAL SCIENCES

This degree offers students a strong liberal arts education and the writing, thinking, and analytical skills necessary for a variety of careers and professions. Students choose from concentrations in Anthropology, Economics, History, International Studies, Media Studies, Organizational Behavior and Change, Politics, Psychology, and Sociology. Courses introduce students to the basic concepts, theories, and methods of each field; teach them to analyze the fundamental questions asked and debated by scholars; and let them explore the ideas, historical forces, and social and cultural movements that have shaped today's globalized world.

B.A./M.S. DUAL DEGREE IN HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

The NYU School of Professional Studies offers a dual degree program in which students earn a B.A. in Social Sciences with a concentration in Organizational Behavior and Change through the Paul McGhee Undergraduate Division and an M.S. in Human Resource Management and Development through the Department of Leadership and Human Capital Management in the Division of Programs in Business. Students complete both degrees in an accelerated time frame and are eminently prepared for a field in need of qualified and talented professionals.

To learn more, visit sps.nyu.edu/mcghee/academics, select the B.A. in Social Sciences, and review the Organizational Behavior and Change concentration.

B.S. IN DIGITAL COMMUNICATIONS AND MEDIA

The Bachelor of Science in Digital Communications and Media addresses the demand for professionals in converging and fast-changing media environments. Faculty members are industry experts who bring their artistic and technical expertise and experiences with production and workflow management to their teaching. Students acquire the most current knowledge of media concepts, and they attend focused, hands-on classes in their chosen concentration: Interactive Media: Web and Mobile Devices, which focuses on design and programming for websites, mobile devices, and other interactive displays; or Time-Based Media: Video and Motion Design, which emphasizes linear production and postproduction for video and broadcast media. Both concentrations emphasize early contacts and networking in the industry.

DEGREE PROGRAMS AND CERTIFICATES

B.S. IN HEALTHCARE MANAGEMENT

This degree offers a distinctive educational program for managers in healthcare facilities who are interested in career advancement or for individuals interested in a career in healthcare services. A combination of core courses and a concentration in either Community Health/Healthcare Advocacy or Long-Term Care/Nursing Home Administration provides students with the comprehensive education required by professionals in health administration. Internships afford students the opportunity to explore career interests and to apply theory in the workplace. Graduates of the program are prepared for employment in organizations such as ambulatory care facilities, community health agencies, governmental agencies, physician group practices, healthcare insurers, hospitals, and nursing and rehabilitation centers.

Students who wish to fulfill the educational requirement for Nursing Home Administrator (NHA) Licensure in the State of New York can do so by completing five courses available through the Long-Term Care/Nursing Home Administration concentration in the degree program. These courses can be taken online or in-person/online. The B.S. in Healthcare Management also is deemed a "degree in the field" by the New York State Department of Health, Bureau of Professional Credentialing, which confers added benefits to the NHA candidate, including a reduction in the amount of experience necessary to fulfill the Experience Requirement in Qualification 4.

B.S. IN INFORMATION SYSTEMS MANAGEMENT

This degree offers a solid liberal arts foundation and industry-specific courses. Students gain a cutting-edge education, concentrating in Database Technologies Management, Enterprise Systems Management, Network Management and Security, or Website Design and Development. The flexibility and adaptability of this program make it well suited to individuals just starting in the technology field or to those who have worked in the industry for many years.

B.S. IN LEADERSHIP AND MANAGEMENT STUDIES

In today's increasingly dynamic and global business environment, the Bachelor of Science in Leadership and Management Studies prepares students to utilize a unique blend of knowledge and skills in order to excel in the 21st-century workplace. The degree provides a strong intellectual foundation in core management principles with an emphasis on leadership development, cross-cultural communication, quantitative reasoning, and team building. Under the guidance of faculty members who have practical experience in their respective areas of expertise, students examine topics such as employee motivation and empowerment, new forms of marketing and advertising, and understanding and implementing sustainable alternatives in managing resources. Students select one of five concentrations: Human Resources Management; International Business and Global Management; Marketing, Advertising, and Public Relations; Organizational Management and Development; or Sustainability Management and Development.

B.S. IN MARKETING ANALYTICS

The new B.S. in Marketing Analytics—one of the only undergraduate degrees of its kind in the country—provides a solid foundation in marketing analytics that focuses on the most current and relevant topics, including data warehousing and data mining, CRM, data visualization, web analytics, social media marketing and analytics, and marketing analytics. Taught by top industry experts, this innovative program of study imparts the skill sets and the knowledge base that will position you for a range of career opportunities in a field that will drive the future of marketing and business on a global scale.

B.S. IN REAL ESTATE

The Bachelor of Science in Real Estate program, offered in cooperation with the NYU School of Professional Studies Schack Institute of Real Estate, builds upon a solid liberal arts and business foundation and equips students with the most advanced knowledge in real estate finance, law, market analysis, and construction. Students gain a solid knowledge base in real estate markets, sales, leasing, and asset and portfolio management. Schack, the first university division devoted exclusively to the real estate industry, includes a distinguished faculty of prominent professionals active in New York's real estate industry. The degree attracts students who have an entrepreneurial spirit and want to begin a career in real estate, as well as practicing real estate professionals who need to fulfill licensing renewal requirements or want to move from residential to commercial sales (including franchising, asset appraisal, and mortgage banking).

SCHACK INSTITUTE OF REAL ESTATE (UNDERGRADUATE)

For more information on Schack undergraduate offerings, visit sps.nyu.edu/schack or call (212) 998-4500.

For Schack Career Advancement offerings, see page 138.

B.S. IN REAL ESTATE

The B.S. in Real Estate, offered by the NYU School of Professional Studies Schack Institute of Real Estate, prepares students to understand the basic elements of real estate within the urban landscape. The program is specifically designed for students who want to study full-time, during the day. The degree builds upon a solid liberal arts core and business foundation. Under the guidance of a distinguished faculty of prominent professionals in the real estate industry, students acquire knowledge of cutting-edge trends in real estate finance, real estate law, real estate economics, and market analysis, as well as key aspects of the real estate development process, and asset and portfolio management.

TISCH CENTER FOR HOSPITALITY AND TOURISM (UNDERGRADUATE)

For more information and admissions criteria, visit sps.nyu.edu/tischcenter/undergraduate or call (212) 998-4500.

For Tisch Center Career Advancement offerings, see page 67.

B.S. IN HOTEL AND TOURISM MANAGEMENT

Offered in New York City, the center of the global hospitality and tourism industry, this Bachelor of Science program provides students with the strategies, analytical skills, and practical applications necessary to gain a competitive advantage in this field, by combining cutting-edge thought with best-practice methodology. This degree emphasizes the areas of knowledge needed to make business decisions involving hotels, resorts, conference centers, tourism bureaus and agencies, event management companies, meeting and special event firms, private clubs, casinos, franchise operations, and marketing agencies. Internship opportunities within these types of businesses offer practical, hands-on experience. Students take a sequence of business courses, taught by faculty members who are experts in their fields, to complete the major. They also choose one of five concentrations: Event Management, Hotel Development, Marketing and Revenue Management, Organizations and Operations, or Tourism Development.

TISCH INSTITUTE FOR SPORTS MANAGEMENT, MEDIA, AND BUSINESS (UNDERGRADUATE)

For more information and admissions criteria, visit sps.nyu.edu/tischinstitute/undergraduate or call (212) 998-4500.

For Tisch Institute Career Advancement offerings, see page 156.

B.S. IN SPORTS MANAGEMENT

Students in the B.S. in Sports Management program learn the business of sports, including management of sporting events and athletic facilities. Course work develops skills in operations, merchandising, marketing, promotions, contract negotiations, collective bargaining, and media strategies. Practical experience is achieved through internship opportunities with clubs, arenas, and sports-related businesses. Students take a sequence of business courses to complete the major and choose one concentration from Event Management, Organizational Management, Sports Law, or Sports Media. This challenging, interdisciplinary curriculum, coupled with the opportunity to interact with industry leaders and faculty members renowned in their fields, enables students to build the skill sets necessary to embark on an exceptional career in sports management.

MCGHEE ONLINE STUDY OPTIONS

At the NYU School of Professional Studies Paul McGhee Undergraduate Division, online study options offer students access to the same expert faculty members, student resources, and professionally focused courses that are available on campus. Two McGhee degrees may be completed entirely online: the **B.A. in Social Sciences** with a concentration in Organizational Behavior and Change and the **B.S. in Leadership and Management Studies** with a concentration in International Business and Global Management, Human Resources Management, or Organizational Management and Development. Some prior credits—earned at McGhee or at another accredited university or college—are required. Five online or in-person/online courses in the Long-Term Care/Nursing Home Administration concentration in the **B.S. in Healthcare Management** degree program fulfill the educational requirement for Nursing Home Administrator (NHA) Licensure in the State of New York. In addition, McGhee offers an array of online courses that can be integrated into an in-person program of study to provide flexible, convenient scheduling. For more information, visit sps.nyu.edu/mcghee.admissions.

GENERAL CONTACT INFORMATION

NYU School of Professional Studies Noncredit General Time Information	**(212) 998-7200**
NYU School of Professional Studies Noncredit Registration	**(212) 998-7150**
NYU School of Professional Studies Class Location and Time Information	**(212) 998-7200**
NYU School of Professional Studies Credit Registration	**(212) 998-7100**
University Bursar	**(212) 998-2800**
NYU School of Professional Studies Undergraduate and Graduate Admissions	**(212) 998-7100**
University Registrar	**(212) 998-4800**
University Security	**(212) 998-2222**
Weather Emergency Information	**(212) 998-1220**

FOR MORE INFORMATION

Not sure what type of course best suits your needs? Preregistration information is available over the phone, in person, or via e-mail at spsinfo@nyu.edu. To contact us, call **(212) 998-7200**.

Other numbers to call:

- Outside New York City: **(888) 998-7204**
- For course availability, schedules, and class locations: **(212) 998-7200**

INFORMATION SERVICES

The NYU School of Professional Studies information line, **(212) 998-7200**, is operational Monday through Thursday 9 a.m.–7 p.m., Friday 9 a.m.–5 p.m., and Saturday and Sunday 9 a.m.–6 p.m. We are available to answer enquiries about the School and its programs. If you would like to be added to our mailing list, call **(212) 998-7200**.

REGISTRATION

Registration information is listed according to the type of course for which you are registering. For more information on registration for Career Advancement or degree-granting courses, see page 167.

ID CARDS

NYU School of Professional Studies students who are enrolled in degree programs or who are declared noncredit certificate candidates are issued NYU photo ID cards. Students who are enrolled in courses, seminars, and conferences are issued a building access pass that allows them to access classroom buildings.

Replacements for lost NYU photo ID cards can be obtained at the NYU Card Center, 7 Washington Place, on the corner of Mercer Street. One piece of photo ID is required to get a replacement card. The fees for replacements are $15 for the first replacement, $50 for the second, and $75 for the third.

Want to know what books are required for your course?

Visit the NYU Bookstore website to find out if there are any books required or recommended for your classes, and, if so, the quantity available and the cost. Order your books online using a major credit card and, in most cases, have them shipped within two business days. Or, visit the Bookstore in person at 726 Broadway (near Astor Place).

bookstores.nyu.edu

NYU SCHOOL OF PROFESSIONAL STUDIES POLICIES

Up-to-date information on NYU School of Professional Studies policies and procedures can be found at sps.nyu.edu/policies. We strongly recommend that all students familiarize themselves with this information. Payment of tuition or attendance at any class shall constitute a student's acceptance of these policies and procedures, as well as acceptance of the School's right to change without notice at any time, at the sole discretion of the administration, School policies, requirements, course offerings, schedules, activities, tuition, fees, and calendars. Such changes may be of any nature including, but not limited to, the elimination of programs, classes, or activities; the relocation or modification of the content of any of the foregoing; and the cancellation of scheduled classes or academic activities.

ARREARS POLICY

The University reserves the right to deny registration and withhold information regarding the record of any student who is in arrears in the payment of tuition, fees, loans, or other charges (including charges for housing, dining, or other activities or services) for as long as any arrears remain.

TRANSCRIPTS OF RECORD

Students with a Valid NetID. If you have a valid NetID and attended NYU after 1990, you may request an official transcript from the Albert Student Center. The Official Transcript form can be found under the "My Academics" section of the Student Center website. If you attended NYU prior to 1990, you may use the Secure Online Transcript Request Form, located at nyu.edu/registrar/transcript-form-login.html.

Former Students without a Valid NetID. If you no longer have a valid NetID or attended New York University prior to 1990, please complete the Online Transcript Request Form at nyu.edu/registrar/transcript-form.html, and mail or fax the signature page to the Registrar's office. A transcript may be requested in writing by either faxing **(212) 995-4154** or sending a signed letter to the Office of the University Registrar, New York University, P.O. Box 910, New York, NY 10276-0910. A request for transcripts must include all of the following information: student ID number; current name and any name under which you attended NYU; current address; date of birth; school of the university you attended and for which you are requesting the transcript; dates of attendance; date of graduation; and full name and address of the person or institution to which the transcript is to be sent. Please allow seven business days from the time the Registrar receives your request.

Note: There is no charge for academic transcripts; there is no limit for official transcripts issued to the student. A request for more than three transcripts requires the full name and address of the college, university, prospective or current employer, or scholarship agency to which each transcript will be sent. You may have the transcript sent to your home address, but we still require the name and address of each institution.

Once a final examination period has begun, no transcript will be forwarded for any student who is currently enrolled in courses until all the student's final grades have been received and recorded. Please notify the Office of the University Registrar immediately of any change of address. Students can access their grades at the end of each semester via ALBERT.

Enrollment Verification Requests. Verification of enrollment or graduation may be requested by submitting a signed letter with the following information: student ID number, current name and any name under which you attended NYU, current address, date of birth, school of the university attended, dates attended, date of graduation, and full name and address of the person or institution to which the verification is to be sent.

Please address your request to the Office of the University Registrar, Enrollment Verification and Graduation, New York University, P.O. Box 910, New York, NY 10276-0910, or fax your signed request to **(212) 995-4154**. Please allow seven business days from the time the Office of the University Registrar receives your request. Currently, we are not accepting requests for verification by e-mail.

CLASS LOCATIONS

Many classes at the NYU School of Professional Studies meet on the Washington Square campus or in the vicinity. Others meet in a variety of convenient locations, which are noted in the course descriptions as follows:

M NYU Midtown Center, 11 West 42nd Street

N Norman Thomas Center, 111 East 33rd Street

S Washington Square, Union Square vicinity

U SUNY College of Optometry, 33 West 42nd Street

V Manhattan Village Academy, 43 West 22nd Street

W Woolworth Building, 15 Barclay Street

All locations are accurate as of this bulletin's press time, but the University reserves the right to alter these locations. Be sure to check your registration confirmation to verify the building and room where your course meets. You also may check locations by calling **(212) 998-7200** or via ALBERT. Presence in NYU School of Professional Studies classrooms and facilities is restricted to enrolled students.

GRADES

The Office of the University Registrar maintains individual records of students enrolled in the School's degree, diploma, graduate certificate, and Career Advancement Courses and certificates.

For Career Advancement Courses, a student may request a non-evaluative grade of NE from the instructor.

Note: All courses to be applied to a given noncredit certificate must be completed with a weighted letter grade (A, B, or C).

Passing grades (A, B, C, D), failing grades (F), and incompletes (incomplete work to be made up typically within one year) are assigned by teachers for each course. No D grades are issued for graduate programs. Grades of IP (incomplete pass) and IF (incomplete fail) must be removed within one year. A grade of IP that is not removed within this time limit becomes a terminal grade of N. A grade of IF that is not removed within one year becomes an F (for credit students, a grade of F is computed into their average). Credit students expecting to graduate should check with the conferring departments regarding earlier deadlines for removing IP and IF grades.

A grade point average of no less than 2.0 (C) is required for graduation from an undergraduate degree or undergraduate-level program (e.g., diploma). A grade point average of no less than 3.0 (B) is required for graduation from a graduate degree or graduate-level program (e.g., graduate certificate). Grades for work done at other institutions are not included in the grade point average.

Note: Final grades are not automatically mailed to students. Please refer to the Obtaining Grades section on page 164 to learn how to request a grade.

CAREER ADVANCEMENT GRADE ISSUANCE

Grades are issued to each student entirely by the faculty of record to provide a measurement of: 1) how much of the delivered body of knowledge the student has absorbed and understood; 2) how effectively the student is able to use that knowledge; and 3) other optional standards, such as class participation and, if essential to course work, actual class attendance/lateness record (such attendance requirements are established by the faculty member).

The final grade awarded also can be influenced by other factors, such as: 1) whether the student's work is handed in by a clearly defined deadline; 2) whether the student's work is complete and follows the directions of the assignment; 3) whether the student's work upholds high standards of grammar and composition; and 4) whether the work conforms to clearly defined course work content specifications.

All grading criteria should be completely explained by the instructor in the course syllabus, which is either distributed or available for download from the NYU Classes online learning management system at the beginning of the semester.

CAREER ADVANCEMENT GRADE REPORTING

During the semester, instructors should report grades on tests and projects to students within one week of work being handed in so that students are immediately aware of their performance to-date in the course.

The University Registrar posts grades to student records by their student identification number (a student identification number is printed on a student's course schedule and begins with "N") within four weeks of course completion. Final grades should be submitted by the faculty member for all students registered in courses within 72 hours of the last session of class, except "CS" courses (one-day seminars). However, a student may request from the instructor, in writing, a non-evaluative grade. A copy of this request also must be filed with the department by the instructor.

OBTAINING GRADES

Career Advancement Students. The Office of the University Registrar maintains individual records of students enrolled in the School's Career Advancement programs and is the only department authorized to record an official grade. Grades can be accessed online through ALBERT, the NYU student information services website. Instructions for accessing ALBERT are sent upon registration.

A transcript may be requested via ALBERT.* Please note: Final grades are not automatically mailed to students, but transcripts can be requested online.

Credit Students. Credit students can access their grades online at the end of the term. A credit student may request a grade mailer only when grades have been posted for all of the student's courses.

*To access ALBERT, NYU's registration and information system, go to home.nyu.edu.

CAREER ADVANCEMENT CHANGE OF GRADE

Once recorded, grades cannot be changed unless some omission or error occurred in the grading process. If this occurs, the faculty of record must complete a change of grade on behalf of the student. Final grades are subject to revision by faculty members with the approval of the program director for one semester following the term in which the course was offered, except for approved IP/IF assigned grades. After one semester has elapsed, all grades recorded in the University Records Office other than an IP/IF become a permanent part of the academic record, and no changes are allowed. IP/IF grades may be changed up to one year from the date the grade was originally reported.

CAREER ADVANCEMENT GRADE REVIEW

A student may petition for a review of a grade only after he/she has made an objective review of his/her performance in the course. The grade review should be initiated and completed in a timely manner and no later than the immediate following term, whether the student takes classes or not.

1. The student initially requests of the instructor an explanation of a grade or evaluation. The student discusses any additional questions, determines whether the faculty considers a grade change appropriate, and verifies that no calculation error has been made.
2. If the student is not satisfied and wishes to pursue the grade review process, the student submits a letter to the director of the program outlining any objections to the grade. The student should submit a copy of all documents to support the position of a grade change.

The director of the program then investigates and submits a written response to the student within 30 days of receiving the appeal with a final response. There is no other appeal. Please call **(212) 998-7200** for more information regarding submitting a grade appeal.

CAREER ADVANCEMENT COURSES AND CONTINUING EDUCATION UNITS (CEUs)

Most courses in this bulletin are Career Advancement Courses (course designated with a "CE" or "CS"). Career Advancement Courses do not carry credit that can be applied toward an NYU degree. If you are unsure whether or not a course carries credit, please contact the appropriate department.

Just as credits have made it possible to carry degree work from one school to another, the CEU is used nationally to document the type, quality, and duration of noncredit work. A CEU is generally equal to 10 class hours (50-minute hours) in a course where grades are issued. To earn CEUs for a Career Advancement Course, a grade of A, B, C, D, or Pass must be earned.

DEGREE PROGRAMS

The NYU School of Professional Studies offers a variety of credit-bearing programs that lead to degrees or professional recognition. Courses in these programs (see the HEGIS entry on page 165 for a list of programs) range from one to four or more credits per course.

Information for Students in Graduate Programs. Graduate students enrolled in credit-bearing programs must maintain continuous matriculation from the date of initial registration in the program, either by taking credit-bearing courses or by filing for maintenance of matriculation and paying the established matriculation fee for each fall and spring term maintained. Contact degree program offices for details.

At least one year—fall and spring terms—must elapse between the conferment of degrees and/or diplomas. A student cannot be matriculated for more than one degree or diploma at a time in any division of NYU.

INTERNATIONAL STUDENTS: VISAS

NYU hosts a vibrant community of more than 7,000 international students and scholars from over 130 different countries. International students who wish to study at the NYU School of Professional Studies should secure a visa that makes them eligible for study in the United States. For more information, call **(212) 998-7200**.

Degree Programs. International students accepted into an undergraduate or graduate degree program at the NYU School of Professional Studies receive information on how to obtain a student (F-1) visa with their letter of acceptance from the School's Office of Admissions.

Career Advancement Programs. Only certain programs qualify participants for student (F-1) visas. Individuals visiting on a tourist visa do not qualify.

American Language Institute. International students studying at the American Language Institute (ALI) have access to an international student adviser who can answer questions about non-immigrant visa matters. For more information, visit sps.nyu.edu/ali or call **(212) 998-7040**.

POLICIES AND PROCEDURES

For a comprehensive list of NYU School of Professional Studies and NYU policies and procedures, visit sps.nyu.edu/policies.

DISCIPLINE

NYU reserves the right to refuse enrollment in, or admittance to, any Career Advancement Course to any student who engages in conduct deemed by the NYU School of Professional Studies, in its sole discretion, as interfering with the learning experience or safety of any person in the NYU community. Misconduct should be reported to the School's Office of Noncredit Student Services at **(212) 998-7200**. The Office of Noncredit Student Services will provide a referral to the appropriate academic director or administrator, who will hear the complaint and render a final decision. Laws prohibiting harassment on the basis of race, gender, color, religion, age, national origin, ethnicity, disability, veteran or military status, sexual orientation, marital status, citizenship status, or any other legally protected status are observed and enforced.

Students are expected to familiarize themselves and comply with academic regulations and established practices of the University and the School of Professional Studies. If, pursuant to such regulations or practices, the withdrawal of a student is required before the end of the term for which tuition has been paid, a refund will be made according to the standard schedule for refunds.

HIGHER EDUCATION GENERAL INFORMATION SURVEY (HEGIS)

The following is a list of degree and credit-bearing certificate programs as registered with the State of New York. Enrollment in other than registered or otherwise approved programs may jeopardize eligibility for certain student aid awards.

Degrees conferred and HEGIS numbers:

- Advanced Digital Applications,** M.S. 1009.00
- Applied General Studies, B.A. 4901.00
- Benefits and Compensation,*** Graduate Certificate 0515.00
- Business,*** A.A.S. 5001.00
- Construction Management, Graduate Certificate, M.S. 0599.00
- Core Business Competencies,*** Graduate Certificate 0501.00
- Dental Hygiene, A.A.S. 5203.00
- Digital Communications and Media, B.S. 0605.00
- Enterprise Risk Management,*** Graduate Certificate 0506.00
- Executive M.S. in Hospitality Industry Studies,* *** M.S. 0508.00
- Executive M.S. in Tourism and Travel Management,* *** M.S. 0510.10
- Fundraising and Grantmaking, M.S. 2199.00
- Global Affairs, M.S. 2210.00
- Global Energy, Graduate Certificate 2210.00
- Graphic Communications Management and Technology, M.A. 0699.00
- Health Administration, A.A.S. 5299.00
- Healthcare Management, B.S. 2199.00
- Hospitality Industry Studies, Graduate Certificate, M.S. 0508.00
- Hotel and Tourism Management, B.S. 0508.00
- Human Resource Management and Development,*** M.S. 0515.00
- Human Resource Management,*** Graduate Certificate 0515.00
- Humanities, B.A. 4903.00
- Information Systems Management,*** A.A.S. 5199.00
- Information Systems Management,*** B.S. 0799.00
- Information Technologies,*** Graduate Certificate 0799.00
- Integrated Marketing, M.S. 0509.00
- Leadership and Management Studies,*** B.S. 0599.00
- Liberal Arts,*** A.A. 5649.00
- Management and Systems,*** M.S. 0506.00
- Marketing Analytics, B.S. 0799.00
- Nursing Home Administration,*** Post-Baccalaureate Certificate 1202.00
- Organizational and Executive Coaching,*** Graduate Certificate 0515.00
- Peacebuilding, Graduate Certificate 2210.00
- Professional Writing,*** M.S. 0699.00
- Project Management,*** M.S. 0599.00
- Public Administration,* B.A. 2102.00
- Public Relations and Corporate Communication, M.S. 0699.00
- Publishing: Digital and Print Media, M.S. 0602.00
- Real Estate, B.S. 0511.00
- Real Estate Development, M.S. 0511.00
- Real Estate,*** Graduate Certificate, M.S. 0511.00
- Social Sciences,*** B.A. 2201.00
- Social Sciences, Human Resource Management and Development,*** B.A./M.S. 2201.00/0515.00
- Sports Business, Graduate Certificate, M.S. 0599.00
- Sports Management, B.S. 0599.00
- Strategy and Leadership,*** Graduate Certificate 0506.00
- Transnational Security, Graduate Certificate 2210.00
- Tourism Management, Graduate Certificate, M.S. 0510.10
- Translation,*** M.S. 1199.00

Diplomas and HEGIS numbers:

- Credit Analysis Diploma** 5003.00
- Paralegal Studies Diploma** 5099.00

*Program not currently active.
**Program no longer accepting students.
***Program offers online and/or blended formats.

ACCREDITATION

New York University is a member of the Association of American Universities and is accredited by the Middle States Association of Colleges and Schools (Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104; **(267) 284-5000**). Individual undergraduate, graduate, and professional programs and schools are accredited by the appropriate specialized accrediting agencies. Graduate and professional accrediting agencies recognize degrees in all categories.

WE WELCOME YOUR FEEDBACK

At the NYU School of Professional Studies, our students are our number one priority. We would like to hear from you regarding your experiences this semester. We invite your questions, comments, and suggestions throughout the year. Let us know at any time about the courses you're taking or your interactions with the School.

Call us at **(212) 998-7200**, 9 a.m.–7 p.m. Monday through Thursday, 9 a.m.–5 p.m. on Fridays, and 9 a.m.–6 p.m. Saturdays and Sundays, or visit **sps.nyu.edu/feedback**.

We use your comments to improve the quality of our programs and services. We look forward to hearing from you.

Note: For information regarding your class, such as time or location, please call **(212) 998-7200**.

VETERANS' BENEFITS

Various Department of Veterans Affairs programs provide educational benefits for spouses, sons, and daughters of deceased or permanently disabled veterans, as well as for veterans and in-service personnel, subject to certain restrictions. Under most programs, the student pays tuition and fees at the time of registration and receives a monthly allowance from the Department of Veterans Affairs.

Veterans with service-connected disabilities may be qualified for educational benefits under Chapter 31. An applicant for this program is required to submit a letter of acceptance from the college he or she wishes to attend to the Department of Veterans Affairs. On meeting the requirements for the Department of Veterans Affairs, the applicant is given an Authorization for Education (VA Form 22-1905), which must be presented to the Office of the University Registrar, 25 West 4th Street, 1st Floor, before registering for course work.

Allowance checks for all veterans are usually sent directly to the veteran by the Department of Veterans Affairs. Veterans and eligible dependents should contact the Office of the University Registrar in each term for which they desire Veterans Affairs certification of enrollment.

All veterans are expected to reach the objective (associate's, bachelor's, master's, doctorate, or graduate certificate) authorized by the Department of Veterans Affairs with the minimum number of points required. The Department of Veterans Affairs may not authorize allowance of payments for credits that are in excess of scholastic requirements, that are taken for audit purposes only, or for which nonpunitive grades are received.

Applications and further information may be obtained from the student's regional office of the Department of Veterans Affairs. Additional guidance may be obtained from the Office of the University Registrar, 25 West 4th Street, 1st Floor.

Since interpretation of regulations governing veterans' benefits is subject to change, veterans should keep in touch with the Department of Veterans Affairs or with NYU's Office of the University Registrar.

New York University is a proud participant in the **Yellow Ribbon GI Education Enhancement Program**, which provides scholarship assistance from the University and the U.S. Department of Veterans Affairs. To be considered for Yellow Ribbon benefits, an individual must meet the criteria to receive the maximum Post-9/11 GI Bill benefit. An individual may be eligible for the Yellow Ribbon Enhancement if he/she:

- Served an aggregate period of active duty after September 10, 2001, of at least 36 months
- Was honorably discharged from active duty for a service-connected disability and had served 30 continuous days after September 10, 2001
- Is a dependent eligible for Transfer of Entitlement under the Post-9/11 GI Bill based upon a veteran's service under the eligibility criteria, as described by the U.S. Department of Veterans Affairs

The U.S. Department of Veterans Affairs (VA) is currently accepting applications for Post-9/11 GI Bill benefits. To qualify for the Yellow Ribbon Enhancement, you must apply to the VA. The VA will determine your eligibility for the Post-9/11 GI Bill and issue you a Certificate of Eligibility. You may then contact Clara Fonteboa at **clf1@nyu.edu** or **(212) 998-4823**.

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David W. McLaughlin, B.S., M.S., Ph.D., provost

Michael C. Alfano, D.M.D., Ph.D., executive vice president

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NYU School of Professional Studies Initiative for Creativity and Innovation in Cities

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Ted Shaker, B.A., adjunct instructor; director of administration, NYUSPS Sports and Society

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NONCREDIT REGISTRATION

Register early for the best course selection and availability. Registration confirmation is sent via e-mail before the first class meeting.

REGISTER ONLINE SPS.NYU.EDU/FALLCE

Most Career Advancement Courses are available through online registration. Register 24 hours a day, seven days a week!

Payment: MasterCard, Visa, American Express, and Discover.

REGISTER BY PHONE* (212) 998-7150

The dates and times for telephone registration are as follows:

Monday–Thursday, 9 a.m.–7 p.m.
Friday, 9 a.m.–5 p.m.
Saturday–Sunday, 9 a.m.–6 p.m.

Payment: MasterCard, Visa, American Express, and Discover.

REGISTER IN PERSON*

In-person registration is available at the Office of Noncredit Student Services, 7 East 12th Street, Room 133.

Monday–Thursday, 9 a.m.–7 p.m.
Friday, 9 a.m.–5 p.m.
Saturday–Sunday, 9 a.m.–6 p.m.

Payment: MasterCard, Visa, American Express, Discover, check or money order made payable to New York University.

*Telephone and in-person registration may be suspended or the hours altered due to holiday observance.

REGISTER BY MAIL

To register by mail, use the registration form at the back of the Bulletin. Mail registration must be postmarked at least two weeks before the course start date.

Payment: Check or money order made payable to New York University. Do not send cash.

Fill in the form completely and mail with payment to:

Noncredit Student Services
New York University
P.O. Box 1206 Stuyvesant Station
New York, NY 10009-9988

Credit card payment cannot be accepted by mail. If paying by credit card, please call **(212) 998-7150** or register online at **sps.nyu.edu/fallce**.

Be sure to include daytime and evening telephone numbers and an e-mail address; if the course you selected is canceled or filled, we will contact you with instructions.

FOR MORE INFORMATION

Need more information about a Career Advancement Course? We are available to help you by e-mail or phone.

E-mail: **spsinfo@nyu.edu**

Telephone: **(212) 998-7200**

Monday–Thursday, 9 a.m.–7 p.m.
Friday, 9 a.m.–5 p.m.
Saturday–Sunday, 9 a.m.–6 p.m.

INFORMATION SESSIONS

Learn more about all of our programs at these events, held prior to the beginning of the term. For details, visit **sps.nyu.edu/events**.

AMERICAN LANGUAGE INSTITUTE (ALI) STUDENTS

Because testing is necessary before taking courses offered by ALI, students may not register by telephone, by mail, or online. See page 89 for ALI registration procedures.

FEES AND PAYMENT

CAREER ADVANCEMENT CHANGES, WITHDRAWALS, AND REFUNDS

Additions (added courses) to your nondegree program may be made by telephone, by mail, online, or in person.

Program changes (drop/adds) may be made online or in person.

Withdrawals. Students who wish to withdraw from, or who find it impossible to complete, a Career Advancement Course should officially withdraw. Requests to withdraw (drops only) from noncredit courses can be made online any time at **sps.nyu.edu/drop**; up until one day before the course start date via ALBERT, the NYU student information services website; by mail, Office of Noncredit Student Services, NYU School of Professional Studies, P.O. Box 1206, Stuyvesant Station, New York, NY 10009-9988; or in person, 7 East 12th Street, Room 133.

Ceasing to attend a class does not constitute official withdrawal, nor does notification to the instructor. Cancellation of payment does not constitute withdrawal, nor does it reduce indebtedness to the University; in this case, a penalty of $25 for late payment and $10 for stop-payment (subject to change without notice) must be charged. Students of any other NYU school must withdraw from the NYU School of Professional Studies courses through the School of Professional Studies.

Refund Policy. Refunds are computed based upon the date and time the written or electronic notice of withdrawal is received by the Office of Noncredit Student Services. In addition, refunds for noncredit courses and seminars are based upon the number of class sessions for the course that have met between the time of registration and withdrawal. Course withdrawal does not necessarily entitle a student to a refund—nor to a cancellation of tuition still due.

The refund schedule is as follows:

For Career Advancement Courses (containing the designation "CE") and Seminars (containing the designation "CS"):

1. Student withdraws prior to the first session—100 percent refund.
2. For courses with six or more sessions—75 percent refund if the student withdraws before the third scheduled session. No refund thereafter.
3. For courses with four or five sessions—60 percent refund if the student withdraws before the third scheduled session. No refund thereafter.
4. For courses with one to three sessions—no refund is given after the first scheduled session.

For conferences: Procedures and policies for refunds vary by department.

For online courses: Refunds for online courses are calculated differently from in-person courses. Students are eligible for a 100 percent tuition refund if they withdraw from the course before the official start date. Students are eligible for a 60 percent tuition refund if they withdraw from the course before having logged into the course four times or within the first two weeks of the course. After the fourth login, or the second week, students are not eligible to receive any tuition refund for courses taken through the NYU School of Professional Studies.

CAREER ADVANCEMENT REGISTRATION FEES

For courses that contain the designation "CE" or "CS," the registration fee is either $10 or $20, depending upon the total cost of the course or courses for which you apply. If the total of your tuition is $99 or less, your registration fee is $10. If the total of your tuition is $100 or more, the fee is $20. The maximum $20 registration fee is payable only once each semester, no matter how many times you add courses. Registration fees are nonrefundable.

Note: This fee schedule does not apply to programs requiring credit registration.

REDUCED CAREER ADVANCEMENT PROGRAM RATES FOR OLDER ADULTS

The NYU School of Professional Studies is pleased to offer adults who are 65 years of age or older a 25 percent discount rate for many of the courses listed in this bulletin (except where otherwise indicated).

Reduced rates must be requested by the applicant at the time of registration. Proof of age (such as a Medicare card, driver's license, or passport) is required for in-person registration; for telephone or mail registration, a copy of proof of age must be sent to the Office of Noncredit Student Services. **This discount can now be processed through online enrollment.**

Retroactive discounts (after registration has already been completed) are not permitted. The reduced rate may not be combined with any other discounts for special categories of students. Please note: The older adult discount is not available for conferences; degree, credit, or diploma courses; limited enrollment courses; or any offerings that are computer lab-based or dependent upon the use of special equipment or technology resources.

For more information, call the Office of Noncredit Student Services at **(212) 998-7200**.

DEGREE AND CREDIT REGISTRATION

All admitted degree and diploma students register through their department directly. You cannot register for credit courses by mail or telephone. You must be accepted into the program prior to registering.

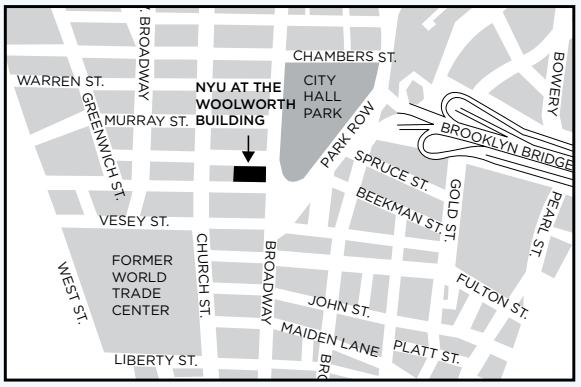
CREDIT TUITION

For the most up-to-date information on undergraduate and graduate tuition rates, and registration and service fees, please visit **nyu.edu/bursar**.

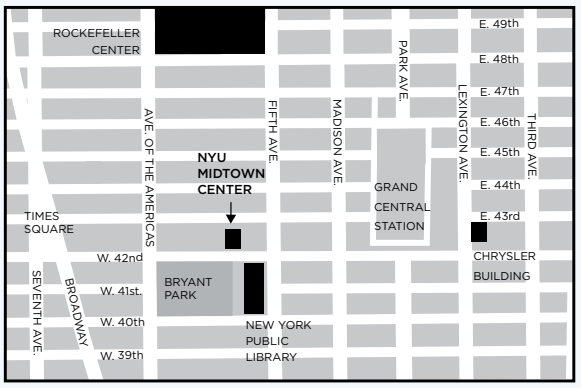
For information on financial aid, visit **nyu.edu/financial.aid**.

NYU WASHINGTON SQUARE CAMPUS

NYU DOWNTOWN LOCATION: THE WOOLWORTH BUILDING 15 BARCLAY STREET



NYU MIDTOWN CENTER: 11 WEST 42ND STREET



KEY TO BUILDINGS

46 **Academic Resource Center** (B-2) 18 Washington Place
16 **Alumni Hall** (C-2) 33 3rd Avenue
50 **Alumni Relations** (B-2) 25 West 4th Street
16 **Barney Building** (C-2) 34 Stuyvesant Street
58 **Bobst Library** (B-3) 70 Washington Square South
40 **Bookstore** (B-2) 726 Broadway
12 **Brittany Hall** (B-2) 55 East 10th Street
12 **Broadway Windows** (B-2)
11 **Bronfman Center** (B-2) 7 East 10th Street
Broome Street Residence (not on map) 400 Broome Street
33 **Brown Building** (B-2) 29 Washington Place
25 **Cantor Film Center** (B-2) 36 East 8th Street
36 **Card Center** (B-2) 7 Washington Place
1 **Carlyle Court** (B-1) 25 Union Square West
8 **Casa Italiana Zerilli-Marimò** (A-1) 24 West 12th Street
35 **Center for Genomics and Systems Biology** (B-2) 12-16 Waverly Place
78 **Coles Sports and Recreation Center** (B-3) 181 Mercer Street
31 **College of Arts and Science** (B-2) 31 Washington Place
College of Dentistry (not on map) 345 East 24th Street
40 **College of Nursing** (B-2) 726 Broadway
40 **Computer Store** (B-2) 726 Broadway
72 **Copy Central** (B-3) 547 La Guardia Place
2 **Coral Towers** (C-1) 129 3rd Avenue
63 **Courant Institute** (B-3) 251 Mercer Street
67 **D'Agostino Hall** (A-3) 110 West 3rd Street
21 **Deutsches Haus** (B-2) 42 Washington Mews
46 **East Building** (B-2) 239 Greene Street
48 **Education Building** (B-2) 35 West 4th Street
20 **Faculty of Arts and Science** (B-2) 5 Washington Square North
13 **Founders Hall** (C-1) 120 East 12th Street
56 **Furman Hall** (A-3) 245 Sullivan Street
39 **Gallatin School** (B-2) 1 Washington Place
40 **Global Liberal Studies** (B-2) 726 Broadway
19 **Glucksman Ireland House** (B-2) 1 Washington Mews
47 **Goddard Hall** (B-2) 79 Washington Square East
61 **Gould Plaza** (B-3)
20 **Graduate School of Arts and Science** (B-2) 1/2 5th Avenue
Gramercy Green (not on map) 310 3rd Avenue
Greenwich Hotel (not on map) 636 Greenwich Street
31 **Grey Art Gallery** (B-2) 100 Washington Square East
43 **Hayden Hall** (A-2) 33 Washington Square West
Institute for the Study of the Ancient World (not on map) 15 East 84th Street
Institute of Fine Arts (not on map) 1 East 78th Street
22 **Institute of French Studies** (B-2) 15 Washington Mews
71 **International Students and Scholars** (B-3) 561 La Guardia Place
Jeffrey S. Gould Welcome Center, Undergraduate Admissions, Alumni Drop-in (B-3) 50 West 4th Street
60 **Kaufman Management Center** (B-3) 44 West 4th Street
55 **Kevorkian Center** (A-3) 50 Washington Square South
34 **Kimball Hall** (B-2) 246 Greene Street
57 **Kimmel Center for University Life** (B-3) 60 Washington Square South
55 **King Juan Carlos I of Spain Center** (A-3) 53 Washington Square South
22 **La Maison Française** (B-2) 16 Washington Mews
Lafayette Residence Hall (not on map) 80 Lafayette Street
40 **Liberal Studies** (B-2) 726 Broadway
9 **Lillian Vernon Center** (A-2) 58 West 10th Street
48 **Loewe Theater** (B-2) 35 West 4th Street
72 **Mail Services** (B-3) 547 La Guardia Place
74 **Mercer Street Residence** (B-3) 240 Mercer Street
52 **Meyer Hall** (B-2) 4 Washington Place
64 **Meyer Plaza** (B-3)
40 **Moses Center for Students with Disabilities** (B-2) 726 Broadway
3 **NYU Card Services Annex** (C-1) 125 East 13th Street
70 **NYU Open House** (B-3) 530 La Guardia Place
57 **Off-Campus Housing** (B-3) 60 Washington Square South
4 **Office of Global Programs, Student Services** (B-1) 110 East 14th Street
4 **Office of Special Sessions** (B-1) 110 East 14th Street
3 **Palladium Athletic Facility** (C-1) 140 East 14th Street
3 **Palladium Hall** (C-1) 140 East 14th Street
6 **Paul McGhee Undergraduate Division** (B-1) 7 East 12th Street
38 **Philosophy Building** (B-2) 5 Washington Place
45 **Pless Annex** (B-2) 26 Washington Place
44 **Pless Hall** (B-2) 82 Washington Square East
53 **Provincetown Playhouse** (A-3) 133 MacDougal Street
52 **Psychology Building** (B-2) 6 Washington Place
36 **Public Safety Administration Building** (B-2) 7 Washington Place
36 **Public Safety Command Center** (B-2) 7 Washington Place
80 **Puck Building** (C-3) 295 Lafayette Street
40 **Residential Life and Housing Services** (C-3) 726 Broadway
10 **Rubin Hall** (B-2) 35 5th Avenue
27 **Rufus D. Smith Hall** (B-2) 25 Waverly Place
6 **School of Professional Studies** (B-1) 7 East 12th Street
54 **School of Law** (A-3) 40 Washington Square South
59 **Schwartz Plaza** (B-3)
76 **Second Street Residence** (C-3) 1 East 2nd Street
29 **Seventh Street Residence** (C-2) 40 East 7th Street
60 **Shimkin Hall** (B-3) 50 West 4th Street
31 **Silver Center for Arts and Science** (B-2) 100 Washington Square East
23 **Silver School of Social Work** (B-2) 1 Washington Square North
57 **Skirball Center for the Performing Arts** (B-3) 566 La Guardia Place
55 **Skirball Department** (A-3) 53 Washington Square South
45 **Steinhardt School of Culture, Education, and Human Development** (B-2) 82 Washington Square East
60 **Stern School of Business, Graduate Program** (B-3) 44 West 4th Street
62 **Stern School of Business, Undergraduate College** (B-3) 40 West 4th Street
40 **Student Health Center** (B-2) 726 Broadway
57 **Student Resource Center** (B-3) 60 Washington Square South
50 **Student Services Center Office of the University Registrar, Bursar and Financial Aid** (B-2) 25 West 4th Street
78 **Sweat-n-Shop (Mercer)** (B-3) 181 Mercer Street
3 **Sweat-n-Shop (14th Street)** (C-1) 140 East 14th Street
14 **Third Avenue North Residence** (C-1) 75 3rd Avenue
7 **Thirteenth Street Residence** (A-1) 47 West 13th Street
6 **Tisch Center for Hospitality and Tourism and Tisch Institute for Sports Management, Media, and Business** (B-1) 7 East 12th Street
62 **Tisch Hall** (B-3) 40 West 4th Street
37 **Tisch School of the Arts** (B-2) 721 Broadway
34 **Torch Club** (B-2) 18 Waverly Place
60 **Undergraduate Admissions** (B-3) 50 West 4th Street
4 **University Hall** (B-1) 110 East 14th Street
54 **Vanderbilt Hall** (A-3) 40 Washington Square South
80 **Wagner Graduate School of Public Service** (C-3) 295 Lafayette Street
63 **Warren Weaver Hall** (B-3) 251 Mercer Street
47 **Washington Square East Galleries** (B-2) 80 Washington Square East
73 **Washington Square Village** (B-3) 1–4 Washington Square Village
44 **Washington Square Windows** (B-2)
3 **Wasserman Center for Career Development** (C-1) 140 East 14th Street
32 **Waverly Building** (B-2) 24 Waverly Place
26 **Weinstein Hall** (B-2) 11 University Place
53 **Wilf Hall** (A-3) 139 MacDougal Street
28 **10 Astor Place** (B-2)
75 **665 Broadway** (B-3)
40 **726 Broadway** (B-2)
42 **20 Cooper Square** (C-2)
65 **14 East 4th Street** (B-3)
66 **383 Lafayette Street** (C-3)
41 **411 Lafayette Street** (C-2)
68 **130 MacDougal Street** (A-3)
80 **194-196 Mercer Street** (B-3)
35 **285 Mercer Street** (B-2)
39 **111-113 2nd Avenue** (C-2)
69 **230 Sullivan Street** (A-3)
24 **19 University Place** (B-2)
51 **10 Washington Place** (B-2)
18 **19 Washington Square North** (A-2)
17 **22 Washington Square North** (A-2)
51 **19 West 4th Street** (B-2)
50 **25 West 4th Street** (B-2)

CLASS LOCATIONS/DIRECTIONS

S NYU SCHOOL OF PROFESSIONAL STUDIES BUILDING, 7 EAST 12TH STREET—UNION SQUARE

SUBWAY

14TH STREET—UNION SQUARE: L, N, Q, R, No. 4, 5, or 6

RAILROAD

FROM PENN STATION: No. 1, 2, or 3 to 14th Street

FROM GRAND CENTRAL TERMINAL: No. 4, 5, or 6 to 14th Street—Union Square

PATH trains to 14th Street

BUS

BROADWAY: No. 1 or 3 bus to Fifth Avenue—West 12th Street

S WASHINGTON SQUARE

SUBWAY

ASTOR PLACE: No. 6

8TH STREET (AT BROADWAY): N or R

WEST 4TH STREET—WASHINGTON SQUARE: A, B, C, D, E, F, or M

CHRISTOPHER STREET—SHERIDAN SQUARE: No. 1

RAILROAD

FROM PENN STATION: Follow subway directions to West 4th Street or Christopher Street

FROM GRAND CENTRAL TERMINAL: Follow subway directions to Astor Place

PATH trains to 9th Street and Avenue of the Americas

BUS

FIFTH AVENUE: No. 1, 2, 3, or 5 bus to 8th Street and University Place

8TH STREET CROSSTOWN: No. 8 bus to University Place

BROADWAY: No. 5 bus to Waverly Place

AVENUE OF THE AMERICAS: No. 5 bus to Waverly Place

M NYU MIDTOWN CENTER, 11 WEST 42ND STREET

SUBWAY

42ND STREET (AT AVENUE OF THE AMERICAS): B, D, F, or M

42ND STREET (AT FIFTH AVENUE): No. 7

42ND STREET—GRAND CENTRAL STATION: No. 4, 5, or 6

42ND STREET— TIMES SQUARE: N, Q, R, No. 1, 2, or 3

RAILROAD

FROM PENN STATION: Walk outside one block east and follow subway directions to 42nd Street and Avenue of the Americas

FROM GRAND CENTRAL TERMINAL: Walk three blocks west to Midtown Center

PATH trains to 33rd Street and follow subway directions to 42nd Street and Avenue of the Americas

BUS

FIFTH AVENUE: No. 1, 2, 3, 4, 5, or Q32 bus to 42nd Street

AVENUE OF THE AMERICAS: No. 5 or 7 bus to 42nd Street

MADISON AVENUE: No. 1, 2, 3, or 4 bus to 42nd Street

CROSSTOWN: No. 42 or 104 bus to 42nd Street and Fifth Avenue

W WOOLWORTH BUILDING, 15 BARCLAY STREET

SUBWAY

PARK PLACE: No. 2 or 3

BROOKLYN BRIDGE—CITY HALL: No. 4, 5, 6, or R

CHAMBERS STREET: A or C

RAILROAD

FROM PENN STATION: Follow subway directions to Park Place or Chambers Street

FROM GRAND CENTRAL TERMINAL: Follow subway directions to Brooklyn Bridge—City Hall

PATH trains to World Trade Center

BUS

BROADWAY: No. 5 bus to City Hall

V MANHATTAN VILLAGE ACADEMY, 43 WEST 22ND STREET

SUBWAY

SEVENTH AVENUE AND 23RD STREET: No. 1

AVENUE OF THE AMERICAS AND 23RD STREET: F or M

23RD STREET AND BROADWAY: N or Q

RAILROAD

FROM PENN STATION: Follow subway directions to 23rd Street

PATH trains to 23rd Street

BUS

AVENUE OF THE AMERICAS: No. 5 or 7 bus

FIFTH AVENUE: No. 1, 2, 3, or 5 bus

N NORMAN THOMAS CENTER, 111 EAST 33RD STREET

SUBWAY

33RD STREET (AT PARK AVENUE): No. 6

34TH STREET—HERALD SQUARE: B, D, F, N, Q, R, or M

RAILROAD

FROM PENN STATION: Walk north to 33rd Street and five blocks east to Park Avenue

FROM GRAND CENTRAL TERMINAL: Follow subway directions to 33rd Street

PATH trains to 33rd Street and walk three blocks east to Park Avenue

BUS

THIRD AVENUE: No. 101 or 102 bus to 34th Street

FIFTH AVENUE: No. 1, 2, or 3 bus to 34th Street

CROSSTOWN: No. 16 or 34 bus to Park Avenue

MADISON AVENUE: No. 2, 3, 4, or 7 bus to 34th Street

HOW TO FIND A CLASS LOCATION

Use this convenient system to quickly determine where your class is being offered. These letters stand for the following locations:

S **Washington Square, Union Square vicinity**
This is the main campus. You will be notified of the exact building upon registration.

M **NYU Midtown Center**
11 West 42nd Street
(just west of Fifth Avenue)

W **Woolworth Building**
15 Barclay Street (between Broadway and Church Street)

V **Manhattan Village Academy**
43 West 22nd Street
(between Fifth Avenue and Avenue of the Americas)

N **Norman Thomas Center**
111 East 33rd Street
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